

draft for Cabinet

budget book

2013/14



KCC Budget Book 2013/14

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KCC Budget Book

SECTION 1

Introduction

Section 1 - KCC Budget Book

Introduction

- 1.1 Please see the “Medium Term Financial Plan 2013/15” for the Leader’s Foreword to this budget and the national and local context in which the budget has been set. The remainder of this introduction is a guide to help users navigate this budget book.
- 1.2 This Budget Book is presented in a user-friendly format. There are three places where you can find changes to the budget. One of those is in the Medium Term Financial Plan at Appendix A (iii), the other two are in this budget book, one within section 5 and the other within section 6 (to follow).
- 1.3 We have continued with an alphabetical list of individual service budgets (see section 5), indicating which Portfolio is responsible for each line in the Budget and showing key performance and affordable activity levels.
- 1.4 The services continue to be split into four main sections, and within those sections they have been further split into meaningful categories to guide the reader to the correct service area. The table below shows the main headings and categories, as shown in section 5, the A to Z Service Analysis presentation of the 2013/14 budget.

Main Heading	Categories
Direct Service to the Public	Adults & Older People
	Children’s Services
	Community Services
	Environment
	Highways
	Local Democracy
	Planning and Transport Strategy
	Regeneration & Economic Development
	Regulatory Services
	Schools Budgets
	Schools Services
	Transport Services
Waste Management	
Financing Items	
Assessment Services	
Management, Support Services (inc. support to front line services) and Overheads	

- 1.5 The Directorate service management and support costs are shown separately at the end of the budget pages. Following the restructuring of the council in 2012/13, a number of budgets have been centralised and no longer sit with the individual front line services e.g. premises costs.
- 1.6 In order to provide a more meaningful comparison between years, the 2012/13 budgets have been revised from what was published in the 2012/13 Budget Book to reflect where A to Z budget lines have changed and the realignments which have been reported via the 2012/13 financial monitoring.

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SECTION 2

Council Tax 2013/14

Section 2 – Council Tax

- 2.1 There have been significant changes to the Council Tax arrangements for 2013/14 which require further explanation. In particular the previous Council Tax benefit system has been transferred to local schemes and the Local Government Finance Act has given billing authorities additional powers to alter discounts and exemptions to Council Tax. This section explores the changes and the impact on 2013/14 anticipated yield from Council Tax.
- 2.2 Determining the tax base is the responsibility of billing authorities. Billing authorities must notify the major precepting authorities of the final tax base by 31st January. They must also notify precepting authorities of the balance on the local collection fund for the previous year and their pro rata share of any surplus or deficit. The tax base figures in this draft budget book are based on the latest estimates from billing authorities. Major precepting authorities must notify billing authorities of their precept needed to finance their budget requirement by 28th February to enable them to calculate Council Tax bills before the start of the financial year.
- 2.3 Table 1 sets out the estimated tax base and precept for each district for 2013/14.

Table 1	2012/13 Tax Base	2012/13 Precept	Estimated Tax Base	2013/14 Estimated Precept
District		£s		£s
Ashford	46,075.60	48,277,092	41,180.00	43,147,580
Canterbury	52,353.00	54,854,426	46,183.00	48,389,624
Dartford	35,069.50	36,745,121	31,495.65	33,000,512
Dover	40,188.44	42,108,644	34,757.85	36,418,580
Gravesham	35,551.53	37,250,182	31,026.87	32,509,334
Maidstone	60,985.30	63,899,178	55,155.10	57,790,411
Sevenoaks	50,860.03	53,290,122	47,052.88	49,301,067
Shepway	40,019.05	41,931,160	33,562.88	35,166,514
Swale	48,401.04	50,713,642	41,225.21	43,194,951
Thanet	47,194.74	49,449,705	37,990.60	39,805,791
Tonbridge & Malling	49,256.68	51,610,164	44,924.13	47,070,605
Tunbridge Wells	45,605.93	47,784,981	41,787.81	43,784,432
Total	551,560.84	577,914,417	486,341.98	509,579,400

- 2.4 Each billing authority has to agree its local scheme for Council Tax Support. The existing benefits for pensioners are protected and authorities can only make changes in relation to working age recipients. The funds transferring to support local schemes represent a 10% reduction in the overall estimated costs of existing benefits (including pensioners). The funding to support local schemes have been incorporated into the new local government funding arrangements and the impact of local schemes will reduce the tax base for all authorities (including precepting authorities and parish/town councils).

- 2.5 The Local Government Finance Act 2012 gave local billing authorities additional powers to reduce exemptions on empty homes and discounts on second homes. The Act also gave billing authorities the power to levy a premium on long term empty properties.
- 2.6 Table 2 sets out the main changes to the estimated tax base and impact on the county precept between 2012/13 and 2013/14. The information in table 2 is derived from an initial analysis of tax base estimates and will be refined as part of final tax base and thus should only be considered indicative at this stage.

Table 2	Tax Base	Precept £s
2012/13 Base	551,560.84	577,914,417
New Properties	1,906.48	1,997,572
Impact of Council Tax Support	-70,771.61	-74,153,078
Changes to Discounts and Exemptions to fund Council Tax Support schemes	5,139.21	5,384,761
Other changes to Discounts and Exemptions	1,224.36	1,282,860
Change to Collection Rates	-2,717.30	-2,847,133
2013/14 Estimate	486,341.98	509,579,400

- 2.7 The Council Tax Band rates for 2013/14 for the County precept remain unchanged from 2012/13 as set out below. Other authorities i.e. Police, Fire & Rescue, Districts, Parish and Town Councils are responsible for setting their own share of Council Tax as part of the overall bill. Under the Local Government Finance Act 2012 residents will be able to pay bills in 12 monthly instalments (rather than 10 instalments). Also under the act a separate explanation of Council Tax no longer needs to be included with individual bills and can be made available electronically or on request.

Band A	Band B	Band C	Band D	Band E	Band F	Band G	Band H
£698.52	£814.94	£931.36	£1,047.78	£1,280.62	£1,513.46	£1,746.30	£2,095.56

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SECTION 3

**Capital Investment
Plans**

Row ref	SUMMARY												
SECTION 3 - CAPITAL INVESTMENT PLANS 2013/14 TO 2015/16													
2013/16 Funded By:													
	Total cost of scheme	Previous Spend	Borrowing	PEF2	Grants	Dev Contrs	Other External Funding	Revenue & Renewals	Capital Receipts	PFI	Total 2013/16	Later Years	
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
1	Adults Social Care & Public Health	95,508	2,651	1,190	1,117	9,217	1,361		13,173	66,800	92,857		
2	Business Strategy, Performance & Health Reform	68,851	22,317	10,490	2,450	8,750		160	24,684		46,534		
3	Customer & Communities	16,170	4,907	6,224	400	2,449	550		1,640		11,263		
4	Education, Learning & Skills	644,164	385,608	34,666		153,338	6,004	600	27,881	20,667	243,156	15,400	
5	Environment, Highways & Waste	584,169	213,527	33,231	26	116,832	30,049	3,779	4,622	5,250	193,789	176,853	
6	Regeneration & Economic Development	126,984	21,077	22,032		70,700		5,157	5,518		103,407	2,500	
7	Specialist Children's Services	1,074	0			1,074					1,074		
8	Total Cash Limit	1,536,920	650,087	107,833	3,993	362,360	37,964	9,536	32,663	70,932	66,800	194,753	
2013/16 Funded By:													
	Three year budget		Borrowing	PEF2	Grants	Dev Contrs	Other External Funding	Revenue & Renewals	Capital Receipts	PFI	Total 2013/16		
	£'000		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000		
ROLLING PROGRAMMES													
9	Adults Social Care & Public Health	6,600			6,600						6,600		
10	Business Strategy, Performance & Health Reform	18,381		7,888	8,750			160	1,583		18,381		
11	Customer & Communities	6,609		4,160	2,449						6,609		
12	Education, Learning & Skills	60,398		457	33,941			26,000			60,398		
13	Environment, Highways & Waste	121,119		8,186	107,111	1,922		3,900			121,119		
14	Total Rolling Programmes	213,107		20,691	158,851	1,922		30,060	1,583		213,107		
	Total cost of scheme	Previous Spend	Borrowing	PEF2	Grants	Dev Contrs	Other External Funding	Revenue & Renewals	Capital Receipts	PFI	Total 2013/16	Later Years	
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
INDIVIDUAL PROJECTS													
15	Adults Social Care & Public Health	88,908	2,651	1,190	1,117	2,617	1,361		13,173	66,800	86,257		
16	Business Strategy, Performance & Health Reform	50,470	22,317	2,602	2,450				23,101		28,153		
17	Customer & Communities	9,561	4,907	2,064	400		550		1,640		4,654		
18	Education, Learning & Skills	583,766	385,608	34,209		119,397	6,004	600	1,881	20,667	182,758	15,400	
19	Environment, Highways & Waste	463,050	213,527	25,045	26	9,721	28,127	3,779	722	5,250	72,670	176,853	
20	Regeneration & Economic Development	126,984	21,077	22,032		70,700		5,157	5,518		103,407	2,500	
21	Specialist Children's Services	1,074	0			1,074					1,074		
22	Total Individual Projects	1,323,813	650,087	87,142	3,993	203,509	36,042	9,536	2,603	69,349	66,800	194,753	
23	Total Cash Limit	1,536,920	650,087	107,833	3,993	362,360	37,964	9,536	32,663	70,932	66,800	194,753	

Row ref	ADULTS SOCIAL CARE & PUBLIC HEALTH												
SECTION 3 - CAPITAL INVESTMENT PLANS 2013/14 TO 2015/16													
2013/16 Funded By:													
	Three year budget		Borrowing	PEF2	Grants	Dev Contrs	Other External Funding	Revenue & Renewals	Capital Receipts	PFI	Total 2013/16		
	£'000		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000		£'000
ROLLING PROGRAMMES													
1	<i>Home Support Fund*</i>	6,600			6,600								6,600
2	Total Rolling Programmes	6,600			6,600								6,600
	Total cost of scheme	Previous Spend	Borrowing	PEF2	Grants	Dev Contrs	Other External Funding	Revenue & Renewals	Capital Receipts	PFI	Total 2013/16	Later Years	
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
INDIVIDUAL PROJECTS													
Kent Strategy for Services for Older People (OP):													
3	<i>Community Care Centre - Ebbsfleet</i>	544				544							544
4	<i>Community Care Centre - Thameside Eastern Quarry</i>	500				500							500
5	<i>OP Strategy - Transformation/Modernisation</i>	8,355	555	200		76			7,524				7,800
Kent Strategy for Services for People with Learning Difficulties/Physical Disabilities:													
6	<i>Learning Disability Good Day Programme-Community Hubs</i>	4,043	725		1,117				2,201				3,318
7	<i>Learning Disability Good Day Programme-Community Initiatives</i>	3,178	748	56					2,374				2,430
8	Mental Health Strategy - Dover Supported Accommodation	50		50									50
9	Mental Health Strategy - General	84		84									84
10	Mental Health Strategy - Sanctuary Housing, Supported Accommodation	130				130							130
Active Care/Active Lives Strategy:													
11	<i>PFI - Excellent Homes for All - Development of new Social Housing for vulnerable people in Kent</i>	66,800								66,800			66,800
Developing Innovative and Modernising Services:													
12	<i>Lowfield St (Formerly Trinity Centre, Dartford)</i>	1,073				241			832				1,073
13	<i>Information Technology Projects, eg Swift Development/Mobile working</i>	2,570	93	244	2,104				129				2,477
14	Public Access Development	1,582	530	556	383				113				1,052
15	Total Individual Projects	88,908	2,651	1,190	1,117	2,617	1,361		13,173	66,800			86,257
16	TOTAL CASH LIMIT	95,508	2,651	1,190	1,117	9,217	1,361		13,173	66,800			92,857

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

Row ref	BUSINESS STRATEGY, PERFORMANCE & HEALTH REFORM												
SECTION 3 - CAPITAL INVESTMENT PLANS 2013/14 TO 2015/16													
2013/16 Funded By:													
		Three year budget		Borrowing	PEF2	Grants	Dev Contrs	Other External Funding	Revenue & Renewals	Capital Receipts	PFI	Total 2013/16	
		£'000		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
ROLLING PROGRAMMES													
1	Corporate Property Strategic Capital	7,950				7,950						7,950	
2	Disposal Costs	910							160	750		910	
3	Modernisation of Assets	9,521		7,888		800				833		9,521	
4	Total Rolling Programmes	18,381		7,888		8,750			160	1,583		18,381	
		Total cost of scheme	Previous Spend	Borrowing	PEF2	Grants	Dev Contrs	Other External Funding	Revenue & Renewals	Capital Receipts	PFI	Total 2013/16	Later Years
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
INDIVIDUAL PROJECTS													
5	Connecting with Kent	2,413	1,881	532								532	
6	<i>HR Recruitment Management System</i>	125								125		125	
7	<i>HR System Development</i>	226								226		226	
8	<i>Innovative Schemes Fund</i>	3,000								3,000		3,000	
9	<i>New Work Spaces</i>	33,861	9,861	1,800	2,450					19,750		24,000	
10	Sustaining Kent - Maintaining the Infrastructure	10,845	10,575	270								270	
11	Total Individual Projects	50,470	22,317	2,602	2,450					23,101		28,153	
12	TOTAL CASH LIMIT	68,851	22,317	10,490	2,450	8,750			160	24,684		46,534	

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

Row ref	CUSTOMER & COMMUNITIES												
SECTION 3 - CAPITAL INVESTMENT PLANS 2013/14 TO 2015/16													
2013/16 Funded By:													
	Three Year Budget			Borrowing	PEF2	Grants	Dev Contrs	Other External Funding	Revenue & Renewals	Capital Receipts	PFI	Total 2013/16	
	£'000			£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
ROLLING PROGRAMMES													
1	Library Modernisation Programme - adaptations and improvements to existing facilities	1,380		1,380								1,380	
2	Management & Modernisation of Assets - Vehicles	380		380								380	
3	Public Rights of Way - Structural Improvements	2,449				2,449						2,449	
4	Public Sports Facilities Improvement - Capital Grant	300		300								300	
5	Small Community Projects - Capital Grants	1,500		1,500								1,500	
6	Village Halls & Community Centres - Capital Grants	600		600								600	
7	Total Rolling Programmes	6,609		4,160		2,449						6,609	
	Total cost of scheme	Previous Spend		Borrowing	PEF2	Grants	Dev Contrs	Other External Funding	Revenue & Renewals	Capital Receipts	PFI	Total 2013/16	Later Years
	£'000	£'000		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
INDIVIDUAL PROJECTS													
8	Community Learning & Skills Service Reprovision	482	25		400					57		457	
9	Gateways - Continued Rollout of Programme	7,074	4,882	2,064						128		2,192	
10	<i>Cheesemans Green Library, Ashford - in response to housing developments</i>	350					350					350	
11	<i>Replacement and Enhancement of Core Website</i>	455								455		455	
12	<i>Winter Gardens Rendezvous Site - Preliminary Works</i>	100								100		100	
13	<i>Integrated Youth Service - Youth Hub Reprovision</i>	1,100					200			900		1,100	
14	Total Individual Projects	9,561	4,907	2,064	400		550			1,640		4,654	
15	TOTAL CASH LIMIT	16,170	4,907	6,224	400	2,449	550			1,640		11,263	

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

Row ref	EDUCATION, LEARNING & SKILLS												
SECTION 3 - CAPITAL INVESTMENT PLANS 2013/14 TO 2015/16													
2013/16 Funded By:													
		Three year budget		Borrowing	PEF2	Grants	Dev Contrs	Other External Funding	Revenue & Renewals	Capital Receipts	PFI	Total 2013/16	
		£'000		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
ROLLING PROGRAMMES													
1	<i>Annual Planned Enhancement Programme*</i>	24,255		256		23,999						24,255	
2	Devolved Formula Capital Grants for Pupil Referral Units	537		201		336						537	
3	Devolved Formula Capital Grants for Schools	9,606				9,606						9,606	
4	Schools Revenue Contribution to Capital	26,000							26,000			26,000	
5	Total Rolling Programmes	60,398		457		33,941			26,000			60,398	
		Total cost of scheme	Previous Spend	Borrowing	PEF2	Grants	Dev Contrs	Other External Funding	Revenue & Renewals	Capital Receipts	PFI	Total 2013/16	Later Years
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
INDIVIDUAL PROJECTS													
Basic Need Schemes - to provide additional pupil places:													
6	<i>Future Basic Need Schemes - East Kent*</i>	14,064	597			9,590	2,500			1,377		13,467	
7	<i>Future Basic Need Schemes - Mid Kent*</i>	9,978	423			6,078	2,500			977		9,555	
8	<i>Future Basic Need Schemes - West Kent*</i>	21,390	906			18,395				2,089		20,484	
9	<i>Dunton Green</i>	800					800					800	
10	Goat Lees Primary School, Ashford	4,760	2,566	1,238		956						2,194	
11	Repton Park Primary School, Ashford	6,100	6,081	13			6					19	
12	Ryarsh Primary School, Ryarsh	169					169					169	
13	<i>Future Requirements as a Result of Proposed New Housing Development - East Kent**</i>	4,000											4,000
14	<i>Future Requirements as a Result of Proposed New Housing Development - Mid Kent**</i>	4,300											4,300
15	<i>Future Requirements as a Result of Proposed New Housing Development - West Kent**</i>	7,100											7,100

Row ref	EDUCATION, LEARNING & SKILLS												
SECTION 3 - CAPITAL INVESTMENT PLANS 2013/14 TO 2015/16													
2013/16 Funded By:													
	Total cost of scheme	Previous Spend	Borrowing	PEF2	Grants	Dev Contrs	Other External Funding	Revenue & Renewals	Capital Receipts	PFI	Total 2013/16	Later Years	
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
INDIVIDUAL PROJECTS													
Modernisation Programme - Improving & upgrading school buildings including removal of temporary classrooms:													
1	Frittenden Primary School, Tunbridge Wells	755	749			6					6		
2	<i>Future Modernisation Schemes*</i>	10,320	4,363			5,957					5,957		
3	Lydd Primary School	142	113				29				29		
4	St Johns/Kingsmead Primary School, Canterbury	2,617	1,073	944			600				1,544		
5	Wrotham School, Sevenoaks	3,003	2,995	2		6					8		
Special Schools Review - major projects supporting the special schools review:													
6	Special Schools Review phase 1	47,524	47,500	24							24		
7	<i>Special Schools Review phase 2</i>	40,525	195	29,805					10,525		40,330		
8	The Wyvern School, Ashford (Buxford Site)	3,032	3,031	1							1		
Primary Improvement Programme Projects (PCP):													
9	Archbishops Courtney Primary School, Maidstone	3,313	3,235			78					78		
10	Richmond Primary School, Sheerness	1,208	1,204	2		2					4		
11	West Minster Primary School, Sheerness	1,150	1,147			3					3		
	Total cost of scheme	Previous Spend	Borrowing	PEF2	Grants	Dev Contrs	Other External Funding	Revenue & Renewals	Capital Receipts	PFI	Total 2013/16	Later Years	
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
INDIVIDUAL PROJECTS													
Academy Projects:													
1	Academies Unit Costs	4,680	3,902	778							778		
2	St Augustine Academy, Maidstone	11,545	2,309			9,236					9,236		
3	Dover Christ Church Academy	10,253	134			10,119					10,119		
4	Duke of York Academy, Dover	24,240	2,424			21,816					21,816		
5	The John Wallis Academy, Ashford	7,647	32			7,615					7,615		
6	Knole Academy, Sevenoaks	16,946	3,389			13,557					13,557		

Row ref	EDUCATION, LEARNING & SKILLS												
SECTION 3 - CAPITAL INVESTMENT PLANS 2013/14 TO 2015/16													
				2013/16 Funded By:									
7	Marsh Academy, New Romney	16,627	15,739			888						888	
8	Isle of Sheppey Academy	50,578	44,470	294		5,814						6,108	
9	Skinners Kent Academy, Tunbridge Wells	20,399	19,910			394			95			489	
10	Wilmington Academy, Dartford	13,056	5,669			7,387						7,387	
	Building Schools for the Future Projects:												
11	BSF Wave 3 Build Costs	208,045	205,941						2,104			2,104	
	Other Projects:												
12	One-off Schools Revenue to Capital	5,000	3,119					1,881				1,881	
13	Unit Review	3,500	2,392	1,108								1,108	
14	<i>Sevenoaks Grammar School annexe</i>	5,000				1,500			3,500			5,000	
15	Total Individual Projects	583,766	385,608	34,209		119,397	6,004	600	1,881	20,667		182,758	15,400
16	TOTAL CASH LIMIT	644,164	385,608	34,666		153,338	6,004	600	27,881	20,667		243,156	15,400

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

* only the 2012-13 allocation has been announced. Estimates have been included for 2013-14 and 2014-15. Individual projects are to be identified and prioritised prior to approved programmes being announced.

** As a result of proposed new housing developments.

Row ref	ENVIRONMENT , HIGHWAYS & WASTE												
SECTION 3 - CAPITAL INVESTMENT PLANS 2013/14 TO 2015/16													
2013/16 Funded By:													
	Three year budget		Borrowing	PEF2	Grants	Dev Contrs	Other External Funding	Revenue & Renewals	Capital Receipts	PFI	Total 2013/16		
	£'000		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000		£'000
ROLLING PROGRAMMES													
1	Commercial Services Vehicles Plant & Equipment	3,900						3,900			3,900		
2	Highway Major Enhancement/Other Capital Enhancement/Bridge Assessment & Strengthening*	94,872	5,000		89,872						94,872		
3	Integrated Transport Schemes under £1million	12,513			10,639	1874					12,513		
4	Land compensation and Part 1 claims arising from completed Highways projects	2,834	2,786			48					2,834		
5	Major Schemes - Preliminary Design Fees	400	400								400		
6	Members Highway Fund	6,600			6,600						6,600		
7	Total Rolling Programmes	121,119	8,186		107,111	1,922		3,900			121,119		
	Total cost of scheme	Previous Spend	Borrowing	PEF2	Grants	Dev Contrs	Other External Funding	Revenue & Renewals	Capital Receipts	PFI	Total 2013/16	Later Years	
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
INDIVIDUAL PROJECTS													
Environment and Waste:													
8	Coldharbour Gypsy Site	1,981	1,309	312	60		300				672		
9	Energy and Water Efficiency Investment Fund - External	1,407	926					481			481		
10	Energy Reduction & Water Efficiency Investment - KCC	1,542	1,301					241			241		
11	North Farm Development	5,000					1,500		1,500		3,000	2,000	
12	Sandwich Sea Defences	3,640	1,312	2,328							2,328		
Household Waste Recycling Centres (HWRCs) and Transfer Stations(TSs)													
13	East Kent Joint Waste Project	4,597	3,021	1,501	75						1,576		
14	HWRC - Tonbridge & Malling	1,300		1,300							1,300		
15	HWRC - West Kent	2,600		600							600	2,000	
16	Mid Kent Joint Waste Project	4,440		4,440							4,440		
17	TS/HWRC - Ashford	5,000	4,500	500							500		
18	TS/HWRC - Swale	3,630	100	3,530							3,530		

Row ref	ENVIRONMENT , HIGHWAYS & WASTE												
SECTION 3 - CAPITAL INVESTMENT PLANS 2013/14 TO 2015/16													
2013/16 Funded By:													
	Total cost of scheme	Previous Spend	Borrowing	PEF2	Grants	Dev Contrs	Other External Funding	Revenue & Renewals	Capital Receipts	PFI	Total 2013/16	Later Years	
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
INDIVIDUAL PROJECTS													
Kent Highway Services:													
1	Ashford Ring Road - Major road scheme	15,554	15,463			91					91		
2	East Kent Access Phase 2 - Major road scheme	86,725	82,467	3,958							3,958	300	
3	Growth without Gridlock Initiatives	5,000		5,000							5,000		
4	<i>Kent Thameside Strategic Transport Programme</i>	116,199	882		9,127	2,637					11,764	103,553	
5	Kent Highway Partnership - Co-Location Depots	22,073	22,033	14	26						40		
6	Rushenden Link (Sheppey) - Major road scheme	11,468	10,833	-1,344			1,979				635		
7	Sittingbourne Northern Relief Road - Major road scheme	31,525	28,726			2,799					2,799		
8	Street Lighting Column Replacement Scheme	3,750							3,750		3,750		
9	Street Lighting Timing	2,906		2,906							2,906		
10	<i>A228 Colts Hill Strategic Link - Major road scheme</i>	25,000										25,000	
11	<i>South East Maidstone Strategic Link - Major road scheme</i>	35,000										35,000	
Ashford's Future Schemes:													
12	<i>A28 Chart Road</i>	16,600				7,600					7,600	9,000	
13	Drovers roundabout junction	22,528	22,308		220						220		
14	<i>Orchard Way Railway Bridge</i>	15,000				15,000					15,000		
15	Victoria Way	18,585	18,346		239						239		
16	Total Individual Projects	463,050	213,527	25,045	26	9,721	28,127	3,779	722	5,250	72,670	176,853	
17	TOTAL CASH LIMIT	584,169	213,527	33,231	26	116,832	30,049	3,779	4,622	5,250	193,789	176,853	

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

* Allocations only received for 2013-14 and 2014-15, an estimate is included for 2015-16.

Row ref	REGENERATION & ECONOMIC DEVELOPMENT												
SECTION 3 - CAPITAL INVESTMENT PLANS 2013/14 TO 2015/16													
				2013/16 Funded By:									
		Total cost of scheme	Previous Spend	Borrowing	PEF2	Grants	Dev Contrs	Other External Funding	Revenue & Renewals	Capital Receipts	PFI	Total 2013/16	Later Years
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
	INDIVIDUAL PROJECTS												
1	<i>Broadband</i>	23,500		10,000		13,500						23,500	
2	<i>Empty Property Initiative</i>	17,576	7,576	647						6,853		7,500	2,500
3	Eurokent Road (East Kent)	6,114	6,049					5,157		-5,092		65	
4	Folkestone Heritage Quarter	400	20	380								380	
5	LIVE Margate	10,000	3,200	6,800								6,800	
6	Managed Work Space - The Old Rectory	180	20	160								160	
7	No Use Empty - Rented Affordable Homes	1,000	250	500						250		750	
8	Old Town Hall	150	56	50						44		94	
9	Regeneration Fund Projects	6,106	1,045	2,582						2,479		5,061	
10	Regional Growth Fund, including Expansion East Kent	40,000	2,800			37,200						37,200	
11	Rural Broadband Demonstration Project	1,958	61	913						984		1,897	
12	TIGER	20,000				20,000						20,000	
13	Total Individual Projects	126,984	21,077	22,032		70,700		5,157		5,518		103,407	2,500
14	TOTAL CASH LIMIT	126,984	21,077	22,032		70,700		5,157		5,518		103,407	2,500

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

Row ref	SPECIALIST CHILDREN'S SERVICES												
SECTION 3 - CAPITAL INVESTMENT PLANS 2013/14 TO 2015/16													
2013/16 Funded By:													
	Total cost of scheme	Previous Spend	Borrowing	PEF2	Grants	Dev Contrs	Other External Funding	Revenue & Renewals	Capital Receipts	PFI	Total 2013/16	Later Years	
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
INDIVIDUAL PROJECTS													
1	Transforming Short Breaks 3	1,074			1,074							1,074	
2	Total Individual Projects	1,074			1,074							1,074	
3	TOTAL CASH LIMIT	1,074			1,074							1,074	

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

KCC Budget Book

SECTION 4

**Portfolio Revenue
Budget Summary**

Section 4 - Portfolio Revenue Budget Summary

Appendix 2

WHO IS RESPONSIBLE FOR THE BUDGET?

REVENUE SPENDING

Ref row	2012/13 Adjusted Approved Budget (Net Costs) £000s	Portfolio	2013/14 Proposed Budget								
			Staffing £000s	Non staffing £000s	Gross Expenditure £000s	Service Income £000s	Net Expenditure £000s	Govt. Grants £000s	Net Cost £000s	Net Change £000s	Cabinet Members
1	335,739	Adult Social Care and Public Health	73,585	373,562	447,147	-107,255	339,892	-7,292	332,600	-3,139	GG
2	58,454	Business Strategy, Performance and Health Reform	45,135	51,889	97,024	-35,000	62,024	-5,578	56,446	-2,008	RG
3	79,452	Customer and Communities	55,469	70,702	126,171	-47,296	78,875	-3,219	75,656	-3,796	MH
4	7,372	Democracy and Partnerships	2,892	4,590	7,482	-260	7,222	0	7,222	-150	AK
5	58,713	Education, Learning and Skills	577,140	299,920	877,060	-79,439	797,621	-744,013	53,608	-5,105	MW
6	150,161	Environment, Highways and Waste	19,929	154,092	174,021	-22,519	151,502	-854	150,648	487	BS
7	147,423	Finance and Business Support	19,048	120,325	139,373	-14,397	124,976	-1,883	123,093	-24,330	JS
8	3,652	Regeneration and Economic Development	2,934	2,377	5,311	-1,413	3,898	-246	3,652	0	MD
9	150,852	Specialist Children's Services	72,345	150,681	223,026	-5,577	217,449	-68,663	148,786	-2,066	JW
10	991,818	BUDGET REQUIREMENT	868,477	1,228,138	2,096,615	-313,156	1,783,459	-831,748	951,711	-40,107	
11	991,818	BUDGET REQUIREMENT (excl Schools Budgets)	329,830	1,057,206	1,387,036	-261,139	1,125,897	-174,186	951,711	-40,107	
		Funded by:									
12	-577,914	Council Tax Yield							-509,579		
13	-2,239	Council Tax Collection Fund							0		
14	0	Retained Business Rates							-45,816		
15		<u>Un-ring-fenced Grants</u>									
16	-303,446	Formula Grant							0		
17	-51,791	Early Intervention Grant							0		
18	-35,706	Learning Disability and Health Reform Grant							0		
19	0	Revenue Support Grant						-246,602	-246,602		
20	0	Business Rate Top-Up						-118,241	-118,241		
21	0	Education Services Grant						-20,642	-20,642		
22	-14,446	Council Tax Freeze Grant						-5,820	-5,820		
23	-2,839	New Homes Bonus Grant						-4,383	-4,383		
24	-3,437	Other Un-ring-fenced Grant						-628	-628		
25	0	TOTAL	868,477	1,228,138	2,096,615	-313,156	1,783,459	-1,228,064	0		

KCC Budget Book

SECTION 5

A-Z Service Analysis

Section 5 - A to Z Service Analysis

WHAT IS THE MONEY SPENT ON?

Row Ref	2012/13 Revised Base	Portfolio	Service	2013/14 Proposed Budget							Affordable Activity
	Net Cost £000s			Staffing £000s	Non staffing £000s	Gross Expenditure £000s	Service Income £000s	Net Expenditure £000s	Govt. Grants £000s	Net Cost £000s	
			Adults and Older People								
			<i>Direct Payments</i>								
1	13,942	ASC&PH	Learning Disability	0	14,137	14,137	0	14,137	0	14,137	Approximately 1000 clients are expected to be receiving an on-going direct payment. These people have been assessed as being eligible for social care support, but have chosen to arrange and pay for their own care and support services instead of receiving them directly from the local authority. There will also be a number of one-off direct payments made during the year for such things as items of equipment and respite care.
2	810	ASC&PH	Mental Health	0	822	822	0	822	0	822	Approximately 190 clients are expected to be receiving an on-going direct payment; there will also be a number of one-off direct payments made during the year.
3	6,820	ASC&PH	Older People	0	6,711	6,711	0	6,711	0	6,711	Around 900 clients will be receiving an on-going direct payment; there will also be a number of one-off direct payments made during the year.
4	9,580	ASC&PH	Physical Disability	0	9,718	9,718	0	9,718	0	9,718	Around 1000 clients are expected to be receiving an on-going direct payment; there will also be a number of one-off direct payments made during the year.
			<i>Domiciliary Care</i>								
5	3,333	ASC&PH	Learning Disability	2,639	1,650	4,289	-927	3,362	0	3,362	Domiciliary care provided by the independent sector supporting approximately 170 people to live at home. In addition this service provides support to 120 people through the independent living scheme and other domiciliary support
6	41,144	ASC&PH	Older People	5,576	40,404	45,980	-9,942	36,038	0	36,038	Domiciliary care provided by the independent sector to support approximately 5,000 people to live at home. In addition this service provides: - the Kent Enablement at Home Service which provides intensive short term support/enablement to people to allow them to regain or extend their independent living skills; and a number of small contracts for services primarily with Health, including the night sitting service, recuperative care and rapid response.

Section 5 - A to Z Service Analysis

Appendix 2

WHAT IS THE MONEY SPENT ON?

Row Ref	2012/13 Revised Base	Portfolio	Service	2013/14 Proposed Budget							Affordable Activity
	Net Cost £000s			Staffing £000s	Non staffing £000s	Gross Expenditure £000s	Service Income £000s	Net Expenditure £000s	Govt. Grants £000s	Net Cost £000s	
7	6,508	ASC&PH	Physical Disability	566	6,527	7,093	0	7,093	0	7,093	Domiciliary care provided by the independent sector supporting approximately 900 people to live at home. This service also provides other domiciliary support (KCC and Independent Living Scheme).
			Non Residential Charging Income								
8	-2,948	ASC&PH	Learning Disability	0	42	42	-3,001	-2,959	0	-2,959	Assessed client contributions for people receiving community based services including domiciliary care, supported accommodation, day care and direct payments
9	-10,330	ASC&PH	Older People	0	1,107	1,107	-11,600	-10,493	0	-10,493	Assessed client contributions for people receiving community based services including domiciliary care, supported accommodation, day care and direct payments
10	-706	ASC&PH	Physical Disability / Mental Health	0	0	0	-1,215	-1,215	0	-1,215	Assessed client contributions for people receiving community based services including domiciliary care, supported accommodation, day care and direct payments
			Nursing and Residential Care								
11	69,290	ASC&PH	Learning Disability	2,059	74,703	76,762	-6,080	70,682	0	70,682	Around 750 clients are provided with services through the independent sector. In addition, this service provides: permanent residential care for preserved rights clients through the independent sector and 88 respite beds across various KCC sites.
12	6,552	ASC&PH	Mental Health	0	7,280	7,280	-762	6,518	0	6,518	Around 190 clients are provided with services through the independent sector. This service also provides permanent residential care for preserved rights clients through the independent sector.
13	23,065	ASC&PH	Older People - Nursing	0	43,782	43,782	-23,656	20,126	0	20,126	Around 1,400 clients are provided with this service through the independent sector. This service administers the payment of the health element of the nursing cost and reclaims this from PCT's

Section 5 - A to Z Service Analysis

WHAT IS THE MONEY SPENT ON?

Row Ref	2012/13 Revised Base	Portfolio	Service	2013/14 Proposed Budget							Affordable Activity
	Net Cost £000s			Staffing £000s	Non staffing £000s	Gross Expenditure £000s	Service Income £000s	Net Expenditure £000s	Govt. Grants £000s	Net Cost £000s	
14	48,727	ASC&PH	Older People - Residential	11,577	65,695	77,272	-31,416	45,856	-1,922	43,934	Approximately 2,400 clients on average provided with services through the independent sector. In addition, this service provides permanent residential care for preserved rights clients provided through the independent sector. The In-house service provides 341 residential care/respite beds and 36 nursing care beds.
15	11,844	ASC&PH	Physical Disability	0	13,969	13,969	-2,021	11,948	0	11,948	Approximately 250 clients are provided with this service through the independent sector.
			Supported Accommodation								
16	31,126	ASC&PH	Learning Disability	388	30,607	30,995	-626	30,369	-913	29,456	Services provided through the independent sector for approximately 800 people in supported accommodation/supported living.
17	203	ASC&PH	Older People	0	4,556	4,556	0	4,556	-4,350	206	Services provided through the independent sector in respect of individuals in supported living and supported accommodation
18	3,402	ASC&PH	Physical Disability / Mental Health	0	3,687	3,687	-128	3,559	-107	3,452	Services provided through the independent sector in respect of individuals in supported living and supported accommodation
			Other Services for Adults and Older People								
19	15,208	ASC&PH	Contributions to Voluntary Organisations	0	19,248	19,248	-5,273	13,975	0	13,975	Payments to voluntary organisations for a range of preventative services supporting approximately 6,000 people.
20	1,283	ASC&PH	Community Support Services for Mental Health	904	152	1,056	-34	1,022	0	1,022	Community outreach services provided by KCC supporting approximately 250 clients with mental health problems.
			Day Care								
21	13,147	ASC&PH	Learning Disability	6,277	6,574	12,851	-174	12,677	0	12,677	Day care/day services provided both in the independent sector and in-house
22	2,614	ASC&PH	Older People	834	1,867	2,701	-64	2,637	0	2,637	Day care/day services provided both in the independent sector and in-house
23	1,241	ASC&PH	Physical Disability	46	1,217	1,263	-5	1,258	0	1,258	Day care/day services provided both in the independent sector and in-house

Section 5 - A to Z Service Analysis

WHAT IS THE MONEY SPENT ON?

Row Ref	2012/13 Revised Base	Portfolio	Service	2013/14 Proposed Budget							Affordable Activity
	Net Cost £000s			Staffing £000s	Non staffing £000s	Gross Expenditure £000s	Service Income £000s	Net Expenditure £000s	Govt. Grants £000s	Net Cost £000s	
24	1,358	C&C	Drug & Alcohol services	806	15,045	15,851	-13,539	2,312	-1,070	1,242	Includes provision for approximately 6,200 adults across Kent to access structured alcohol and drug treatment services and in excess of 8,000 to receive brief interventions; in excess of 3,000 young people to be engaged by substance misuse early intervention and specialist services.
25	-7,276	ASC&PH	Other Adult Services	-30	12,632	12,602	-8,247	4,355	0	4,355	A range of other services including: - approximately 200,000 home delivered hot meals; - Occupational Therapy & Sensory Disability services working in partnership with Health, Hi Kent and Kent Association for the Blind to provide approximately 56,000 items of equipment. - collaborating with health on the delivery of Telehealth and Telecare services.
26	838	ASC&PH	Safeguarding	613	382	995	-157	838	0	838	A multi agency partnership/framework to ensure a coherent policy for the protection of vulnerable adults
27	25,602	C&C	Supporting People	294	24,558	24,852	0	24,852	0	24,852	Includes provision for 21,000 vulnerable people to receive support to enable independent living in their own home through the provision of long and short term accommodation, home improvement agency, community alarm.
			Children's Services								
			<i>Children in Care (Looked After)</i>								
28	33,783	SCS	Fostering	3,924	32,674	36,598	-237	36,361	0	36,361	Short and medium term family based care (including longer term care for older children) for Kent children. Includes payments to related and non related foster carers for 1,140 children and independent fostering agencies for 170 children.
29	6,315	SCS	Legal Charges	0	5,567	5,567	0	5,567	0	5,567	Costs for in-house legal support and external legal fees for care proceedings for Specialist Children's Services (previously reflected within the Fostering service)
30	11,604	SCS	Residential Children's Services	2,371	13,580	15,951	-2,144	13,807	0	13,807	In house and independent sector residential care for 75 children (both looked after and non looked after children, including those with a disability).

Section 5 - A to Z Service Analysis

Appendix 2

WHAT IS THE MONEY SPENT ON?

Row Ref	2012/13 Revised Base	Portfolio	Service	2013/14 Proposed Budget							Affordable Activity
	Net Cost £000s			Staffing £000s	Non staffing £000s	Gross Expenditure £000s	Service Income £000s	Net Expenditure £000s	Govt. Grants £000s	Net Cost £000s	
31	1,927	SCS	Virtual School Kent	1,808	823	2,631	0	2,631	-704	1,927	Supporting approx 1,600 looked after children focussing on their education & health needs
			Children in Need								
32	17,687	SCS	Children's Centres	10,421	6,026	16,447	-139	16,308	0	16,308	97 children's centres delivering support and advice to families
33	15,769	SCS	Preventative Services	480	15,988	16,468	-830	15,638	-262	15,376	Community based preventative and family support services including day care, direct payments and payments to voluntary organisations
			Education and Personal								
34	2,033	ELS	14 to 19 year olds	1,818	1,355	3,173	-430	2,743	-906	1,837	A range of services for young people including preparation for employment, vocational training, apprenticeships, Skills Force and raising the age of statutory education to 18.
35	1,327	ELS	Attendance & Behaviour	2,519	1,328	3,847	-55	3,792	-2,630	1,162	Investigation of overall attendance issues, particularly unauthorised absence and persistent absenteeism from school, and support and challenge to ensure full time inclusion in education.
36	6,275	ELS	Connexions	0	5,775	5,775	0	5,775	0	5,775	Contract with Connexions service for the provision of careers information, advice and guidance to young people
37	1,708	SCS & ELS	Early Years and Childcare	2,610	4,165	6,775	-107	6,668	-5,353	1,315	Provision of advice, support, challenge and training to over 1,000 childcare providers, 1,600 childminders in the private and voluntary sector and local authority maintained schools with nursery and reception classes
38	3,000	SCS	Early Years Education	0	49,624	49,624	0	49,624	-49,624	0	Payments made to over 780 PVI providers for up to 15 hours a week of free entitlement places for 3 & 4 year olds (equates to over 9.5 million hours of provision) plus over 1.8 million hours of free places for disadvantaged 2 year olds
39	2,887	ELS	Education Psychology Service	2,824	199	3,023	-400	2,623	0	2,623	Statutory assessment of children with special educational needs and the delivery of core and traded psychological services

Section 5 - A to Z Service Analysis

WHAT IS THE MONEY SPENT ON?

Row Ref	2012/13 Revised Base	Portfolio	Service	2013/14 Proposed Budget							Affordable Activity
	Net Cost £000s			Staffing £000s	Non staffing £000s	Gross Expenditure £000s	Service Income £000s	Net Expenditure £000s	Govt. Grants £000s	Net Cost £000s	
40	1,230	ELS	Individual Learner Support (incl. Minority Communities Achievement and Parent Partnership Service)	7,992	654	8,646	-752	7,894	-6,835	1,059	A range of specialist services to support children and young people who may be at risk of not aspiring and achieving to their full potential
41	0	ELS	Statemented Pupils	929	5,762	6,691	0	6,691	-6,691	0	Support for pupils with Statements of Special Educational Needs (SEN) which has not been delegated to individual schools or SEN units
42	7,079	C&C	Youth Service	5,423	3,108	8,531	-2,121	6,410	-50	6,360	Direct delivery and commissioning of open access youth work provision in youth centres, in schools, street-based and through opportunities for residential outdoor educational activities, including the Duke of Edinburgh's Award. Targeted work with more vulnerable young people, and ensuring the voice of young people is heard. 375,000 attendances by young people in all youth work settings.
43	2,367	C&C	Youth Offending Service	3,320	1,957	5,277	-2,590	2,687	0	2,687	Targeted work to prevent children and young people from offending, to support the work of Youth Courts across Kent and to reduce the likelihood of re-offending by those within the youth justice system. The Service works with almost 3,000 young people, ranging from preventative work through to those in receipt of custodial sentences. Since 2012, the Service is working much more closely with the Youth Service to deliver a more integrated approach to services and interventions for young people across the county.
			Other Social Services								
44	8,515	SCS	Adoption	1,959	6,355	8,314	-49	8,265	0	8,265	Permanent care for Kent children who are unable to live with their birth families. Includes adoption payments & Special Guardianship Orders
45	280	SCS	Asylum Seekers	4,634	10,267	14,901	0	14,901	-14,621	280	Supporting unaccompanied asylum seekers
46	5,123	SCS	Leaving Care (formerly 16+ service)	0	5,039	5,039	0	5,039	0	5,039	Supporting children leaving care and ongoing children's services for those aged 16+ still in local authority care, and aftercare service for young people aged 18+. Now excludes residential care and fostering which are shown separately.

Section 5 - A to Z Service Analysis

WHAT IS THE MONEY SPENT ON?

Row Ref	2012/13 Revised Base	Portfolio	Service	2013/14 Proposed Budget							Affordable Activity
	Net Cost £000s			Staffing £000s	Non staffing £000s	Gross Expenditure £000s	Service Income £000s	Net Expenditure £000s	Govt. Grants £000s	Net Cost £000s	
47	4,223	SCS	Safeguarding	4,105	434	4,539	-316	4,223	0	4,223	Performance management of services for vulnerable children in Kent
			Community Services								
48	2,042	C&C	Arts Development (incl. grant to Turner Contemporary)	371	1,666	2,037	0	2,037	0	2,037	Provide strategic leadership to the arts and culture sector in Kent through funding and managing/building the relationships with the cultural sector, including managing Kent Film Office, Turner Contemporary arrangements and Kent Music; provision of grants to Arts organisations and festivals, as well as organising programmes such as the Kent Youth Arts Festival.
49	-355	C&C	Community Learning & Skills (CLS)	9,727	5,273	15,000	-13,675	1,325	-1,680	-355	26,000 adults attending Adult Education courses in the community for personal development, skills, pleasure and wellbeing. 2,500 families participating in family learning which helps children from disadvantaged communities. CLS supports 550 young people through apprenticeships with Kent employers and over 300 16-18 year olds not in education or employment. Skills Plus centres help 2,000 people to improve their employability skills and support Kent businesses. Over 1,500 adults, for whom English is not their first language, gain qualifications and 300 adults with learning difficulties join courses to promote independent living.
50	972	C&C	Community Safety	339	256	595	-21	574	-205	369	Co-ordinates and manages the delivery of safer and stronger communities - in conjunction with Community Wardens - on behalf of the people of Kent. Provides the policy & performance support to the newly established Police & Crime Panel.
51	2,884	C&C	Community Wardens	2,452	152	2,604	0	2,604	0	2,604	An establishment of 101 Community Wardens, serving over 70% of the Kent population and providing a key aspect of local community safety delivery. The Warden service provides a highly visible, reassuring community presence helping to build community resilience.

Section 5 - A to Z Service Analysis

WHAT IS THE MONEY SPENT ON?

Row Ref	2012/13 Revised Base	Portfolio	Service	2013/14 Proposed Budget							Affordable Activity
	Net Cost £000s			Staffing £000s	Non staffing £000s	Gross Expenditure £000s	Service Income £000s	Net Expenditure £000s	Govt. Grants £000s	Net Cost £000s	
52	3,754	C&C	Contact Centre & Consumer Direct	4,486	472	4,958	-1,538	3,420	-89	3,331	Contact Centre handles 1.1 million calls and 150,000 e-mails from the public annually and provides in excess of 90 services, both on behalf of the authority, as well as third party organisations. The Consumer Direct aspect of the service is working with a private sector organisation to deliver consumer advice to people in both England and Wales, as part of the Citizens Advice Consumer Advice service.
53	2,114	C&C	Gateways	363	1,793	2,156	-42	2,114	0	2,114	Coordination of the Gateway programme, service re-design and lead on the Customer Services Strategy. This service and budget also includes the financial contribution towards the management and running costs for 10 Gateways, in partnership with district councils and other partners.
54	313	EH&W	Gypsies and Travellers	257	486	743	-430	313	0	313	Responsible for securing suitable local authority and other accommodation provision for Gypsies and Travellers in Kent. The Unit currently manages 10 local authority sites, containing approximately 150 pitches
55	14,171	C&C	Libraries, Registration and Archives Services	13,485	5,655	19,140	-5,514	13,626	0	13,626	Libraries Service: Service comprising of 99 permanent libraries and 11 mobile vans issuing approx 4.9 million items (mostly books); supporting 5.6 million physical visits, 1.0 million virtual visits; 24,500 activities (e.g. Community Groups); 650,000 hours of free public PC use; 1,500 home library service customers; 1,110 blind and partially sighted Postal Loan service customers and 6,000 clients in Prison Library service. Archives Service: 13,000 documents produced for researchers at Kent History and Library Centre; 36,000 archive documents accessed digitally and the management of 1,440 cubic metres of manuscript collections. Registration Service: Over 35,000 births and deaths registered; over 5,500 ceremonies registered and conducted and 3,000 new citizens naturalised.

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Appendix 2

WHAT IS THE MONEY SPENT ON?

Row Ref	2012/13 Revised Base	Portfolio	Service	2013/14 Proposed Budget							Affordable Activity
	Net Cost £000s			Staffing £000s	Non staffing £000s	Gross Expenditure £000s	Service Income £000s	Net Expenditure £000s	Govt. Grants £000s	Net Cost £000s	
56	579	ASC&PH & BSP&HR	Public Health (incl. Local Involvement Network) (LINK)	64	632	696	-117	579	0	579	Health Promotion and the 'Mobile House' project which delivers discreet lifestyle messages to promote behavioural change. Funding for the Kent LINK and payment to an independent company whose role it is to help the work of the Kent LINK in improving health and social care services
57	977	C&C	Sports Development	855	1,015	1,870	-1,093	777	0	777	Lead the development of sport and physical activity in Kent through managing the Strategic Framework for sport; managing the Kent School Games; generating external funding; working with Public Health, and directing the County Sports Partnership to develop and support coaches, leaders, clubs and governing bodies of sport.
58	875	C&C	Supporting Employment	916	343	1,259	-484	775	0	775	Provides employment support and advice to vulnerable residents from disadvantaged groups and enabling paid or voluntary employment, further education and training. Includes provision for 272 Learning Difficulty referrals and 30 mental health referrals. Another 300 participants will be supported through the externally funded Department of Work and Pension's Work Programme.
			Environment						0		
59	569	C&C	Country Parks	916	561	1,477	-981	496	-7	489	Manage 16 Country Parks covering 1,750 acres which generate 1.6 million visits per year whilst delivering education, recreation and environmental programmes.
60	1,847	C&C	Countryside Access (incl. Public Rights of Way)	1,676	974	2,650	-905	1,745	-118	1,627	Statutory service to define, protect & maintain 6,847km of Public Rights of Way, maintain the register and approve the planning applications in relation to Common Land and Village Greens. Deliver the Explore Kent service which handles over 80,000 letters, phone calls and emails received from the public annually and reviews over 2 million page views on the Explore Kent website. Includes the maintenance of 2,836 bridges, surfacing and vegetation clearance to 42% of the maintainable highway network and 30,000+ pieces of Public Rights of Way furniture e.g. direction posts/signs.

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WHAT IS THE MONEY SPENT ON?

Row Ref	2012/13 Revised Base	Portfolio	Service	2013/14 Proposed Budget							Affordable Activity
	Net Cost £000s			Staffing £000s	Non staffing £000s	Gross Expenditure £000s	Service Income £000s	Net Expenditure £000s	Govt. Grants £000s	Net Cost £000s	
61	2,418	EH&W	Environmental Management (incl. Coastal Protection)	1,698	2,092	3,790	-875	2,915	-651	2,264	Delivery of Kent Environment Strategy including Climate Local targets and the Green Deal - saving money through fuel efficiency. Flood risk management, carbon reduction, biodiversity planning, heritage conservation & planning, coastal conservation, and sustainability & climate change.
			Highways								
			<i>Highways Maintenance</i>								
62	3,291	EH&W	Adverse Weather	0	3,291	3,291	0	3,291	0	3,291	Includes provision for 79 salting runs, salting approximately 4,000km of the highway per run plus restocking 2,350 salt bins
63	2,444	EH&W	Bridges and other structures	354	2,282	2,636	-192	2,444	0	2,444	Maintenance of 2,700 bridges and structures and two road tunnels
64	13,044	EH&W	General maintenance and emergency response	3,616	9,219	12,835	-487	12,348	0	12,348	Inspection, maintenance and repair of 8,500km of highway and 6,000km of pavements plus the management of all roadworks undertaken by utility companies and KCC contractors.
65	3,249	EH&W	Highways drainage	306	3,131	3,437	-96	3,341	0	3,341	Maintenance and repair of 340,000 road drainage gullies
66	3,803	EH&W	Streetlight maintenance	412	3,715	4,127	-154	3,973	0	3,973	Maintenance and repair for 120,000 streetlights
			<i>Highways Safety and Management</i>								
67	769	EH&W	Development Planning	1,759	320	2,079	-1,310	769	0	769	Includes developer agreements & developer plans, local development framework, adoption of highways and development control. Budget previously included under Highway Improvements and Sustainable Transport (now Transport Planning)
68	1,556	EH&W	Highway improvements	1,979	-283	1,696	-82	1,614	0	1,614	Support for highway resurfacing and other improvement programmes to reduce congestion, improve air quality and help prevent traffic accidents.
69	1,011	EH&W	Road safety	672	2,573	3,245	-2,234	1,011	0	1,011	Reduce road casualties through educational and publicity campaigns with engineering improvements and provide funding to support the Kent and Medway Safety Camera Partnership

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WHAT IS THE MONEY SPENT ON?

Row Ref	2012/13 Revised Base	Portfolio	Service	2013/14 Proposed Budget							
	Net Cost £000s			Staffing £000s	Non staffing £000s	Gross Expenditure £000s	Service Income £000s	Net Expenditure £000s	Govt. Grants £000s	Net Cost £000s	Affordable Activity
70	5,845	EH&W	Streetlight energy	0	4,995	4,995	0	4,995	0	4,995	Payment for electricity to light 120,000 streetlights
71	2,484	EH&W	Traffic management	2,445	2,819	5,264	-2,661	2,603	0	2,603	Running costs, inspection and maintenance for 15,000 traffic lights and providing congestion reduction measures
72	3,253	EH&W	Tree maintenance, grass cutting and weed control	0	3,338	3,338	-85	3,253	0	3,253	Maintenance of 11 million sq metres of grass areas and 500,000 trees
			Local Democracy						0		
73	709	C&C	Community Engagement	660	49	709	0	709	0	709	Community Engagement Officers (CEOs) provide clear channels into the community for KCC to engage with Kent residents via engagement forums, social media and other channels. Also CEOs support the development and ongoing operations of both Locality Boards and Local Children's Trust Boards
74	2,513	C&C & D&P & F&BS	Member Grants & Compensation to District Councils (incl. Elections)	0	5,176	5,176	0	5,176	0	5,176	Grants controlled by individual Members and Local Boards which are given to a wide range of community based groups, individuals and organisations. In addition: grants to District Councils; cost of council elections; provision for a transfer of a share of Council Tax yield to District Councils to part fund the increased costs of collection arising from a rise in the number of council tax payers, following Government changes to the council tax benefits system and to underwrite Council Tax Support Schemes.
			Planning and Transport Strategy								
75	1,235	EH&W	Planning & Transport Policy	619	781	1,400	0	1,400	0	1,400	Delivery of Growth without Gridlock - developing key strategic transport improvements such as Third Thames Crossing, A21 dualling, solutions to Operation Stack and enhancements to the rail network including new Thanet Parkway Station and reduced journey times to East Kent in particular. Strategic influencing of Government Policy and new infrastructure funding streams, co-ordinating KCC's responses to Local Plans and Community Infrastructure Levy (CIL) charging schedules, producing the Minerals & Waste Local Plan and the Local Transport Plan.

Section 5 - A to Z Service Analysis

WHAT IS THE MONEY SPENT ON?

Row Ref	2012/13 Revised Base	Portfolio	Service	2013/14 Proposed Budget							Affordable Activity
	Net Cost £000s			Staffing £000s	Non staffing £000s	Gross Expenditure £000s	Service Income £000s	Net Expenditure £000s	Govt. Grants £000s	Net Cost £000s	
76	573	EH&W	Planning Applications	867	195	1,062	-600	462	0	462	Receiving and processing over 530 planning applications and submissions each year
Regeneration & Economic Development											
77	3,484	R&E	Development staff and projects	2,766	2,377	5,143	-1,413	3,730	-246	3,484	Staff and project work on regeneration initiatives including Visit Kent, Locate in Kent, Produced in Kent, etc.
Regulatory Services											
78	2,354	C&C	Coroners	687	2,120	2,807	-475	2,332	0	2,332	Inquiries into approximately 7,000 violent or unnatural deaths, sudden deaths of unknown cause and deaths which have occurred in prison, resulting in 4,000 post mortems, 3,000 body removals and 800 inquests.
79	642	C&C	Emergency Planning	566	205	771	-169	602	0	602	Deliver strategic direction and professional advice on the planning for, and management of, emergencies to fulfil KCC's statutory obligations under the Civil Contingencies Act and related legislation. Provide consultancy services to District / Borough Councils under Service Level Agreements as well as advice, guidance and support to residents and businesses to build resilience. Maintain community leadership through the Kent Resilience Forum and other partnerships
80	3,309	C&C	Trading Standards	2,917	904	3,821	-732	3,089	0	3,089	Provision of the Rogue Traders service; 1,250 businesses supported through advice to develop Kent economy; 80 campaigns initiated to ensure a fair and safe trading environment; operate Buy with Confidence Good Trader scheme; 20 under age sales operations; 180 Trading Standards alert messages sent. The service also incorporates the Kent Scientific Services laboratory dealing with in excess of 6,000 analytical and calibration samples.
Schools Budgets											
81	0	ELS	Independent Special School placements	0	14,924	14,924	-698	14,226	-14,226	0	Placements for over 400 children with severe special educational needs whose needs cannot be met within maintained schools
82	0	ELS	PFI Schools Scheme	0	23,810	23,810	-9,012	14,798	-14,798	0	Service charges for 11 PFI schools

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WHAT IS THE MONEY SPENT ON?

Row Ref	2012/13 Revised Base	Portfolio	Service	2013/14 Proposed Budget							Affordable Activity
	Net Cost £000s			Staffing £000s	Non staffing £000s	Gross Expenditure £000s	Service Income £000s	Net Expenditure £000s	Govt. Grants £000s	Net Cost £000s	
83	0	ELS	Pupil Referral Units (PRUs)	8,466	7,658	16,124	-1,245	14,879	-14,879	0	Budgets managed directly by pupil referral units which offer alternative education for those who have been excluded from school, or missing school for health reasons
84	0	ELS	Schools Delegated budgets	538,647	170,932	709,579	-52,017	657,562	-657,562	0	Budgets managed directly by almost 460 local authority maintained schools
			Schools Services								
85	103	ELS	Non delegated staff costs	0	2,644	2,644	-2,310	334	-231	103	Reimbursement of schools' costs for maternity leave, public duties, trade union representatives, suspended staff and tribunals. Some of these services now operate on a fully traded basis
86	427	ELS	Other Schools Services	625	6,972	7,597	-3,685	3,912	-3,505	407	Crossing Patrols, collective licences, provision of temporary mobile classrooms, coordination of cleaning and refuse contracts, planned maintenance agreements, legionella work, asbestos and condition surveys and various other minor non delegated budgets
87	0	ELS	Redundancy costs	0	1,232	1,232	0	1,232	-1,232	0	Redundancy costs for school staff
88	3,094	ELS	School Improvement	4,560	4,835	9,395	-3,498	5,897	-3,495	2,402	Providing advice, guidance, training and challenge to primary, secondary and special schools and Pupil Referral Units to raise standards of pupil achievement, and to implement national and local strategies. Support and training for 6,000 school governors
89	-800	ELS	Special School and Hospital recoupment	0	0	0	0	0	0	0	Top up payments to other local authorities for Kent pupils educated in other local authority special schools, together with income from other local authorities for their pupils educated in Kent schools.
90	5,145	ELS	Teachers & Education Staff Pension costs	0	7,954	7,954	-684	7,270	-2,000	5,270	Cost of teacher and education staff early retirements
			Transport Services								
91	16,280	EH&W	Concessionary Fares	0	16,672	16,672	-27	16,645	0	16,645	17 million free bus journeys for elderly people
92	11,489	EH&W	Freedom Pass	0	15,000	15,000	-2,459	12,541	0	12,541	Over 26,400 passes issued to young people aged 11 to 16 for unlimited bus travel in Kent.

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WHAT IS THE MONEY SPENT ON?

Row Ref	2012/13 Revised Base	Portfolio	Service	2013/14 Proposed Budget							Affordable Activity
	Net Cost £000s			Staffing £000s	Non staffing £000s	Gross Expenditure £000s	Service Income £000s	Net Expenditure £000s	Govt. Grants £000s	Net Cost £000s	
93	1,437	ELS	Home to College Transport and Kent 16+ Travel Card	0	3,174	3,174	-1,720	1,454	0	1,454	Over 3,200 passes issued to young people aged over 16 for unlimited bus travel in Kent. Residual home to college transport costs
94	12,661	ELS	Home to School Transport (Mainstream)	0	11,517	11,517	-20	11,497	0	11,497	Transport to and from school for 14,000 eligible children
95	17,152	ELS	Home to School Transport (Special Educational Need)	8	17,200	17,208	0	17,208	0	17,208	Specialist transport arrangements for 4,000 children with special educational needs
96	7,378	EH&W	Subsidised Bus Routes	257	8,775	9,032	-1,454	7,578	0	7,578	Support for over 200 otherwise uneconomic bus routes
97	701	EH&W	Transport Operations	815	56	871	-170	701	0	701	Arrangement, provision and monitoring of socially necessary local buses, home to school transport and public transport information
98	237	EH&W	Transport Planning	301	180	481	-25	456	-203	253	Improve public transport and access to key services.
			Waste Management								
99	1,862	EH&W	Waste Operations	1,537	325	1,862	0	1,862	0	1,862	Management and operational delivery of core waste management services, including the statutory duty to undertake the treatment and disposal of household waste in Kent
			Recycling and diversion from landfill								
100	7,138	EH&W	Household Waste recycling centres	0	8,129	8,129	-1,982	6,147	0	6,147	Operation of 19 sites providing recycling facilities for 3.5 million visitors per year
101	554	EH&W	Partnership & waste co-ordination	0	504	504	-168	336	0	336	Collaborative working with District Councils and public campaigns to reduce overall waste and increase recycling
102	5,371	EH&W	Payments to Waste Collection Authorities (District Councils)	0	6,167	6,167	-102	6,065	0	6,065	Payments to support recycling initiatives that reduce the amount of waste that would otherwise have to be disposed of (through more costly routes, e.g. landfill)
103	9,915	EH&W	Recycling Contracts and Composting	0	9,030	9,030	-1,571	7,459	0	7,459	Recycling and composting 338,500 tonnes (47%) of household waste
			Waste Disposal						0		

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WHAT IS THE MONEY SPENT ON?

Row Ref	2012/13 Revised Base	Portfolio	Service	2013/14 Proposed Budget							Affordable Activity
	Net Cost £000s			Staffing £000s	Non staffing £000s	Gross Expenditure £000s	Service Income £000s	Net Expenditure £000s	Govt. Grants £000s	Net Cost £000s	
104	584	EH&W	Closed Landfill Sites & Abandoned Vehicles	0	864	864	-180	684	0	684	Pollution monitoring and control of 19 Closed Landfills to ensure public safety and environmental protection is maintained. Removal and disposal of 300 abandoned vehicles
105	29,141	EH&W	Disposal Contracts	0	28,745	28,745	-156	28,589	0	28,589	Treatment and/or disposal of 376,500 tonnes (53%) of domestic waste produced in Kent through waste to energy recovery (300,000 tonnes) or landfill (76,500 tonnes)
106	8,500	EH&W	Haulage & Transfer Stations	65	9,717	9,782	-75	9,707	0	9,707	Operation of 6 facilities to provide local disposal points for the efficient delivery of District Council collection services and outlets for some commercial waste.
107	7,165	EH&W	Landfill Tax	0	7,571	7,571	0	7,571	0	7,571	Unavoidable tax on waste disposed of via landfill
108	683,771		Total Direct Services to the Public	703,197	1,033,305	1,736,502	-251,049	1,485,453	-811,165	674,288	
			Financing Items								
109	464	D&P	Audit Fees	0	314	314	0	314	0	314	
110	400	F&BS	Carbon Reduction Commitment	0	400	400	0	400	0	400	
111	-6,568	EH&W	Commercial Services (net contribution)	0	0	0	-4,899	-4,899	0	-4,899	Contribution from Commercial Services towards KCC overheads
112	3,302	BSP&HR	Contribution to IT Asset Maintenance Reserve	0	2,352	2,352	0	2,352	0	2,352	Annual contribution towards ICT infrastructure replacement
113	4,790	F&BS	Contribution to/from reserves	0	-12,130	-12,130	0	-12,130	0	-12,130	
114	4,679	F&BS	Insurance Fund	0	4,679	4,679	0	4,679	0	4,679	Contribution to self insurance fund
115	3,500	F&BS	Modernisation of the Council	0	3,500	3,500	0	3,500	0	3,500	One-off costs associated with restructure of the council including redundancy provision
116	123,494	F&BS	Net Debt costs (incl. Investment Income)	0	131,132	131,132	-8,648	122,484	0	122,484	
117	2,328	F&BS	Other	0	1,364	1,364	0	1,364	-36	1,328	
118	0	F&BS	Unallocated	2,700	-3,500	-800	0	-800	0	-800	

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WHAT IS THE MONEY SPENT ON?

Row Ref	2012/13 Revised Base	Portfolio	Service	2013/14 Proposed Budget							Affordable Activity
	Net Cost £000s			Staffing £000s	Non staffing £000s	Gross Expenditure £000s	Service Income £000s	Net Expenditure £000s	Govt. Grants £000s	Net Cost £000s	
119	-3,079	F&BS	Underspend rolled forward from previous years	0	-10,000	-10,000	0	-10,000	0	-10,000	
120	133,310		Total Financing Items	2,700	118,111	120,811	-13,547	107,264	-36	107,228	
			Assessment Services								
121	37,227	ASC&PH	Adult's Social Care Staffing	36,289	2,359	38,648	-1,439	37,209	0	37,209	Social care staffing providing assessment of community care needs undertaken by Case Managers and Mental Health Social Workers
122	39,017	SCS	Children's Social Care Staffing	40,439	3,074	43,513	-1,862	41,651	-3,277	38,374	Social Care staffing providing assessment of children & families needs and ongoing support to looked after children
123	2,206	ELS	Assessment and Support of Children with Special Education Needs	2,539	2,938	5,477	0	5,477	-3,582	1,895	Assessment and support of children with Special Educational Needs. Top up payments to other local authorities for Kent pupils educated in other local authority special schools.
124	78,450		Total Assessment Services	79,267	8,371	87,638	-3,301	84,337	-6,859	77,478	
			Management, Support Services and Overheads								
			Directorate Management and Support for:								These budgets include the directorate centrally held costs, which include the budgets for, amongst other things, the strategic directors and heads of service.
125	1,828	ELS	Education, Learning and Skills	3,603	4,892	8,495	-2,806	5,689	-6,088	-399	
126	9,327	SCS & ASC&PH	Families and Social Care (FSC)	4,817	4,765	9,582	-431	9,151	-175	8,976	
127	5,126	EH&W	Enterprise and Environment (E&E)	1,970	3,403	5,373	-45	5,328	0	5,328	
128	2,209	C&C	Customer & Communities (C&C)	2,970	353	3,323	-1,017	2,306	0	2,306	
129	-1,445	R&E, BSP&HR & ASC&PH	Business Strategy & Support (BSS)	618	2,637	3,255	-132	3,123	-4,388	-1,265	
			Support to Frontline Services:								
130	3,350	ASC&PH	Adult's Social Care Commissioning & Performance Monitoring	3,234	115	3,349	0	3,349	0	3,349	Responsible for developing and delivering a commissioning strategy and procurement priorities for both Accommodation Solutions and Community Support for all vulnerable adults; responsible for performance monitoring and information services for adults social care.

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WHAT IS THE MONEY SPENT ON?

Row Ref	2012/13 Revised Base	Portfolio	Service	2013/14 Proposed Budget							Affordable Activity
	Net Cost £000s			Staffing £000s	Non staffing £000s	Gross Expenditure £000s	Service Income £000s	Net Expenditure £000s	Govt. Grants £000s	Net Cost £000s	
131	2,733	C&C	Communications & Consultation	2,240	614	2,854	-11	2,843	0	2,843	Responsible for the Council's public reputation, ensuring residents are informed about services and how to access them, and promoting and defending KCC's reputation in the public domain. Advises on and delivers consultations, which support robust decision making processes for the authority. Also responsible for ensuring all council decisions take into account the impact they will have on residents or service user groups.
132	12,320	D&P & F&BS	Finance and Procurement	17,178	2,430	19,608	-5,783	13,825	-1,847	11,978	Responsible for planning, managing and reporting upon the Council's financial resources, in liaison with both Members and senior management, in accordance with the Council's Financial Regulations.
133	10,753	F&BS & BSP&HR	Human Resources	11,063	4,964	16,027	-5,572	10,455	0	10,455	Responsible for delivering the strategic and operational HR requirement for KCC. The function has an advisory role to help ensure that KCC meets its statutory responsibility in terms of Health and Safety, Employment Law and Equality legislation in relation to employment.
134	24,497	BSP&HR	Property and Infrastructure	5,733	23,602	29,335	-3,878	25,457	-527	24,930	Responsibility for the management of KCC's land and property portfolio. This involves strategic asset management across the estate (Corporate Landlord) and is supported by the provision of professional property services delivered in-house and via external consultants.
135	20,036	BSP&HR	Information, Communications and Technology (ICT)	17,815	14,263	32,078	-12,749	19,329	-663	18,666	The division works collaboratively with the business to deliver value for money ICT products and services which enable KCC to better serve the people of Kent. The Kent Public Services Network and the majority of telecommunication costs for KCC, are included here.
136	3,863	F&BS & D&P & BSP&HR	Business Strategy	3,419	803	4,222	-362	3,860	0	3,860	The division supports the political and managerial leadership of KCC in a number of ways including strategic policy development across the whole council, economic development, effective performance management, research and business intelligence, international affairs and partnerships.

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	Net Cost £000s			Staffing £000s	Non staffing £000s	Gross Expenditure £000s	Service Income £000s	Net Expenditure £000s	Govt. Grants £000s	Net Cost £000s	
137	-2,171	BSP&HR	Governance and Law	7,326	2,973	10,299	-12,470	-2,171	0	-2,171	Provides legal advice and services to KCC, public bodies and other local authorities.
138	3,861	D&P	Democratic and Members	1,327	2,537	3,864	-3	3,861	0	3,861	The cost of supporting the 84 elected members of the County Council and the responsibility for the Council's Overview and Scrutiny function in accordance with the provisions of the Local Government Act 2000, the Health and Social Care Act 2001, as amended in 2012 for the transfer of Public Health responsibilities, and the Local Government and Public Involvement in Health Act 2007.
139	96,287		Total Management, Support Services and Overheads	83,313	68,351	151,664	-45,259	106,405	-13,688	92,717	A number of budgets have been centralised and no longer sit with the individual frontline services so 2013/14 budgets are not directly comparable with 2012/13.
140	991,818		TOTAL	868,477	1,228,138	2,096,615	-313,156	1,783,459	-831,748	951,711	

KCC Budget Book

Appendix A

**Portfolio specific A to Z
Service Analysis**

Appendix A - Portfolio specific A to Z Service Analysis											
Adult Social Care and Public Health											
Row Ref	2012/13 Revised Base	Portfolio	Service	2013/14 Proposed Budget							Affordable Activity
	Net Cost £000s			Staffing £000s	Non staffing £000s	Gross Expenditure £000s	Service Income £000s	Net Expenditure £000s	Govt. Grants £000s	Net Cost £000s	
			Adults and Older People								
			<i>Direct Payments</i>								
1	13,942	ASC&PH	Learning Disability	0	14,137	14,137	0	14,137	0	14,137	Approximately 1000 clients are expected to be receiving an on-going direct payment. These people have been assessed as being eligible for social care support, but have chosen to arrange and pay for their own care and support services instead of receiving them directly from the local authority. There will also be a number of one-off direct payments made during the year for such things as items of equipment and respite care.
2	810	ASC&PH	Mental Health	0	822	822	0	822	0	822	Approximately 190 clients are expected to be receiving an on-going direct payment; there will also be a number of one-off direct payments made during the year.
3	6,820	ASC&PH	Older People	0	6,711	6,711	0	6,711	0	6,711	Around 900 clients will be receiving an on-going direct payment; there will also be a number of one-off direct payments made during the year.
4	9,580	ASC&PH	Physical Disability	0	9,718	9,718	0	9,718	0	9,718	Around 1000 clients are expected to be receiving an on-going direct payment; there will also be a number of one-off direct payments made during the year.
			<i>Domiciliary Care</i>								
5	3,333	ASC&PH	Learning Disability	2,639	1,650	4,289	-927	3,362	0	3,362	Domiciliary care provided by the independent sector supporting approximately 170 people to live at home. In addition this service provides support to 120 people through the independent living scheme and other domiciliary support

Adult Social Care and Public Health

Row Ref	2012/13 Revised Base	Portfolio	Service	2013/14 Proposed Budget							Affordable Activity
	Net Cost £000s			Staffing £000s	Non staffing £000s	Gross Expenditure £000s	Service Income £000s	Net Expenditure £000s	Govt. Grants £000s	Net Cost £000s	
6	41,144	ASC&PH	Older People	5,576	40,404	45,980	-9,942	36,038	0	36,038	Domiciliary care provided by the independent sector to support approximately 5,000 people to live at home. In addition this service provides: - the Kent Enablement at Home Service which provides intensive short term support/enablement to people to allow them to regain or extend their independent living skills; and a number of small contracts for services primarily with Health, including the night sitting service, recuperative care and rapid response.
7	6,508	ASC&PH	Physical Disability	566	6,527	7,093	0	7,093	0	7,093	Domiciliary care provided by the independent sector supporting approximately 900 people to live at home. This service also provides other domiciliary support (KCC and Independent Living Scheme).
Non Residential Charging Income											
8	-2,948	ASC&PH	Learning Disability	0	42	42	-3,001	-2,959	0	-2,959	Assessed client contributions for people receiving community based services including domiciliary care, supported accommodation, day care and direct payments
9	-10,330	ASC&PH	Older People	0	1,107	1,107	-11,600	-10,493	0	-10,493	Assessed client contributions for people receiving community based services including domiciliary care, supported accommodation, day care and direct payments
10	-706	ASC&PH	Physical Disability / Mental Health	0	0	0	-1,215	-1,215	0	-1,215	Assessed client contributions for people receiving community based services including domiciliary care, supported accommodation, day care and direct payments
Nursing and Residential Care											
11	69,290	ASC&PH	Learning Disability	2,059	74,703	76,762	-6,080	70,682	0	70,682	Around 750 clients are provided with services through the independent sector. In addition, this service provides: permanent residential care for preserved rights clients through the independent sector and 88 respite beds across various KCC sites.

Appendix A - Portfolio specific A to Z Service Analysis

Appendix 2

Adult Social Care and Public Health

Row Ref	2012/13 Revised Base	Portfolio	Service	2013/14 Proposed Budget							Affordable Activity
	Net Cost £000s			Staffing £000s	Non staffing £000s	Gross Expenditure £000s	Service Income £000s	Net Expenditure £000s	Govt. Grants £000s	Net Cost £000s	
12	6,552	ASC&PH	Mental Health	0	7,280	7,280	-762	6,518	0	6,518	Around 190 clients are provided with services through the independent sector. This service also provides permanent residential care for preserved rights clients through the independent sector.
13	23,065	ASC&PH	Older People - Nursing	0	43,782	43,782	-23,656	20,126	0	20,126	Around 1,400 clients are provided with this service through the independent sector. This service administers the payment of the health element of the nursing cost and reclaims this from PCT's
14	48,727	ASC&PH	Older People - Residential	11,577	65,695	77,272	-31,416	45,856	-1,922	43,934	Approximately 2,400 clients on average provided with services through the independent sector. In addition, this service provides permanent residential care for preserved rights clients provided through the independent sector. The In-house service provides 341 residential care/respice beds and 36 nursing care beds.
15	11,844	ASC&PH	Physical Disability	0	13,969	13,969	-2,021	11,948	0	11,948	Approximately 250 clients are provided with this service through the independent sector.
			Supported Accommodation								
16	31,126	ASC&PH	Learning Disability	388	30,607	30,995	-626	30,369	-913	29,456	Services provided through the independent sector for approximately 800 people in supported accommodation/supported living.
17	203	ASC&PH	Older People	0	4,556	4,556	0	4,556	-4,350	206	Services provided through the independent sector in respect of individuals in supported living and supported accommodation
18	3,402	ASC&PH	Physical Disability / Mental Health	0	3,687	3,687	-128	3,559	-107	3,452	Services provided through the independent sector in respect of individuals in supported living and supported accommodation
			Other Services for Adults and Older People								
19	15,208	ASC&PH	Contributions to Voluntary Organisations	0	19,248	19,248	-5,273	13,975	0	13,975	Payments to voluntary organisations for a range of preventative services supporting approximately 6,000 people.
20	1,283	ASC&PH	Community Support Services for Mental Health	904	152	1,056	-34	1,022	0	1,022	Community outreach services provided by KCC supporting approximately 250 clients with mental health problems.

Adult Social Care and Public Health

Row Ref	2012/13 Revised Base	Portfolio	Service	2013/14 Proposed Budget							Affordable Activity
	Net Cost £000s			Staffing £000s	Non staffing £000s	Gross Expenditure £000s	Service Income £000s	Net Expenditure £000s	Govt. Grants £000s	Net Cost £000s	
			Day Care								
21	13,147	ASC&PH	Learning Disability	6,277	6,574	12,851	-174	12,677	0	12,677	Day care/day services provided both in the independent sector and in-house
22	2,614	ASC&PH	Older People	834	1,867	2,701	-64	2,637	0	2,637	Day care/day services provided both in the independent sector and in-house
23	1,241	ASC&PH	Physical Disability	46	1,217	1,263	-5	1,258	0	1,258	Day care/day services provided both in the independent sector and in-house
24	-7,276	ASC&PH	Other Adult Services	-30	12,632	12,602	-8,247	4,355	0	4,355	A range of other services including: - approximately 200,000 home delivered hot meals; - Occupational Therapy & Sensory Disability services working in partnership with Health, Hi Kent and Kent Association for the Blind to provide approximately 56,000 items of equipment. - collaborating with health on the delivery of Telehealth and Telecare services.
25	838	ASC&PH	Safeguarding	613	382	995	-157	838	0	838	A multi agency partnership/framework to ensure a coherent policy for the protection of vulnerable adults
			Community Services								
26	27	ASC&PH	Public Health (incl. Local Involvement Network) (LINK)	0	84	84	-57	27	0	27	Health Promotion and the 'Mobile House' project which delivers discreet lifestyle messages to promote behavioural change. Funding for the Kent LINK and payment to an independent company whose role it is to help the work of the Kent LINK in improving health and social care services
27	289,444		Total Direct Services to the Public	31,449	367,553	399,002	-105,385	293,617	-7,292	286,325	
			Assessment Services								
28	37,227	ASC&PH	Adult's Social Care Staffing	36,289	2,359	38,648	-1,439	37,209	0	37,209	Social care staffing providing assessment of community care needs undertaken by Case Managers and Mental Health Social Workers
29	37,227		Total Assessment Services	36,289	2,359	38,648	-1,439	37,209	0	37,209	

Adult Social Care and Public Health

Row Ref	2012/13 Revised Base	Portfolio	Service	2013/14 Proposed Budget							Affordable Activity
	Net Cost £000s			Staffing £000s	Non staffing £000s	Gross Expenditure £000s	Service Income £000s	Net Expenditure £000s	Govt. Grants £000s	Net Cost £000s	
			Management, Support Services and Overheads								
			Directorate Management and Support for:								These budgets include the directorate centrally held costs, which include the budgets for, amongst other things, the strategic directors and heads of service.
30	5,718	ASC&PH	Families and Social Care (FSC)	2,613	3,535	6,148	-431	5,717	0	5,717	
			Support to Frontline Services:								
31	3,350	ASC&PH	Adult's Social Care Commissioning & Performance Monitoring	3,234	115	3,349	0	3,349	0	3,349	Responsible for developing and delivering a commissioning strategy and procurement priorities for both Accommodation Solutions and Community Support for all vulnerable adults; responsible for performance monitoring and information services for adults social care.
32	9,068		Total Management, Support Services and Overheads	5,847	3,650	9,497	-431	9,066	0	9,066	A number of budgets have been centralised and no longer sit with the individual frontline services so 2013/14 budgets are not directly comparable with 2012/13.
33	335,739		TOTAL	73,585	373,562	447,147	-107,255	339,892	-7,292	332,600	

Appendix A - Portfolio specific A to Z Service Analysis											
Business Strategy, Performance and Health Reform											
Row Ref	2012/13 Revised Base	Portfolio	Service	2013/14 Proposed Budget							Affordable Activity
	Net Cost £000s			Staffing £000s	Non staffing £000s	Gross Expenditure £000s	Service Income £000s	Net Expenditure £000s	Govt. Grants £000s	Net Cost £000s	
			Community Services								
1	552	BSP&HR	Public Health (incl. Local Involvement Network)	64	548	612	-60	552	0	552	Health Promotion and the 'Mobile House' project which delivers discreet lifestyle messages to promote behavioural change. Funding for the Kent LINK and payment to an independent company whose role it is to help the work of the Kent LINK in improving health and social care services
2	552		Total Direct Services to the Public	64	548	612	-60	552	0	552	
			Financing Items								
3	3,302	BSP&HR	Contribution to IT Asset Maintenance Reserve	0	2,352	2,352	0	2,352	0	2,352	Annual contribution towards ICT infrastructure replacement
4	3,302		Total Financing Items	0	2,352	2,352	0	2,352	0	2,352	
			Management, Support Services and Overheads								
			Directorate Management and Support for:								These budgets include the directorate centrally held costs, which include the budgets for, amongst other things, the strategic directors and heads of service.
5	-1,613	BSP&HR	Business Strategy & Support (BSS)	450	2,637	3,087	-132	2,955	-4,388	-1,433	
			Support to Frontline Services:								
6	10,753	BSP&HR	Human Resources	11,063	4,964	16,027	-5,572	10,455	0	10,455	Responsible for delivering the strategic and operational HR requirement for KCC. The function has an advisory role to help ensure that KCC meets its statutory responsibility in terms of Health and Safety, Employment Law and Equality legislation in relation to employment.
7	24,497	BSP&HR	Property and Infrastructure	5,733	23,602	29,335	-3,878	25,457	-527	24,930	Responsibility for the management of KCC's land and property portfolio. This involves strategic asset management across the estate (Corporate Landlord) and is supported by the provision of professional property services delivered in-house and via external consultants.

Appendix A - Portfolio specific A to Z Service Analysis

Business Strategy, Performance and Health Reform

Row Ref	2012/13 Revised Base	Portfolio	Service	2013/14 Proposed Budget							Affordable Activity
	Net Cost £000s			Staffing £000s	Non staffing £000s	Gross Expenditure £000s	Service Income £000s	Net Expenditure £000s	Govt. Grants £000s	Net Cost £000s	
8	20,036	BSP&HR	Information, Communications and Technology (ICT)	17,815	14,263	32,078	-12,749	19,329	-663	18,666	The division works collaboratively with the business to deliver value for money ICT products and services which enable KCC to better serve the people of Kent. The Kent Public Services Network and the majority of telecommunication costs for KCC, are included here.
9	3,098	BSP&HR	Business Strategy	2,684	550	3,234	-139	3,095	0	3,095	The division supports the political and managerial leadership of KCC in a number of ways including strategic policy development across the whole council, economic development, effective performance management, research and business intelligence, international affairs and partnerships.
10	-2,171	BSP&HR	Governance and Law	7,326	2,973	10,299	-12,470	-2,171	0	-2,171	Provides legal advice and services to KCC, public bodies and other local authorities.
11	54,600		Total Management, Support Services and Overheads	45,071	48,989	94,060	-34,940	59,120	-5,578	53,542	A number of budgets have been centralised and no longer sit with the individual frontline services so 2013/14 budgets are not directly comparable with 2012/13.
12	58,454		TOTAL	45,135	51,889	97,024	-35,000	62,024	-5,578	56,446	

Appendix A - Portfolio specific A to Z Service Analysis

Customer and Communities

Row Ref	2012/13 Revised Base	Portfolio	Service	2013/14 Proposed Budget							Affordable Activity
	Net Cost £000s			Staffing £000s	Non staffing £000s	Gross Expenditure £000s	Service Income £000s	Net Expenditure £000s	Govt. Grants £000s	Net Cost £000s	
			Adults and Older People								
			<i>Other Services for Adults and Older People</i>								
1	1,358	C&C	Drug & Alcohol services	806	15,045	15,851	-13,539	2,312	-1,070	1,242	Includes provision for approximately 6,200 adults across Kent to access structured alcohol and drug treatment services and in excess of 8,000 to receive brief interventions; in excess of 3,000 young people to be engaged by substance misuse early intervention and specialist services.
2	25,602	C&C	Supporting People	294	24,558	24,852	0	24,852	0	24,852	Includes provision for 21,000 vulnerable people to receive support to enable independent living in their own home through the provision of long and short term accommodation, home improvement agency, community alarm.
			Children's Services								
			<i>Education and Personal</i>								
3	7,079	C&C	Youth Service	5,423	3,108	8,531	-2,121	6,410	-50	6,360	Direct delivery and commissioning of open access youth work provision in youth centres, in schools, street-based and through opportunities for residential outdoor educational activities, including the Duke of Edinburgh's Award. Targeted work with more vulnerable young people, and ensuring the voice of young people is heard. 375,000 attendances by young people in all youth work settings.
4	2,367	C&C	Youth Offending Service	3,320	1,957	5,277	-2,590	2,687	0	2,687	Targeted work to prevent children and young people from offending, to support the work of Youth Courts across Kent and to reduce the likelihood of re-offending by those within the youth justice system. The Service works with almost 3,000 young people, ranging from preventative work through to those in receipt of custodial sentences. Since 2012, the Service is working much more closely with the Youth Service to deliver a more integrated approach to services and interventions for young people across the county.

Customer and Communities

Row Ref	2012/13 Revised Base	Portfolio	Service	2013/14 Proposed Budget							
	Net Cost £000s			Staffing £000s	Non staffing £000s	Gross Expenditure £000s	Service Income £000s	Net Expenditure £000s	Govt. Grants £000s	Net Cost £000s	Affordable Activity
			Community Services								
5	2,042	C&C	Arts Development (incl. grant to Turner Contemporary)	371	1,666	2,037	0	2,037	0	2,037	Provide strategic leadership to the arts and culture sector in Kent through funding and managing/building the relationships with the cultural sector, including managing Kent Film Office, Turner Contemporary arrangements and Kent Music; provision of grants to Arts organisations and festivals, as well as organising programmes such as the Kent Youth Arts Festival.
6	-355	C&C	Community Learning & Skills (CLS)	9,727	5,273	15,000	-13,675	1,325	-1,680	-355	26,000 adults attending Adult Education courses in the community for personal development, skills, pleasure and wellbeing. 2,500 families participating in family learning which helps children from disadvantaged communities. CLS supports 550 young people through apprenticeships with Kent employers and over 300 16-18 year olds not in education or employment. Skills Plus centres help 2,000 people to improve their employability skills and support Kent businesses. Over 1,500 adults, for whom English is not their first language, gain qualifications and 300 adults with learning difficulties join courses to promote independent living.
7	972	C&C	Community Safety	339	256	595	-21	574	-205	369	Co-ordinates and manages the delivery of safer and stronger communities - in conjunction with Community Wardens - on behalf of the people of Kent. Provides the policy & performance support to the newly established Police & Crime Panel.
8	2,884	C&C	Community Wardens	2,452	152	2,604	0	2,604	0	2,604	An establishment of 101 Community Wardens, serving over 70% of the Kent population and providing a key aspect of local community safety delivery. The Warden service provides a highly visible, reassuring community presence helping to build community resilience.

Customer and Communities

Row Ref	2012/13 Revised Base	Portfolio	Service	2013/14 Proposed Budget							Affordable Activity
	Net Cost £000s			Staffing £000s	Non staffing £000s	Gross Expenditure £000s	Service Income £000s	Net Expenditure £000s	Govt. Grants £000s	Net Cost £000s	
9	3,754	C&C	Contact Centre & Consumer Direct	4,486	472	4,958	-1,538	3,420	-89	3,331	Contact Centre handles 1.1 million calls and 150,000 e-mails from the public annually and provides in excess of 90 services, both on behalf of the authority, as well as third party organisations. The Consumer Direct aspect of the service is working with a private sector organisation to deliver consumer advice to people in both England and Wales, as part of the Citizens Advice Consumer Advice service.
10	2,114	C&C	Gateways	363	1,793	2,156	-42	2,114	0	2,114	Coordination of the Gateway programme, service redesign and lead on the Customer Services Strategy. This service and budget also includes the financial contribution towards the management and running costs for 10 Gateways, in partnership with district councils and other partners.
11	14,171	C&C	Libraries, Registration and Archives Services	13,485	5,655	19,140	-5,514	13,626	0	13,626	<p>Libraries Service: Service comprising of 99 permanent libraries and 11 mobile vans issuing approx 4.9 million items (mostly books); supporting 5.6 million physical visits, 1.0 million virtual visits; 24,500 activities (e.g. Community Groups); 650,000 hours of free public PC use; 1,500 home library service customers; 1,110 blind and partially sighted Postal Loan service customers and 6,000 clients in Prison Library service.</p> <p>Archives Service: 13,000 documents produced for researchers at Kent History and Library Centre; 36,000 archive documents accessed digitally and the management of 1,440 cubic metres of manuscript collections.</p> <p>Registration Service: Over 35,000 births and deaths registered; over 5,500 ceremonies registered and conducted and 3,000 new citizens naturalised.</p>

Customer and Communities

Row Ref	2012/13 Revised Base	Portfolio	Service	2013/14 Proposed Budget							Affordable Activity
	Net Cost £000s			Staffing £000s	Non staffing £000s	Gross Expenditure £000s	Service Income £000s	Net Expenditure £000s	Govt. Grants £000s	Net Cost £000s	
12	977	C&C	Sports Development	855	1,015	1,870	-1,093	777	0	777	Lead the development of sport and physical activity in Kent through managing the Strategic Framework for sport; managing the Kent School Games; generating external funding; working with Public Health, and directing the County Sports Partnership to develop and support coaches, leaders, clubs and governing bodies of sport.
13	875	C&C	Supporting Employment	916	343	1,259	-484	775	0	775	Provides employment support and advice to vulnerable residents from disadvantaged groups and enabling paid or voluntary employment, further education and training. Includes provision for 272 Learning Difficulty referrals and 30 mental health referrals. Another 300 participants will be supported through the externally funded Department of Work and Pension's Work Programme.
			Environment						0		
14	569	C&C	Country Parks	916	561	1,477	-981	496	-7	489	Manage 16 Country Parks covering 1,750 acres which generate 1.6 million visits per year whilst delivering education, recreation and environmental programmes.
15	1,847	C&C	Countryside Access (incl. Public Rights of Way)	1,676	974	2,650	-905	1,745	-118	1,627	Statutory service to define, protect & maintain 6,847km of Public Rights of Way, maintain the register and approve the planning applications in relation to Common Land and Village Greens. Deliver the Explore Kent service which handles over 80,000 letters, phone calls and emails received from the public annually and reviews over 2 million page views on the Explore Kent website. Includes the maintenance of 2,836 bridges, surfacing and vegetation clearance to 42% of the maintainable highway network and 30,000+ pieces of Public Rights of Way furniture e.g. direction posts/signs.

Customer and Communities

Row Ref	2012/13 Revised Base	Portfolio	Service	2013/14 Proposed Budget							Affordable Activity
	Net Cost £000s			Staffing £000s	Non staffing £000s	Gross Expenditure £000s	Service Income £000s	Net Expenditure £000s	Govt. Grants £000s	Net Cost £000s	
			Local Democracy								
16	709	C&C	Community Engagement	660	49	709	0	709	0	709	Community Engagement Officers (CEOs) provide clear channels into the community for KCC to engage with Kent residents via engagement forums, social media and other channels. Also CEOs support the development and ongoing operations of both Locality Boards and Local Children's Trust Boards
17	1,240	C&C	Member Grants & Compensation to District Councils (incl. Elections)	0	1,240	1,240	0	1,240	0	1,240	Grants controlled by individual Members and Local Boards which are given to a wide range of community based groups, individuals and organisations.
			Regulatory Services								
18	2,354	C&C	Coroners	687	2,120	2,807	-475	2,332	0	2,332	Inquiries into approximately 7,000 violent or unnatural deaths, sudden deaths of unknown cause and deaths which have occurred in prison, resulting in 4,000 post mortems, 3,000 body removals and 800 inquests.
19	642	C&C	Emergency Planning	566	205	771	-169	602	0	602	Deliver strategic direction and professional advice on the planning for, and management of, emergencies to fulfil KCC's statutory obligations under the Civil Contingencies Act and related legislation. Provide consultancy services to District / Borough Councils under Service Level Agreements as well as advice, guidance and support to residents and businesses to build resilience. Maintain community leadership through the Kent Resilience Forum and other partnerships
20	3,309	C&C	Trading Standards	2,917	904	3,821	-732	3,089	0	3,089	Provision of the Rogue Traders service; 1,250 businesses supported through advice to develop Kent economy; 80 campaigns initiated to ensure a fair and safe trading environment; operate Buy with Confidence Good Trader scheme; 20 under age sales operations; 180 Trading Standards alert messages sent. The service also incorporates the Kent Scientific Services laboratory dealing with in excess of 6,000 analytical and calibration samples.
21	74,510		Total Direct Services to the Public	50,259	69,735	119,994	-46,268	73,726	-3,219	70,507	

Customer and Communities

Row Ref	2012/13 Revised Base	Portfolio	Service	2013/14 Proposed Budget							Affordable Activity
	Net Cost £000s			Staffing £000s	Non staffing £000s	Gross Expenditure £000s	Service Income £000s	Net Expenditure £000s	Govt. Grants £000s	Net Cost £000s	
			Management, Support Services and Overheads								
			Directorate Management and Support for:								These budgets include the directorate centrally held costs, which include the budgets for, amongst other things, the strategic directors and heads of service.
22	2,209	C&C	Customer & Communities (C&C)	2,970	353	3,323	-1,017	2,306	0	2,306	
			Support to Frontline Services:								
23	2,733	C&C	Communications & Consultation	2,240	614	2,854	-11	2,843	0	2,843	Responsible for the Council's public reputation, ensuring residents are informed about services and how to access them, and promoting and defending KCC's reputation in the public domain. Advises on and delivers consultations, which support robust decision making processes for the authority. Also responsible for ensuring all council decisions take into account the impact they will have on residents or service user groups.
24	4,942		Total Management, Support Services and Overheads	5,210	967	6,177	-1,028	5,149	0	5,149	A number of budgets have been centralised and no longer sit with the individual frontline services so 2013/14 budgets are not directly comparable with 2012/13.
25	79,452		TOTAL	55,469	70,702	126,171	-47,296	78,875	-3,219	75,656	

Appendix A - Portfolio specific A to Z Service Analysis											
Democracy and Partnerships											
Row Ref	2012/13 Revised Base	Portfolio	Service	2013/14 Proposed Budget							Affordable Activity
	Net Cost £000s			Staffing £000s	Non staffing £000s	Gross Expenditure £000s	Service Income £000s	Net Expenditure £000s	Govt. Grants £000s	Net Cost £000s	
			Local Democracy						0.000		
1	1,273	D&P	Member Grants & Compensation to District Councils (incl. Elections)	0	1,273	1,273	0	1,273	0	1,273	Grants to District Councils; cost of council elections.
2	1,273		Total Direct Services to the Public	0	1,273	1,273	0	1,273	0	1,273	
			Financing Items								
3	464	D&P	Audit Fees	0	314	314	0	314	0	314	
4	464		Total Financing Items	0	314	314	0	314	0	314	
			Management, Support Services and Overheads								
			Support to Frontline Services:								
5	1,009	D&P	Finance and Procurement	830	213	1,043	-34	1,009	0	1,009	Responsible for planning, managing and reporting upon the Council's financial resources, in liaison with both Members and senior management, in accordance with the Council's Financial Regulations.
6	765	D&P	Business Strategy	735	253	988	-223	765	0	765	The division supports the political and managerial leadership of KCC in a number of ways including strategic policy development across the whole council, economic development, effective performance management, research and business intelligence, international affairs and partnerships.
7	3,861	D&P	Democratic and Members	1,327	2,537	3,864	-3	3,861	0	3,861	The cost of supporting the 84 elected members of the County Council and the responsibility for the Council's Overview and Scrutiny function in accordance with the provisions of the Local Government Act 2000, the Health and Social Care Act 2001, as amended in 2012 for the transfer of Public Health responsibilities, and the Local Government and Public Involvement in Health Act 2007.

Appendix A - Portfolio specific A to Z Service Analysis

Democracy and Partnerships

Row Ref	2012/13 Revised Base	Portfolio	Service	2013/14 Proposed Budget							Affordable Activity
	Net Cost £000s			Staffing £000s	Non staffing £000s	Gross Expenditure £000s	Service Income £000s	Net Expenditure £000s	Govt. Grants £000s	Net Cost £000s	
8	5,635		Total Management, Support Services and Overheads	2,892	3,003	5,895	-260	5,635	0	5,635	A number of budgets have been centralised and no longer sit with the individual frontline services so 2013/14 budgets are not directly comparable with 2012/13.
9	7,372		TOTAL	2,892	4,590	7,482	-260	7,222	0	7,222	

Appendix A - Portfolio specific A to Z Service Analysis

Education, Learning and Skills

Row Ref	2012/13 Revised Base	Portfolio	Service	2013/14 Proposed Budget							Affordable Activity
	Net Cost £000s			Staffing £000s	Non staffing £000s	Gross Expenditure £000s	Service Income £000s	Net Expenditure £000s	Govt. Grants £000s	Net Cost £000s	
			Children's Services								
			<i>Education and Personal</i>								
1	2,033	ELS	14 to 19 year olds	1,818	1,355	3,173	-430	2,743	-906	1,837	A range of services for young people including preparation for employment, vocational training, apprenticeships, Skills Force and raising the age of statutory education to 18.
2	1,327	ELS	Attendance & Behaviour	2,519	1,328	3,847	-55	3,792	-2,630	1,162	Investigation of overall attendance issues, particularly unauthorised absence and persistent absenteeism from school, and support and challenge to ensure full time inclusion in education.
3	6,275	ELS	Connexions	0	5,775	5,775	0	5,775	0	5,775	Contract with Connexions service for the provision of careers information, advice and guidance to young people
4	1,708	ELS	Early Years and Childcare	2,610	4,165	6,775	-107	6,668	-5,353	1,315	Provision of advice, support, challenge and training to over 1,000 childcare providers, 1,600 childminders in the private and voluntary sector and local authority maintained schools with nursery and reception classes
5	2,887	ELS	Education Psychology Service	2,824	199	3,023	-400	2,623	0	2,623	Statutory assessment of children with special educational needs and the delivery of core and traded psychological services
6	1,230	ELS	Individual Learner Support (incl. Minority Communities Achievement and Parent Partnership Service)	7,992	654	8,646	-752	7,894	-6,835	1,059	A range of specialist services to support children and young people who may be at risk of not aspiring and achieving to their full potential
7	0	ELS	Statemented Pupils	929	5,762	6,691	0	6,691	-6,691	0	Support for pupils with Statements of Special Educational Needs (SEN) which has not been delegated to individual schools or SEN units
			Schools Budgets								
8	0	ELS	Independent Special School placements	0	14,924	14,924	-698	14,226	-14,226	0	Placements for over 400 children with severe special educational needs whose needs cannot be met within maintained schools
9	0	ELS	PFI Schools Scheme	0	23,810	23,810	-9,012	14,798	-14,798	0	Service charges for 11 PFI schools

Education, Learning and Skills

Row Ref	2012/13 Revised Base	Portfolio	Service	2013/14 Proposed Budget							Affordable Activity
	Net Cost £000s			Staffing £000s	Non staffing £000s	Gross Expenditure £000s	Service Income £000s	Net Expenditure £000s	Govt. Grants £000s	Net Cost £000s	
10	0	ELS	Pupil Referral Units	8,466	7,658	16,124	-1,245	14,879	-14,879	0	Budgets managed directly by pupil referral units which offer alternative education for those who have been excluded from school, or missing school for health reasons
11	0	ELS	Schools Delegated budgets	538,647	170,932	709,579	-52,017	657,562	-657,562	0	Budgets managed directly by almost 460 local authority maintained schools
			Schools Services								
12	103	ELS	Non delegated staff costs	0	2,644	2,644	-2,310	334	-231	103	Reimbursement of schools' costs for maternity leave, public duties, trade union representatives, suspended staff and tribunals. Some of these services now operate on a fully traded basis
13	427	ELS	Other Schools Services	625	6,972	7,597	-3,685	3,912	-3,505	407	Crossing Patrols, collective licences, provision of temporary mobile classrooms, coordination of cleaning and refuse contracts, planned maintenance agreements, legionella work, asbestos and condition surveys and various other minor non delegated budgets
14	0	ELS	Redundancy costs	0	1,232	1,232	0	1,232	-1,232	0	Redundancy costs for school staff
15	3,094	ELS	School Improvement	4,560	4,835	9,395	-3,498	5,897	-3,495	2,402	Providing advice, guidance, training and challenge to primary, secondary and special schools and Pupil Referral Units to raise standards of pupil achievement, and to implement national and local strategies. Support and training for 6,000 school governors
16	-800	ELS	Special School and Hospital recoupment	0	0	0	0	0	0	0	Top up payments to other local authorities for Kent pupils educated in other local authority special schools, together with income from other local authorities for their pupils educated in Kent schools.
17	5,145	ELS	Teachers & Education Staff Pension costs	0	7,954	7,954	-684	7,270	-2,000	5,270	Cost of teacher and education staff early retirements
			Transport Services								
18	1,437	ELS	Home to College Transport and Kent 16+ Travel Card	0	3,174	3,174	-1,720	1,454	0	1,454	Over 3,200 passes issued to young people aged over 16 for unlimited bus travel in Kent. Residual home to college transport costs
19	12,661	ELS	Home to School Transport (Mainstream)	0	11,517	11,517	-20	11,497	0	11,497	Transport to and from school for 14,000 eligible children

Appendix A - Portfolio specific A to Z Service Analysis

Education, Learning and Skills

Row Ref	2012/13 Revised Base	Portfolio	Service	2013/14 Proposed Budget							Affordable Activity
	Net Cost £000s			Staffing £000s	Non staffing £000s	Gross Expenditure £000s	Service Income £000s	Net Expenditure £000s	Govt. Grants £000s	Net Cost £000s	
20	17,152	ELS	Home to School Transport (Special Educational Need)	8	17,200	17,208	0	17,208	0	17,208	Specialist transport arrangements for 4,000 children with special educational needs
21	54,679		Total Direct Services to the Public	570,998	292,090	863,088	-76,633	786,455	-734,343	52,112	
			Assessment Services								
22	2,206	ELS	Assessment and Support of Children with Special Education Needs	2,539	2,938	5,477	0	5,477	-3,582	1,895	Assessment and support of children with Special Educational Needs. Top up payments to other local authorities for Kent pupils educated in other local authority special schools.
23	2,206		Total Assessment Services	2,539	2,938	5,477	0	5,477	-3,582	1,895	
			Management, Support Services and Overheads								
			Directorate Management and Support for:								These budgets include the directorate centrally held costs, which include the budgets for, amongst other things, the strategic directors and heads of service.
24	1,828	ELS	Education, Learning and Skills	3,603	4,892	8,495	-2,806	5,689	-6,088	-399	
25	1,828		Total Management, Support Services and Overheads	3,603	4,892	8,495	-2,806	5,689	-6,088	-399	A number of budgets have been centralised and no longer sit with the individual frontline services so 2013/14 budgets are not directly comparable with 2012/13.
26	58,713		TOTAL	577,140	299,920	877,060	-79,439	797,621	-744,013	53,608	

Appendix A - Portfolio specific A to Z Service Analysis

Environment, Highways & Waste

Row Ref	2012/13 Revised Base	Portfolio	Service	2013/14 Proposed Budget							Affordable Activity
	Net Cost £000s			Staffing £000s	Non staffing £000s	Gross Expenditure £000s	Service Income £000s	Net Expenditure £000s	Govt. Grants £000s	Net Cost £000s	
			Community Services								
1	313	EH&W	Gypsies and Travellers	257	486	743	-430	313	0	313	Responsible for securing suitable local authority and other accommodation provision for Gypsies and Travellers in Kent. The Unit currently manages 10 local authority sites, containing approximately 150 pitches
			Environment						0		
2	2,418	EH&W	Environmental Management (incl. Coastal Protection)	1,698	2,092	3,790	-875	2,915	-651	2,264	Delivery of Kent Environment Strategy including Climate Local targets and the Green Deal - saving money through fuel efficiency. Flood risk management, carbon reduction, biodiversity planning, heritage conservation & planning, coastal conservation, and sustainability & climate change.
			Highways								
			<i>Highways Maintenance</i>								
3	3,291	EH&W	Adverse Weather	0	3,291	3,291	0	3,291	0	3,291	Includes provision for 79 salting runs, salting approximately 4,000km of the highway per run plus restocking 2,350 salt bins
4	2,444	EH&W	Bridges and other structures	354	2,282	2,636	-192	2,444	0	2,444	Maintenance of 2,700 bridges and structures and two road tunnels
5	13,044	EH&W	General maintenance and emergency response	3,616	9,219	12,835	-487	12,348	0	12,348	Inspection, maintenance and repair of 8,500km of highway and 6,000km of pavements plus the management of all roadworks undertaken by utility companies and KCC contractors.
6	3,249	EH&W	Highways drainage	306	3,131	3,437	-96	3,341	0	3,341	Maintenance and repair of 340,000 road drainage gullies
7	3,803	EH&W	Streetlight maintenance	412	3,715	4,127	-154	3,973	0	3,973	Maintenance and repair for 120,000 streetlights

Environment, Highways & Waste

Row Ref	2012/13 Revised Base	Portfolio	Service	2013/14 Proposed Budget							Affordable Activity
	Net Cost £000s			Staffing £000s	Non staffing £000s	Gross Expenditure £000s	Service Income £000s	Net Expenditure £000s	Govt. Grants £000s	Net Cost £000s	
			Highways Safety and Management								
8	769	EH&W	Development Planning	1,759	320	2,079	-1,310	769	0	769	Includes developer agreements & developer plans, local development framework, adoption of highways and development control. Budget previously included under Highway Improvements and Sustainable Transport (now Transport Planning)
9	1,556	EH&W	Highway improvements	1,979	-283	1,696	-82	1,614	0	1,614	Support for highway resurfacing and other improvement programmes to reduce congestion, improve air quality and help prevent traffic accidents.
10	1,011	EH&W	Road safety	672	2,573	3,245	-2,234	1,011	0	1,011	Reduce road casualties through educational and publicity campaigns with engineering improvements and provide funding to support the Kent and Medway Safety Camera Partnership
11	5,845	EH&W	Streetlight energy	0	4,995	4,995	0	4,995	0	4,995	Payment for electricity to light 120,000 streetlights
12	2,484	EH&W	Traffic management	2,445	2,819	5,264	-2,661	2,603	0	2,603	Running costs, inspection and maintenance for 15,000 traffic lights and providing congestion reduction measures
13	3,253	EH&W	Tree maintenance, grass cutting and weed control	0	3,338	3,338	-85	3,253	0	3,253	Maintenance of 11 million sq metres of grass areas and 500,000 trees
			Planning and Transport Strategy								
14	1,235	EH&W	Planning & Transport Policy	619	781	1,400	0	1,400	0	1,400	Delivery of Growth without Gridlock - developing key strategic transport improvements such as Third Thames Crossing, A21 dualling, solutions to Operation Stack and enhancements to the rail network including new Thanet Parkway Station and reduced journey times to East Kent in particular. Strategic influencing of Government Policy and new infrastructure funding streams, co-ordinating KCC's responses to Local Plans and Community Infrastructure Levy (CIL) charging schedules, producing the Minerals & Waste Local Plan and the Local Transport Plan.

Environment, Highways & Waste

Row Ref	2012/13 Revised Base	Portfolio	Service	2013/14 Proposed Budget							Affordable Activity
	Net Cost £000s			Staffing £000s	Non staffing £000s	Gross Expenditure £000s	Service Income £000s	Net Expenditure £000s	Govt. Grants £000s	Net Cost £000s	
15	573	EH&W	Planning Applications	867	195	1,062	-600	462	0	462	Receiving and processing over 530 planning applications and submissions each year
			Transport Services								
16	16,280	EH&W	Concessionary Fares	0	16,672	16,672	-27	16,645	0	16,645	17 million free bus journeys for elderly people
17	11,489	EH&W	Freedom Pass	0	15,000	15,000	-2,459	12,541	0	12,541	Over 26,400 passes issued to young people aged 11 to 16 for unlimited bus travel in Kent.
18	7,378	EH&W	Subsidised Bus Routes	257	8,775	9,032	-1,454	7,578	0	7,578	Support for over 200 otherwise uneconomic bus routes
19	701	EH&W	Transport Operations	815	56	871	-170	701	0	701	Arrangement, provision and monitoring of socially necessary local buses, home to school transport and public transport information
20	237	EH&W	Transport Planning	301	180	481	-25	456	-203	253	Improve public transport and access to key services.
			Waste Management								
21	1,862	EH&W	Waste Operations	1,537	325	1,862	0	1,862	0	1,862	Management and operational delivery of core waste management services, including the statutory duty to undertake the treatment and disposal of household waste in Kent
			Recycling and diversion from landfill								
22	7,138	EH&W	Household Waste recycling centres	0	8,129	8,129	-1,982	6,147	0	6,147	Operation of 19 sites providing recycling facilities for 3.5 million visitors per year
23	554	EH&W	Partnership & waste co-ordination	0	504	504	-168	336	0	336	Collaborative working with District Councils and public campaigns to reduce overall waste and increase recycling
24	5,371	EH&W	Payments to Waste Collection Authorities (District Councils)	0	6,167	6,167	-102	6,065	0	6,065	Payments to support recycling initiatives that reduce the amount of waste that would otherwise have to be disposed of (through more costly routes, e.g. landfill)
25	9,915	EH&W	Recycling Contracts and Composting	0	9,030	9,030	-1,571	7,459	0	7,459	Recycling and composting 338,500 tonnes (47%) of household waste

Appendix A - Portfolio specific A to Z Service Analysis

Environment, Highways & Waste

Row Ref	2012/13 Revised Base	Portfolio	Service	2013/14 Proposed Budget							Affordable Activity
	Net Cost £000s			Staffing £000s	Non staffing £000s	Gross Expenditure £000s	Service Income £000s	Net Expenditure £000s	Govt. Grants £000s	Net Cost £000s	
			Waste Disposal								
26	584	EH&W	Closed Landfill Sites & Abandoned Vehicles	0	864	864	-180	684	0	684	Pollution monitoring and control of 19 Closed Landfills to ensure public safety and environmental protection is maintained. Removal and disposal of 300 abandoned vehicles
27	29,141	EH&W	Disposal Contracts	0	28,745	28,745	-156	28,589	0	28,589	Treatment and/or disposal of 376,500 tonnes (53%) of domestic waste produced in Kent through waste to energy recovery (300,000 tonnes) or landfill (76,500 tonnes)
28	8,500	EH&W	Haulage & Transfer Stations	65	9,717	9,782	-75	9,707	0	9,707	Operation of 6 facilities to provide local disposal points for the efficient delivery of District Council collection services and outlets for some commercial waste.
29	7,165	EH&W	Landfill Tax	0	7,571	7,571	0	7,571	0	7,571	Unavoidable tax on waste disposed of via landfill
30	151,603		Total Direct Services to the Public	17,959	150,689	168,648	-17,575	151,073	-854	150,219	
			Financing Items								
31	-6,568	EH&W	Commercial Services (net contribution)	0	0	0	-4,899	-4,899	0	-4,899	Contribution from Commercial Services towards KCC overheads
32	-6,568		Total Financing Items	0	0	0	-4,899	-4,899	0	-4,899	
			Management, Support Services and Overheads								
			Directorate Management and Support for:								These budgets include the directorate centrally held costs, which include the budgets for, amongst other things, the strategic directors and heads of service.
33	5,126	EH&W	Enterprise and Environment (E&E)	1,970	3,403	5,373	-45	5,328	0	5,328	
34	5,126		Total Management, Support Services and Overheads	1,970	3,403	5,373	-45	5,328	0	5,328	A number of budgets have been centralised and no longer sit with the individual frontline services so 2013/14 budgets are not directly comparable with 2012/13.
35	150,161		TOTAL	19,929	154,092	174,021	-22,519	151,502	-854	150,648	

Appendix A - Portfolio specific A to Z Service Analysis

Finance & Business Support

Row Ref	2012/13 Revised Base	Portfolio	Service	2013/14 Proposed Budget							Affordable Activity
	Net Cost £000s			Staffing £000s	Non staffing £000s	Gross Expenditure £000s	Service Income £000s	Net Expenditure £000s	Govt. Grants £000s	Net Cost £000s	
			Local Democracy						0.000		
1	0	F&BS	Member Grants & Compensation to District Councils (incl. Elections)	0	2,663	2,663	0	2,663	0	2,663	Provision for a transfer of a share of Council Tax yield to District Councils to part fund the increased costs of collection arising from a rise in the number of council tax payers, following Government changes to the council tax benefits system and to underwrite Council Tax Support Schemes.
2	0		Total Direct Services to the Public	0	2,663	2,663	0	2,663	0	2,663	
			Financing Items								
3	400	F&BS	Carbon Reduction Commitment	0	400	400	0	400	0	400	
4	4,790	F&BS	Contribution to/from reserves	0	-12,130	-12,130	0	-12,130	0	-12,130	
5	4,679	F&BS	Insurance Fund	0	4,679	4,679	0	4,679	0	4,679	Contribution to self insurance fund
6	3,500	F&BS	Modernisation of the Council	0	3,500	3,500	0	3,500	0	3,500	One-off costs associated with restructure of the council including redundancy provision
7	123,494	F&BS	Net Debt costs (incl. Investment Income)	0	131,132	131,132	-8,648	122,484	0	122,484	
8	2,328	F&BS	Other	0	1,364	1,364	0	1,364	-36	1,328	
9	0	F&BS	Unallocated	2,700	-3,500	-800	0	-800	0	-800	
10	-3,079	F&BS	Underspend rolled forward from previous years	0	-10,000	-10,000	0	-10,000	0	-10,000	
11	136,112		Total Financing Items	2,700	115,445	118,145	-8,648	109,497	-36	109,461	
			Management, Support Services and Overheads								
			Support to Frontline Services:								
12	11,311	F&BS	Finance and Procurement	16,348	2,217	18,565	-5,749	12,816	-1,847	10,969	Responsible for planning, managing and reporting upon the Council's financial resources, in liaison with both Members and senior management, in accordance with the Council's Financial Regulations.

Appendix A - Portfolio specific A to Z Service Analysis

Finance & Business Support

Row Ref	2012/13 Revised Base	Portfolio	Service	2013/14 Proposed Budget							Affordable Activity
	Net Cost £000s			Staffing £000s	Non staffing £000s	Gross Expenditure £000s	Service Income £000s	Net Expenditure £000s	Govt. Grants £000s	Net Cost £000s	
13	11,311		Total Management, Support Services and Overheads	16,348	2,217	18,565	-5,749	12,816	-1,847	10,969	A number of budgets have been centralised and no longer sit with the individual frontline services so 2013/14 budgets are not directly comparable with 2012/13.
14	147,423		TOTAL	19,048	120,325	139,373	-14,397	124,976	-1,883	123,093	

Appendix A - Portfolio specific A to Z Service Analysis											
Regeneration & Economic Development											
Row Ref	2012/13 Revised Base	Portfolio	Service	2013/14 Proposed Budget							Affordable Activity
	Net Cost £000s			Staffing £000s	Non staffing £000s	Gross Expenditure £000s	Service Income £000s	Net Expenditure £000s	Govt. Grants £000s	Net Cost £000s	
			Regeneration & Economic Development								
1	3,484	R&E	Development staff and projects	2,766	2,377	5,143	-1,413	3,730	-246	3,484	Staff and project work on regeneration initiatives including Visit Kent, Locate in Kent, Produced in Kent, etc.
2	3,484		Total Direct Services to the Public	2,766	2,377	5,143	-1,413	3,730	-246	3,484	
			Management, Support Services and Overheads								
			Directorate Management and Support for:								These budgets include the directorate centrally held costs, which include the budgets for, amongst other things, the strategic directors and heads of service.
3	168	R&E	Business Strategy & Support (BSS)	168	0	168	0	168	0	168	
4	168		Total Management, Support Services and Overheads	168	0	168	0	168	0	168	A number of budgets have been centralised and no longer sit with the individual frontline services so 2013/14 budgets are not directly comparable with 2012/13.
5	3,652		TOTAL	2,934	2,377	5,311	-1,413	3,898	-246	3,652	

Appendix A - Portfolio specific A to Z Service Analysis

Specialist Children's Services

Row Ref	2012/13 Revised Base	Portfolio	Service	2013/14 Proposed Budget							Affordable Activity
	Net Cost £000s			Staffing £000s	Non staffing £000s	Gross Expenditure £000s	Service Income £000s	Net Expenditure £000s	Govt. Grants £000s	Net Cost £000s	
			Children's Services								
			<i>Children in Care (Looked After)</i>								
1	33,783	SCS	Fostering	3,924	32,674	36,598	-237	36,361	0	36,361	Short and medium term family based care (including longer term care for older children) for Kent children. Includes payments to related and non related foster carers for 1,140 children and independent fostering agencies for 170 children.
2	6,315	SCS	Legal Charges	0	5,567	5,567	0	5,567	0	5,567	Costs for in-house legal support and external legal fees for care proceedings for Specialist Children's Services (previously reflected within the Fostering service)
3	11,604	SCS	Residential Children's Services	2,371	13,580	15,951	-2,144	13,807	0	13,807	In house and independent sector residential care for 75 children (both looked after and non looked after children, including those with a disability).
4	1,927	SCS	Virtual School Kent	1,808	823	2,631	0	2,631	-704	1,927	Supporting approx 1,600 looked after children focussing on their education & health needs
			<i>Children in Need</i>								
5	17,687	SCS	Children's Centres	10,421	6,026	16,447	-139	16,308	0	16,308	97 children's centres delivering support and advice to families
6	15,769	SCS	Preventative Services	480	15,988	16,468	-830	15,638	-262	15,376	Community based preventative and family support services including day care, direct payments and payments to voluntary organisations
			<i>Education and Personal</i>								
7	3,000	SCS	Early Years Education	0	49,624	49,624	0	49,624	-49,624	0	Payments made to over 780 PVI providers for up to 15 hours a week of free entitlement places for 3 & 4 year olds (equates to over 9.5 million hours of provision) plus over 1.8 million hours of free places for disadvantaged 2 year olds

Specialist Children's Services

Row Ref	2012/13 Revised Base	Portfolio	Service	2013/14 Proposed Budget							Affordable Activity
	Net Cost £000s			Staffing £000s	Non staffing £000s	Gross Expenditure £000s	Service Income £000s	Net Expenditure £000s	Govt. Grants £000s	Net Cost £000s	
			Other Social Services								
8	8,515	SCS	Adoption	1,959	6,355	8,314	-49	8,265	0	8,265	Permanent care for Kent children who are unable to live with their birth families. Includes adoption payments & Special Guardianship Orders
9	280	SCS	Asylum Seekers	4,634	10,267	14,901	0	14,901	-14,621	280	Supporting unaccompanied asylum seekers
10	5,123	SCS	Leaving Care (formerly 16+ service)	0	5,039	5,039	0	5,039	0	5,039	Supporting children leaving care and ongoing children's services for those aged 16+ still in local authority care, and aftercare service for young people aged 18+. Now excludes residential care and fostering which are shown separately.
11	4,223	SCS	Safeguarding	4,105	434	4,539	-316	4,223	0	4,223	Performance management of services for vulnerable children in Kent
12	108,226		Total Direct Services to the Public	29,702	146,377	176,079	-3,715	172,364	-65,211	107,153	
			Assessment Services								
13	39,017	SCS	Children's Social Care Staffing	40,439	3,074	43,513	-1,862	41,651	-3,277	38,374	Social Care staffing providing assessment of children & families needs and ongoing support to looked after children
14	39,017		Total Assessment Services	40,439	3,074	43,513	-1,862	41,651	-3,277	38,374	
			Management, Support Services and Overheads								
			Directorate Management and Support for:								These budgets include the directorate centrally held costs, which include the budgets for, amongst other things, the strategic directors and heads of service.
15	3,609	SCS	Families and Social Care (FSC)	2,204	1,230	3,434	0	3,434	-175	3,259	
16	3,609		Total Management, Support Services and Overheads	2,204	1,230	3,434	0	3,434	-175	3,259	A number of budgets have been centralised and no longer sit with the individual frontline services so 2013/14 budgets are not directly comparable with 2012/13.
17	150,852		TOTAL	72,345	150,681	223,026	-5,577	217,449	-68,663	148,786	

KCC Budget Book

Appendix B

**2012/13 Forecast
Outturn (half year
position) in A to Z
Service Analysis
format**

**Appendix B - 2012/13 Forecast Outturn (half year position) in A to Z Service Analysis format
(incl. budgets delegated to schools)**

WHAT IS THE MONEY SPENT ON?

Row Ref	Portfolio	Service	2012/13 Forecast Outturn (half year monitoring position)									
			Cash Limit			Forecast			Variance			
			Gross £000s	Income £000s	Net £000s	Gross £000s	Income £000s	Net £000s	Gross £000s	Income £000s	Net £000s	
		Adults and Older People										
		<i>Direct Payments</i>										
1	ASC&PH	Learning Disability	12,769	-547	12,222	11,796	-275	11,521	-973	272	-701	
2	ASC&PH	Mental Health	710		710	714	0	714	4		4	
3	ASC&PH	Older People	6,924	-787	6,137	6,299	-794	5,505	-625	-7	-632	
4	ASC&PH	Physical Disability	9,580	-374	9,206	9,196	-447	8,749	-384	-73	-457	
		<i>Domiciliary Care</i>										
5	ASC&PH	Learning Disability	5,268	-1,532	3,736	5,748	-1,599	4,149	480	-67	413	
6	ASC&PH	Mental Health	532	-114	418	489	-112	377	-43	2	-41	
7	ASC&PH	Older People	44,431	-12,405	32,026	43,014	-10,912	32,102	-1,417	1,493	76	
8	ASC&PH	Physical Disability	7,403	-595	6,808	7,309	-657	6,652	-94	-62	-156	
		<i>Nursing and Residential Care</i>										
9	ASC&PH	Learning Disability	75,668	-6,456	69,212	75,841	-6,397	69,444	173	59	232	
10	ASC&PH	Mental Health	7,243	-692	6,551	7,444	-758	6,686	201	-66	135	
11	ASC&PH	Older People - Nursing	46,473	-24,335	22,138	48,267	-25,295	22,972	1,794	-960	834	
12	ASC&PH	Older People - Residential	84,618	-35,644	48,974	82,215	-34,237	47,978	-2,403	1,407	-996	
13	ASC&PH	Physical Disability	13,813	-1,969	11,844	13,186	-1,782	11,404	-627	187	-440	
		<i>Supported Accommodation</i>										
14	ASC&PH	Learning Disability	33,370	-3,645	29,725	32,946	-2,917	30,029	-424	728	304	
15	ASC&PH	Physical Disability / Mental Health	2,802	-279	2,523	2,712	-420	2,292	-90	-141	-231	
		<i>Other Services for Adults and Older People</i>										
16	ASC&PH	Contributions to Voluntary Day Care	15,708	-1,793	13,915	15,819	-1,721	14,098	111	72	183	
17	ASC&PH	Learning Disability	13,187	-237	12,950	12,979	-185	12,794	-208	52	-156	
18	ASC&PH	Older People	3,354	-100	3,254	2,709	-87	2,622	-645	13	-632	

**Appendix B - 2012/13 Forecast Outturn (half year position) in A to Z Service Analysis format
(incl. budgets delegated to schools)**

WHAT IS THE MONEY SPENT ON?

Row Ref	Portfolio	Service	2012/13 Forecast Outturn (half year monitoring position)								
			Cash Limit			Forecast			Variance		
			Gross £000s	Income £000s	Net £000s	Gross £000s	Income £000s	Net £000s	Gross £000s	Income £000s	Net £000s
19	ASC&PH	Physical Disability / Mental Health	1,320	-5	1,315	1,240	-7	1,233	-80	-2	-82
20	C&C	Drug & Alcohol services	15,981	-14,609	1,372	15,981	-14,609	1,372	0	0	0
21	ASC&PH	Other Adult Services	12,692	-16,990	-4,298	12,517	-17,009	-4,492	-175	-19	-194
22	ASC&PH	Safeguarding	1,075	-196	879	1,029	-204	825	-46	-8	-54
23	C&C	Supporting People	25,609	0	25,609	25,609	0	25,609	0	0	0
		Children's Services									
		<i>Education and Personal</i>									
24	ELS	14 to 19 year olds	5,270	-1,650	3,620	3,392	-1,701	1,691	-1,878	-51	-1,929
25	ELS	Attendance & Behaviour	19,723	-18,909	814	20,658	-19,294	1,364	935	-385	550
26	SCS	Children's Centres	17,630	0	17,630	18,105	-115	17,990	475	-115	360
27	ELS	Connexions	6,787	0	6,787	6,787	0	6,787	0	0	0
28	SCS & ELS	Early Years and Childcare	9,465	-5,335	4,130	9,116	-5,475	3,641	-349	-140	-489
29	SCS	Early Years Education	42,276	-40,500	1,776	42,276	-40,500	1,776	0	0	0
30	ELS	Education Psychology Service	2,915	-13	2,902	2,775	-530	2,245	-140	-517	-657
31	ELS	Free School Meals	1,288	-1,288	0	1,288	-1,288	0	0	0	0
32	ELS	Individual Learner Support (incl. Minority Communities Achievement and Partnership with Parents services)	10,378	-9,182	1,196	8,818	-7,835	983	-1,560	1,347	-213
33	ELS	Statemented Pupils	7,618	-7,618	0	7,305	-7,305	0	-313	313	0
34	SCS	Virtual School Kent	2,641	-704	1,937	2,697	-710	1,987	56	-6	50
35	C&C	Youth Service	8,663	-2,154	6,509	8,663	-2,154	6,509	0	0	0
36	C&C	Youth Offending Service	5,581	-2,410	3,171	5,363	-2,373	2,990	-218	37	-181
		Social Services									

**Appendix B - 2012/13 Forecast Outturn (half year position) in A to Z Service Analysis format
(incl. budgets delegated to schools)**

WHAT IS THE MONEY SPENT ON?

Row Ref	Portfolio	Service	2012/13 Forecast Outturn (half year monitoring position)								
			Cash Limit			Forecast			Variance		
			Gross £000s	Income £000s	Net £000s	Gross £000s	Income £000s	Net £000s	Gross £000s	Income £000s	Net £000s
37	SCS	Adoption	8,321	-49	8,272	8,753	-49	8,704	432	0	432
38	SCS	Asylum Seekers	14,901	-14,621	280	15,024	-11,744	3,280	123	2,877	3,000
39	SCS	Children's Support Services	2,480	-1,043	1,437	2,587	-988	1,599	107	55	162
40	SCS	Fostering	34,320	-237	34,083	37,632	-242	37,390	3,312	-5	3,307
41	SCS	Leaving Care (formerly 16+ service)	5,127	0	5,127	5,049	0	5,049	-78	0	-78
42	SCS	Legal Charges	6,315	0	6,315	6,600	0	6,600	285	0	285
43	SCS	Preventative Children's Services	19,537	-4,370	15,167	18,030	-4,370	13,660	-1,507	0	-1,507
44	SCS	Residential Children's Services	13,750	-2,144	11,606	16,057	-2,182	13,875	2,307	-38	2,269
45	SCS	Safeguarding	4,637	-316	4,321	4,815	-351	4,464	178	-35	143
		Community Services									
46	C&C	Archive Service (incl. Museum Development)	757	-187	570	759	-211	548	2	-24	-22
47	C&C	Arts Development (incl. grant to Turner Contemporary)	1,744	-103	1,641	1,759	-115	1,644	15	-12	3
48	C&C	Big Society Fund	1,000	0	1,000	1,000	0	1,000	0	0	0
49	C&C	Community Learning Services	15,002	-15,355	-353	14,965	-15,318	-353	-37	37	0
50	C&C	Community Safety	1,203	-226	977	1,193	-227	966	-10	-1	-11
51	C&C	Community Wardens	2,888	0	2,888	2,754	0	2,754	-134	0	-134
52	C&C	Contact Centre & Consumer Direct	5,605	-1,859	3,746	5,159	-1,413	3,746	-446	446	0
53	C&C	Gateways	2,754	-635	2,119	2,591	-596	1,995	-163	39	-124
54	C&C	Library Services	16,176	-2,151	14,025	16,210	-2,229	13,981	34	-78	-44
55	ASC&PH & BSP&HR	Public Health (incl. Local Involvement Network)	864	-117	747	880	-133	747	16	-16	0
56	C&C	Sports Development	2,603	-1,620	983	2,566	-1,624	942	-37	-4	-41

**Appendix B - 2012/13 Forecast Outturn (half year position) in A to Z Service Analysis format
(incl. budgets delegated to schools)**

WHAT IS THE MONEY SPENT ON?

Row Ref	Portfolio	Service	2012/13 Forecast Outturn (half year monitoring position)								
			Cash Limit			Forecast			Variance		
			Gross £000s	Income £000s	Net £000s	Gross £000s	Income £000s	Net £000s	Gross £000s	Income £000s	Net £000s
57	C&C	Supporting Independence & Employment	1,371	-484	887	1,143	-422	721	-228	62	-166
		Environment									
58	C&C	Country Parks	1,504	-932	572	1,495	-923	572	-9	9	0
59	C&C	Countryside Access (incl. Public Rights of Way)	2,884	-1,023	1,861	2,884	-1,023	1,861	0	0	0
60	EH&W	Environmental Management	4,142	-1,526	2,616	4,142	-1,526	2,616	0	0	0
		Highways									
		<i>Highways Maintenance</i>									
61	EH&W	Adverse Weather	3,238	0	3,238	3,234	0	3,234	-4	0	-4
62	EH&W	Bridges and other structures	2,685	-239	2,446	2,632	-186	2,446	-53	53	0
63	EH&W	General maintenance and emergency response	13,231	-487	12,744	13,493	-487	13,006	262	0	262
64	EH&W	Highways drainage	3,244	-82	3,162	3,944	-82	3,862	700	0	700
65	EH&W	Streetlight maintenance	3,974	-167	3,807	3,964	-157	3,807	-10	10	0
		<i>Highways Safety and Management</i>									
66	EH&W	Development Planning	2,135	-1,283	852	2,092	-1,283	809	-43	0	-43
67	EH&W	Highway improvements	7,718	-50	7,668	7,530	-48	7,482	-188	2	-186
68	EH&W	Road safety	3,264	-2,234	1,030	3,462	-2,514	948	198	-280	-82
69	EH&W	Streetlight energy	5,845	0	5,845	5,305	0	5,305	-540	0	-540
70	EH&W	Traffic management	5,543	-2,622	2,921	5,404	-3,154	2,250	-139	-532	-671
71	EH&W	Tree maintenance, grass cutting and weed control	3,331	-78	3,253	3,961	-90	3,871	630	-12	618
		Local Democracy									
72	C&C	Community Engagement	720	0	720	762	3	765	42	3	45
73	C&C & D&P	Member Grants (incl. Elections)	2,539	0	2,539	2,539	0	2,539	0	0	0

**Appendix B - 2012/13 Forecast Outturn (half year position) in A to Z Service Analysis format
(incl. budgets delegated to schools)**

WHAT IS THE MONEY SPENT ON?

Row Ref	Portfolio	Service	2012/13 Forecast Outturn (half year monitoring position)								
			Cash Limit			Forecast			Variance		
			Gross £000s	Income £000s	Net £000s	Gross £000s	Income £000s	Net £000s	Gross £000s	Income £000s	Net £000s
		Planning and Transport Strategy									
74	EH&W	Planning & Transport Policy	1,252	-15	1,237	1,237	-1	1,236	-15	14	-1
75	EH&W	Planning Applications	1,128	-550	578	1,006	-428	578	-122	122	0
		Regeneration & Economic Development									
76	R&E	Development staff and projects	5,563	-2,060	3,503	5,576	-2,078	3,498	13	-18	-5
		Regulatory Services									
77	C&C	Coroners	2,982	-475	2,507	2,995	-475	2,520	13	0	13
78	C&C	Emergency Planning	852	-199	653	789	-207	582	-63	-8	-71
79	C&C	Registration	2,743	-3,135	-392	2,571	-3,135	-564	-172	0	-172
80	C&C	Trading Standards	4,053	-735	3,318	3,852	-737	3,115	-201	-2	-203
		Schools Budgets									
81	ELS	Independent Special School placements	12,324	-12,324	0	12,034	-12,034	0	-290	290	0
82	ELS	PFI Schools Scheme	23,810	-23,810	0	23,810	-23,810	0	0	0	0
83	ELS	Schools Delegated budgets	746,533	-746,533	0	748,819	-746,533	2,286	2,286	0	2,286
		Schools Services									
84	ELS	Meals	566	-566	0	589	-589	0	23	-23	0
85	ELS	Non delegated staff costs	2,692	-2,589	103	2,135	-2,018	117	-557	571	14
86	ELS	Other Services	7,113	-6,646	467	7,732	-7,359	373	619	-713	-94
87	ELS	Redundancy costs	1,232	-1,232	0	1,232	-1,232	0	0	0	0
88	ELS	School Improvement	18,292	-13,579	4,713	18,241	-13,339	4,902	-51	240	189
89	ELS	Special School and Hospital recoupment	1,660	-2,460	-800	1,716	-3,172	-1,456	56	-712	-656
90	ELS	Teachers Pension costs	7,829	-2,684	5,145	8,165	-2,705	5,460	336	-21	315
		Transport Services									

**Appendix B - 2012/13 Forecast Outturn (half year position) in A to Z Service Analysis format
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			Cash Limit			Forecast			Variance		
			Gross £000s	Income £000s	Net £000s	Gross £000s	Income £000s	Net £000s	Gross £000s	Income £000s	Net £000s
91	EH&W	Concessionary Fares	16,307	-27	16,280	16,102	-27	16,075	-205	0	-205
92	EH&W	Freedom Pass	13,648	-2,459	11,189	14,039	-2,459	11,580	391	0	391
93	ELS	Home to College Transport	1,973	-367	1,606	1,973	-367	1,606	0	0	0
94	ELS	Home to School Transport (Mainstream)	13,600	-584	13,016	13,600	-584	13,016	0	0	0
95	ELS	Home to School Transport (Special Educational Need)	17,272	0	17,272	17,272	0	17,272	0	0	0
96	EH&W	Subsidised Bus Routes	9,115	-1,454	7,661	8,972	-1,330	7,642	-143	124	-19
97	EH&W	Transport Planning	457	-219	238	433	-171	262	-24	48	24
		Waste Management									
		<i>Recycling and diversion from landfill</i>									
98	EH&W	Household Waste recycling centres	8,620	-1,482	7,138	8,558	-2,104	6,454	-62	-622	-684
99	EH&W	Partnership & waste co-ordination	722	-168	554	679	-154	525	-43	14	-29
100	EH&W	Payments to Waste Collection Authorities (District Councils)	5,473	-102	5,371	5,011	-102	4,909	-462	0	-462
101	EH&W	Recycling Contracts and Composting	10,516	-601	9,915	10,952	-643	10,309	436	-42	394
		<i>Waste Disposal</i>									
102	EH&W	Closed Landfill Sites & Abandoned Vehicles	764	-180	584	764	-180	584	0	0	0
103	EH&W	Disposal Contracts	29,297	-156	29,141	26,941	-156	26,785	-2,356	0	-2,356
104	EH&W	Haulage & Transfer Stations	8,575	-75	8,500	8,382	-75	8,307	-193	0	-193
105	EH&W	Landfill Tax	7,165	0	7,165	8,537	0	8,537	1,372	0	1,372
106		Total Direct Services to the Public	1,792,245	-1,096,773	695,472	1,789,385	-1,091,592	697,793	-2,860	5,181	2,321

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			Cash Limit			Forecast			Variance			
			Gross £000s	Income £000s	Net £000s	Gross £000s	Income £000s	Net £000s	Gross £000s	Income £000s	Net £000s	
		<u>Financing Items</u>										
107	D&P	Audit Fees	464	0	464	314	0	314	-150	0	-150	
108	F&BS	Carbon Reduction Commitment	400	0	400	400	0	400	0	0	0	
109	EH&W	Commercial Services (net contribution)	0	-7,761	-7,761	0	-6,541	-6,541	0	1,220	1,220	
110	BSP&HR	Contribution to IT Asset Maintenance Reserve	3,302	0	3,302	3,302	0	3,302	0	0	0	
111	F&BS	Contribution to/from reserves	9,962	0	9,962	10,811	0	10,811	849	0	849	
112	F&BS	Insurance Fund	4,679	0	4,679	3,989	0	3,989	-690	0	-690	
113	F&BS	Modernisation of the Council	3,523	0	3,523	3,523	0	3,523	0	0	0	
114	F&BS	Net Debt costs (incl. Investment Income)	130,868	-9,048	121,820	125,215	-7,446	117,769	-5,653	1,602	-4,051	
115	F&BS	Other	2,364	-36	2,328	2,294	-36	2,258	-70	0	-70	
116	F&BS	Unallocated	3,048	0	3,048	1,828	0	1,828	-1,220	0	-1,220	
117	F&BS	Underspend rolled forward from previous year	-3,079	0	-3,079	-3,079	0	-3,079	0	0	0	
118	F&BS	Unringfenced Government Grants	0	-90,589	-90,589	0	-90,589	-90,589	0	0	0	
119		Total Financing Items	155,531	-107,434	48,097	148,597	-104,612	43,985	-6,934	2,822	-4,112	
		<u>Assessment Services</u>										
120	ASC&PH	Adult's Social Care Staffing	41,454	-3,940	37,514	40,870	-3,808	37,062	-584	132	-452	
121	SCS	Children's Social Care Staffing	39,172	-819	38,353	39,099	-802	38,297	-73	17	-56	
122	ELS	Assessment of Children's Educational Needs	1,727	-581	1,146	1,762	-581	1,181	35	0	35	
123		Total Assessment Services	82,353	-5,340	77,013	81,731	-5,191	76,540	-622	149	-473	
		<u>Management, Support Services and Overheads</u>										
		Directorate Management and Support for:										

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			Cash Limit			Forecast			Variance		
			Gross £000s	Income £000s	Net £000s	Gross £000s	Income £000s	Net £000s	Gross £000s	Income £000s	Net £000s
124	ELS	Education, Learning and Skills (ELS)	11,084	-7,660	3,424	10,073	-7,637	2,436	-1,011	23	-988
125	SCS & ASC&PH	Families and Social Care (FSC)	14,780	-1,244	13,536	15,162	-1,364	13,798	382	-120	262
126	EH&W	Enterprise and Environment (E&E)	8,149	-408	7,741	7,948	-487	7,461	-201	-79	-280
127	C&C	Customer & Communities (C&C)	9,805	-3,975	5,830	9,767	-3,976	5,791	-38	-1	-39
128	R&E, BSP&HR	Business Strategy & Support (BSS)	3,061	-4,520	-1,459	3,128	-4,576	-1,448	67	-56	11
		Support to Frontline Services:									
129	D&P & F&BS	Finance and Procurement	19,797	-7,503	12,294	19,442	-7,526	11,916	-355	-23	-378
130	BSP&HR	Human Resources	16,754	-5,645	11,109	16,940	-5,680	11,260	186	-35	151
131	BSP&HR	Property and Infrastructure	28,526	-4,517	24,009	29,825	-5,217	24,608	1,299	-700	599
132	BSP&HR	Information, Communications and Technology (ICT)	32,815	-13,966	18,849	35,915	-16,752	19,163	3,100	-2,786	314
133	D&P & BSP&HR	Business Strategy	4,225	-362	3,863	3,942	-311	3,631	-283	51	-232
134	BSP&HR	Governance and Law	10,356	-12,470	-2,114	9,866	-12,006	-2,140	-490	464	-26
135	D&P	Democratic and Member Services	3,902	-3	3,899	3,977	-74	3,903	75	-71	4
136		Total Management, Support Services and Overheads	163,254	-62,273	100,981	165,985	-65,606	100,379	2,731	-3,333	-602
137		TOTAL	2,193,383	-1,271,820	921,563	2,185,698	-1,267,001	918,697	-7,685	4,819	-2,866
138		TOTAL (excl Schools Budgets)	1,446,850	-525,287	921,563	1,436,879	-520,468	916,411	-9,971	4,819	-5,152

The table above is shown in the 2012/13 A to Z format. Please note that section 5 is in 2013/14 A to Z format and therefore the two versions are not directly comparable

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