

**Appendix A(ii) - Detailed 2018-19 Revenue Plan by Directorate**

**APPENDIX 6**

Heading	Description	CYPE	ASCH (incl DCS Age 0-25)	GET	S&CS (incl PH)	FI&U	Total	
		£000s	£000s	£000s	£000s	£000s	£000s	£000s
<b>2017-18 Base</b>	Approved budget by County Council on 11th February 2016	169,614.0	422,735.1	162,307.3	63,148.0	115,172.4	932,976.8	
<b>Base Adjustments (internal)</b>	Changes to budgets which have nil overall affect on net budget requirement	1,224.4	-5,494.1	-76.9	7,625.2	-3,278.6	0.0	
<b>Revised 2017-18 Base</b>		<b>170,838.4</b>	<b>417,241.0</b>	<b>162,230.4</b>	<b>70,773.2</b>	<b>111,893.8</b>	<b>932,976.8</b>	<b>932,976.8</b>
<b>Additional Spending Pressures</b>								
<b>Net Budget Realignment</b>	<i>Necessary adjustments to reflect current and forecast activity levels from in-year monitoring reports</i>							
Commercial Services (CSD)	Reversal of one-off draw-down from CSD reserves and realignment of budget to reflect anticipated dividend after allowing for CSD to retain 20% of profit in their reserves					2,400.0	2,400.0	12,495.0
Adults Phase 3 Transformation	Re-phasing of Phase 3 savings		1,700.0				1,700.0	
Housing Related Support	Re-phasing of 2016-17 and 2017-18 HRS savings		198.0				198.0	
Market support Funds	Removal of one-off funding.		-5,508.6				-5,508.6	
PREVENT	Embedding of budget for PREVENT following the pilot project		114.6				114.6	
Allocation of retained Business Rates	Reversal of 17-18 savings relating to use of retained business rates to assist with funding Regeneration activity			500.0			500.0	
Unallocated	Provision for budget realignment based on 2017-18 half year monitoring					12,500.0	12,500.0	
Highways	Reduction in demand for Driver Diversion Courses			471.0			471.0	
S106 staffing costs	Alternative funding for staff involved in securing S106 developer contributions, following a change in the capital grant rules			120.0			120.0	
<b>Replace use of one-offs</b>	Impact of not being able to repeat one-off use of reserves and underspends in approved base budget for 2017-18		1,500.0	250.0	3,000.0	6,593.7	11,343.7	11,343.7
<b>Reduction In Grant Income</b>	Impact of Reduction in Public Health Grant				1,784.0		1,784.0	1,784.0

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<b><i>Pay and Prices</i></b>								
Pay and Reward	Additional contribution to performance reward pot and impact on base budget of uplifting pay grades in accordance with single pay reward scheme					4,453.0	4,453.0	25,124.6
<b><i>Inflation</i></b>								
Energy	Anticipated price increases on energy contracts for the KCC estate as estimated by Commercial Services				320.5		320.5	
Utility related inflation	Provision for price inflation related to Streetlight energy as estimated by Commercial Services			170.7			170.7	
Adult Social Care	Provision for contractual and negotiated price increases across all adult social care packages including nursing, residential, domiciliary, supporting independence and direct payments. Contracted services already allow for separate uplifts for National Living Wage/National Minimum Wage and Consumer Prices elements through formulaic approach		10,874.2				10,874.2	
Children's Social Care	Provision for price negotiations with external providers and uplift to in-house foster carers in line with DFE guidance	1,495.6	328.6				1,824.2	
Home to School Transport	Provision for inflation on contracted services and season tickets for mainstream & SEN Home to School and College Transport and the 16+ travel card	1,181.2					1,181.2	
Young Person's Travel Pass	Provision for price inflation related to the Young Person's Travel Pass which is recovered through uplifting the charge for the pass			508.2			508.2	
Transport related inflation	Provision for price inflation related to other Public Transport services			793.6			793.6	
Contract related inflation	Provision for price inflation related to Highways, Waste and other contracted services			2,872.8			2,872.8	
Levies	Increase in Environment Agency Levy					21.0	21.0	
Non specific price provision	Non specific provision for CPI inflation on other negotiated contracts without indexation clauses	189.2		1.3	294.7	1,620.0	2,105.2	

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<b>Demography</b>	<i>Additional spending associated with increasing population and demographic make-up of the population</i>							
Older People & Physical Disability	Growth in client numbers and additional costs resulting from existing and new clients whose needs are becoming more complex, together with associated staff costs		4,964.4				4,964.4	17,142.9
Adults with a Learning Disability (age 18+)	Growth in client numbers and additional costs resulting from existing and new clients whose needs are becoming more complex, together with associated staff costs		5,010.2				5,010.2	
Mental Health	Growth in client numbers and additional costs resulting from existing and new clients whose needs are becoming more complex, together with associated staff costs		850.1				850.1	
Children's Social Care	Estimated impact of an increase in the population of children in Kent, leading to increased demand for specialist and disabled children's services	1,955.0	527.4				2,482.4	
Home to School transport - SEN	Estimated impact of rising pupil population on SEN Home to School and College Transport	890.0					890.0	
Home to School transport - Mainstream	Estimated impact of rising pupil population on Mainstream Home to School transport	512.0					512.0	
YPTP, ENCTS & Waste tonnage	Estimated impact of changes in activity across usage of Young Person's Travel Pass, English National Concessionary Transport Scheme and waste tonnage as a result of population and housing growth			933.8			933.8	
Adult Safeguarding	Delivery of improvement in adult safeguarding practice and management and outcomes in Adult Social Care and Health		1,500.0				1,500.0	
<b>Government &amp; Legislative</b>								
Deprivation of Liberty Safeguards	Additional DOLS assessments following the Cheshire Judgment 2014		1,540.0				1,540.0	-6,895.0
Adult Social Care Spring Budget 2017 Allocation	Planned reduction in specific adult social care allocation via the iBCF.		-8,597.0				-8,597.0	
Other changes to existing legislation and responsibilities	Changes to existing services and responsibilities as a result of regulatory reform			162.0			162.0	

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<b>Service Strategies &amp; Improvements</b>								
Home to School transport - Mainstream	Impact of Grammar School Select Committee transport recommendations	100.0					100.0	12,718.0
Home to School transport - Mainstream	Contracted Home to School transport services required to replace private subsidised bus services no longer provided	100.0					100.0	
Specialist Children's Services staffing	Additional staffing requirements following the Ofsted inspection in March 2017 required to ensure reasonable workloads are maintained and we continue to meet our statutory obligations in safeguarding children.	1,100.0					1,100.0	
Adult Technology Enabled Change (TEC)	Training, maintenance and licence costs for the new Adults performance system (MOSAIC)		530.9		201.9		732.8	
Corporate Landlord	Rates and other revenue costs relating to some properties transferring to Corporate Landlord and others being held for re-provision of services.				600.0		600.0	
Education Services Company	Impact of up front investment required for the establishment of the Education Services Company.	1,808.4					1,808.4	
Business Services Centre	Impact of up front investment required for the establishment of the Business Services Centre as an external company.				1,462.0		1,462.0	
Member Allowances	Impact of changes to Member Allowances				300.7		300.7	
Social Care Support	Initial allocations following the extension of the Social Care Support grant announced in the final Local Government Finance settlement. Final allocations will be made in compliance with Financial Regulations and Procedures.	1,500.0	2,352.8				3,852.8	
Highway Maintenance	To set up a highway maintenance reserve to be used over two years to fund pothole repairs, and minor repair and cleansing of road drainage gullies & soakaways			2,400.0			2,400.0	
Other	Other minor service improvements			193.3	68.0		261.3	
<b>Total Additional Spending Demands</b>		<b>10,831.4</b>	<b>17,885.6</b>	<b>9,376.7</b>	<b>8,031.8</b>	<b>27,587.7</b>	<b>73,713.2</b>	<b>73,713.2</b>

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<b><u>Savings and Income</u></b>								
<b><u>Transformation Savings</u></b>								
Adults Older People / Physical Disability - Phase 2	Continued roll out of Phase 2 transformation including initiatives aimed at promoting better integration with health services and a better range of support services for clients leaving hospital back to home		-815.6				-815.6	-3,788.2
Adults - Transformation	Transformation of core operating model for Adult Social Care		-2,972.6				-2,972.6	
Conversion of Streetlight assets to LED technology	Continuation of programme to convert streetlight network to better, more cost and energy efficient LED technology and implementation of a central monitoring system			-805.0		-46.0	-851.0	-4,054.4
GEN2 LATCo	Increased dividend from Gen2 Property LATCo					-363.4	-363.4	
Contact Centre and Digital Web Platform	Removal of one-off investment in 2016-17 for new contact centre and digital web platform.				-250.0		-250.0	
Strategic Commissioning	Reduction to be delivered from the formation and restructure of the Strategic Commissioning division				-1,790.0		-1,790.0	
Business Services Company	Phased recruitment in the establishment of the Business Services Company				-300.0		-300.0	
Modernisation of the Council	One-off saving pending review of fund balance following future claims for costs associated with transforming services and workforce reduction					-500.0	-500.0	

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<b>Income</b>								
Trading	Increased income from traded services with schools, academies, other local authorities and public bodies	-677.2					-677.2	-6,036.5
Review of Charges for Service Users - existing service income streams & inflationary increases	Uplift in social care client contributions in line with benefit uplifts for 2018-19, together with inflationary increases and a review of fees and charges across all KCC services, in relation to existing service income streams		-2,099.1	-522.0			-2,621.1	
Review of Charges for Service Users - new income streams & initiatives	A review of fees and charges in relation to new income streams and initiatives			-915.0			-915.0	
Capital Investment Fund	Revised Treasury Management strategy					-1,200.0	-1,200.0	
Partner contributions	To attract investment from Partners in light of the preventative benefits the Community Wardens deliver			-115.0			-115.0	
Young Persons Travel Pass	Travel pass price realignment to offset bus operator inflationary fare increases			-508.2			-508.2	
<b>Efficiency Savings</b>								
<b>Staffing</b>								
Staffing Restructures	Service re-design, integration of services and more efficient ways of working resulting in a reduction of staff and staff related costs. The delivery of these savings will be with appropriate stakeholder engagement and detailed consultations	-696.0		-532.5	-2,348.9	-750.0	-4,327.4	-6,402.4
Service Integration within CYPE directorate	Integration of Children's Services across the Children, Young People and Education Directorate	-2,000.0					-2,000.0	
Disabled Children's Services	Staffing efficiencies within in-house respite units		-75.0				-75.0	
<b>Infrastructure</b>								
Established Programmes	Existing savings plans arising from asset rationalisation, facilities management and utility contracts				-980.5		-980.5	-980.5

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<u>Contracts &amp; Procurement</u>								
Infrastructure	Reduction in ICT spend on third party contracts and equipment, and centralise remaining ICT contract spend				-227.0		-227.0	-10,802.5
SEN Home to School transport	SEN transport re-tendering & school led management	-175.0					-175.0	
Early Help & Preventative Services	Review of grant payments to other public sector organisations	-600.0					-600.0	
Review of grants & contracts within GET directorate	A review of the level of grants, subscriptions and contract cost efficiencies			-1,222.3			-1,222.3	
Review of non staffing costs	A review of non staffing expenditure			-295.5			-295.5	
Public Health	Review of Commissioned services				-2,795.7		-2,795.7	
Early Help & Preventative Services	Review of commissioned Early Help & Preventative Children's Services including Children's Centres, matching reduction in funding transfer from Public Health	-1,000.0					-1,000.0	
Housing Related Support - Older People	Modernising and using the new benefits system to support older people in sheltered housing		-2,781.0				-2,781.0	
Social Support	Rationalisation of contracts for preventative services		-1,238.3				-1,238.3	
Older People Residential Care	Proposed transfer of Older People in-house services		-112.7				-112.7	
External Audit Fee	Reduction in Audit Commission Fee					-100.0	-100.0	
Kent Public Services Network (KPSN)	Changes to the KPSN contract including extending the customer base				-120.0		-120.0	
Other	Other minor contracts and procurement savings		-25.0		-110.0		-135.0	
<u>Other</u>								
Kent Support and Assistance Service	Embed 2017-18 underspend on the service		-263.0		-31.5		-294.5	-1,092.5
ICT Single System	Removal of one-off funding provided in 2017-18 for commissioning a new ICT hosted solution	-333.0					-333.0	
Education Pensions	Reduction in Education staff pension costs	-250.0					-250.0	
Other	Other minor efficiency savings			-40.0	-150.0	-25.0	-215.0	

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<b>Financing Savings</b>								
Draw-down central reserves	Net draw-down of central reserves to support future years' budgets					-643.3	-643.3	-12,256.6
Debt repayment	Net impact of new borrowing and review amounts set aside for debt repayment (MRP)					-5,298.0	-5,298.0	
Draw-down Directorate reserves	Draw-down directorate reserves to smooth expenditure across years		-6,315.3				-6,315.3	
<b>Policy Savings</b>								
Soft Landscaping	This is the full year effect of the review of soft landscaping which was effective from December 2017			-290.0			-290.0	-2,788.5
Adults with a Learning Disability	Implementation of accommodation model for the short breaks service		-300.0				-300.0	
Housing Related Support - Other Adults	Reviewing with partners specialist accommodation with an expectation that suitable alternative accommodation will be jointly commissioned		-261.0				-261.0	
Council Tax Support Arrangements with Districts	Rationalise current support payments				-45.0		-45.0	
Older People / Physical Disability Day Care	Development of in-house Day Services		-250.0				-250.0	
Older People / Physical Disability Charging	Full roll out of policy change in 2017-18, to take second properties into consideration when calculating client contributions to non-residential services		-600.0				-600.0	
Partnership Arrangements with Districts	Review existing incentive payments and reinvest savings from existing schemes to achieve an increased tax base.				-150.0		-150.0	
Winter Service	A review of the salting routes and runs that will be delivered over the winter period			-300.0			-300.0	
Highway Maintenance	Reviewing the level of spend on verge, as well as lit signs and bollards, maintenance			-100.0			-100.0	
Subsidised Buses	Review of the level of support given to non-commercial bus routes			-455.0			-455.0	
Finance	Reduce engagement in national finance working groups and responding to government consultations				-37.5		-37.5	
<b>Total savings and Income</b>		<b>-5,731.2</b>	<b>-18,108.6</b>	<b>-6,100.5</b>	<b>-9,336.1</b>	<b>-8,925.7</b>	<b>-48,202.1</b>	
<b>Proposed Budget</b>		<b>175,938.6</b>	<b>417,018.0</b>	<b>165,506.6</b>	<b>69,468.9</b>	<b>130,555.8</b>	<b>958,487.9</b>	<b>958,487.9</b>



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<b><u>Funding</u></b>								
<b><u>Final Settlement</u></b>	<i>Notification of funding from central government</i>							
Revenue Support Grant	Comprises share of previous Formula Grant, Early Intervention Grant, Learning Disability Grant, Council Tax Freeze Grant, Care Act Grant etc. allocated as revenue support grant, including impact of overall reductions in the provisional local government finance settlement						37,640.1	37,640.1
Social Care Support Grant	One-off extension of the Adult Social Care Support Grant as announced in the 2018-19 final Local Government Finance Settlement						3,852.8	3,852.8
Business Rate Top-up	Top-up derived by comparing local share of business rates according to historical average and business rate baseline share of previous grants including annual uplift in line with business rate multiplier, as per the alternative presentation of the provisional local government finance settlement excluding the impact of 100% business rates pilots						133,568.9	133,568.9
Improved Better Care Fund	MHCLG un-ring-fenced grant allocated towards improved integration between social care and health, including the additional adult social care funding announced in the Chancellor's Spring Budget on 8th March 2017.						35,018.9	35,018.9
New Homes Bonus Grant	MHCLG un-ring-fenced grant allocated according to increase in tax base, as per the provisional local government finance						5,782.4	13,531.9
Business Rate Compensation	Compensation for additional reliefs on business rates for small businesses, retail premises and reduction in multiplier paid as un-ring-fenced grant by MHCLG (estimate)						6,163.4	
Un-ring-fenced grants	Un-ring-fenced grants from other Government Departments						1,586.1	

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<b>Business Rates</b>								
Business Rate Baseline	Local share of business rates baseline based on historical average with annual uplift in line with business rate multiplier, as per the alternative presentation of the provisional local government finance settlement excluding the impact of 100% business rates pilots						47,174.7	59,048.9
Business Rate Local Share	KCC 9% share of local tax base as notified by district councils less baseline share identified above and anticipated proceeds from the 100% Business Rates retention pilot						11,874.2	
Business Rate Collection Fund	KCC share of surpluses and deficits on business rate collection in 2017-18						-247.3	-247.3
<b>Local Taxation</b>								
Council Tax Base	KCC band D equivalent tax base as notified by district councils based on 2017-18 Council Tax						610,160.6	629,137.3
Council Tax Increase	Impact of proposed increase in Council Tax up to the 3% referendum level						18,976.7	
Social Care Levy	Impact of proposed further 2% increase in Council Tax for Social Care Levy (total shown relates to 2016-17, 2017-18 and 2018-19 increases combined)						36,598.0	36,598.0
Council Tax Collection Fund	KCC share of surpluses and deficits on Council Tax collection in 2017-18						10,338.4	10,338.4
<b>Total Funding</b>							<b>958,487.9</b>	<b>958,487.9</b>

**Key:**

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