

Budget Book

2012/13

Draft for County Council



KCC Budget Book 2012/13

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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 2012/15” for the Leader’s Foreword to this budget and the national and local context in which the budget has been set. In particular this sets the context of the financial challenges the authority faces to set a balanced budget - increasing spending demands, council tax freeze and reductions in Government grants. The remainder of this introduction is a guide to help users navigate this draft budget book. The final budget book with the full analysis of budgets will be produced following County Council approval on 9th February.
- 1.2 We have made some changes to the presentation of the revenue sections of this Budget Book to make the document more user-friendly. There are three places where you can find the proposed 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. The index at the back of this budget book at Appendix B shows which pages within section 5 and 6 you can find each service.
- 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 activity levels. This format was well received when it was introduced in 2011/12 and there have been only minor changes in descriptions of the services we provide and to remove figures that are so small they are immaterial.
- 1.4 The services continue to be split into four main sections, and within those sections 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 presented in the budget pages that follow.

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. centrally managed budgets) and Overheads	

- 1.5 A new addition to the Budget Book for 2012/13 is a “variation statement” (see section 6), which summarises changes between 2011/12 and 2012/13 for each line of the A-Z. The purpose of this change is to support the transparency agenda and to help the reader follow the main reasons for a change between financial years in any particular budget service area. We would also refer the reader to ‘What we spend’ section of kent.gov.uk. The index at the back of the book (Appendix B) will be a useful tool for navigating between the variation statements.
- 1.6 We have shown the detailed transactions that make up the Base Adjustments – Internal section. To help the reader we have added a “type” flag to explain why each adjustment has been necessary. The “type” flags used are:

Type	Description of adjustment
11/12	These adjustments relate to budget realignments in 2011/12 and have been reflected through this year’s budget monitoring process
GIN	These adjustments are in the main between Gross and Income and have a nil net effect.
A-Z tfr	These adjustments relate to the transfer of budgets between A to Z service lines
DSG	These adjustments relate to the delegation of Dedicated Schools Grant (DSG) to Schools or realignment of DSG budgets

- 1.7 The Directorate service management and support costs are shown separately at the end of the budget pages. As a result of the restructuring of the council, comparison of these costs by services with previous year’s budget books is not feasible.
- 1.8 The final budget book will also include a section detailing the allocation of revenue budgets to the Council’s management structure, including details of staffing levels.

KCC Budget Book

SECTION 2

Council Tax 2012/13

COUNCIL TAX 2012-13

COUNCIL TAX BASE, PRECEPT AND COUNCIL TAX RATES

DISTRICT COUNCIL	COUNCIL TAX BASE	PRECEPT - KCC council tax to be collected	PROPERTY BAND	TAX RATE PROPORTION OF BAND D	TAX RATE
		£			
Ashford	46,075.60	48,277,092	Band A	6 / 9	£698.52
Canterbury	52,353.00	54,854,426			
Dartford	35,069.50	36,745,121	Band B	7 / 9	£814.94
Dover	40,188.44	42,108,644			
Gravesham	35,551.53	37,250,182	Band C	8 / 9	£931.36
Maidstone	60,985.30	63,899,178			
Sevenoaks	50,860.03	53,290,122	Band D	1	£1,047.78
Shepway	40,019.05	41,931,160			
Swale	48,401.04	50,713,642	Band E	11 / 9	£1,280.62
Thanet	47,194.74	49,449,705			
Tonbridge and Malling	49,256.68	51,610,164	Band F	13 / 9	£1,513.46
Tunbridge Wells	45,605.93	47,784,981			
			Band G	15 / 9	£1,746.30
			Band H	2	£2,095.56
Total	551,560.84	577,914,417			

Note

These figures reflect only the County Council tax rates. Both the Kent Police Authority, Kent & Medway Fire & Rescue Authority and the District Councils' requirements are shown separately on the Council Tax bills

KCC Budget Book

SECTION 3

Capital Investment Plans

SUMMARY

SECTION 3 - CAPITAL INVESTMENT PLANS 2012/13 TO 2014/15

		2012/15 Funded By:										
Row ref		Total cost of scheme	Previous Spend	Borrowing	PEF2	Grants	Dev Contrs	Other External Funding	Revenue & Renewals	Capital Receipts	PFI	Later Years
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
1	Adults Social Care & Public Health	92,933	3,768	937	6,279	5,286	1,441			4,802	70,420	
2	Business Strategy, Performance & Health Reform	52,447	17,971	26,979	1,625	3,950			561	1,361		
3	Customer & Communities	27,047	11,350	12,104		2,127	350	310		806		
4	Education, Learning & Skills	687,324	365,757	45,979		205,884	3,361		30,895	9,826		25,622
5	Environment, Highways & Waste	608,582	212,512	52,174	20	106,983	3,601	253	4,464	300		228,275
6	Regeneration & Enterprise	107,658	13,488	28,972		50,000	225	5,292		4,681		5,000
7	Specialist Children's Services	15,168	14,947	218				3				
8	Total Cash Limit	1,591,159	639,793	167,363	7,924	374,230	8,978	5,858	35,920	21,776	70,420	258,897

		2012/15 Funded By:										
		Three year budget	Borrowing	PEF2	Grants	Dev Contrs	Other External Funding	Revenue & Renewals	Capital Receipts	PFI		
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000		
ROLLING PROGRAMMES												
9	Adults Social Care & Public Health	3,429		14		3,414				1		
10	Business Strategy, Performance & Health Reform	9,168		4,085		3,950		61	1,072			
11	Customer & Communities	11,885		9,443		2,127			315			
12	Education, Learning & Skills	61,217				35,217		26,000				
13	Environment, Highways & Waste	113,801		12,853		96,800	48	3,800	300			
14	Total Rolling Programmes	199,500		26,395		141,508	48	29,861	1,688			

		2012/15 Funded By:										
Row ref		Total cost of scheme	Previous Spend	Borrowing	PEF2	Grants	Dev Contrs	Other External Funding	Revenue & Renewals	Capital Receipts	PFI	Later Years
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
INDIVIDUAL PROJECTS												
15	Adults Social Care & Public Health	89,504	3,768	923	6,279	1,872	1,441			4,801	70,420	
16	Business Strategy, Performance & Health Reform	43,279	17,971	22,894	1,625				500	289		
17	Customer & Communities	15,162	11,350	2,661			350	310		491		
18	Education, Learning & Skills	626,107	365,757	45,979		170,667	3,361		4,895	9,826		25,622
19	Environment, Highways & Waste	494,781	212,512	39,321	20	10,183	3,553	253	664			228,275
20	Regeneration & Enterprise	107,658	13,488	28,972		50,000	225	5,292		4,681		5,000
21	Specialist Children's Services	15,168	14,947	218				3				
22	Total Individual Projects	1,391,659	639,793	140,968	7,924	232,722	8,930	5,858	6,059	20,088	70,420	258,897
23	Total Cash Limit	1,591,159	639,793	167,363	7,924	374,230	8,978	5,858	35,920	21,776	70,420	258,897

Row ref	ADULTS SOCIAL CARE & PUBLIC HEALTH											
SECTION 3 - CAPITAL INVESTMENT PLANS 2012/13 TO 2014/15												
2012/15 Funded By:												
		Three year budget		Borrowing	PEF2	Grants	Dev Contrs	Other External Funding	Revenue & Renewals	Capital Receipts	PFI	
		£'000		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
	ROLLING PROGRAMMES											
1	Asset Modernisation	15		14							1	
2	<i>Home Support Fund</i>	3,414				3,414						
3	Total Rolling Programmes	3,429		14		3,414					1	
		Total cost of scheme	Previous Spend	Borrowing	PEF2	Grants	Dev Contrs	Other External Funding	Revenue & Renewals	Capital Receipts	PFI	Later Years
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
	INDIVIDUAL PROJECTS											
	Kent Strategy for Services for Older People (OP):											
4	<i>OP Strategy - Specialist Care Facilities</i>	5,088	224	332	1,082		76			3,374		
5	<i>OP Strategy - Trinity Centre, Dartford</i>	1,000	1							999		
	Kent Strategy for Services for People with Learning Difficulties/Physical Disabilities:											
6	<i>Community Care Centre - Thameside Eastern Quarry/Ebbsfleet</i>	1,418					1,365			53		
7	<i>Learning Disability Good Day Programme</i>	6,823	1,260	104	5,154					305		
	Active Care/Active Lives Strategy:											
8	PFI - Excellent Homes for All - Development of new Social Housing for vulnerable people in Kent	70,420										70,420
	Developing Innovative and Modernising Services:											
9	<i>Capital Grant - IT Related Projects</i>	3,518	1,796			1,722						
10	<i>Public Access Development</i>	1,237	487	487	43	150				70		
11	Total Individual Projects	89,504	3,768	923	6,279	1,872	1,441			4,801	70,420	
12	TOTAL CASH LIMIT	92,933	3,768	937	6,279	5,286	1,441			4,802	70,420	

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 2012/13 TO 2014/15													
				2012/15 Funded By:									
			Three year budget	Borrowing	PEF2	Grants	Dev Contrs	Other External Funding	Revenue & Renewals	Capital Receipts	PFI		
			£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000		
ROLLING PROGRAMMES													
1	<i>Modernisation of Assets</i>		5,768	4,085		1,300			61	322			
2	Disposal Costs		750							750			
3	Corporate Property Strategic Capital		2,650			2,650							
4	Total Rolling Programmes		9,168	4,085		3,950			61	1,072			
			Total cost of scheme	Previous Spend	Borrowing	PEF2	Grants	Dev Contrs	Other External Funding	Revenue & Renewals	Capital Receipts	PFI	Later Years
			£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
INDIVIDUAL PROJECTS													
5	Connecting Kent		2,341	1,482	859								
6	Connecting with Kent		2,413	1,626	787								
7	Energy Efficiency and Renewable energy in the KCC estate		503	253	250								
8	Enterprise Resource Programme		1,898	648	750				500				
9	Integrated Children's System		1,326	652	674								
10	Local Authority Mortgage Scheme		12,000		12,000								
11	Oracle Release 12 - HR & Finance Modules		1,733	1,593	140								
12	Oracle Self Service Development		633	568	65								
13	Property Asset Management System		324	35							289		
14	Sustaining Kent - Maintaining the Infrastructure		10,247	8,823	1,424								
15	Workplace Transformation		9,861	2,291	5,945	1,625							
16	Total Individual Projects		43,279	17,971	22,894	1,625			500	289			
17	TOTAL CASH LIMIT		52,447	17,971	26,979	1,625	3,950			561	1,361		

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 2012/13 TO 2014/15												
			2012/15 Funded By:									
		Three Year Budget		Borrowing	PEF2	Grants	Dev Contrs	Other External Funding	Revenue & Renewals	Capital Receipts	PFI	
		£'000		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
	ROLLING PROGRAMMES											
1	Country Park Access and Development	105		105								
2	Library Modernisation Programme - adaptations and improvements to existing facilities	1,695		1,380						315		
3	Management & Modernisation of Assets	5,558		5,558								
4	Public Rights of Way - Structural Maintenance	2,127				2,127						
5	Public Sports Facilities Improvement - Capital Grant	300		300								
6	Small Community Projects	1,500		1,500								
7	Village Halls & Community Centres - Capital Grants	600		600								
8	Total Rolling Programmes	11,885		9,443		2,127				315		
		Total cost of scheme	Previous Spend	Borrowing	PEF2	Grants	Dev Contrs	Other External Funding	Revenue & Renewals	Capital Receipts	PFI	Later Years
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
	INDIVIDUAL PROJECTS											
9	Gateway phase 2 completion	7,202	4,797	2,405								
10	Libraries Invest to Save	1,730	1,560	170								
11	Community Facility at Edenbridge, Sevenoaks	1,006	758	-236				248		236		
12	<i>New Library & Community Centre, Cheesemans Green, Ashford - in response to housing developments</i>	350					350					
13	The Beaney, Canterbury	3,291	3,036							255		
14	Tunbridge Wells Library	444	210	172				62				
15	Web Platform	1,139	989	150								
16	Total Individual Projects	15,162	11,350	2,661			350	310		491		
17	TOTAL CASH LIMIT	27,047	11,350	12,104		2,127	350	310		806		

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	EDUCATION, LEARNING & SKILLS											
SECTION 3 - CAPITAL INVESTMENT PLANS 2012/13 TO 2014/15												
			2012/15 Funded By:									
		Three year budget		Borrowing	PEF2	Grants	Dev Contrs	Other External Funding	Revenue & Renewals	Capital Receipts	PFI	
		£'000		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
ROLLING PROGRAMMES												
1	Annual Planned Enhancement Programme*	23,199				23,199						
2	Devolved Formula Capital Grants for Schools for Pupil Referral Units	270				270						
3	Devolved Formula Capital Grants for Schools	11,748				11,748						
4	Schools Revenue Contribution to Capital	26,000							26,000			
5	Total Rolling Programmes	61,217				35,217			26,000			
		Total cost of scheme	Previous Spend	Borrowing	PEF2	Grants	Dev Contrs	Other External Funding	Revenue & Renewals	Capital Receipts	PFI	Later Years
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
INDIVIDUAL PROJECTS												
Basic Need Schemes - to provide additional pupil places:												
6	Future Basic Need Schemes*	31,987				27,544				4,443		
7	Basic Needs Projects under £1m	969					969					
8	Goat Lees Primary School, Ashford	2,685	210	2,241		186	48					
9	Repton Park Primary School, Ashford	6,100	2,941	815			2,344					
10	Aylesham Primary School, Dover	1,000										1,000
11	Cheesemans Green Primary School, Ashford	4,300										4,300
12	Ebbsfleet Station Primary School, Gravesham	5,100										5,100
13	John Wesley Primary School, Ashford	2,500										2,500
14	Lansdowne Primary School, Sittingbourne	2,500										2,500
15	Rushenden Primary School, Queenborough	3,000										3,000
16	St Peter & St Paul Primary School, Leybourne	2,000										2,000

Row ref	EDUCATION, LEARNING & SKILLS											
SECTION 3 - CAPITAL INVESTMENT PLANS 2012/13 TO 2014/15												
				2012/15 Funded By:								
		Total cost of scheme	Previous Spend	Borrowing	PEF2	Grants	Dev Contrs	Other External Funding	Revenue & Renewals	Capital Receipts	PFI	Later Years
		£'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	705			50						
2	Halfway House Primary School, Sheerness	2,378	858			1,520						
3	Kingsmead Primary School, Canterbury	2,017	218	1,799								
4	Wrotham School, Sevenoaks	3,000	509	600		1,891						
5	Modernisation Programme	20,005				20,005						
Special Schools Review - major projects supporting the special schools review:												
6	The Wyvern School, Ashford (Buxford Site)	3,000	1,801	1,199								
7	Special Schools Review - Phase 2	30,000	195	29,805								
8	Special Schools Review projects under £1m	1,137	1,048	89								
Development Opportunities - projects partly/entirely funded by income from land disposal:												
9	Bromstone Primary School, Thanet	3,088										3,088
10	Headcorn Primary School, Maidstone	1,184										1,184
11	Whitehill Primary School, Gravesend	950										950
Primary Improvement Programme Projects (PCP):												
12	Archbishops Courtney Primary School, Maidstone	3,257	3,180			77						
13	Beaver Green Primary School, Ashford	2,903	2,897			6						
14	Eastchurch CE Primary School, Sheerness	4,710	4,700			10						
15	Richmond Primary School, Sheerness	1,300	1,142			158						
16	Rose Street Primary School, Sheerness	1,383	1,378			5						
17	West Minster Primary School, Sheerness	1,300	373			927						
18	Primary Improvement Programme Projects under £1m	1,576	1,568			8						

Row ref	EDUCATION, LEARNING & SKILLS											
SECTION 3 - CAPITAL INVESTMENT PLANS 2012/13 TO 2014/15												
				2012/15 Funded By:								
		Total cost of scheme	Previous Spend	Borrowing	PEF2	Grants	Dev Contrs	Other External Funding	Revenue & Renewals	Capital Receipts	PFI	Later Years
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
INDIVIDUAL PROJECTS												
Academy Projects:												
1	Academies Unit Costs Other Projects	4,680	3,235	1,445								
2	Cornwallis Academy, Maidstone	35,328	34,167	178						983		
3	Dover Christ Church Academy	10,252	134			10,118						
4	Duke of York Academy, Deal	24,240				24,240						
5	Isle of Sheppey Academy, Sheerness	49,578	27,531	2,624		19,423						
6	John Wallis Academy, Ashford	7,615	32			7,583						
7	Knole Academy, Sevenoaks	16,947	170			16,777						
8	Longfield Academy, Dartford	24,597	23,797	130		670						
9	Marsh Academy, New Romney	16,627	15,014	217		689				707		
10	Skinners Kent Academy, Tunbridge Wells	20,399	6,805	44		13,394				156		
11	Spires Academy, Canterbury	13,694	11,026	525		743				1,400		
12	St Augustines Academy, Maidstone	11,545				11,545						
13	Wilmington Enterprise Academy, Dartford	13,056	200			12,856						
Building Schools for the Future Projects:												
14	BSF Wave 3 Build Costs	208,045	204,545	1,363						2,137		
15	BSF Unit Costs (including SecTT)	12,820	12,720	100								
16	BSF Wave 5 unit costs	1,750	1,250	500								
Other Projects:												
17	One-off Schools Revenue to Capital	5,000	105						4,895			
18	Unit Review	3,500	1,195	2,305								
19	Ursuline College (Specialist Schools)	350	108			242						
20	Total Individual Projects	626,107	365,757	45,979		170,667	3,361		4,895	9,826		25,622
21	TOTAL CASH LIMIT	687,324	365,757	45,979		205,884	3,361		30,895	9,826		25,622

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 13/14 and 14/15. Individual projects are to be identified and prioritised prior to approved programmes being announced.

Row ref	ENVIRONMENT , HIGHWAYS & WASTE											
SECTION 3 - CAPITAL INVESTMENT PLANS 2012/13 TO 2014/15												
			2012/15 Funded By:									
		Three year budget		Borrowing	PEF2	Grants	Dev Contrs	Other External Funding	Revenue & Renewals	Capital Receipts	PFI	
		£'000		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
ROLLING PROGRAMMES												
1	Commercial Services Vehicles Plant & Equipment	3,800							3,800			
2	Highway Major Enhancement/Other Capital Enhancement/Bridge Assessment & Strengthening	89,946		10,000		79,946						
3	Integrated Transport Schemes under £1million	10,554				10,254				300		
4	Major Schemes - Preliminary Design Fees	900		900								
5	Members Highway Fund	6,600				6,600						
6	Land compensation and Part 1 claims arising from completed Highways projects	2,001		1,953			48					
7	Total Rolling Programmes	113,801		12,853		96,800	48		3,800	300		
		Total cost of scheme	Previous Spend	Borrowing	PEF2	Grants	Dev Contrs	Other External Funding	Revenue & Renewals	Capital Receipts	PFI	Later Years
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
INDIVIDUAL PROJECTS												
Environment and Waste:												
8	Archaeological Resource Centre - KCC Contribution	900		900								
9	Coldharbour Gypsy Site	1,370	358	438		574						
10	Energy and Water Efficiency Investment Fund - External	1,361	653	50				50	528			80
11	Energy Reduction & Water Efficiency Investment	1,786	1,650						136			
12	Sandwich Sea Defences	3,640		3,640								
Household Waste Recycling Centres (HWRCs) and Transfer Stations(TSs)												
13	East Kent Joint Waste Project	4,601	3,601	1,000								
14	HWRC - Herne Bay	1,595	345	1,250								
15	HWRC - Tonbridge & Malling	2,300		2,300								
16	HWRC - West Kent	2,600										2,600
17	Mid Kent Joint Waste Project	4,440		4,440								
18	TS/HWRC - Ashford	5,000	850	4,150								
19	TS/HWRC - Swale	3,630		3,630								

Row ref	ENVIRONMENT , HIGHWAYS & WASTE											
SECTION 3 - CAPITAL INVESTMENT PLANS 2012/13 TO 2014/15												
				2012/15 Funded By:								
		Total cost of scheme	Previous Spend	Borrowing	PEF2	Grants	Dev Contrs	Other External Funding	Revenue & Renewals	Capital Receipts	PFI	Later Years
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
INDIVIDUAL PROJECTS												
Kent Highway Services:												
1	Cyclo Park	8,140	7,937					203				
2	<i>A228 Colts Hill Strategic Link - Major road scheme</i>	25,000										25,000
3	Ashford Ring Road - Major road scheme	15,573	15,476				97					
4	East Kent Access Phase 2 - Major road scheme	87,001	82,324	3,827		850						
5	Growth without Gridlock Initiatives	10,000		10,000								
6	Kent Highway Partnership - Co-Location Depots	22,073	21,933	120	20							
7	<i>Kent Thameside Strategic Transport Programme</i>	145,311	527			8,370	819					135,595
8	Rushenden Link (Sheppey) - Major road scheme	11,474	10,804	670								
9	Sittingbourne Northern Relief Road - Major road scheme	31,535	28,898				2,637					
10	<i>South East Maidstone Strategic Link - Major road scheme</i>	35,000										35,000
11	Street Lighting Timing	2,906		2,906								
Ashford's Future Schemes:												
12	<i>A28 Chart Road</i>	15,000										15,000
13	Drovers roundabout junction	19,075	18,925			150						
14	<i>Orchard Way Railway Bridge</i>	15,000										15,000
15	Victoria Way	18,470	18,231			239						
16	Total Individual Projects	494,781	212,512	39,321	20	10,183	3,553	253	664			228,275
17	TOTAL CASH LIMIT	608,582	212,512	52,174	20	106,983	3,601	253	4,464	300		228,275

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	REGENERATION & ENTERPRISE											
SECTION 3 - CAPITAL INVESTMENT PLANS 2012/13 TO 2014/15												
			2012/15 Funded By:									
		Total cost of scheme	Previous Spend	Borrowing	PEF2	Grants	Dev Contrs	Other External Funding	Revenue & Renewals	Capital Receipts	PFI	Later Years
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
INDIVIDUAL PROJECTS												
1	Empty Property Initiative	17,576	5,576							7,000		5,000
2	Eurokent Road (East Kent)	6,398	5,973				225	5,292		-5,092		
3	Regional Growth Fund	40,000				40,000						
4	Rural Broadband Demo Project	1,584	1,064	520								
5	Regeneration Fund Projects	12,100	875	8,452						2,773		
6	Margate Housing	10,000		10,000								
7	Broadband	20,000		10,000		10,000						
8	Total Individual Projects	107,658	13,488	28,972		50,000	225	5,292		4,681		5,000
9	TOTAL CASH LIMIT	107,658	13,488	28,972		50,000	225	5,292		4,681		5,000

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 2012/13 TO 2014/15												
			2012/15 Funded By:									
		Total cost of scheme	Previous Spend	Borrowing	PEF2	Grants	Dev Contrs	Other External Funding	Revenue & Renewals	Capital Receipts	PFI	Later Years
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
	INDIVIDUAL PROJECTS											
1	Multi Agency Specialist Hubs (Children Development Centres)	14,917	<i>14,912</i>	2				3				
2	Service Redesign	251	<i>35</i>	216								
3	Total Individual Projects	15,168	<i>14,947</i>	218				3				
4	TOTAL CASH LIMIT	15,168	<i>14,947</i>	218				3				

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

WHO IS RESPONSIBLE FOR THE BUDGET?

REVENUE SPENDING

Ref row	2011/12 Revised Base	Portfolio	2012/13 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	Change	Cabinet Members
1	348,162	Adult Social Care & Public Health	59,411	392,428	451,839	-116,200	335,639	0	335,639	-12,523	GG
2	55,537	Business Strategy, Performance and Health Reform	39,576	50,094	89,670	-31,739	57,931	-5,484	52,447	-3,090	RG
3	91,498	Customer and Communities	59,387	71,429	130,816	-49,772	81,044	-1,548	79,496	-12,002	MH
4	6,856	Democracy and Partnerships	2,563	4,890	7,453	-260	7,193	0	7,193	337	AK
5	69,978	Education, Learning and Skills	603,878	316,159	920,037	-148,154	771,883	-712,488	59,395	-10,583	MW
6	148,738	Environment, Highways and Waste	16,274	160,332	176,606	-26,052	150,554	-1,247	149,307	569	BS
7	48,725	Finance and Business Support	24,801	153,297	178,098	-20,999	157,099	-92,898	64,201	15,476	JS
8	4,560	Regeneration & Enterprise	2,523	2,622	5,145	-1,502	3,643	0	3,643	-917	KL
9	135,000	Specialist Children's Services	76,611	140,915	217,526	-5,745	211,781	-58,781	153,000	18,000	JW
10	909,054	BUDGET REQUIREMENT	885,024	1,292,166	2,177,190	-400,423	1,776,767	-872,446	904,321	-4,733	
		Funded by:									
11	-1,663	Local Service Support Grant						-3,437	-3,437		
12	-315,987	Formula Grant						-303,446	-303,446		
13	-14,325	Council Tax Freeze Grant						-14,446	-14,446		
14	-1,400	New Homes Bonus						-2,839	-2,839		
15	-1,991	Deficit/(Surplus) on tax collection for previous year							-2,239		
16	-573,688	Council Tax							-577,914		
17	0	TOTAL	885,024	1,292,166	2,177,190	-400,423	1,776,767	-1,196,614	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	2011/12 Revised Base	Portfolio	Service	2012/13 Proposed							Affordable Activity
	Net Cost			Staffing	Non staffing	Gross Expenditure	Service Income	Net Expenditure	Govt. Grants	Net Cost	
	£000s			£000s	£000s	£000s	£000s	£000s	£000s	£000s	
			Adults and Older People								
			<i>Direct Payments</i>								
1	9,672	ASC&PH	Learning Disability	0	11,573	11,573	-547	11,026	0	11,026	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	732	ASC&PH	Mental Health	0	995	995	0	995	0	995	Approximately 200 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	5,494	ASC&PH	Older People	0	7,008	7,008	-787	6,221	0	6,221	Around 1000 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	7,895	ASC&PH	Physical Disability	0	9,561	9,561	-374	9,187	0	9,187	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	5,642	ASC&PH	Learning Disability	2,627	3,630	6,257	-1,187	5,070	0	5,070	Domiciliary care provided by the independent sector supporting approximately 420 people to live at home. In addition this service provides: support to 120 people through the independent living scheme and other domiciliary support
6	598	ASC&PH	Mental Health	0	532	532	-80	452	0	452	Services provided through the independent sector supporting people to live at home

Section 5 - A to Z Service Analysis

WHAT IS THE MONEY SPENT ON?

Row Ref	2011/12 Revised Base	Portfolio	Service	2012/13 Proposed							Affordable Activity
	Net Cost			Staffing	Non staffing	Gross Expenditure	Service Income	Net Expenditure	Govt. Grants	Net Cost	
	£000s			£000s	£000s	£000s	£000s	£000s	£000s	£000s	
7	34,485	ASC&PH	Older People	6,168	37,639	43,807	-12,033	31,774	0	31,774	Domiciliary care provided by the independent sector supporting nearly 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.
8	7,129	ASC&PH	Physical Disability	268	7,291	7,559	-576	6,983	0	6,983	Domiciliary care provided by the independent sector supporting approximately 950 people to live at home. This service also provides other domiciliary support (KCC and Independent Living Scheme).
			<i>Nursing and Residential Care</i>								
9	70,390	ASC&PH	Learning Disability	2,026	74,128	76,154	-6,459	69,695	0	69,695	620 clients are provided 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.
10	5,924	ASC&PH	Mental Health	0	6,929	6,929	-875	6,054	0	6,054	10,300 weeks of residential care provided through the independent sector. This service also provides approximately 3,000 weeks of permanent residential care for preserved rights clients through the independent sector.
11	23,477	ASC&PH	Older People - Nursing	0	44,812	44,812	-22,674	22,138	0	22,138	Around 1,500 clients provided 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	2011/12 Revised Base	Portfolio	Service	2012/13 Proposed							Affordable Activity
	Net Cost			Staffing	Non staffing	Gross Expenditure	Service Income	Net Expenditure	Govt. Grants	Net Cost	
	£000s			£000s	£000s	£000s	£000s	£000s	£000s	£000s	
12	50,605	ASC&PH	Older People - Residential	12,377	72,920	85,297	-36,494	48,803	0	48,803	Approximately 2,900 clients on average provided through the independent sector. In addition, this service provides: permanent residential care for preserved rights clients provided through the independent sector. In-house this provides 201 residential care beds and 60 nursing care beds.
13	11,567	ASC&PH	Physical Disability	0	13,813	13,813	-1,969	11,844	0	11,844	Approximately 260 clients provided this service through the independent sector.
			Supported Accommodation								
14	27,709	ASC&PH	Learning Disability	460	32,636	33,096	-3,694	29,402	0	29,402	Services provided through the independent sector for approximately 620 people in supported accommodation/supported living.
15	1,359	ASC&PH	Physical Disability / Mental Health	0	2,552	2,552	-274	2,278	0	2,278	Services provided through the independent sector in respect of individuals in supported living and supported accommodation
			Other Services for Adults and Older People								
16	13,742	ASC&PH	Contributions to Voluntary Organisations	0	16,044	16,044	-902	15,142	0	15,142	Payments to voluntary organisations for a range of preventative services supporting approximately 6,000 people.
			Day Care								
17	13,114	ASC&PH	Learning Disability	6,735	6,344	13,079	-503	12,576	0	12,576	Day care/day services provided both in the independent sector and in-house
18	3,769	ASC&PH	Older People	1,442	2,006	3,448	-195	3,253	0	3,253	Day care/day services provided both in the independent sector and in-house
19	1,581	ASC&PH	Physical Disability / Mental Health	0	1,565	1,565	-38	1,527	0	1,527	Day care/day services provided both in the independent sector and in-house
20	1,507	C&C	Drug & Alcohol services	909	15,181	16,090	-13,615	2,475	-1,070	1,405	5,470 adults across Kent accessing structured alcohol and drug treatment; 401 young people accessing structured young persons services

Section 5 - A to Z Service Analysis

WHAT IS THE MONEY SPENT ON?

Row Ref	2011/12 Revised Base	Portfolio	Service	2012/13 Proposed							Affordable Activity
	Net Cost			Staffing	Non staffing	Gross Expenditure	Service Income	Net Expenditure	Govt. Grants	Net Cost	
	£000s			£000s	£000s	£000s	£000s	£000s	£000s	£000s	
21	5,852	ASC&PH	Other Adult Services	1,169	16,761	17,930	-23,780	-5,850	0	-5,850	A range of other services including: - approximately 240,000 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. Community outreach support to clients with mental health problems; providing support for people with a disability to fund and keep work; collaborating with health on the delivery of Telehealth and Telecare services.
22	565	ASC&PH	Safeguarding	467	340	807	-236	571	0	571	A multi agency partnership/framework to ensure a coherent policy for the protection of vulnerable adults
23	29,739	C&C	Supporting People	392	25,353	25,745	0	25,745	0	25,745	24,000 vulnerable people receiving support to enable independent living in their own homes
			Children's Services								
			<i>Education and Personal</i>								
24	2,553	ELS	14 to 19 year olds	1,222	1,846	3,068	-534	2,534	-1,006	1,528	A range of services for young people including preparation for employment, vocational training, apprenticeships, and Skills Force
25	1,492	ELS	Attendance & Behaviour	10,271	8,568	18,839	-349	18,490	-17,689	801	Investigation of overall attendance issues, particularly unauthorised absence and persistent absenteeism from school, and provision of alternative education services for those excluded or at risk of exclusion from school, or missing school for health reasons.
26	19,222	SCS	Children's Centres	14,455	3,255	17,710	0	17,710	0	17,710	97 children's centres delivering support and advice to families

Section 5 - A to Z Service Analysis

WHAT IS THE MONEY SPENT ON?

Row Ref	2011/12 Revised Base	Portfolio	Service	2012/13 Proposed							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	
27	9,787	ELS	Connexions	0	6,787	6,787	0	6,787	0	6,787	Contract with Connexions service for the provision of information, advice and guidance to young people
28	7,128	SCS & ELS	Early Years and Childcare	3,720	5,613	9,333	-107	9,226	-5,043	4,183	Provision of advice, support, challenge and training to over 1,100 childcare providers and 1,600 childminders in the private and voluntary sector and staff in local authority maintained schools with nursery and reception classes
29	916	SCS	Early Years Education	0	41,276	41,276	0	41,276	-39,500	1,776	Payments made to over 740 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 325,000 hours of free places for disadvantaged 2 year olds
30	3,315	ELS	Education Psychology Service	2,594	316	2,910	-13	2,897	0	2,897	Statutory assessment of children with special educational needs
31	0	ELS	Free School Meals	0	1,288	1,288	0	1,288	-1,288	0	Provision of free school meals for primary schools who had decided not to take delegation of this budget. This budget will be fully delegated to schools from August 2012
32	1,363	ELS	Individual Learner Support (incl. Minority Communities Achievement and Partnership with Parents services)	8,706	1,461	10,167	-2,330	7,837	-6,653	1,184	A range of specialist services to support children with learning difficulties and disabilities in local authority maintained schools, to provide advice and support on meeting the needs and raising the achievement of minority ethnic children and young people including those that don't speak English as a main language and the provision of support to parents of disabled children and children with Special Educational Needs.
33	0	ELS	Statemented Pupils	929	6,515	7,444	-3,680	3,764	-3,764	0	Support for pupils with Statements of Special Educational Needs (SEN) which has not been delegated to individual schools or SEN units

Section 5 - A to Z Service Analysis

WHAT IS THE MONEY SPENT ON?

Row Ref	2011/12 Revised Base	Portfolio	Service	2012/13 Proposed							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	
34	1,928	SCS	Virtual School Kent	1,799	833	2,632	0	2,632	-704	1,928	Supporting approx 1,600 looked after children focussing on their education & health needs
35	6,222	C&C	Youth Service	5,345	3,400	8,745	-2,636	6,109	-50	6,059	Over 220,000 attendances at youth centres; 42,369 attendances at street-based projects; 4,822 young people on Duke of Edinburgh Award; 89,421 daytime outdoor education sessions; 30,000 votes cast in Kent Youth County Council
36	3,608	C&C	Youth Offending Service	3,804	1,929	5,733	-2,319	3,414	0	3,414	4,907 assessments conducted; 786 court sessions attended; 2,702 reports produced; 2,122 young people on remand; 1,222 young people on community based penalties supervised; support for 80 young people in custody; 200 parenting interventions delivered; 150 mediation cases delivered; 3,000 young offenders aged 10-17
			Social Services								
37	7,096	SCS	Adoption	1,951	6,361	8,312	-49	8,263	0	8,263	Permanent care for Kent children who are unable to live with their birth families. Includes adoption payments & Special Guardianship orders
38	280	SCS	Asylum Seekers	4,508	10,817	15,325	0	15,325	-14,245	1,080	Supporting 700 unaccompanied asylum seekers (225 under 18, 475 over 18)
39	1,367	SCS	Children's Support Services	2,291	178	2,469	-1,043	1,426	0	1,426	Out of hours emergency service and family group conferencing
40	29,953	SCS	Fostering	3,905	29,096	33,001	-237	32,764	0	32,764	Short and medium family based care (including longer term care for older children) for Kent children. Includes payments to related and non related foster carers for 1,150 children and independent fostering agencies for 125 children.

Section 5 - A to Z Service Analysis

WHAT IS THE MONEY SPENT ON?

Row Ref	2011/12 Revised Base	Portfolio	Service	2012/13 Proposed							Affordable Activity
	Net Cost			Staffing	Non staffing	Gross Expenditure	Service Income	Net Expenditure	Govt. Grants	Net Cost	
	£000s			£000s	£000s	£000s	£000s	£000s	£000s	£000s	
41	4,298	SCS	Leaving Care (formerly 16+ service)	0	5,127	5,127	0	5,127	0	5,127	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 excluding residential care and fostering.
42	4,694	SCS	Legal Charges	0	6,315	6,315	0	6,315	0	6,315	Costs for in-house legal support and external legal fees for care proceedings for Specialist Children's Services (previously reflected within the Fostering service)
43	12,538	SCS	Preventative Children's Services	3,517	16,005	19,522	-829	18,693	-3,500	15,193	Community based preventative and family support services including day care, direct payments and payments to voluntary organisations
44	9,902	SCS	Residential Children's Services	2,375	11,511	13,886	-2,149	11,737	0	11,737	In house and independent sector residential care for 65 children (both looked after and non looked after children, including those with a disability).
45	3,416	SCS	Safeguarding	3,868	449	4,317	-316	4,001	0	4,001	Performance management of services for vulnerable children in Kent
			Community Services								
46	923	C&C	Archive Service (incl. Museum Development)	1,082	239	1,321	-329	992	0	992	8,000 documents produced for researchers (service closure prior to Kent History Centre opening); 10,000 Modern Records Centre enquiries; 7,000 visitors to archive search rooms; Management of 2,080 cubic metres of manuscript collections; 3,000 postal enquiries; 16,000 telephone enquiries.

Section 5 - A to Z Service Analysis

WHAT IS THE MONEY SPENT ON?

Row Ref	2011/12 Revised Base	Portfolio	Service	2012/13 Proposed							Affordable Activity
	Net Cost			Staffing	Non staffing	Gross Expenditure	Service Income	Net Expenditure	Govt. Grants	Net Cost	
	£000s			£000s	£000s	£000s	£000s	£000s	£000s	£000s	
47	2,009	C&C	Arts Development (incl. grant to Turner Contemporary)	402	1,238	1,640	0	1,640	0	1,640	£2.7m of funding levered into the Arts and Culture (£10.96 levered in for every £1 match funded by KCC) in Kent as well as supporting bids with further leverage in excess of £2m; 167,932 people engaging in the arts, facilitated by the unit. Over 300,000 visitors to the Turner Contemporary gallery since opening in April 2011.
48	5,000	C&C	Big Society Fund	0	0	0	0	0	0	0	One off funding in 2011/12, but with money available to spend in 2012/13. A fund to support new and existing social enterprises, boosting employment opportunities in Kent and helping to grow the economy.
49	-200	C&C	Community Learning Services	11,063	5,407	16,470	-16,765	-295	0	-295	34,630 student enrolments for Adult Learning programmes consisting of: 29,400 students attending Personal and Community Development learning; 4,500 Adults attending family programmes and 730 Neighbourhood Learning in Deprived Communities; 200 new adult apprenticeships; 590 new starts for work-based learning; 180 new starts for 16-18 apprenticeships and 650 attending foundation learning courses.
50	1,750	C&C	Community Safety	378	823	1,201	-21	1,180	-205	975	Leads the co-ordination and delivery of safer and stronger communities for the people of Kent
51	2,840	C&C	Community Wardens	2,712	164	2,876	0	2,876	0	2,876	101 KCC Community Wardens deployed across Kent
52	3,996	C&C	Contact Centre & Consumer Direct	5,389	964	6,353	-2,332	4,021	-89	3,932	Contact Centre handling 1.2m calls from the public annually. From April 2012 Consumer Direct will be delivering first level consumer advice to people in both England and Wales as part of a new contract.

Section 5 - A to Z Service Analysis

WHAT IS THE MONEY SPENT ON?

Row Ref	2011/12 Revised Base	Portfolio	Service	2012/13 Proposed							Affordable Activity
	Net Cost			Staffing	Non staffing	Gross Expenditure	Service Income	Net Expenditure	Govt. Grants	Net Cost	
	£000s			£000s	£000s	£000s	£000s	£000s	£000s	£000s	
53	1,786	C&C	Gateways	458	2,077	2,535	-444	2,091	0	2,091	Contribution towards running costs for 10 Gateways with district councils serving over 400,000 customer transactions
54	14,279	C&C	Library Services	10,046	5,404	15,450	-1,844	13,606	0	13,606	Service comprising of 99 permanent libraries and 11 mobile vans issuing approx 6.4m items (mostly books); supporting 6.7m physical visits, 1.8m virtual visits; 24,500 activities (e.g. Community Groups); 650,000 hours of free public PC use; 2,000 home library service customers; 1,550 blind and partially sighted Postal Loan service customers; 6,000 clients in Prison Library service.
55	609	ASC&PH & BSP&HR	Public Health (incl. Local Involvement Network)	64	553	617	-117	500	0	500	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
56	1,174	C&C	Sports Development	862	1,490	2,352	-1,373	979	0	979	30,000 young people involved in Kent School Games from 550 schools; 1,200 athletes supported to compete at national level in run up to 2012 Olympic and Paralympic Games; 1,357 coaches, leaders, officials, volunteers, teachers trained; 800,000 page views on Kent sport website; £2.4m investment levered into Sport in Kent; 2,000 volunteers registered with the Kent event Team, to support sport, leisure & cultural events in the build up to the London 2012 Games and beyond.
57	945	C&C	Supporting Independence & Employment	1,187	356	1,543	-587	956	0	956	100 KCC apprenticeships facilitated; 65 vulnerable learner apprenticeships delivered. Service also facilitates disadvantaged groups to support them into paid, voluntary employment, further education and training.

Section 5 - A to Z Service Analysis

WHAT IS THE MONEY SPENT ON?

Row Ref	2011/12 Revised Base	Portfolio	Service	2012/13 Proposed							Affordable Activity
	Net Cost			Staffing	Non staffing	Gross Expenditure	Service Income	Net Expenditure	Govt. Grants	Net Cost	
	£000s			£000s	£000s	£000s	£000s	£000s	£000s	£000s	
			Environment								
58	705	C&C	Country Parks	869	703	1,572	-919	653	-16	637	Manage 16 Country Parks covering 1,750 acres; 1.5m visitors per year; deliver environmental education to 9,000 children.
59	2,024	C&C	Countryside Access (incl. Public Rights of Way)	1,664	1,230	2,894	-905	1,989	-118	1,871	Define & maintain 6,847km of Public Rights of Way and deliver the Explore Kent service which handles 79,700 letters, phone calls and emails received from the public annually and reviews over 1.8m page views on the Explore Kent website
60	1,738	EH&W	Environmental Management (incl. Coastal Protection)	1,826	3,415	5,241	-1,786	3,455	-1,044	2,411	Flood risk management, carbon reduction, biodiversity planning, heritage conservation & planning, coastal conservation, and sustainability & climate change
			Highways								
			<i>Highways Maintenance</i>								
61	3,238	EH&W	Adverse Weather	0	3,238	3,238	0	3,238	0	3,238	Includes provision for 73 salting runs, salting approximately 4,000km of the highway per run
62	2,496	EH&W	Bridges and other structures	192	2,471	2,663	-259	2,404	0	2,404	Maintenance of 2,700 bridges and structures and two road tunnels
63	13,927	EH&W	General maintenance and emergency response	3,097	11,260	14,357	-486	13,871	0	13,871	Inspection and maintenance of 8,500km of highway and 6,000km of pavements.
64	3,303	EH&W	Highways drainage	148	3,036	3,184	-82	3,102	0	3,102	Maintenance of 340,000 road drainage gullies
65	232	EH&W	Signs, lines and bollards	0	0	0	0	0	0	0	Separate budget line no longer exists in 2012/13 therefore now included within general maintenance and highway improvements budgets
66	3,611	EH&W	Streetlight maintenance	337	3,424	3,761	-167	3,594	0	3,594	Maintenance for 120,000 streetlights
			<i>Highways Safety and Management</i>								
67	833	EH&W	Development Planning	1,766	371	2,137	-1,283	854	0	854	Includes developer agreements & developer plans, local development framework and development control. Budget previously included under Highway Improvements and Sustainable Transport (now Transport Planning)

Section 5 - A to Z Service Analysis

WHAT IS THE MONEY SPENT ON?

Row Ref	2011/12 Revised Base	Portfolio	Service	2012/13 Proposed							Affordable Activity
	Net Cost			Staffing	Non staffing	Gross Expenditure	Service Income	Net Expenditure	Govt. Grants	Net Cost	
	£000s			£000s	£000s	£000s	£000s	£000s	£000s	£000s	
68	1,477	EH&W	Highway improvements	312	1,277	1,589	-120	1,469	0	1,469	Support for highway resurfacing and other improvement programmes to reduce congestion, improve air quality and help prevent crashes. Reduction from 2011/12 due to transfer to new budget line Development Planning
69	970	EH&W	Road safety	689	3,008	3,697	-2,720	977	0	977	Reduce road casualties through educational campaigns and engineering measures and provide funding to support the Kent and Medway Safety Camera Partnership
70	5,104	EH&W	Streetlight energy	0	5,845	5,845	0	5,845	0	5,845	Payment for electricity to light 120,000 streetlights
71	2,872	EH&W	Traffic management	2,045	3,519	5,564	-2,653	2,911	0	2,911	Running cost and maintenance for 15,000 traffic lights and providing congestion reduction measures
72	3,163	EH&W	Tree maintenance, grass cutting and weed control	21	3,339	3,360	-170	3,190	0	3,190	Maintenance of 11million sq metres of grass areas and 500,000 trees
			Local Democracy								
73	443	C&C	Community Engagement	655	60	715	0	715	0	715	Community Engagement Officers
74	2,198	C&C & D&P	Member Grants (incl. Elections)	0	2,513	2,513	0	2,513	0	2,513	Grants controlled by individual Members, grants to Local Boards, grants to District Councils, cost of council elections
			Planning and Transport Strategy								
75	759	EH&W	Planning & Transport Policy	623	619	1,242	-15	1,227	0	1,227	Developing key strategic transport improvements such as new Lower Thames Crossing, solutions to Operation Stack and enhancements to the rail network. Strategic influencing and producing the Minerals & Waste Development Framework and the Local Transport Plan
76	602	EH&W	Planning Applications	896	216	1,112	-550	562	0	562	Receiving and processing over 530 planning applications and submissions each year

Section 5 - A to Z Service Analysis

WHAT IS THE MONEY SPENT ON?

Row Ref	2011/12 Revised Base	Portfolio	Service	2012/13 Proposed							Affordable Activity
	Net Cost			Staffing	Non staffing	Gross Expenditure	Service Income	Net Expenditure	Govt. Grants	Net Cost	
	£000s			£000s	£000s	£000s	£000s	£000s	£000s	£000s	
			Regeneration & Economic Development								
77	4,395	R&E	Development staff and projects	2,358	2,622	4,980	-1,502	3,478	0	3,478	Staff and project work on regeneration initiatives including Visit Kent, Locate in Kent, Produced in Kent, etc.
			Regulatory Services								
78	2,284	C&C	Coroners	680	2,157	2,837	-475	2,362	0	2,362	Investigation of 7,500 deaths in suspicious circumstances reported to Coroner resulting in 4,400 post mortems and 750 inquests. Service also deals with 3,000 body removals.
79	649	C&C	Emergency Planning	631	224	855	-199	656	0	656	Provision of all KCC emergency planning and business continuity requirements in accordance with law; provision of support to pan -Kent resilience portfolio, including Olympic Games resilience; consultancy and training services to district customers.
80	-173	C&C	Registration	2,344	390	2,734	-3,135	-401	0	-401	Over 26,800 births and death registered, over 4,650 civil marriage ceremonies registered and conducted, 2,100 new citizens naturalised.
81	3,437	C&C	Trading Standards	3,156	936	4,092	-785	3,307	0	3,307	1,000 businesses given information, advice or guidance; 784 licences issued; 200 Buy with Confidence issued; 80 campaigns initiated; 159 alert messages sent. Service incorporates Kent Scientific Services dealing with 6000 analytical and 960 calibration laboratory samples.
			Schools Budgets								
82	0	ELS	Independent Special School placements	0	12,549	12,549	-2,993	9,556	-9,556	0	Placements for over 290 children with severe special educational needs whose needs cannot be met within maintained schools
83	0	ELS	PFI Schools Scheme	0	23,871	23,871	-9,012	14,859	-14,859	0	Service charges for 11 PFI schools

Section 5 - A to Z Service Analysis

WHAT IS THE MONEY SPENT ON?

Row Ref	2011/12 Revised Base	Portfolio	Service	2012/13 Proposed							Affordable Activity
	Net Cost			Staffing	Non staffing	Gross Expenditure	Service Income	Net Expenditure	Govt. Grants	Net Cost	
	£000s			£000s	£000s	£000s	£000s	£000s	£000s	£000s	
84	0	ELS	Schools Delegated budgets	566,645	187,317	753,962	-113,146	640,816	-640,816	0	Budgets managed directly by almost 500 local authority maintained schools
			Schools Services								
85	0	ELS	Meals	21	442	463	0	463	-463	0	Contribution to the cost of school meals to improve quality and take up. This budget will be delegated to schools from August 2012
86	102	ELS	Non delegated staff costs	103	2,541	2,644	-2,310	334	-231	103	Reimbursement of schools' costs for maternity leave, public duties, trade union representatives, suspended staff and tribunals
87	485	ELS	Other Services	714	6,391	7,105	-3,141	3,964	-3,505	459	Crossing Patrols, collective licences, provision of temporary mobile classrooms, tree safety, coordination of cleaning and refuse contracts and various other minor non delegated budgets
88	0	ELS	Redundancy costs	0	1,232	1,232	0	1,232	-1,232	0	Redundancy costs for school staff
89	6,251	ELS	School Improvement	3,677	1,892	5,569	-828	4,741	-250	4,491	Providing advice, guidance and challenge to primary, secondary and special schools and PRUs to raise standards of pupil achievement, and to implement national and local strategies. Support and training for 7,000 school governors
90	-431	ELS	Special School and Hospital recoupment	0	1,660	1,660	-4,880	-3,220	2,420	-800	Payments to other local authorities for Kent pupils educated in other local authority special schools and hospitals. Income from other local authorities for pupils educated in KCC maintained special schools
91	4,945	ELS	Teachers Pension costs	0	7,829	7,829	-684	7,145	-2,000	5,145	Cost of teacher early retirements
			Transport Services								
92	16,304	EH&W	Concessionary Fares	0	16,307	16,307	-27	16,280	0	16,280	17 million free bus journeys for elderly people

Section 5 - A to Z Service Analysis

WHAT IS THE MONEY SPENT ON?

Row Ref	2011/12 Revised Base	Portfolio	Service	2012/13 Proposed							Affordable Activity
	Net Cost			Staffing	Non staffing	Gross Expenditure	Service Income	Net Expenditure	Govt. Grants	Net Cost	
	£000s			£000s	£000s	£000s	£000s	£000s	£000s	£000s	
93	11,152	EH&W	Freedom Pass	0	13,648	13,648	-2,459	11,189	0	11,189	Over 26,400 passes issued to young people aged 11 to 16 for free bus travel
94	1,570	ELS	Home to College Transport	0	1,973	1,973	-367	1,606	0	1,606	Transport to and from further education colleges for 2,000 post 16 students
95	13,917	ELS	Home to School Transport (Mainstream)	0	13,600	13,600	-584	13,016	0	13,016	Transport to and from school for 17,000 eligible children
96	17,039	ELS	Home to School Transport (Special Educational Need)	25	17,246	17,271	0	17,271	0	17,271	Specialist transport arrangements for 3,900 children with special educational needs
97	7,865	EH&W	Subsidised Bus Routes	254	9,773	10,027	-2,370	7,657	0	7,657	Support for over 200 otherwise uneconomic bus routes
98	648	EH&W	Transport Planning	296	164	460	-15	445	-203	242	Improve public transport and access to key services. Reduction from 2011/12 due to new budget line Development Planning under Highway Services above
			Waste Management								
			<i>Recycling and diversion from landfill</i>								
99	7,307	EH&W	Household Waste recycling centres	0	8,235	8,235	-1,109	7,126	0	7,126	Operation of 19 sites providing recycling facilities for 4 million visitors per year
100	679	EH&W	Partnership & waste co-ordination	0	715	715	-126	589	0	589	Collaborative working and public campaigns to reduce overall waste and increase recycling
101	5,232	EH&W	Payments to Waste Collection Authorities (District Councils)	0	5,333	5,333	-102	5,231	0	5,231	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)
102	9,653	EH&W	Recycling Contracts and Composting	0	10,976	10,976	-614	10,362	0	10,362	Processing around 332,000 tonnes (45%) of domestic waste produced in Kent
			<i>Waste Disposal</i>								
103	513	EH&W	Closed Landfill Sites & Abandoned Vehicles	0	749	749	-266	483	0	483	

Section 5 - A to Z Service Analysis

WHAT IS THE MONEY SPENT ON?

Row Ref	2011/12 Revised Base	Portfolio	Service	2012/13 Proposed							Affordable Activity
	Net Cost			Staffing	Non staffing	Gross Expenditure	Service Income	Net Expenditure	Govt. Grants	Net Cost	
	£000s			£000s	£000s	£000s	£000s	£000s	£000s	£000s	
104	29,046	EH&W	Disposal Contracts	0	28,853	28,853	-430	28,423	0	28,423	Treatment and/or disposal of 398,000 tonnes (55%) of domestic waste produced in Kent through waste to energy recovery (300,000 tonnes) or landfill (98,000 tonnes)
105	8,508	EH&W	Haulage & Transfer Stations	0	8,686	8,686	-75	8,611	0	8,611	Operation of 6 facilities to provide local disposal points for the efficient delivery of District Council collection services and outlets for some commercial waste.
106	6,880	EH&W	Landfill Tax	0	7,543	7,543	0	7,543	0	7,543	Unavoidable tax on waste disposed of via landfill
107	706,688		Total Direct Services to the Public	739,987	1,042,672	1,782,659	-331,444	1,451,215	-766,679	684,536	
			<u>Financing Items</u>								
108	464	D&P	Audit Fees	0	464	464	0	464	0	464	
109	1,368	F&BS	Carbon Reduction Commitment	0	400	400	0	400	0	400	
110	-7,261	EH&W	Commercial Services (net contribution)	0	0	0	-7,761	-7,761	0	-7,761	Contribution from Commercial Services towards KCC overheads
111	3,240	F&BS	Contingency for Children's Improvement Plan	749	0	749	0	749	0	749	
112	2,352	BSP&HR	Contribution to IT Asset Maintenance Reserve	0	3,302	3,302	0	3,302	0	3,302	Annual contribution towards ICT infrastructure replacement
113	-11,245	F&BS	Contribution to/from reserves	0	4,646	4,646	0	4,646	0	4,646	
114	3,429	F&BS	Insurance Fund	0	4,679	4,679	0	4,679	0	4,679	Contribution to self insurance fund
115	4,000	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	119,671	F&BS	Net Debt costs (incl. Investment Income)	0	133,071	133,071	-10,077	122,994	0	122,994	
117	1,328	F&BS	Other	0	2,328	2,328	0	2,328	0	2,328	

Section 5 - A to Z Service Analysis

WHAT IS THE MONEY SPENT ON?

Row Ref	2011/12 Revised Base	Portfolio	Service	2012/13 Proposed							Affordable Activity
	Net Cost			Staffing	Non staffing	Gross Expenditure	Service Income	Net Expenditure	Govt. Grants	Net Cost	
	£000s			£000s	£000s	£000s	£000s	£000s	£000s	£000s	
118	3,150	F&BS	Unallocated	2,098	2,150	4,248	0	4,248	0	4,248	
119	-5,711	F&BS	Underspend rolled forward from previous year	0	-3,079	-3,079	0	-3,079	0	-3,079	
120	-85,054	F&BS	Unringfenced Government Grants	0	0	0	0	0	-90,510	-90,510	
121	29,731		Total Financing Items	2,847	151,461	154,308	-17,838	136,470	-90,510	45,960	
			<u>Assessment Services</u>								
122	37,792	ASC&PH	Adult's Social Care Staffing	24,137	15,771	39,908	-1,981	37,927	0	37,927	Social care staffing providing assessment of community care needs undertaken by Case Managers and Mental Health Social Workers
123	30,475	SCS	Children's Social Care Staffing	36,366	1,746	38,112	-819	37,293	-66	37,227	Social Care staffing providing assessment of children & families needs and ongoing support to looked after children
124	1,851	ELS	Assessment of Children's Educational Needs	1,637	0	1,637	0	1,637	-514	1,123	Assessment of children with Special Educational Needs
125	70,118		Total Assessment Services	62,140	17,517	79,657	-2,800	76,857	-580	76,277	
			<u>Management, Support Services and Overheads</u>								
			Directorate Management and Support for:								
126	2,806	ELS	Education, Learning and Skills (ELS)	4,974	7,755	12,729	-3,303	9,426	-6,039	3,387	
127	13,730	SCS & ASC&PH	Families and Social Care (FSC)	1,751	12,907	14,658	-681	13,977	-766	13,211	
128	7,887	EH&W	Enterprise and Environment (E&E)	3,772	4,312	8,084	-407	7,677	0	7,677	

Section 5 - A to Z Service Analysis

WHAT IS THE MONEY SPENT ON?

Row Ref	2011/12 Revised Base	Portfolio	Service	2012/13 Proposed							Affordable Activity
	Net Cost			Staffing	Non staffing	Gross Expenditure	Service Income	Net Expenditure	Govt. Grants	Net Cost	
	£000s			£000s	£000s	£000s	£000s	£000s	£000s	£000s	
129	5,234	C&C	Customer & Communities (C&C)	5,359	464	5,823	-1,089	4,734	0	4,734	
130	-1,929	R&E, BSP&HR & ASC&PH	Business Strategy & Support (BSS)	622	2,509	3,131	-193	2,938	-4,388	-1,450	
			Support to Frontline Services:								
131	13,112	D&P & F&BS	Finance and Procurement	16,946	3,791	20,737	-5,290	15,447	-2,388	13,059	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.
132	12,141	F&BS & BSP&HR	Human Resources	12,096	7,059	19,155	-8,781	10,374	0	10,374	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.
133	23,720	BSP&HR	Property and Infrastructure	5,824	20,412	26,236	-2,426	23,810	-505	23,305	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.
134	19,187	BSP&HR	Information, Communications and Technology (ICT)	16,706	14,814	31,520	-13,376	18,144	-591	17,553	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.

Section 5 - A to Z Service Analysis

WHAT IS THE MONEY SPENT ON?

Row Ref	2011/12 Revised Base	Portfolio	Service	2012/13 Proposed							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	
135	4,161	F&BS & D&P & BSP&HR	Business Strategy	3,394	871	4,265	-322	3,943	0	3,943	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.
136	-1,457	BSP&HR	Governance and Law	7,280	3,005	10,285	-12,470	-2,185	0	-2,185	Provides legal advice and services to KCC, public bodies and other local authorities.
137	3,925	D&P	Democratic and Members	1,326	2,617	3,943	-3	3,940	0	3,940	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 and the Local Government and Public Involvement in Health Act 2007.
138	102,517		Total Management, Support Services and Overheads	80,050	80,516	160,566	-48,341	112,225	-14,677	97,548	Overheads no longer sit with the Directorates so 2012/13 costs are not directly comparable with 2011/12. They have been stripped out, slimmed down and transferred to the centre.

139	909,054		TOTAL	885,024	1,292,166	2,177,190	-400,423	1,776,767	-872,446	904,321	
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KCC Budget Book

SECTION 6

**A-Z Variation
Statements**

A to Z Variation Statement
Adults & Older People - Direct Payments - Learning Disability

Portfolio :
 Directorate :

ASC&PH
FSC

	Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s	
2011/12 Approved Budgets		10,076	10,076	-516	9,560	-18	9,542	
Base Adjustments - Internal	Type							
Realignment to reflect clients choosing Direct Payments as opposed to services provided by payments to Vol Orgs	11/12	545	545		545		545	
Direct Payments to Carers transfer from Direct Payments Older People	11/12	15	15		15		15	
LD Transfer Grant gross realignment	11/12	202	202		202		202	
Removal of Social Care Reform Grant transition funding		-650	-650		-650		-650	
<i>Sub Total - Base Adjustments - Internal</i>		0	112	112	0	112	0	112
Base Adjustments - External								
Transfer of Learning Disability and Health Reform Grant to be held centrally			0		0	18	18	
<i>Revised Base</i>		0	10,188	10,188	-516	9,672	0	9,672
Unavoidable pressures funded in indicative cash limits								
Prices								
Social Care Provision		108	108		108		108	
Demand/Demographic Led								
Demographic Pressure		1,277	1,277	-18	1,259		1,259	
<i>Sub-Total Pressures</i>		0	1,385	1,385	-18	1,367	0	1,367
Savings and Income								
Income Generation								
Income increase in-line with Benefits Uplift			0	-6	-6		-6	
FYE of Increase Charging - non residential			0	-7	-7		-7	
<i>Sub-total Income Generation</i>		0	0	-13	-13	0	-13	
<i>Sub-total Income and Savings</i>		0	0	0	-13	-13	0	-13
Proposed Budget 2012/13		0	11,573	11,573	-547	11,026	0	11,026

A to Z Variation Statement
Adults & Older People - Direct Payments - Mental Health

Portfolio :
 Directorate :

ASC&PH
FSC

	Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets		732	732	0	732	0	732
<i>Revised Base</i>	0	732	732	0	732	0	732
Unavoidable pressures funded in indicative cash limits							
<u>Prices</u>							
Social Care Provision		7	7		7		7
<u>Demand/Demographic Led</u>							
Demographic Pressure		256	256		256		256
<i>Sub-Total Pressures</i>	0	263	263	0	263	0	263
Savings and Income							
<i>Sub-total Income and Savings</i>	0	0	0	0	0	0	0
Proposed Budget 2012/13	0	995	995	0	995	0	995

A to Z Variation Statement
Adults & Older People - Direct Payments - Older People

Portfolio :
 Directorate :

ASC&PH
FSC

	Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets		6,314	6,314	-665	5,649	0	5,649
<u>Base Adjustments - Internal</u>							
East Kent Carers Payments from Vol Orgs - reallocation of carers funding for changes in commissioning of services		45	45		45		45
Removal of Social Care Reform Grant transition funding		-200	-200		-200		-200
<i>Sub Total - Base Adjustments - Internal</i>	0	-155	-155	0	-155	0	-155
<i>Revised Base</i>	0	6,159	6,159	-665	5,494	0	5,494
Unavoidable pressures funded in indicative cash limits							
<u>Prices</u>							
Social Care Provision		63	63		63		63
<u>Demand/Demographic Led</u>							
Demographic Pressure - increased demand		786	786	-71	715		715
<i>Sub-Total Pressures</i>	0	849	849	-71	778	0	778
Savings and Income							
<u>Income Generation</u>							
Income increase in-line with Benefits Uplift			0	-25	-25		-25
FYE of Increase Charging - non residential			0	-26	-26		-26
<i>Sub-total Income Generation</i>	0	0	0	-51	-51	0	-51
<i>Sub-total Income and Savings</i>	0	0	0	-51	-51	0	-51
Proposed Budget 2012/13	0	7,008	7,008	-787	6,221	0	6,221

A to Z Variation Statement
Adults & Older People - Direct Payments - Physical Disability

Portfolio :
 Directorate :

ASC&PH
FSC

	Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets		8,248	8,248	-353	7,895	0	7,895
<i>Revised Base</i>	0	8,248	8,248	-353	7,895	0	7,895
Unavoidable pressures funded in indicative cash limits							
<u>Prices</u>							
Social Care Provision		82	82		82		82
<u>Demand/Demographic Led</u>							
Demographic Pressure		1,231	1,231	2	1,233		1,233
<i>Sub-Total Pressures</i>	0	1,313	1,313	2	1,315	0	1,315
Savings and Income							
<u>Income Generation</u>							
Income increase in-line with Benefits Uplift			0	-10	-10		-10
FYE of Increase Charging - non residential			0	-13	-13		-13
<i>Sub-total Income Generation</i>	0	0	0	-23	-23	0	-23
Total Adjustments	0	1,313	1,313	-21	1,292	0	1,292
Proposed Budget 2012/13	0	9,561	9,561	-374	9,187	0	9,187

A to Z Variation Statement
Adults & Older People - Domiciliary Care - Learning Disability

Portfolio : Directorate :	ASC&PH FSC	Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets		2,619	4,764	7,383	-959	6,424	-452	5,972
<u>Base Adjustments - Internal</u>								
	<u>Type</u>							
LD Transfer Grant gross realignment	11/12	-253	13	-240		-240		-240
Transfer Independent Living Centres to Domi LD from Domi PD	11/12	112	5	117		117		117
Reallocate Daycare/MH Domiciliary Saving to Provisional Charging	11/12			0	-13	-13		-13
Jubilee House Health Income/Gross realignment	11/12	270		270	-270	0		0
Budget realignment	GIN	-6	6	0		0		0
Savings realignment to Domiciliary Older People and Domiciliary Physically Disabled - Realignment of Review of Domiciliary procurement/enhanced rates savings			68	68		68		68
Realignment of Savings etc		-14		-14		-14		-14
Realignment of budgets within FSC Directorate			-791	-791	91	-700		-700
<i>Sub Total - Base Adjustments - Internal</i>		109	-699	-590	-192	-782	0	-782
<u>Base Adjustments - External</u>								
Transfer of Learning Disability and Health Reform Grant to be held centrally				0		0	452	452
<i>Revised Base</i>		2,728	4,065	6,793	-1,151	5,642	0	5,642
Unavoidable pressures funded in indicative cash limits								
<u>Pay</u>								
Staff travel			9	9		9		9
Employers NI increase		4		4		4		4
Kent Scheme Pay Award		25		25		25		25
<i>Sub-total Pay</i>		29	9	38	0	38	0	38
<u>Prices</u>								
Transport			1	1		1		1
Social Care Provision			43	43		43		43
<i>Sub-total Prices</i>		0	44	44	0	44	0	44
<u>Unavoidable Government/Legislative Pressures</u>								
Learning Disability Transfer and Health Reform Grant - increase in expenditure			1	1		1		1
<u>Demand/Demographic Led</u>								
Demographic Pressure			-242	-242		-242		-242
<i>Sub-Total Pressures</i>		29	-188	-159	0	-159	0	-159
Savings and Income								
<u>Income Generation</u>								
Income increase in-line with Benefits Uplift				0	-14	-14		-14
FYE of Increase Charging - non residential				0	-22	-22		-22
<i>Sub-total Income Generation</i>		0	0	0	-36	-36	0	-36
<u>Efficiency savings</u>								
Review of Community Service Procurement			-228	-228		-228		-228
<u>Service Reforms</u>								
Consistent application of fair access to care services policy			-19	-19		-19		-19
Review of In-house services - LD		-130		-130		-130		-130
<i>Sub-total Service Reforms</i>		-130	-19	-149	0	-149	0	-149
<i>Sub-total Income and Savings</i>		-130	-247	-377	-36	-413	0	-413
Total Adjustments		8	-1,134	-1,126	-228	-1,354	452	-902
Proposed Budget 2012/13		2,627	3,630	6,257	-1,187	5,070	0	5,070

A to Z Variation Statement
Adults & Older People - Domiciliary - Mental Health

Portfolio :
 Directorate :

ASC&PH
FSC

	Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets		882	882	-80	802	0	802
Base Adjustments - Internal							
<u>Removal of £16K Domiciliary Procurement</u>		16	16		16		16
<u>Removal of £80K Domiciliary Income Saving as MH service don't yet charge</u>			0	80	80		80
<u>Realignment of budgets within FSC Directorate</u>		-300	-300		-300		-300
<i>Sub Total - Base Adjustments - Internal</i>	0	-284	-284	80	-204	0	-204
<i>Revised Base</i>	0	598	598	0	598	0	598
Unavoidable pressures funded in indicative cash limits							
<u>Prices</u>							
<u>Social Care Provision</u>		9	9		9		9
<u>Demand/Demographic Led</u>							
<u>Demographic Pressure</u>		-71	-71		-71		-71
<i>Sub-Total Pressures</i>	0	-62	-62	0	-62	0	-62
Savings and Income							
<u>Income Generation</u>							
<u>FYE of Increase Charging - non residential</u>			0	-80	-80		-80
<u>Service Reforms</u>							
<u>Consistent application of fair access to care services policy</u>		-4	-4		-4		-4
<i>Sub-total Income and Savings</i>	0	-4	-4	-80	-84	0	-84
Proposed Budget 2012/13	0	532	532	-80	452	0	452

A to Z Variation Statement
Adults & Older People - Domiciliary - Older People

Portfolio : Directorate :	ASC&PH FSC	Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets		6,114	40,679	46,793	-10,679	36,114	0	36,114
Base Adjustments - Internal								
	Type							
Reallocation of Domiciliary Review Savings - Good practice guidelines	11/12		42	42		42		42
Reallocate Daycare Saving to Domiciliary	11/12			0	-398	-398		-398
Provisional Charging - Realloc of savings targets								
Correction to Domiciliary Procurement savings			-118	-118		-118		-118
Realignment of Savings etc			-5	-5		-5		-5
Removal of Social Care Reform Grant transition funding			-1,150	-1,150		-1,150		-1,150
<i>Sub Total - Base Adjustments - Internal</i>		0	-1,231	-1,231	-398	-1,629	0	-1,629
<i>Revised Base</i>		6,114	39,448	45,562	-11,077	34,485	0	34,485
Unavoidable pressures funded in indicative cash limits								
Pay								
Staff Travel			69	69		69		69
Employers NI increase		8		8		8		8
Kent Scheme Pay Award		49		49		49		49
<i>Sub-total Pay</i>		57	69	126	0	126	0	126
Prices								
Transport			3	3		3		3
Social Care Provision			383	383		383		383
<i>Sub-total Prices</i>		0	386	386	0	386	0	386
Demand/Demographic Led								
Demographic Pressure			-189	-189	353	164		164
<i>Sub-Total Pressures</i>		57	266	323	353	676	0	676
Savings and Income								
Income Generation								
Income increase in-line with Benefits Uplift				0	-409	-409		-409
FYE of Increase Charging - non residential				0	-900	-900		-900
<i>Sub-total Income Generation</i>		0	0	0	-1,309	-1,309	0	-1,309
Savings and mitigations:								
Identified in published 2011-13 MTP								
Fall out of early Retirement Costs		-2		-2		-2		-2
Efficiency savings								
Review of Community Service Procurement			-1,625	-1,625		-1,625		-1,625
Agency Staff		-1		-1		-1		-1
<i>Sub-total Efficiency savings</i>		-1	-1,625	-1,626	0	-1,626	0	-1,626
Service Reforms								
Consistent application of fair access to care services policy			-450	-450		-450		-450
<i>Sub-total Income and Savings</i>		-3	-2,075	-2,078	-1,309	-3,387	0	-3,387
Proposed Budget 2012/13		6,168	37,639	43,807	-12,033	31,774	0	31,774

A to Z Variation Statement
Adults & Older People - Domiciliary - Physical Disability

Portfolio :
 Directorate :

ASC&PH
FSC

	Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets	380	7,363	7,743	-520	7,223	0	7,223
Base Adjustments - Internal							
<u>Type</u>							
Reallocate Daycare Saving to Domiciliary Provisional Charging			0	-19	-19		-19
Reallocation of Domiciliary Review Savings		8	8		8		8
Transfer Independent Living Centres to Domiciliary LD from Domiciliary PD	-112	-5	-117		-117		-117
Correction to Domiciliary Procurement savings		34	34		34		34
<i>Sub Total - Base Adjustments - Internal</i>	-112	37	-75	-19	-94	0	-94
<i>Revised Base</i>	268	7,400	7,668	-539	7,129	0	7,129
Unavoidable pressures funded in indicative cash limits							
<u>Pay</u>							
Staff Travel		8	8		8		8
<u>Prices</u>							
Social Care Provision		70	70		70		70
<u>Demand/Demographic Led</u>							
Demographic Pressure		119	119	29	148		148
<i>Sub-Total Pressures</i>	0	197	197	29	226	0	226
Savings and Income							
<u>Income Generation</u>							
Income increase in-line with Benefits Uplift			0	-20	-20		-20
FYE of Increase Charging - non residential			0	-46	-46		-46
<i>Sub-total Income Generation</i>	0	0	0	-66	-66	0	-66
Savings and mitigations:							
<u>Efficiency savings</u>							
Review of Community Service Procurement		-279	-279		-279		-279
<u>Service Reforms</u>							
Consistent application of fair access to care services policy		-27	-27		-27		-27
<i>Sub-total Income and Savings</i>	0	-306	-306	-66	-372	0	-372
Proposed Budget 2012/13	268	7,291	7,559	-576	6,983	0	6,983

A to Z Variation Statement
Adults & Older People - Nursing & Residential - Learning Disability

Portfolio :
 Directorate :

ASC&PH
FSC

	Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets	2,233	70,845	73,078	-3,256	69,822	-17,787	52,035
Base Adjustments - Internal							
	<u>Type</u>						
Realign to reflect other income due to LD		2,377	2,377	-2,377	0		0
Saving realignment		76	76		76		76
GIN virement to realign Health income cash limit		600	600	-600	0		0
Preserved Rights client transfer to Mental Health Residential		-37	-37	5	-32		-32
Client transfer from MH		18	18	-6	12		12
Realignment of Savings etc	-12		-12		-12		-12
LD Transfer Grant gross realignment	3	-40	-37		-37		-37
Realignment of budgets within FSC Directorate		561	561		561		561
Sub Total - Base Adjustments - Internal	-9	3,555	3,546	-2,978	568	0	568
Base Adjustments - External							
Removal of Learning Disability and Health Reform Grant			0		0	17,787	17,787
Revised Base	2,224	74,400	76,624	-6,234	70,390	0	70,390
Unavoidable pressures funded in indicative cash limits							
<u>Pay</u>							
Staff Travel		1	1		1		1
Employers NI increase	3		3		3		3
Kent Scheme Pay Award	19		19		19		19
Sub-total Pay	22	1	23	0	23	0	23
<u>Prices</u>							
Social Care Provision		731	731		731		731
Other		4	4		4		4
<u>Unavoidable Government/Legislative Pressures</u>							
Learning Disability Transfer and Health Reform Grant - increase in expenditure		391	391		391		391
<u>Demand/Demographic Led</u>							
Demographic Pressure		1,046	1,046	36	1,082		1,082
Sub-Total Pressures	22	2,173	2,195	36	2,231	0	2,231
Savings and Income							
<u>Income Generation</u>							
Income increase in-line with Benefits Uplift			0	-261	-261		-261
Savings and mitigations:							
<u>Efficiency savings</u>							
Review of LD and PD Residential and Supported Accommodation procurement		-2,445	-2,445		-2,445		-2,445
<u>Service Reforms</u>							
Review of In-house services - LD	-220		-220		-220		-220
Sub-total Income and Savings	-220	-2,445	-2,665	-261	-2,926	0	-2,926
Proposed Budget 2012/13	2,026	74,128	76,154	-6,459	69,695	0	69,695

A to Z Variation Statement
Adults & Older People - Nursing & Residential - Mental Health

Portfolio :
 Directorate :

ASC&PH
FSC

	Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets		6,756	6,756	-852	5,904	0	5,904
<u>Base Adjustments - Internal</u>							
Client AS reassessment - Moved from MH to LD		-18	-18	6	-12		-12
Client CD reassessment - Moved from LD to MH		37	37	-5	32		32
<i>Sub Total - Base Adjustments - Internal</i>	0	19	19	1	20	0	20
<i>Revised Base</i>	0	6,775	6,775	-851	5,924	0	5,924
Unavoidable pressures funded in indicative cash limits							
<u>Prices</u>							
Social Care Provision		54	54		54		54
<u>Demand/Demographic Led</u>							
Demographic Pressure		100	100	3	103		103
<i>Sub-Total Pressures</i>	0	154	154	3	157	0	157
Savings and Income							
<u>Income Generation</u>							
Income increase in-line with Benefits Uplift			0	-27	-27		-27
<i>Sub-total Income and Savings</i>	0	0	0	-27	-27	0	-27
Proposed Budget 2012/13	0	6,929	6,929	-875	6,054	0	6,054

A to Z Variation Statement
Adults & Older People - Nursing & Residential - Older People - Nursing

Portfolio :
 Directorate :

ASC&PH
FSC

	Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets		45,547	45,547	-22,053	23,494	0	23,494
<u>Base Adjustments - Internal</u>							
Reallocation of Good Practice Guidelines			0	-17	-17		-17
Waivers savings							
<i>Revised Base</i>	0	45,547	45,547	-22,070	23,477	0	23,477
Unavoidable pressures funded in indicative cash limits							
<u>Prices</u>							
Social Care Provision		373	373		373		373
<u>Demand/Demographic Led</u>							
Demographic Pressure		-1,023	-1,023		-1,023		-1,023
<i>Sub-Total Pressures</i>	0	-650	-650	0	-650	0	-650
Savings and Income							
<u>Income Generation</u>							
Income increase in-line with Benefits Uplift			0	-604	-604		-604
Savings and mitigations:							
<u>Service Reforms</u>							
Encouraging Self Funders of Residential Care to seek independent financial advice		-85	-85		-85		-85
<i>Sub-total Income and Savings</i>	0	-85	-85	-604	-689	0	-689
Proposed Budget 2012/13	0	44,812	44,812	-22,674	22,138	0	22,138

A to Z Variation Statement
Adults & Older People - Nursing & Residential - Older People - Residential

Portfolio : Directorate :	ASC&PH FSC	Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets		12,883	72,923	85,806	-34,038	51,768	-56	51,712
<u>Base Adjustments - Internal</u>								
	<u>Type</u>							
Realign budgets and Commissioning Transfer	11/12	331	107	438	4	442		442
Integrated Care Centre realignment - KCC Hosted PFI Scheme	11/12		1,922	1,922	-1,922	0		0
Reallocation of Good Practice Guidelines	11/12			0	-33	-33		-33
Waivers savings								
LD Campus Grant Gross Correction	11/12		49	49		49		49
Realignment of Savings etc	11/12		-44	-44		-44		-44
Removal of Social Care Reform Grant transition funding			-550	-550	0	-550		-550
Realignment of budgets within FSC Directorate		-27	-1,750	-1,777	750	-1,027		-1,027
<i>Sub Total - Base Adjustments - Internal</i>		304	-266	38	-1,201	-1,163	0	-1,163
<u>Base Adjustments - External</u>								
Removal of Learning Disability and Health Reform Grant				0		0	56	56
<i>Revised Base</i>		13,187	72,657	85,844	-35,239	50,605	0	50,605
Unavoidable pressures funded in indicative cash limits								
<u>Pay</u>								
Staff Travel			6	6		6		6
Employers NI increase		15		15		15		15
Kent Scheme Pay Award		76		76		76		76
<i>Sub-total Pay</i>		91	6	97	0	97	0	97
<u>Prices</u>								
Transport			1	1		1		1
Social Care Provision			651	651		651		651
Other			53	53		53		53
<i>Sub-total Prices</i>		0	705	705	0	705	0	705
<u>Demand/Demographic Led</u>								
Demographic Pressure			-200	-200	57	-143		-143
<i>Sub-Total Pressures</i>		91	511	602	57	659	0	659
Savings and Income								
<u>Income Generation</u>								
Income increase in-line with Benefits Uplift				0	-1,312	-1,312		-1,312
<u>Savings and mitigations:</u>								
<u>Efficiency savings</u>								
Agency Staff		-13		-13		-13		-13
<u>Service Reforms</u>								
Encouraging Self Funders of Residential Care to seek independent financial advice			-165	-165		-165		-165
Older Persons Strategy		-738	-76	-814		-814		-814
Consistent application of client transport policy			-7	-7		-7		-7
Review of in-house services (OP)		-150		-150		-150		-150
<i>Sub-total Service Reforms</i>		-888	-248	-1,136	0	-1,136	0	-1,136
<i>Sub-total Income and Savings</i>		-901	-248	-1,149	-1,312	-2,461	0	-2,461
Proposed Budget 2012/13		12,377	72,920	85,297	-36,494	48,803	0	48,803

A to Z Variation Statement
Adults & Older People - Nursing & Residential - Physical Disability

Portfolio :
 Directorate :

ASC&PH
FSC

	Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets		12,513	12,513	-1,738	10,775	-150	10,625
Base Adjustments - Internal							
<u>Base Adjustments - Internal</u>	<u>Type</u>						
Reallocation of PD Procurement savings	11/12	-107	-107		-107		-107
LD Campus Grant Gross Correction	11/12	-101	-101		-101		-101
Realignment of budgets within FSC Directorate		1,200	1,200	-200	1,000		1,000
<i>Sub Total - Base Adjustments - Internal</i>		0	992	-200	792	0	792
Base Adjustments - External							
Transfer of Learning Disability and Health Reform Grant to be held centrally			0		0	150	150
<i>Revised Base</i>		0	13,505	-1,938	11,567	0	11,567
Unavoidable pressures funded in indicative cash limits							
<u>Prices</u>							
Social Care Provision		121	121		121		121
<u>Demand/Demographic Led</u>							
Demographic Pressure		277	277	35	312		312
<i>Sub-Total Pressures</i>		0	398	35	433	0	433
Savings and Income							
<u>Income Generation</u>							
Income increase in-line with Benefits Uplift			0	-66	-66		-66
Savings and mitigations:							
<u>Efficiency savings</u>							
Review of LD and PD Residential and Supported Accommodation procurement		-90	-90		-90		-90
<i>Sub-total Income and Savings</i>		0	-90	-66	-156	0	-156
Proposed Budget 2012/13		0	13,813	-1,969	11,844	0	11,844

A to Z Variation Statement
Adults & Older People - Supported Accommodation Learning Disability

Portfolio :
 Directorate :

ASC&PH
FSC

	Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets	320	30,863	31,183	-3,452	27,731	-15,537	12,194
Base Adjustments - Internal							
<u>Base Adjustments - Internal</u>							
LD Transfer Grant gross realignment		-137	-137		-137		-137
Transfer Resource Centres to LD Supp Accom from PD	147	8	155	-5	150		150
Savings realignment		28	27	-1	26		26
Realignment of budgets within FSC Directorate		-41	-41	-20	-61		-61
<i>Sub Total - Base Adjustments - Internal</i>	146	-142	4	-26	-22	0	-22
Base Adjustments - External							
Transfer of Learning Disability and Health Reform Grant to be held centrally			0		0	15,537	15,537
<i>Revised Base</i>	466	30,721	31,187	-3,478	27,709	0	27,709
Unavoidable pressures funded in indicative cash limits							
<u>Pay</u>							
Kent Scheme Pay Award	4		4		4		4
<u>Prices</u>							
Social Care Provision		305	305		305		305
<u>Unavoidable Government/Legislative Pressures</u>							
Learning Disability Transfer and Health Reform Grant - increase in expenditure		363	363		363	0	363
<u>Demand/Demographic Led</u>							
Demographic Pressure		2,101	2,101	-130	1,971		1,971
<i>Sub-Total Pressures</i>	4	2,769	2,773	-130	2,643	0	2,643
Savings and Income							
<u>Income Generation</u>							
Income increase in-line with Benefits Uplift			0	-53	-53		-53
FYE of Increase Charging - non residential			0	-33	-33		-33
<i>Sub-total Income Generation</i>	0	0	0	-86	-86	0	-86
Savings and mitigations:							
<u>Identified in published 2011-13 MTP</u>							
Fall out of early Retirement Costs	-11		-11		-11		-11
<u>Efficiency savings</u>							
Agency Staff	1		1		1		1
Review of LD and PD Residential and Supported Accommodation procurement		-854	-854		-854		-854
<i>Sub-total Efficiency savings</i>	1	-854	-853	0	-853	0	-853
<i>Sub-total Income and Savings</i>	-10	-854	-864	-86	-950	0	-950
Proposed Budget 2012/13	460	32,636	33,096	-3,694	29,402	0	29,402

A to Z Variation Statement

Adults & Older People - Supported Accommodation Physical Disability/Mental Health

Portfolio :
Directorate :

ASC&PH
FSC

	Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets		1,210	1,210	-255	955	0	955
<u>Base Adjustments - Internal</u>							
Realignment from Daycare		100	100		100		100
Reallocation of PD Procurement savings		4	4		4		4
Realignment of budgets within FSC Directorate		300	300		300		300
<i>Sub Total - Base Adjustments - Internal</i>	0	404	404	0	404	0	404
<i>Revised Base</i>	0	1,614	1,614	-255	1,359	0	1,359
Unavoidable pressures funded in indicative cash limits							
<u>Prices</u>							
Social Care Provision		13	13		13		13
<u>Demand/Demographic Led</u>							
Demographic Pressure		929	929	-18	911		911
<i>Sub-Total Pressures</i>	0	942	942	-18	924	0	924
Savings and Income							
<u>Income Generation</u>							
Income increase in-line with Benefits Uplift			0	-1	-1		-1
Savings and mitigations:							
<u>Efficiency savings</u>							
Review of LD and PD Residential and Supported Accommodation procurement		-4	-4		-4		-4
<i>Sub-total Income and Savings</i>	0	-4	-4	-1	-5	0	-5
Total Adjustments	0	1,342	1,342	-19	1,323	0	1,323
Proposed Budget 2012/13	0	2,552	2,552	-274	2,278	0	2,278

A to Z Variation Statement
Adults & Older People - Contributions to Voluntary Organisations

Portfolio :
 Directorate :

ASC&PH
FSC

	Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets	110	15,416	15,526	-902	14,624	0	14,624
<u>Base Adjustments - Internal</u>							
Realignment to reflect clients choosing Direct Payments as opposed to services provided by payments to Vol Orgs		-545	-545		-545		-545
EK Carers Payments to DP		-60	-60		-60		-60
LDDF Staffing transfer to Other Adults	-110	-194	-304		-304		-304
Realignment of budgets within FSC Directorate		27	27		27		27
<i>Sub Total - Base Adjustments - Internal</i>	-110	-772	-882	0	-882	0	-882
<i>Revised Base</i>	0	14,644	14,644	-902	13,742	0	13,742
Unavoidable pressures funded in indicative cash limits							
<u>Unavoidable Government/Legislative Pressures</u>							
Pressure funded from NHS Support for Social Care Grant		1,400	1,400		1,400		1,400
<i>Sub-Total Pressures</i>	0	1,400	1,400	0	1,400	0	1,400
Savings and Income							
<i>Sub-total Income and Savings</i>	0	0	0	0	0	0	0
Proposed Budget 2012/13	0	16,044	16,044	-902	15,142	0	15,142

A to Z Variation Statement
Adults & Older People - Day Care Learning Disability

Portfolio :
 Directorate :

ASC&PH
FSC

	Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets	6,670	6,154	12,824	-418	12,406	-18	12,388
Base Adjustments - Internal							
<u>Base Adjustments - Internal</u>	<u>Type</u>						
Realign budgets between Other Services and Day Care LD	11/12	277	91	368	-74	294	294
LD Transfer Grant gross realignment	11/12	11	2	13		13	13
Remove Daycare Charging Savings	11/12			0	238	238	238
Budget realignment	GIN	-55	55	0		0	0
Realignment of Savings etc		-37		-37		-37	-37
Realignment of budgets within FSC Directorate			211	-11	200		200
<i>Sub Total - Base Adjustments - Internal</i>		196	359	555	153	708	708
Base Adjustments - External							
Removal of Learning Disability and Health Reform Grant				0	0	18	18
<i>Revised Base</i>		6,866	6,513	13,379	-265	13,114	13,114
Unavoidable pressures funded in indicative cash limits							
Pay							
Staff Travel			6	6	6		6
Employers NI increase		10		10	10		10
Kent Scheme Pay Award		58		58	58		58
<i>Sub-total Pay</i>		68	6	74	0	74	74
Prices							
Transport			21	21	21		21
Social Care Provision			46	46	46		46
Other			2	2	2		2
<i>Sub-total Prices</i>		0	69	69	0	69	69
<i>Sub-Total Pressures</i>		68	75	143	0	143	143
Savings and Income							
Income Generation							
FYE of Increase Charging - non residential				0	-238	-238	-238
Savings and mitigations:							
Efficiency savings							
Day Services Review - LD			-88	-88	-88		-88
Agency Staff		1		1	1		1
<i>Sub-total Efficiency savings</i>		1	-88	-87	0	-87	-87
Service Reforms							
Review of In-house services - LD		-200		-200	-200		-200
Consistent application of client transport policy			-156	-156	-156		-156
<i>Sub-total Service Reforms</i>		-200	-156	-356	0	-356	-356
<i>Sub-total Income and Savings</i>		-199	-244	-443	-238	-681	-681
Proposed Budget 2012/13		6,735	6,344	13,079	-503	12,576	12,576

A to Z Variation Statement
Adults & Older People - Day Care Older People

Portfolio :
 Directorate :

ASC&PH
FSC

	Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets	2,098	2,403	4,501	-210	4,291	0	4,291
Base Adjustments - Internal							
Realign OPM MTP and Commissioning Transfer	-341	-116	-457	15	-442		-442
Remove Daycare Saving and Reallocate to Domiciliary Prov Charge			0	84	84		84
Realignment of Savings etc	-2	-2	-4		-4		-4
Removal of Social Care Reform Grant transition funding		-160	-160		-160		-160
<i>Sub Total - Base Adjustments - Internal</i>	-343	-278	-621	99	-522	0	-522
<i>Revised Base</i>	1,755	2,125	3,880	-111	3,769	0	3,769
Unavoidable pressures funded in indicative cash limits							
Pay							
Employers NI increase	1		1		1		1
Kent Scheme Pay Award	7		7		7		7
<i>Sub-total Pay</i>	8	0	8	0	8	0	8
Prices							
Transport		5	5		5		5
Other		2	2		2		2
Social Care Provision		19	19		19		19
<i>Sub-total Prices</i>	0	26	26	0	26	0	26
<i>Sub-Total Pressures</i>	8	26	34	0	34	0	34
Savings and Income							
Income Generation							
FYE of Increase Charging - non residential			0	-84	-84		-84
Savings and mitigations:							
Service Reforms							
Older Persons Strategy	-321	-65	-386		-386		-386
Consistent application of client transport policy		-80	-80		-80		-80
<i>Sub-total Service Reforms</i>	-321	-145	-466	0	-466	0	-466
<i>Sub-total Income and Savings</i>	-321	-145	-466	-84	-550	0	-550
Proposed Budget 2012/13	1,442	2,006	3,448	-195	3,253	0	3,253

A to Z Variation Statement
Adults & Older People - Day Care Physical Disability/Mental Health

Portfolio :
 Directorate :

ASC&PH
FSC

		Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets			1,695	1,695	-38	1,657	0	1,657
Base Adjustments - Internal	Type							
Transfer of Cash Limit to Supp Accom	11/12		-100	-100		-100		-100
Remove Daycare Saving and Reallocate to Domiciliary Prov Charge	11/12			0	22	22		22
Realignment of budgets within FSC	11/12			0	2	2		2
<i>Sub Total - Base Adjustments - Internal</i>		0	-100	-100	24	-76	0	-76
<i>Revised Base</i>		0	1,595	1,595	-14	1,581	0	1,581
Unavoidable pressures funded in indicative cash limits								
<u>Prices</u>								
Transport			4	4		4		4
Social Care Provision			13	13		13		13
<i>Sub-total Prices</i>		0	17	17	0	17	0	17
<i>Sub-Total Pressures</i>		0	17	17	0	17	0	17
Savings and Income								
<u>Income Generation</u>								
FYE of Increase Charging - non residential				0	-24	-24		-24
Savings and mitigations:								
<u>Service Reforms</u>								
Consistent application of client transport policy			-47	-47		-47		-47
<i>Sub-total Income and Savings</i>		0	-47	-47	-24	-71	0	-71
Proposed Budget 2012/13		0	1,565	1,565	-38	1,527	0	1,527

A to Z Variation Statement
Adults & Older People - Drug & Alcohol Services

Portfolio :	C&C							
Directorate :	C&C							
		Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets		1,018	15,362	16,380	-12,558	3,822	-2,272	1,550
<u>Base Adjustments - Internal</u>	<u>Type</u>							
Transfer Youth Substance Misuse from ELS	11/12		140	140		140		140
Realignment of efficiency savings moved from Registration	11/12	-15		-15		-15		-15
C&C share TCP Savings	11/12	-7		-7		-7		-7
KDAAT - Increased Client income for Drug Rehab Programme	11/12		10	10	-10	0		0
Comm Safety/KDAAT - Reduction in HO Community Safety ABG/LSSG Adjustment	11/12		-50	-50		-50		-50
Budget Recast adjustments between Libraries and KDAAT	11/12	-30		-30		-30		-30
Removal of Internal Recharge for EIG	11/12		-140	-140	140	0		0
Realignment of cash limits within service	GIN	-8	8	0	-1,202	-1,202	1,202	0
New Income - Integrated Drug Treatment Services (IDTS) -Prisons Increase from the Home	GIN		548	548	-548	0		0
Reduced Income from KDAAT Partners	GIN		-583	-583	583	0		0
New Income - Additional income from PCT's	GIN	20		20	-20	0		0
Transfer of budget to Directorate Management and Support	A-Z tfr	-80	-1	-81		-81		-81
<i>Sub Total - Base Adjustments - Internal</i>		-120	-68	-188	-1,057	-1,245	1,202	-43
<i>Revised Base</i>		898	15,294	16,192	-13,615	2,577	-1,070	1,507
Unavoidable pressures funded in indicative cash limits								
<u>Pay</u>								
Staff Travel			1	1		1		1
Employers NI increase		2		2		2		2
Kent Scheme Pay Award		9		9		9		9
<i>Sub-total Pay</i>		11	1	12	0	12	0	12
<u>Prices</u>								
Transport			1	1		1		1
<i>Sub-Total Pressures</i>		11	2	13	0	13	0	13
Savings and Income								
<u>Efficiency savings</u>								
Essential/Lease car			-1	-1		-1		-1
<u>Service Reforms</u>								
Reduction in HO Community Safety LSSG			-114	-114		-114		-114
<i>Sub-total Income and Savings</i>		0	-115	-115	0	-115	0	-115
Proposed Budget 2012/13		909	15,181	16,090	-13,615	2,475	-1,070	1,405

A to Z Variation Statement
Adults & Older People - Other Adult Services

Portfolio : Directorate :	ASC&PH FSC	Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets		1,469	12,770	14,239	-8,157	6,082	0	6,082
<u>Base Adjustments - Internal</u>								
	<u>Type</u>							
Realignment of budgets between Other Services and Day Care LD	11/12	-277	-91	-368	74	-294		-294
Realignment of Savings etc	11/12		-4	-4		-4		-4
Remove Daycare Saving and Reallocate to Domiciliary Prov Charge				0	4	4		4
Transfer Independent Living Centres to Domiciliary LD from Domiciliary PD		-147	-8	-155	5	-150		-150
Removal of Social Care Reform Grant transition funding			-90	-90		-90		-90
LDDF Staffing transfer to Other Adults		110	194	304		304		304
<i>Sub Total - Base Adjustments - Internal</i>		-314	1	-313	83	-230	0	-230
<i>Revised Base</i>		1,155	12,771	13,926	-8,074	5,852	0	5,852
Unavoidable pressures funded in indicative cash limits								
<u>Pay</u>								
Staff Travel			10	10		10		10
Employers NI increase		3		3		3		3
Kent Scheme Pay Award		18		18		18		18
<i>Sub-total Pay</i>		21	10	31	0	31	0	31
<u>Prices</u>								
Transport			1	1		1		1
<u>Unavoidable Government/Legislative Pressures</u>								
Pressure funded from NHS Support for Social Care Grant			4,006	4,006		4,006		4,006
<i>Sub-Total Pressures</i>		21	4,017	4,038	0	4,038	0	4,038
Savings and Income								
<u>Income Generation</u>								
Income increase in-line with Benefits Uplift				0	-46	-46		-46
FYE of Increase Charging - non residential				0	-4	-4		-4
NHS Support for Social Care				0	-15,656	-15,656		-15,656
<i>Sub-total Income Generation</i>		0	0	0	-15,706	-15,706	0	-15,706
Savings and mitigations:								
<u>Identified in published 2011-13 MTP</u>								
Fall out of early Retirement Costs		-4		-4		-4		-4
<u>Efficiency savings</u>								
Agency Staff		-3		-3		-3		-3
Essential/Lease user			-2	-2		-2		-2
<i>Sub-total Efficiency savings</i>		-3	-2	-5	0	-5	0	-5
<u>Service Reforms</u>								
Review of In-house services - PD			-25	-25		-25		-25
<i>Sub-total Income and Savings</i>		-7	-27	-34	-15,706	-15,740	0	-15,740
Proposed Budget 2012/13		1,169	16,761	17,930	-23,780	-5,850	0	-5,850

A to Z Variation Statement
Adults & Older People - Safeguarding

Portfolio :
 Directorate :

ASC&PH
FSC

		Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets				0		0		0
Base Adjustments - Internal	Type							
Transfer from FSC Directorate Management and Support	A-Z tfr	467	266	733	-236	497		497
Realignment of Savings etc		-6		-6		-6		-6
Transfer of budget from Adults Social Care Staffing			74	74		74		74
<i>Sub Total - Base Adjustments - Internal</i>		461	340	801	-236	565	0	565
<i>Revised Base</i>		461	340	801	-236	565	0	565
Unavoidable pressures funded in indicative cash limits								
Pay								
Employers NI increase		1		1		1		1
Kent Scheme Pay Award		5		5		5		5
<i>Sub-total Pay</i>		6	0	6	0	6	0	6
<i>Sub-Total Pressures</i>		6	0	6	0	6	0	6
Savings and Income								
<i>Sub-total Income and Savings</i>		0	0	0	0	0	0	0
Proposed Budget 2012/13		467	340	807	-236	571	0	571

A to Z Variation Statement
Adults & Older People - Supporting People

Portfolio :
 Directorate :

C&C
C&C

		Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets		530	29,552	30,082	0	30,082	0	30,082
Base Adjustments - Internal	Type							
Share of TCP savings	11/12	-4		-4		-4		-4
Realignment of budgets across the C&C Directorate	11/12		-257	-257		-257		-257
Removal of Senior Officers Medical Expenses			-1	-1		-1		-1
Transfer of budget to Directorate Management and Support	A-Z tfr	-78	-3	-81		-81		-81
Realignment of cash limits	GIN	-62	62	0		0		0
<i>Sub Total - Base Adjustments - Internal</i>		-144	-199	-343	0	-343	0	-343
<i>Revised Base</i>		386	29,353	29,739	0	29,739	0	29,739
Unavoidable pressures funded in indicative cash limits								
Pay								
Employers NI increase		1		1		1		1
Kent Scheme Pay Award		5		5		5		5
<i>Sub-total Pay</i>		6	0	6	0	6	0	6
<i>Sub-Total Pressures</i>		6	0	6	0	6	0	6
Savings and Income								
Service Reforms								
Review of service priorities (Full Year Effect)			-4,000	-4,000		-4,000		-4,000
<i>Sub-total Income and Savings</i>		0	-4,000	-4,000	0	-4,000	0	-4,000
Proposed Budget 2012/13		392	25,353	25,745	0	25,745	0	25,745

A to Z Variation Statement
Children Services - Education & Personal - 14 to 19 Year olds

Portfolio :
 Directorate :

ELS
 ELS

	Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets	1,644	3,748	5,392	-2,144	3,248	-1,376	1,872
Base Adjustments - Internal							
	Type						
Flexible 14-19 Funding transferred to Management & Support		-418	-418		-418	418	0
Apprentices team transfer from Communities	209	91	300		300		300
Transfer Alternative Curriculum monitoring team to 14-19 unit	297	246	543		543	-543	0
Reduction in Young Apprentices grant		-694	-694	694	0		0
Cessation of minor grants		-82	-82	82	0		0
Realignment of gross and income for Skills Studios	-362	-139	-501	501	0		0
Reduction in Skills Force		-333	-333	333	0		0
Realignment of gross budget for Kent Science Resource Centre	-185	185	0		0		0
<i>Sub Total - Base Adjustments - Internal</i>	-41	-1,144	-1,185	1,610	425	-125	300
Base Adjustments - External							
Remove EIG income budget and hold centrally			0		0	381	381
<i>Revised Base</i>	1,603	2,604	4,207	-534	3,673	-1,120	2,553
Unavoidable pressures funded in indicative cash limits							
Pay							
Employers NI increase	2		2		2		2
Kent Scheme Pay Award	6		6		6		6
<i>Sub-total Pay</i>	8	0	8	0	8	0	8
<i>Sub-Total Pressures</i>	8	0	8	0	8	0	8
Savings and Income							
Service Reforms							
ELS restructure Skills and Employability	-389	-758	-1,147		-1,147	114	-1,033
<i>Sub-total Income and Savings</i>	-389	-758	-1,147	0	-1,147	114	-1,033
Proposed Budget 2012/13	1,222	1,846	3,068	-534	2,534	-1,006	1,528

A to Z Variation Statement
Children Services - Education & Personal - Attendance & Behaviour Service

Portfolio :	ELS							
Directorate :	ELS							
		Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets		13,194	8,316	21,510	-1,778	19,732	-18,589	1,143
<u>Base Adjustments - Internal</u>								
	<u>Type</u>							
Revision of Kent Safe Schools Income Target	11/12	-1,060	-636	-1,696	1,696	0		0
PRUs share of dedicated schools grant	11/12		796	796		796	-796	0
Realignment of PRU gross and income	11/12		294	294	-294	0		0
Revision of income target on Attendance and Behaviour	GIN		-27	-27	27	0		0
Realignment of budgets - Kent Safe Schools (now external organisation)	GIN	-475	475	0		0		0
Transfer Alternative Curriculum monitoring team to 14-19 unit	A-Z tfr	-219	-324	-543		-543	543	0
Transfer to Individual Learner Support due to restructure	A-Z tfr	-181	-20	-201		-201	134	-67
Realignment of Health Needs budget	A-Z tfr		200	200		200	-200	0
<i>Sub Total - Base Adjustments - Internal</i>		-1,935	758	-1,177	1,429	252	-319	-67
<u>Base Adjustments - External</u>								
Remove EIG income budget and hold centrally				0		0	416	416
<i>Revised Base</i>		11,259	9,074	20,333	-349	19,984	-18,492	1,492
Unavoidable pressures funded in indicative cash limits								
<u>Pay</u>								
Employers NI increase		2		2		2		2
Kent Scheme Pay Award		7		7		7		7
<i>Sub-total Pay</i>		9	0	9	0	9	0	9
<i>Sub-Total Pressures</i>		9	0	9	0	9	0	9
Savings and Income								
<u>Efficiency savings</u>								
Reduction in staff travel			-1	-1		-1		-1
<u>Service Reforms</u>								
ELS restructure - Advocacy and Entitlement		-997		-997		-997	803	-194
ELS - Cessation of Project Salus			-505	-505		-505		-505
<i>Sub-total Service Reforms</i>		-997	-505	-1,502	0	-1,502	803	-699
<i>Sub-total Income and Savings</i>		-997	-506	-1,503	0	-1,503	803	-700
Proposed Budget 2012/13		10,271	8,568	18,839	-349	18,490	-17,689	801

A to Z Variation Statement
Children Services - Education & Personal - Childrens Centres

Portfolio :
 Directorate :

SCS
FSC

	Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets	14,355	4,121	18,476	0	18,476	-18,476	0
Base Adjustments - Internal							
<u>EIG smoothing</u>	893		893		893		893
Transfer of Children's Centre property budgets to Corporate Landlord (EIG element)		-1,336	-1,336		-1,336		-1,336
Transfer of Children's Centres central development team to Children's Centres		1,189	1,189		1,189		1,189
<i>Sub Total - Base Adjustments - Internal</i>	893	-147	746	0	746	0	746
Base Adjustments - External							
Transfer EIG income budget and hold centrally			0		0	18,476	18,476
<i>Revised Base</i>	15,248	3,974	19,222	0	19,222	0	19,222
Unavoidable pressures funded in indicative cash limits							
<u>Pay</u>							
Employers NI increase	16		16		16		16
Kent Scheme Pay Award	84		84		84		84
<i>Sub-total Pay</i>	100	0	100	0	100	0	100
<i>Sub-Total Pressures</i>	100	0	100	0	100	0	100
Savings and Income							
<u>Removal of one-off funding</u>							
Review of Early Years and Childcare/EIG Transitional protection	-893		-893		-893		-893
<u>Service Reforms</u>							
Review of Early Years and Childcare		-719	-719		-719		-719
<i>Sub-total Income and Savings</i>	-893	-719	-1,612	0	-1,612	0	-1,612
Proposed Budget 2012/13	14,455	3,255	17,710	0	17,710	0	17,710

A to Z Variation Statement
Children Services - Education & Personal - Connexions

Portfolio :
 Directorate :

ELS
 ELS

	Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets		9,787	9,787	0	9,787	-9,787	0
<u>Base Adjustments - External</u>							
Remove EIG income budget and hold centrally			0		0	9,787	9,787
<i>Revised Base</i>	0	9,787	9,787	0	9,787	0	9,787
Unavoidable pressures funded in indicative cash limits							
<i>Sub-Total Pressures</i>	0	0	0	0	0	0	0
Savings and Income							
<u>Service Reforms</u>							
Connexions		-3,000	-3,000		-3,000		-3,000
<i>Sub-total Income and Savings</i>	0	-3,000	-3,000	0	-3,000	0	-3,000
Proposed Budget 2012/13	0	6,787	6,787	0	6,787	0	6,787

A to Z Variation Statement

Children Services - Education & Personal - Early Years & Childcare Advisory Services

Portfolio :	SCS & ELS							
Directorate :	FSC & ELS							
		Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets		6,457	7,284	13,741	-107	13,634	-13,634	0
Base Adjustments - Internal	Type							
Transfer of CFIS to Contact Centre (CCS&I)	11/12	-94	0	-94	0	-94	0	-94
Transfer of Children's Centre maintenance budgets to Corporate Landlord (EIG element)		0	-180	-180	0	-180	0	-180
Transfer of Children's Centres central development team to Children's Centres		0	-1,189	-1,189	0	-1,189	0	-1,189
Base Adjustments - External								
Transfer EIG income budget and hold centrally		0	0	0	0	0	8,591	8,591
Revised Base		6,363	5,915	12,278	-107	12,171	-5,043	7,128
Unavoidable pressures funded in indicative cash limits								
Pay								
Employers NI increase		4	0	4	0	4	0	4
Kent Scheme Pay Award		17	0	17	0	17	0	17
Sub-total Pay		21	0	21	0	21	0	21
Sub-Total Pressures		21	0	21	0	21	0	21
Savings and Income								
Service Reforms								
Review of Early Years and Childcare		-124	-302	-426	0	-426	0	-426
ELS restructure - Early Years Unit		-2,540	0	-2,540	0	-2,540	0	-2,540
Sub-total Income and Savings		-2,664	-302	-2,966	0	-2,966	0	-2,966
Proposed Budget 2012/13		3,720	5,613	9,333	-107	9,226	-5,043	4,183

A to Z Variation Statement
Children Services - Education & Personal - Early Years Education

Portfolio :
 Directorate :

SCS
ELS

	Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets		42,860	42,860	0	42,860	-42,860	0
<u>Base Adjustments - External</u>							
Remove EIG income budget and hold centrally			0		0	916	916
Realignment of PVI Budget in line with July settlement (DSG) - tfr to schools delegated		-2,444	-2,444		-2,444	2,444	0
Base Adjustments - External	0	-2,444	-2,444	0	-2,444	3,360	916
<i>Revised Base</i>	0	40,416	40,416	0	40,416	-39,500	916
Unavoidable pressures funded in indicative cash limits							
<u>Unavoidable Government/Legislative Pressures</u>							
Increase take up of free Early Years education for 2 year olds		860	860		860		860
<i>Sub-Total Pressures</i>	0	860	860	0	860	0	860
Savings and Income							
<i>Sub-total Income and Savings</i>	0	0	0	0	0	0	0
Proposed Budget 2012/13	0	41,276	41,276	0	41,276	-39,500	1,776

A to Z Variation Statement
Children Services - Education & Personal - Education Psychology Services

Portfolio : ELS
 Directorate : ELS

	Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets	2,979	349	3,328	-13	3,315	0	3,315
<i>Revised Base</i>	<u>2,979</u>	<u>349</u>	<u>3,328</u>	<u>-13</u>	<u>3,315</u>	<u>0</u>	<u>3,315</u>
Unavoidable pressures funded in indicative cash limits							
<u>Pay</u>							
Employers NI increase	8		8		8		8
Kent Scheme Pay Award	2		2		2		2
<i>Sub-total Pay</i>	<u>10</u>	<u>0</u>	<u>10</u>	<u>0</u>	<u>10</u>	<u>0</u>	<u>10</u>
<i>Sub-Total Pressures</i>	<u>10</u>	<u>0</u>	<u>10</u>	<u>0</u>	<u>10</u>	<u>0</u>	<u>10</u>
Savings and Income							
<u>Efficiency savings</u>							
Reduction in staff travel		-2	-2		-2		-2
<u>Service Reforms</u>							
ELS restructure - Assessment	-395	-31	-426		-426		-426
<i>Sub-total Income and Savings</i>	<u>-395</u>	<u>-33</u>	<u>-428</u>	<u>0</u>	<u>-428</u>	<u>0</u>	<u>-428</u>
Proposed Budget 2012/13	<u>2,594</u>	<u>316</u>	<u>2,910</u>	<u>-13</u>	<u>2,897</u>	<u>0</u>	<u>2,897</u>

A to Z Variation Statement
Children Services - Education & Personal - Free School Meals

Portfolio :
 Directorate :

ELS
 ELS

	Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets		3,864	3,864	0	3,864	-3,864	0
<u>Base Adjustments - Internal</u>							
Delegation of free school meals (from Aug 2012)		-2,576	-2,576		-2,576	2,576	0
<i>Revised Base</i>	0	1,288	1,288	0	1,288	-1,288	0
Unavoidable pressures funded in indicative cash limits							
<i>Sub-Total Pressures</i>	0	0	0	0	0	0	0
Savings and Income							
<i>Sub-total Income and Savings</i>	0	0	0	0	0	0	0
Proposed Budget 2012/13	0	1,288	1,288	0	1,288	-1,288	0

A to Z Variation Statement

Children Services - Education & Personal - Individual Learner Support (including Minority Communities Achievement Service and Partnership with Parents)

Portfolio :	ELS							
Directorate :	ELS							
		Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets		9,427	1,768	11,195	-676	10,519	-9,074	1,445
Base Adjustments - Internal								
	<u>Type</u>							
Realignment of Specialist Teaching Service budgets	11/12		-19	-19	19	0		0
Gross and income cash limits for traded services	GIN	1,676	307	1,983	-1,983	0		0
Minor realignment of gross and income budgets	GIN		-2	-2	2	0		0
Transfer from School Improvement	A-Z tfr	-578	-136	-714	60	-654		-654
Transfer from Attendance and Behaviour due to restructure	A-Z tfr	181	20	201		201	-134	67
Delegation of Minority Communities Achievement Service (MCAS)	DSG	-1,676	-307	-1,983		-1,983	1,983	0
Removal of Specialist Teaching Service income target	GIN		-132	-132	132	0		0
Realignment of MCAS income no longer received			-116	-116	116	0		0
<i>Sub Total - Base Adjustments - Internal</i>		-397	-385	-782	-1,654	-2,436	1,849	-587
Base Adjustments - External								
Remove EIG income budget and hold centrally				0		0	505	505
<i>Revised Base</i>		9,030	1,383	10,413	-2,330	8,083	-6,720	1,363
Unavoidable pressures funded in indicative cash limits								
<u>Pay</u>								
Employers NI increase		1		1		1		1
Kent Scheme Pay Award		8		8		8		8
<i>Sub-total Pay</i>		9	0	9	0	9	0	9
<i>Sub-Total Pressures</i>		9	0	9	0	9	0	9
Savings and Income								
<u>Service Reforms</u>								
ELS restructure - Advocacy and Entitlement		-333	78	-255		-255	67	-188
<i>Sub-total Income and Savings</i>		-333	78	-255	0	-255	67	-188
Proposed Budget 2012/13		8,706	1,461	10,167	-2,330	7,837	-6,653	1,184

A to Z Variation Statement
Children Services - Education & Personal - Statemented Pupils

Portfolio :
 Directorate :

ELS
 ELS

	Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets	3,209	6,515	9,724	-3,680	6,044	-6,044	0
<u>Base Adjustments - Internal</u>							
Transfer to Directorate Management and Support	-211		-211		-211	211	0
Delegation of SEN services	-2,069		-2,069		-2,069	2,069	0
<i>Revised Base</i>	929	6,515	7,444	-3,680	3,764	-3,764	0
Unavoidable pressures funded in indicative cash limits							
<i>Sub-Total Pressures</i>	0	0	0	0	0	0	0
Savings and Income							
<i>Sub-total Income and Savings</i>	0	0	0	0	0	0	0
Proposed Budget 2012/13	929	6,515	7,444	-3,680	3,764	-3,764	0

A to Z Variation Statement

Children Services - Education & Personal - Virtual School Kent (for Looked After Children)

Portfolio :	SCS							
Directorate :	FSC							
		Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets		1,293	261	1,554	0	1,554	-304	1,250
<u>Base Adjustments - Internal</u>	<u>Type</u>							
Transfer of Children Adolescent Mental Health Service (CAHMS) funding to Virtual School Kent	11/12	106	122	228		228		228
Additional VSK Funding from ELS - DSG	11/12	400		400		400	-400	0
Transfer from Fostering	11/12		450	450		450		450
<i>Sub Total - Base Adjustments - Internal</i>		506	572	1,078	0	1,078	-400	678
<i>Revised Base</i>		1,799	833	2,632	0	2,632	-704	1,928
Unavoidable pressures funded in indicative cash limits								
<i>Sub-Total Pressures</i>		0	0	0	0	0	0	0
Savings and Income								
<i>Sub-total Income and Savings</i>		0	0	0	0	0	0	0
Proposed Budget 2012/13		1,799	833	2,632	0	2,632	-704	1,928

A to Z Variation Statement
Children Services - Education & Personal - Youth Service

Portfolio :	C&C							
Directorate :	C&C							
		Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets		6,652	3,728	10,380	-4,593	5,787	-50	5,737
<u>Base Adjustments - Internal</u>	<u>Type</u>							
Tfr of Outdoor Education Property budgets to Corporate Landlord	11/12		-208	-208		-208		-208
Swattenden recharge income from Appledore project to tfr to Corporate Landlord	11/12			0	10	10		10
Tfr of Youth Service cleaning staff from Corporate Landlord	11/12	174		174		174		174
Transfer Youth Opportunities funding from ELS (EIG)	11/12		600	600		600		600
Realignment of efficiency savings moved from Registration	11/12	-20		-20		-20		-20
C&C share TCP Savings	11/12	-10		-10		-10		-10
Realignment of budgets across the C&C Directorate	11/12		-11	-11		-11		-11
Realignment of cash limit due to loss of funding from ELS	11/12	-247	-140	-387	387	0		0
Unattainable Income Targets for Youth Centres	11/12	-39	-65	-104	104	0		0
Realignment of cash limit for revised income position for Outdoor Education	11/12	-119	15	-104	104	0		0
Removal of cross Directorate recharging for Positive Activities for Young People	11/12	-130	-333	-463	463	0		0
Reduction in funding Foundation Learning Programme	11/12	-24		-24	24	0		0
Reduction in funding for House on the move	11/12	-22	-105	-127	127	0		0
Transfer of Budget re YOS/Youth Mgt Restructure	11/12	37		37		37		37
Removal of Internal Recharge for EIG	11/12		-600	-600	600	0		0
Extension of Cookham Wood Project - increased funding	11/12	29	-8	21	-21	0		0
Transfer of proportion of 1 fte to BSS (HR)	11/12		-6	-6		-6		-6
Tfr of Ridgeway Centre (Foundation Learning Programme) premises budget to Corporate Landlord	GIN		-7	-7		-7		-7
Removal of funding for Cookham Wood Project - ceased	GIN	-44	-1	-45	45	0		0
Removal of funding for House on the Move Project - ceased	GIN	-24	-36	-60	60	0		0
Removal of funding for Foundation Learning Programme - ceased	GIN	-38	-9	-47	54	7		7
Removal of Senior Officers Medical Expenses			-1	-1		-1		-1
Transfer of budget to Directorate Management and Support	A-Z tfr	-85	-2	-87		-87		-87
Realignment of cash limit within Portfolio		7		7		7		7
<i>Sub Total - Base Adjustments - Internal</i>		-555	-917	-1,472	1,957	485	0	485
<i>Revised Base</i>		6,097	2,811	8,908	-2,636	6,272	-50	6,222
Unavoidable pressures funded in indicative cash limits								
<u>Pay</u>								
Staff Travel			5	5		5		5
Employers NI increase		3		3		3		3
Kent Scheme Pay Award		14		14		14		14
<i>Sub-total Pay</i>		17	5	22	0	22	0	22
<u>Prices</u>								
Transport			3	3		3		3
<u>Service Strategies & Improvements</u>								
Review of service provision - creation of commissioning budget			210	210		210		210
<u>Repayment of one off saving</u>								
One-off underspend			387	387		387		387

A to Z Variation Statement
Children Services - Education & Personal - Youth Service

Portfolio : **C&C**
 Directorate : **C&C**

	Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
<i>Sub-Total Pressures</i>	17	605	622	0	622	0	622
Savings and Income							
<u>Identified in published 2011-13 MTP</u>			0		0		0
Staff restructure - back office/management/support review	-175		-175		-175		-175
Management review of integrated service model	-200		-200		-200		-200
<i>Sub-total Identified in published 2011-13 MTP</i>	-375	0	-375	0	-375	0	-375
<u>Efficiency savings</u>							
Essential/Lease Car		-1	-1		-1		-1
<u>Service Reforms</u>							
Review of service provision-commissioning model staff impact	-394		-394		-394		-394
Review of Service Provision (hybrid model) in Youth - Property Impact		-15	-15		-15		-15
<i>Sub-total Income and Savings</i>	-769	-16	-785	0	-785	0	-785
Proposed Budget 2012/13	5,345	3,400	8,745	-2,636	6,109	-50	6,059

A to Z Variation Statement
Children Services - Education & Personal - Youth Offending Service

Portfolio :	C&C							
Directorate :	C&C							
		Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets		4,400	2,119	6,519	-3,012	3,507	0	3,507
<u>Base Adjustments - Internal</u>								
Removal of recharging between YOS and Corporate Landlord	11/12		-90	-90		-90		-90
Realignment of efficiency savings moved from Registration	11/12	-15		-15		-15		-15
Various - C&C share TCP Savings	11/12	-25		-25		-25		-25
Secure Accommodation from CMC to YOS	11/12		100	100		100		100
Realignment of budgets across the C&C Directorate	11/12		-42	-42		-42		-42
YOS - Early Intervention Grant for Youth Crime Prevention	11/12	5	214	219		219	-219	0
YOS - Loss of Funding across YOS	11/12	-542	-151	-693	693	0		0
Transfer of Budget re YOS/Youth Mgt Restructure	11/12	-37		-37		-37		-37
Realignment of cash limits within service	GIN	164	-164	0		0		0
Removal of Senior Officers Medical Expenses			-2	-2		-2		-2
Realignment of cash limit within Portfolio		-7		-7		-7		-7
Realignment of cash limit	GIN	70	-70	0		0		0
<i>Sub Total - Base Adjustments - Internal</i>		-387	-205	-592	693	101	-219	-118
<u>Base Adjustments - External</u>								
Remove EIG income budget and hold centrally				0		0	219	219
<i>Revised Base</i>		4,013	1,914	5,927	-2,319	3,608	0	3,608
Unavoidable pressures funded in indicative cash limits								
<u>Pay</u>								
Staff Travel			8	8		8		8
Employers NI increase		6		6		6		6
Kent Scheme Pay Award		35		35		35		35
<i>Sub-total Pay</i>		41	8	49	0	49	0	49
<u>Prices</u>								
Transport			1	1		1		1
Other - Secure Accommodation			3	3		3		3
Other - Mediation Services			7	7		7		7
<i>Sub-total Prices</i>		0	11	11	0	11	0	11
<i>Sub-Total Pressures</i>		41	19	60	0	60	0	60
Savings and Income								
<u>Identified in published 2011-13 MTP</u>				0		0		0
Staff restructure - back office/management/support review		-50		-50		-50		-50
Management review of integrated service model		-200		-200		-200		-200
<i>Sub-total Identified in published 2011-13 MTP</i>		-250	0	-250	0	-250	0	-250
<u>Efficiency savings</u>								
Essential/lease Car			-4	-4		-4		-4
<i>Sub-total Income and Savings</i>		-250	-4	-254	0	-254	0	-254
Proposed Budget 2012/13		3,804	1,929	5,733	-2,319	3,414	0	3,414

A to Z Variation Statement
Children Services - Social Services - Adoption

Portfolio :
 Directorate :

SCS
FSC

	Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets	1,927	5,227	7,154	-49	7,105	0	7,105
<u>Base Adjustments - Internal</u>							
Realignment of Savings etc							
<u>Type</u> 11/12		-9	-9		-9		-9
<i>Revised Base</i>	1,927	5,218	7,145	-49	7,096	0	7,096
Unavoidable pressures funded in indicative cash limits							
<u>Pay</u>							
Staff Travel		3	3		3		3
Employers NI increase	3		3		3		3
Kent Scheme Pay Award	21		21		21		21
<i>Sub-total Pay</i>	24	3	27	0	27	0	27
<u>Prices</u>							
Transport		1	1		1		1
Social Care Provision		89	89		89		89
<i>Sub-total Prices</i>	0	90	90	0	90	0	90
<u>Demand/Demographic Led</u>							
Increase in demand for Adoption		1,050	1,050		1,050		1,050
<i>Sub-Total Pressures</i>	24	1,143	1,167	0	1,167	0	1,167
Savings and Income							
<i>Sub-total Income and Savings</i>	0	0	0	0	0	0	0
Proposed Budget 2012/13	1,951	6,361	8,312	-49	8,263	0	8,263

A to Z Variation Statement
Children Services - Social Services - Asylum Seekers

Portfolio :
 Directorate :

SCS
FSC

	Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets	4,508	10,017	14,525	0	14,525	-14,245	280
<i>Revised Base</i>	4,508	10,017	14,525	0	14,525	-14,245	280
Unavoidable pressures funded in indicative cash limits							
<u>Unavoidable Government/Legislative Pressures</u>							
Asylum		800	800		800		800
<i>Sub-Total Pressures</i>	0	800	800	0	800	0	800
Savings and Income							
<i>Sub-total Income and Savings</i>	0	0	0	0	0	0	0
Proposed Budget 2012/13	4,508	10,817	15,325	0	15,325	-14,245	1,080

A to Z Variation Statement
Children Services - Social Services - Childrens Support Services

Portfolio :
 Directorate :

SCS
FSC

	Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets	2,237	178	2,415	-1,043	1,372	0	1,372
<u>Base Adjustments - Internal</u>							
Realignment of Savings etc	-5		-5		-5		-5
<i>Revised Base</i>	2,232	178	2,410	-1,043	1,367	0	1,367
Unavoidable pressures funded in indicative cash limits							
<u>Pay</u>							
Employers NI increase	3		3		3		3
Kent Scheme Pay Award	18		18		18		18
<i>Sub-total Pay</i>	21	0	21	0	21	0	21
<u>Demand/Demographic Led</u>							
Kinship & Family Group Conferencing	38		38		38		38
<i>Sub-Total Pressures</i>	59	0	59	0	59	0	59
Savings and Income							
<i>Sub-total Income and Savings</i>	0	0	0	0	0	0	0
Proposed Budget 2012/13	2,291	178	2,469	-1,043	1,426	0	1,426

A to Z Variation Statement
Children Services - Social Services - Fostering

Portfolio : Directorate :	SCS FSC	Gross Staffing £000's	Gross Non- Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets		3,876	28,075	31,951	-254	31,697	-171	31,526
<u>Base Adjustments - Internal</u>	<u>Type</u>							
Gross/Income Directorate Realignment	11/12		-17	-17	17	0		0
Aiming High Realignment	11/12		-15	-15		-15		-15
Adjustment to VSK	11/12		-450	-450		-450		-450
Realignment of Savings etc	11/12	-19		-19		-19		-19
11-12 Budget Build Corrections-SCS County Posts	11/12		-95	-95		-95		-95
11-12 BB Budget Build Corrections-Non Staff	11/12		-36	-36		-36		-36
In House Fostering transfer from 16+ service	A-Z tfr		2,838	2,838		2,838		2,838
IFA from 16+ service	A-Z tfr		727	727		727		727
Transfer of Legal Services budget to new A to Z line	A-Z tfr		-4,694	-4,694		-4,694		-4,694
<i>Sub Total - Base Adjustments - Internal</i>		-19	-1,742	-1,761	17	-1,744	0	-1,744
<u>Base Adjustments - External</u>				0		0	171	171
Transfer EIG income budget and hold centrally				0		0	171	171
<i>Revised Base</i>		3,857	26,333	30,190	-237	29,953	0	29,953
Unavoidable pressures funded in indicative cash limits								
<u>Pay</u>								
Staff Travel			6	6		6		6
Employers NI increase		7		7		7		7
Kent Scheme Pay Award		41		41		41		41
<i>Sub-total Pay</i>		48	6	54	0	54	0	54
<u>Prices</u>								
Transport			14	14		14		14
Social Care Provision			413	413		413		413
Legal Element of Fostering				0		0		0
<i>Sub-total Prices</i>		0	427	427	0	427	0	427
<u>Demand/Demographic Led</u>								
Fostering			4,091	4,091		4,091		4,091
Kinship and FGC			592	592		592		592
				0		0		0
<i>Sub-total Demand/Demographic Led</i>		0	4,683	4,683	0	4,683	0	4,683
<i>Sub-Total Pressures</i>		48	5,116	5,164	0	5,164	0	5,164
Savings and Income								
<u>Efficiency savings</u>								
Savings from investment in Prevention services (LAC Strategy)			-2,353	-2,353		-2,353		-2,353
<i>Sub-total Efficiency savings</i>		0	-2,353	-2,353	0	-2,353	0	-2,353
<i>Sub-total Income and Savings</i>		0	-2,353	-2,353	0	-2,353	0	-2,353
Proposed Budget 2012/13		3,905	29,096	33,001	-237	32,764	0	32,764

A to Z Variation Statement
Children Services - Social Services - Leaving Care (formerly 16+ service)

Portfolio :
 Directorate :

SCS
FSC

	Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets	0	8,988	8,988	0	8,988	0	8,988
Base Adjustments - Internal							
	Type						
IS Residential		-1,125	-1,125		-1,125		-1,125
Independent Fostering Agencies		-727	-727		-727		-727
In House Fostering		-2,838	-2,838		-2,838		-2,838
<i>Sub Total - Base Adjustments - Internal</i>	0	-4,690	-4,690	0	-4,690	0	-4,690
<i>Revised Base</i>	0	4,298	4,298	0	4,298	0	4,298
Unavoidable pressures funded in indicative cash limits							
<u>Demand/Demographic Led</u>							
Leaving Care		829	829		829		829
<i>Sub-Total Pressures</i>	0	829	829	0	829	0	829
Savings and Income							
<i>Sub-total Income and Savings</i>	0	0	0	0	0	0	0
Proposed Budget 2012/13	0	5,127	5,127	0	5,127	0	5,127

A to Z Variation Statement
Children Services - Social Services - Legal Charges

Portfolio :
 Directorate :

SCS
FSC

	Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets	0	0	0	0	0	0	0
<u>Base Adjustments - Internal</u>							
Transfer of Legal Services budget to new A to Z line		4,694	4,694		4,694		4,694
<i>Revised Base</i>	0	4,694	4,694	0	4,694	0	4,694
Unavoidable pressures funded in indicative cash limits							
<u>Demand/Demographic Led</u>							
Legal		1,621	1,621		1,621		1,621
<i>Sub-Total Pressures</i>	0	1,621	1,621	0	1,621	0	1,621
Savings and Income							
<i>Sub-total Income and Savings</i>	0	0	0	0	0	0	0
Proposed Budget 2012/13	0	6,315	6,315	0	6,315	0	6,315

A to Z Variation Statement
Children Services - Social Services - Preventative Services

Portfolio :	SCS							
Directorate :	FSC							
		Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets		3,484	12,868	16,352	-829	15,523	-8,091	7,432
<u>Base Adjustments - Internal</u>	<u>Type</u>							
Aiming High Realignment	11/12		288	288		288		288
Budget Realignment	11/12		194	194		194		194
Realignment of Savings etc	11/12	-1		-1		-1		-1
Family Liaison Officers DSG Budget transfer from ELS		34		34		34	-34	0
<i>Sub Total - Base Adjustments - Internal</i>		33	482	515	0	515	-34	481
<u>Base Adjustments - External</u>								
Transfer EIG income budget and hold centrally				0		0	4,625	4,625
<i>Revised Base</i>		3,517	13,350	16,867	-829	16,038	-3,500	12,538
Unavoidable pressures funded in indicative cash limits								
<u>Prices</u>								
Transport			5	5		5		5
<u>Service Strategies & Improvements</u>								
Investment in Prevention Strategy			2,750	2,750		2,750		2,750
<i>Sub-Total Pressures</i>		0	2,755	2,755	0	2,755	0	2,755
Savings and Income								
<u>Efficiency savings</u>								
Social care procurement			-100	-100		-100		-100
<i>Sub-total Income and Savings</i>		0	-100	-100	0	-100	0	-100
Proposed Budget 2012/13		3,517	16,005	19,522	-829	18,693	-3,500	15,193

A to Z Variation Statement
Children Services - Social Services - Residential Childrens Services

Portfolio :	SCS						
Directorate :	FSC						
	Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets	2,351	8,188	10,539	-1,895	8,644	-383	8,261
Base Adjustments - Internal							
	<u>Type</u>						
Additional Gross/Income	11/12	254	254	-254	0		0
Aiming High realignment	11/12	145	145		145		145
Realignment of Savings etc	11/12	-12	-12		-12		-12
IS Residential Transfer from 16+	A-Z tfr	1,125	1,125		1,125		1,125
<i>Sub Total - Base Adjustments - Internal</i>		0	1,512	1,512	-254	1,258	0
Base Adjustments - External							
Transfer EIG income budget and hold centrally			0		0	383	383
<i>Revised Base</i>		2,351	9,700	12,051	-2,149	9,902	0
Unavoidable pressures funded in indicative cash limits							
Pay							
Staff Travel			5	5		5	5
Employers NI increase		3		3		3	3
Kent Scheme Pay Award		21		21		21	21
<i>Sub-total Pay</i>		24	5	29	0	29	0
Prices							
Transport			2	2		2	2
Demand/Demographic Led							
Residential Care			2,568	2,568		2,568	2,568
<i>Sub-Total Pressures</i>		24	2,575	2,599	0	2,599	0
Savings and Income							
Efficiency savings							
Savings from investment in Prevention services (LAC Strategy)			-764	-764		-764	-764
<i>Sub-total Income and Savings</i>		0	-764	-764	0	-764	0
Proposed Budget 2012/13		2,375	11,511	13,886	-2,149	11,737	0

A to Z Variation Statement
Children Services - Social Services - Safeguarding

Portfolio :
 Directorate :

SCS
FSC

	Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets	3,534	151	3,685	-316	3,369	-41	3,328
<u>Base Adjustments - Internal</u>							
Transfer of Child Protection Chair to Safeguarding	65		65		65		65
Realignment of Savings etc	-18		-18		-18		-18
<i>Sub Total - Base Adjustments - Internal</i>	47	0	47	0	47	0	47
<u>Base Adjustments - External</u>							
Transfer EIG income budget and hold centrally			0		0	41	41
<i>Revised Base</i>	3,581	151	3,732	-316	3,416	0	3,416
Unavoidable pressures funded in indicative cash limits							
<u>Pay</u>							
Employers NI increase	6		6		6		6
Kent Scheme Pay Award	34		34		34		34
<i>Sub-total Pay</i>	40	0	40	0	40	0	40
<u>Demand/Demographic Led</u>							
Increase in Safeguarding budget		298	298		298		298
<u>Service Strategies & Improvements</u>							
Social Care Staffing - additional posts	247		247		247		247
<i>Sub-Total Pressures</i>	287	298	585	0	585	0	585
Savings and Income							
<i>Sub-total Income and Savings</i>	0	0	0	0	0	0	0
Proposed Budget 2012/13	3,868	449	4,317	-316	4,001	0	4,001

A to Z Variation Statement
Community Services - Archive Service (Inc. Museum Development)

Portfolio : **C&C**
 Directorate : **C&C**

	Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets	1,164	233	1,397	-486	911	0	911
Base Adjustments - Internal							
Realign budget between Archives and Libraries		-51	-51	63	12		12
Archives recharge ceasing for Canterbury Cathedral	-94		-94	94	0		0
<i>Sub Total - Base Adjustments - Internal</i>	-94	-51	-145	157	12	0	12
<i>Revised Base</i>	1,070	182	1,252	-329	923	0	923
Unavoidable pressures funded in indicative cash limits							
Pay							
Employers NI increase	2		2		2		2
Kent Scheme Pay Award	10		10		10		10
<i>Sub-total Pay</i>	12	0	12	0	12	0	12
Service Strategies & Improvements							
Prudential Borrowing Costs - Kent History Centre		57	57		57		57
<i>Sub-Total Pressures</i>	12	57	69	0	69	0	69
Savings and Income							
<i>Sub-total Income and Savings</i>	0	0	0	0	0	0	0
Proposed Budget 2012/13	1,082	239	1,321	-329	992	0	992

A to Z Variation Statement
Community Services - Arts Development (Inc. Turner Contemporary)

Portfolio :
 Directorate :

C&C
C&C

	Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets	474	1,630	2,104	0	2,104	0	2,104
Base Adjustments - Internal							
<u>Share of TCP Savings</u>							
11/12	-4		-4		-4		-4
Transfer Picture Store to Corporate Landlord		-15	-15		-15		-15
Loss of Senior Officers Medical Expenses		-1	-1		-1		-1
Transfer of budget to Directorate Management and Support	-74	-1	-75		-75		-75
<i>Sub Total - Base Adjustments - Internal</i>	-78	-17	-95	0	-95	0	-95
<i>Revised Base</i>	396	1,613	2,009	0	2,009	0	2,009
Unavoidable pressures funded in indicative cash limits							
<u>Pay</u>							
Employers NI increase	1		1		1		1
Kent Scheme Pay Award	5		5		5		5
<i>Sub-total Pay</i>	6	0	6	0	6	0	6
<i>Sub-Total Pressures</i>	6	0	6	0	6	0	6
Savings and Income							
<u>Removal of one-off funding</u>							
2012 Olympic & Paralympic Games		-75	-75		-75		-75
<u>Service Reforms</u>							
More robust funding criteria		-300	-300		-300		-300
<i>Sub-total Income and Savings</i>	0	-375	-375	0	-375	0	-375
Proposed Budget 2012/13	402	1,238	1,640	0	1,640	0	1,640

A to Z Variation Statement
Community Services - Big Society Fund

Portfolio :
 Directorate :

C&C
C&C

	Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets	0	5,000	5,000	0	5,000	0	5,000
<i>Revised Base</i>	0	5,000	5,000	0	5,000	0	5,000
Unavoidable pressures funded in indicative cash limits							
<i>Sub-Total Pressures</i>	0	0	0	0	0	0	0
Savings and Income							
<u>Removal of one-off funding</u>							
Big Society Fund		-5,000	-5,000		-5,000		-5,000
<i>Sub-total Income and Savings</i>	0	-5,000	-5,000	0	-5,000	0	-5,000
Total Adjustments	0	-5,000	-5,000	0	-5,000	0	-5,000
Proposed Budget 2012/13	0	0	0	0	0	0	0

A to Z Variation Statement
Community Services - Community Learning Services

Portfolio :
 Directorate :

C&C
C&C

	Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets	11,216	5,629	16,845	-17,045	-200	0	-200
Base Adjustments - Internal							
CLS - Realignment of Cash Limits as new Grant Figures for 11-12 have been received	-258	2	-256	256	0		0
Centralisation of support services across Directorates		-24	-24	24	0		0
<i>Sub Total - Base Adjustments - Internal</i>	-258	-22	-280	280	0	0	0
<i>Revised Base</i>	10,958	5,607	16,565	-16,765	-200	0	-200
Unavoidable pressures funded in indicative cash limits							
Pay							
Employers NI increase	16		16		16		16
Kent Scheme Pay Award	89		89		89		89
<i>Sub-total Pay</i>	105	0	105	0	105	0	105
<i>Sub-Total Pressures</i>	105	0	105	0	105	0	105
Savings and Income							
Efficiency savings							
Hosting charge for use of properties - service reduction required		-200	-200		-200		-200
<i>Sub-total Income and Savings</i>	0	-200	-200	0	-200	0	-200
Proposed Budget 2012/13	11,063	5,407	16,470	-16,765	-295	0	-295

A to Z Variation Statement
Community Services - Community Safety

Portfolio :
 Directorate :

C&C
C&C

	Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets	440	1,621	2,061	-38	2,023	-205	1,818
Base Adjustments - Internal							
<u>Type</u>							
Realignment of cash limits between Comm Safety & Trading Standards	11/12	-39	-39		-39		-39
Unachievable income target within Community Safety from external contributions and internal income	11/12		-18	18	0		0
Transfer of staff and related costs from Business Support Team	11/12	50	1	51	51		51
Comm Safety/KDAAT - Reduction in HO Community Safety ABG/LSSG Adjustment	11/12		50	50	50		50
Realignment of cash limits between Community Safety and Community Wardens	A-Z tfr	2	-47	-45	-1	-46	-46
Removal of Senior Officers Medical Expenses			-1	-1	-1		-1
Transfer of budget to Directorate Management and Support	A-Z tfr	-80	-3	-83	-83		-83
<i>Sub Total - Base Adjustments - Internal</i>		-67	-18	-85	17	-68	-68
<i>Revised Base</i>		373	1,603	1,976	-21	1,955	1,750
Unavoidable pressures funded in indicative cash limits							
<u>Pay</u>							
Employers NI increase		1	1		1		1
Kent Scheme Pay Award		4	4		4		4
<i>Sub-total Pay</i>		5	0	5	0	5	5
<i>Sub-Total Pressures</i>		5	0	5	0	5	5
Savings and Income							
<u>Service Reforms</u>							
Reduction in HO Community Safety LSSG (11/12), formerly Stronger, Safer Communities		-279	-279		-279		-279
Reduction in HO Community Safety LSSG (12/13), formerly Stronger, Safer Communities		-501	-501		-501		-501
<i>Sub-total Service Reforms</i>		0	-780	-780	0	-780	-780
<i>Sub-total Income and Savings</i>		0	-780	-780	0	-780	-780
Proposed Budget 2012/13		378	823	1,201	-21	1,180	975

A to Z Variation Statement
Community Services - Community Wardens

Portfolio : **C&C**
 Directorate : **C&C**

		Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets		2,687	182	2,869	-62	2,807	0	2,807
Base Adjustments - Internal	Type							
Share of TCP savings	11/12	-13		-13		-13		-13
Support Wardens programme (funded via FJF) finished in 10-11	11/12	-45	-15	-60	60	0		0
Realignment of cash limits between Community Safety and Community Wardens	A-Z tfr	50	-5	45	1	46		46
GIN adjustment to remove historical income cash limit	GIN		-1	-1	1	0		0
<i>Sub Total - Base Adjustments - Internal</i>		-8	-21	-29	62	33	0	33
<i>Revised Base</i>		2,679	161	2,840	0	2,840	0	2,840
Unavoidable pressures funded in indicative cash limits								
Pay								
Staff Travel			2	2		2		2
Employers NI increase		5		5		5		5
Kent Scheme Pay Award		28		28		28		28
<i>Sub-total Pay</i>		33	2	35	0	35	0	35
Prices								
Transport			1	1		1		1
<i>Sub-Total Pressures</i>		33	3	36	0	36	0	36
Savings and Income								
<i>Sub-total Income and Savings</i>		0	0	0	0	0	0	0
Proposed Budget 2012/13		2,712	164	2,876	0	2,876	0	2,876

A to Z Variation Statement
Community Services - Contact Centre & Consumer Direct

Portfolio :	C&C							
Directorate :	C&C							
		Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets		4,265	961	5,226	-2,136	3,090	-387	2,703
<u>Base Adjustments - Internal</u>								
	<u>Type</u>							
Tfr of staffing budgets to BSS HR & ICT	11/12	54		54		54		54
One of EIG funding for the Contact Centre	11/12	120		120		120		120
Transfer of CFIS to Contact Centre (CCS&I)	11/12	94		94		94		94
Tfr of Kent Contact and Assessment Services (KCAS) from ASC&PR (Gross and Income)	11/12	1,001	4	1,005	-156	849		849
Share of TCP saving	11/12	-42		-42		-42		-42
Additional income from Trading Standards South East Ltd	11/12	40		40	-40	0		0
Removal of Senior Officers Medical Expenses			-1	-1		-1		-1
Transfer of budget to Directorate Management and Support	A-Z tfr	-78	-1	-79		-79		-79
<i>Sub Total - Base Adjustments - Internal</i>		1,189	2	1,191	-196	995	0	995
<u>Base Adjustments - External</u>								
Remove EIG income budget and hold centrally				0		0	298	298
<i>Revised Base</i>		5,454	963	6,417	-2,332	4,085	-89	3,996
Unavoidable pressures funded in indicative cash limits								
<u>Pay</u>								
Employers NI increase		9		9		9		9
Kent Scheme Pay Award		46		46		46		46
<i>Sub-total Pay</i>		55	0	55	0	55	0	55
<u>Prices</u>								
Transport			1	1		1		1
<i>Sub-Total Pressures</i>		55	1	56	0	56	0	56
Savings and Income								
<u>Removal of one-off funding</u>								
Removal of EIG Transitional protection		-120		-120		-120		-120
<i>Sub-total Income and Savings</i>		-120	0	-120	0	-120	0	-120
Proposed Budget 2012/13		5,389	964	6,353	-2,332	4,021	-89	3,932

A to Z Variation Statement
Community Services - Gateways

Portfolio :
 Directorate :

C&C
C&C

	Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets	534	1,851	2,385	-510	1,875	0	1,875
Base Adjustments - Internal							
	Type						
Share of TCP savings	-5		-5		-5		-5
Realignment of budgets for Ashford Gateway Inc from Libs (Inc Int Clients)		-66	-66	66	0		0
Ashford Gateway Plus		-6	-6		-6		-6
Transfer of budget to Directorate Management and Support	-76	-2	-78		-78		-78
<i>Sub Total - Base Adjustments - Internal</i>	-81	-74	-155	66	-89	0	-89
<i>Revised Base</i>	453	1,777	2,230	-444	1,786	0	1,786
Unavoidable pressures funded in indicative cash limits							
Pay							
Employers NI increase	1		1		1		1
Kent Scheme Pay Award	4		4		4		4
<i>Sub-total Pay</i>	5	0	5	0	5	0	5
Service Strategies & Improvements							
Opening of new Gateways		300	300		300		300
<i>Sub-Total Pressures</i>	5	300	305	0	305	0	305
Savings and Income							
<i>Sub-total Income and Savings</i>	0	0	0	0	0	0	0
Proposed Budget 2012/13	458	2,077	2,535	-444	2,091	0	2,091

A to Z Variation Statement
Community Services - Library Services

Portfolio :	C&C							
Directorate :	C&C							
		Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets		11,743	4,832	16,575	-2,052	14,523	-218	14,305
<u>Base Adjustments - Internal</u>	<u>Type</u>							
Tfr to Corporate Landlord - nappy bins/hygiene units in Libraries	11/12		-6	-6		-6		-6
Tfr back from Corporate Landlord of Libraries modernisation budget	11/12		30	30		30		30
Share of TCP Savings	11/12	-57		-57		-57		-57
Budget Recast adjustments Libraries and KDAAT	11/12	-98		-98		-98		-98
Libraries - Cash limit for CRB checks moved from CMC	11/12		6	6		6		6
Realignment of budgets within C&C	11/12	-3		-3		-3		-3
Realign budget between Archives and Libraries	11/12		51	51	-63	-12		-12
Transfer of proportion of 1 fte to BSS (HR)	11/12		-10	-10		-10		-10
Reduction of Audio Visual trading Income	GIN		-130	-130	130	0		0
Reduction in Modern Records Centre recharge	GIN		-86	-86	86	0		0
Stock Services contract to Medway libraries ceased	GIN	-14	-47	-61	61	0		0
Budget realignments within Libraries	GIN		-34	-34	34	0		0
Other	A-Z tfr		218	218		218		218
Delegation of DSG to schools	DSG		-218	-218		-218	218	0
Recharge to schools for Services (Instead of Loss of Senior Officers Medical Insurance	DSG		40	40	-40	0		0
Transfer of budget to Directorate Management and Support	A-Z tfr	-91	-1	-92		-92		-92
<i>Sub Total - Base Adjustments - Internal</i>		-263	-189	-452	208	-244	218	-26
<i>Revised Base</i>		11,480	4,643	16,123	-1,844	14,279	0	14,279
Unavoidable pressures funded in indicative cash limits								
<u>Pay</u>								
Staff Travel			4	4		4		4
Employers NI increase		18		18		18		18
Kent Scheme Pay Award		98		98		98		98
<i>Sub-total Pay</i>		116	4	120	0	120	0	120
<u>Prices</u>								
Transport			1	1		1		1
Other			2	2		2		2
Civica Contract Inflation			6	6		6		6
<i>Sub-total Prices</i>		0	9	9	0	9	0	9
<u>Service Strategies & Improvements</u>								
Implementation of Radio Frequency Identification (self service) project			450	450		450		450
<u>Repayment of one off saving</u>								
One-off reduction in Book Fund			300	300		300		300
<i>Sub-Total Pressures</i>		116	763	879	0	879	0	879
Savings and Income								
<u>Identified in published 2011-13 MTP</u>								
Staff restructure - back office/management/support review		-100		-100		-100		-100
<u>Efficiency savings</u>								
Essential/Lease User			-2	-2		-2		-2
<u>Service Reforms</u>								
Other efficiency linked proposals		-500		-500		-500		-500
Implementation of Radio Frequency Identification (self service)		-950		-950		-950		-950
<i>Sub-total Service Reforms</i>		-1,450	0	-1,450	0	-1,450	0	-1,450
<i>Sub-total Income and Savings</i>		-1,550	-2	-1,552	0	-1,552	0	-1,552
Proposed Budget 2012/13		10,046	5,404	15,450	-1,844	13,606	0	13,606

A to Z Variation Statement
Community Services - Local Involvement Network (LINK)

Portfolio : **C&C & BSP&HR**
 Directorate : **C&C & BSS**

	Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s	
2011/12 Approved Budgets	0	440	440	0	440	0	440	
Base Adjustments - Internal	Type							
Tfr of Kent Link to Public Health	11/12	0	-440	-440	0	-440	0	-440
LINKs budget from CC Directorate	11/12	0	441	441	0	441	0	441
Salary tfr (allocated to wrong area of Public Health in 11/12)	A-Z tfr	32	0	32	0	32	0	32
Activity funded by Kent and Medway network money	GIN	32	28	60	-60	0	0	0
<i>Sub Total - Base Adjustments - Internal</i>		64	29	93	-60	33	0	33
<i>Revised Base</i>		64	469	533	-60	473	0	473
Unavoidable pressures funded in indicative cash limits								
<i>Sub-Total Pressures</i>		0	0	0	0	0	0	0
Savings and Income								
<i>Sub-total Income and Savings</i>		0	0	0	0	0	0	0
Proposed Budget 2012/13		64	469	533	-60	473	0	473

A to Z Variation Statement
Community Services - Public Health

Portfolio : **ASC&PH & BSP&HR**
 Directorate : **FSC & BSS**

	Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets	0	318	318	-148	170	0	170
Base Adjustments - Internal							
	<u>Type</u>						
Ceasing of income from NHS Eastern & Coastal PCT for House Project	GIN	0	-91	-91	91	0	0
Removal of annual draw down from reserves to fund 1 fte and fund from reduction in non-staffing budget	A-Z tfr	0	-34	-34	0	-34	-34
<i>Sub Total - Base Adjustments - Internal</i>		0	-125	-125	91	-34	-34
<i>Revised Base</i>		0	193	193	-57	136	136
Unavoidable pressures funded in indicative cash limits							
	<u>Pay</u>						
Staff travel (5p casual user rate increase)		0	1	1	0	1	1
<i>Sub-Total Pressures</i>		0	1	1	0	1	1
Savings and Income							
	<u>Service Reforms</u>						
Rationalise Healthwatch Programme		0	-110	-110	0	-110	-110
<i>Sub-total Income and Savings</i>		0	-110	-110	0	-110	-110
Proposed Budget 2012/13		0	84	84	-57	27	27

A to Z Variation Statement
Community Services - Sports Development

Portfolio : **C&C**
 Directorate : **C&C**

	Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets	1,032	1,747	2,779	-1,373	1,406	0	1,406
Base Adjustments - Internal							
Tfr to Corporate Landlord of rent for Gibson Drive							
Share of TCP Savings	-8	-49	-49		-49		-49
Removal of Senior Officers Medical Expenses		-1	-1		-1		-1
Transfer of budget to Directorate Management and Support	-171	-3	-174		-174		-174
<i>Sub Total - Base Adjustments - Internal</i>	-179	-53	-232	0	-232	0	-232
<i>Revised Base</i>	853	1,694	2,547	-1,373	1,174	0	1,174
Unavoidable pressures funded in indicative cash limits							
Pay							
Staff Travel		1	1		1		1
Employers NI increase	1		1		1		1
Kent Scheme Pay Award	8		8		8		8
<i>Sub-total Pay</i>	9	1	10	0	10	0	10
<i>Sub-Total Pressures</i>	9	1	10	0	10	0	10
Savings and Income							
Removal of one-off funding							
2012 Olympic & Paralympic Games		-125	-125		-125		-125
Open Golf at Sandwich		-80	-80		-80		-80
<i>Sub-total Removal of one-off funding</i>	0	-205	-205	0	-205	0	-205
<i>Sub-total Income and Savings</i>	0	-205	-205	0	-205	0	-205
Proposed Budget 2012/13	862	1,490	2,352	-1,373	979	0	979

A to Z Variation Statement
Community Services - Supporting Independence & Supported Employment

Portfolio :
 Directorate :

C&C
C&C

		Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets		1,386	4,259	5,645	-4,393	1,252	0	1,252
Base Adjustments - Internal								
	Type							
Share of TCP Savings	11/12	-7		-7		-7		-7
Realignment of cash limits within service	11/12		354	354	-354	0		0
Reduction of DWP funding Future Jobs Fund for 2011-12	11/12		-2,793	-2,793	2,793	0		0
Realignment of cash limits within service	GIN	34	-34	0		0		0
Transfer of Apprentices Budget to ELS	A-Z trf	-151	-149	-300		-300		-300
<i>Sub Total - Base Adjustments - Internal</i>		-124	-2,622	-2,746	2,439	-307	0	-307
Base Adjustments - External								
Removal of DWP funding Future Jobs Fund 12-13 (ceased)		-84	-1,283	-1,367	1,367	0		0
<i>Revised Base</i>		1,178	354	1,532	-587	945	0	945
Unavoidable pressures funded in indicative cash limits								
Pay								
Staff Travel			2	2		2		2
Employers NI increase		1		1		1		1
Kent Scheme Pay Award		8		8		8		8
<i>Sub-total Pay</i>		9	2	11	0	11	0	11
<i>Sub-Total Pressures</i>		9	2	11	0	11	0	11
Savings and Income								
<i>Sub-total Income and Savings</i>		0	0	0	0	0	0	0
Proposed Budget 2012/13		1,187	356	1,543	-587	956	0	956

A to Z Variation Statement
Environment - Country Parks

Portfolio :
Directorate :

C&C
C&C

		Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets		1,059	718	1,777	-966	811	-7	804
Base Adjustments - Internal	Type							
Tfr of salary costs from Ctry Parks to Comms & Engagement	11/12	-25		-25		-25		-25
Share of TCP Savings	11/12	-4		-4		-4		-4
Transfer of budget to Directorate Management and Support	A-Z tfr	-68	-2	-70		-70		-70
Realignment of cash limits within the Directorate	GIN	-74	-14	-88	97	9	-9	0
<i>Sub Total - Base Adjustments - Internal</i>		-171	-16	-187	97	-90	-9	-99
<i>Revised Base</i>		888	702	1,590	-869	721	-16	705
Unavoidable pressures funded in indicative cash limits								
Pay								
Staff Travel			1	1		1		1
Employers NI increase		2		2		2		2
Kent Scheme Pay Award		9		9		9		9
<i>Sub-total Pay</i>		11	1	12	0	12	0	12
<i>Sub-Total Pressures</i>		11	1	12	0	12	0	12
Savings and Income								
Income Generation								
Country Parks (increase % income to 68%)				0	-50	-50		-50
Savings and mitigations:								
Service Reforms								
Staff savings		-30		-30		-30		-30
<i>Sub-total Income and Savings</i>		-30	0	-30	-50	-80	0	-80
Total Adjustments		-190	-15	-205	47	-158	-9	-167
Proposed Budget 2012/13		869	703	1,572	-919	653	-16	637

A to Z Variation Statement
Environment - Countryside Access (inc. Public Rights of Way)

Portfolio :	C&C							
Directorate :	C&C							
		Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets		1,852	1,308	3,160	-918	2,242	-154	2,088
Base Adjustments - Internal	Type							
PROW computer maintenance from E&E	11/12		8	8		8		8
Share of TCP Savings	11/12	-10		-10		-10		-10
Transfer of staff from Business Support	A-Z tfr	11		11		11		11
Removal of Senior Officers Medical Expenses			-1	-1		-1		-1
Transfer of budget to Directorate Management and Support	A-Z tfr	-71	-1	-72		-72		-72
Realignment of cash limits within the Directorate	GIN	-92	13	-79	43	-36	36	0
<i>Sub Total - Base Adjustments - Internal</i>		-162	19	-143	43	-100	36	-64
<i>Revised Base</i>		1,690	1,327	3,017	-875	2,142	-118	2,024
Unavoidable pressures funded in indicative cash limits								
Pay								
Staff Travel			2	2		2		2
Employers NI increase		3		3		3		3
Kent Scheme Pay Award		18		18		18		18
<i>Sub-total Pay</i>		21	2	23	0	23	0	23
<i>Sub-Total Pressures</i>		21	2	23	0	23	0	23
Savings and Income								
Income Generation								
Countryside access				0	-30	-30		-30
Savings and mitigations:								
Service Reforms								
PROW network maintenance		-13	-62	-75		-75		-75
Countryside Access		-34	-37	-71		-71		-71
<i>Sub-total Service Reforms</i>		-47	-99	-146	0	-146	0	-146
<i>Sub-total Income and Savings</i>		-47	-99	-146	-30	-176	0	-176
Proposed Budget 2012/13		1,664	1,230	2,894	-905	1,989	-118	1,871

A to Z Variation Statement
Environment - Environment Management (inc. Coastal Protection)

Portfolio :	EH&W							
Directorate :	E&E							
		Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets		1,804	2,809	4,613	-1,343	3,270	-1,304	1,966
<u>Base Adjustments - Internal</u>	<u>Type</u>							
Realignment of budgets within EHW portfolio	11/12	-20	273	253	-443	-190		-190
Reduction in 12/13 loan repayments			-38	-38		-38		-38
<i>Sub Total - Base Adjustments - Internal</i>		-20	235	215	-443	-228	0	-228
<i>Revised Base</i>		1,784	3,044	4,828	-1,786	3,042	-1,304	1,738
Unavoidable pressures funded in indicative cash limits								
<u>Pay</u>								
Employers NI increase		2		2		2		2
Kent Scheme Pay Award		9		9		9		9
<i>Sub-total Pay</i>		11	0	11	0	11	0	11
<u>Unavoidable Government/Legislative Pressures</u>								
Surface Water Management - NEC		88	402	490		490		490
<u>Loss of Income</u>								
Flood Defence Grant				0		0	260	260
<i>Sub-Total Pressures</i>		99	402	501	0	501	260	761
Savings and Income								
<u>Service Reforms</u>								
Remove post - Heritage		-27		-27		-27		-27
Reduce Activity budgets			-24	-24		-24		-24
Reduce 1 FTE		-30		-30		-30		-30
Reduce Activity budgets			-7	-7		-7		-7
<i>Sub-total Service Reforms</i>		-57	-31	-88	0	-88	0	-88
<i>Sub-total Income and Savings</i>		-57	-31	-88	0	-88	0	-88
Proposed Budget 2012/13		1,826	3,415	5,241	-1,786	3,455	-1,044	2,411

A to Z Variation Statement
Highway Services - Adverse Weather

Portfolio :
 Directorate :

EH&W
E&E

	Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets		2,655	2,655	0	2,655	0	2,655
<u>Base Adjustments - Internal</u>							
Budget realignment following restructuring		505	505		505		505
12/13 H&T internal budget realignments		78	78		78		78
<i>Sub Total - Base Adjustments - Internal</i>	0	583	583	0	583	0	583
<i>Revised Base</i>	0	3,238	3,238	0	3,238	0	3,238
Unavoidable pressures funded in indicative cash limits							
<i>Sub-Total Pressures</i>	0	0	0	0	0	0	0
Savings and Income							
<i>Sub-total Income and Savings</i>	0	0	0	0	0	0	0
Proposed Budget 2012/13	0	3,238	3,238	0	3,238	0	3,238

A to Z Variation Statement
Highway Services - Bridges & Other Structures

Portfolio :
 Directorate :

EH&W
E&E

	Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets	312	2,765	3,077	-433	2,644	0	2,644
Base Adjustments - Internal							
Budget realignment following restructuring	-116	-207	-323	139	-184		-184
12/13 H&T internal budget realignments	16	-15	1	35	36		36
<i>Sub Total - Base Adjustments - Internal</i>	-100	-222	-322	174	-148	0	-148
<i>Revised Base</i>	212	2,543	2,755	-259	2,496	0	2,496
Unavoidable pressures funded in indicative cash limits							
Pay							
Kent Scheme Pay Award	3		3		3		3
Prices							
Maintenance contract		20	20		20		20
Gas and electricity		60	60		60		60
<i>Sub-total Prices</i>	0	80	80	0	80	0	80
<i>Sub-Total Pressures</i>	3	80	83	0	83	0	83
Savings and Income							
Identified in published 2011-13 MTP							
Overhead efficiencies through delayering & streamlining	-23		-23		-23		-23
Service Reforms							
Highways maintenance (one year only)		-152	-152		-152		-152
<i>Sub-total Income and Savings</i>	-23	-152	-175	0	-175	0	-175
Proposed Budget 2012/13	192	2,471	2,663	-259	2,404	0	2,404

A to Z Variation Statement
Highway Services - General Maintenance & Emergency Response

Portfolio :
 Directorate :

EH&W
E&E

	Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets	3,452	9,784	13,236	-1,027	12,209	0	12,209
Base Adjustments - Internal							
Budget realignment following restructuring	-642	976	334	681	1,015		1,015
Redistribution of signs, lines and bollards budget		978	978		978		978
12/13 H&T internal budget realignments	315	-450	-135	-140	-275		-275
<i>Sub Total - Base Adjustments - Internal</i>	<u>-327</u>	<u>1,504</u>	<u>1,177</u>	<u>541</u>	<u>1,718</u>	<u>0</u>	<u>1,718</u>
<i>Revised Base</i>	<u>3,125</u>	<u>11,288</u>	<u>14,413</u>	<u>-486</u>	<u>13,927</u>	<u>0</u>	<u>13,927</u>
Unavoidable pressures funded in indicative cash limits							
Pay							
Employers NI increase	6		6		6		6
Kent Scheme Pay Award	34		34		34		34
<i>Sub-total Pay</i>	<u>40</u>	<u>0</u>	<u>40</u>	<u>0</u>	<u>40</u>	<u>0</u>	<u>40</u>
Prices							
Maintenance contract		810	810		810		810
<i>Sub-Total Pressures</i>	<u>40</u>	<u>810</u>	<u>850</u>	<u>0</u>	<u>850</u>	<u>0</u>	<u>850</u>
Savings and Income							
Identified in published 2011-13 MTP							
Overhead efficiencies through delayering & streamlining	-68		-68		-68		-68
Highway maintenance		-700	-700		-700		-700
<i>Sub-total Identified in published 2011-13 MTP</i>	<u>-68</u>	<u>-700</u>	<u>-768</u>	<u>0</u>	<u>-768</u>	<u>0</u>	<u>-768</u>
Efficiency savings							
Management reductions		-138	-138		-138		-138
<i>Sub-total Income and Savings</i>	<u>-68</u>	<u>-838</u>	<u>-906</u>	<u>0</u>	<u>-906</u>	<u>0</u>	<u>-906</u>
Proposed Budget 2012/13	<u>3,097</u>	<u>11,260</u>	<u>14,357</u>	<u>-486</u>	<u>13,871</u>	<u>0</u>	<u>13,871</u>

A to Z Variation Statement
Highway Services - Highway Drainage

Portfolio :
 Directorate :

EH&W
E&E

	Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets	374	3,471	3,845	-206	3,639	0	3,639
Base Adjustments - Internal							
Budget realignment following restructuring	-198	-216	-414	132	-282		-282
12/13 H&T internal budget realignments	-27	-19	-46	-8	-54		-54
<i>Sub Total - Base Adjustments - Internal</i>	-225	-235	-460	124	-336	0	-336
<i>Revised Base</i>	149	3,236	3,385	-82	3,303	0	3,303
Unavoidable pressures funded in indicative cash limits							
Pay							
Employers NI increase	1		1		1		1
Kent Scheme Pay Award	3		3		3		3
<i>Sub-total Pay</i>	4	0	4	0	4	0	4
<i>Sub-Total Pressures</i>	4	0	4	0	4	0	4
Savings and Income							
Identified in published 2011-13 MTP							
Overhead efficiencies through delayering & streamlining	-5		-5		-5		-5
Service Reforms							
Highways maintenance (one year only)		-200	-200		-200		-200
<i>Sub-total Income and Savings</i>	-5	-200	-205	0	-205	0	-205
Proposed Budget 2012/13	148	3,036	3,184	-82	3,102	0	3,102

A to Z Variation Statement
Highway Services - Signs, Lines & Bollards

Portfolio :
 Directorate :

EH&W
E&E

	Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets	41	2,005	2,046	-74	1,972	0	1,972
Base Adjustments - Internal							
Budget realignment following restructuring	-21	-206	-227	74	-153		-153
Redistribution of signs, lines and bollards budget		-1,166	-1,166		-1,166		-1,166
12/13 H&T internal budget realignments	-20	-401	-421		-421		-421
<i>Sub Total - Base Adjustments - Internal</i>	-41	-1,773	-1,814	74	-1,740	0	-1,740
<i>Revised Base</i>	0	232	232	0	232	0	232
Unavoidable pressures funded in indicative cash limits							
<i>Sub-Total Pressures</i>	0	0	0	0	0	0	0
Savings and Income							
Identified in published 2011-13 MTP			0		0		0
Overhead efficiencies through delayering & streamlining		-40	-40		-40		-40
Service Reforms							
Highways maintenance (one year only)		-192	-192		-192		-192
<i>Sub-total Income and Savings</i>	0	-232	-232	0	-232	0	-232
Proposed Budget 2012/13	0	0	0	0	0	0	0

A to Z Variation Statement
Highway Services - Streetlight Maintenance

Portfolio :
 Directorate :

EH&W
E&E

	Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets	340	3,745	4,085	-271	3,814	0	3,814
Base Adjustments - Internal							
Budget realignment following restructuring	81	-242	-161	-54	-215		-215
Correction of funding for street lighting team	-157		-157	157	0		0
12/13 H&T internal budget realignments	90	-79	11	1	12		12
<i>Sub Total - Base Adjustments - Internal</i>	14	-321	-307	104	-203	0	-203
<i>Revised Base</i>	354	3,424	3,778	-167	3,611	0	3,611
Unavoidable pressures funded in indicative cash limits							
Pay							
Employers NI increase	1		1		1		1
Kent Scheme Pay Award	6		6		6		6
<i>Sub-total Pay</i>	7	0	7	0	7	0	7
<i>Sub-Total Pressures</i>	7	0	7	0	7	0	7
Savings and Income							
<u>Identified in published 2011-13 MTP</u>			0		0		0
Overhead efficiencies through delayering & streamlining	-24		-24		-24		-24
<i>Sub-total Identified in published 2011-13 MTP</i>	-24	0	-24	0	-24	0	-24
<i>Sub-total Income and Savings</i>	-24	0	-24	0	-24	0	-24
Proposed Budget 2012/13	337	3,424	3,761	-167	3,594	0	3,594

A to Z Variation Statement
Highway Services - Development Planning

Portfolio :
 Directorate :

EH&W
E&E

	Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets	0	0	0	0	0	0	0
Base Adjustments - Internal							
Redistribution of transport planning budgets	1,782	417	2,199	-1,315	884		884
12/13 H&T internal budget realignments	-37	-46	-83	32	-51		-51
<i>Sub Total - Base Adjustments - Internal</i>	1,745	371	2,116	-1,283	833	0	833
<i>Revised Base</i>	1,745	371	2,116	-1,283	833	0	833
Unavoidable pressures funded in indicative cash limits							
Pay							
Employers NI increase	3		3		3		3
Kent Scheme Pay Award	18		18		18		18
<i>Sub-total Pay</i>	21	0	21	0	21	0	21
<i>Sub-Total Pressures</i>	21	0	21	0	21	0	21
Savings and Income							
<i>Sub-total Income and Savings</i>	0	0	0	0	0	0	0
Total Adjustments	1,766	371	2,137	-1,283	854	0	854
Proposed Budget 2012/13	1,766	371	2,137	-1,283	854	0	854

A to Z Variation Statement
Highway Services - Highway Improvements

Portfolio :
 Directorate :

EH&W
E&E

	Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets	2,085	2,187	4,272	-2,356	1,916	0	1,916
Base Adjustments - Internal							
<u>Base Adjustments - Internal</u>							
Budget realignment following restructuring	-934	-1,233	-2,167	1,841	-326		-326
Correction of funding for Member Highway Fund team	-415		-415	415	0		0
Redistribution of signs, lines and bollards budget		100	100		100		100
Redistribution of transport planning budgets	-803	-20	-823		-823		-823
12/13 H&T internal budget realignments	405	225	630	-20	610		610
<i>Sub Total - Base Adjustments - Internal</i>	<i>-1,747</i>	<i>-928</i>	<i>-2,675</i>	<i>2,236</i>	<i>-439</i>	<i>0</i>	<i>-439</i>
<i>Revised Base</i>	<i>338</i>	<i>1,259</i>	<i>1,597</i>	<i>-120</i>	<i>1,477</i>	<i>0</i>	<i>1,477</i>
Unavoidable pressures funded in indicative cash limits							
<u>Pay</u>							
Employers NI increase	3		3		3		3
Kent Scheme Pay Award	17		17		17		17
<i>Sub-total Pay</i>	<i>20</i>	<i>0</i>	<i>20</i>	<i>0</i>	<i>20</i>	<i>0</i>	<i>20</i>
<u>Prices</u>							
Maintenance contract		18	18		18		18
<i>Sub-Total Pressures</i>	<i>20</i>	<i>18</i>	<i>38</i>	<i>0</i>	<i>38</i>	<i>0</i>	<i>38</i>
Savings and Income							
<u>Identified in published 2011-13 MTP</u>							
Overhead efficiencies through delayering & streamlining	-46		-46		-46		-46
<i>Sub-total Income and Savings</i>	<i>-46</i>	<i>0</i>	<i>-46</i>	<i>0</i>	<i>-46</i>	<i>0</i>	<i>-46</i>
Proposed Budget 2012/13	312	1,277	1,589	-120	1,469	0	1,469

A to Z Variation Statement
Highway Services - Road Safety

Portfolio :
 Directorate :

EH&W
E&E

	Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets	772	2,149	2,921	-1,280	1,641	0	1,641
Base Adjustments - Internal							
Budget realignment following restructuring		-94	-94	67	-27		-27
12/13 H&T internal budget realignments	-89	952	863	-1,507	-644		-644
<i>Sub Total - Base Adjustments - Internal</i>	-89	858	769	-1,440	-671	0	-671
<i>Revised Base</i>	683	3,007	3,690	-2,720	970	0	970
Unavoidable pressures funded in indicative cash limits							
Pay							
Employers NI increase	1		1		1		1
Kent Scheme Pay Award	5		5		5		5
<i>Sub-total Pay</i>	6	0	6	0	6	0	6
Prices							
Maintenance contract		1	1		1		1
<i>Sub-Total Pressures</i>	6	1	7	0	7	0	7
Savings and Income							
<i>Sub-total Income and Savings</i>	0	0	0	0	0	0	0
Proposed Budget 2012/13	689	3,008	3,697	-2,720	977	0	977

A to Z Variation Statement
Highway Services - Streetlight Energy

Portfolio :
 Directorate :

EH&W
E&E

	Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets		4,955	4,955	0	4,955	0	4,955
<u>Base Adjustments - Internal</u>							
Budget realignment following restructuring		149	149		149		149
<i>Sub Total - Base Adjustments - Internal</i>	0	149	149	0	149	0	149
<i>Revised Base</i>	0	5,104	5,104	0	5,104	0	5,104
Unavoidable pressures funded in indicative cash limits							
<u>Prices</u>							
Gas and electricity		741	741		741		741
<i>Sub-Total Pressures</i>	0	741	741	0	741	0	741
Savings and Income							
<i>Sub-total Income and Savings</i>	0	0	0	0	0	0	0
Proposed Budget 2012/13	0	5,845	5,845	0	5,845	0	5,845

A to Z Variation Statement

Highway Services - Traffic Management

Portfolio :
Directorate :

EH&W
E&E

	Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets	2,019	3,550	5,569	-2,860	2,709	0	2,709
<u>Base Adjustments - Internal</u>							
Budget realignment following restructuring		-63	-63	-64	-127		-127
Redistribution of signs, lines and bollards budget		87	87		87		87
12/13 H&T internal budget realignments	61	-129	-68	271	203		203
<i>Sub Total - Base Adjustments - Internal</i>	61	-105	-44	207	163	0	163
<i>Revised Base</i>	2,080	3,445	5,525	-2,653	2,872	0	2,872
Unavoidable pressures funded in indicative cash limits							
<u>Pay</u>							
Employers NI increase	3		3		3		3
Kent Scheme Pay Award	21		21		21		21
<i>Sub-total Pay</i>	24	0	24	0	24	0	24
<u>Prices</u>							
Maintenance contract		66	66		66		66
Gas and electricity		19	19		19		19
<i>Sub-total Prices</i>	0	85	85	0	85	0	85
<u>Service Strategies & Improvements</u>							
Traffic management centre		50	50		50		50
<i>Sub-Total Pressures</i>	24	135	159	0	159	0	159
Savings and Income							
<u>Identified in published 2011-13 MTP</u>							
Overhead efficiencies through delayering & streamlining	-16		-16		-16		-16
Highway maintenance		-61	-61		-61		-61
<i>Sub-total Identified in published 2011-13 MTP</i>	-16	-61	-77	0	-77	0	-77
<u>Efficiency savings</u>							
Management reductions	-43		-43		-43		-43
<i>Sub-total Income and Savings</i>	-59	-61	-120	0	-120	0	-120
Proposed Budget 2012/13	2,045	3,519	5,564	-2,653	2,911	0	2,911

A to Z Variation Statement
Highway Services - Tree Maintenance, Grass Cutting & Weed Control

Portfolio :
 Directorate :

EH&W
E&E

	Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets	26	3,796	3,822	-102	3,720	0	3,720
Base Adjustments - Internal							
Budget realignment following restructuring		-470	-470	-90	-560		-560
12/13 H&T internal budget realignments	0	-19	-19	22	3		3
<i>Sub Total - Base Adjustments - Internal</i>	0	-489	-489	-68	-557	0	-557
<i>Revised Base</i>	26	3,307	3,333	-170	3,163	0	3,163
Unavoidable pressures funded in indicative cash limits							
<u>Prices</u>							
Maintenance contract		32	32		32		32
<i>Sub-Total Pressures</i>	0	32	32	0	32	0	32
Savings and Income							
<u>Identified in published 2011-13 MTP</u>							
Overhead efficiencies through delayering & streamlining	-5		-5		-5		-5
<i>Sub-total Income and Savings</i>	-5	0	-5	0	-5	0	-5
Proposed Budget 2012/13	21	3,339	3,360	-170	3,190	0	3,190

A to Z Variation Statement
Local Democracy - Community Engagement Officers

Portfolio :
 Directorate :

C&C
C&C

	Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets	756	60	816	0	816	0	816
Base Adjustments - Internal							
<u>Share of TCP savings</u>							
11/12	-7		-7		-7		-7
<u>Redistribution of savings target between Community Liaison and Comms & Engagement Centralisation of support services post re-</u>							
11/12	-275		-275		-275		-275
<u>Sub Total - Base Adjustments - Internal</u>	-91		-91		-91		-91
	-373	0	-373	0	-373	0	-373
Revised Base	383	60	443	0	443	0	443
Unavoidable pressures funded in indicative cash limits							
<u>Pay</u>							
Employers NI increase	1		1		1		1
Kent Scheme Pay Award	6		6		6		6
<u>Sub-total Pay</u>	7	0	7	0	7	0	7
<u>Service Strategies & Improvements</u>							
Decision to revise Community Engagement	275		275		275		275
Sub-Total Pressures	282	0	282	0	282	0	282
Savings and Income							
<u>Efficiency savings</u>							
Management Reductions	-10		-10		-10		-10
Sub-total Income and Savings	-10	0	-10	0	-10	0	-10
Proposed Budget 2012/13	655	60	715	0	715	0	715

A to Z Variation Statement
Local Democracy - Member Grants incl. Elections

Portfolio :
 Directorate :

C&C & D&P
C&C & BSS

	Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets	0	2,198	2,198	0	2,198	0	2,198
<i>Revised Base</i>	0	2,198	2,198	0	2,198	0	2,198
Unavoidable pressures funded in indicative cash limits							
<u>Unavoidable Government/Legislative Pressures Elections</u>	0	315	315	0	315	0	315
<i>Sub-Total Pressures</i>	0	315	315	0	315	0	315
Savings and Income							
<i>Sub-total Income and Savings</i>	0	0	0	0	0	0	0
Total Adjustments	0	315	315	0	315	0	315
Proposed Budget 2012/13	0	2,513	2,513	0	2,513	0	2,513

A to Z Variation Statement
Planning and Transport Strategy - Planning & Transport Policy

Portfolio :
 Directorate :

EH&W
E&E

		Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets		605	256	861	-15	846	0	846
Base Adjustments - Internal								
	Type							
Planning officer tfrd to BSS taken off Strat Man in error	11/12	-75		-75		-75		-75
Superannuation Adj removed from Strat Man in error	11/12	-6		-6		-6		-6
TCP tapering reduction taken from Strat Man in error	11/12	-6		-6		-6		-6
Realignment of budgets within E&E	GIN	74	-74	0		0		0
<i>Sub Total - Base Adjustments - Internal</i>		-13	-74	-87	0	-87	0	-87
<i>Revised Base</i>		592	182	774	-15	759	0	759
Unavoidable pressures funded in indicative cash limits								
Pay								
Kent Scheme Pay Award		6		6		6		6
Employers NI increase		1		1		1		1
<i>Sub-total Pay</i>		7	0	7	0	7	0	7
Service Strategies & Improvements								
Growth without Gridlock		63	437	500		500		500
<i>Sub-Total Pressures</i>		70	437	507	0	507	0	507
Savings and Income								
Service Reforms								
Removal of Transport Planning Post		-39		-39		-39		-39
<i>Sub-total Income and Savings</i>		-39	0	-39	0	-39	0	-39
Total Adjustments		18	363	381	0	381	0	381
Proposed Budget 2012/13		623	619	1,242	-15	1,227	0	1,227

A to Z Variation Statement
Planning and Transport Strategy - Planning Applications

Portfolio :
 Directorate :

EH&W
E&E

		Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets		1,118		1,118	-500	618	0	618
Base Adjustments - Internal	Type							
Superannuation Adj removed from Strat Man in error	11/12	-8		-8		-8		-8
TCP tapering reduction taken from Strat Man in error	11/12	-9		-9		-9		-9
Balancing adj with Strat Man	11/12		1	1		1		1
Realignment of budgets within E&E	GIN	-215	215	0		0		0
<i>Sub Total - Base Adjustments - Internal</i>		-232	216	-16	0	-16	0	-16
<i>Revised Base</i>		886	216	1,102	-500	602	0	602
Unavoidable pressures funded in indicative cash limits								
Pay								
Kent Scheme Pay Award		9		9		9		9
Employers NI increase		1		1		1		1
<i>Sub-total Pay</i>		10	0	10	0	10	0	10
<i>Sub-Total Pressures</i>		10	0	10	0	10	0	10
Savings and Income								
Income Generation								
Income Target				0	-50	-50		-50
<i>Sub-total Income and Savings</i>		0	0	0	-50	-50	0	-50
Proposed Budget 2012/13		896	216	1,112	-550	562	0	562

A to Z Variation Statement
Regeneration & Economic Development - Development Staff & Projects

Portfolio :
 Directorate :

R&E
BSS & E&E

	Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets	2,463	2,813	5,276	-1,586	3,690	0	3,690
Base Adjustments - Internal							
	Type						
Commissioning staff	282	0	282	0	282	0	282
Staff Transfer	183	5	188	0	188	0	188
Local Enterprise Partnership (LEP)	54	246	300	0	300	0	300
Share of second tier management and TCP savings	-65	0	-65	0	-65	0	-65
<i>Sub Total - Base Adjustments - Internal</i>	454	251	705	0	705	0	705
<i>Revised Base</i>	2,917	3,064	5,981	-1,586	4,395	0	4,395
Unavoidable pressures funded in indicative cash limits							
Pay							
Staff Travel	0	3	3	0	3	0	3
Employers NI increase	5	0	5	0	5	0	5
Kent Scheme Pay Award	24	0	24	0	24	0	24
<i>Sub-total Pay</i>	29	3	32	0	32	0	32
Prices							
General price uplift on contracts	10	0	10	0	10	0	10
Service Strategies & Improvements							
Cyclopark	0	220	220	0	220	0	220
Loss of Income (Not grants)							
Reduction in regeneration project income	0	-12	-12	12	0	0	0
Leader + end of ERDF grant	0	-50	-50	50	0	0	0
Locate in Kent recharge - new terms & condition for employees	0	-22	-22	22	0	0	0
<i>Sub-total Loss of Income (Not grants)</i>	0	-84	-84	84	0	0	0
<i>Sub-Total Pressures</i>	39	139	178	84	262	0	262
Savings and Income							
Efficiency savings							
Central Costs	0	-12	-12	0	-12	0	-12
Pensions	-12	0	-12	0	-12	0	-12
<i>Sub-total Efficiency savings</i>	-12	-12	-24	0	-24	0	-24
Service Reforms							
Regeneration Projects	-165	0	-165	0	-165	0	-165
Regeneration Staff - Delivery	-421	0	-421	0	-421	0	-421
Regeneration Projects	0	-269	-269	0	-269	0	-269
Cease community events	0	-300	-300	0	-300	0	-300
<i>Sub-total Service Reforms</i>	-586	-569	-1,155	0	-1,155	0	-1,155
<i>Sub-total Income and Savings</i>	-598	-581	-1,179	0	-1,179	0	-1,179
Proposed Budget 2012/13	2,358	2,622	4,980	-1,502	3,478	0	3,478

A to Z Variation Statement
Regulatory Services - Coroners

Portfolio :
Directorate :

C&C
C&C

	Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets	675	2,240	2,915	-475	2,440	0	2,440
Base Adjustments - Internal							
<u>Base Adjustments - Internal</u>							
Realignment of budgets across the C&C Directorate							
Transfer of budget to Kent Scientific Services for toxicology work							
Transfer of budget to Directorate Management and Support							
<i>Sub Total - Base Adjustments - Internal</i>	0	-156	-156	0	-156	0	-156
<i>Revised Base</i>	675	2,084	2,759	-475	2,284	0	2,284
Unavoidable pressures funded in indicative cash limits							
<u>Prices</u>							
Mortuary & Post Mortem Contract							
Clerical Accommodation Uplift							
<i>Sub-total Prices</i>	5	23	28	0	28	0	28
<u>Demand/Demographic Led</u>							
Increase Cost of Post Mortem Provision							
<i>Sub-Total Pressures</i>	5	73	78	0	78	0	78
Savings and Income							
<i>Sub-total Income and Savings</i>	0	0	0	0	0	0	0
Proposed Budget 2012/13	680	2,157	2,837	-475	2,362	0	2,362

A to Z Variation Statement
Regulatory Services - Emergency Planning

Portfolio :
 Directorate :

C&C
C&C

		Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets		608	222	830	-199	631	0	631
<u>Base Adjustments - Internal</u>	<u>Type</u>							
Share of TCP savings	11/12	-5		-5		-5		-5
Transfer of staff and related costs from Business Support Team	11/12	27	3	30		30		30
Transfer of staff and related costs from Business Development Team	11/12	22	2	24		24		24
Centralisation of support services across Directorates	11/12	43		43		43		43
Transfer of budget to Directorate Management and Support	A-Z tfr	-71	-3	-74		-74		-74
<i>Sub Total - Base Adjustments - Internal</i>		16	2	18	0	18	0	18
<i>Revised Base</i>		624	224	848	-199	649	0	649
Unavoidable pressures funded in indicative cash limits								
<u>Pay</u>								
Staff Travel			1	1		1		1
Employers NI increase		1		1		1		1
Kent Scheme Pay Award		6		6		6		6
<i>Sub-total Pay</i>		7	1	8	0	8	0	8
<i>Sub-Total Pressures</i>		7	1	8	0	8	0	8
Savings and Income								
<u>Efficiency savings</u>								
Essential/Lease User			-1	-1		-1		-1
<i>Sub-total Income and Savings</i>		0	-1	-1	0	-1	0	-1
Proposed Budget 2012/13		631	224	855	-199	656	0	656

A to Z Variation Statement
Regulatory Services - Registration

Portfolio :
 Directorate :

C&C
C&C

		Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets		2,557	391	2,948	-3,181	-233	0	-233
Base Adjustments - Internal	Type							
Tfr to Corporate Landlord of Registration rental income from Fostering and Adoption for 8 Thanet Registry Office	11/12			0	15	15		15
Realignment of efficiency savings moved from Registration	11/12	50		50		50		50
Share of TCP Savings	11/12	-12		-12		-12		-12
Transfer of budget to Directorate Management and Support	A-Z tfr	-71	-3	-74	81	7		7
<i>Sub Total - Base Adjustments - Internal</i>		-33	-3	-36	96	60	0	60
<i>Revised Base</i>		2,524	388	2,912	-3,085	-173	0	-173
Unavoidable pressures funded in indicative cash limits								
Pay								
Staff Travel			2	2		2		2
Employers NI increase		3		3		3		3
Kent Scheme Pay Award		17		17		17		17
<i>Sub-total Pay</i>		20	2	22	0	22	0	22
<i>Sub-Total Pressures</i>		20	2	22	0	22	0	22
Savings and Income								
Income Generation								
Fee generation target - inflationary uplift				0	-50	-50		-50
Identified in published 2011-13 MTP								
Staff restructure - back office/management/support review		-200		-200		-200		-200
<i>Sub-total Income and Savings</i>		-200	0	-200	-50	-250	0	-250
Proposed Budget 2012/13		2,344	390	2,734	-3,135	-401	0	-401

A to Z Variation Statement
Regulatory Services - Trading Standards

Portfolio :	C&C							
Directorate :	C&C							
		Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets		3,321	1,038	4,359	-946	3,413	0	3,413
<u>Base Adjustments - Internal</u>	<u>Type</u>							
Tfr to Corporate Landlord of KSS rental income from PROW for 8 Abbey Wood Road	11/12			0	17	17		17
Trading Standards -Unattainable income target from sales, fees and charges due to changes in legislation and increase in competition	11/12		-16	-16	16	0		0
KSS - Correction to misalignment of gross/income cash limits	11/12		-48	-48	48	0		0
Share of TCP Savings (incl KSS)	11/12	-27		-27		-27		-27
Realignment of budgets between Comm Safety & Trading Standards	11/12	39		39		39		39
Transfer of staff and related costs from Business Support Team	11/12	80	12	92		92		92
Transfer of staff and related costs from Business Development Team	11/12	32	10	42		42		42
Transfer of budget to Kent Scientific Services for toxicology work	11/12	10	10	20		20		20
Loss of Senior Officers Medical Expenses			-2	-2		-2		-2
Transfer of budget to Directorate Management and Support	A-Z tfr	-151	-6	-157		-157		-157
Realignment of cash limits within Directorate	GIN	64	-64	0		0		0
<i>Sub Total - Base Adjustments - Internal</i>		47	-104	-57	81	24	0	24
<i>Revised Base</i>		3,368	934	4,302	-865	3,437	0	3,437
Unavoidable pressures funded in indicative cash limits								
<u>Pay</u>								
Staff Travel			4	4		4		4
Employers NI increase		6		6		6		6
Kent Scheme Pay Award		32		32		32		32
<i>Sub-total Pay</i>		38	4	42	0	42	0	42
<u>Demand/Demographic Led</u>								
Reduced Demand for analytical testing (KSS)				0	80	80		80
<i>Sub-Total Pressures</i>		38	4	42	80	122	0	122
Savings and Income								
<u>Efficiency savings</u>								
Essential/Lease User			-2	-2		-2		-2
<u>Service Reforms</u>								
Review of service provision and management approach		-250		-250		-250		-250
<i>Sub-total Income and Savings</i>		-250	-2	-252	0	-252	0	-252
Proposed Budget 2012/13		3,156	936	4,092	-785	3,307	0	3,307

A to Z Variation Statement
Schools Budgets - Independent Special Schools Placement

Portfolio :
 Directorate :

ELS
 ELS

	Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets		12,549	12,549	-2,993	9,556	-9,556	0
<i>Revised Base</i>	0	12,549	12,549	-2,993	9,556	-9,556	0
Unavoidable pressures funded in indicative cash limits							
<i>Sub-Total Pressures</i>	0	0	0	0	0	0	0
Savings and Income							
<i>Sub-total Income and Savings</i>	0	0	0	0	0	0	0
Proposed Budget 2012/13	0	12,549	12,549	-2,993	9,556	-9,556	0

A to Z Variation Statement
Schools Budgets - PFI Schools Schemes

Portfolio :
 Directorate :

ELS
 ELS

	Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets		16,859	16,859	0	16,859	-16,859	0
<u>Base Adjustments - Internal</u>							
Realignment of gross and income budgets		7,012	7,012	-9,012	-2,000	2,000	0
<i>Revised Base</i>	0	23,871	23,871	-9,012	14,859	-14,859	0
Unavoidable pressures funded in indicative cash limits							
<i>Sub-Total Pressures</i>	0	0	0	0	0	0	0
Savings and Income							
<i>Sub-total Income and Savings</i>	0	0	0	0	0	0	0
Proposed Budget 2012/13	0	23,871	23,871	-9,012	14,859	-14,859	0

A to Z Variation Statement
Schools Budgets - Schools Delegated Budgets

Portfolio :
 Directorate :

ELS
 ELS

		Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets		595,555	346,499	942,054	-172,632	769,422	-769,422	0
Base Adjustments - Internal	Type							
Delegation of Extended Services	DSG		128	128		128	-128	0
Delegation of School Library Service	DSG		218	218		218	-218	0
Delegation of Collective Licences	DSG		364	364		364	-364	0
Delegation of maternity leave	DSG		2,160	2,160		2,160	-2,160	0
Delegation of public duties	DSG		150	150		150	-150	0
Delegation of SPS and recruitment	DSG		464	464		464	-464	0
Delegation of Minority Communities Achievement Service (MCAS)	DSG		1,983	1,983		1,983	-1,983	0
Delegation of specialist mainstream provision	DSG		1,033	1,033		1,033	-1,033	0
Delegation of specific costs relating to individual pupils with statements	DSG		862	862		862	-862	0
Delegation of funding to provide support for mainstream placements	DSG		174	174		174	-174	0
Delegation of primary and special school catering	DSG		3,866	3,866		3,866	-3,866	0
Realignment of staffing and non staffing budgets	GIN	75,112	-75,112	0		0		0
Realignment of gross and income budgets	GIN		-5,450	-5,450	5,450	0		0
<i>Sub Total - Base Adjustments - Internal</i>		75,112	-69,160	5,952	5,450	11,402	-11,402	0
Base Adjustments - External								
Realignment of PVI Budget in line with July settlement (DSG) - tfr to schools delegated			2,444	2,444		2,444	-2,444	0
Adjustment for Final 2011-12 Pupil Premium Federation of Music Services grant			-1,865	-1,865		-1,865	1,865	0
Reduction in YPLA grant as a result of schools converting to academy status			376	376	-376	0		0
Reduction in DSG for academy converters		-104,022	-46,676	-150,698		-150,698	150,698	0
Estimated increase in pupil premium grant for 2012-13			10,111	10,111		10,111	-10,111	0
<i>Base Adjustments - External</i>		-104,022	-90,022	-194,044	54,036	-140,008	140,008	0
<i>Revised Base</i>		566,645	187,317	753,962	-113,146	640,816	-640,816	0
Unavoidable pressures funded in indicative cash limits								
<i>Sub-Total Pressures</i>		0	0	0	0	0	0	0
Savings and Income								
<i>Sub-total Income and Savings</i>		0	0	0	0	0	0	0
Proposed Budget 2012/13		566,645	187,317	753,962	-113,146	640,816	-640,816	0

A to Z Variation Statement
Schools Services - Schools' Meals

Portfolio :
 Directorate :

ELS
 ELS

	Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets	21	2,065	2,086	-700	1,386	-1,386	0
Base Adjustments - Internal							
	Type						
Transfer from Special school meals	343	286	629	-225	404	-404	0
Delegation of primary and special school catering	-343	-1,209	-1,552	225	-1,327	1,327	0
<i>Sub Total - Base Adjustments - Internal</i>	0	-923	-923	0	-923	923	0
Base Adjustments - External							
National Milk Subsidy funding ceased - now given directly to schools		-700	-700	700	0		0
<i>Revised Base</i>	21	442	463	0	463	-463	0
Unavoidable pressures funded in indicative cash limits							
<i>Sub-Total Pressures</i>	0	0	0	0	0	0	0
Savings and Income							
<i>Sub-total Income and Savings</i>	0	0	0	0	0	0	0
Proposed Budget 2012/13	21	442	463	0	463	-463	0

A to Z Variation Statement
Schools Services - Schools' Non Delegated Staff Costs

Portfolio :
 Directorate :

ELS
 ELS

	Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets	2,300	960	3,260	-660	2,600	-2,498	102
Base Adjustments - Internal							
<u>Base Adjustments - Internal</u>							
Realignment of Trade Union duties	-231	231	0		0		0
New gross and income for traded services		2,310	2,310	-2,310	0		0
Delegation of excepted items	-1,967	-300	-2,267		-2,267	2,267	0
<i>Sub Total - Base Adjustments - Internal</i>	-2,198	2,241	43	-2,310	-2,267	2,267	0
Base Adjustments - External							
<u>Base Adjustments - External</u>							
National Golden Hellos grant ceased		-660	-660	660	0		0
<i>Revised Base</i>	102	2,541	2,643	-2,310	333	-231	102
Unavoidable pressures funded in indicative cash limits							
<u>Pay</u>							
Kent Scheme Pay Award	1		1		1		1
<i>Sub-Total Pressures</i>	1	0	1	0	1	0	1
Savings and Income							
<u>Savings and Income</u>							
<i>Sub-total Income and Savings</i>	0	0	0	0	0	0	0
Proposed Budget 2012/13	103	2,541	2,644	-2,310	334	-231	103

A to Z Variation Statement
Schools Services - Schools' Other Services

Portfolio :
 Directorate :

ELS
 ELS

		Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets		604	4,833	5,437	-4,104	1,333	-1,069	264
Base Adjustments - Internal								
	<u>Type</u>							
New gross and income budget for traded services	GIN		364	364	-364	0		0
Delegation of collective licences budget to	DSG		-364	-364		-364	364	0
Correction of contract cleaning and refuse income target				0	81	81		81
Transfer of Cleaning and Refuse team from Mgmt Support	A-Z tfr	188	99	287		287		287
Realignment of staffing and non staffing budget	GIN	-52	52	0		0		0
Revenue maintenance previously funded by capital grant			2,800	2,800		2,800	-2,800	0
Realignment of cleaning and refuse contract budgets	GIN		-1,246	-1,246	1,246	0		0
Transfer of tree surveys to Corporate Landlord	A-Z tfr		-147	-147		-147		-147
<i>Sub Total - Base Adjustments - Internal</i>		136	1,558	1,694	963	2,657	-2,436	221
<i>Revised Base</i>		740	6,391	7,131	-3,141	3,990	-3,505	485
Unavoidable pressures funded in indicative cash limits								
	<u>Pay</u>							
Employers NI increase		1		1		1		1
Kent Scheme Pay Award		4		4		4		4
<i>Sub-total Pay</i>		5	0	5	0	5	0	5
<i>Sub-Total Pressures</i>		5	0	5	0	5	0	5
Savings and Income								
	<u>Service Reforms</u>							
ELS Restructure - Road Crossing Patrol		-31		-31		-31		-31
<i>Sub-total Income and Savings</i>		-31	0	-31	0	-31	0	-31
Proposed Budget 2012/13		714	6,391	7,105	-3,141	3,964	-3,505	459

A to Z Variation Statement
Schools Services - Schools' Redundancy Costs

Portfolio :
 Directorate :

ELS
 ELS

	Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets		1,232	1,232	0	1,232	-1,232	0
<i>Revised Base</i>	0	1,232	1,232	0	1,232	-1,232	0
Unavoidable pressures funded in indicative cash limits							
<i>Sub-Total Pressures</i>	0	0	0	0	0	0	0
Savings and Income							
<i>Sub-total Income and Savings</i>	0	0	0	0	0	0	0
Proposed Budget 2012/13	0	1,232	1,232	0	1,232	-1,232	0

A to Z Variation Statement
Schools Services - School Improvement Services

Portfolio :
Directorate :

ELS
ELS

		Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets		5,785	2,100	7,885	-1,101	6,784	-1,336	5,448
<u>Base Adjustments - Internal</u>								
	<u>Type</u>							
Transfer School Improvement ESO to Directorate Management and Support	11/12	-40		-40		-40		-40
Transfer Special School Advisers from LAN to School Improvement	A-Z tfr	578	136	714	-60	654		654
Transfer Extended Services to Directorate Management and Support	A-Z tfr	-276	-16	-292	10	-282	219	-63
Realignment of interim headteachers gross and income	GIN	-248		-248	248	0		0
Realignment of county panel gross and income	GIN	-60		-60	60	0		0
Realignment of gross and income for governor services	GIN	-268	33	-235	235	0		0
Governor Services reinstatement of staffing budget		200		200		200		200
Realignment of gross and income for clerking services	GIN	85		85	-85	0		0
Realignment of staffing and non staffing budgets for 1to1 tuition and Modern Foreign Languages	GIN	-250	250	0		0		0
Realignment of staffing and non staffing budgets for Widening Opportunities for Music	GIN	-75	75	0		0		0
<i>Sub Total - Base Adjustments - Internal</i>		-354	478	124	408	532	219	751
<u>Base Adjustments - External</u>								
Remove EIG income budget and hold centrally				0		0	52	52
Removal of Music grant income no longer received from the DfE, now received from the Federation of Music Services				0	-815	-815	815	0
Reduction in the amount of centrally retained Federation of Music services income			-680	-680	680	0		0
<i>Base Adjustments - External</i>		0	-680	-680	-135	-815	867	52
<i>Revised Base</i>		5,431	1,898	7,329	-828	6,501	-250	6,251
Unavoidable pressures funded in indicative cash limits								
<u>Pay</u>								
Employers NI increase		11		11		11		11
Kent Scheme Pay Award		5		5		5		5
<i>Sub-total Pay</i>		16	0	16	0	16	0	16
<i>Sub-Total Pressures</i>		16	0	16	0	16	0	16
Savings and Income								
<u>Efficiency savings</u>								
Reduction in staff travel			-6	-6		-6		-6
<u>Service Reforms</u>								
ELS restructure - School Improvement		-1,770		-1,770		-1,770		-1,770
<i>Sub-total Income and Savings</i>		-1,770	-6	-1,776	0	-1,776	0	-1,776
Proposed Budget 2012/13		3,677	1,892	5,569	-828	4,741	-250	4,491

A to Z Variation Statement
Schools Services - Special School & Hospital Recoupment

Portfolio :
 Directorate :

ELS
 ELS

	Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets		1,660	1,660	-4,080	-2,420	2,420	0
<u>Base Adjustments - Internal</u>							
Increase in special school recoupment income			0	-431	-431		-431
<i>Revised Base</i>	0	1,660	1,660	-4,511	-2,851	2,420	-431
Unavoidable pressures funded in indicative cash limits							
<i>Sub-Total Pressures</i>	0	0	0	0	0	0	0
Savings and Income							
<u>Service Reforms</u>							
ELS restructure - special school recoupment			0	-369	-369		-369
<i>Sub-total Income and Savings</i>	0	0	0	-369	-369	0	-369
Proposed Budget 2012/13	0	1,660	1,660	-4,880	-3,220	2,420	-800

A to Z Variation Statement
Schools Services - Special Schools' Meals

Portfolio :
 Directorate :

ELS
 ELS

	Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets	343	286	629	-225	404	-404	0
<u>Base Adjustments - Internal</u>							
Transfer to school meals	-343	-286	-629	225	-404	404	0
<i>Revised Base</i>	0	0	0	0	0	0	0
Unavoidable pressures funded in indicative cash limits							
<i>Sub-Total Pressures</i>	0	0	0	0	0	0	0
Savings and Income							
<i>Sub-total Income and Savings</i>	0	0	0	0	0	0	0
Proposed Budget 2012/13	0	0	0	0	0	0	0

A to Z Variation Statement
Schools Services - Schools' Teacher Pension Costs

Portfolio :
 Directorate :

ELS
 ELS

	Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets		7,629	7,629	-684	6,945	-2,000	4,945
<i>Revised Base</i>	0	7,629	7,629	-684	6,945	-2,000	4,945
Unavoidable pressures funded in indicative cash limits							
<u>Prices</u>							
Annual uplift on pension costs		200	200		200		200
<i>Sub-Total Pressures</i>	0	200	200	0	200	0	200
Savings and Income							
<i>Sub-total Income and Savings</i>	0	0	0	0	0	0	0
Proposed Budget 2012/13	0	7,829	7,829	-684	7,145	-2,000	5,145

A to Z Variation Statement
Transport Services - Concessionary Fares

Portfolio :
 Directorate :

EH&W
E&E

		Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets			16,304	16,304	0	16,304	0	16,304
<u>Base Adjustments - Internal</u>	<u>Type</u>							
Budget realignment following restructuring	11/12		27	27	-27	0		0
<i>Revised Base</i>		0	16,331	16,331	-27	16,304	0	16,304
Unavoidable pressures funded in indicative cash limits								
<u>Prices</u>								
Transport			556	556		556		556
<u>Demand/Demographic Led</u>								
Concessionary fares			278	278		278		278
<i>Sub-Total Pressures</i>		0	834	834	0	834	0	834
Savings and Income								
<u>Efficiency savings</u>								
Procurement efficiencies			-858	-858		-858		-858
<i>Sub-total Income and Savings</i>		0	-858	-858	0	-858	0	-858
Proposed Budget 2012/13		0	16,307	16,307	-27	16,280	0	16,280

A to Z Variation Statement
Transport Services - Freedom Pass

Portfolio :
 Directorate :

EH&W
E&E

	Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets		12,544	12,544	-1,700	10,844	0	10,844
<u>Base Adjustments - Internal</u>							
Budget realignment following restructuring		1,081	1,081	-530	551		551
Realignment of budgets within E&E		-514	-514	271	-243		-243
<i>Revised Base</i>	0	13,111	13,111	-1,959	11,152	0	11,152
Unavoidable pressures funded in indicative cash limits							
<u>Prices</u>							
Transport		507	507		507		507
<u>Demand/Demographic Led</u>							
Freedom Pass		128	128		128		128
<i>Sub-Total Pressures</i>	0	635	635	0	635	0	635
Savings and Income							
<u>Income Generation</u>							
Freedom Pass			0	-500	-500		-500
<u>Efficiency savings</u>							
Procurement efficiencies		-98	-98		-98		-98
<i>Sub-total Income and Savings</i>	0	-98	-98	-500	-598	0	-598
Proposed Budget 2012/13	0	13,648	13,648	-2,459	11,189	0	11,189

A to Z Variation Statement
Transport Services - Home to College Transport

Portfolio :
 Directorate :

ELS
 ELS

	Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets	0	1,787	1,787	-367	1,420	0	1,420
<u>Base Adjustments - Internal</u>							
Demand for HTC transport		150	150		150		150
<i>Revised Base</i>	0	1,937	1,937	-367	1,570	0	1,570
Unavoidable pressures funded in indicative cash limits							
<u>Prices</u>							
Transport		36	36		36		36
<i>Sub-Total Pressures</i>	0	36	36	0	36	0	36
Savings and Income							
<i>Sub-total Income and Savings</i>	0	0	0	0	0	0	0
Proposed Budget 2012/13	0	1,973	1,973	-367	1,606	0	1,606

A to Z Variation Statement
Transport Services - Mainstream Home to School Transport

Portfolio : **ELS**
 Directorate : **ELS**

	Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets		14,301	14,301	-384	13,917	0	13,917
<i>Revised Base</i>	0	14,301	14,301	-384	13,917	0	13,917
Unavoidable pressures funded in indicative cash limits							
<u>Prices</u>							
Transport		199	199		199		199
<i>Sub-Total Pressures</i>	0	199	199	0	199	0	199
Savings and Income							
<u>Income Generation</u>							
Introduction of parental contribution for denominational and selective transport for pupils			0	-200	-200		-200
<u>Efficiency savings</u>							
Reduction in demand for Mainstream travel		-900	-900		-900		-900
<i>Sub-total Income and Savings</i>	0	-900	-900	-200	-1,100	0	-1,100
Proposed Budget 2012/13	0	13,600	13,600	-584	13,016	0	13,016

A to Z Variation Statement
Transport Services - SEN Transport

Portfolio :
 Directorate :

ELS
 ELS

	Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets	119	16,920	17,039	0	17,039	0	17,039
<u>Base Adjustments - Internal</u>							
Realignment of staffing and non staffing budgets	-94	94	0		0		0
<i>Revised Base</i>	25	17,014	17,039	0	17,039	0	17,039
Unavoidable pressures funded in indicative cash limits							
<u>Prices</u>							
Transport		232	232		232		232
<i>Sub-Total Pressures</i>	0	232	232	0	232	0	232
Savings and Income							
<i>Sub-total Income and Savings</i>	0	0	0	0	0	0	0
Proposed Budget 2012/13	25	17,246	17,271	0	17,271	0	17,271

A to Z Variation Statement
Transport Services - Subsidised Bus Routes

Portfolio :
 Directorate :

EH&W
E&E

	Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets		9,951	9,951	-1,777	8,174	0	8,174
Base Adjustments - Internal	Type						
Budget realignment following restructuring	11/12	165	-857	-692	140	-552	-552
12/13 H&T internal budget realignments		91	-91	0		0	0
Realignment of budgets within E&E		-5	981	976	-733	243	243
<i>Sub Total - Base Adjustments - Internal</i>		251	33	284	-593	-309	-309
<i>Revised Base</i>		251	9,984	10,235	-2,370	7,865	7,865
Unavoidable pressures funded in indicative cash limits							
Pay							
Kent Scheme Pay Award		3		3		3	3
<i>Sub-Total Pressures</i>		3	0	3	0	3	3
Savings and Income							
Service Reforms							
Remove support for least added value otherwise uneconomical routes			-211	-211		-211	-211
<i>Sub-total Income and Savings</i>		0	-211	-211	0	-211	-211
Proposed Budget 2012/13		254	9,773	10,027	-2,370	7,657	7,657

A to Z Variation Statement
Transport Services - Transport Planning (formerly Sustainable Transport)

Portfolio :
 Directorate :

EH&W
E&E

	Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets	2,606	78	2,684	-1,525	1,159	0	1,159
Base Adjustments - Internal							
Budget realignment following restructuring	-685	504	-181	195	14	-118	-104
Redistribution of transport planning budgets	-980	-398	-1,378	1,315	-63		-63
12/13 H&T internal budget adjustments	-239	-20	-259		-259	-85	-344
<i>Sub Total - Base Adjustments - Internal</i>	-1,904	86	-1,818	1,510	-308	-203	-511
<i>Revised Base</i>	702	164	866	-15	851	-203	648
Unavoidable pressures funded in indicative cash limits							
Pay							
Employers NI increase	1		1		1		1
Kent Scheme Pay Award	3		3		3		3
<i>Sub-total Pay</i>	4	0	4	0	4	0	4
<i>Sub-Total Pressures</i>	4	0	4	0	4	0	4
Savings and Income							
<u>Identified in published 2011-13 MTP</u>			0		0		0
Overhead efficiencies through delayering and streamlining	-242		-242		-242		-242
<u>Efficiency savings</u>							
Management reductions	-168		-168		-168		-168
<i>Sub-total Income and Savings</i>	-410	0	-410	0	-410	0	-410
Total Adjustments	-2,310	86	-2,224	1,510	-714	-203	-917
Proposed Budget 2012/13	296	164	460	-15	445	-203	242

A to Z Variation Statement

Waste Management - Recycling & Diversion from Landfill - Household Recycling Centres

Portfolio :
Directorate :

**EH&W
E&E**

	Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets	0	8,391	8,391	-719	7,672	0	7,672
<u>Base Adjustments - Internal</u>							
Budget Realignment		25	25	-390	-365		-365
<i>Sub Total - Base Adjustments - Internal</i>	0	25	25	-390	-365	0	-365
<i>Revised Base</i>	0	8,416	8,416	-1,109	7,307	0	7,307
Unavoidable pressures funded in indicative cash limits							
<u>Prices</u>							
Waste (+3.2% in 2012/13)		291	291		291		291
<u>Service Strategies & Improvements</u>							
Household Waste Recycling Centre Site Maintenance		250	250		250		250
<i>Sub-Total Pressures</i>	0	541	541	0	541	0	541
Savings and Income							
<u>Efficiency savings</u>							
Reduction in Budgeted Waste Tonnage		-92	-92		-92		-92
<u>Service Reforms</u>							
Review of HWRC's		-630	-630		-630		-630
<i>Sub-total Income and Savings</i>	0	-722	-722	0	-722	0	-722
Proposed Budget 2012/13	0	8,235	8,235	-1,109	7,126	0	7,126

A to Z Variation Statement

Waste Management - Recycling & Diversion from Landfill - Partnerships & Waste Co-ordination

Portfolio :	EH&W							
Directorate :	E&E							
		Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets		0	892	892	-126	766	0	766
<u>Base Adjustments - Internal</u>	<u>Type</u>							
Budget Realignment	11/12		-87	-87		-87		-87
<i>Revised Base</i>		0	805	805	-126	679	0	679
Unavoidable pressures funded in indicative cash limits								
<u>Prices</u>								
Waste (+3.2% in 2012/13)			10	10		10		10
<i>Sub-Total Pressures</i>		0	10	10	0	10	0	10
Savings and Income								
<u>Service Reforms</u>								
Reduced work on Partnerships and Waste Co-ordination			-100	-100		-100		-100
<i>Sub-total Income and Savings</i>		0	-100	-100	0	-100	0	-100
Proposed Budget 2012/13		0	715	715	-126	589	0	589

A to Z Variation Statement

Waste Management - Recycling & Diversion from Landfill - Payments to Waste Collection Authorities

Portfolio :	EH&W							
Directorate :	E&E							
		Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets		0	5,500	5,500	0	5,500	0	5,500
<u>Base Adjustments - Internal</u>	<u>Type</u>							
Budget Realignment	11/12		-166	-166	-102	-268		-268
<i>Revised Base</i>		0	5,334	5,334	-102	5,232	0	5,232
Unavoidable pressures funded in indicative cash limits								
<u>Prices</u>								
Waste (+3.2% in 2012/13)			110	110		110		110
<i>Sub-Total Pressures</i>		0	110	110	0	110	0	110
Savings and Income								
<u>Efficiency savings</u>								
Reduction in Budgeted Waste Tonnage			-111	-111		-111		-111
<i>Sub-total Income and Savings</i>		0	-111	-111	0	-111	0	-111
Proposed Budget 2012/13		0	5,333	5,333	-102	5,231	0	5,231

A to Z Variation Statement

Waste Management - Recycling & Diversion from Landfill - Recycling Contracts & Composting

Portfolio :	EH&W							
Directorate :	E&E							
		Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets		0	9,674	9,674	0	9,674	0	9,674
<u>Base Adjustments - Internal</u>	<u>Type</u>							
Budget Realignment	11/12		588	588	-609	-21		-21
<i>Revised Base</i>		0	10,262	10,262	-609	9,653	0	9,653
Unavoidable pressures funded in indicative cash limits								
<u>Prices</u>								
Waste (+3.2% in 2012/13)			320	320		320		320
<u>Unavoidable Government/Legislative Pressures</u>								
Landfill Tax escalator			774	774		774		774
<i>Sub-Total Pressures</i>		0	1,094	1,094	0	1,094	0	1,094
Savings and Income								
<u>Efficiency savings</u>								
Various Contract Renewals			-186	-186		-186		-186
East Kent Joint Waste Contract			181	181	-5	176		176
Reduction in Budgeted Waste Tonnage			-375	-375		-375		-375
<i>Sub-total Efficiency savings</i>		0	-380	-380	-5	-385	0	-385
<i>Sub-total Income and Savings</i>		0	-380	-380	-5	-385	0	-385
Proposed Budget 2012/13		0	10,976	10,976	-614	10,362	0	10,362

A to Z Variation Statement

Waste Management - Waste Disposal - Closed Landfill Sites & Abandoned Vehicles

Portfolio :	EH&W							
Directorate :	E&E							
		Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets		0	743	743	-276	467	0	467
<u>Base Adjustments - Internal</u>	<u>Type</u>							
Budget Realignment	11/12		36	36	10	46		46
<i>Revised Base</i>		0	779	779	-266	513	0	513
Unavoidable pressures funded in indicative cash limits								
<i>Sub-Total Pressures</i>		0	0	0	0	0	0	0
Savings and Income								
<u>Efficiency savings</u>								
Various Contract Renewals			-30	-30		-30		-30
<i>Sub-total Income and Savings</i>		0	-30	-30	0	-30	0	-30
Proposed Budget 2012/13		0	749	749	-266	483	0	483

A to Z Variation Statement
Waste Management - Waste Disposal - Disposal Contracts

Portfolio :	EH&W							
Directorate :	E&E							
		Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets		0	29,463	29,463	-768	28,695	0	28,695
<u>Base Adjustments - Internal</u>	<u>Type</u>							
Budget Realignment	11/12		13	13	338	351		351
<i>Revised Base</i>		0	29,476	29,476	-430	29,046	0	29,046
Unavoidable pressures funded in indicative cash limits								
<u>Prices</u>								
Waste (+3.2% in 2012/13)			779	779		779		779
<u>Service Strategies & Improvements</u>								
Disposal Contracts			103	103		103		103
<i>Sub-Total Pressures</i>		0	882	882	0	882	0	882
Savings and Income								
<u>Efficiency savings</u>								
Various Contract Renewals			-118	-118		-118		-118
East Kent Joint Waste Contract			-267	-267		-267		-267
Reduction in Budgeted Waste Tonnage			-1,120	-1,120		-1,120		-1,120
<i>Sub-total Efficiency savings</i>		0	-1,505	-1,505	0	-1,505	0	-1,505
<i>Sub-total Income and Savings</i>		0	-1,505	-1,505	0	-1,505	0	-1,505
Proposed Budget 2012/13		0	28,853	28,853	-430	28,423	0	28,423

A to Z Variation Statement
Waste Management - Waste Disposal - Haulage and Transfer Stations

Portfolio :
 Directorate :

EH&W
E&E

	Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets	0	8,203	8,203	-84	8,119	0	8,119
<u>Base Adjustments - Internal</u> Budget Realignment							
		380	380	9	389		389
<i>Revised Base</i>	0	8,583	8,583	-75	8,508	0	8,508
Unavoidable pressures funded in indicative cash limits							
<u>Prices</u>							
Waste (+3.2% in 2012/13)		348	348		348		348
<i>Sub-Total Pressures</i>	0	348	348	0	348	0	348
Savings and Income							
<u>Efficiency savings</u>							
Reduction in Budgeted Waste Tonnage		-245	-245		-245		-245
<i>Sub-total Income and Savings</i>	0	-245	-245	0	-245	0	-245
Total Adjustments	0	483	483	9	492	0	492
Proposed Budget 2012/13	0	8,686	8,686	-75	8,611	0	8,611

A to Z Variation Statement
Waste Management - Waste Disposal - Landfill Tax

Portfolio :	EH&W							
Directorate :	E&E							
		Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets		0	7,040	7,040	0	7,040	0	7,040
<u>Base Adjustments - Internal</u>	<u>Type</u>							
Budget Realignment	11/12		-160	-160		-160		-160
<i>Revised Base</i>		0	6,880	6,880	0	6,880	0	6,880
Unavoidable pressures funded in indicative cash limits								
<u>Unavoidable Government/Legislative Pressures</u>								
Landfill Tax escalator			931	931		931		931
<i>Sub-Total Pressures</i>		0	931	931	0	931	0	931
Savings and Income								
<u>Efficiency savings</u>								
Reduction in Budgeted Waste Tonnage			-268	-268		-268		-268
<i>Sub-total Income and Savings</i>		0	-268	-268	0	-268	0	-268
Proposed Budget 2012/13		0	7,543	7,543	0	7,543	0	7,543

A to Z Variation Statement
Financing Items - Audit Fees

Portfolio :
 Directorate :

D&P
Fin Item

	Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets		464	464	0	464	0	464
<i>Revised Base</i>	0	464	464	0	464	0	464
Unavoidable pressures funded in indicative cash limits							
<i>Sub-Total Pressures</i>	0	0	0	0	0	0	0
Savings and Income							
<i>Sub-total Income and Savings</i>	0	0	0	0	0	0	0
Proposed Budget 2012/13	0	464	464	0	464	0	464

A to Z Variation Statement
Financing Items - Carbon Reduction Levy

Portfolio :
 Directorate :

F&BS
Fin Item

	Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets		1,368	1,368	0	1,368	0	1,368
<i>Revised Base</i>	0	1,368	1,368	0	1,368	0	1,368
Unavoidable pressures funded in indicative cash limits							
<i>Sub-Total Pressures</i>	0	0	0	0	0	0	0
Savings and Income							
<u>Efficiency savings</u>							
Reduction in non schools Carbon Reduction Levy		-968	-968		-968		-968
<i>Sub-total Income and Savings</i>	0	-968	-968	0	-968	0	-968
Total Adjustments	0	-968	-968	0	-968	0	-968
Proposed Budget 2012/13	0	400	400	0	400	0	400

A to Z Variation Statement
Financing Items - Commercial Services (Net Contribution)

Portfolio :
 Directorate :

EH&W
E&E

	Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets	0		0	-7,261	-7,261	0	-7,261
<i>Revised Base</i>	0	0	0	-7,261	-7,261	0	-7,261
Unavoidable pressures funded in indicative cash limits							
<i>Sub-Total Pressures</i>	0	0	0	0	0	0	0
Savings and Income							
<u>Income Generation</u>							
Increased Contribution from Commercial Services			0	-500	-500		-500
<i>Sub-total Income and Savings</i>	0	0	0	-500	-500	0	-500
Total Adjustments	0	0	0	-500	-500	0	-500
Proposed Budget 2012/13	0	0	0	-7,761	-7,761	0	-7,761

A to Z Variation Statement
Financing Items - Contingency for Childrens Improvement Plan

Portfolio : Directorate :	F&BS Fin Item	Gross Staffing £000's	Gross Non- Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets		3,491		3,491	0	3,491	0	3,491
<u>Base Adjustments - Internal</u>	<u>Type</u>							
tfr to BSS for social workers office based car parking	A-Z tfr	-251		-251		-251		-251
<i>Revised Base</i>		<u>3,240</u>	<u>0</u>	<u>3,240</u>	<u>0</u>	<u>3,240</u>	<u>0</u>	<u>3,240</u>
Unavoidable pressures funded in indicative cash limits								
<i>Sub-Total Pressures</i>		<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Savings and Income								
Removal of one-off funding Children's Social Care Improvement Plan		-2,491		-2,491		-2,491		-2,491
<i>Sub-total Income and Savings</i>		<u>-2,491</u>	<u>0</u>	<u>-2,491</u>	<u>0</u>	<u>-2,491</u>	<u>0</u>	<u>-2,491</u>
Proposed Budget 2012/13		<u>749</u>	<u>0</u>	<u>749</u>	<u>0</u>	<u>749</u>	<u>0</u>	<u>749</u>

A to Z Variation Statement
Financing Items - Contributon to IT Asset Maintenance Reserve

Portfolio :
 Directorate :

BSP&HR
Fin Item

	Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets		2,352	2,352	0	2,352	0	2,352
<i>Revised Base</i>	0	2,352	2,352	0	2,352	0	2,352
Unavoidable pressures funded in indicative cash limits							
<u>Service Strategies & Improvements</u>							
Repayment of reserves used in 11-12 for Enterprise Resource Planning		950	950		950		950
<i>Sub-Total Pressures</i>	0	950	950	0	950	0	950
Savings and Income							
<i>Sub-total Income and Savings</i>	0	0	0	0	0	0	0
Proposed Budget 2012/13	0	3,302	3,302	0	3,302	0	3,302

A to Z Variation Statement
Financing Items - Contribution to/from reserves

Portfolio :
 Directorate :

F&BS
Fin Item

	Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets		-11,245	-11,245	0	-11,245	0	-11,245
<i>Revised Base</i>	0	-11,245	-11,245	0	-11,245	0	-11,245
Unavoidable pressures funded in indicative cash limits							
<u>Service Strategies & Improvements</u>							
Drawdown from Prudential Equalisation Reserve for Property Enterprise Fund 2		808	808		808		808
Contribution to Council Tax Equalisation Reserve		7,500	7,500		7,500		7,500
Contribution to Invest to Save Reserve		2,000	2,000		2,000		2,000
Contribution to Reserves		350	350		350		350
<i>Sub-total Service Strategies & Improvements</i>	0	10,658	10,658	0	10,658	0	10,658
<u>Repayment of one off saving</u>							
removal of temporary draw down of long term reserves		14,033	14,033		14,033		14,033
removal of contribution to general reserves		-5,000	-5,000		-5,000		-5,000
<i>Sub-total Repayment of one off saving</i>	0	9,033	9,033	0	9,033	0	9,033
<i>Sub-Total Pressures</i>	0	19,691	19,691	0	19,691	0	19,691
Savings and Income							
<u>One-off savings</u>							
Review of reserves		-3,800	-3,800		-3,800		-3,800
<i>Sub-total Income and Savings</i>	0	-3,800	-3,800	0	-3,800	0	-3,800
Proposed Budget 2012/13	0	4,646	4,646	0	4,646	0	4,646

A to Z Variation Statement
Financing Items - Insurance Fund

Portfolio :
 Directorate :

F&BS
Fin Item

	Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets		3,479	3,479	0	3,479	0	3,479
<u>Base Adjustments - Internal</u>							
Transfer of 1 fte to Business Strategy		-50	-50		-50		-50
<i>Revised Base</i>	0	3,429	3,429	0	3,429	0	3,429
Unavoidable pressures funded in indicative cash limits							
<u>Demand/Demographic Led</u>							
Increased contribution to Insurance Fund		1,250	1,250		1,250		1,250
<i>Sub-Total Pressures</i>	0	1,250	1,250	0	1,250	0	1,250
Savings and Income							
<i>Sub-total Income and Savings</i>	0	0	0	0	0	0	0
Proposed Budget 2012/13	0	4,679	4,679	0	4,679	0	4,679

A to Z Variation Statement
Financing Items - Modernisation of the Council

Portfolio :
 Directorate :

F&BS
Fin Item

	Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets		4,000	4,000	0	4,000	0	4,000
<i>Revised Base</i>	0	4,000	4,000	0	4,000	0	4,000
Unavoidable pressures funded in indicative cash limits							
<i>Sub-Total Pressures</i>	0	0	0	0	0	0	0
Savings and Income							
<u>Removal of one-off funding</u>							
Modernisation of the Council		-500	-500		-500		-500
<i>Sub-total Income and Savings</i>	0	-500	-500	0	-500	0	-500
Proposed Budget 2012/13	0	3,500	3,500	0	3,500	0	3,500

A to Z Variation Statement
Financing Items - Net Debt Costs (Including Investment Income)

Portfolio : Directorate :	F&BS Fin Item	Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets		0	125,376	125,376	-8,955	116,421		116,421
<u>Base Adjustments - Internal</u>	<u>Type</u>							
Refund of Comms saving	11/12	0	-150	-150	0	-150		-150
Early Retirement costs	11/12	0	-12	-12	0	-12		-12
Anti Fraud posts	11/12	0	-75	-75	0	-75		-75
Prudential Borrowing - BSS	11/12	0	782	782	0	782		782
Prudential Borrowing - E&E	11/12	0	260	260	0	260		260
Communications Funding	11/12	0	-500	-500	0	-500		-500
Salary transfer (BSS)	11/12	0	-26	-26	0	-26		-26
shortfall in salary (BSS)	11/12	0	-10	-10	0	-10		-10
Managing Director's staff officer	11/12	0	-54	-54	0	-54		-54
quarter 1 realignment - debt charges	11/12	0	80	80	-80	0		0
quarter 1 realignment - Investment Income	11/12	0	-158	-158	158	0		0
Ashford Gateway Plus directorate funded borrowing	A-Z tfr	0	7	7	0	7		7
Public Health PA post (ASC&PH portfolio)		0	-27	-27	0	-27		-27
BSS new risk posts (KR14 + KR9) (BSP&HR portfolio)		0	-112	-112	0	-112		-112
Other		0	3,473	3,473	0	3,473		3,473
Realignment of budget		0	-306	-306	0	-306		-306
<i>Sub Total - Base Adjustments - Internal</i>		0	3,172	3,172	78	3,250	0	3,250
<i>Revised Base</i>		0	128,548	128,548	-8,877	119,671	0	119,671
Unavoidable pressures funded in indicative cash limits								
<u>Service Strategies & Improvements</u>								
Financing the capital programme		0	4,031	4,031	0	4,031		4,031
CSR Impact 1% increase in borrowing costs		0	1,300	1,300	0	1,300		1,300
<i>Sub-total Service Strategies & Improvements</i>		0	5,331	5,331	0	5,331	0	5,331
<i>Sub-Total Pressures</i>		0	5,331	5,331	0	5,331	0	5,331
Savings and Income								
<u>Income Generation</u>								
Increased investment income		0	0	0	-1,200	-1,200		-1,200
Savings and mitigations:								
<u>Efficiency savings</u>								
Borrowing costs of PEF2 (from PER)		0	-808	-808	0	-808		-808
<i>Sub-total Income and Savings</i>		0	-808	-808	-1,200	-2,008	0	-2,008
Proposed Budget 2012/13		0	133,071	133,071	-10,077	122,994	0	122,994

A to Z Variation Statement
Financing Items - Other

Portfolio :
Directorate :

F&BS
Fin Item

	Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets	0	5,100	5,100	0	5,100	0	5,100
<u>Base Adjustments - Internal</u>							
creation of corporate legal advice budget	0	150	150	0	150	0	150
Other	0	-3,922	-3,922	0	-3,922	0	-3,922
<i>Sub Total - Base Adjustments - Internal</i>	0	-3,772	-3,772	0	-3,772	0	-3,772
<i>Revised Base</i>	0	1,328	1,328	0	1,328	0	1,328
Unavoidable pressures funded in indicative cash limits							
<u>Service Strategies & Improvements</u>							
Initiatives to Boost the Economy	0	1,000	1,000	0	1,000	0	1,000
<i>Sub-Total Pressures</i>	0	1,000	1,000	0	1,000	0	1,000
Savings and Income							
<i>Sub-total Income and Savings</i>	0	0	0	0	0	0	0
Proposed Budget 2012/13	0	2,328	2,328	0	2,328	0	2,328

A to Z Variation Statement
Financing Items - Unallocated

Portfolio :
 Directorate :

F&BS
Fin Item

	Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets	-287		-287	0	-287	0	-287
Base Adjustments - Internal							
<u>refund to E&E of CSD T&Cs saving</u>	-19		-19		-19		-19
<u>Removal of Social Care Reform Grant transition funding</u>		3,150	3,150		3,150		3,150
<u>Budget realignment</u>	306		306		306		306
<i>Revised Base</i>	0	3,150	3,150	0	3,150	0	3,150
Unavoidable pressures funded in indicative cash limits							
<u>Pay</u>							
TCP	2,000		2,000		2,000		2,000
Kent Scheme Pay Award	98		98		98		98
<i>Sub-total Pay</i>	2,098	0	2,098	0	2,098	0	2,098
<i>Sub-Total Pressures</i>	2,098	0	2,098	0	2,098	0	2,098
Savings and Income							
<u>Efficiency savings</u>							
Procurement Efficiencies		-1,000	-1,000		-1,000		-1,000
<i>Sub-total Income and Savings</i>	0	-1,000	-1,000	0	-1,000	0	-1,000
Proposed Budget 2012/13	2,098	2,150	4,248	0	4,248	0	4,248

A to Z Variation Statement
Financing Items - Underspend rolled forward from previous year

Portfolio :
 Directorate :

F&BS
Fin Item

	Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets		-5,711	-5,711	0	-5,711	0	-5,711
<i>Revised Base</i>	0	-5,711	-5,711	0	-5,711	0	-5,711
Unavoidable pressures funded in indicative cash limits							
<u>Repayment of one off saving</u>							
Moratorium in 10-11 to increase underspend		1,000	1,000		1,000		1,000
Roll fwd of 10-11 projected underspend		4,711	4,711		4,711		4,711
<i>Sub-total Repayment of one off saving</i>	0	5,711	5,711	0	5,711	0	5,711
<i>Sub-Total Pressures</i>	0	5,711	5,711	0	5,711	0	5,711
Savings and Income							
<u>One-off savings</u>							
Early Years underspend in 2011-12		-1,200	-1,200		-1,200		-1,200
Roll-forward of 2011-12 projected underspend		-1,879	-1,879		-1,879		-1,879
<i>Sub-total One-off savings</i>	0	-3,079	-3,079	0	-3,079	0	-3,079
<i>Sub-total Income and Savings</i>	0	-3,079	-3,079	0	-3,079	0	-3,079
Proposed Budget 2012/13	0	-3,079	-3,079	0	-3,079	0	-3,079

A to Z Variation Statement
Financing Items - Unringfenced Government Grants

Portfolio :
 Directorate :

F&BS
Fin Item

	Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets	0	0	0	0	0	0	0
Base Adjustments - External							
Remove EIG income budget and hold centrally	0	0	0	0	0	-50,286	-50,286
Learning Disability & Health Reform Income	0	0	0	0	0	-34,768	-34,768
Base Adjustments - External	0	0	0	0	0	-85,054	-85,054
<i>Revised Base</i>	0	0	0	0	0	-85,054	-85,054
Unavoidable pressures funded in indicative cash limits							
<i>Sub-Total Pressures</i>	0	0	0	0	0	0	0
Savings and Income							
Grant increases							
Early Intervention Grant Increase	0	0	0	0	0	-4,597	-4,597
Learning Disability & Health Reform Grant Increase	0	0	0	0	0	-859	-859
<i>Sub-total Grant increases</i>	0	0	0	0	0	-5,456	-5,456
<i>Sub-total Income and Savings</i>	0	0	0	0	0	-5,456	-5,456
Proposed Budget 2012/13	0	0	0	0	0	-90,510	-90,510

A to Z Variation Statement
Assessment Services - Adult's Social Care Staffing

Portfolio : Directorate :	ASC&PH FSC	Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets		25,163	16,119	41,282	-2,023	39,259	-750	38,509
<u>Base Adjustments - Internal</u>								
	<u>Type</u>							
Reimbursement of savings trfd twice to BSS for Employment Services	11/12	-77		-77		-77		-77
Transfer of shortfall in salary to BSS	11/12	-3		-3		-3		-3
Transfer of shortfall in salaries for Social Services Library to BSS	11/12	-18		-18		-18		-18
Tfr of Kent Contact and Assessment Services (KCAS) to Contact Centre	11/12	-1,005		-1,005	156	-849		-849
Tfr of TCO system administrator to BSS ICT	11/12	-11		-11		-11		-11
LD Transfer Grant gross realignment	11/12	244		244		244		244
LD Transfer Grant realign to BSS for Finance Support	A-Z tfr	-99		-99		-99		-99
Transfer of 2 staff posts from Strategic Commissioning to Mental Health Service	A-Z tfr	47		47		47		47
Funding transferred to resolve Client Financial Affairs pressure with Independent Mental Capacity Advocacy	A-Z tfr	-74		-74		-74		-74
Correction to recasting to fund Contracts	A-Z tfr	-25		-25		-25		-25
Realignment of Savings etc			-320	-320		-320		-320
Tfr of staff from Management Support	A-Z tfr	82		82		82		82
Tfr of staff to Business Support	A-Z tfr	-138		-138		-138		-138
Gross up additional income	GIN	37		37	-37	0		0
Personal Health Budgets to Man Support	GIN	-93		-93	93	0		0
Transfer of budget from Adults Social Care Staffing			-74	-74		-74		-74
Tfr of budget to FSC Management and Support	A-Z tfr	-125		-125		-125		-125
Tfr of 1 fte to Customer and Communities	A-Z tfr	-27		-27		-27		-27
<i>Sub Total - Base Adjustments - Internal</i>		-1,285	-394	-1,679	212	-1,467	0	-1,467
<u>Base Adjustments - External</u>								
Transfer of Learning Disability and Health Reform Grant to be held centrally				0		0	750	750
<i>Revised Base</i>		23,878	15,725	39,603	-1,811	37,792	0	37,792
Unavoidable pressures funded in indicative cash limits								
<u>Pay</u>								
Staff Travel			47	47		47		47
Employers NI increase		59		59		59		59
Kent Scheme Pay Award		372		372		372		372
<i>Sub-total Pay</i>		431	47	478	0	478	0	478
<u>Prices</u>								
Transport			17	17		17		17
<u>Unavoidable Government/Legislative Pressures</u>								
LD Reform Grant-Blue Badge Realignment		104		104		104	0	104
<i>Sub-Total Pressures</i>		535	64	599	0	599	0	599
Savings and Income								
<u>Income Generation</u>								
Blue Badges				0	-170	-170		-170
<u>Identified in published 2011-13 MTP</u>								
Fall out of early Retirement Costs		-2		-2		-2		-2
<u>Efficiency savings</u>								
Hospital Team Review		-75		-75		-75		-75
Mental Health Management		-50		-50		-50		-50
Co-ordination Managers		-50		-50		-50		-50

A to Z Variation Statement
Assessment Services - Adult's Social Care Staffing

Portfolio :
 Directorate :

ASC&PH
FSC

	Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
Agency Staff	-99		-99		-99		-99
Essential/Lease user		-18	-18		-18		-18
<i>Sub-total Efficiency savings</i>	-274	-18	-292	0	-292	0	-292
<i>Sub-total Income and Savings</i>	-276	-18	-294	-170	-464	0	-464
Proposed Budget 2012/13	24,137	15,771	39,908	-1,981	37,927	0	37,927

A to Z Variation Statement
Assessment Services - Children's Social Care Staffing

Portfolio :	SCS						
Directorate :	FSC						
	Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets	31,203	1,851	33,054	-1,519	31,535	-1,165	30,370
<u>Base Adjustments - Internal</u>		<u>Type</u>					
Budget Realignment		-194	-194		-194		-194
Realignment of budgets-SCS County posts		95	95		95		95
Realignment of savings		-89	-89		-89		-89
Transfer of CAMHS-Virtual Schools for Kent	-228		-228		-228		-228
Realignment of Aiming High	-418		-418		-418		-418
Realignment of Gross/Income as a result of grant loss	-700		-700	700	0		0
Transfer of CP Chair to Safeguarding	-65		-65		-65		-65
Removal of internal charging for Area Benefits Officers	-95		-95		-95		-95
<i>Sub Total - Base Adjustments - Internal</i>	-1,506	-188	-1,694	700	-994	0	-994
<u>Base Adjustments - External</u>							
Transfer EIG income budget and hold centrally			0		0	1,099	1,099
<i>Revised Base</i>	29,697	1,663	31,360	-819	30,541	-66	30,475
Unavoidable pressures funded in indicative cash limits							
<u>Pay</u>							
Staff Travel		61	61		61		61
Employers NI increase	58		58		58		58
Kent Scheme Pay Award	351		351		351		351
<i>Sub-total Pay</i>	409	61	470	0	470	0	470
<u>Prices</u>							
Transport		25	25		25		25
<u>Demand/Demographic Led</u>							
Increase in Social Care Staffing	2,960		2,960		2,960		2,960
<u>Service Strategies & Improvements</u>							
Workforce Strategy	2,284		2,284		2,284		2,284
Social Care Staffing - additional posts	1,016		1,016		1,016		1,016
<i>Sub-total Service Strategies & Improvements</i>	3,300	0	3,300	0	3,300	0	3,300
<i>Sub-Total Pressures</i>	6,669	86	6,755	0	6,755	0	6,755
Savings and Income							
<u>Efficiency savings</u>							
Reduction in staff travel		-3	-3		-3		-3
<i>Sub-total Income and Savings</i>	0	-3	-3	0	-3	0	-3
Proposed Budget 2012/13	36,366	1,746	38,112	-819	37,293	-66	37,227

A to Z Variation Statement
Assessment Services - Assessment of Children's Educational Needs

Portfolio :
 Directorate :

ELS
 ELS

	Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets	1,290	403	1,693	0	1,693	-570	1,123
Base Adjustments - Internal							
<u>Correction between columns</u>	19	-19	0		0		0
Transfer of proportion of Admission & transport staff to Directorate Management Support	-195	-142	-337		-337	337	0
Transfer of assessment team from Directorate Management and support	1,064		1,064		1,064	-130	934
Transfer Tribunal non staff costs to Directorate Management and support		-242	-242		-242	36	-206
<i>Sub Total - Base Adjustments - Internal</i>	888	-403	485	0	485	243	728
<i>Revised Base</i>	2,178	0	2,178	0	2,178	-327	1,851
Unavoidable pressures funded in indicative cash limits							
<u>Pay</u>							
Employers NI increase	3		3		3		3
Kent Scheme Pay Award	9		9		9		9
<i>Sub-total Pay</i>	12	0	12	0	12	0	12
<i>Sub-Total Pressures</i>	12	0	12	0	12	0	12
Savings and Income							
<u>Service Reforms</u>							
ELS restructure - Assessment	-553		-553		-553	-187	-740
<i>Sub-total Income and Savings</i>	-553	0	-553	0	-553	-187	-740
Proposed Budget 2012/13	1,637	0	1,637	0	1,637	-514	1,123

A to Z Variation Statement
Education, Learning and Skills Directorate Management & Support

Portfolio :	ELS							
Directorate :	ELS							
		Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets		4,187	11,341	15,528	-2,978	12,550	-7,247	5,303
Base Adjustments - Internal								
	Type							
Tfr of Education Support Officer from School Imp	11/12	40		40		40		40
Children's Centres funding (EIG smoothing)	11/12		-893	-893		-893		-893
Contact Centre (EIG smoothing money)	11/12		-120	-120		-120		-120
Refund of Communications savings target	11/12		50	50		50		50
Transfer of Training Budget to BSP&HR	11/12		-263	-263		-263		-263
Transfer Virtual Schools budget to SCS	11/12		-400	-400		-400	400	0
Transfer of Integrated Processes to SCS	11/12		-34	-34		-34	34	0
Transfer of Youth Opportunities Funding to CCSI	11/12		-600	-600		-600		-600
Transfer Youth Substance Misuse to CCSI	11/12		-140	-140		-140		-140
Realignment of staffing and non-staffing budgets	11/12	23	-23	0		0		0
Flexible funding for 14-19 unit surplus	11/12		418	418		418	-418	0
PRUs share of dedicated schools grant	11/12		-796	-796		-796	796	0
Transfer of 1 fte from BSS	11/12	24		24		24		24
Transfer of Capital projects team to BSS Property	GIN	-660	660	0		0		0
Cessation of Post 16 School Access Fund	GIN		-100	-100	100	0		0
Transfer of Emergency Planning budget to C&C	GIN		-43	-43		-43		-43
New gross & income for traded Extended service	GIN		128	128	-128	0		0
New gross and income for traded service	GIN	113	178	291	-291	0		0
Catering team and Kitchen maintenance								
Tfr of premises related budgets to Corp Landlord	A-Z tfr	60	-1,236	-1,176	182	-994		-994
Transfer of Extended Services from Sch Imp	A-Z tfr	276	16	292	-10	282	-219	63
Transfer from assessment	A-Z tfr	195	384	579		579	-373	206
Transfer to assessment	A-Z tfr	-1,064		-1,064		-1,064	130	-934
Realignment of Health Needs budget	GIN		-200	-200		-200	200	0
Transfer from Statemeted Support	A-Z tfr	211		211		211	-211	0
Delegation of SPS	DSG		-129	-129		-129	129	0
Delegation of Quality of School Meals	DSG		328	328		328	-328	0
Delegation of Extended Learning	DSG	-128		-128		-128	128	0
Delegation of Catering maintenance	DSG	-113		-113		-113	113	0
Delegation of Kitchen maintenance	DSG		-178	-178		-178	178	0
Tfr of the Schools cleaning to Schools Other Services	A-Z tfr	-188	-99	-287		-287		-287
Sub Total - Base Adjustments - Internal		-1,211	-3,092	-4,303	-147	-4,450	559	-3,891
Base Adjustments - External								
Remove EIG income budget and hold centrally				0		0	1,394	1,394
London Array			9	9	-9	0		0
Reduction in central DSG for academy converters			-200	-200		-200	200	0
National Sensory Impairment Grant			150	150		150	-150	0
Base Adjustments - External		0	-41	-41	-9	-50	1,444	1,394
Revised Base		2,976	8,208	11,184	-3,134	8,050	-5,244	2,806
Unavoidable pressures funded in indicative cash limits								
Pay								
Employers NI increase		21		21		21		21
Staff Travel			135	135		135		135
Kent Scheme Pay Award		188		188		188		188
Sub-total Pay		209	135	344	0	344	0	344
Demand/Demographic Led								
Legal Services			250	250		250		250
Sub-Total Pressures		209	385	594	0	594	0	594
Savings and Income								
Removal of one-off funding								
Removal of one-off EIG Transitional funding			-2,079	-2,079		-2,079		-2,079
Service Reforms								
ELS restructure		1,789	1,241	3,030	-169	2,861	-795	2,066
Sub-total Income and Savings		1,789	-838	951	-169	782	-795	-13
Proposed Budget 2012/13		4,974	7,755	12,729	-3,303	9,426	-6,039	3,387

A to Z Variation Statement
Families and Social Care Directorate Management & Support

Portfolio : **SCS & ASC&PH**
 Directorate : **FSC**

		Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets		2,501	12,337	14,838	-599	14,239	-2,911	11,328
Base Adjustments - Internal								
	Type							
Tfr back of budget from BSS	11/12	148	0	148	0	148	0	148
Staff correction to BSS	11/12	-15	0	-15	0	-15	0	-15
Tfr of staff to C&C	11/12	-26	0	-26	0	-26	0	-26
Tfr of blackberry budgets from BSP&HR	11/12	0	54	54	0	54	0	54
Tfr of Excellent Homes PFI project from CCS&I	11/12	0	250	250	-250	0	0	0
Correction of BB Error-SCS Director Non Staff	11/12	0	36	36	0	36	0	36
LD Campus Grant Gross Correction	11/12	7	0	7	0	7	0	7
Communications saving	11/12	0	0	0	0	0	0	0
Tfr of staff salary	11/12	32	0	32	0	32	0	32
Removal of incorrect Gross & income Cash Limit	GIN	-25	0	-25	25	0	0	0
Personal Health Budgets from A&R	GIN	93	0	93	-93	0	0	0
Realign Public Health Core Team staffing budget for 12/13	GIN	8	-8	0	0	0	0	0
Transfer of 2 staff posts from Strategic Commissioning to Mental Health Service	A-Z tfr	-47	0	-47	0	-47	0	-47
Funding transferred to resolve CFAO pressure with IMCA	A-Z tfr	74	0	74	0	74	0	74
Correction to recasting to fund Contracts	A-Z tfr	25	0	25	0	25	0	25
Equalities budget transfer from BSS	A-Z tfr	0	9	9	0	9	0	9
Staff transfer to A&R	A-Z tfr	-82	0	-82	0	-82	0	-82
Staff transfer from A&R to Exec Support	A-Z tfr	138	0	138	0	138	0	138
Ashford Gateway Plus directorate funded borrowing	A-Z tfr	-1	0	-1	0	-1	0	-1
Transfer of Adults Safeguarding budget to new AtoZ line	A-Z tfr	-467	-266	-733	236	-497	0	-497
Salary (allocated to wrong area of Public Health in 11/12)	A-Z tfr	-32	0	-32	0	-32	0	-32
Transfer for PA salary costs	A-Z tfr	27	0	27	0	27	0	27
Removal of annual draw down from reserves to fund 1 fte and fund from reduction in non-staffing budget	A-Z tfr	0	34	34	0	34	0	34
Realignment of Savings etc		0	447	447	0	447	0	447
Realignment of Savings etc		153	0	153	0	153	0	153
Removal of Social Care Reform Grant transition funding		-350	0	-350	0	-350	0	-350
Tfr of budget to FSC Management and Support		125	0	125	0	125	0	125
Allocate 2011/12 savings to units		-2	0	-2	0	-2	0	-2
Sub Total - Base Adjustments - Internal		-217	556	339	-82	257	0	257
Base Adjustments - External								
Transfer EIG income budget and hold centrally		0	0	0	0	0	2,145	2,145
Revised Base		2,284	12,893	15,177	-681	14,496	-766	13,730
Unavoidable pressures funded in indicative cash limits								
Pay								
Staff Travel		0	5	5	0	5	0	5
Employers NI increase		18	0	18	0	18	0	18
Kent Scheme Pay Award		93	0	93	0	93	0	93
Sub-total Pay		111	5	116	0	116	0	116
Prices								
Transport		0	2	2	0	2	0	2
Other (inc Legal)		0	8	8	0	8	0	8
Sub-total Prices		0	10	10	0	10	0	10
Sub-Total Pressures		111	15	126	0	126	0	126
Savings and Income								
Identified in published 2011-13 MTP								
Streamline back office support functions		-452	0	-452	0	-452	0	-452

A to Z Variation Statement
Families and Social Care Directorate Management & Support

Portfolio :
 Directorate :

SCS & ASC&PH
FSC

	Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
<u>Efficiency savings</u>							
Management Structures	-48	0	-48	0	-48	0	-48
Support Services	-143	0	-143	0	-143	0	-143
Agency Staff	-1	0	-1	0	-1	0	-1
Essential/Lease user	0	-1	-1	0	-1	0	-1
<i>Sub-total Efficiency savings</i>	-192	-1	-193	0	-193	0	-193
<i>Sub-total Income and Savings</i>	-644	-1	-645	0	-645	0	-645
Proposed Budget 2012/13	1,751	12,907	14,658	-681	13,977	-766	13,211

A to Z Variation Statement
Enterprise & Environment Directorate Management & Support

Portfolio : Directorate :	EH&W E&E	Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets		3,267	4,261	7,528	-1,014	6,514	0	6,514
<u>Base Adjustments - Internal</u>								
	<u>Type</u>							
Refund of Communications Saving	11/12		50	50		50		50
Tfr of PROW computer maintenance to C&C	11/12		-8	-8		-8		-8
Tfr of staff to BCC ICT	11/12	-33	-1	-34		-34		-34
Prudential Borrowing (Highways Maintenance)	11/12		-260	-260		-260		-260
Correction to TCP saving as Commercial	11/12	19		19		19		19
Services staff incorrectly coded in calculation								
Budget realignment	11/12	416	-81	335	185	520		520
TCP Tapering Realignment	11/12	23		23		23		23
Super reduction Realignment	11/12	14		14		14		14
Gross/Inc adj made to Strat Man moved to Env	11/12		-282	-282	443	161		161
12/13 H&T internal budget realignments		208	692	900	-12	888		888
<i>Sub Total - Base Adjustments - Internal</i>		647	110	757	616	1,373	0	1,373
<i>Revised Base</i>		3,914	4,371	8,285	-398	7,887	0	7,887
Unavoidable pressures funded in indicative cash limits								
<u>Pay</u>								
Staff Travel			26	26		26		26
Employers NI increase		6		6		6		6
Kent Scheme Pay Award		48		48		48		48
<i>Sub-total Pay</i>		54	26	80	0	80	0	80
<u>Prices</u>								
Highways maintenance contracts			8	8		8		8
<u>Service Strategies & Improvements</u>								
Prudential Borrowing			23	23		23		23
<i>Sub-Total Pressures</i>		54	57	111	0	111	0	111
Savings and Income								
<u>Income Generation</u>								
Increased rental income				0	-9	-9		-9
<u>Identified in published 2011-13 MTP</u>								
Highways maintenance			-98	-98		-98		-98
<u>Efficiency savings</u>								
Management savings (0.5 FTE graduate post removed)		-16		-16		-16		-16
H&T management reductions		-165		-165		-165		-165
Access & Assessment Agency Staff			-1	-1		-1		-1
<i>Sub-total Efficiency savings</i>		-181	-1	-182	0	-182	0	-182
<u>Service Reforms</u>								
Env Bus Supp - 0.5 FTE graduate post removed & other activities		-15	-17	-32		-32		-32
<i>Sub-total Income and Savings</i>		-196	-116	-312	-9	-321	0	-321
Proposed Budget 2012/13		3,772	4,312	8,084	-407	7,677	0	7,677

A to Z Variation Statement
Customer & Communities Directorate Management & Support

Portfolio :	C&C							
Directorate :	C&C							
		Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets		3,308	2,076	5,384	-2,156	3,228	-35	3,193
<u>Base Adjustments - Internal</u>								
	<u>Type</u>							
Transfer of salaries to and from BSS Qtr1	11/12	-131	25	-106		-106		-106
Tfr of staff from FSC Qtr 1	11/12	26		26	0	26		26
Transfer of budgets to Corporate Landlord Qtr1	11/12	-53	-452	-505		-505		-505
Centralisation of Communication activity budgets	11/12	525	25	550		550		550
Reduced income & removal of internal income target Qtr 1	11/12		-167	-167	167	0		0
Re-eng & Chg Res - Excellent Homes Project to be transferred back to FSC Qtr 1	11/12		-250	-250	250	0		0
Libraries - Cash limit for CRB checks moved from CMC Qtr 1	11/12		-6	-6		-6		-6
Realignment of cash limits across the C&C Directorate	11/12		42	42	323	365		365
Salary Adjustment within C&C Qtr 1	11/12	153		153		153		153
Secure Accommodation from CMC to YOS Qtr 2	11/12		-100	-100		-100		-100
Libraries/CCCE -Employee cash limit 7hrs trans from Libraries to CCCE Qtr 2	11/12	3		3		3		3
Redistribution of savings target between Community Liaison and Comms & Engagement Qtr 2	11/12	135		135		135		135
Transfer of Webcasting budget to BSS Qtr 2	11/12		-21	-21		-21		-21
Transfer of Employee Volunteering to BSP&HR Qtr 2	11/12	-25	-7	-32		-32		-32
Cust Sers Div Bgt - Restructure of Business Supp Team & Business Dev team Qtr 2	11/12	-213	-26	-239		-239		-239
C&C share TCP Savings Qtr 2	11/12	246		246		246		246
Realignment of cash limits across units	GIN	653	-653	0		0		0
Transfer of Staff pay to PROW	A-Z tfr	-11		-11		-11		-11
Loss of Senior Officers Medical Expenses			13	13		13		13
Tfr of 1 fte from FSC	11/12	27		27		27		27
Transfer of budget to Directorate Management and Support	A-Z tfr	1,245	32	1,277		1,277		1,277
Realignment of cash limits within Directorate	GIN	46	-123	-77	77	0		0
Centralisation of support services post restructure		91		91		91		91
Realignment of cash limits within Portfolio	A-Z tfr	140		140		140		140
<i>Sub Total - Base Adjustments - Internal</i>		2,857	-1,668	1,189	817	2,006	0	2,006
<u>Base Adjustments - External</u>								
Remove EIG income budget and hold centrally				0		0	35	35
<i>Revised Base</i>		6,165	408	6,573	-1,339	5,234	0	5,234
Unavoidable pressures funded in indicative cash limits								
<u>Pay</u>								
Staff Travel			58	58		58		58
Employers NI increase		12		12		12		12
Kent Scheme Pay Award		64		64		64		64
<i>Sub-total Pay</i>		76	58	134	0	134	0	134
<u>Prices</u>								
Transport			1	1		1		1
<u>Unavoidable Government/Legislative Pressures</u>								
Loss of zero ratings for Youth Centres			150	150		150		150
Property Maintenance Agreements			250	250		250		250
<i>Sub-total Unavoidable Government/Legislative Pressures</i>		0	400	400	0	400	0	400
<u>Service Strategies & Improvements</u>								
Replace one-off savings in year management action			57	57		57		57
Unachievable income target				0	250	250		250
<i>Sub-total Service Strategies & Improvements</i>		0	57	57	250	307	0	307

A to Z Variation Statement
Customer & Communities Directorate Management & Support

Portfolio : **C&C**
 Directorate : **C&C**

	Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
<i>Sub-Total Pressures</i>	76	516	592	250	842	0	842
Savings and Income							
<u>Identified in published 2011-13 MTP</u>							
Streamline of back office	-26		-26		-26		-26
Staff restructure - back office/management/support review	-303		-303		-303		-303
Streamline back office support functions - Policy Team	-29		-29		-29		-29
<i>Sub-total Identified in published 2011-13 MTP</i>	-358	0	-358	0	-358	0	-358
<u>Efficiency savings</u>							
Management reductions	-232		-232		-232		-232
Essential/Lease Car		-2	-2		-2		-2
Communications staffing saving	-225		-225		-225		-225
<i>Sub-total Efficiency savings</i>	-457	-2	-459	0	-459	0	-459
<u>Service Reforms</u>							
Remove all strategic external funding activities	-67	-25	-92		-92		-92
<u>One-off savings</u>							
Roll-forward of 2011-12 projected underspend		-433	-433		-433		-433
<i>Sub-total Income and Savings</i>	-882	-460	-1,342	0	-1,342	0	-1,342
Proposed Budget 2012/13	5,359	464	5,823	-1,089	4,734	0	4,734

A to Z Variation Statement
Business Strategy and Support Directorate Management & Support

Portfolio : **R&E, BSP&HR & ASC&PH**
 Directorate : **BSS**

		Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets		449	2,790	3,239	-975	2,264	-8,893	-6,629
Base Adjustments - Internal								
	Type							
Base budget adjustments agreed prior to Q2 monitoring	11/12	792	-1,957	-1,165	975	-190	0	-190
Transfer of 1 fte to ELS Portfolio	11/12	0	-24	-24	0	-24	0	-24
Realignment of budgets within BSS	GIN	95	98	193	-193	0	0	0
DSG for appeals process incorrectly removed as part of delegated budgets in 11-12 budget build	DSG	0	100	100	0	100	-100	0
Move Schools ICT DSG element to BSS Mgt & Supp (originally decided to hold centrally)	A-Z tfr	0	0	0	0	0	-591	-591
Transfer of Commissioning staff to C&C	A-Z tfr	-282	0	-282	0	-282	0	-282
Realignment of budgets within BSS	A-Z tfr	0	54	54	0	54	0	54
Allocate 2011/12 savings to units	A-Z tfr	0	887	887	0	887	0	887
Move Asylum Grant income leg to Finance	A-Z tfr	0	0	0	0	0	692	692
Allocation of EIG income to specific units	A-Z tfr	0	0	0	0	0	752	752
Move DSG income inherited from CFE in recast exercise to relevant units	A-Z tfr	0	0	0	0	0	3,171	3,171
Other	A-Z tfr	0	231	231	0	231	0	231
<i>Sub Total - Base Adjustments - Internal</i>		605	-611	-6	782	776	3,924	4,700
<i>Revised Base</i>		1,054	2,179	3,233	-193	3,040	-4,969	-1,929
Unavoidable pressures funded in indicative cash limits								
Pay								
Employers NI increase		2	0	2	0	2	0	2
Kent Scheme Pay Award		9	0	9	0	9	0	9
<i>Sub-total Pay</i>		11	0	11	0	11	0	11
Service Strategies & Improvements								
Borrowing costs - ISG Connecting with Kent, ISG Connecting Kent, ISG Sustaining Kent		0	328	328	0	328	0	328
Maintaining the Infrastructure, Property Better Workplaces								
The Bridge		0	2	2	0	2	0	2
Tapering of PFI grant		0	0	0	0	0	581	581
<i>Sub-total Service Strategies & Improvements</i>		0	330	330	0	330	581	911
<i>Sub-Total Pressures</i>		11	330	341	0	341	581	922
Savings and Income								
Efficiency savings								
Fall out of early retirement costs		-93	0	-93	0	-93	0	-93
Impact of deletion of Managing Director Post		-350	0	-350	0	-350	0	-350
<i>Sub-total Efficiency savings</i>		-443	0	-443	0	-443	0	-443
<i>Sub-total Income and Savings</i>		-443	0	-443	0	-443	0	-443
Proposed Budget 2012/13		622	2,509	3,131	-193	2,938	-4,388	-1,450

A to Z Variation Statement
Support to Frontline Services - Finance & Procurement

Portfolio :
 Directorate :

D&P & F&BS
BSS

	Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets	17,413	3,599	21,012	-5,390	15,622	0	15,622
Base Adjustments - Internal	Type						
Early Retirement Costs	11/12	0	12	0	12	0	12
Anti Fraud	11/12	0	75	0	75	0	75
Tfr in shortfall in salaries from C&C to Finance	11/12	0	54	0	54	0	54
Tfr of support team to Property	11/12	-186	-3	-189	0	-189	-189
Income target from Business Strategy - External Funding	11/12	0	0	-109	-109	0	-109
LD Transfer grant - realigned to BSS for Finance Support (from FSC)	A-Z tfr	99	0	99	0	99	99
Allocate 2011/12 savings to units (-£135k TCP, -£24k second tier management savings)	A-Z tfr	-159	0	-159	0	-159	-159
Move Asylum Grant Income from Strat Mgt & Directorate Support Budgets to Finance & Procurement	A-Z tfr	0	0	0	0	-692	-692
DSG income cash limit previously held in BSS Mgmt & Supp	A-Z tfr	0	0	0	0	-1,696	-1,696
Transfer of member of staff to Business Strategy (along with corresponding income target for draw down from Insurance Reserve)	GIN	-38	-1	-39	39	0	0
Removal of internal charging for Area Benefits Officers		0	0	95	95	0	95
Transfer Insurance team to F&BS portfolio	A_Z tfr	0	0	0	0	0	0
Realignment of budgets within BSS Directorate	GIN	-311	236	-75	75	0	0
Sub Total - Base Adjustments - Internal		-454	232	-222	100	-2,388	-2,510
Revised Base		16,959	3,831	20,790	-5,290	15,500	-2,388
Unavoidable pressures funded in indicative cash limits							
Pay							
Staff travel (5p casual user rate increase)		0	10	10	0	10	10
Employers NI increase		28	0	28	0	28	28
Kent Scheme Pay Award		184	0	184	0	184	184
Sub-total Pay		212	10	222	0	222	222
Service Strategies & Improvements							
Expansion of Procurement Team		1,000	0	1,000	0	1,000	1,000
Sub-Total Pressures		1,212	10	1,222	0	1,222	1,222
Savings and Income							
Efficiency savings							
Management structures (Audit)		-20	0	-20	0	-20	-20
Restructure of Finance Function		-1,205	0	-1,205	0	-1,205	-1,205
Sub-total Efficiency savings		-1,225	0	-1,225	0	-1,225	-1,225
Service Reforms							
Removal of support from Benefits Partnership		0	-50	-50	0	-50	-50
Sub-total Income and Savings		-1,225	-50	-1,275	0	-1,275	-1,275
Proposed Budget 2012/13		16,946	3,791	20,737	-5,290	15,447	-2,388
							13,059

A to Z Variation Statement

Support to Frontline Services - Human Resources (HR)

Portfolio :
Directorate :

F&BS & BSP&HR
BSS

		Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets		12,998	6,419	19,417	-7,178	12,239	0	12,239
Base Adjustments - Internal								
	Type							
Transfer of Employee Volunteering from CCS&I	11/12	25	7	32	0	32	0	32
Transfer of Training Budget from ELS	11/12	0	263	263	0	263	0	263
GIN adjustments between Gross and Income - as per QTR2 report	11/12	56	563	619	-619	0	0	0
Reallocation of HR savings between income and gross	11/12	0	281	281	-281	0	0	0
Reimbursement of savings trfd twice from ASC&PH for Employment Services	11/12	77	0	77	0	77	0	77
Tfr of salary costs to BSS HR	11/12	69	0	69	-24	45	0	45
Move BT One bill budget to ICT	11/12	0	-2	-2	0	-2	0	-2
EIG income cash limit (Social Work Professional Training team) previously held in BSS Mgmt & Supp	A-Z tfr	0	0	0	0	0	-400	-400
EIG income cash limit (EY & Childcare Workforce Development) previously held in BSS Mgmt & Supp	A-Z tfr	0	0	0	0	0	-102	-102
DSG income cash limit previously held in BSS Mgmt & Supp	A-Z tfr	0	0	0	0	0	-379	-379
Allocate 2011/12 savings to units (-£122k TCP, -£12k second tier management savings)	A-Z tfr	-134	0	-134	0	-134	0	-134
Cessation in 2012/13 of one-off reserves funding in 11/12 finished	GIN	-79	79	0	0	0	0	0
Transfer of Training Budget from ELS	GIN	0	-263	-263	263	0	0	0
Create base HR School Recruitment Team budget	GIN	125	254	379	-379	0	0	0
Removal of internal charging between portfolios	GIN	0	-25	-25	25	0	0	0
Return DSG budget to ELS for HR School Recruitment Team	DSG	-125	-254	-379	0	-379	379	0
Realignment of various cost centres in Business Operations		188	-188	0	0	0	0	0
Budget realignment	GIN	16	-42	-26	26	0	0	0
Sub Total - Base Adjustments - Internal		218	673	891	-989	-98	-502	-600
Base Adjustments - External								
Remove EIG income budget and hold centrally (EY & Childcare Workforce Development)		0	0	0	0	0	102	102
Remove EIG income budget and hold centrally (Social Work Professional Training team)		0	0	0	0	0	400	400
		0	0	0	0	0	0	0
Base Adjustments - External		0	0	0	0	0	502	502
Revised Base		13,216	7,092	20,308	-8,167	12,141	0	12,141
Unavoidable pressures funded in indicative cash limits								
Pay								
Staff travel (5p casual user rate increase)		0	8	8	0	8	0	8
Employers NI increase		24	0	24	0	24	0	24
Kent Scheme Pay Award		133	0	133	0	133	0	133
Sub-total Pay		157	8	165	0	165	0	165
Service Strategies & Improvements								
Revenue implications of the ICT replacement system		0	207	207	0	207	0	207
Sub-Total Pressures		157	215	372	0	372	0	372
Savings and Income								
Income Generation								
Schools Personnel Service (Interpay)		0	0	0	-100	-100	0	-100
Employee Services Centre (additional income for CRB)		0	0	0	-16	-16	0	-16

A to Z Variation Statement
Support to Frontline Services - Human Resources (HR)

Portfolio :
 Directorate :

F&BS & BSP&HR
BSS

	Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
Workforce Professional Development income from moving to a trading basis	0	0	0	-498	-498	0	-498
<i>Sub-total Income Generation</i>	0	0	0	-614	-614	0	-614
Efficiency savings							
Schools Personnel Services - staff restructure	-100	0	-100	0	-100	0	-100
Employee Services - staff restructure	-100	0	-100	0	-100	0	-100
Employee Services (ERP 2ftes) Enterprise Resource Planning project	-50	0	-50	0	-50	0	-50
Schools Personnel Services (ERP 2ftes) Enterprise Resource Planning project	-50	0	-50	0	-50	0	-50
Employee Services Group	-260	0	-260	0	-260	0	-260
Health and Safety	-40	0	-40	0	-40	0	-40
Organisational Development	-397	-148	-545	0	-545	0	-545
Closure of Senior Officers Medical Insurance	0	-100	-100	0	-100	0	-100
Other HR efficiencies	-90	0	-90	0	-90	0	-90
Further savings from Enterprise Resource Planning (ERP)	-190	0	-190	0	-190	0	-190
<i>Sub-total Efficiency savings</i>	-1,277	-248	-1,525	0	-1,525	0	-1,525
<i>Sub-total Income and Savings</i>	-1,277	-248	-1,525	-614	-2,139	0	-2,139
Proposed Budget 2012/13	12,096	7,059	19,155	-8,781	10,374	0	10,374

A to Z Variation Statement
Support to Frontline Services - Property & Infrastructure

Portfolio : Directorate :	BSP&HR BSS	Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets		5,277	20,139	25,416	-4,686	20,730		20,730
<u>Base Adjustments - Internal</u>								
	<u>Type</u>							
Move BT One bill budget to ICT	11/12		-61	-61		-61		-61
Move KASS Area Office Gross/Income budgets to Corporate Landlord from Strat Mgt	11/12		883	883	-975	-92		-92
Tfr of rental income from PROW for 8 Abbey Wood Road & Fostering and Adoption for Thanet Registry Office from C&C Registration to Corporate Landlord	11/12			0	-32	-32		-32
Swattenden recharge income from Appledore project to tfr to Corporate Landlord	11/12			0	-10	-10		-10
Tfr of shortfall in salaries to BSS Property	11/12	38		38		38		38
Tfr to Corporate Landlord of Outdoor Ed (208k), Turner maintenance (95k), nappy/hygiene bins in Libraries (6k), council chamber maintenance (2k)	11/12		311	311		311		311
Tfr back from Corporate Landlord of Libraries modernisation budget (-30k), Youth Svc cleaning staff (-174k)	11/12	-174	-30	-204		-204		-204
Tfr to Corporate Landlord of rent for Church Street & rent for Gibson Drive	11/12		68	68		68		68
Tfr to Corporate Landlord of workplace transformation budget	11/12		391	391		391		391
Transfer of Children's Centre maintenance & premises budgets to Corporate Landlord (EIG element)	11/12	25	1,491	1,516		1,516		1,516
Removal of recharging between YOS and Corporate Landlord	11/12		90	90		90		90
Tfr of support team to Property group	11/12	186	3	189		189		189
Remove internal recharge (Willows CSS building) and KASS run buildings (CMY)	GIN		-130	-130	130	0		0
Realignment of internal recharges (Maintenance and DDA team)	GIN		-368	-368	368	0		0
Remove internal recharging for KASS run buildings - CFE	GIN		-841	-841	841	0		0
Remove Brussels Office due to closure	GIN	-37	-131	-168	168	0		0
Realign staffing budget to new structure implemented in 2011-12	GIN	362	-362	0		0		0
Removal of unachievable income targets	GIN	-167	-370	-537	537	0		0
Transfer of premises related budgets to Corporate Landlord from ELS	GIN	-60	1,383	1,323	-182	1,141		1,141
EIG income cash limit (Childrens Centres Development Team) previously held in BSS Mgmt & Supp	A-Z tfr			0		0	-144	-144
DSG income cash limit previously held in BSS Mgmt & Supp	A-Z tfr			0		0	-505	-505
Realignment of budgets within BSS	A-Z tfr		-54	-54		-54		-54
Return equalities budget to FSC	A-Z tfr		-9	-9		-9		-9
Transfer Arts budget for Corporate Landlord	A-Z tfr		15	15		15		15
Allocate 2011/12 savings to units (-£41k TCP, -£12k second tier management savings)	A-Z tfr	-53		-53		-53		-53
Childrens Service Improvement Plan - office accommodation	A-Z tfr		251	251		251		251
Realignment of capital projects funded by ELS	GIN		-1,450	-1,450	1,450	0		0
<i>Sub Total - Base Adjustments - Internal</i>		120	1,080	1,200	2,295	3,495	-649	2,846
<u>Base Adjustments - External</u>								
Remove EIG income budget and hold centrally (Childrens Centres Development team)				0		0	144	144
<i>Revised Base</i>		5,397	21,219	26,616	-2,391	24,225	-505	23,720

Unavoidable pressures funded in indicative cash limits

Pay

A to Z Variation Statement
Support to Frontline Services - Property & Infrastructure

Portfolio :
 Directorate :

BSP&HR
BSS

	Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
Staff travel (5p casual user rate increase)		5	5		5		5
Employers NI increase	6		6		6		6
Kent Scheme Pay Award	44		44		44		44
<i>Sub-total Pay</i>	<u>50</u>	<u>5</u>	<u>55</u>	<u>0</u>	<u>55</u>	<u>0</u>	<u>55</u>
Prices							
Gas & Electricity		550	550		550		550
Rent		17	17		17		17
Rates		124	124		124		124
<i>Sub-total Prices</i>	<u>0</u>	<u>691</u>	<u>691</u>	<u>0</u>	<u>691</u>	<u>0</u>	<u>691</u>
Unavoidable Government/Legislative Pressures							
Revenue implications of capital programme	786		786		786		786
Demand/Demographic Led							
Dilapidations		-88	-88		-88		-88
Service Strategies & Improvements							
Libraries Modernisation programme		134	134		134		134
<i>Sub-Total Pressures</i>	<u>836</u>	<u>742</u>	<u>1,578</u>	<u>0</u>	<u>1,578</u>	<u>0</u>	<u>1,578</u>
Savings and Income							
Income Generation							
On-selling of approved list, advice & access to Framework Agreements			0	-35	-35		-35
Efficiency savings							
Efficiencies to be delivered by the restructure of Property and Infrastructure	-100	-33	-133		-133		-133
Centralise Maintenance budgets		-70	-70		-70		-70
Restructure KCC Property Function (as Corporate Landlord)	-175		-175		-175		-175
Total Place saving		-1,270	-1,270		-1,270		-1,270
Business Support & Client Services - staffing	-134	-66	-200		-200		-200
<i>Sub-total Efficiency savings</i>	<u>-409</u>	<u>-1,439</u>	<u>-1,848</u>	<u>0</u>	<u>-1,848</u>	<u>0</u>	<u>-1,848</u>
Service Reforms							
Staff Housing (Schools)		-110	-110		-110		-110
<i>Sub-total Service Reforms</i>	<u>0</u>	<u>-110</u>	<u>-110</u>	<u>0</u>	<u>-110</u>	<u>0</u>	<u>-110</u>
<i>Sub-total Income and Savings</i>	<u>-409</u>	<u>-1,549</u>	<u>-1,958</u>	<u>-35</u>	<u>-1,993</u>	<u>0</u>	<u>-1,993</u>
Proposed Budget 2012/13	<u>5,824</u>	<u>20,412</u>	<u>26,236</u>	<u>-2,426</u>	<u>23,810</u>	<u>-505</u>	<u>23,305</u>

A to Z Variation Statement

Support to Frontline Services - Information & Communication Technology (ICT)

Portfolio :	BSP&HR							
Directorate :	BSS							
	Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s	
2011/12 Approved Budgets	15,073	17,035	32,108	-12,403	19,705	-591	19,114	
Base Adjustments - Internal								
BT One bill budgets from Finance, Property & HR		63	63		63		63	
Move KASS Area Office Gross budgets to ICT from Strat Mgt		212	212		212		212	
Tfr of staffing from E&E	34		34		34		34	
Tfr of staffing budget to BSS ICT	26		26		26		26	
Return of salary budget for Contact Centre from BSS ICT	-83		-83		-83		-83	
Tfr of TCO system administrator from ASC&PH	11		11		11		11	
Realign old CFE transferred in Schools		4,363	4,363	-4,363	0		0	
Broadband cash limits to match activity								
Realign EIS cash limits		155	155	-155	0		0	
Allocate 2011/12 savings to units (-£155k TCP, -£35k second tier management savings)	-190		-190		-190		-190	
EIG income cash limit (CFIS) previously held in BSS Mgmt & Supp			0		0	-42	-42	
Realignment of EiS cash limits to reflect trading forecast activity	157	-1,066	-909	909	0		0	
Realignment of budgets to reflect current activity	517	-517	0		0		0	
Agency staff funded by additional income and a drawdown of reserves	1,610	-905	705	-705	0		0	
Realignment of budgets to remove internal trading within ICT		-3,567	-3,567	3,567	0		0	
Realignment of budgets for Kent Connects		-274	-274	274	0		0	
<i>Sub Total - Base Adjustments - Internal</i>	2,082	-1,536	546	-473	73	-42	31	
Base Adjustments - External								
Remove EIG income budget and hold centrally (CFIS)			0		0	42	42	
<i>Revised Base</i>	17,155	15,499	32,654	-12,876	19,778	-591	19,187	
Unavoidable pressures funded in indicative cash limits								
Pay								
Staff travel (5p casual user rate increase)		15	15		15		15	
Employers NI increase	23		23		23		23	
Kent Scheme Pay Award	149		149		149		149	
<i>Sub-total Pay</i>	172	15	187	0	187	0	187	
<i>Sub-Total Pressures</i>	172	15	187	0	187	0	187	
Savings and Income								
Income Generation								
Multi Agency (Network) ICT unification			0	-500	-500		-500	
Efficiency savings								
Multi Agency (Network) ICT unification		-500	-500		-500		-500	
Internal efficiency & Demand reduction	-621		-621		-621		-621	
Smarter/Collaborative Procurement		-200	-200		-200		-200	
<i>Sub-total Efficiency savings</i>	-621	-700	-1,321	0	-1,321	0	-1,321	
<i>Sub-total Income and Savings</i>	-621	-700	-1,321	-500	-1,821	0	-1,821	
Proposed Budget 2012/13	16,706	14,814	31,520	-13,376	18,144	-591	17,553	

A to Z Variation Statement

Support to Frontline Services - Business Strategy

Portfolio : **F&BS, D&PL & BSP&HR**
 Directorate : **BSS**

		Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets		4,525	1,259	5,784	-477	5,307	0	5,307
Base Adjustments - Internal								
	Type							
Transfer of managing directors office budget	11/12	-348	-7	-355	0	-355	0	-355
Realignment of Business Strategy staffing	11/12	7	0	7	0	7	0	7
Strategy supplies & services budget (from Strat Mgt)	11/12	0	53	53	0	53	0	53
Tfr of salary budgets to BSS	11/12	42	0	42	0	42	0	42
Correction to substantive post funding BSS	11/12	15	0	15	0	15	0	15
Tfr back of budget from BSS	11/12	-148	0	-148	0	-148	0	-148
Transfer of shortfall in salary from ASC&PH	11/12	3	0	3	0	3	0	3
Transfer of shortfall in salaries for Social Services Library to BSS	11/12	18	0	18	0	18	0	18
Funding for PA	11/12	26	0	26	0	26	0	26
Shortfall on salary	11/12	10	0	10	0	10	0	10
Realignment of staffing budgets within BSS	11/12	-46	0	-46	0	-46	0	-46
Realignment of Business Strategy staffing	11/12	-7	0	-7	0	-7	0	-7
Income target moved to Finance & Procurement	11/12	0	0	0	109	109	0	109
Tfr of External funding post & other costs to C&C	11/12	-93	0	-93	0	-93	0	-93
Salary for Director of Business Strategy	11/12	149	0	149	0	149	0	149
Corporate Director's office budget	11/12	-389	-136	-525	0	-525	0	-525
Realign staffing expenditure as per 11/12 budget monitoring	GIN	53	-53	0	0	0	0	0
Realign staffing expenditure as per 11/12 budget monitoring	GIN	2	-2	0	0	0	0	0
EIG income cash limit (Quality & Outcomes team) previously held in BSS Mgmt & Supp	A-Z tfr	0	0	0	0	0	-64	-64
Staff budget transfer to R&E Portfolio	A-Z tfr	-183	-5	-188	0	-188	0	-188
Local Enterprise Partnership (LEP) budget (move to R&E Portfolio)	A-Z tfr	0	-300	-300	0	-300	0	-300
Allocate 2011/12 savings to units (-£19k TCP, -£59k second tier management savings)	A-Z tfr	-78	0	-78	0	-78	0	-78
Base funded risk posts (KR14 + one KR9)	A-Z tfr	112	0	112	0	112	0	112
Transfer of 1 fte to Business Strategy	A-Z tfr	41	9	50	0	50	0	50
Kent Partnership income from Districts funding 1 fte	GIN	60	0	60	-60	0	0	0
Realignment of cash limits and income targets as a result of Business Strategy restructure	GIN	-125	19	-106	106	0	0	0
Sub Total - Base Adjustments - Internal		-879	-422	-1,301	155	-1,146	-64	-1,210
Base Adjustments - External								
Remove EIG income budget and hold centrally (Quality & Outcomes team)		0	0	0	0	0	64	64
Revised Base		3,646	837	4,483	-322	4,161	0	4,161
Unavoidable pressures funded in indicative cash limits								
Pay								
Staff travel (5p casual user rate increase)		0	9	9	0	9	0	9
Employers NI increase		7	0	7	0	7	0	7
Kent Scheme Pay Award		39	0	39	0	39	0	39
Sub-total Pay		46	9	55	0	55	0	55
Service Strategies & Improvements								
Analysis and dissemination of 2011 census		0	25	25	0	25	0	25
Sub-Total Pressures		46	34	80	0	80	0	80
Savings and Income								
Efficiency savings								
Planning, Policy and Performance Efficiencies		-298	0	-298	0	-298	0	-298
Sub-total Income and Savings		-298	0	-298	0	-298	0	-298
Proposed Budget 2012/13		3,394	871	4,265	-322	3,943	0	3,943

A to Z Variation Statement
Support to Frontline Services - Governance & Law

Portfolio :
 Directorate :

BSP&HR
BSS

		Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets		5,945	2,335	8,280	-9,322	-1,042	0	-1,042
<u>Base Adjustments - Internal</u>								
Creation of corporate legal advice budget by increasing Legal's income budget	Type 11/12			0	-150	-150		-150
Tfr of shortfall in salaries to BSS Governance and Law	11/12	7		7		7		7
Tfr of 1fte from Legal to Democratic Services	11/12	-45		-45		-45		-45
Other internal adjustments funded from increased income	GIN	6	64	70	-70	0		0
Allocate 2011/12 savings to units (-£52k TCP, -£175k in year management action = additional income target to Legal)	A-Z tfr	-52		-52	-175	-227		-227
Increasing workload requiring 20 more staff in Commercial team, offset by increased external receipts		1,349		1,349	-1,349	0		0
<i>Sub Total - Base Adjustments - Internal</i>		1,265	64	1,329	-1,744	-415	0	-415
<i>Revised Base</i>		7,210	2,399	9,609	-11,066	-1,457	0	-1,457
Unavoidable pressures funded in indicative cash limits								
<u>Pay</u>								
Staff travel (5p casual user rate increase)			6	6		6		6
Employers NI increase		11		11		11		11
Kent Scheme Pay Award		59		59		59		59
<i>Sub-total Pay</i>		70	6	76	0	76	0	76
Increased related disbursements			600	600	-600	0		0
<i>Sub-total Demand/Demographic Led</i>		0	600	600	-600	0	0	0
<i>Sub-Total Pressures</i>		70	606	676	-600	76	0	76
Savings and Income								
<u>Income Generation</u>								
Increased income levels				0	-804	-804		-804
<i>Sub-total Income and Savings</i>		0	0	0	-804	-804	0	-804
Proposed Budget 2012/13		7,280	3,005	10,285	-12,470	-2,185	0	-2,185

A to Z Variation Statement
Support to Frontline Services - Democratic & Member Services

Portfolio :	D&P							
Directorate :	BSS							
		Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets		1,239	2,592	3,831	-3	3,828	0	3,828
Base Adjustments - Internal	Type							
Tfr of maintenance of Council Chamber to Corporate Landlord	11/12		-2	-2		-2		-2
Tfr of webcasting budget from CCS&I	11/12		21	21		21		21
Transfer of 2fte to Democratic Services	11/12	91		91		91		91
Allocate 2011/12 savings to units (-£13k TCP)	A-Z tfr	-13		-13		-13		-13
<i>Sub Total - Base Adjustments - Internal</i>		78	19	97	0	97	0	97
<i>Revised Base</i>		1,317	2,611	3,928	-3	3,925	0	3,925
Unavoidable pressures funded in indicative cash limits								
Pay								
Staff travel (5p casual user rate increase)			7	7		7		7
Employers NI increase		2		2		2		2
Kent Scheme Pay Award		14		14		14		14
<i>Sub-total Pay</i>		16	7	23	0	23	0	23
Service Strategies & Improvements								
Support staff		30		30		30		30
<i>Sub-Total Pressures</i>		46	7	53	0	53	0	53
Savings and Income								
Efficiency savings								
Management Structures		-27	-1	-28		-28		-28
Service Reforms								
15% reduction to Member pool car budget		-10		-10		-10		-10
<i>Sub-total Income and Savings</i>		-37	-1	-38	0	-38	0	-38
Proposed Budget 2012/13		1,326	2,617	3,943	-3	3,940	0	3,940

KCC Budget Book

Appendix A

**Portfolio Revenue
Budgets**

Appendix A - Portfolio Revenue Budgets

Adult Social Care and Public Health

	2011/12 Revised Base	Portfolio	Service	2012/13 Proposed							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	9,672	ASC&PH	Learning Disability	0	11,573	11,573	-547	11,026	0	11,026	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	732	ASC&PH	Mental Health	0	995	995	0	995	0	995	Approximately 200 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	5,494	ASC&PH	Older People	0	7,008	7,008	-787	6,221	0	6,221	Around 1000 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	7,895	ASC&PH	Physical Disability	0	9,561	9,561	-374	9,187	0	9,187	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	5,642	ASC&PH	Learning Disability	2,627	3,630	6,257	-1,187	5,070	0	5,070	Domiciliary care provided by the independent sector supporting approximately 420 people to live at home. In addition this service provides: support to 120 people through the independent living scheme and other domiciliary support
6	598	ASC&PH	Mental Health	0	532	532	-80	452	0	452	Services provided through the independent sector supporting people to live at home

Appendix A - Portfolio Revenue Budgets

Adult Social Care and Public Health

	2011/12 Revised Base	Portfolio	Service	2012/13 Proposed							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	34,485	ASC&PH	Older People	6,168	37,639	43,807	-12,033	31,774	0	31,774	Domiciliary care provided by the independent sector supporting nearly 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.
8	7,129	ASC&PH	Physical Disability	268	7,291	7,559	-576	6,983	0	6,983	Domiciliary care provided by the independent sector supporting approximately 950 people to live at home. This service also provides other domiciliary support (KCC and Independent Living Scheme).
			<i>Nursing and Residential Care</i>								
9	70,390	ASC&PH	Learning Disability	2,026	74,128	76,154	-6,459	69,695	0	69,695	620 clients are provided 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.
10	5,924	ASC&PH	Mental Health	0	6,929	6,929	-875	6,054	0	6,054	10,300 weeks of residential care provided through the independent sector. This service also provides approximately 3,000 weeks of permanent residential care for preserved rights clients through the independent sector.
11	23,477	ASC&PH	Older People - Nursing	0	44,812	44,812	-22,674	22,138	0	22,138	Around 1,500 clients provided 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

Appendix A - Portfolio Revenue Budgets

Adult Social Care and Public Health

	2011/12 Revised Base	Portfolio	Service	2012/13 Proposed							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	50,605	ASC&PH	Older People - Residential	12,377	72,920	85,297	-36,494	48,803	0	48,803	Approximately 2,900 clients on average provided through the independent sector. In addition, this service provides: permanent residential care for preserved rights clients provided through the independent sector. In-house this provides 201 residential care beds and 60 nursing care beds.
13	11,567	ASC&PH	Physical Disability	0	13,813	13,813	-1,969	11,844	0	11,844	Approximately 260 clients provided this service through the independent sector.
			Supported Accommodation								
14	27,709	ASC&PH	Learning Disability	460	32,636	33,096	-3,694	29,402	0	29,402	Services provided through the independent sector for approximately 620 people in supported accommodation/supported living.
15	1,359	ASC&PH	Physical Disability/Mental Health	0	2,552	2,552	-274	2,278	0	2,278	Services provided through the independent sector in respect of individuals in supported living and supported accommodation
			Other Services for Adults and Older People								
16	13,742	ASC&PH	Contributions to Voluntary Organisations	0	16,044	16,044	-902	15,142	0	15,142	Payments to voluntary organisations for a range of preventative services supporting approximately 6,000 people.
			Day Care								
17	13,114	ASC&PH	Learning Disability	6,735	6,344	13,079	-503	12,576	0	12,576	Day care/day services provided both in the independent sector and in-house
18	3,769	ASC&PH	Older People	1,442	2,006	3,448	-195	3,253	0	3,253	Day care/day services provided both in the independent sector and in-house
19	1,581	ASC&PH	Physical Disability / Mental Health	0	1,565	1,565	-38	1,527	0	1,527	Day care/day services provided both in the independent sector and in-house

Appendix A - Portfolio Revenue Budgets

Adult Social Care and Public Health

	2011/12 Revised Base	Portfolio	Service	2012/13 Proposed							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	5,852	ASC&PH	Other Adult Services	1,169	16,761	17,930	-23,780	-5,850	0	-5,850	A range of other services including: - approximately 240,000 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. Community outreach support to clients with mental health problems; providing support for people with a disability to fund and keep work; collaborating with health on the delivery of Telehealth and Telecare services.
21	565	ASC&PH	Safeguarding	467	340	807	-236	571	0	571	A multi agency partnership/framework to ensure a coherent policy for the protection of vulnerable adults
22	59	ASC&PH	Public Health (incl. Local Involvement Network)	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
23	301,360		Total Direct Services to the Public	33,739	369,163	402,902	-113,734	289,168	0	289,168	
			<u>Assessment Services</u>								
24	37,792	ASC&PH	Adult's Social Care Staffing	24,137	15,771	39,908	-1,981	37,927	0	37,927	Social care staffing providing assessment of community care needs undertaken by Case Managers and Mental Health Social Workers
25	37,792		Total Assessment Services	24,137	15,771	39,908	-1,981	37,927	0	37,927	

Appendix A - Portfolio Revenue Budgets

Adult Social Care and Public Health

	2011/12 Revised Base	Portfolio	Service	2012/13 Proposed							Affordable Activity
				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								
26	9,010	ASC&PH	Directorate Management & Support - Families and Social Care (FSC)	1,535	7,494	9,029	-485	8,544	0	8,544	
27	9,010		Total Management, Support Services and Overheads	1,535	7,494	9,029	-485	8,544	0	8,544	Overheads no longer sit with the Directorates so 2012/13 costs are not directly comparable with 2011/12. They have been stripped out, slimmed down and transferred to the centre.
28	348,162		TOTAL	59,411	392,428	451,839	-116,200	335,639	0	335,639	

Appendix A - Portfolio Revenue Budgets

Business Strategy, Performance and Health Reform

	2011/12 Revised Base	Portfolio	Service	2012/13 Proposed							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	473	BSP&HR	Public Health (incl. Local Involvement Network)	64	469	533	-60	473	0	473	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	473		Total Direct Services to the Public	64	469	533	-60	473	0	473	
			Financing Items								
3	2,352	BSP&HR	Contribution to IT Asset Maintenance Reserve	0	3,302	3,302	0	3,302	0	3,302	Annual contribution towards ICT infrastructure replacement
4	2,352		Total Financing Items	0	3,302	3,302	0	3,302	0	3,302	
			Management, Support Services and Overheads								
5	-2,094	BSP&HR	Directorate Management & Support Business Strategy & Support (BSS)	457	2,509	2,966	-193	2,773	-4,388	-1,615	
6	9,882	BSP&HR	BSS - Human Resources	6,491	4,995	11,486	-3,115	8,371	0	8,371	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.

Appendix A - Portfolio Revenue Budgets

Business Strategy, Performance and Health Reform

	2011/12 Revised Base	Portfolio	Service	2012/13 Proposed							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	23,720	BSP&HR	BSS - Property and Infrastructure	5,824	20,412	26,236	-2,426	23,810	-505	23,305	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.
8	19,187	BSP&HR	BSS - Information, Communications and Technology (ICT)	16,706	14,814	31,520	-13,376	18,144	-591	17,553	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	3,474	BSP&HR	BSS - Business Strategy	2,754	588	3,342	-99	3,243	0	3,243	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	-1,457	BSP&HR	BSS - Governance and Law	7,280	3,005	10,285	-12,470	-2,185	0	-2,185	Provides legal advice and services to KCC, public bodies and other local authorities.
11	52,712		Total Management, Support Services and Overheads	39,512	46,323	85,835	-31,679	54,156	-5,484	48,672	Overheads no longer sit with the Directorates so 2012/13 costs are not directly comparable with 2011/12. They have been stripped out, slimmed down and transferred to the centre.
12	55,537		TOTAL	39,576	50,094	89,670	-31,739	57,931	-5,484	52,447	

Appendix A - Portfolio Revenue Budgets

Customer and Communities

	2011/12 Revised Base	Portfolio	Service	2012/13 Proposed							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	1,507	C&C	Drug & Alcohol services	909	15,181	16,090	-13,615	2,475	-1,070	1,405	5,470 adults across Kent accessing structured alcohol and drug treatment; 401 young people accessing structured young persons services
2	29,739	C&C	Supporting People	392	25,353	25,745	0	25,745	0	25,745	24,000 vulnerable people receiving support to enable independent living in their own homes
			Children's Services								
			<i>Education and Personal</i>								
3	6,222	C&C	Youth Service	5,345	3,400	8,745	-2,636	6,109	-50	6,059	Over 220,000 attendances at youth centres; 42,369 attendances at street-based projects; 4,822 young people on Duke of Edinburgh Award; 89,421 daytime outdoor education sessions; 30,000 votes cast in Kent Youth County Council
4	3,608	C&C	Youth Offending Service	3,804	1,929	5,733	-2,319	3,414	0	3,414	4,907 assessments conducted; 786 court sessions attended; 2,702 reports produced; 2,122 young people on remand; 1,222 young people on community based penalties supervised; support for 80 young people in custody; 200 parenting interventions delivered; 150 mediation cases delivered; 3,000 young offenders aged 10-17
			Community Services								
5	923	C&C	Archive Service (incl. Museum Development)	1,082	239	1,321	-329	992	0	992	8,000 documents produced for researchers (service closure prior to Kent History Centre opening); 10,000 Modern Records Centre enquiries; 7,000 visitors to archive search rooms; Management of 2,080 cubic metres of manuscript collections; 3,000 postal enquiries; 16,000 telephone enquiries.

Appendix A - Portfolio Revenue Budgets

Customer and Communities

	2011/12 Revised Base	Portfolio	Service	2012/13 Proposed							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	2,009	C&C	Arts Development (incl. grant to Turner Contemporary)	402	1,238	1,640	0	1,640	0	1,640	£2.7m of funding levered into the Arts and Culture (£10.96 levered in for every £1 match funded by KCC) in Kent as well as supporting bids with further leverage in excess of £2m; 167,932 people engaging in the arts, facilitated by the unit. Over 300,000 visitors to the Turner Contemporary gallery since opening in April 2011.
7	5,000	C&C	Big Society Fund	0	0	0	0	0	0	0	One off funding in 2011/12, but with money available to spend in 2012/13. A fund to support new and existing social enterprises, boosting employment opportunities in Kent and helping to grow the economy.
8	-200	C&C	Community Learning Services	11,063	5,407	16,470	-16,765	-295	0	-295	34,630 student enrolments for Adult Learning programmes consisting of: 29,400 students attending Personal and Community Development learning; 4,500 Adults attending family programmes and 730 Neighbourhood Learning in Deprived Communities; 200 new adult apprenticeships; 590 new starts for work-based learning; 180 new starts for 16-18 apprenticeships and 650 attending foundation learning courses.
9	1,750	C&C	Community Safety	378	823	1,201	-21	1,180	-205	975	Leads the co-ordination and delivery of safer and stronger communities for the people of Kent
10	2,840	C&C	Community Wardens	2,712	164	2,876	0	2,876	0	2,876	101 KCC Community Wardens deployed across Kent
11	3,996	C&C	Contact Centre & Consumer Direct	5,389	964	6,353	-2,332	4,021	-89	3,932	Contact Centre handling 1.2m calls from the public annually. From April 2012 Consumer Direct will be delivering first level consumer advice to people in both England and Wales as part of a new contract.
12	1,786	C&C	Gateways	458	2,077	2,535	-444	2,091	0	2,091	Contribution towards running costs for 10 Gateways with district councils serving over 400,000 customer transactions

Appendix A - Portfolio Revenue Budgets

Customer and Communities

	2011/12 Revised Base	Portfolio	Service	2012/13 Proposed							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	14,279	C&C	Library Services	10,046	5,404	15,450	-1,844	13,606	0	13,606	Service comprising of 99 permanent libraries and 11 mobile vans issuing approx 6.4m items (mostly books); supporting 6.7m physical visits, 1.8m virtual visits; 24,500 activities (e.g. Community Groups); 650,000 hours of free public PC use; 2,000 home library service customers; 1,550 blind and partially sighted Postal Loan service customers; 6,000 clients in Prison Library service.
14	1,174	C&C	Sports Development	862	1,490	2,352	-1,373	979	0	979	30,000 young people involved in Kent School Games from 550 schools; 1,200 athletes supported to compete at national level in run up to 2012 Olympic and Paralympic Games; 1,357 coaches, leaders, officials, volunteers, teachers trained; 800,000 page views on Kent sport website; £2.4m investment levered into Sport in Kent; 2,000 volunteers registered with the Kent event Team, to support sport, leisure & cultural events in the build up to the London 2012 Games and beyond.
15	945	C&C	Supporting Independence & Employment	1,187	356	1,543	-587	956	0	956	100 KCC apprenticeships facilitated; 65 vulnerable learner apprenticeships delivered. Service also facilitates disadvantaged groups to support them into paid, voluntary employment, further education and training.
			Environment								
16	705	C&C	Country Parks	869	703	1,572	-919	653	-16	637	Manage 16 Country Parks covering 1,750 acres; 1.5m visitors per year; deliver environmental education to 9,000 children.
17	2,024	C&C	Countryside Access (incl. Public Rights of Way)	1,664	1,230	2,894	-905	1,989	-118	1,871	Define & maintain 6,847km of Public Rights of Way and deliver the Explore Kent service which handles 79,700 letters, phone calls and emails received from the public annually and reviews over 1.8m page views on the Explore Kent website
			Local Democracy								
18	443	C&C	Community Engagement	655	60	715	0	715	0	715	Community Engagement Officers

Appendix A - Portfolio Revenue Budgets

Customer and Communities

	2011/12 Revised Base	Portfolio	Service	2012/13 Proposed							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	
19	1,240	C&C	Member Grants (incl. Elections)	0	1,240	1,240	0	1,240	0	1,240	Grants controlled by individual Members, grants to Local Boards, grants to District Councils, cost of council elections
			Regulatory Services								
20	2,284	C&C	Coroners	680	2,157	2,837	-475	2,362	0	2,362	Investigation of 7,500 deaths in suspicious circumstances reported to Coroner resulting in 4,400 post mortems and 750 inquests. Service also deals with 3,000 body removals.
21	649	C&C	Emergency Planning	631	224	855	-199	656	0	656	Provision of all KCC emergency planning and business continuity requirements in accordance with law; provision of support to pan -Kent resilience portfolio, including Olympic Games resilience; consultancy and training services to district customers.
22	-173	C&C	Registration	2,344	390	2,734	-3,135	-401	0	-401	Over 26,800 births and death registered, over 4,650 civil marriage ceremonies registered and conducted, 2,100 new citizens naturalised.
23	3,437	C&C	Trading Standards	3,156	936	4,092	-785	3,307	0	3,307	1,000 businesses given information, advice or guidance; 784 licences issued; 200 Buy with Confidence issued; 80 campaigns initiated; 159 alert messages sent. Service incorporates Kent Scientific Services dealing with 6000 analytical and 960 calibration laboratory samples.
24	86,187		Total Direct Services to the Public	54,028	70,965	124,993	-48,683	76,310	-1,548	74,762	
			Management, Support Services and Overheads								
25	5,234	C&C	Directorate Management & Support - Customer & Communities (C&C)	5,359	464	5,823	-1,089	4,734	0	4,734	

Appendix A - Portfolio Revenue Budgets

Customer and Communities

	2011/12 Revised Base	Portfolio	Service	2012/13 Proposed							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	
26	5,234		Total Management, Support Services and Overheads	5,359	464	5,823	-1,089	4,734	0	4,734	Overheads no longer sit with the Directorates so 2012/13 costs are not directly comparable with 2011/12. They have been stripped out, slimmed down and transferred to the centre.
27	91,421		TOTAL	59,387	71,429	130,816	-49,772	81,044	-1,548	79,496	

Appendix A - Portfolio Revenue Budgets

Democracy and Partnerships

	2011/12 Revised Base	Portfolio	Service	2012/13 Proposed							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								
1	958	D&P	Member Grants (incl. Elections)	0	1,273	1,273	0	1,273	0	1,273	Grants controlled by individual Members, grants to Local Boards, grants to District Councils, cost of council elections
2	958		Total Direct Services to the Public	0	1,273	1,273	0	1,273	0	1,273	
			<u>Financing Items</u>								
3	464	D&P	Audit Fees	0	464	464	0	464	0	464	
4	464		Total Financing Items	0	464	464	0	464	0	464	
			<u>Management, Support Services and Overheads</u>								
5	822	D&P	BSS - Finance and Procurement	597	253	850	-34	816	0	816	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	687	D&P	BSS - Business Strategy	640	283	923	-223	700	0	700	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	3,925	D&P	BSS - Democratic and Members	1,326	2,617	3,943	-3	3,940	0	3,940	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 and the Local Government and Public Involvement in Health Act 2007.

Appendix A - Portfolio Revenue Budgets

Democracy and Partnerships

	2011/12 Revised Base	Portfolio	Service	2012/13 Proposed							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	5,434		Total Management, Support Services and Overheads	2,563	3,153	5,716	-260	5,456	0	5,456	Overheads no longer sit with the Directorates so 2012/13 costs are not directly comparable with 2011/12. They have been stripped out, slimmed down and transferred to the centre.
9	6,856		TOTAL	2,563	4,890	7,453	-260	7,193	0	7,193	

Appendix A - Portfolio Revenue Budgets

Education, Learning and Skills

	2011/12 Revised Base	Portfolio	Service	2012/13 Proposed							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	2,553	ELS	14 to 19 year olds	1,222	1,846	3,068	-534	2,534	-1,006	1,528	A range of services for young people including preparation for employment, vocational training, apprenticeships, and Skills Force
2	1,492	ELS	Attendance & Behaviour	10,271	8,568	18,839	-349	18,490	-17,689	801	Investigation of overall attendance issues, particularly unauthorised absence and persistent absenteeism from school, and provision of alternative education services for those excluded or at risk of exclusion from school, or missing school for health reasons.
3	9,787	ELS	Connexions	0	6,787	6,787	0	6,787	0	6,787	Contract with Connexions service for the provision of information, advice and guidance to young people
4	2,933	ELS	Early Years and Childcare	2,360	3,080	5,440	0	5,440	-5,043	397	Provision of advice, support, challenge and training to over 1,100 childcare providers and 1,600 childminders in the private and voluntary sector and staff in local authority maintained schools with nursery and reception classes
5	3,315	ELS	Education Psychology Service	2,594	316	2,910	-13	2,897	0	2,897	Statutory assessment of children with special educational needs
6	0	ELS	Free School Meals	0	1,288	1,288	0	1,288	-1,288	0	Provision of free school meals for primary schools who had decided not to take delegation of this budget. This budget will be fully delegated to schools from August 2012

Appendix A - Portfolio Revenue Budgets

Education, Learning and Skills

	2011/12 Revised Base	Portfolio	Service	2012/13 Proposed							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	1,363	ELS	Individual Learner Support (incl. Minority Communities Achievement and Partnership with Parents services)	8,706	1,461	10,167	-2,330	7,837	-6,653	1,184	A range of specialist services to support children with learning difficulties and disabilities in local authority maintained schools, to provide advice and support on meeting the needs and raising the achievement of minority ethnic children and young people including those that don't speak English as a main language and the provision of support to parents of disabled children and children with Special Educational Needs.
8	0	ELS	Statemented Pupils	929	6,515	7,444	-3,680	3,764	-3,764	0	Support for pupils with Statements of Special Educational Needs (SEN) which has not been delegated to individual schools or SEN units
Schools Budgets											
9	0	ELS	Independent Special School placements	0	12,549	12,549	-2,993	9,556	-9,556	0	Placements for over 290 children with severe special educational needs whose needs cannot be met within maintained schools
10	0	ELS	PFI Schools Scheme	0	23,871	23,871	-9,012	14,859	-14,859	0	Service charges for 11 PFI schools
11	0	ELS	Schools Delegated budgets	566,645	187,317	753,962	-113,146	640,816	-640,816	0	Budgets managed directly by almost 500 local authority maintained schools
Schools Services											
12	0	ELS	Meals	21	442	463	0	463	-463	0	Contribution to the cost of school meals to improve quality and take up. This budget will be delegated to schools from August 2012
13	102	ELS	Non delegated staff costs	103	2,541	2,644	-2,310	334	-231	103	Reimbursement of schools' costs for maternity leave, public duties, trade union representatives, suspended staff and tribunals

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Education, Learning and Skills

	2011/12 Revised Base	Portfolio	Service	2012/13 Proposed							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	485	ELS	Other Services	714	6,391	7,105	-3,141	3,964	-3,505	459	Crossing Patrols, collective licences, provision of temporary mobile classrooms, tree safety, coordination of cleaning and refuse contracts and various other minor non delegated budgets
15	0	ELS	Redundancy costs	0	1,232	1,232	0	1,232	-1,232	0	Redundancy costs for school staff
16	6,251	ELS	School Improvement	3,677	1,892	5,569	-828	4,741	-250	4,491	Providing advice, guidance and challenge to primary, secondary and special schools and PRUs to raise standards of pupil achievement, and to implement national and local strategies. Support and training for 7,000 school governors
17	-431	ELS	Special School and Hospital recoupment	0	1,660	1,660	-4,880	-3,220	2,420	-800	Payments to other local authorities for Kent pupils educated in other local authority special schools and hospitals. Income from other local authorities for pupils educated in KCC maintained special schools
18	4,945	ELS	Teachers Pension costs	0	7,829	7,829	-684	7,145	-2,000	5,145	Cost of teacher early retirements
			Transport Services								
19	1,570	ELS	Home to College Transport	0	1,973	1,973	-367	1,606	0	1,606	Transport to and from further education colleges for 2,000 post 16 students
20	13,917	ELS	Home to School Transport (Mainstream)	0	13,600	13,600	-584	13,016	0	13,016	Transport to and from school for 17,000 eligible children
21	17,039	ELS	Home to School Transport (Special Educational Need)	25	17,246	17,271	0	17,271	0	17,271	Specialist transport arrangements for 3,900 children with special educational needs
22	65,321		Total Direct Services to the Public	597,267	308,404	905,671	-144,851	760,820	-705,935	54,885	
			Assessment Services								
23	1,851	ELS	Assessment of SEN Children	1,637	0	1,637	0	1,637	-514	1,123	Assessment of children with Special Educational Needs

Appendix A - Portfolio Revenue Budgets

Education, Learning and Skills

	2011/12 Revised Base	Portfolio	Service	2012/13 Proposed							Affordable Activity
				Staffing £000s	Non staffing £000s	Gross Expenditure £000s	Service Income £000s	Net Expenditure £000s	Govt. Grants £000s	Net Cost £000s	
24	1,851		Total Assessment Services	1,637	0	1,637	0	1,637	-514	1,123	
			<u>Management, Support Services and Overheads</u>								
25	2,806	ELS	Directorate Management & Support - Education, Learning and Skills (ELS)	4,974	7,755	12,729	-3,303	9,426	-6,039	3,387	
26	2,806		Total Management, Support Services and Overheads	4,974	7,755	12,729	-3,303	9,426	-6,039	3,387	Overheads no longer sit with the Directorates so 2012/13 costs are not directly comparable with 2011/12. They have been stripped out, slimmed down and transferred to the centre.
27	69,978		TOTAL	603,878	316,159	920,037	-148,154	771,883	-712,488	59,395	

Appendix A - Portfolio Revenue Budgets

Environment, Highways and Waste

	2011/12 Revised Base	Portfolio	Service	2012/13 Proposed							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	
			Environment								
1	1,738	EH&W	Environmental Management (incl. Coastal Protection)	1,826	3,415	5,241	-1,786	3,455	-1,044	2,411	Flood risk management, carbon reduction, biodiversity planning, heritage conservation & planning, coastal conservation, and sustainability & climate change
			Highways								
			<i>Highways Maintenance</i>								
2	3,238	EH&W	Adverse Weather	0	3,238	3,238	0	3,238	0	3,238	Includes provision for 73 salting runs, salting approximately 4,000km of the highway per run
3	2,496	EH&W	Bridges and other structures	192	2,471	2,663	-259	2,404	0	2,404	Maintenance of 2,700 bridges and structures and two road tunnels
4	13,927	EH&W	General maintenance and emergency response	3,097	11,260	14,357	-486	13,871	0	13,871	Inspection and maintenance of 8,500km of highway and 6,000km of pavements.
5	3,303	EH&W	Highways drainage	148	3,036	3,184	-82	3,102	0	3,102	Maintenance of 340,000 road drainage gullies
6	232	EH&W	Signs, lines and bollards	0	0	0	0	0	0	0	Separate budget line no longer exists in 2012/13 therefore now included within general maintenance and highway improvements budgets
7	3,611	EH&W	Streetlight maintenance	337	3,424	3,761	-167	3,594	0	3,594	Maintenance for 120,000 streetlights
			<i>Highways Safety and Management</i>								
8	833	EH&W	Development Planning	1,766	371	2,137	-1,283	854	0	854	Includes developer agreements & developer plans, local development framework and development control. Budget previously included under Highway Improvements and Sustainable Transport (now Transport Planning)
9	1,477	EH&W	Highway improvements	312	1,277	1,589	-120	1,469	0	1,469	Support for highway resurfacing and other improvement programmes to reduce congestion, improve air quality and help prevent crashes. Reduction from 2011/12 due to transfer to new budget line Development Planning
10	970	EH&W	Road safety	689	3,008	3,697	-2,720	977	0	977	Reduce road casualties through educational campaigns and engineering measures and provide funding to support the Kent and Medway Safety Camera Partnership

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Environment, Highways and Waste

	2011/12 Revised Base	Portfolio	Service	2012/13 Proposed							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	
11	5,104	EH&W	Streetlight energy	0	5,845	5,845	0	5,845	0	5,845	Payment for electricity to light 120,000 streetlights
12	2,872	EH&W	Traffic management	2,045	3,519	5,564	-2,653	2,911	0	2,911	Running cost and maintenance for 15,000 traffic lights and providing congestion reduction measures
13	3,163	EH&W	Tree maintenance, grass cutting and weed control	21	3,339	3,360	-170	3,190	0	3,190	Maintenance of 11million sq metres of grass areas and 500,000 trees
			Planning and Transport Strategy								
14	759	EH&W	Planning & Transport Policy	623	619	1,242	-15	1,227	0	1,227	Developing key strategic transport improvements such as new Lower Thames Crossing, solutions to Operation Stack and enhancements to the rail network. Strategic influencing and producing the Minerals & Waste Development Framework and the Local Transport Plan
15	602	EH&W	Planning Applications	896	216	1,112	-550	562	0	562	Receiving and processing over 530 planning applications and submissions each year
			Transport Services								
16	16,304	EH&W	Concessionary Fares	0	16,307	16,307	-27	16,280	0	16,280	17 million free bus journeys for elderly people
17	11,152	EH&W	Freedom Pass	0	13,648	13,648	-2,459	11,189	0	11,189	Over 26,400 passes issued to young people aged 11 to 16 for free bus travel
18	7,865	EH&W	Subsidised Bus Routes	254	9,773	10,027	-2,370	7,657	0	7,657	Support for over 200 otherwise uneconomic bus routes
19	648	EH&W	Transport Planning	296	164	460	-15	445	-203	242	Improve public transport and access to key services. Reduction from 2011/12 due to new budget line Development Planning under Highway Services above
			Waste Management								
			<i>Recycling and diversion from landfill</i>								
20	7,307	EH&W	Household Waste recycling centres	0	8,235	8,235	-1,109	7,126	0	7,126	Operation of 19 sites providing recycling facilities for 4 million visitors per year

Appendix A - Portfolio Revenue Budgets

Environment, Highways and Waste

	2011/12 Revised Base	Portfolio	Service	2012/13 Proposed							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	
21	679	EH&W	Partnership & waste co-ordination	0	715	715	-126	589	0	589	Collaborative working and public campaigns to reduce overall waste and increase recycling
22	5,232	EH&W	Payments to Waste Collection Authorities (District Councils)	0	5,333	5,333	-102	5,231	0	5,231	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)
23	9,653	EH&W	Recycling Contracts and Composting	0	10,976	10,976	-614	10,362	0	10,362	Processing around 332,000 tonnes (45%) of domestic waste produced in Kent
			<i>Waste Disposal</i>								
24	513	EH&W	Closed Landfill Sites & Abandoned Vehicles	0	749	749	-266	483	0	483	
25	29,046	EH&W	Disposal Contracts	0	28,853	28,853	-430	28,423	0	28,423	Treatment and/or disposal of 398,000 tonnes (55%) of domestic waste produced in Kent through waste to energy recovery (300,000 tonnes) or landfill (98,000 tonnes)
26	8,508	EH&W	Haulage & Transfer Stations	0	8,686	8,686	-75	8,611	0	8,611	Operation of 6 facilities to provide local disposal points for the efficient delivery of District Council collection services and outlets for some commercial waste.
27	6,880	EH&W	Landfill Tax	0	7,543	7,543	0	7,543	0	7,543	Unavoidable tax on waste disposed of via landfill
28	148,112		Total Direct Services to the Public	12,502	156,020	168,522	-17,884	150,638	-1,247	149,391	
			<u>Financing Items</u>								
29	-7,261	EH&W	Commercial Services (net contribution)	0	0	0	-7,761	-7,761	0	-7,761	Contribution from Commercial Services towards KCC overheads
30	-7,261		Total Financing Items	0	0	0	-7,761	-7,761	0	-7,761	

Appendix A - Portfolio Revenue Budgets

Environment, Highways and Waste

	2011/12 Revised Base	Portfolio	Service	2012/13 Proposed							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	
			<u>Management, Support Services and Overheads</u>								
31	7,887	EH&W	Directorate Management & Support - Enterprise and Environment (E&E)	3,772	4,312	8,084	-407	7,677	0	7,677	
32	7,887		Total Management, Support Services and Overheads	3,772	4,312	8,084	-407	7,677	0	7,677	Overheads no longer sit with the Directorates so 2012/13 costs are not directly comparable with 2011/12. They have been stripped out, slimmed down and transferred to the centre.
33	148,738		TOTAL	16,274	160,332	176,606	-26,052	150,554	-1,247	149,307	

Appendix A - Portfolio Revenue Budgets

Finance and Business Support

	2011/12 Revised Base	Portfolio	Service	2012/13 Proposed							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	
			<u>Financing Items</u>								
1	1,368	F&BS	Carbon Reduction Commitment	0	400	400	0	400	0	400	
2	3,240	F&BS	Contingency for Children's Improvement Plan	749	0	749	0	749	0	749	
3	-11,245	F&BS	Contribution to/from reserves	0	4,646	4,646	0	4,646	0	4,646	
4	3,429	F&BS	Insurance Fund	0	4,679	4,679	0	4,679	0	4,679	Contribution to self insurance fund
5	4,000	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
6	119,671	F&BS	Net Debt costs (incl. Investment Income)	0	133,071	133,071	-10,077	122,994	0	122,994	
7	1,328	F&BS	Other	0	2,328	2,328	0	2,328	0	2,328	
8	3,150	F&BS	Unallocated	2,098	2,150	4,248	0	4,248	0	4,248	
9	-5,711	F&BS	Underspend rolled forward from previous year	0	-3,079	-3,079	0	-3,079	0	-3,079	
10	-85,054	F&BS	Unringfenced Government Grants	0	0	0	0	0	-90,510	-90,510	
11	34,176		Total Financing Items	2,847	147,695	150,542	-10,077	140,465	-90,510	49,955	
			<u>Management, Support Services and Overheads</u>								
12	12,290	F&BS	BSS - Finance and Procurement	16,349	3,538	19,887	-5,256	14,631	-2,388	12,243	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.
13	2,259	F&BS	BSS - Human Resources	5,605	2,064	7,669	-5,666	2,003	0	2,003	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.

Appendix A - Portfolio Revenue Budgets

Finance and Business Support

	2011/12 Revised Base	Portfolio	Service	2012/13 Proposed							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	14,549		Total Management, Support Services and Overheads	21,954	5,602	27,556	-10,922	16,634	-2,388	14,246	Overheads no longer sit with the Directorates so 2012/13 costs are not directly comparable with 2011/12. They have been stripped out, slimmed down and transferred to the centre.
15	48,725		TOTAL	24,801	153,297	178,098	-20,999	157,099	-92,898	64,201	

Appendix A - Portfolio Revenue Budgets

Regeneration and Enterprise

	2011/12 Revised Base	Portfolio	Service	2012/13 Proposed							Affordable Activity
				Staffing £000s	Non staffing £000s	Gross Expenditure £000s	Service Income £000s	Net Expenditure £000s	Govt. Grants £000s	Net Cost £000s	
			Regeneration & Economic Development								
1	4,395	R&E	Development staff and projects	2,358	2,622	4,980	-1,502	3,478	0	3,478	Staff and project work on regeneration initiatives including Visit Kent, Locate in Kent, Produced in Kent, etc.
2	4,395		Total Direct Services to the Public	2,358	2,622	4,980	-1,502	3,478	0	3,478	
			Management, Support Services and Overheads								
3	165	R&E	Directorate Management & Support - Business Strategy & Support (BSS)	165	0	165	0	165	0	165	
4	165		Total Management, Support Services and Overheads	165	0	165	0	165	0	165	
5	4,560		TOTAL	2,523	2,622	5,145	-1,502	3,643	0	3,643	

Appendix A - Portfolio Revenue Budgets

Specialist Children's Services

	2011/12 Revised Base	Portfolio	Service	2012/13 Proposed							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	19,222	SCS	Children's Centres	14,455	3,255	17,710	0	17,710	0	17,710	97 children's centres delivering support and advice to families
2	4,195	SCS	Early Years and Childcare	1,360	2,533	3,893	-107	3,786	0	3,786	Provision of advice, support, challenge and training to over 1,100 childcare providers and 1,600 childminders in the private and voluntary sector and staff in local authority maintained schools with nursery and reception classes
3	916	SCS	Early Years Education	0	41,276	41,276	0	41,276	-39,500	1,776	Payments made to over 740 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 325,000 hours of free places for disadvantaged 2 year olds
4	1,928	SCS	Virtual School Kent	1,799	833	2,632	0	2,632	-704	1,928	Supporting approx 1,600 looked after children focussing on their education & health needs
			<i>Social Services</i>								
5	7,096	SCS	Adoption	1,951	6,361	8,312	-49	8,263	0	8,263	Permanent care for Kent children who are unable to live with their birth families. Includes adoption payments & Special Guardianship orders
6	280	SCS	Asylum Seekers	4,508	10,817	15,325	0	15,325	-14,245	1,080	Supporting 700 unaccompanied asylum seekers (225 under 18, 475 over 18)
7	1,367	SCS	Children's Support Services	2,291	178	2,469	-1,043	1,426	0	1,426	Out of hours emergency service and family group conferencing

Appendix A - Portfolio Revenue Budgets

Specialist Children's Services

	2011/12 Revised Base	Portfolio	Service	2012/13 Proposed							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	29,953	SCS	Fostering	3,905	29,096	33,001	-237	32,764	0	32,764	Short and medium family based care (including longer term care for older children) for Kent children. Includes payments to related and non related foster carers for 1,150 children and independent fostering agencies for 125 children.
9	4,298	SCS	Leaving Care (formerly 16+ service)	0	5,127	5,127	0	5,127	0	5,127	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 excluding residential care and fostering.
10	4,694	SCS	Legal Charges	0	6,315	6,315	0	6,315	0	6,315	Costs for in-house legal support and external legal fees for care proceedings for Specialist Children's Services (previously reflected within the Fostering service)
11	12,538	SCS	Other Preventative Children's Services	3,517	16,005	19,522	-829	18,693	-3,500	15,193	Community based preventative and family support services including day care, direct payments and payments to voluntary organisations
12	9,902	SCS	Residential Children's Services	2,375	11,511	13,886	-2,149	11,737	0	11,737	In house and independent sector residential care for 65 children (both looked after and non looked after children, including those with a disability).
13	3,416	SCS	Safeguarding	3,868	449	4,317	-316	4,001	0	4,001	Performance management of services for vulnerable children in Kent
14	99,805		Total Direct Services to the Public	40,029	133,756	173,785	-4,730	169,055	-57,949	111,106	
			<u>Assessment Services</u>								

Appendix A - Portfolio Revenue Budgets

Specialist Children's Services

	2011/12 Revised Base	Portfolio	Service	2012/13 Proposed							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	30,475	SCS	Children's Social Care Staffing	36,366	1,746	38,112	-819	37,293	-66	37,227	Social Care staffing providing assessment of children & families needs and ongoing support to looked after children
16	30,475		Total Assessment Services	36,366	1,746	38,112	-819	37,293	-66	37,227	
			<u>Management, Support Services and Overheads</u>								
17	4,720	SCS	Directorate Management & Support - Families and Social Care (FSC)	216	5,413	5,629	-196	5,433	-766	4,667	
18	4,720		Total Management, Support Services and Overheads	216	5,413	5,629	-196	5,433	-766	4,667	Overheads no longer sit with the Directorates so 2012/13 costs are not directly comparable with 2011/12. They have been stripped out, slimmed down and transferred to the centre.
19	135,000		TOTAL	76,611	140,915	217,526	-5,745	211,781	-58,781	153,000	

KCC Budget Book

Appendix B

A-Z Index

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Alcohol Services	Adults and Older People - Other Services for Adults and Older People	C&C	C&C	29	66
Apprenticeships	Community Services - Community Learning Services	C&C	C&C	34	96
Apprenticeships	Community Services - Supporting Independence and Employment	C&C	C&C	35	105
Archive Service	Community Services	C&C	C&C	33	93
Arts Development	Community Services	C&C	C&C	33	94
Assessment of Children's Education Needs	Assessment Services - Assessment of Children's Educational Needs (SEN)	ELS	ELS	41	172
Asylum Seekers	Children's Services - Social Services	SCS	FSC	32	85
Attendance & Behaviour (in school)	Children's Services - Education and Personal	ELS	ELS	30	71
Big Society Fund	Community Services	C&C	C&C	34	95
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Bridges & Other Structures	Highways - Highways Maintenance	EH&W	E&E	36	110
Children's Centres	Children's Services - Education and Personal	SCS	FSC	30	72
Children's Support Services	Children's Services - Social Services	SCS	FSC	32	86
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Community Learning Services	Community Services	C&C	C&C	34	96
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Services	Category & Sub Category (where appropriate)	Portfolio	Directorate	Section 5 Page No	Section 6 Page No
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Emergency Planning	Regulatory Services	C&C	C&C	37	127
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Financing Items	Financing Items	EH&W BSP&HR F&BS D&P	FI	40-41	156-168
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