

Heading	Description	Finance & Procurement	Engagement, Organisation Design & Development	General Counsel	Infrastructure	Business Development & Intelligence	Strategy, Policy, Relationships and Corporate Assurance	Business Services Centre	Directorate Management & Support for S&CS	TOTAL Strategic & Corporate Services
		£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s
2016-17 Base	Approved budget by County Council on 11th February 2016	11,681.5	16,235.8	1,981.7	36,114.9	1,299.4	1,996.1		-2,380.3	66,929.1
Base Adjustments (internal)	Changes to budgets which have nil overall affect on net budget requirement	915.3	114.3	167.7	144.4	29.1	170.3		-68.2	1,472.9
Revised 2016-17 Base		12,596.8	16,350.1	2,149.4	36,259.3	1,328.5	2,166.4		-2,448.5	68,402.0
Additional Spending Pressures										
Net Budget Realignment	<i>Necessary adjustments to reflect current and forecast activity levels from in-year monitoring reports</i>									
Pay and Prices										
Inflation										
Energy	Anticipated price increases on energy contracts as estimated by Commercial Services				174.0					174.0
Non specific price provision	Non specific provision for CPI inflation on other negotiated contracts without indexation clauses				216.7					216.7
ICT Contracts	Exchange rate impact on ICT software contracts				221.7					221.7
Service Strategies & Improvements										
Invicta Law	Cost to Invicta Law of full recharge of corporate support services (offset by additional income to central corporate support services below), as per the original business case			285.2						285.2
Leases	One off transitional issues around the timing of leases				250.5					250.5
	Total Additional Spending Demands			285.2	862.9					1,148.1
Savings and Income										
Transformation Savings										
GEN2 LATCo	Dividend from and implementation of Property Local Authority Trading Company model				-78.4					-78.4
Contact Centre and Digital Web Platform	Removal of one-off investment in 2016-17 for new contact centre and digital web platform.		-552.7							-552.7
Income										
Corporate Support Services - BSC	Reduction in Engagement, Organisation Design & Development commissioned budget to Business Services Centre to be delivered through Increased profitability		-145.0							-145.0
Market Expertise	Sell Finance and Infrastructure expertise to external bodies	-320.0			-50.0					-370.0
Corporate Support Services	Income from full recharge of corporate support service costs to Invicta Law (offset by pressure above), as per the original business case	-25.0	-159.5		-100.7					-285.2
Corporate Landlord	Increase in rental income from more innovative use of the Corporate Landlord estate				-190.0					-190.0
Efficiency Savings										
Staffing										
Staffing Restructures	Service re-design, integration of services and more efficient ways of working resulting in a reduction of staff costs. The delivery of these savings will be with appropriate stakeholder engagement and detailed consultations	-717.1	-889.2	-50.0	-569.0	-122.0	-191.0			-2,538.3
Infrastructure										
Established Programmes	Existing savings plans arising from asset rationalisation, facilities management and utility contracts				-406.0					-406.0
Contracts & Procurement										
Infrastructure	Reduction in ICT spend on third party contracts and equipment and centralise remaining ICT contract spend				-370.0					-370.0
E-Learning	Further development of e-learning and reducing external training costs		-215.3							-215.3
Total Facilities Management	Review Total Facilities Management contact				-318.0					-318.0

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GEN2 LATCo	Reduction of the commissioned budget to GEN2				-282.0					-282.0
Cloud Based Solution	Move Medway DR data centre to 'Cloud-based' solution				-90.0					-90.0
Other	Other minor contracts and procurement savings				-50.0					-50.0
<i>Other</i>										
Discretionary Spend	Pro-rata cut to discretionary spend	-300.0							-99.0	-399.0
Training budget	Identify existing training expenditure permitted to be funded from the new Apprenticeship Levy, to partially offset the pressure above		-100.0							-100.0
Other	Other minor efficiency savings		-60.0	-30.0	-77.2					-167.2
<i>Policy Savings</i>										
Partnership Arrangements with Districts	Rationalise current support payments	-167.0								-167.0
Total savings and Income		-1,529.1	-2,121.7	-80.0	-2,581.3	-122.0	-191.0		-99.0	-6,724.1
Proposed Budget		11,067.7	14,228.4	2,354.6	34,540.9	1,206.5	1,975.4		-2,547.5	62,826.0