

CHILDREN AND ADULTS

	For Information			For Information			2015/16 R1	MTFP Pressures / Savings				
	2014/15 Outturn			2015/16 Budget			Forecast	2016/17	2017/18	2018/19	2019/20	
	Exp £'000	Inc £'000	Net £'000	Exp £'000	Inc £'000	Net £'000	Variance £'000	£000s	£000s	£000s	£000s	
<b>CHILDRENS CARE</b>												
<b>Looked After Children &amp; Proceedings</b>	26,074	(2,974)	23,100	23,637	(156)	23,481	1,081					
- Cost of Current Service (external placements)								1,163				
- Cost of Current Service (internal placements)								352				
- Impact of commissioning strategy								(800)				
- Inflation: Fostering (2% pa).								91	91	91	91	
- Demographic Projections (based on increase in school places projections)								223	253	253	253	
<b>Child in Need &amp; Child Protection</b>	3,596	(97)	3,499	3,458	(70)	3,388	192					
<b>Childrens Advice &amp; Duty Service</b>	2,844	(16)	2,828	2,821	(377)	2,444	(0)					
<b>Childrens Care Management</b>	1,153	(294)	859	1,278	0	1,278	(20)					
<b>Early Help</b>	2,595	(847)	1,748	3,079	(2,093)	986	1					
<b>Total for Childrens Care</b>	<b>36,262</b>	<b>(4,228)</b>	<b>32,034</b>	<b>34,273</b>	<b>(2,695)</b>	<b>31,577</b>	<b>1,254</b>	<b>1,029</b>	<b>344</b>	<b>344</b>	<b>344</b>	
<b>DEPUTY DIRECTOR (ADULT SOCIAL CARE)</b>												
<b>Deputy Director</b>	7,084	(8,469)	(1,385)	16,315	(19,167)	(2,852)	568					
- Better Care Fund Shortfall								0				
- Local Welfare Provision								100				
- Increase to QA & Insurance pay								50				
<b>Disability Services</b>	40,043	(2,374)	37,669	38,445	(1,984)	36,461	2,010					
- Cost of Current Service								3,497				
- Impact of commissioning strategy								(1,500)				
- Demographic Pressures								235	210	168	168	
- Independent Living Fund								914				
<b>Head of Adult Social Care &amp; Social Work</b>	30,052	(10,064)	19,988	29,145	(9,174)	19,972	(1,283)					
- Cost of Current Service								(1,299)				
- Demographic Pressures								366	330	330	330	
<b>Mental Health</b>	4,717	(336)	4,380	4,669	(182)	4,486	318					
- Cost of Current Service								516				
- Impact of commissioning strategy								(100)				
- Demographic Pressures								0	0	0	0	
<b>Social Care Business Manager</b>	3,563	(804)	2,759	3,618	(495)	3,123	(92)					
<b>Cross directorate - Abolition of Contracted Out NIC</b>								476				
<b>Adult Social Care: Impact of National Living Wage</b>								500				
<b>Total for Deputy Director</b>	<b>85,458</b>	<b>(22,047)</b>	<b>63,411</b>	<b>92,192</b>	<b>(31,002)</b>	<b>61,190</b>	<b>1,521</b>	<b>3,755</b>	<b>539</b>	<b>498</b>	<b>498</b>	
<b>EDUCATION SERVICES</b>												
Directorate Management Team	901	(302)	599	618	(52)	566	11					
<b>Total Directorate Management Team</b>	<b>901</b>	<b>(302)</b>	<b>599</b>	<b>618</b>	<b>(52)</b>	<b>566</b>	<b>11</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Early Years</b>	19,670	(411)	19,259	20,009	(367)	19,642	(57)					
- Potential Early Years Savings								(250)				
<b>Youth Service</b>	3,927	(1,459)	2,468	3,588	(1,123)	2,466	2					
- Potential Out Sourcing of IYSS Services Savings								(350)				
<b>Inclusion Management Team</b>	912	(287)	624	842	(425)	416	167					
<b>School Challenge &amp; Improvement</b>	975	(141)	833	1,088	(133)	955	(102)					
<b>Health &amp; Inclusions</b>	946	(300)	646	657	(80)	576	182					
<b>Psychology &amp; SEN</b>	35,127	(3,217)	31,910	32,958	(1,176)	31,782	(771)					
- Rebase SEN Transport Budget								1,000				
<b>Total Inclusion &amp; School Improvement</b>	<b>61,557</b>	<b>(5,815)</b>	<b>55,740</b>	<b>59,142</b>	<b>(3,304)</b>	<b>55,837</b>	<b>(579)</b>	<b>400</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Commissioning Management Team</b>	427	(154)	273	281	(60)	221	(28)					
<b>Business Support &amp; Commissioning</b>	3,447	(819)	2,628	3,407	(841)	2,566	(6)					
<b>School Organisation &amp; Student Services</b>	2,129	(362)	1,767	1,929	(281)	1,648	99					
- Pressure arising from members decision on Home to School Transport Policy changes not being implemented.								87				
School Services, Quality & Commissioning	1,273	(1,030)	243	1,296	(1,059)	237	(15)					
<b>Total Partnership Commissioning</b>	<b>7,276</b>	<b>(2,365)</b>	<b>4,912</b>	<b>6,913</b>	<b>(2,241)</b>	<b>4,672</b>	<b>50</b>	<b>87</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Finance Provisions</b>	956	(452)	504	493	0	493	0					
<b>HR Provisions</b>	987	(466)	521	739	(428)	311	245					
- Redundancies arising from on-going commitments and school reorganisations								310				
School Grant	80,916	(2,185)	78,731	67,253	(60)	67,193	0					
<b>Total School Retained Funding &amp; Grants</b>	<b>82,859</b>	<b>(3,103)</b>	<b>79,756</b>	<b>68,485</b>	<b>(488)</b>	<b>67,997</b>	<b>245</b>	<b>310</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Total Education</b>	<b>152,593</b>	<b>(11,585)</b>	<b>141,007</b>	<b>135,158</b>	<b>(6,085)</b>	<b>129,072</b>	<b>(273)</b>	<b>797</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>TOTAL CHILDRE AND ADULTS</b>	<b>274,313</b>	<b>(37,860)</b>	<b>236,452</b>	<b>261,623</b>	<b>(39,782)</b>	<b>221,840</b>	<b>2,502</b>	<b>5,581</b>	<b>883</b>	<b>842</b>	<b>842</b>	

**REGENERATION, COMMUNITY AND CULTURE**

	For Information			For Information			2015/16 R1	MTFP Pressures / Savings		
	2014-15 Out-turn			2015-16 Budget			Forecast	2016/17	2017/18	2018/19
	Net Exp £'000	Net Inc £'000	Net £'000	Net Exp £'000	Net Inc £'000	Net £'000	Variance	£000s	£000s	£000s
<b>FRONT LINE SERVICES</b>										
Front Line Support	104	(10)	94	158		158	(9)			
Highways	7,505	(1,782)	5,723	7,304	(1,486)	5,818	(56)			
- Contract inflation (2.76%)								158	197	245
- Remove one-off road schemes								(300)		
- Remove one-off potholes								(200)		
Parking Services	4,803	(8,170)	(3,367)	4,513	(7,815)	(3,302)	26			
Integrated Transport	8,720	(1,996)	6,724	8,692	(1,546)	7,146	2			
Waste Services	23,692	(5,320)	18,372	24,229	(6,164)	18,065	0			
- Landfill Tax (£80 per tonne 14/15, linked to inflation for 15/16)								(105)	(81)	(24)
- Changes in waste arisings								277	233	202
- Contract inflation 1.5% 16/17, 2% thereafter								393	514	571
- Shortfall after DCLG fund runs out								1,571	1,386	
- Procurement cost amortisation									(33)	
Performance & Intelligence Hub	148		148	99		99	(2)			
Safer Communities	3,702	(953)	2,749	3,808	(931)	2,877	(15)			
CCTV/Lifeline	2,364	(2,267)	97	2,053	(2,056)	(3)	56			
	<b>50,998</b>	<b>(20,498)</b>	<b>30,540</b>	<b>50,856</b>	<b>(19,998)</b>	<b>30,858</b>	<b>2</b>	<b>1,794</b>	<b>2,216</b>	<b>994</b>
<b>HOUSING AND REGENERATION</b>										
Housing & Regeneration Support	67		67	(41)		(41)	0			
Economic Development	1,444	(942)	502	1,202	(902)	300	54			
Planning	527	(4)	523	537	(17)	521	48			
Development Management	1,324	(1,421)	(97)	1,283	(1,253)	30	(54)			
Social Regeneration	2,395	(2,036)	359	479	(165)	314	(6)			
Building Control	161	0	161	152	0	152	0			
Housing	6,529	(1,820)	4,709	5,738	(1,152)	4,586	249	244	317	412
- Homelessness										
Physical Regeneration	336	(255)	81	290	(186)	104	0			
	<b>12,783</b>	<b>(6,478)</b>	<b>6,305</b>	<b>9,640</b>	<b>(3,675)</b>	<b>5,966</b>	<b>291</b>	<b>244</b>	<b>317</b>	<b>412</b>
<b>LEISURE AND CULTURE</b>										
L&C Management Group	112	0	112	(28)	(5)	(33)	9			
Leisure & Sports	5,837	(4,375)	1,462	5,459	(4,477)	982	(30)			
Arts, Theatres & Events	3,641	(2,239)	1,402	2,620	(1,523)	1,097	126	(45)		
- Remove one-off Fuse Festival								(50)		
- Remove one-off Rochester Castle Siege								(50)		
- Remove one-off Dickens Country Tour										
Heritage	982	(291)	691	1,043	(278)	765	(2)			
Greenspaces (and Country Parks)	4,866	(792)	4,074	4,835	(802)	4,033	71			
- Medway NORSE staff pressures due to National Living Wage								140		
- Remove one-off Outdoor Gym								(100)		
- Remove one-off Play Areas								(100)		
Tourism	633	(119)	514	604	(97)	507	11			
Libraries	2,985	(259)	2,726	3,295	(257)	3,038	15	(100)		
- Remove one-off Library Books								(100)		
- Remove one-off Hempstead Library								(405)	0	0
	<b>19,056</b>	<b>(8,075)</b>	<b>10,981</b>	<b>17,828</b>	<b>(7,439)</b>	<b>10,389</b>	<b>200</b>			
<b>Regeneration, Community &amp; Culture Directorate Support</b>	<b>801</b>		<b>801</b>	<b>518</b>		<b>518</b>	<b>(2)</b>			
<b>Cross directorate - Abolition of Contracted Out NIC</b>								<b>328</b>		
<b>Total for Regeneration, Community &amp; Culture</b>	<b>83,638</b>	<b>(35,051)</b>	<b>48,627</b>	<b>78,842</b>	<b>(31,112)</b>	<b>47,731</b>	<b>491</b>	<b>1,961</b>	<b>2,533</b>	<b>1,406</b>

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BUSINESS SUPPORT DIRECTORATE	For Information			For Information			2015/16 R1	MTFP Pressures / Savings				
	2014/15 Outturn			2015/16 Budget			Forecast	2016/17	2017/18	2018/19	2019/20	
	Exp £'000	Inc £'000	Net £'000	Exp £'000	Inc £'000	Net £'000	Variance £'000	£000s	£000s	£000s	£000s	
<b>CENTRAL FINANCE</b>												
Internal Audit and Counter Fraud	548	(39)	509	517	(21)	496	(30)	(155)				
Rural Liaison Grants	139	(35)	104	75	0	75	(2)					
Corporate Management	2,826	(80)	2,747	3,592	(119)	3,472	10					
Finance Strategy	1,293	(446)	847	956	(116)	840	(50)					
Finance Support Manager	(1)	0	(1)	0	0	0	0					
Revenues and Benefits	108,594	(108,095)	499	107,375	(106,862)	512	147					
- Potential HB Grant Admin reduction (Est. 10%)								315	140	120	100	
Finance Operations	1,188	(159)	1,029	1,076	(90)	987	(0)					
Vacancy savings	0	0	0	(110)	0	(110)	110					
	114,589	(108,854)	5,736	113,481	(107,208)	6,273	0	184	160	140	120	100
<b>COMMUNICATIONS &amp; IMPROVEMENT</b>												
Communications	1,456	(679)	777	928	(419)	509	59					
Vacancy Savings	0	0	0	(102)	0	(102)	102					
Better for Less	262	(262)	0	0	0	0	0					
Performance and Intelligence	413	(0)	413	407	0	407	(22)					
BFL Community Hub	0	0	0	0	0	0	0					
Business and Admin Support	2,107	(143)	1,964	2,055	(115)	1,940	(138)					
	4,238	(1,084)	3,154	3,289	(534)	2,756	0	1	0	0	0	0
<b>DEMOCRACY &amp; GOVERNANCE</b>												
Democratic Services Manager	590	(44)	546	633	(44)	589	(1)					
Head of Customer Services	4,842	(716)	4,126	4,716	(521)	4,196	(16)					
Members and Elections	2,010	(688)	1,322	1,514	(148)	1,366	(62)	(55)				
Registration and Bereavement	1,972	(2,727)	(754)	1,989	(2,533)	(543)	(157)					
Vacancy Savings	0	0	0	(154)	0	(154)	154					
	9,415	(4,175)	5,240	8,697	(3,244)	5,453	0	(81)	(55)	0	0	0
<b>LEGAL CONTRACTS &amp; PROPERTY</b>												
Category Management	778	(50)	728	667	(52)	615	(7)					
Legal Services	1,780	(343)	1,437	1,383	(208)	1,175	321					
Medway NORSE	6,712	(326)	6,386	5,910	(296)	5,614	361					
The impact of living wage on the core contract (assumption is 9% uplift on a staffing budget of £1,757k)									158			
Core contract not adjusted for £210k print income, MFD cost of £42k, vending stock of £92k and clean mail under recovery of £17k.									361			
Property and Capital Projects	3,799	(3,237)	562	3,404	(2,952)	452	35					
Vacancy savings	0	0	0	(91)	0	(91)	91					
	13,069	(3,956)	9,113	11,274	(3,508)	7,766	0	801	519	0	0	0
<b>ORGANISATIONAL SERVICES</b>												
Adult Education	2,027	(2,410)	(383)	2,119	(2,938)	(818)	241					
ICT Manager	4,445	(1,704)	2,741	3,832	(739)	3,093	(150)					
ICT hardware budget under funded									66			
ICT networks (not budget for 3yr. Telephone system renewal in 16/17 and follow me telephony system in 17/18. cost would drop to £85k in 17/18 and £3k in 18/19)									127	(42)	(39)	0
ICT software (Citrix & microsoft EA renewal in 16/17; plus GOOD security & anti virus in 17/18.									62	102	(117)	0
Potential telephony call savings through the introduction of SIP trunking									(40)	(40)	(40)	0
Personnel Services	2,485	(1,544)	941	4,836	(4,128)	708	1					
Vacancy Savings	0	0	0	(111)	0	(111)	111					
	8,957	(5,658)	3,299	10,676	(7,805)	2,871	0	202	215	20	(196)	0
<b>UNDISTRIBUTED BUDGET</b>												
Interest and Financing	16,921	(3,676)	13,245	16,956	(3,712)	13,244	0					
Levies	990	(33)	958	1,071	(33)	1,039	(3)					
Medway NORSE	0	(347)	(347)	0	(263)	(263)	0					
BFL Savings	0	0	0	(450)	0	(450)	0					
Category Management Savings	0	0	0	(1,800)	0	(1,800)	0					
Cross directorate - Abolition of Contracted Out NIC	0	0	0	0	0	0	0		288			
	17,911	(4,056)	13,856	15,777	(4,008)	11,770	0	(3)	288	0	0	0
<b>TOTAL OF ALL BSD BUDGETS</b>	<b>168,179</b>	<b>(127,781)</b>	<b>40,398</b>	<b>163,194</b>	<b>(126,307)</b>	<b>36,887</b>	<b>0</b>	<b>1,104</b>	<b>1,127</b>	<b>160</b>	<b>(76)</b>	<b>100</b>

**PUBLIC HEALTH**

Appendix 4

	For Information 2014/15 Outturn			For Information 2015/16 Budget			2015/16 Q1 Forecast Variance £'000	MTFP Pressures / Savings			
	Exp £'000	Inc £'000	Net £'000	Exp £'000	Inc £'000	Net £'000		2016/17 £'000	2017/18 £'000	2018/19 £'000	2018/20 £'000
PH Management	2,123	(94)	2,029	1,621	0	1,621	0				
PH Commissioning	3,870	0	3,870	6,306	0	6,306	0				
Business Development	550	(20)	530	576	0	576	0				
DAAT	2,793	(61)	2,732	2,634	(59)	2,575	0				
Health Improvement Programmes	835	0	835	865	0	865	0				
Chlamydia Screening	111	0	111	0	0	0	0				
Stop Smoking Services	563	(4)	559	576	0	576	0				
Supporting Healthy Weight	1,226	(30)	1,196	1,179	0	1,179	0				
Increase in Public Health Grant (0-5 years FYE)			0	0	0	0	0				
2015/16 Public Health Grant Cut			0	0	0	0	0	2,522			
Abolition of Contracted Out NIC			0	0	0	0	0	(1,198)			
Abolition of Contracted Out NIC service savings			0	0	0	0	0	50			
			0	0	0	0	0	(50)			
<b>Total Inclusion &amp; School Improvement</b>	<b>12,071</b>	<b>(209)</b>	<b>11,862</b>	<b>13,757</b>	<b>(59)</b>	<b>13,698</b>	<b>0</b>	<b>1,324</b>	<b>0</b>	<b>0</b>	<b>0</b>