

| <b><u>Leicestershire County Council</u></b>                           | 2012-13 | <b>2013-14</b> | Change |
|-----------------------------------------------------------------------|---------|----------------|--------|
| <b>Departments</b>                                                    |         |                |        |
| Adults & Communities                                                  | 214     | 154            | -60    |
| Chief Executives                                                      | 66      | 82             | 16     |
| Children & Young Peoples                                              | 353     | 193            | -160   |
| Corporate Resources                                                   | 45      | 142            | 97     |
| Environment & Transport                                               | 117     | 128            | 11     |
| Public Health                                                         | 30      | 55             | 25     |
| <b>Sub total Departments</b>                                          | 825     | <b>754</b>     | -71    |
| Consolidated Risk                                                     | 680     | 571            | -109   |
| <b>Sub total - Departments and Consolidated Risk</b>                  | 1505    | <b>1325</b>    | -180   |
| Corporate Client                                                      | 138     | 162            | 24     |
| Contingency                                                           | 233     | 212            | -21    |
| <b><u>Total - Leicestershire County Council</u></b>                   | 1876    | <b>1699</b>    | -177   |
| <br><b><u>Organisations where LCC is the accountable body</u></b>     |         |                |        |
| Leicestershire County Council Pension Fund (incl. NFI)                | 73      | 65             | -8     |
| ESPO                                                                  | 200     | 200            | 0      |
| East Midlands Councils                                                | 20      | 20             | 0      |
| EMIEP                                                                 | 0       | 5              | 5      |
| Bradgate Park Trust                                                   | 10      | 10             | 0      |
| <b><u>Total - Organisations where LCC is the accountable body</u></b> | 303     | <b>300</b>     | -3     |
| <br><b><u>External organisations</u></b>                              |         |                |        |
| Combined Fire Authority & EMRMB                                       | 87      | 86             | -1     |
| Academies                                                             | 80      | 200            | 120    |
| District Councils - ICT audit                                         | 30      | 30             | 0      |
| Connexions                                                            | 26      | 0              | -26    |
| <b><u>Total - External organisations</u></b>                          | 223     | <b>316</b>     | 93     |
| <b><u>Total - All</u></b>                                             | 2402    | <b>2315</b>    | -87    |

|                                          |      | HOA        | NJ         |           | MD         | SB         | NP         | AC         | JM         | HM         | LW         | JP         | DH         | AR         | DK         | CH         | JD         | DF         | SUB         | SC         | TOT         |
|------------------------------------------|------|------------|------------|-----------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|-------------|------------|-------------|
| <b>Basic</b>                             |      | <b>131</b> | <b>261</b> |           | <b>261</b> | <b>261</b> | <b>261</b> | <b>261</b> | <b>141</b> | <b>131</b> | <b>261</b> | <b>261</b> | <b>261</b> | <b>261</b> | <b>131</b> | <b>261</b> | <b>261</b> | <b>261</b> | <b>3665</b> | <b>176</b> | <b>3841</b> |
| <b>Additional</b>                        |      |            |            |           |            |            |            |            |            |            |            |            |            |            |            |            |            |            |             |            |             |
| <b>Total</b>                             |      | <b>131</b> | <b>261</b> | <b>0</b>  | <b>261</b> | <b>261</b> | <b>261</b> | <b>261</b> | <b>141</b> | <b>131</b> | <b>261</b> | <b>261</b> | <b>261</b> | <b>261</b> | <b>131</b> | <b>261</b> | <b>261</b> | <b>261</b> | <b>3665</b> | <b>176</b> | <b>3841</b> |
| Annual Planning                          | 4144 |            | 11         |           | 35         | 35         | 48         | 35         | 45         | 44         | 2          | 1          | 1          |            |            |            |            |            | 257         |            | 257         |
| Blood donating                           | 4145 |            | 1          |           |            |            |            |            |            |            |            |            |            |            |            |            |            |            | 1           |            | 1           |
| Cabinet reports not specific to a depart | 4147 | 3          | 3          |           | 5          | 2          | 2          | 6          | 1          | 2          | 2          |            |            |            |            |            |            | 1          | 26          | 0          | 26          |
| Client PWC - General                     | 4148 | 2          | 1          | 1         | 19         |            | 1          | 15         | 4          | 30         |            | 14         |            | 6          |            |            |            |            | 91          |            | 91          |
| Client PWC - Pensions                    | 4149 |            |            |           |            |            |            | 5          |            |            |            |            |            |            |            |            |            |            | 5           |            | 5           |
| Corporate briefs - news, office, lecture | 4151 | 2          | 40         | 1         | 19         | 14         | 27         | 23         | 15         | 19         | 13         | 15         | 15         | 10         | 5          | 21         | 10         | 34         | 283         | 31         | 313         |
| Corporate Governance Committee           | 4152 | 27         | 104        |           | 2          | 2          | 3          |            | 1          |            |            |            |            |            |            |            |            |            | 140         |            | 140         |
| Departmental / Election duty             | 4153 | 2          |            |           | 8          |            |            |            |            |            |            |            |            |            | 4          |            | 7          |            | 21          | 8          | 29          |
| Director of CR managers meetings         | 4154 |            | 4          | 3         |            |            |            |            |            |            |            |            |            |            |            |            |            |            | 7           |            | 7           |
| Generic Fraud Information                | 4155 | 7          |            |           |            | 0          | 2          |            |            |            |            |            |            |            |            |            |            |            | 9           |            | 9           |
| Help/Advice Other Departments            | 4157 |            | 9          |           |            | 1          | 16         | 4          | 0          |            | 0          |            | 0          | 2          |            |            | 1          |            | 34          | 10         | 44          |
| Internal Audit Networks                  | 4158 | 6          | 91         |           | 58         | 13         | 2          | 4          | 2          |            |            | 8          |            |            |            |            |            |            | 182         | 4          | 186         |
| Qtly Report (& progress) to Director of  | 4160 | 13         | 56         | 0         | 15         | 33         | 15         | 9          | 5          | 5          | 3          | 8          | 4          |            |            | 3          |            | 6          | 174         |            | 174         |
| R&D Generic (Non dep't specific)         | 4162 |            | 49         |           | 2          | 1          | 22         | 1          | 4          | 4          | 2          | 1          | 1          |            | 1          | 1          | 5          | 4          | 95          |            | 95          |
| Shared Services / Collaborative Work     | 4165 |            | 170        | 27        | 86         | 17         | 10         | 27         | 16         | 19         | 19         | 9          | 7          | 4          | 3          | 17         | 8          | 8          | 446         | 13         | 458         |
| Strategic Planning including MILE        | 4166 |            | 26         |           | 2          | 5          | 2          |            |            |            | 3          |            |            |            |            |            |            |            | 37          |            | 37          |
| LCC External Audit Relationship          | 4167 |            | 2          |           | 3          |            |            |            |            |            |            |            |            |            |            |            | 1          |            | 6           |            | 6           |
| Work on specific audits by HOA           | 4207 | 42         | 39         |           |            |            |            |            |            |            |            |            |            |            |            |            |            |            | 81          |            | 81          |
|                                          |      | <b>104</b> | <b>606</b> | <b>32</b> | <b>252</b> | <b>123</b> | <b>149</b> | <b>128</b> | <b>91</b>  | <b>122</b> | <b>43</b>  | <b>55</b>  | <b>29</b>  | <b>21</b>  | <b>13</b>  | <b>41</b>  | <b>32</b>  | <b>52</b>  | <b>1894</b> | <b>65</b>  | <b>1959</b> |
| Adm - Complete Apace Time & Travel       | 562  | 7          | 45         |           | 19         | 61         | 21         | 24         | 21         | 23         | 20         | 21         | 23         | 24         | 23         | 65         | 75         | 62         | 532         | 35         | 567         |
| Adm - ICT System Failures                | 564  |            |            |           | 12         | 5          | 6          | 3          | 5          | 3          | 2          | 4          | 3          | 3          | 5          | 14         | 3          | 2          | 70          | 3          | 73          |
| Adm - Office Duties                      | 566  | 9          | 1          | 0         | 27         | 12         | 57         | 26         | 33         | 29         | 6          | 77         | 2          | 34         | 27         | 3          | 28         | 53         | 423         | 48         | 471         |
| Adm - Read Mails/General/Non Audit Info. | 568  |            | 32         | 7         | 22         | 38         | 27         | 25         | 41         | 30         | 24         | 26         | 71         | 47         | 42         | 75         | 82         | 77         | 665         | 39         | 704         |
| Adm - Review & Authorise Time & Travel   | 570  |            | 26         |           | 1          | 24         | 44         | 26         | 0          |            |            |            |            |            |            | 7          | 0          | 1          | 128         |            | 128         |
| Adm - Social & Unavoidable D/Time        | 572  |            | 34         | 2         | 6          | 13         | 13         | 10         | 5          | 6          | 13         | 11         | 9          | 4          | 7          | 19         | 13         | 10         | 174         | 12         | 186         |
| Adm-Admin & Clerical Review              | 634  |            | 12         |           |            |            | 20         |            |            |            |            |            |            |            |            |            |            |            | 32          | 8          | 40          |
| Adm. - Office Move                       | 636  |            | 38         |           | 3          | 5          | 10         | 39         | 1          | 3          | 3          | 12         | 5          | 4          | 5          | 12         | 23         | 7          | 170         | 50         | 220         |
| Lea - Annual Leave                       | 574  | 67         | 144        | 206       | 202        | 211        | 207        | 215        | 175        | 124        | 204        | 189        | 196        | 181        | 111        | 204        | 174        | 141        | 2949        | 87         | 3036        |
| Lea - Public Holiday                     | 578  | 30         | 67         | 66        | 76         | 67         | 67         | 67         | 45         | 40         | 67         | 67         | 67         | 67         | 26         | 67         | 67         | 67         | 1015        | 45         | 1060        |
| Lea - Special Leave                      | 582  |            |            |           | 84         |            |            |            |            |            |            |            | 30         |            | 7          |            |            |            | 121         |            | 121         |
| Lea - Medical Appointments               | 576  |            |            |           |            | 1          | 1          |            |            |            | 1          |            |            | 5          |            | 0          | 2          |            | 10          | 2          | 12          |
| Lea - Sickness Absence                   | 580  |            |            |           |            | 22         | 22         | 15         | 6          |            | 15         | 15         | 37         | 7          | 68         | 15         | 44         | 22         | 289         | 13         | 302         |
| Mgt - Apace System Management            | 584  |            | 18         |           | 21         | 4          | 3          | 28         |            |            |            | 2          |            |            |            |            |            |            | 76          | 15         | 91          |

|                                       |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |      |     |      |
|---------------------------------------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|------|-----|------|
| Mgt - Availability / Allocations      | 586 |     | 8   | 1   | 17  | 26  | 28  | 20  | 66  | 36  | 12  |     | 1   | 0   | 2   | 1   | 1   | 1   | 219  |     | 219  |
| Mgt - General Team Meetings           | 588 |     | 4   |     |     | 2   |     | 3   | 6   | 4   | 4   | 0   | 0   | 2   | 6   | 0   | 1   | 6   | 40   | 2   | 41   |
| Mgt - Investor In People Requirements | 590 |     |     |     |     |     | 2   |     |     |     |     |     |     |     | 1   |     |     | 4   |      | 4   |      |
| Mgt - Job Progress Meetings           | 592 |     | 9   | 10  | 71  | 20  | 42  | 10  | 20  | 13  | 3   | 13  | 3   | 4   | 1   | 7   | 10  | 5   | 239  | 11  | 250  |
| Mgt - Management Meetings             | 594 | 26  | 64  | 4   | 28  | 10  | 10  | 18  | 16  | 12  |     |     |     |     |     | 1   |     |     | 189  | 2   | 191  |
| Mgt - Other Management                | 596 | 36  | 95  |     | 12  | 4   | 88  | 5   | 9   | 18  | 1   |     |     | 0   |     |     | 0   |     | 268  |     | 268  |
| Mgt - Pdr - Other Staff               | 598 |     | 3   |     | 3   | 14  | 22  | 1   | 3   | 8   |     |     |     |     |     |     |     |     | 54   |     | 54   |
| Mgt - Pdr - Self                      | 599 |     |     | 1   |     |     |     |     | 2   | 5   | 1   |     | 2   | 1   | 1   | 4   | 3   | 3   | 23   |     | 23   |
| Mgt - Planning                        | 602 | 1   | 29  | 0   |     | 3   | 16  | 6   | 10  | 1   | 1   | 2   |     | 1   |     |     |     |     | 68   |     | 68   |
| Mgt - Report Performance              | 604 | 20  | 35  | 1   | 2   | 5   | 10  | 48  | 1   | 3   |     |     |     |     |     | 1   | 10  | 1   | 134  |     | 134  |
| Mgt - Service Improvement             | 606 |     | 43  |     | 16  | 3   | 19  | 4   | 34  | 31  |     |     |     |     |     |     |     |     | 150  | 27  | 177  |
| Mgt - Staff - Attendance Management   | 608 |     | 16  |     | 1   | 1   | 2   |     |     |     |     |     |     |     |     |     | 5   |     | 25   | 0   | 26   |
| Mgt - Staff - One 2 One Discussions   | 610 |     | 40  |     | 4   | 5   | 5   | 1   |     | 1   |     |     |     | 2   | 1   | 0   | 1   | 2   | 61   | 1   | 62   |
| Mgt - Staff - Other HR Reqts          | 612 |     | 37  |     | 4   | 24  | 27  |     |     |     |     |     |     |     |     |     | 1   |     | 93   | 10  | 103  |
| Mgt - Staff - Recruitment & Induction | 614 |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     | 0    | 2   | 2    |
| Mgmt - ESPO Client Development        | 637 |     | 3   |     |     |     |     |     | 17  |     |     |     |     | 52  |     |     |     |     | 72   |     | 72   |
| Trg - Provide - Audit Based           | 620 |     | 15  |     | 6   | 1   | 8   |     | 13  | 4   |     |     |     |     | 1   |     |     |     | 48   |     | 48   |
| Trg - Provide - Job Skilled Based     | 622 |     | 0   |     | 1   | 2   | 25  |     | 2   | 1   | 3   | 4   |     |     | 1   |     | 2   | 3   | 44   |     | 44   |
| Trg - Provide - Qualification Based   | 624 |     |     |     | 1   |     |     |     | 1   |     |     |     |     |     | 2   |     |     |     | 5    |     | 5    |
| Trg - Receive - Job Skilled Based     | 626 |     | 5   |     | 4   | 7   | 10  | 12  | 7   | 8   | 24  | 15  | 47  | 19  | 10  | 10  | 20  | 23  | 223  | 13  | 235  |
| Trg - Receive - Qualification Based   | 628 |     |     |     |     |     |     |     |     |     |     |     |     |     | 6   |     |     | 9   | 15   | 10  | 24   |
| Trg - Recieve - Audit Based           | 630 |     | 8   |     | 4   |     | 1   | 8   | 3   | 7   | 2   |     | 8   | 4   | 9   |     | 1   | 8   | 63   |     | 63   |
|                                       |     | 194 | 830 | 298 | 645 | 590 | 811 | 612 | 543 | 409 | 406 | 457 | 503 | 460 | 361 | 504 | 567 | 500 | 8689 | 433 | 9122 |

|                                           | HOIAS | AM    | AM    | SA    | SA    | SA    | SA    | SAICT | A     | A     | A     | A     | AA    | AA    | SUB    | ADM   | TOT   |
|-------------------------------------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|--------|-------|-------|
|                                           | 37.0  | 37.0  | 37.0  | 37.0  | 29.6  | 24.0  | 20.4  | 37.0  | 37.0  | 18.5  | 37.0  | 37.0  | 37.0  | 37.0  |        | 25.0  | 13.18 |
|                                           | NJ    | MD    | NP    | SB    | AC    | JM    | HM    | JR    | DH    | DK    | AR    | LW    | DF    | CH    | SUB    | SC    | TOT   |
| Basic                                     | 261.0 | 261.0 | 261.0 | 261.0 | 208.8 | 169.3 | 143.9 | 231.0 | 261.0 | 130.5 | 261.0 | 261.0 | 261.0 | 261.0 | 3232.5 | 176.4 | 3409  |
| Addit'n/reduct'n to/from end of June      |       |       |       | 1     |       |       |       |       | -39.2 | 39.2  |       |       |       |       | 0.7    |       | 1     |
| Less TOIL b/f                             |       | -1.0  | -1.0  |       |       | -1.0  | -0.5  |       |       | -0.5  |       |       | -0.5  | -0.5  |        |       |       |
| Total                                     | 261.0 | 260.0 | 260.0 | 261.7 | 208.8 | 168.3 | 143.4 | 231.0 | 221.8 | 169.2 | 261.0 | 261.0 | 260.5 | 260.5 | 3228.2 | 176.4 | 3405  |
| Less non chargeable - overheads           | 156.3 | 142.5 | 149.5 | 196.3 | 156.2 | 102.3 | 100.5 | 171.1 | 166.8 | 129.8 | 193.1 | 204.6 | 207.1 | 207.3 | 2283.4 | 66.6  | 2350  |
| Less non chargeable - service development | 153.3 | 137.5 | 149.5 | 191.3 | 156.2 | 102.3 | 100.5 | 171.1 | 166.8 | 129.8 | 193.1 | 202.6 | 207.1 | 207.3 | 2268.4 | 46.6  | 2315  |
| Productive (%)                            | 0.59  | 0.53  | 0.58  | 0.73  | 0.75  | 0.61  | 0.70  | 0.74  | 0.75  | 0.77  | 0.74  | 0.78  | 0.80  | 0.80  | 0.70   | 0.26  | 0.68  |
| Less - chargeable corporate client        | 92.7  | 111.9 | 125.9 | 185.7 | 148.6 | 96.7  | 94.9  | 163.5 | 164.1 | 127.1 | 190.5 | 200.0 | 205.0 | 205.2 | 2111.7 | 41.0  | 2153  |
| Adm - Complete MIS & Self Serve           | 4.0   | 4.0   | 4.0   | 4.0   | 4.0   | 4.0   | 4.0   | 4.0   | 4.0   | 4.0   | 4.0   | 4.0   | 4.0   | 4.0   | 56.0   | 4.0   | 60    |
| Adm - Review/Authorise MIS & Self Se      | 2.0   | 4.0   | 4.0   |       |       |       |       |       |       |       |       |       |       |       | 10.0   |       | 10    |
| Adm - Outlook management                  | 2.0   | 2.0   | 2.0   | 2.0   | 2.0   | 2.0   | 2.0   | 2.0   | 2.0   | 2.0   | 2.0   | 2.0   | 2.0   | 2.0   | 28.0   | 2.0   | 30    |
| Adm - ICT disruption                      | 2.0   | 2.0   | 2.0   | 2.0   | 2.0   | 2.0   | 2.0   | 2.0   | 2.0   | 2.0   | 2.0   | 2.0   | 2.0   | 2.0   | 28.0   | 2.0   | 30    |
| Adm - Office Duties                       |       |       |       |       |       |       |       |       |       |       |       |       |       |       | 0.0    | 6.0   | 6     |
| Adm - Social & Unavoidable Downtime       | 1.0   | 1.0   | 1.0   | 1.0   | 1.0   | 1.0   | 1.0   | 1.0   | 1.0   | 1.0   | 1.0   | 1.0   | 1.0   | 1.0   | 14.0   | 1.0   | 15    |
| Lea - Annual Leave                        | 41.5  | 34.0  | 32.0  | 32.0  | 25.6  | 20.8  | 17.6  | 26.7  | 24.6  | 15.9  | 31.0  | 31.0  | 29.0  | 29.0  | 390.8  | 19.59 | 410   |
| Lea - Public Holiday                      | 7.0   | 7.0   | 7.0   | 7.0   | 5.6   | 4.5   | 3.9   | 5.0   | 6.0   | 4.1   | 7.0   | 7.0   | 7.0   | 7.0   | 85.1   | 4.7   | 90    |
| Lea - Special Leave                       |       |       |       | 5.0   |       |       |       |       | 7.0   |       | 7.5   | 1.0   |       |       | 20.5   |       | 21    |
| Lea - Medical Appointments                |       |       |       |       |       | 1.5   |       |       |       |       | 5.0   |       |       |       | 6.5    |       | 7     |
| Lea - Sickness Absence                    | 2.0   | 2.0   | 2.0   | 2.0   | 2.0   | 20.0  | 2.0   | 2.0   | 2.0   | 2.0   | 2.0   | 2.0   | 2.0   | 2.0   | 46.0   | 2.0   | 48    |
| Mgt - Annual Plan Balancing/Production    | 3.0   | 1.0   | 1.0   |       |       |       |       |       |       |       |       |       |       |       | 5.0    | 5.0   | 10    |
| Mgt - Qtrly Availability/Allocations      |       | 2.0   | 6.0   |       |       |       |       |       |       |       |       |       |       |       | 8.0    |       | 8     |
| Mgt - Job Progress Meetings               |       | 4.0   | 4.0   |       |       |       |       |       |       |       |       |       |       |       | 8.0    |       | 8     |
| Mgt - IAS Management Meetings             | 6.0   | 6.0   | 6.0   |       |       |       |       |       |       |       |       |       |       |       | 18.0   |       | 18    |
| Mgt - Report Performance                  | 6.0   | 2.0   | 2.0   |       |       |       |       |       |       |       |       |       |       |       | 10.0   | 6.0   | 16    |
| Mgt - MIS Devp't & Mgt                    | 5.0   | 7.0   | 3.0   |       |       |       |       |       |       |       |       |       |       |       | 15.0   | 40.0  | 55    |
| Mgt - Staff - Attendance Management       | 1.0   | 4.0   | 2.0   | 0.5   | 0.5   | 0.5   | 0.5   | 0.5   | 0.5   | 0.5   | 0.5   | 0.5   | 0.5   | 0.5   | 12.5   |       | 13    |
| Mgt - Staff - Counselling                 | 1.0   | 2.0   | 2.0   |       |       |       |       |       |       |       |       |       |       |       | 5.0    |       | 5     |

|                                        | HOIAS | AM    | AM    | SA    | SA    | SA    | SA    | SAICT | A     | A     | A     | A     | AA    | AA    | SUB    | ADM   | TOT   |
|----------------------------------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|--------|-------|-------|
|                                        | 37.0  | 37.0  | 37.0  | 37.0  | 29.6  | 24.0  | 20.4  | 37.0  | 37.0  | 18.5  | 37.0  | 37.0  | 37.0  | 37.0  |        | 25.0  | 13.18 |
|                                        | NJ    | MD    | NP    | SB    | AC    | JM    | HM    | JR    | DH    | DK    | AR    | LW    | DF    | CH    | SUB    | SC    | TOT   |
| Basic                                  | 261.0 | 261.0 | 261.0 | 261.0 | 208.8 | 169.3 | 143.9 | 231.0 | 261.0 | 130.5 | 261.0 | 261.0 | 261.0 | 261.0 | 3232.5 | 176.4 | 3409  |
| Addit'n/reduct'n to/from end of June   |       |       |       | 1     |       |       |       |       | -39.2 | 39.2  |       |       |       |       | 0.7    |       | 1     |
| Less TOIL b/f                          |       | -1.0  | -1.0  |       |       | -1.0  | -0.5  |       |       | -0.5  |       |       | -0.5  | -0.5  |        |       |       |
| Total                                  | 261.0 | 260.0 | 260.0 | 261.7 | 208.8 | 168.3 | 143.4 | 231.0 | 221.8 | 169.2 | 261.0 | 261.0 | 260.5 | 260.5 | 3228.2 | 176.4 | 3405  |
| Less non chargeable - overheads        | 156.3 | 142.5 | 149.5 | 196.3 | 156.2 | 102.3 | 100.5 | 171.1 | 166.8 | 129.8 | 193.1 | 204.6 | 207.1 | 207.3 | 2283.4 | 66.6  | 2350  |
| Mgt - Staff - HR Requirements          |       | 2.0   | 1.0   |       |       |       |       |       |       |       |       |       |       |       | 3.0    |       | 3     |
| Mgt - Staff - Recruitment & Induction  |       | 1.0   |       |       |       |       |       | 2.0   |       |       |       |       |       |       | 3.0    |       | 3     |
| Mgt - Pdr - Other Staff                | 1.0   | 4.0   | 3.0   |       |       |       |       |       |       |       |       |       |       |       | 8.0    |       | 8     |
| Mgt - Pdr - Self                       | 0.5   | 0.5   | 0.5   | 0.5   | 0.5   | 0.5   | 0.5   | 0.5   | 0.5   | 0.5   | 0.5   | 0.5   | 0.5   | 0.5   | 7.0    |       | 7     |
| Mgt - Service Improvement - incl MTC   | 3.0   | 5.0   | 5.0   | 1.0   | 1.0   | 1.0   | 1.0   | 1.0   | 1.0   | 1.0   | 1.0   | 1.0   | 1.0   | 1.0   | 24.0   |       | 24    |
| Mgt - Financial - Bdgt; SLAs;          | 6.0   | 1.0   | 1.0   |       |       |       |       |       |       |       |       |       |       |       | 8.0    | 6.0   | 14    |
| Mgt - Office briefings                 | 2.7   | 4.0   | 4.0   | 2.4   | 2.4   | 2.2   | 2.4   | 2.2   | 2.4   | 2.4   | 2.4   | 2.4   | 2.4   | 2.2   | 36.5   | 2.4   | 39    |
| Trg - Provide - Audit Knowledge        | 2.0   | 4.0   | 4.0   | 2.0   | 2.0   | 2.0   | 2.0   | 4.0   |       |       |       |       |       |       | 22.0   |       | 22    |
| Trg - Provide - Non Audit Specific     | 2.0   | 2.0   | 2.0   |       |       |       |       |       |       |       |       |       |       |       | 6.0    | 4.0   | 10    |
| Trg - Provide - Qualifications         |       |       |       |       |       |       |       | 1.0   |       |       |       |       |       |       | 1.0    |       | 1     |
| Trg - Recieve - Audit Knowledge        | 2.0   | 4.0   | 4.0   | 2.0   | 2.0   | 2.0   | 2.0   | 4.0   | 1.0   | 1.0   | 1.0   | 1.0   | 1.0   | 1.0   | 28.0   |       | 28    |
| Trg - Receive - Non Audit Specific     | 2.0   | 6.0   | 6.0   | 2.0   | 2.0   | 2.0   | 2.0   | 2.0   | 1.0   | 1.0   | 1.0   | 1.0   | 1.0   | 1.0   | 30.0   | 5.0   | 35    |
| Trg - Receive - Qualifications         |       |       |       |       |       |       |       |       |       | 2.0   |       |       |       |       | 2.0    |       | 2     |
| Total - Non chargeable - overheads     | 104.7 | 117.5 | 110.5 | 65.4  | 52.6  | 66.0  | 42.9  | 59.9  | 55.0  | 39.4  | 67.9  | 56.4  | 53.4  | 53.2  | 944.8  | 109.7 | 1055  |
| External client development and mainte | 3.0   | 5.0   |       | 5.0   |       |       |       |       |       |       |       | 2.0   |       |       | 15.0   | 20.0  | 35    |
| Tot - Non chgable - service devlpmt    | 3.0   | 5.0   | 0.0   | 5.0   | 0.0   | 0.0   | 0.0   | 0.0   | 0.0   | 0.0   | 0.0   | 2.0   | 0.0   | 0.0   | 15.0   | 20.0  | 35    |

|                                           | HOIAS | AM    | AM    | SA    | SA    | SA    | SA    | SAICT | A     | A     | A     | A     | AA    | AA    | SUB    | ADM   | TOT   |
|-------------------------------------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|--------|-------|-------|
|                                           | 37.0  | 37.0  | 37.0  | 37.0  | 29.6  | 24.0  | 20.4  | 37.0  | 37.0  | 18.5  | 37.0  | 37.0  | 37.0  | 37.0  |        | 25.0  | 13.18 |
|                                           | NJ    | MD    | NP    | SB    | AC    | JM    | HM    | JR    | DH    | DK    | AR    | LW    | DF    | CH    | SUB    | SC    | TOT   |
| Basic                                     | 261.0 | 261.0 | 261.0 | 261.0 | 208.8 | 169.3 | 143.9 | 231.0 | 261.0 | 130.5 | 261.0 | 261.0 | 261.0 | 261.0 | 3232.5 | 176.4 | 3409  |
| Addit'n/reduct'n to/from end of June      |       |       |       | 1     |       |       |       |       | -39.2 | 39.2  |       |       |       |       | 0.7    |       | 1     |
| Less TOIL b/f                             |       | -1.0  | -1.0  |       |       | -1.0  | -0.5  |       |       | -0.5  |       |       | -0.5  | -0.5  |        |       |       |
| Total                                     | 261.0 | 260.0 | 260.0 | 261.7 | 208.8 | 168.3 | 143.4 | 231.0 | 221.8 | 169.2 | 261.0 | 261.0 | 260.5 | 260.5 | 3228.2 | 176.4 | 3405  |
| Less non chargeable - overheads           | 156.3 | 142.5 | 149.5 | 196.3 | 156.2 | 102.3 | 100.5 | 171.1 | 166.8 | 129.8 | 193.1 | 204.6 | 207.1 | 207.3 | 2283.4 | 66.6  | 2350  |
| LCC - Research risk; maintain universe    | 6.0   | 6.0   | 6.0   |       |       |       |       |       |       |       |       |       |       |       | 18.0   |       | 18    |
| LCC - Utilise IA networks; devise metho   | 7.0   | 4.0   | 3.0   |       |       |       |       | 2.0   |       |       |       |       |       |       | 16.0   |       | 16    |
| LCC - Reporting (1/4ly; liaison; OGF; s   | 6.0   | 2.0   | 2.0   |       |       |       |       |       |       |       |       |       |       |       | 10.0   |       | 10    |
| LCC - Corporate Governance Committe       | 16.0  | 2.0   | 2.0   |       |       |       |       |       |       |       |       |       |       |       | 20.0   | 2.0   | 22    |
| LCC - Follow up HI recommendations        | 4.0   | 1.0   | 1.0   | 2.0   | 2.0   | 2.0   | 2.0   | 2.0   | 1.0   | 1.0   | 1.0   | 1.0   | 0.5   | 0.5   | 21.0   |       | 21    |
| LCC - External Audit general liaison      | 1.0   | 3.0   | 0.0   |       |       |       |       |       |       |       |       |       |       |       | 4.0    |       | 4     |
| LCC - Provide advice & information        | 2.0   | 4.0   | 6.0   | 2.0   | 2.0   | 2.0   | 2.0   | 2.0   |       |       |       |       |       |       | 22.0   |       | 22    |
| LCC - Corporate mtgs (FMT;CoR Mgrs        | 7.0   | 2.0   | 2.0   |       |       |       |       |       |       |       |       |       |       |       | 11.0   |       | 11    |
| LCC - Corporate info rec'd (N4All; tmbr   | 1.6   | 1.6   | 1.6   | 1.6   | 1.6   | 1.6   | 1.6   | 1.6   | 1.6   | 1.6   | 1.6   | 1.6   | 1.6   | 1.6   | 22.7   | 1.6   | 24    |
| LCC - Corporate groups - attend           |       |       |       |       |       |       |       |       |       |       |       |       |       |       | 0.0    | 1.0   | 1     |
| LCC - HoIAS professional requirement      | 10.0  |       |       |       | 2.0   |       |       |       |       |       |       |       |       |       | 12.0   | 1.0   | 13    |
| Total - Chargeable corporate client       | 60.6  | 25.6  | 23.6  | 5.6   | 7.6   | 5.6   | 5.6   | 7.6   | 2.6   | 2.6   | 2.6   | 2.6   | 2.1   | 2.1   | 156.7  | 5.6   | 162   |
| LCCPF - Planning - mtgs, MILE, update R&D |       |       |       |       |       |       |       |       |       |       |       |       |       |       | 0.0    |       | 0     |
| LCCPF - High Importance recommendations   |       |       |       |       |       |       |       |       |       |       |       |       |       |       | 0.0    |       | 0     |
| LCCPF - External Audit liaison            |       |       |       |       |       |       |       |       |       |       |       |       |       |       |        |       |       |
| LCCPF - Provide advice & information      |       |       |       |       |       |       |       |       |       |       |       |       |       |       |        |       |       |
| Total - LCC Pension Fund                  | 0.0   | 0.0   | 0.0   | 0.0   | 0.0   | 0.0   | 0.0   | 0.0   | 0.0   | 0.0   | 0.0   | 0.0   | 0.0   | 0.0   | 0.0    | 0.0   | 0     |
| EMSS - Planning - mtgs, MILE, update R&D  |       |       |       |       |       |       |       |       |       |       |       |       |       |       | 0.0    |       | 0     |
| EMSS - Progress - report/liaison          |       |       |       |       |       |       |       |       |       |       |       |       |       |       | 0.0    |       | 0     |
| EMSS - Management Board - servicing       |       |       |       |       |       |       |       |       |       |       |       |       |       |       | 0.0    |       | 0     |
| EMSS - External Audit liaison             |       |       |       |       |       |       |       |       |       |       |       |       |       |       | 0.0    |       | 0     |
| Total - EMSS                              | 0.0   | 0.0   | 0.0   | 0.0   | 0.0   | 0.0   | 0.0   | 0.0   | 0.0   | 0.0   | 0.0   | 0.0   | 0.0   | 0.0   | 0.0    | 0.0   | 0     |

|                                           | HOIAS | AM    | AM    | SA    | SA    | SA    | SA    | SAICT | A     | A     | A     | A     | AA    | AA    | SUB    | ADM   | TOT   |
|-------------------------------------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|--------|-------|-------|
|                                           | 37.0  | 37.0  | 37.0  | 37.0  | 29.6  | 24.0  | 20.4  | 37.0  | 37.0  | 18.5  | 37.0  | 37.0  | 37.0  | 37.0  |        | 25.0  | 13.18 |
|                                           | NJ    | MD    | NP    | SB    | AC    | JM    | HM    | JR    | DH    | DK    | AR    | LW    | DF    | CH    | SUB    | SC    | TOT   |
| Basic                                     | 261.0 | 261.0 | 261.0 | 261.0 | 208.8 | 169.3 | 143.9 | 231.0 | 261.0 | 130.5 | 261.0 | 261.0 | 261.0 | 261.0 | 3232.5 | 176.4 | 3409  |
| Addit'n/reduct'n to/from end of June      |       |       |       | 1     |       |       |       |       | -39.2 | 39.2  |       |       |       |       | 0.7    |       | 1     |
| Less TOIL b/f                             |       | -1.0  | -1.0  |       |       | -1.0  | -0.5  |       |       | -0.5  |       |       | -0.5  | -0.5  |        |       |       |
| Total                                     | 261.0 | 260.0 | 260.0 | 261.7 | 208.8 | 168.3 | 143.4 | 231.0 | 221.8 | 169.2 | 261.0 | 261.0 | 260.5 | 260.5 | 3228.2 | 176.4 | 3405  |
| Less non chargeable - overheads           | 156.3 | 142.5 | 149.5 | 196.3 | 156.2 | 102.3 | 100.5 | 171.1 | 166.8 | 129.8 | 193.1 | 204.6 | 207.1 | 207.3 | 2283.4 | 66.6  | 2350  |
| ESPO - Planning - mtgs, MILE, update R&D  |       |       |       |       |       |       |       |       |       |       |       |       |       |       | 0.0    |       | 0     |
| ESPO - Progress - report/liaison/opinion  |       |       |       |       |       |       |       |       |       |       |       |       |       |       | 0.0    |       | 0     |
| ESPO - Management Board - servicing       |       |       |       |       |       |       |       |       |       |       |       |       |       |       | 0.0    |       | 0     |
| ESPO - External Audit liaison             |       |       |       |       |       |       |       |       |       |       |       |       |       |       | 0.0    |       | 0     |
| ESPO - Provide advice & information       |       |       |       |       |       |       |       |       |       |       |       |       |       |       | 0.0    |       | 0     |
| ESPO - High Importance recommendations    |       |       |       |       |       |       |       |       |       |       |       |       |       |       | 0.0    |       | 0     |
| Total - ESPO                              | 0.0   | 0.0   | 0.0   | 0.0   | 0.0   | 0.0   | 0.0   | 0.0   | 0.0   | 0.0   | 0.0   | 0.0   | 0.0   | 0.0   | 0.0    | 0.0   | 0     |
| CFA - Planning - mtgs, MILE, update R&D   |       |       |       |       |       |       |       |       |       |       |       |       |       |       | 0.0    |       | 0     |
| CFA - Progress - report/liaison/opinion   |       |       |       |       |       |       |       |       |       |       |       |       |       |       | 0.0    |       | 0     |
| CFA - Policy Committee - servicing        |       |       |       |       |       |       |       |       |       |       |       |       |       |       | 0.0    |       | 0     |
| CFA - External Audit liaison              |       |       |       |       |       |       |       |       |       |       |       |       |       |       | 0.0    |       | 0     |
|                                           | 0.0   | 0.0   | 0.0   | 0.0   | 0.0   | 0.0   | 0.0   | 0.0   | 0.0   | 0.0   | 0.0   | 0.0   | 0.0   | 0.0   | 0.0    | 0.0   | 0     |
| CNXS - Planning - mtgs, MILE, update R&D  |       |       |       |       |       |       |       |       |       |       |       |       |       |       | 0.0    |       | 0     |
| CNXS - Annual report                      |       |       |       |       |       |       |       |       |       |       |       |       |       |       | 0.0    |       | 0     |
|                                           | 0.0   | 0.0   | 0.0   | 0.0   | 0.0   | 0.0   | 0.0   | 0.0   | 0.0   | 0.0   | 0.0   | 0.0   | 0.0   | 0.0   | 0.0    | 0.0   | 0     |
| OTHER - Planning - mtgs, MILE, update R&D |       |       |       |       |       |       |       |       |       |       |       |       |       |       | 0.0    |       | 0     |
| OTHER - Progress report/liaison           |       |       |       |       |       |       |       |       |       |       |       |       |       |       | 0.0    |       | 0     |
| OTHER - Committee - servicing             |       |       |       |       |       |       |       |       |       |       |       |       |       |       | 0.0    |       | 0     |
| OTHER - External Audit liaison            |       |       |       |       |       |       |       |       |       |       |       |       |       |       | 0.0    |       | 0     |
|                                           | 0.0   | 0.0   | 0.0   | 0.0   | 0.0   | 0.0   | 0.0   | 0.0   | 0.0   | 0.0   | 0.0   | 0.0   | 0.0   | 0.0   | 0.0    | 0.0   | 0     |

| <b><u>Audit entity</u></b>                                                 | <b><u>From</u></b> | <b><u>To</u></b> | <b><u>Days</u></b> |
|----------------------------------------------------------------------------|--------------------|------------------|--------------------|
| 31-May Employee policies - operational delivery - Equalities - Chief Execs | Public Health      | Chief Execs      | 6                  |
| 31-May Commisioning & Contracts Board                                      | Contingency        | Corp Effect      | 5                  |
| 31-May Allocate small 'differnce' between resource and need                | Unallocated        | contingency      | 3                  |
| 31-May Public Health - TBC (25 days)                                       | TBC                |                  |                    |
| 31-May Transition to County Council systems - health check                 |                    | Public Health    | 5                  |
| 31-May School Nursing Service                                              |                    | Public Health    | 10                 |
| 31-May Clinical governance framework                                       |                    | Public Health    | 10                 |

31-May **procure to pay work**