
REVENUE BUDGET 2017-18

**Presented to the Council
8th March 2017**

COUNCILLOR NICHOLAS PAGET-BROWN
Leader of the Council

NICHOLAS HOLGATE
Town Clerk

CONTENTS

	Page
Revenue Budget and Council Tax 2017-18 Report	1-14
REVENUE BUDGET	
Medium Term Financial Strategy	1
Reserves Policy	2
Revenue Budget Summary – Whole Authority	6
Service Subjective and Service Budget Summary – Whole Authority	7
External Funding	8
Reserves and Balances Forecast	9
Garden Square Levies	10
Royal Borough of Kensington and Chelsea Council Tax	11
Total Council Tax	12
REVENUE BUDGET SERVICES	13
Adult Social Care	15
Children’s Services	19
Environment, Leisure and Residents’ Services	25
Housing Services	31
Housing Revenue Account	35
Library, Archives and Heritage Services	37
Planning and Borough Development	41
Public Health	45
Transport and Technical Services	49
Corporate Services	53
Adult and Family Learning	59

6(i) and (ii)

THE ROYAL BOROUGH OF KENSINGTON AND CHELSEA

MEETING OF THE COUNCIL – 8 MARCH 2017

SUBMISSIONS FROM THE CABINET

1. BUDGET PROPOSALS 2017-18

- 1.1 The attached report presents the Cabinet's budget proposals for 2017-18.
- 1.2 Residents, businesses, key partners and Scrutiny Committees were invited to comment on an earlier draft.
- 1.3 These proposals will be published by the end of March, subject to any minor drafting or formatting changes required.

RECOMMENDATION

- 1.4 The Council is recommended to adopt the Council's budget proposals for 2017-18.

FOR DECISION

2. REVENUE BUDGET AND COUNCIL TAX 2017-18

Please note that a separate Budget book* has been printed for Council. The Council Tax resolution which was not appended to the original report is now attached as 'Annex 1'.

- 2.1 Cabinet recommends the following budget proposals for adoption by full Council at its meeting on 8 March 2017:
 - A Council Tax increase of +1.99 per cent (just under 2 per cent) for the Royal Borough for 2017-18 – the first increase since 2009-10.
 - Net budget reductions totalling £5.6 million, part meeting external funding reductions of £10.1 million and pay and price inflation of £2.6 million (total £12.7 million). The balance of £7 million is met from the Council Tax increase and Council Tax base increase (£2.1 million), savings delivered in prior years (£3 million) and financing and other changes (£1.9 million).

**There is a minor transposition error on pages 11 and 12 (Garden Squares) of the attached 'Budget book' which has subsequently been corrected. The amended version has now been published on the Council's website.*

3. RECOMMENDATIONS

3.1 Council is recommended to approve:

- (i) The estimates as summarised in **page 6 of the Revenue Budget book** and the **Council Tax resolution** as set out in **Annex 1 attached**.
- (ii) A Council Tax requirement for 2017-18 of **£76.381 million**.
- (iii) A basic amount of Council Tax for 2017-18 at Band D of **£782.00** excluding Garden Square special expenses as set out in **Table 3**. The headline figure including Garden Square special expenses is **£797.92**.
- (iv) Garden Square special expenses of **£1.524 million** as set out in **page 10 of the Revenue Budget book**.
- (v) Royal Borough Council Taxes for all Bands in all areas for 2017-18 as set out in **Table 3** and **page 11 of the Revenue Budget book**.
- (vi) Total Council Tax including the Greater London Authority precept for all Bands in all areas for 2017-18 as set out in **page 12 of the Revenue Budget book**.
- (vii) The Council's medium term financial strategy as set out in **page 1 of the Revenue Budget book**.
- (viii) The Council's reserves policy as set out in **page 2 of the Revenue Budget book**, including a minimum £10 million in working balances and a minimum total reserve balance of not below £90 million in ear-marked reserves or around 30 per cent of gross spending at the end of 2020-21.

4. REASONS FOR DECISION

4.1 The Council is legally required to set a balanced budget and a Council Tax for each financial year.

5. BACKGROUND

5.1 The recommendations made in this paper:

- formalise and confirm the proposals set out in the Council's budget proposals for 2017-18;
- are consistent with the Council's medium term financial strategy (**page 1 of the Revenue Budget book**) and its policy on reserves (**page 2 of the Revenue Budget book**);
- follow consultation with residents, local businesses and the Scrutiny Committees on the proposed 2017-18 Council and service budgets and **set out in pages 6-7 and 13-62 of the Revenue Budget book**)*; and

- takes into account Council's decision on the Council Tax base on 25 January 2017.

** n.b. there are material changes to service budgets due to property related budgets being transferred to Corporate Services (Corporate Property) instead of, as in the past, being held within the service itself. The largest change (a reduction of £1.7 million) is for Libraries, Heritage and Archive services.*

- 5.2 The Council signed up to the Government's offer of a four year funding settlement which was conditional on production of an efficiency plan¹. The Council's provisional funding allocations for 2017-18 and the rest of the four years' settlement were announced on 15 December 2016 and funding for 2017-18 is due to be finalised in February 2017. Any changes will be reported to Council on 8 March 2017.
- 5.3 The coming year is the fifth year of the Business Rates Retention scheme under which local authorities share the potential risks and rewards of changes to the business rates yield. The Council is forecasting minimal change to the business rates yield retained locally compared to 2016-17 as reported to and approved by Council on 25 January 2017.

6. PROPOSAL AND ISSUES

Council Tax and Budget 2017-18

- 6.1 The Council is proposing a Council Tax of **£797.92** for 2017-18 (**£782.00** without Garden Square special expenses). If the proposal is accepted, the Council Tax will have been increased for the first time in seven years. (It was frozen from 2009-10 to 2016-17). The arguments for increasing the Council Tax were reported to Cabinet in November 2016 and are as follows:
- This increase will help to protect 'front line' services. The Council has managed to deliver substantial cuts (over £90 million) since 2010-11 with minimal impact on the quantity or quality of services to residents. A Council Tax increase for 2017-18 extends this.
 - Services will continue to be required to increase their productivity: the £58 million of reductions in costs represents around 14 per cent of the Council's spending that is controllable – comparable to or exceeding the growth in productivity of the wider economy;
 - This is the first increase in seven years (since 2009): it avoids a further decline in the real terms value of the revenues raised.
 - The Council has confirmed (as part of Council Tax base setting) it will continue to fully fund the local Council Tax reduction (local Council

¹ The Council's Efficiency Plan can be found at the following location on the Council's website:
<https://www.rbkc.gov.uk/sites/default/files/atoms/files/RBKC%20Efficiency%20Plan%20Report%20Cabinet.pdf>

Tax benefit) scheme and so will fully protect vulnerable residents on low incomes who might otherwise pay more.

- 6.2 The net service spending budget is £150 million. The Council Tax requirement is £76 million. Please see **Table 1** below:

Table 1 Budget and Council Tax

	2016-17	2017-18
	£m	£m
Adult Social Care	57.496	55.823
Children's Services	41.088	40.856
Environment, Leisure and Residents' Services	31.509	29.708
Housing Services	15.152	16.886
Library, Archive and Heritage Services	6.276	3.589
Planning and Borough Development	3.648	3.559
Public Health	0.000	0.000
Transport and Technical Services	-13.928	-14.812
Corporate Services	14.298	14.586
Adult and Family Learning Services	0.124	0.157
Total Service Costs	155.664	150.351
Charges for Capital Assets and Financing	-9.602	-9.351
Pension Fund Liabilities	-5.060	-4.093
Contingency	3.582	3.765
Interest	-2.000	-1.300
Levies	3.368	3.345
Capital Reserves	5.500	5.500
Revenue Reserves	4.832	1.082
New Homes Bonus Grant	-3.000	-3.300
Education Services Grant	-0.800	-0.227
Revenue Support Grant	-31.548	-22.311
Retained Business Rates (local forecast)	-82.200	-95.639
Business Rates Tariff (set by government)	36.033	50.039
Collection Fund Balance	-0.500	-1.479
Council Tax Requirement	74.269	76.381
Council Tax Base	94,903	95,726
Council Tax Per Band D with Garden Square levies	£782.58	£797.92
Change per cent	0.0%	2.0%
Council Tax Per Band D without Garden Square Levies	£766.80	£782.00
Change per cent	-0.1%	2.0%

Please note that the precept is not yet final and the final local government settlement for 2017-18 has yet to be announced. Any changes will be reported to Council on 8 March 2017.

- 6.3 The budget proposals require a Royal Borough Council Tax rise for 2017-18 resulting in a Band D figure for the Council's element of the tax of £797.92 including the Garden Square levies – a Council Tax increase of just under 2 per cent year-on-year (as defined by government). The Council does not require a referendum as the increase in the Council Tax for 2017-18 is below the government's referendum threshold of +2 per cent.
- 6.4 The Council is not opting to raise Council Tax by an additional sum for Adult Social Care for 2017-18 – under the new powers announced by

government - as Adult Social Care expenditure levels are currently within the current approved budget position.

- 6.5 Garden Square special expenses collected as part of the Council Tax are counted as part of the Council's Council Tax by the Government. The 2017-18 Garden Square levies total is £1.524 million compared to £1.497 million for 2016-17.

Budget Changes

- 6.6 The 2017-18 budget and Council Tax changes are summarised in **Table 2** below. Pay and price inflation includes an allowance of +1 per cent increase in direct employee pay².

Table 2 Budget Changes	
	£m
External funding reductions*	10.1
Pay and price inflation	2.6
2016-17 Savings	-3.0
2017-18 Savings (net of growth)	-5.6
Increase in the Council Tax	-2.1
Financing and Other Changes**	-1.9
Change Total	0.0

*Mainly the reduction in Revenue Support Grant and Education Services Grant.

**£1 million Collection Fund (Council Tax) surplus and ending of reserve contributions.

2017-18 Savings and Service Budgets

- 6.7 Full details of the 2017-18 service savings and growth are set out in the 'Making Ends Meet' (budget proposals 2017-18) report elsewhere on this Cabinet agenda. The budget changes are substantially as reported to Cabinet on 24 November 2016.
- 6.8 Detailed service budgets for operating expenditure are set out in the service estimates reports submitted to the Council as part of the Revenue Budget Book. This is summarised in **Table 1** on page 4 and in more detail in **pages 6-7 and 13-62 of the Revenue Budget book.**

Council Tax and Precept 2017-18

- 6.9 The Greater London Authority Band D Council Tax figure for 2017-18 is confirmed at **£280.02**, a +1.5 per cent increase.
- 6.10 The Council's total Council Tax rates for each Band are shown in **Table 3** below, which also shows the percentage of dwellings falling under each band. Band G is the most numerous.

² The government is committed to public sector pay increase of an average of +1 per cent until 2019-20 as part of the management of national public finances. The confirmation of the annual inflation increase for employees on local contracts is delegated to the Town Clerk and affordability is considered as part of annual revenue budget and Council Tax setting.

Table 3 Total Council Tax

	Royal Borough	Greater London Authority	Total	% of Dwellings in Band
Band	£	£	£	%
A	521.33	186.68	708.01	2%
B	608.22	217.79	826.01	4%
C	695.11	248.91	944.02	11%
D	782.00	280.02	1,062.02	16%
E	955.78	342.25	1,298.03	15%
F	1,129.56	404.47	1,534.03	14%
G	1,303.33	466.70	1,770.03	22%
H	1,564.00	560.04	2,124.04	17%

- 6.11 Full details of Council Tax due, including the Garden Square levies, are set out in **pages 10-12 of the Revenue Budget book**.
- 6.12 A full list of external funding included in the 2017-18 budget is set out in **page 8 of the Revenue Budget book**.
- 6.13 The Government has reduced the total resources available to local government since 2010-11: this will continue. The latest forecasts assume that there will be further funding reductions for local government in future years in line with the next three years of a four year provisional local government settlement confirmed by government on 15 December 2016. Any changes impacting on the budget and Council Tax will be reported to 8 March 2017 Council.

The Council's Policies

- 6.14 The core financial policies are the Council's Medium Term Financial Strategy and the Reserves Policy detailed in **pages 1-2 of the Revenue Budget book**. These remain substantially unchanged from 2016-17.
- 6.15 The proposed budget will continue to maintain the Council Tax rate in the bottom quartile for London and will retain a minimum of £10 million in the working balance.
- 6.16 It is the Council's proposed policy to ensure that total reserves do not fall significantly below £90 million or around 30 per cent of gross revenue budget by the end of 2020-21³. The bulk of reserve releases are for capital investment. The latest forecast for the Council's spending plans maintains reserves at or around 30 per cent. There is no unsustainable use of reserves to meet recurring spending.
- 6.17 As part of this year's financial forecasting, reserves held have been reviewed and their purpose reconfirmed or revised. The forecast for

³ This is confirmed within the Capital Programme 2017-18 Appendix 4 'Capital Programme Funding' elsewhere on the Cabinet agenda.

reserve balances for the next three years is set out at **page 9 of the Revenue Budget book**.

- 6.18 Cabinet is requested to confirm that the minimum level of working balance should be £10 million. Full Council approval is required to reduce the working balance below that level.
- 6.19 The Council holds a central contingency budget for in-year budget risks. The contingency available for release is over £3 million. The Council continues to make an annual contribution of £5.5 million from revenue funding for capital investment.

7. OPTIONS AND ANALYSIS

Three Year Financial Forecast

- 7.1 The medium term forecast or financial plan looks ahead for three years and, given continuing uncertainties over public sector funding, is speculative beyond the end of the four year settlement.
- 7.2 A three year forecast is set out in **Table 4** overleaf and based on the following:
- A review of significant external influences and changes likely to have an impact.
 - A projection of the Council's spending and resources.
 - Set within the framework of medium term financial planning principles (as set out in **page 1 of the Revenue Budget book**).

Table 4**Three Year Budget Forecast**

	Change £m	Change £m	Change £m
	2018-19	2019-20	2020-21
Council Tax Requirement	76.4	76.8	77.1
Inflation	2.0	2.0	2.0
External Cost Pressures	1.0	1.4	2.6
Contingency	0.0	0.0	0.0
Pension Fund Liabilities	-0.7	0.0	0.0
Financing Costs	0.0	0.0	0.0
Interest Received	0.0	-0.4	0.0
Movement on Reserves	0.0	0.0	0.0
Government Funding	4.6	4.7	3.2
Specific Grants	0.9	0.2	0.0
Collection Fund Balance	0.5	0.5	0.5
Additional Property Income	-1.0	-1.0	-1.0
Forecast Savings Required	-7.0	-7.0	-7.0
Council Tax Requirement	76.764	77.148	77.534
Council Tax Base	96,205	96,686	97,169
Council Tax Per Band D	£797.92	£797.92	£797.92
Change in Council Tax £	£0	£0	£0
Change in Council Tax %	0%	0%	0%

7.3 The forecast makes the following key assumptions:

- Pay and price inflation of +1 per cent for pay and prices per annum for future years.
- Revenue Support Grant funding reductions as set out in the latest (2017-18) local government finance settlement (2018-19 – 2019-20) with an assumption of no Revenue Support Grant in 2020-21.
- A substantial increase in NNDR income each financial year (to keep the Council above the Government's funding distribution system threshold and also cover the annual increase in the cost of the tariff). Part of the increase in NNDR may fund external cost pressures yet to be identified. These parameters will be reset by Government and the position locally revised as a result.
- An additional £1 million a year from property income.
- A modest increase in the Council Tax base each year (+0.5 per cent per annum) but no plans to increase the Council Tax itself.
- It is assumed that any reductions in service specific grants can and will be contained within service budgets.

Budget and Funding Risks

7.4 These include:

Local authority funding for future years:

- This is a key risk. Local government has substantial funding reductions year-on-year going forward. The Council has already factored in the provisional government settlement for 2018-19 and 2019-20 and the local estimate of net income from NNDR. The maximum additional NNDR funding loss before the funding system safety net operates is currently £1.8 million. From 2020 onwards, a new funding distribution system should be in place when local government will retain 100 per cent of business rates (and the associated risks).

Exit costs to deliver service reductions

- There will be unavoidable costs associated with budget reductions and Tri- and Bi-borough restructuring and the stabilisation of the Managed Services programme. The Council has reserves that it can release for such one-off spending.

External cost pressures

- These include, for example, potential future increases in the Western Riverside Waste Authority (waste disposal) levy and spending pressures generated by the Council's temporary accommodation obligations (shortage of residential housing supply). The Council is undertaking substantial capital investment to attempt to (at least marginally) mitigate this cost pressure and has included a substantial budget increase for 2017-18 (+£1.4 million).

Practical operating opportunities and risks

- For example; the Council assumes it will continue to earn more rent – revenue income – from its property portfolio in the coming years.

Employee Auto-enrolment into the Pension Scheme

- Auto-enrolment into the Local Government Pension Scheme has been a requirement from May 2013 but the Council is permitted to and has chosen to defer this until 2017. There may be additional budget pressures if employees do not chose to opt out but it is estimated that these costs can be contained within available resources.

The Pension Fund

- The Pension Fund actuaries have completed the three year revaluation of the fund and, based on the assets and liabilities at 31 March 2016 have recommended an employer's contribution rate for the Council of 17.0 per cent of salaries from 1 April 2017 (replacing the existing contribution rate of 14.8 per cent with £2.379 million annual lump sum contribution). This change is marginally financially beneficial for the General Fund. The fund was valued at 103 per cent, comparing the expected values of assets and liabilities and was therefore slightly more than fully funded as at 31 March 2016. The final triennial valuation report will be reported to the Investment Committee on 27 February 2017.

Local Council Tax Support

- Government funding for Council Tax Benefit (now Local Council Tax Support) transferred to local government in 2013-14. The Council chooses to fully fund the local scheme. The local cost of this has tended to fall over time. This cost is forecast to be just over £11 million in 2017-18.

8 CONSULTATION

- 8.1 There was consultation with residents and local businesses with respect to the Revenue Budget and Council Tax for 2017-18 on the Council's website, with all responses being properly considered. This is the first increase in Council Tax levels since 2009 and, so far, of the over £90 million of savings delivered by Council since 2010-11 less than £6 million or 5 per cent has had an impact on service levels locally⁴.
- 8.2 The Council takes part in the *Annual Survey of Londoners* which shows the Council consistently receiving higher than the London average feedback for local services⁵.

⁴Please see details in Annex A of the 'Making Ends Meet' (budget proposals) 2017-18 elsewhere on this Cabinet agenda.

⁵ Please see more details in Appendix 2 of the Medium-Term Financial Planning – Budget and Service Prospects report to 24 November 2016 Cabinet.

9 EQUALITY IMPLICATIONS

- 9.1 Under the Equalities Act 2010 the Council has a duty to pay “due regard” to the need to eliminate discrimination and promote equality with regard to the protected characteristics of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, sexual orientation, religion or belief and sex. The duty to pay due regard does not impose a duty on the Council to carry out a formal equalities impact assessment in all cases when carrying out their functions but, where a significant part of the lives of any protected group would be directly affected by a decision, a formal equalities impact assessment is likely to be required to demonstrate that the Council has complied with its duty.
- 9.2 Officers have considered whether the recommended increase in Council Tax could have a particular adverse impact on people who share a protected characteristic. They take the view that there is no differential impact on any protected group arising from the Council Tax increase. Separately, and in any event, the Council Tax reduction scheme protects vulnerable residents on low incomes.
- 9.3 The equalities impact of specific budget proposals have been considered in January/February 2017 alongside the detailed service budget reports considered by the Scrutiny Committees.
- 9.4 Where specific budget savings have yet to be decided in detail the equalities impact is considered and assessed by the relevant service as part of the final decision-making and implementation process.

10 INFORMATION, COMMUNICATIONS AND TECHNOLOGY (ICT) IMPLICATIONS

- 10.1 There are no information, communication and technology (ICT) implications arising from this report.

11 LEGAL AND FINANCIAL IMPLICATIONS

- 11.1 The Council is required to set a balanced budget. The budget as proposed is balanced.
- 11.2 As Town Clerk, and Council’s Chief Financial Officer, I am required, under the section 25 of part 2 of the Local Government Act 2003 to report on the robustness of the estimates made for the purpose of calculating the Council Tax and the adequacy of reserves.
- 11.3 I am satisfied that the budget calculations are robust and that the budget takes account of liabilities and financial risks, but in particular it assumes that the Council will not rely on withdrawals from reserves to meet recurrent revenue commitments.

- 11.4 I consider that current levels of unallocated reserves remain strong and contribute to the Council's sound financial position, reflected in Standard & Poor's AA/A-1+ credit rating for the Council⁶. For a full picture of forecast reserves levels, this report needs to be read alongside the Capital Programme report elsewhere on this agenda and **page 9 of the Revenue Budget book**.
- 11.5 Under powers contained in the Localism Act 2011, the Government can require compulsory referenda on Council Tax increases above limits it sets. For 2017-18, the referendum threshold is 2 per cent. The proposal is within the threshold change: the Council will therefore not be required to hold a referendum.
- 11.6 In addition to the referendum threshold, the Government has also announced a threshold of an additional +3 per cent for authorities with adult social care responsibilities. The borough does not need to raise Council Tax on this account for 2017-18.

12. FINANCIAL AND RESOURCES IMPLICATIONS

- 12.1 These are addressed throughout the report.

Nicholas Holgate
Town Clerk

Local Government Act 1972 (as amended) – Background papers used in the preparation of this report.

2017-18 budget files and the local government finance settlement (grant notification for 2017-18).

Council Tax Base 2017-18 – approved by Council 25 January 2017.

Contact officers:

Kevin Bartle, Director of Finance (T) 020 7361 2384 (E)

kevin.bartle@rbkc.gov.uk

Jess Laing, Group Finance Manager (Financial Planning) (T) 020 7361 2427 (E)

jess.laing@rbkc.gov.uk

⁶ This is the highest possible rating given the UK ('the sovereign entity') context.

Annex 1

COUNCIL TAX RESOLUTION

Statutory Determination of Council Tax 2017-18 by the Royal Borough of Kensington and Chelsea

The Council is recommended, in accordance with the Local Government Finance Act 1992, to:

- 1) Note that on 25 January 2017 the Council calculated its Council Tax Base for the year 2017-18:
 - i) for the whole Council area as **95,726** in accordance with the relevant regulations; and
 - ii) as set out in column 3 of **page 10 of the Revenue Budget Book 2017-18** (Garden Square Levies) for those parts of its area to which one or more special items relate, as calculated under the relevant regulations⁷.
- 2) Agree the following amounts be calculated for the year 2017-18 in accordance with Sections 31A, 31B and 34 to 36 of the Act:
 - i) **£641.346 million** as the aggregate of the amounts that the Council estimates for the items set out in Section 31A(2)(a) to (f) of the Act, taking into account the special items issued to the Council;
 - ii) **£564.965 million** as the aggregate of the amounts that the Council estimates for the items set out in Section 31A(3)(a) to (d) of the Act;
 - iii) **£76.381 million** as the Council Tax Requirement in accordance with Section 31A(4) of the Act, being the amount by which the aggregate at 2i) above exceeds the aggregate at 2ii) above;
 - iv) **£797.92** as the basic amount of Council Tax for the year, being the Council Tax Requirement at 2iii) above, divided by the Council Tax Base set out at 1i) above, in accordance with Section 31B(1) of the Act;
 - v) **£1,523,702** being the aggregate amount of the special items under Section 35 of the Act for the purposes of Section 34 of the Act;
 - vi) **£782.00** as the basic amount of Council Tax for dwellings in the parts of its area to which no special items apply, being the Council Tax Requirement at 2iv) above less the result of dividing the aggregate of the special items at 2v) above by the Council Tax Base set out in 1i) above, in accordance with Section 34(2) of the Act; and

vii) the amounts set out in column 6 of **page 10 of the Revenue Budget Book 2017-18** (Garden Square special expenses or levies) for each garden square, being the basic amount of Council Tax for a dwelling in each area to which one or more special item applies, calculated by adding to the amount set out in 2vi) above, the result of dividing the special items for each area, set out in column 4, by the Council Tax Base for each area, set out in column 3, in accordance with Section 34(3) of the Act.

3) Note that **page 11 of the Revenue Budget Book 2017-18** (Royal Borough of Kensington and Chelsea Council Tax) sets out the amounts of Council Tax for 2017-18 for each part of its area and for each of the categories of dwellings excluding precepts payable to other authorities.

4) Note that for the year 2017-18, the Greater London Authority has issued precepts to the Council in respect of the functional bodies under its control, in accordance with Section 40 of the Local Government Finance Act 1992, for each of the categories of dwellings as shown below:

	Greater London Authority
Band	£
A	186.68
B	217.79
C	248.91
D	280.02
E	342.25
F	404.47
G	466.70
H	560.04

5) Agree that the Council, in accordance with Sections 30 and 36 of the Act, hereby sets the aggregate amounts of Council Tax for 2017-18 for each part of its area and for each of the categories of dwellings as shown in **page 12 of the Revenue Budget Book 2017-18** (Total Council Tax).

REVENUE BUDGET 2017-18

THE COUNCIL'S MEDIUM TERM FINANCIAL STRATEGY

The Council aligns its financial strategy with its ambitions through a rolling three-year cycle of business planning. The proposed Medium Term Financial Strategy is consistent with previous years.

An emphasis on sound finances

The Council's budgetary strategy focuses on:

- maintaining Council Tax in the bottom quartile for London;
- improving cost effectiveness, efficiency and income generation through reviews, particularly change programmes, and notably bearing down on the high costs of provision through the public sector;
- managing and mitigating future budget risks by forward planning;
- monitoring income and expenditure and making adequate contingencies and provisions;
- redirecting resources from lower priorities to higher priorities;
- protecting services by funding the costs of inflation;
- using external financing and cost sharing opportunities where possible;
- procuring goods and services in ways that achieve good value;
- planning for the medium term, taking into account the projection of future Government grants over the long term; and
- speaking out for the interests of the residents of the Royal Borough on issues of strategic importance for the finances of the Council.

The Council has also established a framework of medium term financial management principles, aimed at maintaining its strong financial base. In summary, the Council will:

- maintain strong corporate governance, including an effective approach to risk management;
- retain efficient Council Tax collection systems;
- combat fraud and employ well trained anti-fraud staff;
- conduct close monitoring of the budgetary position throughout the year, supported by the overview and scrutiny process;
- maintain financial and budgetary resilience by holding:
 - not less than £10 million in working balances;
 - earmarked reserves to mitigate future liabilities and risks to funding sources that could affect the revenue budget and destabilise service provision broadly equivalent to 30 per cent of recurrent spending; and
 - reserves to meet the costs of the capital investment programme over the next three years; and
- maintain the Council's Standard and Poor's credit rating, an external validation of the Council's financial standing, at a rate no lower than the sovereign rating for the United Kingdom.

RESERVES POLICY

Background and context

Reserves are an important part of the Council's financial strategy and are held to create long-term budgetary stability. They enable the Council to manage change without undue impact on the Council Tax and are a key element of its strong financial standing and resilience. The Council's key sources of funding face an uncertain future and the Council therefore holds earmarked reserves and a working balance in order to mitigate future financial risks.

As set out in the report, earmarked reserves are reviewed annually as part of the budget process, to determine whether the original purpose for the creation of the reserve still exists and whether or not the reserves should be released in full or in part. Particular attention is paid in the annual review to those reserves whose balances have not moved over a three year period.

Other than the Car Parking Reserve, no reserves are being used to support recurring expenditure. In principle, only the income derived from the investment of reserve funds should be available to support recurring spending.

- **Capital Expenditure Reserve** – projections of the use and balances on this reserve are contained in the *Capital Programme 2017-18* report to Cabinet on the 23 February 2017.
- **Car Parking Reserve** – projections of the use and balances on this reserve are contained in the *Capital Programme 2017-18* report to Cabinet on the 23 February 2017. Originally the reserve could only be used to fund spending on statutorily defined purposes directly related to transport. The Traffic Management Act 2004 extended the powers to include highways maintenance and environmental improvements. The planned drawdown and maximum eligible expenditure for funding in 2017-18 is shown in the table overleaf.

Service or Purpose	2017-18 Budget £'000
Revenue	
Schools and Youth (permits, Special Needs Transport, transport)	1,326
Social services (concessionary fares, Taxicard, welfare transport)	10,518
Street trees	389
Transport and Highways	9,483
Parks and open spaces	3,563
Street cleaning	7,859
Total Revenue	33,139
Less contribution from Car Parking Reserve*	-32,778
Balance met from Council Tax budget	361
Capital	
Eligible schemes	4,577
Less contribution from Car Parking Reserve	-4,577
Balance met from Council Tax budget	0

*Budgeted 2017-18 Car Parking Reserve surplus.

Strategic context

1. The Council is facing a significant withdrawal of grant funding and the transfer of funding risk from Government with demand for at least some services forecast to grow. The Council has to annually review its priorities in response to these issues.
2. Reserves play an important part in the Council's medium term financial strategy and are held to create long-term budgetary stability. They enable the Council to manage change without undue impact on the Council Tax and are a key element of its strong financial standing and resilience.
3. The Council holds reserves in order to mitigate future risks, such as increased demand and costs; to help absorb the costs of future liabilities; and to enable the Council to resource policy developments and initiatives without a disruptive impact on Council Tax.
4. Capital reserves play a crucial role in funding the Council's capital investment programme. The Capital Expenditure Reserve is used to create capacity to meet future capital investment.
5. The Council relies on interest earned through holding reserves to support its general spending plans.
6. Reserves are one-off money. The Council aims to avoid using reserves to meet ongoing financial commitments other than as part of a sustainable budget plan. The Council has to balance the opportunity cost of holding reserves in terms of Council Tax against the importance of interest earning and long term future planning.

Purposes

7. Reserves are therefore held for the following purposes, some of which may overlap:
 - Providing a working balance i.e. Housing Revenue Account and General Fund.
 - Smoothing the impact of uneven expenditure profiles between years e.g. local elections, structural building maintenance and carrying forward expenditure between years.
 - Holding funds for future spending plans e.g. Capital Expenditure reserve, and for the renewal of operational assets e.g. repairs and renewal, and Information Technology renewal. Meeting future costs and liabilities so as to cushion the effect on services e.g. the Supporting People Reserve (funding the ongoing reduction in grant for supported housing); the Insurance Reserve for self-funded liabilities arising from insurance claims.
 - To provide resilience against future risks e.g. the Specific Grant Loss and the Demand Growth reserves and provide the capacity to manage risk.
 - To create policy capacity in a context of forecast declining future external resources e.g. Better City Life.
8. All earmarked reserves are held for a specific purpose. This, together with a summary on the movement on each reserve, is published annually, to accompany the annual Statement of Accounts. A proposal to vary the use of a reserve is subject to normal virement limits.
9. The use of some reserves is limited by regulation e.g. the Collection Fund balance must be set against Council Tax levels, reserves established through the Housing Revenue Account can only be applied within that account and the Car Parking reserve can only be used to fund specific spending. Schools reserves are also ring-fenced for their use, although there are certain regulatory exceptions.

Management

10. The Town Clerk reports annually on the adequacy of the reserves, as part of the Council Tax setting and budget report.
11. The approval of the Cabinet Member for Finance and Strategy is required for the release of reserves (unless already agreed by Council or Cabinet) under the Council's constitution⁸.
12. The following matters apply to individual reserves:

⁸ As set out in Part Four D Financial Procedure Rules, paragraphs 2.20 – 2.21.
<https://www.rbkc.gov.uk/sites/default/files/atoms/files/Part%204D%20-%20Rules%20of%20Procedure%20-%20Financial%20Procedure%20Rules.pdf>

- The General Fund working balance will not fall below £10 million, within the Council's budgetary framework i.e. without the approval of Council. The minimum value is at least 10 per cent of Council Tax requirement⁹.
- The Capital Expenditure Reserve is applied to meet future investment plans and is available either to fund investment directly or to support other financing costs. The reserve can also be used for preliminary costs of capital schemes e.g. feasibility.
- The Car Parking Reserve will be applied to purposes for which there are specific statutory powers. This is broadly defined as transport and environmental improvements (the latter as defined in the Traffic Management Act 2004).
- The revenue and capital expenditure plans in the budget for 2017-18 to 2020-21 ensure that the three year forecast of total reserves do not fall significantly below £90 million or 30 per cent of gross spending (after potential forecast income from remunerative capital investment schemes).

⁹ The current working balance of £10 million is 13 per cent of the 2017-18 Council Tax requirement of £76 million.

REVENUE BUDGET SUMMARY - WHOLE AUTHORITY

DESCRIPTION	Budget 2016-17	Forecast Outturn 2016-17	Budget 2017-18	% Change
Service Budgets	£'000	£'000	£'000	
Adult Social Care	56,982	55,006	55,823	
Children's Services	41,213	44,186	40,856	
Environment, Leisure and Residents' Services	31,519	30,583	29,708	
Housing Services	15,152	14,878	16,886	
Library, Archive and Heritage Services	6,276	6,276	3,589	
Planning and Borough Development	3,648	3,678	3,559	
Public Health	0	0	0	
Transport and Technical Services	(13,928)	(13,903)	(14,812)	
Corporate Services	14,492	14,060	14,586	
Adult and Family Learning Services	138	110	157	
Service Budgets Total	155,493	154,874	150,351	-3.3%
Contingency and central budgets	4,072	0	3,765	
Net Cost of Services	159,565	154,874	154,116	
External Interest	56	56	56	
Pension Fund Liabilities	(5,060)	(5,710)	(4,093)	
Interest and Investment Income	(2,000)	(1,800)	(1,300)	
Net Operating Expenditure	152,561	147,420	148,778	-2.5%
Transfers to (+)/from(-) reserves				
Capital Adjustment Account	(9,658)	(9,658)	(9,407)	
Transfer to Capital Reserves	5,500	5,500	5,500	
Transfer to/from Revenue Reserves	4,513	9,654	1,082	
TOTAL EXCLUDING LEVIES	152,916	152,916	145,953	-4.6%
Levies				
London Boroughs Grants Scheme	165	165	139	
Environment Agency	216	216	217	
London Pensions Fund Authority	1,491	1,491	1,465	
Garden Squares	1,497	1,497	1,524	
Total Levies	3,368	3,368	3,345	-0.7%
TOTAL ROYAL BOROUGH EXPENDITURE	156,284	156,284	149,298	
New Homes Bonus Grant	(3,000)	(3,000)	(3,300)	
Education Services Grant	(800)	(800)	(227)	
Business Rates Tariff (set by government)	36,033	36,033	50,039	
BUDGET REQUIREMENT	188,517	188,517	195,810	3.9%
EXTERNAL FINANCE				
Revenue Support Grant	(31,548)	(31,548)	(22,311)	
Retained Business Rates (local forecast)	(82,200)	(82,200)	(95,639)	
Collection Fund Surplus(-) / Deficit (+)	(500)	(500)	(1,479)	
Total External Finance / Collection Fund	(114,248)	(114,248)	(119,429)	4.5%
RBKC COUNCIL TAX REQUIREMENT	74,269	74,269	76,381	2.8%
PRECEPTS				
Greater London Authority	26,193	26,193	26,805	2.3%
LOCAL TAX REQUIREMENT	100,463	100,463	103,187	2.7%
TAX BASE - BAND D EQUIVALENTS	94,903	94,903	95,726	0.9%
COUNCIL TAX - BAND D	£	£	£	
Royal Borough (excluding Garden Square special expenses)	766.80	766.80	782.00	2.0%
Greater London Authority	276.00	276.00	280.02	1.5%
TOTAL BASIC COUNCIL TAX - BAND D	1,042.80	1,042.80	1,062.02	1.8%
Royal Borough (including Garden Square special expenses)	782.58	782.58	797.92	2.0%
Greater London Authority	276.00	276.00	280.02	1.5%
TOTAL BASIC COUNCIL TAX - BAND D	1,058.58	1,058.58	1,077.94	1.8%

SERVICE SUBJECTIVE AND SERVICE BUDGET SUMMARY

SUBJECTIVE ANALYSIS	2015-16 Actual £'000	2016-17 Budget £'000	2016-17 Forecast Outturn £'000	2017-18 Budget £'000
EXPENDITURE				
Employees	118,899	104,629	108,163	103,708
Premises-related expenditure	19,161	19,867	18,914	20,470
Transport-related expenditure	721	539	539	674
Supplies and services	52,950	31,780	37,166	29,875
Third party payments	179,833	182,358	183,111	186,577
Transfer payments	149,972	143,669	144,621	143,894
Schools delegated budgets	58,526	57,560	57,277	57,560
Depreciation (and impairment losses)	10,847	10,629	10,620	10,367
TOTAL SPENDING	590,910	551,031	560,411	553,125
LESS INCOME				
Government Grants	176,146	172,820	173,569	172,508
Dedicated Schools Grant	76,106	65,370	66,741	65,495
Other grants, reimbursements and contributions	73,811	63,294	70,216	66,667
Customer and client receipts	100,593	93,880	93,923	98,102
Interest	2	3	2	2
TOTAL INCOME	426,657	395,367	404,452	402,774
NET SPENDING	164,253	155,664	155,959	150,351

WHOLE AUTHORITY

SERVICE SUMMARY	2015-16 Actual	2016-17 Budget			2016-17 Forecast Outturn			2017-18 Budget		
	Net £'000	Gross Spending £'000	Income £'000	Net £'000	Gross Spending £'000	Income £'000	Net £'000	Gross Spending £'000	Income £'000	Net £'000
Adult Social Care	56,166	79,242	21,746	57,496	80,005	24,434	55,571	79,202	23,378	55,824
Childrens' Services	45,909	133,032	91,945	41,088	138,709	94,514	44,196	133,715	92,860	40,856
Environment, Leisure and Resident Services	36,518	43,326	11,817	31,509	42,811	11,814	30,997	42,086	12,378	29,708
Housing Services	14,115	43,134	27,982	15,152	45,151	30,368	14,783	48,263	31,377	16,886
Libraries, Archive and Heritage Services	6,367	6,967	691	6,276	6,858	582	6,276	4,284	696	3,588
Planning and Borough Development	3,767	8,507	4,859	3,648	8,647	4,960	3,687	8,488	4,929	3,559
Public Health	0	21,622	21,622	0	21,993	21,993	0	21,451	21,451	0
Transport and Technical Services	-14,971	35,559	49,487	-13,928	36,863	50,532	-13,669	36,100	50,912	-14,812
Corporate Services	16,335	231,082	216,783	14,299	231,194	217,199	13,995	216,272	201,686	14,586
Adults and Family Learning	47	1,413	1,289	124	1,470	1,346	124	1,446	1,289	157
Total Service Group Expenditure	164,253	603,884	448,220	155,664	613,701	457,742	155,959	591,307	440,956	150,351

EXTERNAL FUNDING

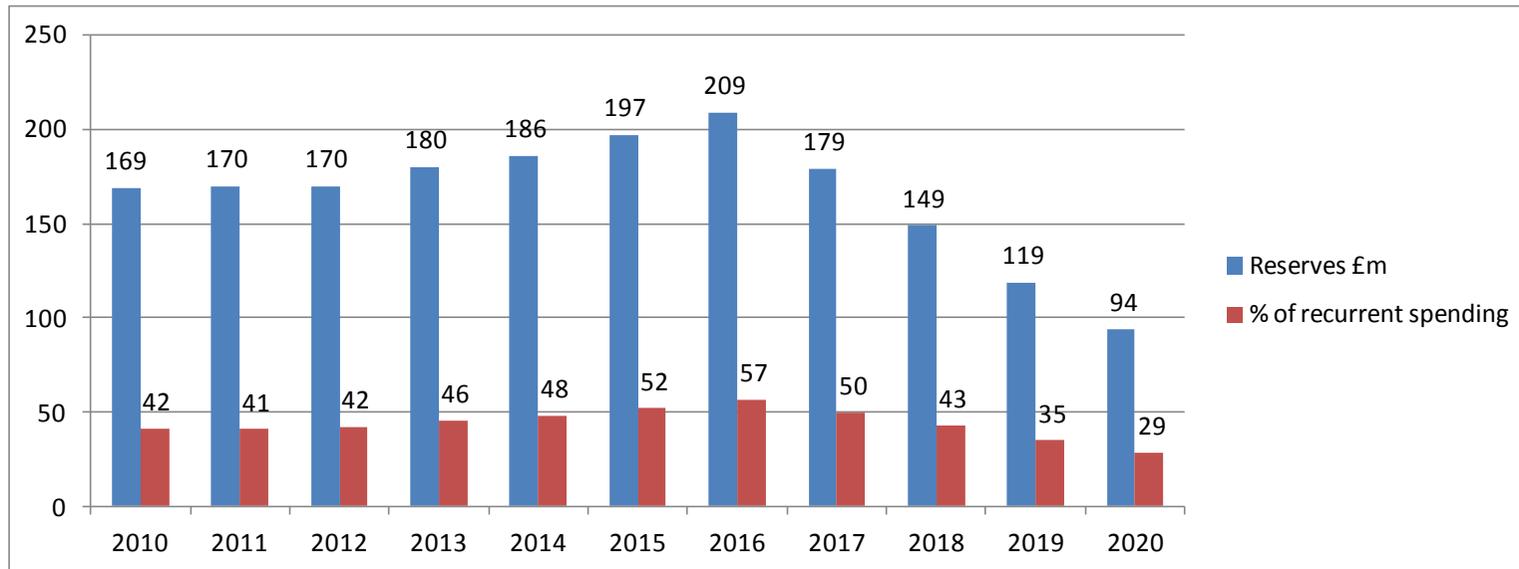
	2016-17	2017-18
	£'000	£'000
Housing Benefit	137,503	137,033
Dedicated Schools Grant	65,370	65,495
Public Health Grant	21,622	21,451
Housing Benefits Administration	1,096	956
Pupil Premium	4,184	4,184
Skills Funding Agency	1,289	1,289
Other Grants (less than £1 million)	6,139	6,478
Temporary Accommodation (government and client)	26,512	29,794
Health Funding	15,777	16,090
Tri and bi borough contributions	16,369	16,837
Other grants, reimbursements and contributions	5,520	4,962
External Funding held in service budgets	301,381	304,569
Revenue Support Grant	31,548	22,311
Retained Business Rates	46,167	45,600
New Homes Bonus Grant	3,000	3,300
Education Services Grant	800	227
External Funding held outside service budgets	81,515	71,438
Total External Funding	382,896	376,007

RESERVES AND BALANCES FORECAST

This shows a snapshot of the actual and forecast reserve balances.

All reserve releases are for one-off non-recurrent spending with the bulk for capital investment.

It must be stressed that this is a forecast and as such is speculative and subject to change.



GARDEN SQUARE LEVIES

ROYAL BOROUGH COUNCIL TAX - GARDEN SQUARES KENSINGTON IMPROVEMENT ACT 1851							
(1)	(2)	(3)			(4)	(5)	(6)
CODE	GARDEN SQUARE	BAND D EQUIVALENTS	GARDEN LEVY	LESS FORECAST COUNCIL TAX SUPPORT	GARDEN SPECIAL EXPENSES	GARDEN TAX BAND D	BAND D TAX INCL GARDEN
			£	£	£	£	£
900	Addison Gardens	130	37,800	1,635	36,165	278.19	1,060.19
901	Arundel Gardens/Ladbroke Gardens	252	66,000	5,610	60,390	239.64	1,021.64
902	Avondale Park Gardens	29	1,800	282	1,518	52.33	834.33
904	Barkston Gardens	250	42,000	762	41,238	164.95	946.95
906	Bina Gardens (West)	188	24,500	662	23,838	126.80	908.80
907	Bolton Gardens	115	42,600	538	42,062	365.75	1,147.75
908	Bramham Gardens	385	38,000	5,310	32,690	84.91	866.91
909	Brompton Square	156	24,000	-	24,000	153.85	935.85
912	Campden Hill Square	85	24,000	1,320	22,680	266.82	1,048.82
913	Campden House Court	220	35,000	341	34,659	157.54	939.54
914	Clarendon Road/Lansdowne Road	46	15,500	-	15,500	336.96	1,118.96
915	Collingham Gardens	187	32,000	577	31,423	168.04	950.04
916	Cornwall Gardens	645	65,000	1,237	63,763	98.86	880.86
917	Courtfield Gardens (East)	223	20,000	402	19,598	87.88	869.88
918	Courtfield Gardens (West)	442	65,000	2,128	62,872	142.24	924.24
921	Earls Court Square	288	25,000	699	24,301	84.38	866.38
922	Edwardes Square	245	62,618	229	62,389	254.65	1,036.65
925	Gledhow Gardens	253	55,000	3,583	51,417	203.23	985.23
928	Hereford Square	67	22,000	-	22,000	328.36	1,110.36
929	Holland Road/Russell Road	180	27,602	3,555	24,047	133.59	915.59
930	Hornton Street/Holland Street	116	16,000	352	15,648	134.90	916.90
933	Ivema Court	214	12,000	-	12,000	56.07	838.07
936	Kensington Square	125	15,000	1,945	13,055	104.44	886.44
939	Lexham Gardens	300	36,000	308	35,692	118.97	900.97
942	Moreton and Cresswell Gardens	103	23,595	-	23,595	229.08	1,011.08
944	Nevern Square	297	37,000	3,673	33,327	112.21	894.21
945	Norland Square	183	26,400	569	25,831	141.15	923.15
948	Ovington Square	163	22,000	110	21,890	134.29	916.29
951	Pembridge Square	197	36,000	6,475	29,525	149.87	931.87
952	Philbeach Gardens	327	61,000	7,575	53,425	163.38	945.38
955	Royal Crescent	182	48,000	1,790	46,210	253.90	1,035.90
958	St James's Gardens	151	26,007	4,866	21,141	140.01	922.01
959	Stanley Crescent	179	42,000	3,809	38,191	213.35	995.35
960	Stanley Gardens (North)	114	33,000	1,535	31,465	276.01	1,058.01
961	Stanley Gardens (South)	159	50,000	8,666	41,334	259.96	1,041.96
962	Sunningdale Gardens	31	4,000	392	3,608	116.38	898.38
965	Wetherby Gardens	328	77,367	1,925	75,442	230.01	1,012.01
			1,622,954	- 99,252	1,523,702		

ROYAL BOROUGH COUNCIL TAX - GARDEN SQUARES TOWN GARDENS PROTECTION ACT 1863							
CODE	GARDEN SQUARE	BAND D EQUIVALENTS	GARDEN LEVY	LESS FORECAST COUNCIL TAX SUPPORT	GARDEN SPECIAL EXPENSES	GARDEN TAX BAND D	BAND D TAX INCL GARDEN
			£	£	£	£	£
975	Arundel Gardens/Elgin Crescent	274	80,000	5,127	74,873	273.26	1,055.26
977	Blenheim Crescent/Elgin Crescent	256	65,000	5,533	59,467	232.29	1,014.29
978	Emperor's Gate	236	9,750	202	9,548	40.46	822.46
979	Ladbroke Grove	55	6,000	61	5,939	107.99	889.99
980	Rosmead Gardens	131	55,000	7,381	47,619	363.50	1,145.50
981	Lansdowne Gardens	160	31,500	1,476	30,024	187.65	969.65
982	Hanover Gardens	148	29,915	1,417	28,498	192.56	974.56
984	Montpelier Gardens	113	43,000	4,827	38,173	337.81	1,119.81
986	Notting Hill	37	12,000	367	11,633	314.41	1,096.41

ROYAL BOROUGH OF KENSINGTON AND CHELSEA COUNCIL TAX

	ROYAL BOROUGH COUNCIL TAX - BY BAND							
	A	B	C	D	E	F	G	H
PROPERTIES NOT IN GARDEN SQUARES	£ 521.33	£ 608.22	£ 695.11	£ 782.00	£ 955.78	£ 1129.56	£ 1303.33	£ 1564.00

KENSINGTON IMPROVEMENT ACT 1851		ROYAL BOROUGH COUNCIL TAX - GARDEN SQUARES BY BAND							
CODE	GARDEN SQUARE	A	B	C	D	E	F	G	H
		£	£	£	£	£	£	£	£
900	Addison Gardens	706.79	824.59	942.39	1,060.19	1,295.79	1,531.39	1,766.98	2,120.38
901	Arundel Gardens/Ladbroke Gardens	681.09	794.61	908.12	1,021.64	1,248.67	1,475.70	1,702.73	2,043.28
902	Avondale Park Gardens	556.22	648.92	741.63	834.33	1,019.74	1,205.14	1,390.55	1,668.66
904	Barkston Gardens	631.30	736.52	841.73	946.95	1,157.38	1,367.82	1,578.25	1,893.90
906	Bina Gardens (West)	605.87	706.84	807.82	908.80	1,110.76	1,312.71	1,514.67	1,817.60
907	Bolton Gardens	765.17	892.69	1,020.22	1,147.75	1,402.81	1,657.86	1,912.92	2,295.50
908	Bramham Gardens	577.94	674.26	770.59	866.91	1,059.56	1,252.20	1,444.85	1,733.82
909	Brompton Square	623.90	727.88	831.87	935.85	1,143.82	1,351.78	1,559.75	1,871.70
912	Campden Hill Square	699.21	815.75	932.28	1,048.82	1,281.89	1,514.96	1,748.03	2,097.64
913	Campden House Court	626.36	730.75	835.15	939.54	1,148.33	1,357.11	1,565.90	1,879.08
914	Clarendon Road/Lansdowne Road	745.97	870.30	994.63	1,118.96	1,367.62	1,616.28	1,864.93	2,237.92
915	Collingham Gardens	633.36	738.92	844.48	950.04	1,161.16	1,372.28	1,583.40	1,900.08
916	Cornwall Gardens	587.24	685.11	782.99	880.86	1,076.61	1,272.35	1,468.10	1,761.72
917	Courtfield Gardens (East)	579.92	676.57	773.23	869.88	1,063.19	1,256.49	1,449.80	1,739.76
918	Courtfield Gardens (West)	616.16	718.85	821.55	924.24	1,129.63	1,335.01	1,540.40	1,848.48
921	Earls Court Square	577.59	673.85	770.12	866.38	1,058.91	1,251.44	1,443.97	1,732.76
922	Edwardes Square	691.10	806.28	921.47	1,036.65	1,267.02	1,497.38	1,727.75	2,073.30
925	Gledhow Gardens	656.82	766.29	875.76	985.23	1,204.17	1,423.11	1,642.05	1,970.46
928	Hereford Square	740.24	863.61	986.99	1,110.36	1,357.11	1,603.85	1,850.60	2,220.72
929	Holland Road/Russell Road	610.39	712.13	813.86	915.59	1,119.05	1,322.52	1,525.98	1,831.18
930	Hornton Street/Holland Street	611.27	713.14	815.02	916.90	1,120.66	1,324.41	1,528.17	1,833.80
933	Iverna Court	558.71	651.83	744.95	838.07	1,024.31	1,210.55	1,396.78	1,676.14
936	Kensington Square	590.96	689.45	787.95	886.44	1,083.43	1,280.41	1,477.40	1,772.88
939	Lexham Gardens	600.65	700.75	800.86	900.97	1,101.19	1,301.40	1,501.62	1,801.94
942	Moreton and Cresswell Gardens	674.05	786.40	898.74	1,011.08	1,235.76	1,460.45	1,685.13	2,022.16
944	Nevern Square	596.14	695.50	794.85	894.21	1,092.92	1,291.64	1,490.35	1,788.42
945	Norland Square	615.43	718.01	820.58	923.15	1,128.29	1,333.44	1,538.58	1,846.30
948	Ovington Square	610.86	712.67	814.48	916.29	1,119.91	1,323.53	1,527.15	1,832.58
951	Pembridge Square	621.25	724.79	828.33	931.87	1,138.95	1,346.03	1,553.12	1,863.74
952	Philbeach Gardens	630.25	735.30	840.34	945.38	1,155.46	1,365.55	1,575.63	1,890.76
955	Royal Crescent	690.60	805.70	920.80	1,035.90	1,266.10	1,496.30	1,726.50	2,071.80
958	St James's Gardens	614.67	717.12	819.56	922.01	1,126.90	1,331.79	1,536.68	1,844.02
959	Stanley Crescent	663.57	774.16	884.76	995.35	1,216.54	1,437.73	1,658.92	1,990.70
960	Stanley Gardens (North)	705.34	822.90	940.45	1,058.01	1,293.12	1,528.24	1,763.35	2,116.02
961	Stanley Gardens (South)	694.64	810.41	926.19	1,041.96	1,273.51	1,505.05	1,736.60	2,083.92
962	Sunningdale Gardens	598.92	698.74	798.56	898.38	1,098.02	1,297.66	1,497.30	1,796.76
965	Wetherby Gardens	674.67	787.12	899.56	1,012.01	1,236.90	1,461.79	1,686.68	2,024.02

TOWN GARDENS PROTECTION ACT 1863		ROYAL BOROUGH COUNCIL TAX - GARDEN SQUARES BY BAND							
CODE	GARDEN SQUARE	A	B	C	D	E	F	G	H
		£	£	£	£	£	£	£	£
975	Arundel Gardens/Elgin Crescent	703.51	820.76	938.01	1,055.26	1,289.76	1,524.26	1,758.77	2,110.52
977	Blenheim Crescent/Elgin Crescent	676.19	788.89	901.59	1,014.29	1,239.69	1,465.09	1,690.48	2,028.58
978	Emperor's Gate	548.31	639.69	731.08	822.46	1,005.23	1,188.00	1,370.77	1,644.92
979	Ladbroke Grove	593.33	692.21	791.10	889.99	1,087.77	1,285.54	1,483.32	1,779.98
980	Rosmead Gardens	763.67	890.94	1,018.22	1,145.50	1,400.06	1,654.61	1,909.17	2,291.00
981	Lansdowne Gardens	646.43	754.17	861.91	969.65	1,185.13	1,400.61	1,616.08	1,939.30
982	Hanover Gardens	649.71	757.99	866.28	974.56	1,191.13	1,407.70	1,624.27	1,949.12
984	Montpelier Gardens	746.54	870.96	995.39	1,119.81	1,368.66	1,617.50	1,866.35	2,239.62
986	Notting Hill	730.94	852.76	974.59	1,096.41	1,340.06	1,583.70	1,827.35	2,192.82

TOTAL COUNCIL TAX

INCLUDING GREATER LONDON AUTHORITY PRECEPT

	TOTAL COUNCIL TAX - BY BAND							
	A	B	C	D	E	F	G	H
PROPERTIES NOT IN GARDEN SQUARES	£ 708.01	£ 826.01	£ 944.02	£ 1062.02	£ 1298.03	£ 1534.03	£ 1770.03	£ 2124.04

KENSINGTON IMPROVEMENT ACT 1851		TOTAL COUNCIL TAX - GARDEN SQUARES BY BAND							
CODE	GARDEN SQUARE	A	B	C	D	E	F	G	H
		£	£	£	£	£	£	£	£
900	Addison Gardens	893.47	1042.38	1191.30	1340.21	1638.04	1935.86	2233.68	2680.42
901	Arundel Gardens/Ladbroke Gardens	867.77	1012.40	1157.03	1301.66	1590.92	1880.17	2169.43	2603.32
902	Avondale Park Gardens	742.90	866.71	990.54	1114.35	1361.99	1609.61	1857.25	2228.70
904	Barkston Gardens	817.98	954.31	1090.64	1226.97	1499.63	1772.29	2044.95	2453.94
906	Bina Gardens (West)	792.55	924.63	1056.73	1188.82	1453.01	1717.18	1981.37	2377.64
907	Bolton Gardens	951.85	1110.48	1269.13	1427.77	1745.06	2062.33	2379.62	2855.54
908	Bramham Gardens	764.62	892.05	1019.50	1146.93	1401.81	1656.67	1911.55	2293.86
909	Brompton Square	810.58	945.67	1080.78	1215.87	1486.07	1756.25	2026.45	2431.74
912	Camden Hill Square	885.89	1033.54	1181.19	1328.84	1624.14	1919.43	2214.73	2657.68
913	Camden House Court	813.04	948.54	1084.06	1219.56	1490.58	1761.58	2032.60	2439.12
914	Clarendon Road/Lansdowne Road	932.65	1088.09	1243.54	1398.98	1709.87	2020.75	2331.63	2797.96
915	Collingham Gardens	820.04	956.71	1093.39	1230.06	1503.41	1776.75	2050.10	2460.12
916	Cornwall Gardens	773.92	902.90	1031.90	1160.88	1418.86	1676.82	1934.80	2321.76
917	Courtfield Gardens (East)	766.60	894.36	1022.14	1149.90	1405.44	1660.96	1916.50	2299.80
918	Courtfield Gardens (West)	802.84	936.64	1070.46	1204.26	1471.88	1739.48	2007.10	2408.52
921	Earls Court Square	764.27	891.64	1019.03	1146.40	1401.16	1655.91	1910.67	2292.80
922	Edwardes Square	877.78	1024.07	1170.38	1316.67	1609.27	1901.85	2194.45	2633.34
925	Gledhow Gardens	843.50	984.08	1124.67	1265.25	1546.42	1827.58	2108.75	2530.50
928	Hereford Square	926.92	1081.40	1235.90	1390.38	1699.36	2008.32	2317.30	2780.76
929	Holland Road/Russell Road	797.07	929.92	1062.77	1195.61	1461.30	1726.99	1992.68	2391.22
930	Hornton Street/Holland Street	797.95	930.93	1063.93	1196.92	1462.91	1728.88	1994.87	2393.84
933	Iverna Court	745.39	869.62	993.86	1118.09	1366.56	1615.02	1863.48	2236.18
936	Kensington Square	777.64	907.24	1036.86	1166.46	1425.68	1684.88	1944.10	2332.92
939	Lexham Gardens	787.33	918.54	1049.77	1180.99	1443.44	1705.87	1968.32	2361.98
942	Moreton and Cresswell Gardens	860.73	1004.19	1147.65	1291.10	1578.01	1864.92	2151.83	2582.20
944	Nevern Square	782.82	913.29	1043.76	1174.23	1435.17	1696.11	1957.05	2348.46
945	Norland Square	802.11	935.80	1069.49	1203.17	1470.54	1737.91	2005.28	2406.34
948	Ovington Square	797.54	930.46	1063.39	1196.31	1462.16	1728.00	1993.85	2392.62
951	Pembroke Square	807.93	942.58	1077.24	1211.89	1481.20	1750.50	2019.82	2423.78
952	Philbeach Gardens	816.93	953.09	1089.25	1225.40	1497.71	1770.02	2042.33	2450.80
955	Royal Crescent	877.28	1023.49	1169.71	1315.92	1608.35	1900.77	2193.20	2631.84
958	St James's Gardens	801.35	934.91	1068.47	1202.03	1469.15	1736.26	2003.38	2404.06
959	Stanley Crescent	850.25	991.95	1133.67	1275.37	1558.79	1842.20	2125.62	2550.74
960	Stanley Gardens (North)	892.02	1040.69	1189.36	1338.03	1635.37	1932.71	2230.05	2676.06
961	Stanley Gardens (South)	881.32	1028.20	1175.10	1321.98	1615.76	1909.52	2203.30	2643.96
962	Sunningdale Gardens	785.60	916.53	1047.47	1178.40	1440.27	1702.13	1964.00	2356.80
965	Wetherby Gardens	861.35	1004.91	1148.47	1292.03	1579.15	1866.26	2153.38	2584.06

TOWN GARDENS PROTECTION ACT 1863		TOTAL COUNCIL TAX - GARDEN SQUARES BY BAND							
CODE	GARDEN SQUARE	A	B	C	D	E	F	G	H
		£	£	£	£	£	£	£	£
975	Arundel Gardens/Elgin Crescent	890.19	1038.55	1186.92	1335.28	1632.01	1928.73	2225.47	2670.56
977	Blenheim Crescent/Elgin Crescent	862.87	1006.68	1150.50	1294.31	1581.94	1869.56	2157.18	2588.62
978	Emperor's Gate	734.99	857.48	979.99	1102.48	1347.48	1592.47	1837.47	2204.96
979	Ladbroke Grove	780.01	910.00	1040.01	1170.01	1430.02	1690.01	1950.02	2340.02
980	Rosmead Gardens	950.35	1108.73	1267.13	1425.52	1742.31	2059.08	2375.87	2851.04
981	Lansdowne Gardens	833.11	971.96	1110.82	1249.67	1527.38	1805.08	2082.78	2499.34
982	Hanover Gardens	836.39	975.78	1115.19	1254.58	1533.38	1812.17	2090.97	2509.16
984	Montpelier Gardens	933.22	1088.75	1244.30	1399.83	1710.91	2021.97	2333.05	2799.66
986	Notting Hill	917.62	1070.55	1223.50	1376.43	1682.31	1988.17	2294.05	2752.86

REVENUE BUDGET SERVICES

	Page
Adult Social Care	15
Children's Services	19
Environment, Leisure and Residents' Services	25
Housing Services	31
Housing Revenue Account	35
Library, Archives and Heritage Services	37
Planning and Borough Development	41
Public Health	45
Transport and Technical Services	49
Corporate Services	53
Adult and Family Learning	59

ADULT SOCIAL CARE
REVENUE BUDGET 2017-2018

ADULT SOCIAL CARE

Summary of Changes

	£'000
ORIGINAL BUDGET 2016-17	57,496
Price Variations - Pay Award	100
Price Variations - Service	800
INFLATION	900
A redirection of social care to benefit health funding	- 263
A reduction in the budget for Taxicard Services due to alternative funding being available	- 240
Review of Residential Services for Older People	- 155
Reduction in budget for Home Meals (reduced demand)	- 124
Reduction of back office costs (deletion of post in the finance team)	- 27
Review of operating models with high value providers	- 300
Reducing demand for long term care and support by continuing to promote independence. This will include use of assisted technology, adaptations and extending reablement work with providers.	- 338
Use of Public Health Grant to fund services which support public health outcomes	- 500
SAVINGS	- 1,947
Learning Disability Transition Cases	400
Increased cost of providing care at Piper House	120
GROWTH	520
Independent Living Fund - a specific grant has been allocated to fund these transferred costs	- 500
Reduction in Depreciation	- 104
Reduction in Central Support Charges	- 250
Change in current service pension liability cost (IAS19)	- 291
Increase in Home Care Budget	198
Funded from additional provision within Better Care Fund	- 198
OTHER	- 1,145
FORECAST BUDGET 2017-18	55,824

ADULT SOCIAL CARE

Subjective Summary

Subjective Grouping	Notes	2015-16 Actual £'000	2016-17 Budget £'000	2016-17 Forecast Outturn £'000	2017-18 Budget £'000
Employees		14,091	11,691	12,140	11,117
Premises-related expenditure		155	137	137	137
Transport-related expenditure		76	24	24	44
Supplies and services		1,083	1,010	1,369	1,013
Third party payments		55,434	58,764	58,584	59,659
Transfer Payments		3,382	3,055	3,190	3,025
Support services		4,133	4,135	4,135	3,885
Depreciation (and impairment losses)		427	426	426	322
SPENDING		78,781	79,242	80,005	79,202
Government Grants		1,126	0	0	488
Other grants, reimbursements and contributions		16,767	17,661	20,008	18,280
Customer and client receipts		4,195	3,930	3,997	3,955
Recharges		527	155	429	655
INCOME		22,615	21,746	24,434	23,378
NET SPENDING		56,166	57,496	55,571	55,824

ADULT SOCIAL CARE

Service Summary

Service	2015-16 Actual Net £'000	2016-17 Budget			2016-17 Forecast Outturn			2017-18 Budget		
		Spend £'000	Income £'000	Net £'000	Spend £'000	Income £'000	Net £'000	Spend £'000	Income £'000	Net £'000
Physical Support	16,665	20,724	4,094	16,630	22,690	6,308	16,382	21,280	5,282	15,998
Sensory Support	2	57	6	51	57	6	51	59	7	52
Support with Memory and Cognition	776	1,314	343	971	1,004	343	661	738	253	485
Learning Disability Support	9,098	17,794	7,799	9,995	17,976	8,055	9,921	18,376	8,424	9,952
Mental Health Support	5,979	8,452	2,233	6,219	8,227	2,253	5,974	8,705	2,422	6,283
Supporting People	120	257	0	257	126	-	126	258	0	258
Public Transport	9,724	10,034	0	10,034	9,605	-	9,605	10,254	0	10,254
Total	42,360	58,632	14,475	44,157	59,685	16,965	42,720	59,670	16,388	43,282
Commissioning & Service Delivery	4,642	11,556	5,908	5,648	10,224	5,139	5,085	9,920	5,209	4,711
Social Support: Support to Carers	608	969	427	542	1,217	674	543	966	423	543
Assistive Equipment & Technology	448	566	0	566	484	16	468	566	0	566
Social Care Activities (Social Work service)	8,108	7,519	936	6,583	8,395	1,641	6,754	8,080	1,358	6,722
Total	13,806	20,610	7,271	13,339	20,320	7,470	12,850	19,532	6,990	12,542
				-						-
TOTAL ADULT SOCIAL CARE	56,166	79,242	21,746	57,496	80,005	24,434	55,571	79,202	23,378	55,824

CHILDREN'S SERVICES
REVENUE BUDGET 2017-2018

CHILDREN'S SERVICES

Summary of Changes

	£'000
ORIGINAL BUDGET 2016-17	41,088
Price Variations - Service	313
Price Variations - Central Support Services	-
INFLATION	313
Efficiencies delivered by Focus on Practice	- 275
Efficiencies in the use of income from Troubled Families Programme	- 40
Review of children's homes to maximise capacity and operational efficiency	- 200
Efficiencies from review and reconfiguration of early year's service	- 60
Recommissioning of play service delivery	- 205
Savings from employee-led mutual company delivering youth services	- 310
Efficiencies from third sector commissioning	- 140
Review of school Continuing professional Development (cost recovery)	- 50
Development of the Education Psychology traded service offer	- 100
Use of Dedicated Schools Grant to support schools intervention funding	- 25
Efficiencies in Schools Standards service	- 20
Efficiencies in data management staffing (cost recovery)	- 20
Use of Public Health Grant to support front line services	- 500
SAVINGS	- 1,945
Funding to support delivery of transition from statements to Education, Health and Care Plans.	125
GROWTH	125
Central support charges change	1,450
Transfers of budget internally	-
Depreciation change	- 52
Change in current service pension liability cost (IAS19)	- 123
Change in property managed costs	-
OTHER	1,275
FORECAST BUDGET 2017-18	40,856

CHILDREN'S SERVICES

Subjective Summary

Subjective Grouping	Notes	2015-16 Actual £'000	2016-17 Budget £'000	2016-17 Forecast Outturn	2017-18 Budget £'000
Employees		39,904	31,250	33,179	31,311
Premises-related expenditure		596	556	382	556
Transport-related expenditure		289	271	206	271
Supplies and services		11,269	11,510	12,988	11,147
Third party payments		31,885	23,294	26,076	22,879
Transfer Payments		46	168	178	170
Schools Delegated Budgets		58,526	57,560	57,277	57,560
Support services		7,052	7,051	7,051	8,501
Depreciation (and impairment losses)		1,376	1,373	1,373	1,322
SPENDING		150,945	133,032	138,709	133,715
Government Grants		5,085	10,974	11,247	10,974
Dedicated Schools Grant		76,106	65,370	66,741	65,495
Other grants, reimbursements and contributions		15,325	9,586	10,023	9,586
Customer and client receipts		8,136	5,981	6,468	6,771
Inter Business Group Chrgs		-	-	-	-
Recharges		383	33	33	33
INCOME		105,036	91,945	94,514	92,860
NET SPENDING		45,909	41,088	44,196	40,856

CHILDREN'S SERVICES

Service Summary

Service	2015-16 Actual	2016-17 Budget			2016-17 Forecast Outturn			2017-18 Budget		
	Net £'000	Spend £'000	Income £'000	Net £'000	Spend £'000	Income £'000	Net £'000	Spend £'000	Income £'000	Net £'000
Children's Commissioning										
Director of Children's Commissioning	1,984	713	113	600	994	213	781	585	133	452
Children's Joint Commissioning	81	339	50	289	324	75	249	358	50	308
Service Development	277	902	423	479	663	175	488	1,096	423	673
Strategic Commissioning	381	8,531	7,923	608	9,601	8,962	639	8,749	7,923	826
Contracts and Commercial Development	5,871	8,456	3,130	5,326	8,506	3,043	5,462	8,048	3,130	4,918
Assistant Director - RBKC / WCC	-	-	-	-	-	-	-	-	-	-
Integrated Family Support	-	-	-	-	-	-	-	15	-	15
Children's Commissioning Total	8,594	18,942	11,639	7,302	20,088	12,468	7,620	18,850	11,659	7,191
Tri Borough Education Service										
Asset Strategy	385	1,077	583	494	1,048	642	407	1,139	583	556
School Standards	774	2,530	1,787	743	3,075	2,438	636	2,581	1,882	699
Director of Schools Commissioning and Education	102	158	96	62	169	102	67	190	96	94
Children With Disabilities	4,229	5,319	1,413	3,906	5,834	1,335	4,499	5,305	1,513	3,792
Special Educational Needs	1,757	14,276	12,812	1,464	16,895	15,032	1,863	14,865	12,812	2,054
Tri-Borough Education Service Total	7,248	23,359	16,690	6,669	27,020	19,549	7,472	24,080	16,885	7,195
Finance & Resources										
Children's Finance	654	2,297	1,907	390	2,656	2,237	419	2,312	1,907	405
CHS Finance Coordination Team	-	838	95	743	599	154	445	1,123	95	1,028
Finance and Resources	221	321	84	237	266	68	197	330	84	246
Info and Comm Tech (ICT)	822	1,003	378	624	1,118	405	713	1,007	378	629
Resources	345	328	240	88	1,170	946	224	501	240	261
Finance & Resources Total	2,025	4,787	2,705	2,082	5,809	3,810	1,999	5,274	2,705	2,568
Safeguarding and LSCB										
Safeguarding, Review and Quality Assurance	1,099	1,294	223	1,072	1,431	326	1,106	1,367	223	1,144
Safeguarding & LSCB Total	1,099	1,294	223	1,072	1,431	326	1,106	1,367	223	1,144

CHILDREN'S SERVICES

Service Summary

Service	2015-16 Actual Net £'000	2016-17 Budget			2016-17 Forecast Outturn			2017-18 Budget		
		Spend £'000	Income £'000	Net £'000	Spend £'000	Income £'000	Net £'000	Spend £'000	Income £'000	Net £'000
Family Services										
Clinical Practice - RBKC	392	941	607	334	941	607	334	1,237	607	630
Early Help and Social Work	6,173	9,134	3,280	5,853	9,364	2,998	6,366	8,267	3,780	4,487
Family and Care Resources	3,923	3,814	813	3,001	4,099	361	3,738	3,513	1,013	2,500
Director of Family Services - RBKC	259	642	444	198	761	558	203	700	444	256
Looked After Children and Leaving Care	2,083	3,783	1,577	2,207	3,806	1,584	2,222	3,980	1,577	2,403
Social Work for Families	8,077	7,579	77	7,502	8,396	314	8,082	7,285	77	7,208
Clinical Practice 2	-	-	-	-	-	-	-	-	-	-
Assessment and MASH	319	300	220	80	516	220	296	395	220	175
Early Help	51	-	-	-	-	-	-	-	-	-
Youth Offending Service	699	1,418	796	623	1,487	791	696	1,640	796	844
Clinical Practice - LBHF	23	176	162	14	176	162	14	275	162	113
Fostering and Adoption	2,223	4,733	2,255	2,478	2,602	200	2,402	4,636	2,255	2,381
Family Services Total	24,222	32,520	10,230	22,290	32,146	7,793	24,353	31,928	10,930	20,998
Senior Management Team	323	435	141	293	435	141	293	276	141	135
School Funding	2,398	51,696	50,316	1,380	51,780	50,427	1,354	51,941	50,316	1,625
Total	45,909	133,032	91,945	41,088	138,709	94,514	44,196	133,715	92,860	40,856
Adjustment for Internal Recharges	-	-	-	-	-	-	-	-	-	-
TOTAL CHILDREN'S SERVICES	45,909	133,032	91,945	41,088	138,709	94,514	44,196	133,715	92,860	40,856

***ENVIRONMENT, LEISURE AND
RESIDENTS' SERVICES***

REVENUE BUDGET 2017-2018

ENVIRONMENT, LEISURE AND RESIDENTS' SERVICES

Summary of Changes

	£'000
ORIGINAL BUDGET 2016-17	31,509
INFLATION	285
Review of public conveniences arrangements	- 53
Reduced waste disposal costs (e.g. Increased recycling)	- 30
Additional income from Implementation of new film location library	- 70
Income from external sponsorship of Nour and InTRANSIT arts festivals	- 20
Grow Commercial Waste income	- 168
Savings from review of purchasing of Commercial waste bags and bins	- 10
Review of arboriculture service	- 7
Further income generation in parks	- 50
Income from trial licensing of personal trainers in parks	- 20
Income from provision of Parks Police patrol hours to private parks	- 3
Efficiencies from rationalisation of back office budgets	- 17
SAVINGS	- 448
Reversal of saving for waste disposal (one-off for 2016-17)	417
GROWTH	417
Central support charges change	- 1,837
Transfers of budget internally	- 240
Depreciation change	113
Change in current service pension liability cost (IAS19)	- 91
OTHER	- 2,056
FORECAST BUDGET 2017-18	29,708

ENVIRONMENT, LEISURE AND RESIDENT SERVICES

Subjective Summary

Subjective Grouping	Notes	2015-16 <i>Actual</i> £'000	2016-17 <i>Budget</i> £'000	2016-17 <i>Forecast</i> <i>Outturn</i>	2017-18 <i>Budget</i> £'000
Employees		6,081	5,861	5,816	5,771
Premises-related expenditure		3,054	2,595	2,697	2,552
Transport-related expenditure		70	93	78	71
Supplies and services		16,087	2,254	4,535	2,293
Third party payments		19,363	27,475	24,637	28,076
Support services		4,525	4,010	4,010	2,174
Depreciation (and impairment losses)		1,126	1,037	1,037	1,149
SPENDING		50,307	43,326	42,811	42,086
Other grants, reimbursements and contributions		1,436	1,483	1,494	947
Customer and client receipts		11,778	9,541	9,366	10,452
Interest		0	1	0	0
Recharges		574	791	954	979
INCOME		13,789	11,817	11,814	12,378
NET SPENDING		36,518	31,509	30,997	29,708

ENVIRONMENT, LEISURE AND RESIDENT SERVICES

Service Summary

Service	2015-16 Actual	2016-17 Budget			2016-17 Forecast Outturn			2017-18 Budget		
	Net £'000	Spend £'000	Income £'000	Net £'000	Spend £'000	Income £'000	Net £'000	Spend £'000	Income £'000	Net £'000
Corporate and Democratic Core	24	39	-	39	39	-	39	32	-	32
Cleaner, Greener and Cultural Services										
Waste and Street Enforcement										
Waste Contract and Enforcement	13,108	13,459	183	13,276	13,506	151	13,355	12,856	183	12,673
Waste Disposal	7,776	8,677	-	8,677	7,830	-	7,830	8,964	-	8,964
Waste Policy and Development	2,243	2,229	87	2,143	2,270	87	2,183	2,324	94	2,230
Environmental Initiatives	149	176	66	110	176	66	110	332	95	237
Climate Change	273	308	16	292	308	16	292	330	17	313
Culture										
Arts Development and Support	668	601	10	591	707	46	661	549	30	519
Carnival, Filming and Events	801	1,203	331	873	1,233	344	890	1,300	462	837
Museums	742	1,070	393	677	1,088	413	674	990	407	584
Opera Holland Park	5,255	-	-	-	-	-	-	-	-	-
Total Cleaner, Greener and Cultural Services	31,015	27,724	1,085	26,639	27,117	1,123	25,994	27,645	1,287	26,359
Safer Neighbourhoods										
Leisure and Parks										
Parks and Open Spaces	3,354	3,431	264	3,167	3,434	265	3,169	2,951	315	2,635
Cemeteries	64	827	1,042	-	215	833	902	578	900	-
Sports Centres	1,280	1,482	475	1,007	1,579	496	1,084	1,286	748	538
Community Safety										
Parks Police	863	1,085	261	824	1,101	258	843	1,121	285	836
CCTV	236	298	48	251	300	48	252	263	28	236
Emergency Services										
Mortuary and Coroners Service	509	436	-	436	512	-	512	437	-	437
Total Safer Neighbourhoods	6,305	7,560	2,090	5,470	7,759	1,969	5,790	6,635	2,275	4,360

ENVIRONMENT, LEISURE AND RESIDENT SERVICES

Service Summary

Service	2015-16 Actual Net £'000	2016-17 Budget			2016-17 Forecast Outturn			2017-18 Budget		
		Spend £'000	Income £'000	Net £'000	Spend £'000	Income £'000	Net £'000	Spend £'000	Income £'000	Net £'000
Customer and Business Development										
Business Support										
Commercial Waste	- 867	5,747	6,421	- 674	5,673	6,465	- 793	5,624	6,593	- 968
Markets and Street Trading	- 5	811	811	-	837	823	15	813	813	-
Traders Stores and Market Development	69	254	219	35	293	237	56	148	222	75
Total Customer and Business Development	- 803	6,812	7,451	- 638	6,802	7,525	- 722	6,585	7,628	- 1,043
Adjustment for Recharged Services Income	- 22	1,191	1,191	-	1,094	1,198	- 104	1,188	1,188	-
TOTAL	36,518	43,326	11,817	31,509	42,811	11,814	30,997	42,086	12,378	29,708
FULLY RECHARGED SERVICES										
Executive, Finance and Business Improvement	657	1,020	302	718	989	302	687	732	171	562
Directors and Heads of Service	1,310	1,538	137	1,401	1,526	137	1,390	1,244	95	1,149
Contracts and Enforcement	1,196	2,231	753	1,478	2,176	759	1,417	2,565	922	1,643
TOTAL FULLY RECHARGED SERVICES	3,163	4,788	1,191	3,597	4,691	1,198	3,493	4,541	1,188	3,353

HOUSING SERVICES
REVENUE BUDGET 2017-2018

HOUSING SERVICES

Summary of Changes

	£'000
ORIGINAL BUDGET 2016-17	15,152
Price Variations - Service	54
INFLATION	54
A reduction in the Supporting People budget arising from the re-procurement of services	- 330
Deletion of posts within Housing Services	- 200
Reconfiguration of services previously provided by the Home Improvement Agency	- 40
SAVINGS	- 570
Increase in Temporary Accommodation Budget	1,400
GROWTH	1,400
Central support charges change	1,004
Increase in recharge to HRA due to CSS increases	- 57
Change in current service pension liability cost (IAS19)	- 97
OTHER	850
FORECAST BUDGET 2017-18	16,886

HOUSING SERVICES

Subjective Summary

Subjective Grouping	Notes	2015-16 Actual £'000	2016-17 Budget £'000	2016-17 Forecast Outturn	2017-18 Budget £'000
Employees		6,414	6,043	6,145	5,934
Premises-related expenditure		50	72	67	72
Transport-related expenditure		11	6	6	6
Supplies and services		758	734	399	343
Third party payments		34,158	34,737	36,992	39,363
Support Services		1,526	1,527	1,527	2,530
Recharges from Other Business Groups		14	14	14	14
Depreciation (and impairment losses)		1	1	1	1
SPENDING		42,932	43,134	45,151	48,263
INCOME					
Government Grants					
Other grants, reimbursements and contributions		27,419	26,921	29,320	30,206
Customer and client receipts		388	29	16	8
Interest		2	2	2	2
Recharges		1,008	1,030	1,030	1,161
INCOME		28,817	27,982	30,368	31,377
NET SPENDING		14,115	15,152	14,783	16,886

HOUSING SERVICES

Service Summary

Service	2015-16 Actual Net £'000	2016-17 Budget			2016-17 Forecast Outturn			2017-18 Budget		
		Spend £'000	Income £'000	Net £'000	Spend £'000	Income £'000	Net £'000	Spend £'000	Income £'000	Net £'000
Corporate and Democratic Core	20	24	-	24	24	-	24	22	-	22
Housing Strategy	232	191	-	191	191	-	191	192	-	192
Homelessness and Housing Advice	8,050	36,341	27,073	9,268	38,894	29,468	9,426	41,005	30,271	10,734
RSL's and Housing Advances	310	86	5	81	86	5	81	205	2	203
Supporting People	5,237	5,591	189	5,402	5,060	170	4,890	5,646	170	5,476
Other Council Property	3	219	130	89	215	141	74	228	130	98
Private Sector Housing Renewals	264	97	-	97	97	-	97	161	-	161
Housing Management & Support	-	1,518	1,518	-	1,324	1,324	0	1,613	1,613	-
Total	14,115	44,067	28,915	15,152	45,891	31,108	14,783	49,072	32,186	16,886
Adjustment for Internal Recharges	-	-	933	-	740	740	-	810	810	-
TOTAL HOUSING SERVICES	14,115	43,134	27,982	15,152	45,151	30,368	14,783	48,263	31,377	16,886

HOUSING REVENUE ACCOUNT
REVENUE BUDGET 2017-2018

HOUSING REVENUE ACCOUNT

HOUSING REVENUE ACCOUNT				
Cabinet Member for Housing, Property and Regeneration	Actual	Budget	Forecast	Budget
	2015/2016	2016/2017	Outturn	2017/2018
	£'000	£'000	£'000	£'000
EXPENDITURE				
Salaries	0	0	0	0
Premises Related Expenditure	16,407	21,922	19,481	21,302
Transport Related Expenditure	0	0	0	0
Supplies & Services	1,759	1,381	1,377	1,388
Agency & Contracted Services	10,821	10,838	11,012	10,834
Housing Benefit & Other Transfer Payments	0	0	0	0
Total Direct Expenditure	28,987	34,141	31,870	33,524
Central Support Services Recharges	316	318	318	308
Departmental Support Services Recharge	725	871	871	1,002
Contribution to Working Balance	0	0	0	0
Capital Financing Costs	28,346	28,468	26,914	27,345
Contingency	0	0	0	0
TOTAL EXPENDITURE	58,374	63,798	59,973	62,179
INCOME				
Government Grants	5	0	0	0
Other Grants & Contributions	205	205	205	205
Drawdown from Working Balance	88	3,360	700	2,082
Fees, Charges & Other Client Income	13,847	16,935	15,504	17,066
Rent – Dwellings	44,129	43,248	43,514	42,800
Interest	100	50	50	26
TOTAL INCOME	58,374	63,798	59,973	62,179
NET EXPENDITURE (FULLY RECHARGED)	0	0	0	0
DESCRIPTION OF SERVICE				
<p>The Housing Revenue Account (HRA) contains all the income and expenditure on goods and services relating to the provision, management and maintenance of the Council's properties and tenancies. By law, the HRA must be balanced with no contributions to or from the General Fund. Since April 1996 responsibility for management and maintenance has been delegated to the RBKC Tenant Management Organisation, and it is now responsible for most budgets. The Council retains responsibility for a limited range of budget headings which are inappropriate for delegation.</p>				
MAJOR VARIATIONS				
<p>The Management Fee for 2017/18 has been set at £10.8 million. An overall inflationary provision of 1% has been allowed for 2017/18 after a 2% efficiency saving was applied in 17/18. This provision will be used to fund pay awards and other inflationary increases on non-pay budgets e.g. utilities.</p> <p>The cost of capital debt charges has decreased by £1 million which is due to a decrease in the projected interest rate used to calculate the debt charges.</p> <p>The 2017/18 budget includes a further contribution towards the HRA Capital Programme with an overall revenue contribution of £18.147 million assumed in the 2017/18 budget. This is a higher contribution than in recent years.</p>				

***LIBRARY ARCHIVE AND HERITAGE
SERVICES***

REVENUE BUDGET 2017-2018

LIBRARY, ARCHIVE AND HERITAGE SERVICES

Summary of Changes

	£'000
ORIGINAL BUDGET 2016-17	6,276
Price Variations - Service	25
INFLATION	25
Libraries New Target Operating Model	- 196
SAVINGS	- 196
Central support charges change	- 1,716
Transfers of budget internally	-
Depreciation change	- 744
Change in current service pension liability cost (IAS19)	- 57
OTHER	- 2,517
FORECAST BUDGET 2017-18	3,588

LIBRARIES, ARCHIVE AND HERITAGE SERVICES

Subjective Summary

Subjective Grouping	Notes	2015-16 Actual £'000	2016-17 Budget £'000	2016-17 Forecast Outturn	2017-18 Budget £'000
Employees		2,555	2,643	2,456	2,416
Premises-related expenditure		1	8	14	8
Transport-related expenditure		12	16	16	16
Supplies and services		722	631	633	630
Third party payments		606	548	618	553
Support Services		4,168	2,371	2,371	655
Depreciation (and impairment losses)		750	750	750	6
SPENDING		8,814	6,967	6,858	4,284
Government Grants		42	6	0	6
Other grants, reimbursements and contributions		477	481	455	486
Customer and client receipts		140	204	127	204
Recharges		1,788	0	0	0
INCOME		2,447	691	582	696
NET SPENDING		6,367	6,276	6,276	3,588

LIBRARIES, ARCHIVE AND HERITAGE SERVICES

Service Summary

Service	2015-16 Actual Net £'000	2016-17 Budget			2016-17 Forecast Outturn			2017-18 Budget		
		Spend £'000	Income £'000	Net £'000	Spend £'000	Income £'000	Net £'000	Spend £'000	Income £'000	Net £'000
Libraries, Archive and Heritage Services										
Triborough Libraries and Archives	-	715	218	497	537	94	443	586	220	366
Community Development	214	727	34	693	770	76	694	670	36	634
Reference, Info and Archives	143	768	234	534	847	224	623	748	236	512
Tri-Borough Operations	6,010	4,756	204	4,552	4,705	189	4,516	2,280	204	2,076
TOTAL LIBRARIES, ARCHIVE AND HERITAGE SERVICES	6,367	6,967	691	6,276	6,858	582	6,276	4,284	696	3,588

***PLANNING AND BOROUGH
DEVELOPMENT***

REVENUE BUDGET 2017-2018

PLANNING AND BOROUGH DEVELOPMENT

Summary of Changes

	£'000
ORIGINAL BUDGET 2016-17	3,648
Price Variations - Service	50
INFLATION	50
Efficiency savings and back office support savings	- 145
Increase in Income including new services provided	- 70
SAVINGS	- 215
Reduction in budget following completion of conservation area work	- 100
GROWTH	- 100
Central support charges change	245
Transfer of budget from ELRS -Parks Tree works	46
Change in current service pension liability cost (IAS19)	- 115
OTHER	176
FORECAST BUDGET 2017-18	3,559

PLANNING AND BOROUGH DEVELOPMENT

Subjective Summary

Subjective Grouping	Notes	2015-16 Actual £'000	2016-17 Budget £'000	2016-17 Forecast Outturn	2017-18 Budget £'000
Employees		5,628	5,354	5,274	5,061
Premises-related expenditure		0	0	0	0
Transport-related expenditure		18	13	13	13
Supplies and services		671	433	433	434
Third party payments		895	801	1,021	829
Support services		1,863	1,863	1,863	2,108
Depreciation (and impairment losses)		110	43	43	43
SPENDING		9,185	8,507	8,647	8,488
Government Grants		218	0	0	0
Other grants, reimbursements and contributions		249	95	290	110
Customer and Client Receipts		4,951	4,764	4,670	4,819
INCOME		5,418	4,859	4,960	4,929
NET SPENDING		3,767	3,648	3,687	3,559

PLANNING AND BOROUGH DEVELOPMENT

Service Summary

Service	2015-16 Actual Net £'000	2016-17 Budget			2016-17 Forecast Outturn			2017-18 Budget		
		Spend £'000	Income £'000	Net £'000	Spend £'000	Income £'000	Net £'000	Spend £'000	Income £'000	Net £'000
Corporate and Democratic Core	245	276	-	276	276	-	276	322	-	322
Planning Services										
Development Management	1,600	4,047	3,056	991	4,047	3,017	1,030	4,025	3,105	920
Land Charges	1,263	382	1,199	-	817	382	1,100	-	718	860
Policy	559	849	103	746	897	298	599	932	120	812
Neighbourhood Planning	538	505	9	496	532	9	523	455	9	446
Arboriculture Team	-	-	-	-	-	-	-	849	4	845
Conservation and Design/Specialist Services	1,832	1,613	8	1,605	1,613	8	1,605	739	10	729
Total Planning Services	3,266	7,396	4,375	3,021	7,471	4,432	3,039	7,340	4,448	2,892
Total Building Control	256	1,014	663	351	934	562	372	1,010	665	345
Adjustment for Internal Recharges	-	-	179	-	-	34	-	-	184	-
TOTAL PLANNING AND BOROUGH DEVELOPMENT	3,767	8,507	4,859	3,648	8,647	4,960	3,687	8,488	4,929	3,559

***PUBLIC HEALTH
REVENUE BUDGET 2017-2018***

PUBLIC HEALTH
Summary of Changes

	£'000
ORIGINAL BUDGET 2016-17	-
INFLATION	-
Behaviour Change	210
Sexual Health	- 663
Families and Children	- 246
Wider and Social Determinants	- 3
Substance Misuse	- 395
CCG Dietetics	- 125
Salaries & Overheads	- 54
SAVINGS	- 1,275
Transformation funding	1,000
Risk Provision	104
GROWTH	1,104
Reduction in Public Health Grant	171
OTHER	171
FORECAST BUDGET 2017-18	-

PUBLIC HEALTH
Subjective Summary

Subjective Grouping	Notes	2015-16 Actual £'000	2016-17 Budget £'000	2016-17 Forecast Outturn	2017-18 Budget £'000
EXPENDITURE					
Employees		1,324	1,608	1,405	1,554
Third party payments		14,512	17,768	16,093	16,672
Transfer payments		1,387	274	1,203	1,274
Supplies and services		3,935	1,972	3,292	1,951
Other Departments					
Central Departments					
SPENDING		21,158	21,622	21,993	21,451
Government Grants		21,158	21622	21993	21,451
Other grants, reimbursements and contributions					
INCOME		21,158	21,622	21,993	21,451
NET SPENDING		-	-	-	-

PUBLIC HEALTH

Service Summary

Service	2015-16 Actual Net £'000	2016-17 Budget			2016-17 Forecast Outturn			2017-18 Budget		
		Spend £'000	Income £'000	Net £'000	Spend £'000	Income £'000	Net £'000	Spend £'000	Income £'000	Net £'000
Behaviour Change	1,603	1,929	-	1,929	2,136	-	2,136	2,139	-	2,139
Sexual Health	3,992	4,756	-	4,756	4,097	-	4,097	4,093	-	4,093
Families & Children	4,164	5,506	-	5,506	5,487	-	5,487	5,260	-	5,260
Wider and Social Determinants	1	76	-	76	76	-	76	73	-	73
Substance Misuse	4,752	5,502	-	5,502	4,297	-	4,297	5,107	-	5,107
Public Health Investment Fund	1,387	274	-	274	1,203	-	1,203	274	-	274
CCG Dietetics	1,190	1,190	-	1,190	1,090	-	1,090	1,065	-	1,065
Salaries & Overheads	1,324	1,607	-	1,607	1,405	-	1,405	1,554	-	1,554
0-5 Services Transferred	-	-	-	-	-	-	-	-	-	-
Risk Provision & Ambition Projects	2,745	782	-	782	2,202	-	2,202	1,886	-	1,886
Public Health Grant	-	21,158	-	21,622	-	21,993	21,993	-	21,451	21,451
TOTAL PUBLIC HEALTH	-	21,622	21,622	-	21,993	21,993	-	21,451	21,451	-

TRANSPORT AND TECHNICAL SERVICES

REVENUE BUDGET 2017-2018

TRANSPORT AND TECHNICAL SERVICES

Summary of Changes

	£'000
ORIGINAL BUDGET 2016-17	- 13,928
Price Variations - Service	334
INFLATION	334
Income from the new bus shelter advertising contract	- 962
Staffing efficiencies from combining highways licensing and enforcement	- 20
Efficiencies from LED (light emitting diode) street lighting	- 9
Efficiencies from combined management arrangements (health and safety, noise and nuisance).	- 30
Increased income for primary authority advice (trading standards and licencing).	- 10
Efficiencies from noise and nuisance covering environmental quality	- 30
Potential increase in car parking income from the introduction of cashless parking	- 712
SAVINGS	- 1,773
Funding for the increased workload in Environmental Health	53
GROWTH	53
Central support charges change	475
Transfers of budget internally	194
Depreciation change	- 2
Change in current service pension liability cost (IAS19)	- 165
OTHER	502
FORECAST BUDGET 2017-18	- 14,812

TRANSPORT AND TECHNICAL SERVICES

Subjective Summary

Subjective Grouping	Notes	2015-16 Actual £'000	2016-17 Budget £'000	2016-17 Forecast Outturn	2017-18 Budget £'000
Employees		9,623	9,450	9,636	9,043
Premises-related expenditure		920	848	728	796
Transport-related expenditure		94	35	114	121
Supplies and services		2,834	2,057	3,021	2,228
Third party payments		14,900	14,054	14,253	14,159
Support services		5,011	5,173	5,170	5,813
Depreciation (and impairment losses)		3,999	3,942	3,942	3,940
SPENDING		37,381	35,559	36,863	36,100
Government Grants		1,288	0	54	0
Other grants, reimbursements and contributions		1,750	1,328	3,192	1,478
Customer and Client Receipts		49,315	48,158	47,286	49,434
Interest					
Recharges					
TOTAL INCOME		52,352	49,487	50,532	50,912
NET SPENDING		-14,971	-13,928	-13,669	-14,812

TRANSPORT AND TECHNICAL SERVICES

Service Summary

Service	2015-16 Actual	2016-17 Budget			2016-17 Forecast Outturn			2017-18 Budget		
	Net £'000	Spend £'000	Income £'000	Net £'000	Spend £'000	Income £'000	Net £'000	Spend £'000	Income £'000	Net £'000
Environmental Health										
EH Management	- 173	43	46	- 3	48	45	3	- 26	45	- 71
Corporate Safety and Residential Operations	2,773	3,324	471	2,853	3,427	584	2,843	3,388	474	2,914
Environmental Health Commercial	2,089	2,609	418	2,191	2,603	536	2,067	2,725	418	2,307
Licensing and Trading Standards	646	1,406	724	682	1,397	749	648	1,230	693	537
Total Environmental Health	5,335	7,381	1,658	5,723	7,475	1,914	5,561	7,317	1,630	5,687
Transportation and Highways										
Highways Maintenance and Projects	13,165	13,622	1,375	12,247	14,518	2,378	12,140	13,739	2,418	11,321
Transport and Highways Administration	- 48	71	78	- 149	76	95	- 171	120	100	20
Transport Policy and Network Management	184	2,185	1,582	603	3,028	2,232	797	2,454	1,517	937
Parking Off Street		-	-	-						
Total Transportation and Highways	13,301	15,736	3,035	12,701	17,470	4,705	12,766	16,314	4,035	12,279
Car Parking On Street	- 33,811	12,442	44,794	- 32,352	11,918	43,913	(31,996)	12,469	45,247	- 32,778
Adjustment for Recharged Services Income	203	-	-	-				-	-	-
TOTAL TRANSPORT AND TECHNICAL SERVICES	- 14,971	35,559	49,487	- 13,928	36,863	50,532	- 13,669	36,100	50,912	- 14,812

CORPORATE SERVICES
REVENUE BUDGET 2017-2018

CORPORATE SERVICES

Summary of Changes

	£'000
ORIGINAL BUDGET 2016-17	14,299
INFLATION	158
Reduction in Policy and Partnerships (including Governance) costs	- 81
Reduction in programme management, human resources and non-service budgets	- 38
Reductions in fraud, audit and risk management budgets	- 25
Reductions in revenues and benefits costs	- 193
Increased income from property lettings	- 1,495
Increased income in Policy and Partnerships	- 43
SAVINGS	- 1,875
Increased costs of annual assets valuations	86
Strengthening the finance and corporate management functions post Managed Services implementation	73
Fallout of Corporate Wi-Fi income share	372
GROWTH	531
Transfers of budget between business groups	-
Reduction in Housing Benefit Admin grant	140
Transfers of budget internally	2,221
Technical Accounting Adjustments:	
<i>Central support charges offset against other service groups</i>	-
<i>Central support charges offset COS</i>	- 363
<i>Net under-recovery of Support Services</i>	- 1,066
<i>Depreciation change</i>	774
<i>Change in current service pension liability cost (IAS19)</i>	- 233
OTHER	1,473
FORECAST BUDGET 2017-18	14,586

CORPORATE SERVICES

Subjective Summary

Subjective Grouping	Notes	2015-16 Actual £'000	2016-17 Budget £'000	2016-17 Forecast Outturn	2017-18 Budget £'000
EXPENDITURE					
Employees		33,336	30,695	32,148	31,568
Premises-related expenditure		14,442	15,702	14,953	16,425
Transport-related expenditure		153	81	84	134
Supplies and services		14,737	10,218	9,550	8,922
Third party payments		8,622	5,383	5,457	5,080
Transfer payments		145,610	140,540	140,540	139,961
Support Services		23,883	25,378	25,377	10,559
Depreciation (and impairment losses)		3,091	3,085	3,085	3,623
SPENDING		243,874	231,082	231,194	216,272
Government Grants		145,898	138,929	138,929	138,300
Other grants, reimbursements and contributions		10,382	5,738	5,433	5,574
Customer and Client Receipts		21,690	21,272	21,993	22,458
Recharges		49,569	50,844	50,844	35,354
INCOME		227,539	216,783	217,199	201,686
NET SPENDING		16,335	14,299	13,995	14,586

CORPORATE SERVICES

Service Summary

Service	2015-16 Actual	2016-17 Budget			2016-17 Forecast Outturn			2017-18 Budget		
	Net £'000	Spend £'000	Income £'000	Net £'000	Spend £'000	Income £'000	Net £'000	Spend £'000	Income £'000	Net £'000
Leader of the Council										
Media and Communications	792	958	180	778	1,001	180	821	719	180	539
Civic Ceremonial	653	626	-	626	636	-	636	481	-	481
Tri-Borough (delivering the programme of changes)	3,845	2,200	199	2,001	2,200	199	2,001	1,867	199	1,668
Total Leader of the Council	5,290	3,784	379	3,405	3,837	379	3,458	3,067	379	2,688
Deputy Leader and Cabinet Member for Housing, Property and Regeneration										
Property Services (excluding Commercial Lettings)	22,784	28,500	2,596	25,904	27,846	2,562	25,284	23,718	2,596	21,122
Commercial Property Lettings	-	6,217	12,351	6,134	6,640	12,351	5,711	3,840	13,846	10,006
Economic Regeneration	397	784	433	351	918	567	351	1,495	587	908
Total Deputy Leader and Cabinet Member for Housing, Property and Regeneration	19,463	35,501	15,380	20,121	35,404	15,480	19,924	29,053	17,029	12,024
Cabinet Member for Finance and Strategy										
Financial Services, Audit and Risk Management	4,962	6,664	1,264	5,400	6,660	1,297	5,363	6,260	1,340	4,920
Housing Benefits	3,073	145,273	141,788	3,485	145,270	141,789	3,481	145,057	141,182	3,875
Local Taxation Administration	1,332	3,340	1,972	1,368	3,340	1,972	1,368	2,825	1,969	856
Total Cabinet Member for Finance and Strategy	9,367	155,277	145,024	10,253	155,270	145,058	10,212	154,142	144,491	9,651
Cabinet Member for Community Safety, Information Systems and Corporate Services										
Community Safety	2,785	2,794	53	2,741	2,809	53	2,756	2,708	34	2,674
Customer Services	5,140	4,952	43	4,909	4,952	43	4,909	3,827	43	3,784
Governance	1,291	1,262	-	1,262	1,355	11	1,344	807	-	807
Human Resources	3,278	3,956	382	3,574	3,867	382	3,485	2,863	162	2,701
Information Systems	8,315	8,134	569	7,565	8,317	479	7,838	6,463	569	5,894
Legal Services	-	2,698	2,595	103	2,698	2,595	103	2,658	2,595	63
Services to the Public - Registrars and Electoral Services	1,510	2,538	1,002	1,536	2,557	1,251	1,306	2,426	1,030	1,396
Total Cabinet Member for Community Safety, IT and Corporate Services	22,319	26,334	4,644	21,690	26,555	4,814	21,741	21,752	4,433	17,319

CORPORATE SERVICES

Service Summary

Service	2015-16 Actual Net £'000	2016-17 Budget			2016-17 Forecast Outturn			2017-18 Budget		
		Spend £'000	Income £'000	Net £'000	Spend £'000	Income £'000	Net £'000	Spend £'000	Income £'000	Net £'000
Cabinet Member for Voluntary Organisations and Resident Engagement										
Community Engagement, Service Improvement, Public Consultation	1,478	1,438	-	1,438	1,484	17	1,467	1,280	-	1,280
Voluntary Sector Support	2,987	2,726	-	2,726	2,781	95	2,686	2,818	-	2,818
Total Cabinet Member for Voluntary Organisations and Resident Engagement	4,465	4,164	-	4,164	4,265	112	4,153	4,098	-	4,098
Corporate and Democratic Core	4,572	5,100	140	4,960	5,157	140	5,017	3,596	-	3,596
Non Distributed Costs	428	922	372	550	706	372	334	564	-	564
TOTAL CORPORATE SERVICES (before Recharges)	65,904	231,082	165,939	65,143	231,194	166,355	64,839	216,272	166,332	49,940
Support Service Recharges	-	49,569	-	50,844	-	50,844	-	-	35,354	-
Departmental Recharges	-	-	-	-	-	-	-	-	-	-
TOTAL CORPORATE SERVICES	16,335	231,082	216,783	14,299	231,194	217,199	13,995	216,272	201,686	14,586

***ADULT AND FAMILY LEARNING
REVENUE BUDGET 2017-2018***

ADULT AND FAMILY LEARNING

Summary of Changes

	£'000
ORIGINAL BUDGET 2016-17	124
INFLATION	1
Central support charges change	34
Change in current service pension liability cost (IAS19)	- 2
OTHER	32
FORECAST BUDGET 2017-18	157

ADULT AND FAMILY LEARNING

Subjective Summary

Subjective Grouping	Notes	2015-16 Actual £'000	2016-17 Budget £'000	2016-17 Forecast Outturn	2017-18 Budget £'000
EXPENDITURE					
Employees		302	302	330	318
Transport-related expenditure		0	1	0	1
Supplies and services		1013	1042	1072	1025
Third party payments					
Support Services		68	68	68	102
SPENDING		1,383	1,413	1,470	1,446
Government Grants		1,331	1,289	1,346	1,289
Other grants, reimbursements and contributions		5	0		0
INCOME		1,336	1,289	1,346	1,289
NET SPENDING		47	124	124	157

ADULT AND FAMILY LEARNING

Service Summary

Service	2015-16 Actual Net £'000	2016-17 Budget			2016-17 Forecast Outturn			2017-18 Budget		
		Spend £'000	Income £'000	Net £'000	Spend £'000	Income £'000	Net £'000	Spend £'000	Income £'000	Net £'000
Adult and Family Learning Services	47	1,413	1,289	124	1,470	1,346	124	1,446	1,289	157
TOTAL ADULTS AND FAMILY LEARNING	47	1,413	1,289	124	1,470	1,346	124	1,446	1,289	157