
REVENUE BUDGET 2017-18

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

COUNCILLOR NICHOLAS PAGET-BROWN
Leader of the Council

NICHOLAS HOLGATE
Town Clerk

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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.

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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

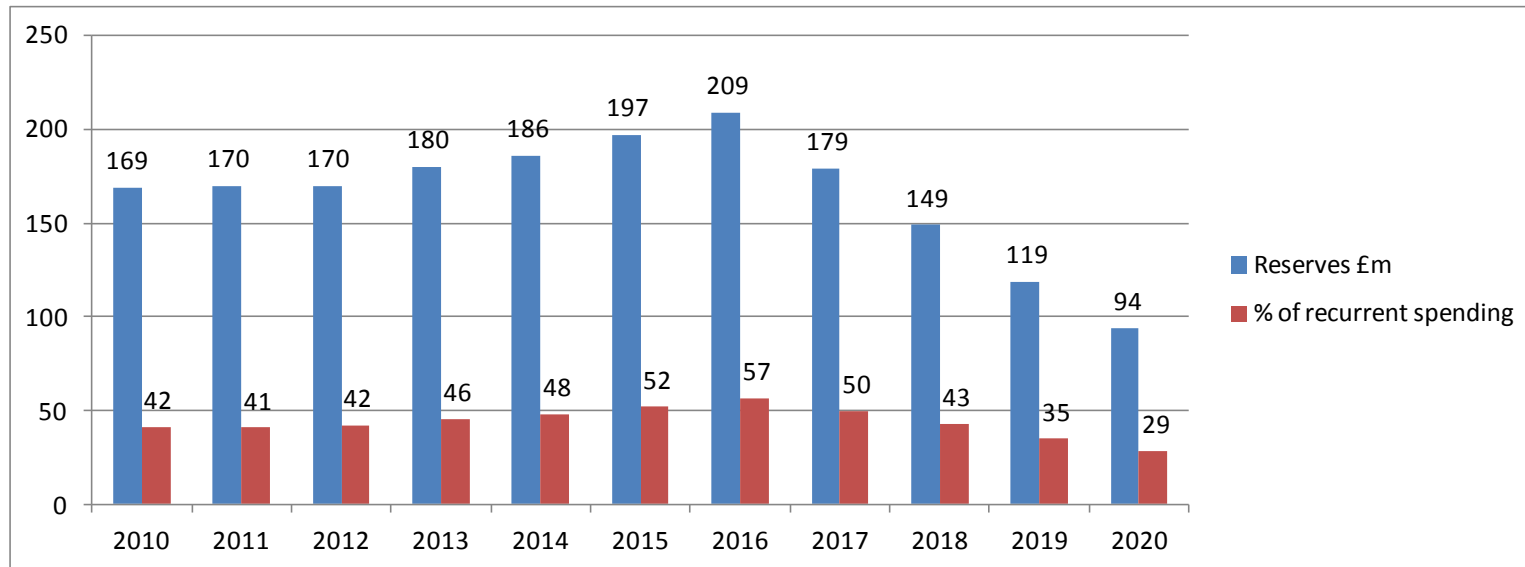
| | 2016-17 | 2017-18 |
|--|----------------|----------------|
| | £'000 | £'000 |
| Housing Benefit | 137,503 | 137,033 |
| Dedicated Schools Grant | 65,370 | 65,495 |
| Public Health Grant | 21,622 | 21,451 |
| Housing Benefits Administration | 1,096 | 956 |
| Pupil Premium | 4,184 | 4,184 |
| Skills 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

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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 | 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 |
| 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 | - | 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 <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 | | 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 <i>Actual</i> £'000 | 2016-17 <i>Budget</i> £'000 | 2016-17 <i>Forecast</i> <i>Outturn</i> | 2017-18 <i>Budget</i> £'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 |