
REVENUE BUDGET 2009/10

***Presented to the Council
4th March 2009***

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**THE ROYAL BOROUGH OF KENSINGTON AND
CHELSEA**

REVENUE BUDGET 2009/10

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THE ROYAL BOROUGH OF KENSINGTON AND CHELSEA

Meeting of the Council – 4 March 2009

Item 6 – Submissions from the Cabinet

The following budget, plans and strategies were considered by the Cabinet at its meeting on 19 February 2009 and are now submitted to full Council for approval and adoption.

2. REVENUE BUDGET AND COUNCIL TAX 2009/10

2.1 INTRODUCTION

2.1.1 The proposed budget is

- consistent with the Council's medium term financial strategy and its policy on reserves (**Revenue Budget Book, page xi and iv**);
- follow consultation with the Overview and Scrutiny Committees and others on the 2009/10 proposed budget (set out in the **Revenue Budget Book (pages i, ii and 1 – 173)**); and
- take account of Council's agreement to the Council Tax base on 21 January.

2.1.2 They have been tested against the outlook for the economy, the public finances and resident's views.

2.2 THE COUNCIL'S POLICIES

2.2.1 The proposed budget will maintain the Council Tax rate in the bottom quartile for London; identifies £5.4 million of savings and re-direction of spending to higher priorities; provides for price increases and retains a minimum of £10 million in working balances.

2.2.2 It is recommended to retain a minimum balance of £15 million in each of the Capital Expenditure Reserve and the Car Parking Reserve at the end of 2011/12 and if the figure falls below £20 million for either reserve this should trigger review. There is no unsustainable use of reserves to meet recurring expenditure.

2.2.3 As part of this year's financial forecasting all reserves held have been reviewed, their purpose reconfirmed or revised and the potential

funding impact of recession and the Council own budget plans modelled. A full list of the reserves held with forecast balances for the next three years is set out in the **Revenue Budget Book (page vii)**.

2.2.4 The Council's working balance is currently £14.3 million and will drop to around £10 million as a result of the planned release to fund the £50 efficiency dividend and business measures. Council is requested to confirm that the minimum level of working balance should be £10 million. This means that full Council approval is required to reduce the working balance below that level.

2.2.5 The Council also holds a central contingency budget for in-year budget risks such as higher than forecast pay and price inflation and provisions for budget not yet allocated to Business Groups. The contingency is £2.633 million and the provision is £0.175 million of grant yet to be confirmed – a total of £2.808 million.

2.2.6 **Table 1** below shows budgeted revenue movements on General Fund reserves and balances.

Table 1 Movements in Reserves and Balances

	2008/09	2009/10
	£m	£m
Better City Life Reserve	0.600	0.300
Cost Reduction	0.000	-1.100
Insurance Reserve	-0.540	-0.340
IS Initiatives	0.438	0.432
Local Initiatives	0.000	-0.150
Risk Management	0.000	-0.160
Service Risks Reserve	0.325	-0.204
Severance Reserve	0.500	0.325
Specific Grant Loss Reserve	-0.172	-0.172
Supporting People Reserve	-0.052	-1.052
Business Group Specific Reserves	-0.056	-0.005
Sub Total	1.043	-2.126
Car Parking Reserve (Revenue)	1.952	0.188
Total Revenue Reserve Movements	2.995	-1.938
Capital Expenditure	5.500	5.500
Working Balance	0.000	-4.200
Total Reserve and Balance Movements	8.495	-0.638

2.3 THE ECONOMY AND THE PUBLIC FINANCES

2.3.1 Along side many signs of a deteriorating economy, there is a persuasive view that London may be disproportionately badly affected.

- 2.3.2 To gain a measure of the financial risks to the 2009/10 budget, the Business Groups have estimated possible reductions in income and increases in expenditure. It is also possible that cost reductions may be secured.
- 2.3.3 There could be effects on interest earned and income derived from parking, land charges, commercial property, halls lettings, commercial waste, planning applications and building regulations. The collection of Council Tax and National Non-domestic Rates could suffer.
- 2.3.4 Service pressures also may be experienced, for example in temporary accommodation, looked after children, community learning, Housing and Council Tax Benefit administration and increased pupil numbers (if there are transfers from private to maintained schools).
- 2.3.5 Overall, a net cost of up to £4 million is a realistic prospect for 2009/10. Although Business Groups will be expected to absorb such pressures where possible, the Council's contingency and reserves are more than adequate to meet the possibility that Cabinet agrees to additional net spending.
- 2.3.6 In response to the economic pressures and as part of this year's budget setting, the Council proposes a one-off £50 efficiency dividend and measures aimed at helping businesses in the Royal Borough. Discussion of this is set out in the **Revenue Budget Book (page xii)**.

External Funding

- 2.3.7 Government grants will fund 65 per cent of the Council's gross spending of £531 million.
- 2.3.8 Formula Grant for 2009/10 was confirmed at £104.4 million; and provisionally at £106.0 million in 2010/11, the last year of the current three year funding settlement.
- 2.3.9 These figures include £14.7 million and £10.1 million respectively of "damping" to the Council's benefit. Subject to changes in methodology and data, the main medium term question in relation to the Formula Grant may therefore be the minimum rate at which the Government chooses to increase it after 2010/11.
- 2.3.10 The Council also receives £238 million in specific grants, of which over £10 million (comprising Area Based Grant) are not ring-fenced for a particular purpose. Details are set out in **Revenue Budget Book (page iii)**.

2.3.11 The future of the Council's grant funding is most uncertain from 2011/12, arising from the Government's need to make savings, data changes (notably the next Census of resident population in 2011) and methodology e.g. the outcome of the current review of Dedicated Schools Grant.

2.4 COUNCIL TAX CONSULTATION

2.4.1 The Council has again consulted residents: the results were reported to Cabinet on 7 January 2009 (*"Consultation on Council Tax and Priorities for Council Services"*)¹.

2.4.2 Overall feedback continues to be positive: the "Big Blues" survey of 2008 indicated that 76 per cent of respondents believed the Council to be efficient and well run, compared to 54 per cent in 2004.

2.4.3 A survey of the Residents' Panel found that majorities support the current levels of spending on many services, with some support for higher spending on adult social care and community safety.

2.4.4 On the overall balance between spending, charges and Council Tax:

- 54 per cent agreed that charges for services should be increased to reduce any increase in Council Tax;
- 52 per cent would like Council Tax to stay at the same level even if this means cuts in local services; but
- 44 per cent are more concerned about maintaining the quality of local services than about the amount of Council Tax they pay.

2.4.5 The 2009/10 spending and savings proposals were published in a report to Cabinet in November; further publicised through the draft Cabinet Business Plan taken to Cabinet in January; and taken to Overview and Scrutiny Committees as part of the Business Group revenue budget reports in January.

2.4.6 The draft Cabinet Business Plan has been widely circulated to local representative bodies. Round-table reports from each major public sector partner on their budget plans were discussed by the Kensington and Chelsea Partnership in January 2009. Discussions have also taken place during the year on the financial plans of the Council and its key partners including the Tenant Management

¹ The full report can be found at:

<http://www.rbkc.gov.uk/committeedocuments/pages/document.aspx?id=26487>
<http://www.rbkc.gov.uk/committeedocuments/pages/document.aspx?id=26508>

Organisation, the Kensington and Chelsea Primary Care Trust and the Central and North West London Mental Health Trust.

2.5 BUDGET PROPOSALS

- 2.5.1 The proposed gross revenue budget for 2009/10 is £531 million. Within that, the budget requirement funded from Formula Grant and from Council Tax is £182 million.
- 2.5.2 The Council's key priorities supported by many of the budget proposals are set out in the **Revenue Budget Book (page xx)**. Full details of 2009/10 growth and savings proposals by Business Group are set out in the **Revenue Budget Book (pages 1 – 173)**.
- 2.5.3 In addition to these, it is the Council's ambition is to become the country's "Smartest Council". The Council continues to reduce running costs in order to redirect resources to priorities and is committed to reducing management costs by 15 per cent by March 2011. The Council's reserves provide sufficient capacity to manage and resource its major change programmes.
- 2.5.4 Detailed service budgets for operating expenditure are set out in the Business Group estimates reports submitted in full to the Council as part of the Revenue Budget Book. This is summarised in **Table 2**. The **Revenue Budget Book (pages 1 -173)** provides more detail.

Table 2 Budget Summary

	2008/09	2009/10
	£m	£m
Family and Children's Services	53.655	55.409
Housing, Health and Adult Social Care	69.343	72.311
Planning and Borough Development	6.310	5.304
Transport, Environment and Leisure Services	21.012	25.083
Corporate Services*	20.279	25.423
Total Service Costs	170.599	183.530
Area Based Grant held corporately**	-9.476	-10.386
Charges for Capital Assets and Financing	1.646	-3.348
Pension Fund Liabilities	8.621	9.931
Contingencies and Provisions	3.294	2.808
Interest ***	-9.100	-3.267
Levies	3.595	3.638
Capital Reserves	5.500	5.500
Revenue Reserves	2.995	-1.938
Working Balance release	0.000	-4.200
Total Spending	177.674	182.268

*Corporate Services includes the estimated cost of the £50 efficiency dividend and related business measures of £4.2 million.

**Area Based Grant is government term for a subset of the specific grants which can be used flexibly.

***Interest earned on cash balances held has significantly reduced due primarily to reduced interest rates.

2.6 THE COUNCIL TAX

- 2.6.1 The budget proposals produce a Royal Borough Council Tax increase of 3.2 per cent - a band D figure for the Council's element of the tax of £769.30 excluding the Garden Square levies. This is set out in **Table 3**.

Table 3 Budget Change and Council Tax

	£m
2008/09 Budget	177.674
Pay and Price Inflation	6.816
Growth	5.716
Savings	-5.430
Financing and Other Budget Changes	-2.508
Budget Changes	4.594
Budget Requirement 2009/10	182.268
Less Formula Grant	-104.402
Collection Fund surplus	-0.367
Council Tax 2009/10	77.499
Taxbase	99,047
Band D Council Tax including garden square levies	£782.45
Increase % at Band D before £50 Efficiency Dividend	3.2%
Band D Council Tax excluding garden square levies	£769.30
Increase % at Band D before £50 Efficiency Dividend	3.2%
After £50 Efficiency Dividend:-	
Band D Council Tax excluding garden square levies	£719.30
Increase % at Band D	-3.5%

- 2.6.2 Varying the budget requirement of £182 million by one per cent increases the Council Tax by 2.4 per cent. Varying spending plans by £1 million would add £10 (1.3 per cent) to the band D Council Tax.
- 2.6.3 The Greater London Authority (GLA) finalised its 2009/10 precept, which the Council collects on its behalf, at the London Assembly meeting on 11 February 2009. The band D Council Tax figure for 2009/10 is £309.82, the same as 2008/09. The total increase to the Royal Borough's Council Tax and the GLA's precept between 2008/09 and 2009/10 is 2.3 per cent.
- 2.6.4 Royal Borough and total Council Tax rates for each Band are shown in **Table 4**, which also shows the percentage of dwellings falling under each band. Band G is the most common. **Table 5** shows the Council Tax increases for each band after the £50 efficiency dividend.

Table 4 Total Council Tax

	Royal Borough	Greater London Authority	Total	% of Dwellings in Band
Band	£	£	£	%
A	512.87	206.55	719.42	1%
B	598.34	240.97	839.31	4%
C	683.82	275.40	959.22	11%
D	769.30	309.82	1,079.12	16%
E	940.26	378.67	1,318.93	15%
F	1,111.21	447.52	1,558.73	14%
G	1,282.17	516.37	1,798.54	23%
H	1,538.60	619.64	2,158.24	17%

Table 5 Council Tax after £50 Efficiency Dividend

2009/10 After Refund			Change > 1 Person Households		Change Single Person Households	
Royal Borough	GLA	Total	Royal Borough	Total	Royal Borough	Total
£	£	%	%	%	%	%
462.87	206.55	669.42	-6.9%	-4.8%	-10.2%	-7.2%
548.34	240.97	789.31	-5.4%	-3.8%	-8.3%	-5.9%
633.82	275.40	909.22	-4.3%	-3.1%	-6.9%	-4.8%
719.30	309.82	1,029.12	-3.5%	-2.5%	-5.7%	-4.1%
890.26	378.67	1,268.93	-2.3%	-1.6%	-4.1%	-2.9%
1,061.21	447.52	1,508.73	-1.4%	-1.0%	-3.0%	-2.1%
1,232.17	516.37	1,748.54	-0.8%	-0.6%	-2.2%	-1.5%
1,488.60	619.64	2,108.24	-0.2%	-0.1%	-1.3%	-0.9%

2.6.5 Full details of Council Tax due including the Garden Square levies are set out in the **Revenue Budget Book (pages viii, ix, x)**.

2.7 THREE YEAR FINANCIAL PLAN

2.7.1 The Medium Term Financial Plan looks ahead for the three years to 2011/12. Please note this is indicative at this stage. This is set out in **Table 6** 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 Strategy (set out in the **Revenue Budget Book, page xi**).

Table 6 Three Year Forecast

	2009/10	2010/11	2011/12
	£m	£m	£m
Opening budget*	176.4	181.0	184.5
Cost increases	6.8	6.7	5.9
Add growth	5.7	2.5	2.5
Less savings	-5.4	-3.5	-5.0
Financing and Other Changes	-2.5	-2.2	0.0
Budget Requirement	181.0	184.5	187.8
Less Formula Grant	-104.4	-106.0	-107.0
Collection Fund Surplus	-0.4		
Council Tax	76.2	78.5	80.8
Band D	£769.30	£789	£808
Change %	3.2%	2.5%	2.5%

*Excludes Garden Square levies

Assumptions

Basic inflation of 2 per cent for future years and known cost increases.

Formula Grant increases of 1.5 per cent for 2010/11 and 1.25 per cent for 2011/12.

2.8 LEGAL IMPLICATIONS

- 2.8.1 The Council is required to set a balanced budget.
- 2.8.2 The Executive Director for Finance, Information Systems and Property is required, under the Local Government Act 2003, Part 2, Section 25, to report on the robustness of the estimates made for the purpose of calculating the Council Tax and the adequacy of reserves.
- 2.8.3 The Executive Director is satisfied that the budget calculations are robust and that the budget takes account of liabilities and financial risks, but in particular assumes that we will not rely on withdrawals from reserves to meet recurrent revenue commitments.
- 2.8.4 The Executive Director considers that current levels of unallocated reserves remain strong and contribute to the Council's sound financial position, taking into account both the Standard and Poor's AAA credit rating and the external auditor's level 4 assessment (the highest rating) of the Council's financial standing, which is part of the Use of Resources Assessment.

2.8.5 The 3.2 per cent increase meets the Government's expectation locally that the average Council Tax increase in England should be substantially below 5 per cent².

2.8.6 The Council is proposing a one-off £50 efficiency dividend and measures aimed at helping local businesses in the Royal Borough in line with the objectives of the Council's Community Strategy under the promotion of well-being powers as set out in section 2 of the Local Government Act 2000. Details are set out in the **Revenue Budget Book (page xii)**.

2.9 EQUALITIES IMPLICATIONS

2.9.1 Assessments of the equalities implications for budget items are undertaken by the Business Groups. They are included in summary in the Service Budget Reports submitted to Overview and Scrutiny Committees or will be included in more detail in relevant key decision reports.

2.10 RECOMMENDATIONS

The Council is recommended:

- (i)
 - (a) **To approve** the revenue estimates for 2009/10 as submitted in the Revenue Budget Book 2009/10;
 - (b) **To approve** the Medium Term Financial Strategy as set out in the Revenue Budget Book (page xi);
 - (c) **To approve** the Reserves Policy as set out in the Revenue Budget Book (page iv) including a minimum £10 million in working balances and a minimum balance of £15 million in the Capital Expenditure Reserve and £15 million in Car Parking Reserve at the end of 2011/12;
 - (d) **To approve** a £50 efficiency dividend and measures aimed at helping local businesses in the Royal Borough, as set out in the Revenue Budget Book (page xii) in line with the objectives of the Council's Community Strategy under the promotion of well-being powers as set out in section 2 of the Local Government Act 2000.
- (ii) **To note** that at the Council meeting on 21 January 2009 it calculated the following amounts for the year 2009/10 in accordance

² Please see the statement by the Local Government Minister: <http://www.local.communities.gov.uk/finance/0910/statecon.pdf> (page 4).

with regulations made under Sections 33(5) and 34(4) of the Local Government Finance Act 1992:

- (a) **99,047** being the amount calculated by the Council, in accordance with regulation 3 of the Local Authorities (Calculation of Council Tax Base) Regulations 1992, as its Council Tax base for the year; and
 - (b) the amounts as set out in column three of the table on **page viii of the Revenue Budget Book** being the amounts calculated by the Council, in accordance with regulation 6 of the Regulations as the amounts of its Council Tax base for the year for dwellings in those parts of its area to which one or more special items relate. Note the increase in the tax base for Addison Gardens as previously reported from 119 to **123**.
- (iii) **To agree** that the following amounts be now calculated by the Council for the year 2009/10 in accordance with Sections 32 to 36 of the Local Government Finance Act 1992 (the Act): -
- (a) £182,267,932 being the amount by which the aggregate of the amounts which the Council estimates for the items set out in Section 32 (2) (a) to (e) of the Act; exceeds the aggregate of the amounts which the Council estimates for the items set out in Section 32 (3) (a) to (c) of the Act; calculated by the Council in accordance with Section 32(4) of the Act as its budget requirement for the year.
 - (b) £104,768,607 being the aggregate of the sums which the Council estimates will be payable for the year into its General Fund in respect of Formula Grant, reduced by the amount of the sum that the Council estimates will be transferred in the year from its General Fund to its Collection Fund in accordance with Section 97 (4) of the Local Government Finance Act 1988 and any sums relating to the difference between amounts in respect of community charges credited and charged to the revenue account for any earlier financial year,

and any sums pursuant to the direction that is contained in the Collection Fund (Council Tax Benefit)(England) Directions 2001.

- (c) £782.45 being the amount at (iii)(a) above less the amount at (iii)(b) above, all divided by the amount at (ii)(a) above, calculated by the Council, in accordance with Section 33(1) of the Act, as the basic amount of its Council Tax for the year;
- (d) £1,302,255 being the aggregate amount of all special items referred to in Section 34(1) of the Act and listed in column four of the table on page xii of the Revenue Budget Book;
- (e) £769.30 being the amount at (iii)(c) above less the result given by dividing the amount at (iii)(d) above by the amount at (ii)(a) above, calculated by the Council, in accordance with Section 34(2) of the Act, as the basic amount of its Council Tax for the year for dwellings in those parts of its area to which no special item relates;
- (f) the amount as set out in the table on **page viii of the Revenue Budget Book** opposite each garden square listed in column two, being the amount given by adding to the amount at (iii)(e) above the amount of the special item or items set out in column four relating to dwellings in each of the garden squares divided in each case by the amount set out in column three, calculated by the Council in accordance with Section 34(3) of the Act as the basic amount of its Council Tax for the year for dwellings in those parts of its area to which one or more special items relate; and
- (g) the amounts as set out in **page ix of**

the Revenue Budget Book being the amounts given by multiplying the amounts at (iii)(e) and (iii)(f) above by the number which, in the proportion set out in Section 5(1) of the Act, is applicable to dwellings listed in a particular valuation band divided by the number which in the proportion is applicable to dwellings listed in valuation band D, calculated by the Council, in accordance with Section 36(1) of the Act, as the amounts to be taken into account for the year in respect of categories of dwellings listed in different valuation bands.

- (iv) **To note** that for the year 2009/10 the Greater London Authority has stated the following amounts in precepts issued 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 shown below:

VALUATION BAND	Greater London Authority Council Tax
	£
A	206.55
B	240.97
C	275.40
D	309.82
E	378.67
F	447.52
G	516.37
H	619.64

- (v) Having calculated the aggregate in each case of the amounts at (iii)(g) and (iv) above, in accordance with Section 30(2) of the Local Government Finance Act 1992, to agree to set the following amounts as the total Council Tax for 2009/10 for each of the categories of dwellings shown overleaf:

VALUATION BAND	Total Council Tax (Not in Garden Squares)
	£
A	719.42
B	839.31
C	959.22
D	1,079.12
E	1,318.93
F	1,558.73
G	1,798.54
H	2,158.24

with the amounts shown in the table at **page x of the Revenue Budget Book** set as the amounts of Council Tax for those dwellings where special Garden levies apply.

FOR DECISION

Officer Contact

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REVENUE BUDGET SUMMARY

DESCRIPTION	Budget 2008/09	Forecast Outturn 2008/09	Change 2009/10	Budget 2009/10	% Change
Service Budgets	£'000	£'000	£'000	£'000	
Family and Children's Services	53,655	54,705	1,754	55,409	
Housing, Health and Adult Social Care	69,343	68,346	2,968	72,311	
Planning and Borough Development	6,310	6,508	(1,006)	5,304	
Transport, Environment and Leisure Services	21,012	23,751	4,071	25,083	
Corporate Services	20,279	21,061	5,144	25,423	
Service Budgets Total	170,599	174,371	12,931	183,530	
Area Based Grant	(9,476)	(9,752)	(910)	(10,386)	
Contingency and central budgets	3,294	500	(486)	2,808	
Net Cost of Services	164,417	165,119	11,535	175,952	
External Interest	2,821	2,315	(734)	2,087	
Pension Fund Liabilities	8,621	9,403	1,310	9,931	
Interest and Investment Income	(9,100)	(10,750)	5,833	(3,267)	
Net Operating Expenditure	166,759	166,087	17,944	184,703	10.8%
Transfers to(+)/ from(-) reserves:-					
Capital Financing Account (incl MRP)	(1,175)	(596)	(4,260)	(5,435)	
Transfer to Capital Reserves	5,500	4,960	(4,933)	(1,938)	
Transfer to Revenue Reserves	2,995	(2,193)	(4,200)	(4,200)	
Transfers to/(from) Working Balance		5,821	(4,200)	(4,200)	
TOTAL EXCLUDING LEVIES	174,079	174,079	4,551	178,630	2.6%
Levies					
London Boroughs Grants Committee	624	624	(2)	622	-0.3%
Environment Agency	199	199		199	
London Pensions Fund Authority	1,528	1,528	(13)	1,515	-0.9%
Garden Squares	1,244	1,244	58	1,302	4.7%
Total Levies	3,595	3,595	43	3,638	1.2%
TOTAL ROYAL BOROUGH EXPENDITURE INCL LEVIES	177,674	177,674	4,594	182,268	2.6%
EXTERNAL FINANCE:-					
Formula Grant	(102,632)	(102,632)	(1,770)	(104,402)	1.7%
Collection Fund Surplus - Council Tax	(369)	(369)	2	(367)	
Total External Finance / Collection Fund	(103,001)	(103,001)	(1,768)	(104,769)	1.7%
TOTAL RBKC COUNCIL TAX REQUIREMENT	74,673	74,673	2,826	77,499	3.8%
PRECEPTS:-					
Greater London Authority	30,518	30,518	169	30,687	0.6%
TOTAL LOCAL TAX REQUIREMENT	105,191	105,191	2,995	108,186	2.8%
TAX BASE - BAND D EQUIVALENTS	98,503	98,503	544	99,047	0.6%
COUNCIL TAX - BAND D	£	£		£	
Royal Borough (excluding Gardens)	745.45	745.45	23.85	769.30	3.2%
Greater London Authority	309.82	309.82		309.82	
TOTAL BASIC COUNCIL TAX - BAND D	1,055.27	1,055.27	23.85	1,079.12	2.3%
Royal Borough (average including Gardens)	758.08	758.08	24.37	782.45	3.2%
Greater London Authority	309.82	309.82		309.82	
TOTAL BASIC COUNCIL TAX - BAND D	1,067.90	1,067.90	24.37	1,092.27	2.3%

BUSINESS GROUP BUDGET SUMMARY

SUBJECTIVE ANALYSIS	2007/08 Actual £'000	2008/09 Budget £'000	2009/10 Budget £'000
EXPENDITURE			
Employee Related Expenses	107,651	115,141	117,957
Premises Related Expenses	15,519	15,943	17,192
Transport Related Expenses	859	752	743
Supplies and Services	38,194	37,065	40,191
Third Party Payments	129,736	134,234	140,150
Transfer Payments	118,154	112,741	131,396
Capital Charges	7,218	9,296	7,789
Schools Delegated Budgets	63,517	57,653	58,638
TOTAL EXPENDITURE	480,848	482,826	514,056
LESS INCOME			
Government Grants	231,653	209,536	228,087
Other Grants, Reimbursements and Contributions	34,767	25,451	26,379
Customer and Client Receipts			
- Sales, Fees and Charges	78,064	71,108	70,316
- Rents	4,914	6,113	5,723
Interest	22	19	21
TOTAL INCOME	349,420	312,227	330,526
NET EXPENDITURE	131,428	170,599	183,530

BUSINESS GROUP SUMMARY	2007/08 Actual			2008/09 Budget			2009/10 Budget		
	Spend £'000	Income £'000	Net £'000	Spend £'000	Income £'000	Net £'000	Spend £'000	Income £'000	Net £'000
<i>Family and Children's Services</i>	150,083	106,788	43,295	146,729	93,074	53,655	152,417	97,008	55,409
<i>Housing, Health and Adult Social Care</i>	102,171	48,837	53,334	107,861	38,518	69,343	111,503	39,192	72,311
<i>Planning and Borough Development</i>	8,455	2,597	5,858	8,638	2,328	6,310	9,337	4,033	5,304
<i>Transport, Environment and Leisure Services</i>	70,739	53,788	16,951	75,038	54,026	21,012	78,301	53,218	25,083
<i>Corporate Services</i>	198,264	186,274	11,990	193,366	173,087	20,279	215,196	189,773	25,423
Total Business Group Expenditure	529,712	398,284	131,428	531,632	361,033	170,599	566,754	383,224	183,530

GOVERNMENT GRANTS

This table shows the latest specific grant budgets for 2008/09 and 2009/10. Allocations shown for 2010/11 are indicative.

Grants Outside Area Based Grant		Budget	Budget	Indicative
		2008/09	2009/10	2010/11
		£'000	£'000	£'000
FCS	Asylum Seekers Support	1,051	1,000	1,000
FCS	Building Schools for the Future	0	50	0
FCS	Dedicated Schools Grant	62,445	63,348	68,457
FCS	Information Sharing Index (now called ContactPoint)	152	140	0
FCS	Learning and Skills Council (Sixth Forms)	5,623	5,673	5,700
FCS	Parenting Strategy	15	0	0
FCS	Play Pathfinder	0	179	O/S
FCS	School Standards/Standards Funds	7,086	8,762	9,000
FCS	Sure Start	3,742	4,247	4,404
FCS	Unaccompanied Asylum Seeking Children Leaving Care	300	251	250
FCS	Youth Opportunities Fund	131	131	131
FCS	Young People Substance Misuse	121	189	N/A
HHASC	AIDS/HIV Support	275	316	275
HHASC	Campus	0	57	0
HHASC	HDG - Look Ahead	0	269	0
HHASC	Homelessness	1,168	1,168	1,168
HHASC	Overcrowding	100	110	0
HHASC	Disabled Facilities Grant	276	276	300
HHASC	Social Care Reform	366	866	1,082
HHASC	Stroke Strategy	0	92	0
HHASC	Supporting People Programme	10,670	10,136	9,629
HHASC	Young Person's Substance Misuse	162	0	0
PBD	Planning Delivery Grant	122	151	0
TELS	Free Swimming	0	111	0
CS	Community Safety	1,381	1,294	1,300
CS	Housing and Council Tax Benefit	111,567	126,540	130,000
CS	Housing Benefits Administration	2,178	2,008	2,019
CS	Local Area Agreements	0	118	0
CS	National Non Domestic Rates Cost of Collection	605	605	600
Grants Outside Area Based Grant		209,536	228,087	235,315
FCS	Carers	198	216	234
FCS	Child and Adolescent Mental Health Service	414	451	489
FCS	Child Trust Fund	0	4	0
FCS	Children's Fund	284	284	284
FCS	Children's Social Care Workforce	81	84	87
FCS	Care Matters White Paper	134	197	237
FCS	Child Death Review Processes	32	34	37
FCS	Connexions	1,793	1,702	1,531
FCS	Positive Activities for Young People	324	556	722
FCS	Schools Standards/Standards Funds	2,179	2,386	2,146
FCS	Teenage Pregnancy	91	91	91
FCS	Young People Substance Misuse	88	109	88
HHASC	Adult Social Care Workforce	589	614	639
HHASC	Carers	794	864	936
HHASC	Learning and Disability Development Fund	210	214	217
HHASC	Mental Capacity Act and Independent Mental Capacity	108	138	134
HHASC	Mental Health	670	717	764
HHASC	Preserved Rights	948	915	882
HHASC	Supporting People Administration	212	195	168
TELS	Climate Change (Planning Policy Statement)	0	23	0
CS	Safer, Stronger Communities	275	275	275
CS	Local Area Networks (LINK)	140	142	143
CS	Preventing Violent Extremism	145	175	193
Area Based Grant		9,709	10,386	10,296
Total Specific Grants		219,245	238,473	245,611

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.

- **Capital Expenditure Reserve** – projections of the use and balances on this reserve are contained in the *Capital Programme 2009/10 – 2011/12* report to Cabinet on the 19 February 2009.
- **Car Parking Reserve** – projections of the use and balances on this reserve are contained in the *Capital Programme 2009/10 – 2011/12* report to Cabinet on the 19 February 2009. Originally the reserve could only be used to fund expenditure on statutorily defined purposes directly related to transport. The Traffic Management Act 2004 extended the powers to include highways maintenance and environmental improvements. The maximum eligible expenditure for funding in 2009/10 is shown in the table below.

Service/Purpose	2009/10 Budget £'000
Revenue	
Schools and Youth (permits, Special Needs Transport, transport)	1,637
Social services (concessionary fares, Taxicard, welfare transport)	5,941
Street trees	366
Transport and Highways , Waste Management and Leisure	27,257
Community transport	169
Total Revenue	35,370
Less contribution from Car Parking Reserve	-21,400
Balance met from Council Tax budget	13,970
Capital	
Eligible schemes	6,681
Less contribution from Car Parking Reserve	-6,681
Balance met from Council Tax budget	0

RESERVES POLICY

Strategic context

1. The Council's financial environment is perpetually changing, as are the demands on services and the needs of the Royal Borough. The Council is constantly reformulating its priorities in response to these issues. The Council's financial environment is becoming more difficult as the level of historic in-year budget flexibility reduces and the buoyancy of external finance declines. The demands on services and the needs of the Royal Borough are not reducing. The Council has continuously to 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:
 - o Providing a working balance i.e. Housing Revenue Account and General Fund.
 - o Smoothing the impact of uneven expenditure profiles between years, e.g. local elections, structural building maintenance and carrying forward expenditure between years.
 - o 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.

- o To provide resilience against future risks e.g. the Demand Growth Reserve and provide the capacity to manage risk.
 - o 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. Schools reserves are generally ring-fenced, although there are certain regulatory exceptions.

Management

10. The Executive Director for Finance, Information Systems and Property 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 Property is required to the release of reserves (unless already agreed by Council or Cabinet), under the Council's constitution¹.
12. The following matters apply to individual reserves:
- o 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 5 per cent of budget requirement².
 - o 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.
 - o 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).
 - o The revenue and capital expenditure plans in the budget for 2009/10 to 2011/12 ensure that each of the Capital Expenditure Reserve and the Car Parking Reserve will not fall below £15 million by the end of 2011/12 but if the figure falls below £20 million for either reserve this should trigger review.

¹ Part Four – D. Financial Procedure Rules, pp2.21

http://www.rbkc.gov.uk/howwegovern/constitution/2008constitution_part4_d.pdf

² £10 million / £182 million (2009/10 budget requirement) = 5.5 per cent

RESERVES AND BALANCES FORECAST (31 MARCH EACH YEAR)

This shows the current forecast balances for the next three years.

Reserves and Balances	Purpose	2008	2009	2010	2011	2012
		Actual £'000	Forecast £'000	Forecast £'000	Forecast £'000	Forecast £'000
Capital Expenditure	To fund capital expenditure	64,040	57,340	49,440	44,540	40,740
Car Parking	On-street parking surpluses for use on legally specified local spending	38,502	37,702	31,202	23,502	19,302
Strategic Regeneration	Funding for strategic regeneration	13,333	12,877	12,101	12,051	12,051
Insurance	Meets future insurance liabilities	6,667	6,127	5,787	5,447	5,107
Demand Growth	Meets volatile growth pressures	5,297	5,297	5,297	5,297	5,297
Local Initiatives (Transformation Fund)	For locally determined projects	4,942	4,842	4,842	4,842	4,842
Supporting People	Phase in impact of reducing government grant allocations	3,965	3,913	2,861	1,431	0
Repairs and Renewals	Provides for replacement of equipment	3,599	3,365	3,160	3,175	2,973
Service Risks	To mitigate unplanned service problems	3,300	3,625	2,625	2,565	2,565
Cost Reduction (Transformation Fund)	Funding for invest to save opportunities	3,000	2,942	1,842	1,842	1,842
Specific Grant Loss	Safeguard against adverse changes in specific grant regimes	2,910	2,738	2,566	2,566	2,566
Budget Carry Forward	Self explanatory	2,059	0	0	0	0
Property Strategy Fund	Feasibility studies and condition surveys for capital planning	2,030	1,746	1,393	1,393	1,393
Chelsea Academy Co-Sponsorship	Funding for the new school held until paid over to government	2,000	1,000	0	0	0
Severance (Transformation Fund)	To meet costs arising from job losses	1,919	2,288	2,613	2,763	2,763
Better City Life	Resources for new local policy priorities	1,655	2,180	2,330	1,955	1,775
Value Added Tax (VAT) Liability	Meet potential future liabilities	1,070	1,070	1,070	1,070	1,070
Corporate Information Systems (IS) Initiatives	To replace office systems	848	456	51	47	47
Building Alterations	For special repairs and maintenance work	345	118	0	0	0
Manresa Road Dilapidations	Self explanatory	250	0	0	0	0
Licensing and Planning Costs Reserve	Self explanatory	250	250	250	250	250
General Services Building Maintenance	Evens out the cost of the annual maintenance programme	202	0	0	0	0
Risk Management	Pump priming for initiatives	189	29	0	0	0
Bridge Repairs	For periodic repairs required to the bridges	161	127	98	98	98
Economic Development	For investment in economic development and regeneration initiatives	154	154	154	0	0
Standards Fund Carry Forward	Carry forward unspent on Standards Fund (matched funding)	132	0	0	0	0
Local Elections	To smooth the cost of local government elections every four years	125	200	275	0	0
Strategic Communication	Provides a campaigning, lobbying and communications capacity	122	0	0	0	0
Public Art	Self explanatory	102	102	102	102	102
West Chelsea Initiative	Rent income to be spent in South West Chelsea	98	0	0	0	0
Community Safety	Self explanatory	82	50	0	0	0
Street Trading Account	Under or overspends on street trading	77	44	0	0	0
Mortuary	Contribution to future capital works on Horseferry Road Mortuary	75	20	20	20	20
Canalside House	For major repairs and equipment replacement	53	53	53	53	53
Market Improvement	Self explanatory	22	40	0	0	0
Legal Advice To Schools	Self explanatory	21	21	21	21	21
Southern Row	Contributions to tenants to fund major works	16	0	0	0	0
Private Health Care Liabilities	For variances on the private healthcare contract	14	0	0	0	0
Subtotal General Fund Reserves		163,626	150,716	130,153	115,030	104,877
General Fund Working Balance	Unearmarked cash held	14,255	14,255	10,000	10,000	10,000
Total General Fund		177,881	164,971	140,153	125,030	114,877
HRA Major Repairs	For investment in the housing stock	7,109	6,492	1,392	0	0
HRA Working Balance	Unearmarked cash held	10,208	9,723	11,535	10,478	8,356
HRA Lancaster West Estate Management Board	Grant earmarked under management agreement	547	382	307	307	307
HRA Controlled Repairs	To fund committed repairs projects	264	0	0	0	0
Total Housing Revenue Account (HRA)		18,128	16,597	13,234	10,785	8,663
Schools Reserves	Balances held by schools (outside of the Council's control)	6,665	6,665	6,665	6,665	6,665
Collection Fund Balance	A statutory account to hold balances on collection of Council Tax	1,660	367	0	0	0
Total Reserves and Balances		204,334	188,600	160,052	142,480	130,205

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	GARDEN TAX BAND D	BAND D TAX INCL GARDEN
			£	£	£
900	Addison Gardens	123	36,000	292.68	1,061.98
901	Arundel Gardens/Ladbroke Gardens	254	36,000	141.73	911.03
902	Avondale Park Gardens	29	1,600	55.17	824.47
904	Barkston Gardens	244	30,000	122.95	892.25
906	Bina Gardens (West)	186	21,500	115.59	884.89
907	Bolton Gardens	123	30,000	243.90	1,013.20
908	Bramham Gardens	407	35,000	86.00	855.30
909	Brompton Square	189	15,000	79.37	848.67
912	Campden Hill Square	86	24,000	279.07	1,048.37
913	Campden House Court	221	22,500	101.81	871.11
914	Clarendon Rd/Lansdowne Rd	44	14,000	318.18	1,087.48
915	Collingham Gardens	197	25,000	126.90	896.20
916	Cornwall Gardens	679	58,000	85.42	854.72
917	Courtfield Gardens (East)	209	20,000	95.69	864.99
918	Courtfield Gardens (West)	475	60,000	126.32	895.62
921	Earls Court Square	295	18,500	62.71	832.01
922	Edwardes Square	240	49,810	207.54	976.84
925	Gledhow Gardens	291	40,000	137.46	906.76
928	Hereford Square	79	15,000	189.87	959.17
929	Holland Rd/Russell Rd	188	21,000	111.70	881.00
930	Hornton St/Holland St	116	9,000	77.59	846.89
933	Iverna Court	219	12,000	54.79	824.09
936	Kensington Square	118	10,500	88.98	858.28
939	Lexham Gardens	287	33,000	114.98	884.28
942	Moreton & Cresswell Gardens	113	16,800	148.67	917.97
944	NeVERN Square	301	34,000	112.96	882.26
945	Norland Square	174	24,000	137.93	907.23
948	Ovington Square	190	21,000	110.53	879.83
951	Pembridge Square	201	39,600	197.01	966.31
952	Philbeach Gardens	309	44,000	142.39	911.69
955	Royal Crescent	184	37,000	201.09	970.39
958	St James's Gardens	155	18,960	122.32	891.62
959	Stanley Crescent	187	33,000	176.47	945.77
960	Stanley Gardens (North)	126	26,000	206.35	975.65
961	Stanley Gardens (South)	195	43,000	220.51	989.81
962	Sunningdale Gardens	27	2,500	92.59	861.89
965	Wetherby Gardens	368	58,600	159.24	928.54

ROYAL BOROUGH COUNCIL TAX - GARDEN SQUARES TOWN GARDENS PROTECTION ACT 1863					
CODE	GARDEN SQUARE	BAND D EQUIVALENTS	GARDEN LEVY	GARDEN TAX BAND D	BAND D TAX INCL GARDEN
			£	£	£
975	Arundel Gardens/Elgin Crescent	262	40,000	152.67	921.97
977	Blenheim Crescent/Elgin Crescent	262	81,000	309.16	1,078.46
978	Emperor's Gate	209	5,250	25.12	794.42
979	Ladbroke Grove	55	2,500	45.45	814.75
980	Lansdowne Rd/Elgin Crescent	131	24,000	183.21	952.51
981	Lansdowne Rd/Lansdowne Crescent	173	38,000	219.65	988.95
982	Lansdowne Walk / Lansdowne Rd (Hanover)	154	26,435	171.66	940.96
984	Montpelier Gardens	118	42,200	357.63	1,126.93
986	Notting Hill	34	7,000	205.88	975.18
			1,302,255		

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	£ 512.87	£ 598.34	£ 683.82	£ 769.30	£ 940.26	£ 1111.21	£ 1282.17	£ 1538.60

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	707.99	825.98	943.98	1,061.98	1,297.98	1,533.97	1,769.97	2,123.96
901	Arundel Gardens/Ladbroke Gardens	607.35	708.58	809.80	911.03	1,113.48	1,315.93	1,518.38	1,822.06
902	Avondale Park Gardens	549.65	641.25	732.86	824.47	1,007.69	1,190.90	1,374.12	1,648.94
904	Barkston Gardens	594.83	693.97	793.11	892.25	1,090.53	1,288.81	1,487.08	1,784.50
906	Bina Gardens (West)	589.93	688.25	786.57	884.89	1,081.53	1,278.17	1,474.82	1,769.78
907	Bolton Gardens	675.47	788.04	900.62	1,013.20	1,238.36	1,463.51	1,688.67	2,026.40
908	Bramham Gardens	570.20	665.23	760.27	855.30	1,045.37	1,235.43	1,425.50	1,710.60
909	Brompton Square	565.78	660.08	754.37	848.67	1,037.26	1,225.86	1,414.45	1,697.34
912	Campden Hill Square	698.91	815.40	931.88	1,048.37	1,281.34	1,514.31	1,747.28	2,096.74
913	Campden House Court	580.74	677.53	774.32	871.11	1,064.69	1,258.27	1,451.85	1,742.22
914	Clarendon Rd/Lansdowne Rd	724.99	845.82	966.65	1,087.48	1,329.14	1,570.80	1,812.47	2,174.96
915	Collingham Gardens	597.47	697.04	796.62	896.20	1,095.36	1,294.51	1,493.67	1,792.40
916	Cornwall Gardens	569.81	664.78	759.75	854.72	1,044.66	1,234.60	1,424.53	1,709.44
917	Courtfield Gardens (East)	576.66	672.77	768.88	864.99	1,057.21	1,249.43	1,441.65	1,729.98
918	Courtfield Gardens (West)	597.08	696.59	796.11	895.62	1,094.65	1,293.67	1,492.70	1,791.24
921	Earls Court Square	554.67	647.12	739.56	832.01	1,016.90	1,201.79	1,386.68	1,664.02
922	Edwardes Square	651.23	759.76	868.30	976.84	1,193.92	1,410.99	1,628.07	1,953.68
925	Gledhow Gardens	604.51	705.26	806.01	906.76	1,108.26	1,309.76	1,511.27	1,813.52
928	Hereford Square	639.45	746.02	852.60	959.17	1,172.32	1,385.47	1,598.62	1,918.34
929	Holland Rd/Russell Rd	587.33	685.22	783.11	881.00	1,076.78	1,272.56	1,468.33	1,762.00
930	Horton St/Holland St	564.59	658.69	752.79	846.89	1,035.09	1,223.29	1,411.48	1,693.78
933	Ivorna Court	549.39	640.96	732.52	824.09	1,007.22	1,190.35	1,373.48	1,648.18
936	Kensington Square	572.19	667.55	762.92	858.28	1,049.01	1,239.74	1,430.47	1,716.56
939	Lexham Gardens	589.52	687.77	786.03	884.28	1,080.79	1,277.29	1,473.80	1,768.56
942	Moreton & Cresswell Gardens	611.98	713.98	815.97	917.97	1,121.96	1,325.96	1,529.95	1,835.94
944	Nevern Square	588.17	686.20	784.23	882.26	1,078.32	1,274.38	1,470.43	1,764.52
945	Norland Square	604.82	705.62	806.43	907.23	1,108.84	1,310.44	1,512.05	1,814.46
948	Ovington Square	586.55	684.31	782.07	879.83	1,075.35	1,270.87	1,466.38	1,759.66
951	Pembridge Square	644.21	751.57	858.94	966.31	1,181.05	1,395.78	1,610.52	1,932.62
952	Philbeach Gardens	607.79	709.09	810.39	911.69	1,114.29	1,316.89	1,519.48	1,823.38
955	Royal Crescent	646.93	754.75	862.57	970.39	1,186.03	1,401.67	1,617.32	1,940.78
958	St James'S Gardens	594.41	693.48	792.55	891.62	1,089.76	1,287.90	1,486.03	1,783.24
959	Stanley Crescent	630.51	735.60	840.68	945.77	1,155.94	1,366.11	1,576.28	1,891.54
960	Stanley Gardens (North)	650.43	758.84	867.24	975.65	1,192.46	1,409.27	1,626.08	1,951.30
961	Stanley Gardens (South)	659.87	769.85	879.83	989.81	1,209.77	1,429.73	1,649.68	1,979.62
962	Sunningdale Gardens	574.59	670.36	766.12	861.89	1,053.42	1,244.95	1,436.48	1,723.78
965	Wetherby Gardens	619.03	722.20	825.37	928.54	1,134.88	1,341.22	1,547.57	1,857.08

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	614.65	717.09	819.53	921.97	1,126.85	1,331.73	1,536.62	1,843.94
977	Blenheim Crescent/Elgin Crescent	718.97	838.80	958.63	1,078.46	1,318.12	1,557.78	1,797.43	2,156.92
978	Emperor's Gate	529.61	617.88	706.15	794.42	970.96	1,147.50	1,324.03	1,588.84
979	Ladbroke Grove	543.17	633.69	724.22	814.75	995.81	1,176.86	1,357.92	1,629.50
980	Lansdowne Rd/Elgin Crescent	635.01	740.84	846.68	952.51	1,164.18	1,375.85	1,587.52	1,905.02
981	Lansdowne Rd/Lansdowne Crescent	659.30	769.18	879.07	988.95	1,208.72	1,428.48	1,648.25	1,977.90
982	Lansdowne Walk / Lansdowne Rd (Hanover)	627.31	731.86	836.41	940.96	1,150.06	1,359.16	1,568.27	1,881.92
984	Montpelier Gardens	751.29	876.50	1,001.72	1,126.93	1,377.36	1,627.79	1,878.22	2,253.86
986	Notting Hill	650.12	758.47	866.83	975.18	1,191.89	1,408.59	1,625.30	1,950.36

**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	£ 719.42	£ 839.31	£ 959.22	£ 1079.12	£ 1318.93	£ 1558.73	£ 1798.54	£ 2158.24

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	914.54	1066.95	1219.38	1371.80	1676.65	1981.49	2286.34	2743.60
901	Arundel Gardens/Ladbroke Gardens	813.90	949.55	1085.20	1220.85	1492.15	1763.45	2034.75	2441.70
902	Avondale Park Gardens	756.20	882.22	1008.26	1134.29	1386.36	1638.42	1890.49	2268.58
904	Barkston Gardens	801.38	934.94	1068.51	1202.07	1469.20	1736.33	2003.45	2404.14
906	Bina Gardens (West)	796.48	929.22	1061.97	1194.71	1460.20	1725.69	1991.19	2389.42
907	Bolton Gardens	882.02	1029.01	1176.02	1323.02	1617.03	1911.03	2205.04	2646.04
908	Bramham Gardens	776.75	906.20	1035.67	1165.12	1424.04	1682.95	1941.87	2330.24
909	Brompton Square	772.33	901.05	1029.77	1158.49	1415.93	1673.38	1930.82	2316.98
912	Campden Hill Square	905.46	1056.37	1207.28	1358.19	1660.01	1961.83	2263.65	2716.38
913	Campden House Court	787.29	918.50	1049.72	1180.93	1443.36	1705.79	1968.22	2361.86
914	Clarendon Rd/Lansdowne Rd	931.54	1086.79	1242.05	1397.30	1707.81	2018.32	2328.84	2794.60
915	Collingham Gardens	804.02	938.01	1072.02	1206.02	1474.03	1742.03	2010.04	2412.04
916	Cornwall Gardens	776.36	905.75	1035.15	1164.54	1423.33	1682.12	1940.90	2329.08
917	Courtfield Gardens (East)	783.21	913.74	1044.28	1174.81	1435.88	1696.95	1958.02	2349.62
918	Courtfield Gardens (West)	803.63	937.56	1071.51	1205.44	1473.32	1741.19	2009.07	2410.88
921	Earls Court Square	761.22	888.09	1014.96	1141.83	1395.57	1649.31	1903.05	2283.66
922	Edwardes Square	857.78	1000.73	1143.70	1286.66	1572.59	1858.51	2144.44	2573.32
925	Gledhow Gardens	811.06	946.23	1081.41	1216.58	1486.93	1757.28	2027.64	2433.16
928	Hereford Square	846.00	986.99	1128.00	1268.99	1550.99	1832.99	2114.99	2537.98
929	Holland Rd/Russell Rd	793.88	926.19	1058.51	1190.82	1455.45	1720.08	1984.70	2381.64
930	Hornton St/Holland St	771.14	899.66	1028.19	1156.71	1413.76	1670.81	1927.85	2313.42
933	Ivema Court	755.94	881.93	1007.92	1133.91	1385.89	1637.87	1889.85	2267.82
936	Kensington Square	778.74	908.52	1038.32	1168.10	1427.68	1687.26	1946.84	2336.20
939	Lexham Gardens	796.07	928.74	1061.43	1194.10	1459.46	1724.81	1990.17	2388.20
942	Moreton & Cresswell Gardens	818.53	954.95	1091.37	1227.79	1500.63	1773.48	2046.32	2455.58
944	Nevern Square	794.72	927.17	1059.63	1192.08	1456.99	1721.90	1986.80	2384.16
945	Norland Square	811.37	946.59	1081.83	1217.05	1487.51	1757.96	2028.42	2434.10
948	Ovington Square	793.10	925.28	1057.47	1189.65	1454.02	1718.39	1982.75	2379.30
951	Pembroke Square	850.76	992.54	1134.34	1276.13	1559.72	1843.30	2126.89	2552.26
952	Philbeach Gardens	814.34	950.06	1085.79	1221.51	1492.96	1764.41	2035.85	2443.02
955	Royal Crescent	853.48	995.72	1137.97	1280.21	1564.70	1849.19	2133.69	2560.42
958	St James'S Gardens	800.96	934.45	1067.95	1201.44	1468.43	1735.42	2002.40	2402.88
959	Stanley Crescent	837.06	976.57	1116.08	1255.59	1534.61	1813.63	2092.65	2511.18
960	Stanley Gardens (North)	856.98	999.81	1142.64	1285.47	1571.13	1856.79	2142.45	2570.94
961	Stanley Gardens (South)	866.42	1010.82	1155.23	1299.63	1588.44	1877.25	2166.05	2599.26
962	Sunningdale Gardens	781.14	911.33	1041.52	1171.71	1432.09	1692.47	1952.85	2343.42
965	Wetherby Gardens	825.58	963.17	1100.77	1238.36	1513.55	1788.74	2063.94	2476.72

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	821.20	958.06	1094.93	1231.79	1505.52	1779.25	2052.99	2463.58
977	Blenheim Crescent/Elgin Crescent	925.52	1079.77	1234.03	1388.28	1696.79	2005.30	2313.80	2776.56
978	Emperor's Gate	736.16	858.85	981.55	1104.24	1349.63	1595.02	1840.40	2208.48
979	Ladbroke Grove	749.72	874.66	999.62	1124.57	1374.48	1624.38	1874.29	2249.14
980	Lansdowne Rd/Elgin Crescent	841.56	981.81	1122.08	1262.33	1542.85	1823.37	2103.89	2524.66
981	Lansdowne Rd/Lansdowne Crescent	865.85	1010.15	1154.47	1298.77	1587.39	1876.00	2164.62	2587.54
982	Lansdowne Walk / Lansdowne Rd (Hanover)	833.86	972.83	1111.81	1250.78	1528.73	1806.68	2084.64	2501.56
984	Montpelier Gardens	957.84	1117.47	1277.12	1436.75	1756.03	2075.31	2394.59	2873.50
986	Notting Hill	856.67	999.44	1142.23	1285.00	1570.56	1856.11	2141.67	2570.00

THE COUNCIL'S MEDIUM TERM FINANCIAL STRATEGY

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 remains 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 and particularly change programmes;
- 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; and
 - reserves to meet the costs of the capital investment programme over the next three years; and
- maintain the Council's 'AAA' (highest) Standard and Poors credit rating, an external validation of the Council's financial standing.

The £50 efficiency dividend and Measures Aiming At Helping Local Businesses

This note sets out the rationale for the one-off £50 efficiency dividend; why it appears a more suitable application of the powers under section 2 of the Local Government Act 2000 than alternatives; and how it has regard to the Community Strategy 2008-2018.

Economic background

In his Pre-Budget Report on 24 November 2008, the Chancellor of the Exchequer said:

“My pre-Budget statement today is made against a background of economic uncertainty not seen for generations. These are extraordinary, challenging times for the global economy, and they are having an impact on businesses and families right across the world.”³

The challenges include: a spike in rates of inflation in late 2008; a “credit crunch” that is limiting businesses’ ability to re-finance debt; very low interest rates, notable for the effect on those who depend on their savings to top up pensions; and above all, the consequence of retrenchment in the UK and elsewhere on employment.

Amongst many vulnerable groups adversely affected would be pensioners on Council Tax Benefit facing a step increase in fuel bills. There are around 4,200 such residents in the Borough.

Research commissioned by the Local Government Association suggests that, within England, London could be worst hit with a risk of loss of employment over 2009 and 2010 of 7.9 per cent compared to an average of 6.4 per cent⁴.

A further study by Oxford Economics suggests that the Royal Borough is the seventh most vulnerable out of 408 local authorities⁵.

Scope for action

Section 2 of the Local Government Act 2000 empowers local authorities to do anything which they consider likely to promote or improve the economic, social and environmental well-being of their area.

³<http://www.publications.parliament.uk/pa/cm200708/cmhansrd/cm081124/debtext/81124-0004.htm#0811246000002>

⁴ <http://www.lga.gov.uk/lga/publications/publication-display.do?id=1212613>

⁵ [http://www.oef.com/Free/pdfs/ukregcc\(july08\).pdf](http://www.oef.com/Free/pdfs/ukregcc(july08).pdf)

In determining whether or how to exercise this power, a local authority must have regard to their Community Strategy. The Royal Borough's Community Strategy 2008-2018 includes the following:

- an aim to support children and families to make a positive contribution and achieve economic well-being, including through reducing child poverty and worklessness;
- a goal for work and business: a borough which enjoys stable levels of economic growth and employment, with the benefits of increasing prosperity enjoyed across the borough; and within which there is an aim to:
- create and maintain an attractive and vibrant business environment within the borough.

The biggest risk to well-being in the Royal Borough is that loss of employment and income amongst residents, both those of working age and in retirement, is damaging in itself and further damages sectors with significant employment within the Royal Borough, notably retailers.

Appropriate policy measures, meeting the goals and aims of the Community Strategy for economic and social well-being would, in these circumstances:

- be implemented soon: the trough of the recession may occur soon; and action soon may be disproportionately more valued by residents and businesses than action later;
- address the wide range of residents who might suffer from current economic circumstances;
- acknowledge that the Council is not in a position to assess the precise, relative needs of different groups beyond those claiming Housing Benefit or Council Tax Benefit;
- for reasons of efficiency and security, use the Council's existing financial links with residents, of which payment of Council Tax is much the most widespread and automated; and
- show some potential to be re-cycled within the Borough to the benefit of business.

The scale of the measures:

- should take account of any increases in payments by residents already in prospect;
- should take account of local business needs which can be legitimately and reasonably addressed by the Council
- balance the availability of funds from the Council's reserves with the numerous opportunities, threats and pressures facing the Council itself as a provider of many other services:

- i. there are major opportunities to transform the Borough's housing stock, for which revenue contributions to capital are merited;
- ii. in 2009/10, the recession itself could add pressures of up to £4 million net spending; and
- iii. thereafter there could, for instance, be low or no increases in Formula Grant after 2010/11, reviews of specific grant and higher contributions to the pension fund.

Given these considerations, a £50 one-off payment to resident Council Tax payers, including those on benefit, has the following advantages:

- it can be made as soon as April;
- it can reach all resident households;
- it makes no complicated judgement about relative need but offers proportionately more help both to those on lower incomes and to adults living alone;
- in many cases it can be paid as an offset to direct debit payments;
- messages offered along side the payment, and measure such as free parking on Saturdays in April, may help re-cycle the purchasing power in the Borough;
- it is both a round number and almost exactly offsets the 3.2% Council Tax increase for residents who pay at band H. It offers modest cash cuts at lower bands, up to 10.2 per cent for single adults in band A property; and
- it represents a large share of the typical savings from efficiency and switches in priority which the Council makes in a year; but it does not reduce the Council Tax that could be raised by the Council in later years.

The obvious alternative would be a lower or no increase in Council Tax rates. However, this would be spread across the financial year and thus lack immediate impact. It would presume a link between the various economic vicissitudes and past estimates of property values, which is unlikely to be right. It would exclude those on benefit but include owners of second homes and empty homes, where the prospects for re-cycling of gains within the Royal Borough are weakest; and (given the 5 per cent cap on Council Tax increases) it *might* reduce the amount of Council Tax which the Council could raise in future years.

Eligibility criteria for the £50 efficiency dividend payment are set out below.

Eligibility Criteria

1. The £50 payment will be made to residents of the Royal Borough not excluded by paragraph 2 who, on or before 1 April 2009, are known by the Council to be liable for Council Tax on 1 April 2009.
2. The payment will not be made where the Council Tax liabilities are in respect of:
 - furnished or unfurnished empty properties;
 - properties occupied as second homes;
 - student halls of residence and other properties occupied entirely by students;
 - Ministry of Defence barracks and quarters;
 - visiting forces accommodation; and
 - properties occupied by foreign diplomats
3. The payment will, in most cases, be credited to the resident's Council Tax account, reducing the April 2009 instalment by £50.
4. Where there are arrears of Council Tax for 2008/09, the £50 will be applied to those arrears.
5. A resident who has a nil balance on his Council Tax account because he has had his liability met by Council Tax Benefit will instead be paid £50 by cheque. If two or more people are jointly liable for the Council Tax, the cheque will be sent to the first named person.
6. Initially the payments will be made at the time the 2009/10 Council Tax bills are prepared, week commencing 9 March 2009. Residents who meet the condition defined in paragraph 1 but who first become liable after the bills are prepared or whose liability is made known to the Council after that date will have their Council Tax accounts credited by £50 later, probably at the end of April.

Proposals aimed at helping local businesses are set out in Further Measures Aimed at Helping Local Businesses(page xvii), Parts 2 and 3.

Measures Aimed At Helping Local Businesses

Free Visitor Parking On Saturdays In April 2009

1. Parking occupancy surveys carried out in the autumn of 2008 showed that in the major shopping areas the demand for visitor parking remained high. However, the general pattern since the introduction of congestion charging has been one of falling demand for visitor parking overall. Even before the onset of the recession, the Royal Borough's Retail Commission recommended that the Council allow free parking for thirty minutes in areas that would benefit local shops.
2. As part of the Council's efforts to support the local economy, it is therefore proposed to introduce free parking on Saturdays in April (4th, 11th, 18th and 25th) **for a maximum stay of two hours**. This will apply to all pay and display bays in the Borough and therefore excludes residents' bays and yellow lines. Pay and display machines will be bagged with a heavy duty plastic bag carrying the Royal Borough logo and a message to the effect that parking in pay and display bays is free up to the maximum stay period on these specific dates.
3. It is proposed to deal with this via an Experimental Order and will advertise that the pay and display charges will be waived on the four specified Saturdays in April. A full report on this proposal is elsewhere on the Cabinet agenda.
4. The cost of this proposal, in terms of the loss of parking, penalty notice income and administering the scheme is estimated to be around £0.3 million. Budget provision for this is included within the £4.2 million budget set aside for measures to promote economic well-being, drawn down from the working balance.

Further Measures Aimed At Helping Local Businesses

1.0 Introduction

- 1.1 Local authorities, regional and sub-regional agencies with responsibility for economic development are looking at means by which they can mitigate the effects of the economic downturn and coordinate resources and services to enable economic recovery.
- 1.2 Whilst monitoring and contributing to the development of these activities, the Regeneration Team has been developing a number of local initiatives to help residents and businesses through these difficult financial circumstances.
- 1.3 These include new initiatives over and above the work currently being managed by the team; acceleration and widening of planned activities and resourcing existing services further, to reflect increases or changes in demand.
- 1.4 In consultation with delivery partners and colleagues from around the council, it has been decided that the focus of the response should be on supporting businesses. There is a growing need to provide services to residents, for example supporting them into jobs and training but it is currently felt that this area is served. However, this must be continually monitored and a response made to meet any changes in demand.

2.0 Rationale

- 2.1 London's Small and Medium Sized Enterprises (SMEs) experiencing falling demand, credit squeezes and reduced profit margins, are facing the rising prospect that their businesses are more likely than ever to fail.
- 2.2 As the extent of recession becomes more evident, with business groups and banks expecting to see a minimum 50 per cent increase in business failures and reports that over 400,000 jobs in London are expected to be lost, there is increasing need for support to businesses to sustain employment and create new jobs.
- 2.3 Businesses with access to the knowledge of experts, flexible and accessible finance and support structures can and do trade through recessions, coming out of temporary downturns stronger, fitter and ready to create new jobs. Timely intervention to assist struggling businesses can make the difference between survival and failure.

- 2.4 The challenge is to provide support in these areas, to the vulnerable SMEs, before their trading position deteriorates to such an extent that good advice and prompt action can make little impact.
- 2.5 The effect of the recession is going to be most visible in the retail sector. As people cut back on discretionary spending, some of the smaller independent retailers operating quite marginal businesses before the recession took hold will falter, threatening the borough's unique retail offer.
- 2.6 Retail is also one of the largest employment sectors in the Royal Borough with 39 per cent of employment (almost 44,000 jobs) in distribution, hotels and restaurants; the measures must give priority to this sector.

3.0 Proposed Initiatives

- 3.1 Several initiatives are being examined:

Business recovery service

The Council's is already commissioning the local enterprise agency, Portobello Business Centre (PBC), to deliver services to business under threat from the recession, through existing budgets. PBC is a well-established and quality provider of such support and the only registered Enterprise Agency based in the Royal Borough. Officers are considering the value of increasing the number of businesses to whom the Centre will be able to provide such advice.

Business loan fund

Access to capital for businesses (especially small businesses) remains very tight, and for some this may mean the difference between economic survival or collapse. The introduction of a revolving loan fund, administered by the PBC, could help to prevent avoidable business failures in the small business sector.

Acceleration of town centres development work

There are currently no formal Town Centre Management arrangements in the Royal Borough to represent and drive forward the interests of the retail sector, although there are a number of smaller voluntary groups particularly in Portobello Road/Golborne Road. The Town Centre Initiatives Manager is engaging retailers and retail property owners to understand their specific issues and gauge interest in establishing more formal partnership arrangements. The expectation is that this will lead to the development of action plans to support and enhance the viability of the Royal Borough's retail centres. Officers are considering whether this

work could be accelerated through the provision of additional support to the Initiatives Manager.

Support for independent retailers

Officers are exploring options to kick-start a consumer loyalty card scheme to support independent retailers in the Royal Borough. The viability and value of such a scheme is currently being assessed and officers hope to report to members in early February, once exploratory work has been completed.

4.0 Summary

It is recommended that a minimum £210,000 be made available to fund the initiatives above, subject to further details and costings. It is likely that the aggregate costs of emerging proposals will exceed this minimum and that prioritisation will therefore be necessary.

Budget provision for this is included within the £4.2 million budget set aside for measures to promote economic well-being, drawn down from the working balance.

KEY BUDGET PRIORITIES

(Extract from the Cabinet Business Plan)

Family and Children's Services

- **Improving prevention and early intervention:** Invest in developing integrated early intervention services so that families can access timely and skilled help to prevent problems escalating. Continue to implement intervention programmes for any child or young person who is in danger of not achieving their academic potential.
- **Widening opportunities for achieving lasting economic well-being:** Tackle the underlying causes of child poverty; widen opportunities for achieving economic well-being; and promote good health for children, young people and their parents.
- **Robust Safeguarding:** To ensure that we respond promptly to safeguard all children and those who are identified as vulnerable and at risk of harm. To target specific groups identified to be more at risk than others and ensure that services are in place to respond to assessed needs. Continue to improve outcomes for LAC and those Leaving Care
- **Raising educational standards:** Continue to raise educational standards for all children and young people; Strengthen training opportunities for young people and adults through the 14-19 Curriculum and the Adult and Family Learning programme; and improve the educational attainment of looked after children with support from the 'Virtual School'.
- **Improving opportunities for play and recreation:** Improve safe play, sports and recreation opportunities for all children and young people to enjoy life and achieve their potential.
- **Enhancing services for children with disabilities:** Involve children and their families in improving the quality, range and coordination of services and information. Strengthen support to disabled children and their families by making better use of data to inform service delivery.
- **Releasing potential:** Enable children, young people and families to reach their full potential; establish innovative ways of working and develop a skilled workforce, with professionals working together to deliver high quality services; use resources more efficiently while continuing to deliver excellent services;
- **Investing in the future:** Develop new facilities and improve existing buildings; including building Chelsea Academy and St. Cuthbert's Children Centre, rebuilding Holland Park School, and refurbishing St. Quintin's centre for children with disabilities. Invest in ICT and other service improvement to provide first class library services. Put in place ICT infrastructure that supports innovation, collaboration and personalisation.
- **Improve health outcomes for children, young people and their families through the Children's Trust arrangements:** Maximise opportunities for integration between health, education and social care as part of Children's Trust arrangements. Intervene early to improve life changes, long term health and transitions between services.

Housing, Health and Adult Social Care

- **Greater choice and control:** Transform social care services through a programme of personalisation so there is greater choice and control for people to determine the care and support that is right for them, helping them to live independently and as active members of the community.
- **Integrating health and social care services:** Continue to work with partners, in particular in the NHS and voluntary sector, to integrate and better coordinate early intervention and prevention services making them easier to access and more convenient.
- **Improving safeguarding and regulation:** Strengthen further systems to protect vulnerable adults from the risk of abuse and neglect.
- **Assessing need and targeting resources:** Through the Joint Strategic Needs Assessment, create a framework to guide investment in all health and adult social care services. This will ensure the local community receives relevant, responsive and well coordinated services which address the areas of greatest need both now and in the future.
- **Delivering quality housing:** Ensure outstanding quality of housing, across all tenures, which is sustainable and enables a diverse population to live as part of the same community. This goal will be at the centre of a new Housing Strategy to be published in Spring 2009.
- **Investing in the borough's housing:** Undertake a Stock Options Appraisal to consider and implement proposals to ensure those living in Council Housing continue to benefit from well maintained homes and Really good services.
- **Effectively allocating social housing:** Introduce a simpler and more strategic approach to allocating social housing in the borough so that the borough's scarce social housing is targeted at those in greatest need and the number of people in temporary accommodation is reduced.
- **Learning from user feedback:** Collect intelligent and robust information on the experiences of the Business Group's diverse service users to ensure all residents have fair and equal access to services and benefit from high standards of customer care.

Planning and Borough Development

- **Developing a spatial vision for the borough:** Finalise the Council's vision for the future spatial development of the borough, including submitting the Local Development Framework Core Strategy to the Secretary of State.
- **Regenerating the north of the borough:** Prepare planning briefs for Kensal gas works area, Trellick Tower, the Silchester Estate, Portobello Court and Notting Hill Gate.
- **Benefiting from developments:** To ensure developments put something back into the community, develop a new framework for Section 106 agreements and monitor their implementation.
- **Enhancing and preserving the borough's town centres:** Enhance the vitality of the Royal Borough's town centres, ensuring they meet the needs of the communities they serve and preserving their unique and special characteristics.

- **Taking effective enforcement action:** Ensure effective enforcement action is taken to achieve an attractive, healthy and safe environment and finalise Supplementary Planning Documents which will protect the character of the Royal Borough's built environment
- **Offering pre-application advice:** Introduce new procedures for pre-application advice and recording, including charging for pre-application advice.
- **Processing planning applications efficiently:** Deal with planning applications within Government targets.
- **Improving customer service:** Make better use of technology to ensure customers enjoy an efficient and professional service.
- **Expanding the Building Control Service:** Form a team to focus on major building projects within the Royal Borough and which will sell its building control expertise to other local authorities and the private sector.

Transport, Environment and Leisure Services

- **Protecting and enhancing the environment:** Deliver lasting improvements to the environment and reduce the adverse impact of the Council's and its partners' operations on the environment by implementing the action plans that will deliver the Council's Environment Strategy.
- **Addressing the challenges posed by climate change:** Implementing the Climate Strategy, make changes to the operation of the Council's estate, deliver services in more energy efficient ways and stimulate change among residents, businesses and other organisations.
- **Reducing waste:** Reduce the amount of residual waste produced in the Royal Borough through a combination of less overall waste and more reuse, recycling and composting.
- **Improving street cleanliness:** Further improve street cleanliness by targeting sites where substantial improvements in cleanliness can be made.
- **Improving parks:** Ensure the Council's parks remain a valuable resource for all residents by improving them as outlined in the Council's ten year Parks Strategy and winning 'Green Flag' status for all of the Royal Borough's parks over the next decade.
- **Transforming Exhibition Road:** Deliver ambitious enhancements to Exhibition Road that will create a more welcoming environment in which to live, work and visit.
- **Leaving an Olympic legacy:** Capitalise on the 2012 Olympics and Paralympics to promote recognition of the Royal Borough as a place for creativity and innovation and increase participation in sport and community activity.
- **Developing artistic practice:** Develop excellence in artistic practice, including professional development for artists and cultural organisations, which will contribute to the reputation of the Royal Borough and attract new businesses and residents, enriching the 'social mix' and fuelling the economy.
- **Encouraging participation in the arts:** Encourage people to take part in more cultural activity and to enhance their artistic skills to create a stronger sense of community.

Corporate Services

- **Tackling crime:** Reduce crime and antisocial behaviour to make the Royal Borough a safe place to live, work and visit.
- **Tackling worklessness:** Reduce levels of worklessness, improve peoples' opportunities and tackle income poverty, especially in deprived areas of the Royal Borough. Take action to support the Royal Borough's local economy.
- **Equality of access and services:** Ensure all residents have fair and equal access to services and that customer services are of a high standard.
- **Supporting Really good services:** Maintain highly effective human resource systems, performance management, consultation arrangements, communications and property management services to ensure Really good services are delivered to residents.
- **Supporting the Smartest Council agenda:** Provide effective support for the Council's Smartest Council agenda and associated programmes.
- **Ensuring effective financial systems:** Retain effective and efficient financial systems to deliver a low Council Tax and ensure residents receive prompt payment of benefits to which they are entitled.
- **Ensuring good corporate governance:** Effective legal services; governance services and internal audit.

EXPLANATORY FOREWORD

1. Price Base

Revenue estimates are budgeted at out-turn prices to include the estimated inflation to the end of 2009/10.

2. Inflation

This includes increases in income such as fees and charges and inflation on expenditure, including the effects of pay awards from the 2008/09 budget.

3. Central Support Services and Departmental Admin Recharges

The cost of all central departments, administrative buildings and central services are fully charged to service cost centres. In addition departmental administration is also allocated to services in most cases.

One of the Council's key transformation programmes is Here to Help which will make access to our services more convenient for our customers ultimately at a reduced cost. An investment of £1.11m has been approved for 2009/10 to deliver this programme which has then been recharged to relevant services throughout the Council so causing a rise in Central Support Services charges for many departments.

The bases of allocation for the main services are as follows:-

<u>Department</u>	<u>Basis of Charge (Main Services)</u>
Finance	Various – time apportioned or usage related charges
Information Systems	Numbers of PC's / mailboxes
Personnel / Payroll	Number of employees / payslips
Legal Services	Time recorded charges
Property Services	Time recorded charges
Admin Buildings	Floor area occupied
Printing	Number of copies
General Services Management and Maintenance	Time Based Apportionment

4. Salaries

Salary budgets are prepared on the basis of a total cash limit for each department rather than on the basis of actual salaries although the allocation of the salary cash limit to different services will normally reflect current staffing levels/grades.

5. Capital Charges

Capital Charges are calculated in accordance with CIPFA's capital accounting requirements, which in the 2009/10 budgets represent an provision for depreciation based on the expected life of assets, up to a maximum of 50 years.

6. Revenue Budget Changes

Changes arising from the Cabinet Business Plan are set out at the back of the detailed budgets. The Summary of Changes statement includes references to individual items.

FAMILY AND CHILDREN'S SERVICES
REVENUE BUDGET 2009/2010

<p>FAMILY AND CHILDREN'S SERVICES REVENUE BUDGET</p>

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FAMILY AND CHILDREN'S SERVICES SUMMARY OF CHANGES

SUMMARY OF CHANGES	Budget 2009/10
	£'000
ORIGINAL BUDGET 2008/09	53,655
PAY AND PRICES CHANGES	
Pay awards	731
Price Variations - Expenditure	926
Price Variations - Income	-123
Total Pay & Prices Increases	1,534
CENTRAL SUPPORT SERVICES CHANGES	666
TRANSFERS TO/ FROM OTHER COMMITTEES	-219
CAPITAL CHARGES VARIATIONS	-170
SUB TOTAL	55,466
FINANCIAL PLAN (See Appendix for details)	
Corporate Funded Growth	
Positive Activities for Young People (100% Area Based Grant Funded)	232
Total Corporate Growth	232
Local Savings	
Increased Family Centre Income	-150
Efficiencies within the Play Service	-25
Efficiencies within the School Improvement Service	-90
Reduction in Youth Support and Development Service staffing levels	-20
Staff savings in Community Learning	-32
Fewer Looked After Children	-150
Further rationalisation of resources teams across the Business Group.	-35
Staff savings in the Schools Directorate	-48
Reduction in Home to School Transport for Special Educational Needs	-100
Total Local Savings	-650
Adjustment to reflect current service pension liability	-54
Young People's Substance Misuse (Grant funded)	109
Movement in spend relating to Standards Funds now within the Area Based Grant	207
NNDR Growth	99
Total Other Changes	361
FORECAST BUDGET	55,409

FAMILY AND CHILDREN'S SERVICES
Subjective Summary

Item	Notes	2007/08 Actual	2008/09 Budget	2009/10 Budget
		<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
EXPENDITURE				
Employee Related Expenses		34,934	36,486	37,042
Premises Related Expenses		3,810	3,366	3,719
Transport Related Expenses		447	290	299
School Delegated Budgets		63,517	57,653	58,638
Supplies & Services		16,968	18,853	20,208
Third Party Payments		20,787	19,971	21,764
Transfer Payments		94	103	77
Central Support				
Central Departments		6,601	6,754	7,652
Other Departments		800	856	791
Capital Charges		2,125	2,397	2,227
TOTAL EXPENDITURE		150,083	146,729	152,417
INCOME				
Government Grants		27,503	18,221	20,622
Dedicated Schools Grant		59,340	62,445	63,348
Other Grants & Contributions		6,197	5,895	6,420
Customer & Client Receipts				
Fees & Charges		9,492	2,179	2,342
Rents		179	166	147
SLA Income from Schools		3,509	3,919	3,991
Recharges to Other Revenue A/Cs				
Other Departments		568	249	138
TOTAL INCOME		106,788	93,074	97,008
NET EXPENDITURE		43,295	53,655	55,409

FAMILY AND CHILDREN'S SERVICES Service Summary

Service Summary	2007/08 Actual			2008/09 Budget			2009/10 Budget			Outputs	Head of Service
	Exp	Income	Net	Exp	Income	Net	Exp	Income	Net		
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000		
Cabinet Member for Family and Children's Services											
Corporate & Democratic Core	280	-	280	279	-	279	223	-	223		
Directorate											
Executive Directorate Families & Children's Services (Fully Recharged from 09/10)	717	76	641	394	75	319	513	513	-		
Total Executive Directorate Families & Children's Services	717	76	641	394	75	319	513	513	-		Exec. Dir of F&C
Resources											
Management & Support Services (Fully Recharged from 09/10)	3,041	347	2,694	2,277	360	1,917	2,398	2,398	-		
Total Management & Support Services	3,041	347	2,694	2,277	360	1,917	2,398	2,398	-		H. of Resources
Community Learning											
Community Learning Management & Support Services (Recharged)	1,359	1,359	-	1,423	1,423	-	1,451	1,451	-		Dir. Of C.L.
Extended Services	2,153	921	1,232	2,489	676	1,813	3,157	631	2,526	14 Council or partially funded term time play centres.	Dir. Of C.L.
Youth Support and Development Services	4,860	2,258	2,602	5,842	973	4,869	6,221	1,035	5,186	2 Youth & 2 water based activity centres.	Dir. Of C.L.
Adult & Family Learning	2,046	1,562	484	1,998	1,306	692	1,949	1,299	650	Approximately 11 Voluntary Organisations supported each year and K. and C. College.	Dir. Of C.L.
Community Learning Voluntary Organisations	1,401	4	1,397	1,414	-	1,414	1,419	-	1,419	Approximately 30 Voluntary Organisations supported each year.	Dir. Of C.L.
Libraries Management & Support Services (Recharged)	2,229	2,229	-	2,375	2,375	-	2,687	2,687	-		Dir. Of C.L.
Library Services	6,108	430	5,678	6,384	461	5,923	6,810	415	6,395	Central Library & 5 Branch Libraries.	Dir. Of C.L.
Archives & Heritage	78	-	78	83	-	83	89	-	89		Dir. Of C.L.
Records Management	51	-	51	41	-	41	-	-	-		Dir. Of C.L.
Total Community Learning	20,285	8,763	11,522	22,049	7,214	14,835	23,783	7,518	16,265		Dir. Of C.L.
Family Services											
Family Services Management & Support Services (Recharged)	4,232	4,232	-	4,075	4,075	-	2,569	2,569	-		Dir. Of F.S.
Care Resources, Performance, Audit & Review	7,416	1,383	6,033	7,968	487	7,481	8,957	1,035	7,922		Dir. Of F.S.
Youth Justice	1,252	409	843	1,315	407	908	1,549	533	1,016		Dir. Of F.S.
Children's Social Work Service	9,055	1,571	7,484	9,564	312	9,252	10,778	890	9,888	150 Looked After Children, 13 Guardianships and 154 Care leavers supported.	Dir. Of F.S.
Children with Complex Needs & Disabilities	3,910	487	3,423	4,672	273	4,399	5,236	517	4,719		Dir. Of F.S.
Unaccompanied Asylum Seeking Children	1,135	1,339	(204)	1,421	1,051	370	1,267	1,000	267	39 Unaccompanied Asylum Seeking Children	Dir. Of F.S.
Leaving Care	1,972	510	1,462	1,893	316	1,577	2,011	270	1,741		
Total Family Services	28,972	9,931	19,041	30,908	6,921	23,987	32,367	6,814	25,553		

FAMILY AND CHILDREN'S SERVICES Service Summary

Service Summary	2007/08 Actual			2008/09 Budget			2009/10 Budget			Outputs	Head of Service
	Exp	Income	Net	Exp	Income	Net	Exp	Income	Net		
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000		
Strategy, Commissioning & Performance											
Strategy, Commissioning & Performance (Partially Recharged from 09/10)	1,607	364	1,243	1,426	342	1,084	2,082	1,431	651		Dir. Of S.C.P.
School Meals Management Contract	2,218	2,293	(75)	2,302	2,302	-	2,362	2,362	-	Approximately 4,000 meals provided each day.	Dir. Of S.C.P.
Total Strategy, Commissioning & Performance	3,825	2,657	1,168	3,728	2,644	1,084	4,444	3,793	651		Dir. Of S.C.P.
Schools, Quality & Standards											
Early Years	9,363	4,365	4,998	9,387	4,476	4,911	10,899	5,521	5,378	8 Children Centres.	Dir. Of S.Q.S.
School Devolved Grant	8,358	8,358	-	6,650	6,650	-	8,065	8,065	-		Dir. Of S.Q.S.
Schools Strategic Management	2,212	701	1,511	3,043	713	2,330	3,638	697	2,941		Dir. Of S.Q.S.
Non Delegated School Related Grants	3,374	3,376	(2)	4,751	523	4,228	4,114	647	3,467		Dir. Of S.Q.S.
Facilitating School Improvement	2,291	1,209	1,082	2,159	927	1,232	2,331	953	1,378		Dir. Of S.Q.S.
Supporting SEN	8,990	1,990	7,000	8,662	2,167	6,495	9,619	2,165	7,454		Dir. Of S.Q.S.
Assuring Access	1,125	156	969	1,322	42	1,280	1,465	39	1,426		Dir. Of S.Q.S.
Inter Authority Recoupment	2,411	3,796	(1,385)	2,234	3,551	(1,317)	2,402	3,892	(1,490)		Dir. Of S.Q.S.
Delegated Individual Nursery Schools	2,556	385	2,171	2,130	-	2,130	2,209	-	2,209	4 School's in the Borough with 245 pupils.	Dir. Of S.Q.S.
Delegated Individual Primary Schools	35,010	4,138	30,872	31,895	-	31,895	32,094	-	32,094	26 School's in the Borough with 7,269 pupils.	Dir. Of S.Q.S.
Delegated Individual Secondary Schools	21,517	4,977	16,540	19,992	3,080	16,912	20,413	3,080	17,333	4 School's in the Borough with 3,477 pupils.	Dir. Of S.Q.S.
Delegated Individual Special Schools	3,959	426	3,533	3,666	83	3,583	3,959	84	3,875	2 School's, 1 in the Borough with 140 places.	Dir. Of S.Q.S.
Dedicated School Grant	-	59,340	(59,340)	-	62,445	(62,445)	-	63,348	(63,348)		Dir. Of S.Q.S.
Total Schools, Quality & Standards	101,166	93,217	7,949	95,891	84,657	11,234	101,208	88,491	12,717		Dir. Of S.Q.S.
Adjustment for Internal Recharges	(8,203)	(8,203)	-	(8,797)	(8,797)	-	(12,519)	(12,519)	-		
Total	150,083	106,788	43,295	146,729	93,074	53,655	152,417	97,008	55,409		

FAMILY AND CHILDREN'S SERVICES NARRATIVE SHEETS

FAMILY AND CHILDREN'S SERVICES BUSINESS GROUP – CORPORATE AND DEMOCRATIC CORE			
BUSINESS UNITS – E7109, E9002, L0100 and S1007			
Cabinet Member for Family and Children's Services	<i>Actual 2007/2008</i>	Budget 2008/2009	Budget 2009/2010
	<i>£'000</i>	£'000	£'000
EXPENDITURE			
Employees	<i>1</i>	0	0
Supplies and Services	<i>19</i>	17	18
Total Direct Expenditure	<i>20</i>	17	18
Departmental Support Services Recharge (1)	<i>260</i>	262	205
TOTAL EXPENDITURE	<i>280</i>	279	223
NET EXPENDITURE	<i>280</i>	279	223
DESCRIPTION OF SERVICE			
<p>In accordance with the Best Value Accounting Code of Practice, Corporate and Democratic Core comprise the costs of Democratic Representation and Management and elements of Corporate Management.</p> <p>CIFPA describes Democratic Representation and Management as '...including all aspects of member' activities in that capacity, including corporate programme and service policy making and more general activities relating to governance and representation of local interest'.</p> <p>Corporate Management is described as '...those activities and costs which provide the infrastructure which allows services to be provided, whether by the authority or not and the information which is required for public accountability.'</p> <p>This budget also includes the expenditure on Town Twining Activities with Cannes.</p>			
MAJOR VARIATIONS			
<p>Pay and prices increases of £430 have been applied to this budget.</p> <p>(1) The recharge to Corporate and Democratic Core activities has been reduced following a review against the CIPFA Best Value Accounting code of practice.</p>			

EXECUTIVE DIRECTORATE – DIRECTORATE AND FAMILY AND CHILDREN INITIATIVES

BUSINESS UNITS – E9007 and E9104

Cabinet Member for Family and Children's Services	<i>Actual 2007/2008</i>	Budget 2008/2009	Budget 2009/2010
	<i>£'000</i>	£'000	£'000
EXPENDITURE			
Employees (1, 2)	296	218	233
Premises Related Expenditure	1	1	0
Transport Related Expenditure	5	3	4
Supplies and Services (1)	108	12	14
Third Party Payments (1)	30	0	0
Total Direct Expenditure	440	234	251
Central Support Services Recharges	277	160	262
TOTAL EXPENDITURE	717	394	513
INCOME			
Fees, Charges and Other Income	1	0	0
Corporate and Democratic Core Activities (3)	75	75	51
Recharges to Other Services	0	0	462
TOTAL INCOME	76	75	513
NET EXPENDITURE (Fully Recharged from 2009/10)	641	319	0

DESCRIPTION OF SERVICE

This service comprises the Executive Director, her Personal Assistant and associated running costs.

Also included in this service are the Business Group's new initiatives and 'one off' costs.

From 2009/10 the full costs of this service will be recharged across the Families and Children's Services Business Group in accordance with the CIPFA Best Value Accounting Code of Practice.

MAJOR VARIATIONS

Pay and prices increases of £11,610 have been applied to this budget.

- (1) £201,170 of costs for business group new initiatives, 'one off' costs and legal fees, were incurred on this budget in 2007/08.
- (2) £10,360 has been added to this budget for increased salary costs from the Management and Support Services budget.
- (3) The recharge to Corporate and Democratic Core activities has been amended following a review against the CIPFA Best Value Accounting code of practice.
- (4) In 08/09 Management and Support Services were only partially recharged. From 09/10 net expenditure will be fully recharged across the Business Group.

RESOURCES – MANAGEMENT AND SUPPORT SERVICES			
BUSINESS UNITS – E9001, E9101, E9102, E9103, E9105, E9106, E9109 and E9110			
Cabinet Member for Family and Children's Services	Actual 2007/2008	Budget 2008/2009	Budget 2009/2010
	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
EXPENDITURE			
Employees (1, 2, 3, 4)	1,231	1,610	1,534
Premises Related Expenditure	2	2	2
Transport Related Expenditure	3	7	5
Supplies and Services (4, 5)	907	76	68
Third Party Payments (4)	300	19	69
Total Direct Expenditure	2,443	1,714	1,678
Central Support Services Recharges	556	521	681
Capital Charges	42	42	39
TOTAL EXPENDITURE	3,041	2,277	2,398
INCOME			
Government Grants			
- Building Schools for the Future (4)	0	0	50
Other Grants and Contributions	12	12	12
Fees, Charges and Other Income	1	1	0
Service Level Agreement Charges	41	55	49
Rent	11	11	11
Recharges to Other Business Groups	7	7	13
Corporate and Democratic Core Activities	26	26	29
Recharges to Other Services (6)	249	248	2,234
TOTAL INCOME	347	360	2,398
NET EXPENDITURE (Fully Recharged from 2009/10)	2,694	1,917	0
DESCRIPTION OF SERVICE			
<p>Included in this service is the Head of Resources, the IT, Finance, Office Administration and Capital Strategy Management teams plus Building Schools for the Future and the Business Group's Training Budget. The Management and Support Services sections provide a range of support and advisory services across the Business Group.</p> <p>Several of these services operate under Service Level Agreements with schools for part of their activities. From 2009/10 the full costs of this service will be recharged across the Families and Children's Services Business Group in accordance with the CIPFA Best Value Accounting Code of Practice.</p>			
MAJOR VARIATIONS			
<p>Pay and prices increases of £62,060 have been applied to this budget. Financial Plan savings of £35,000 have been included for further rationalisation in the Resources Teams since the Business Group re-alignment.</p> <p>(1) £125,360 has been transferred from this budget to Directorate and Family and Children Initiatives, Community Learning Management and Support Services, and Strategy, Commissioning and Performance Management Support for changes in salary allocations.</p> <p>(2) £34,340 for salaries for a GIST Help Desk post has been transferred from Housing, Health and Adult Social Care Services Business Group.</p> <p>(3) Savings on employee costs were partially offset by increased costs on consultants.</p> <p>(4) £134,000 in 07/08 relating to Building Schools for the Future was included in this budget and a grant for £50,000 has been secured for 09/10.</p> <p>(5) £594,000 additional costs in 07/08 were incurred in legal and planning fees on the Holland Park School Project and £152,000 of items were re-classified from revenue to capital.</p> <p>(6) In 08/09 Management and Support Services were only partially recharged. From 09/10 net expenditure will be fully recharged across the Business Group.</p>			

COMMUNITY LEARNING – MANAGEMENT AND SUPPORT SERVICES

BUSINESS UNITS – E7110, E7111 and E7145

Cabinet Member for Family and Children's Services	Actual 2007/2008	Budget 2008/2009	Budget 2009/2010
	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
EXPENDITURE			
Employees (1)	873	892	878
Premises Related Expenditure	213	220	259
Transport Related Expenditure	10	11	11
Supplies and Services	96	108	109
Third Party Payments	1	0	0
Total Direct Expenditure	1,193	1,231	1,257
Central Support Services Recharges	166	192	194
TOTAL EXPENDITURE	1,359	1,423	1,451
INCOME			
Other Grants and Contributions	106	100	114
Fees, Charges and Other Income	3	2	1
Service Charges	78	54	81
Corporate and Democratic Core Activities	35	38	42
Recharges to Other Services	1,137	1,229	1,213
TOTAL INCOME	1,359	1,423	1,451
NET EXPENDITURE (FULLY RECHARGED)	0	0	0

DESCRIPTION OF SERVICE

- The administration and training costs for the range of Community Learning Services (excluding Libraries) are included in this budget (including the Director of Community Learning and the Senior Management Team of Service Managers). The costs are recharged to the various service delivery budgets within Community Learning. The Community Learning Directorate takes responsibility for the direction of policies and overall management of the Community Learning budget.
- The Community Learning administration function is located at 125 Freston Road (3rd floor). This budget includes the cost of this building which is also fully recharged to users of the site.
- The full cost of this service is recharged across the Community Learning Directorate in accordance with the CIPFA Best Value Accounting Code of Practice.

MAJOR VARIATIONS

- Pay and prices increases of £42,460 have been applied to this budget.
- Financial Plan savings of £52,000 have been included for staff savings.
- (1) £46,120 has been transferred to the Strategy, Commissioning and Performance Management Support Services and £41,410 has been transferred from Management and Support Services and Adult and Family Services, for changes in salary allocations.

COMMUNITY LEARNING – EXTENDED SERVICES

BUSINESS UNITS – E1058, E1059, E1060-9, E6000's, E7116, E7133, E7134 and E7136

Cabinet Member for Family and Children's Services	Actual 2007/2008	Budget 2008/2009	Budget 2009/2010
	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
EXPENDITURE			
Employees (1, 2, 3)	1,284	1,225	1,508
Premises Related Expenditure	92	64	74
Transport Related Expenditure	25	15	22
Supplies and Services (1, 2)	239	535	670
Third Party Payments (2)	11	110	99
Total Direct Expenditure	1,651	1,949	2,373
Central Support Services Recharges	92	102	105
Departmental Support Services Recharge (4)	401	429	649
Capital Charges	9	9	30
TOTAL EXPENDITURE	2,153	2,489	3,157
INCOME			
Government Grants			
- Fair Play Pathfinder Grant (2)	0	0	179
- Sure Start Early Years Child Grant (1)	344	278	77
- Children's Fund (5)	254	0	0
Other Grants and Contributions	70	90	105
Fees, Charges and Other Income (3)	243	298	260
Rents	10	10	10
TOTAL INCOME	921	676	631
NET EXPENDITURE	1,232	1,813	2,526

DESCRIPTION OF SERVICE

Extended Services secures a range of services for 5-13 year olds.

These include: -

- The Play Service which delivers after school play centres, breakfast clubs and holiday play schemes.
- Study Support which coordinates and assures the quality of study support provision in schools, community organisations, libraries and supplementary schools; and which delivers the Summer University programme.
- The Children's Fund, a former Government grant for the delivery of preventative services for 5-13s.
- The participation of children aged 5-13, including the Children's Forum.
- Coordination of the Extended Schools programme.

MAJOR VARIATIONS

Pay and prices increases of £30,710 have been applied to this budget.

- Financial Plan savings of £25,000 has been included for efficiencies within the Play Service.
- (1) £201,000 has been taken from the budget for the reduction in the General Sure Start Grant for Extended Schools Services. This has been replaced by a transfer of £203,140 for Extended Schools Area Based Grant from the Non-Delegated School Related Grants. There is also an increase of £208,630 in 2009/10 for this grant.
 - (2) £179,280 has been secured from the Department for Children, Schools and Families up to 2010/11 for the Fair Play Pathfinder Scheme.
 - (3) Fees and charges have been reduced in line with expenditure on employees to reflect the true level of achievable income in the Play Service.
 - (4) The recharging of the Directorate, Resources (Management and Support) and part of the Strategy, Commissioning and Performance Services to 'frontline' services has led to an increase in Departmental Support Services Recharges across the Business Group.
 - (5) The Children's Fund grant now falls under Area Based Grants and it is now shown as general grant in the Council's budget.

COMMUNITY LEARNING – YOUTH SUPPORT AND DEVELOPMENT SERVICES			
BUSINESS UNITS – E6200's, E7112-E7115, E7117, E7119, E7135-7, E7150 and E7190-E7205			
Cabinet Member for Family and Children's Services	Actual 2007/2008	Budget 2008/2009	Budget 2009/2010
	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
EXPENDITURE			
Employees (5, 6)	2,393	2,588	2,584
Premises Related Expenditure	249	256	270
Transport Related Expenditure	49	38	38
Supplies and Services (1, 2, 6)	779	873	959
Third Party Payments (3, 5, 6)	296	939	1,165
Total Direct Expenditure	3,766	4,694	5,016
Central Support Services Recharges	358	354	393
Departmental Support Services Recharge (8)	623	643	723
Capital Charges	113	151	89
TOTAL EXPENDITURE	4,860	5,842	6,221
INCOME			
Government Grants – Connexions (4)	840	0	0
- Youth Opportunities Fund	135	131	131
- Standards Funds (6)	131	0	0
- Positive Activities for Young People (4)	324	0	0
- Young People's Substance Misuse (3)	202	26	85
- Learning and Skills Council (6)	64	0	57
- Publishing Positive Activities (6)	31	0	0
- Teenage Pregnancy (4)	69	0	0
Other Grants and Contributions (6)	281	603	528
Fees, Charges and Other Income (7)	77	94	107
Service Charges	90	103	110
Recharges to Other Services	14	16	17
TOTAL INCOME	2,258	973	1,035
NET EXPENDITURE	2,602	4,869	5,186
DESCRIPTION OF SERVICE			
<p>The Youth Support and Development Service (YSDS) provide a range of services for young people from the ages of 13-19 (up to 24 for young people with disability).</p> <p>The range of services on offer include: - Youth Services, Youth Sports Development, Connexions, Healthy Lifestyles (Including Teenage Pregnancy and Healthy Schools), Youth Arts, Accredited programmes for Young People, Positive Activities for Young People (PAYP), Youth Participation and Education Business Partnership.</p> <p>From 08/09 the Royal Borough ceased to be the lead Authority for the Central London Connexions Partnership.</p>			
MAJOR VARIATIONS			
<p>Pay and prices increases of £108,220 have been applied to this budget.</p> <p>(1) £232,480 has been added to the PAYP and £90,940 taken off the Connexions budgets to reflect changes in the ABG grants in 09/10.</p> <p>(2) £30,000 has been transferred back to the Finance and Information System and Properties Services Business Group for Area Initiatives.</p> <p>(3) £168,340 has previously been transferred from Housing, Health and Adult Social Care Services for the remainder of the Young People's Substance Misuse grant. This grant now forms part of the Council's ABG allocation.</p> <p>(4) The Connexions, PAYP and Teenage Pregnancy grants all now fall under Area Based Grants and are now shown as general grant in the Council's budget.</p> <p>(5) From 08/09 the Borough took over some of the payments then made by Central London Connexions on its behalf. This has led to a re-organisation on all headings and an increase in spending within the service.</p> <p>(6) Any changes in government grant income or other grants and contributions will be reflected by changes in expenditure.</p> <p>(7) Additional income for the Carlyle Gym is anticipated from 08/09.</p> <p>(8) The recharging of the Directorate, Resources (Management and Support) and part of the Strategy, Commissioning and Performance Services to 'frontline' services has lead to an increase in Departmental Support Services Recharges across the Business Group.</p>			

COMMUNITY LEARNING – ADULT AND FAMILY LEARNING

BUSINESS UNITS – E2508, E7120 and E7122, E7240-E7380, E7410-E7422, E7500 and E7508

Cabinet Member for Family and Children's Services	Actual 2007/2008	Budget 2008/2009	Budget 2009/2010
	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
EXPENDITURE			
Employees (1)	437	467	462
Premises Related Expenditure (1)	8	4	16
Transport Related Expenditure (1,2)	103	58	60
Supplies and Services (1, 3, 4)	144	113	93
Third Party Payments (1)	997	894	906
Transfer Payments (1)	94	103	77
Total Direct Expenditure	1,783	1,639	1,614
Central Support Services Recharges	107	112	116
Departmental Support Services Recharge(3)	156	156	219
Capital Charges	0	91	0
TOTAL EXPENDITURE	2,046	1,998	1,949
INCOME			
Government Grants – Mandatory Awards	1	0	0
- Learning and Skills Council (1)	1,490	1,306	1,299
Other Grants and Contributions (1)	71	0	0
TOTAL INCOME	1,562	1,306	1,299
NET EXPENDITURE	484	692	650

DESCRIPTION OF SERVICE

This budget covers the following: -

Adult and Community Learning which is secured through contracts with Kensington and Chelsea College and voluntary organisations, for which the Royal Borough is funded by the London Central Learning and Skills Council.

Also included is the annual funding from the London Central Learning and Skills Council for Family Literacy, Language and Numeracy (FLLN) and Neighbourhood Learning in Deprived Communities (NLDC).

The provision aims to widen adult participation in learning as part of the broader strategy of lifelong learning.

The Student Support Service which assesses financial support for students in higher education (the Student Loans Company is responsible for making payment). It also provides assistance with transport costs for school children (aged 5-16) and young people up to the age of 19.

Student Support also administers Learner Support and Post 16 Transport Partnership Funds from the Learning and Skills Council.

The Employment Projects Team works with local businesses, training providers and unemployed adults. The team manages and runs training and other employment related programmes, develops local initiatives to assist unemployed people and secures external funding and other resources to enable these initiatives to operate. The team operates on a fully self financing basis and is always actively seeking funds to operate. Currently the team has secured funding from the Council's Specific Grant Loss Reserve.

MAJOR VARIATIONS

Pay and prices increases of £14,700 have been applied to this budget.

- (1) Any changes in government grant income or other grants and contributions will be reflected by changes in expenditure.
- (2) Additional expenditure incurred on Home to School Transport for 16–19 year olds.
- (3) The recharging of the Directorate, Resources (Management and Support) and part of the Strategy, Commissioning and Performance Services to 'frontline' services has led to an increase in Departmental Support Services Recharges across the Business Group.
- (4) A provision for a bad debt was raised in relation to the amount of nearly £75,000 owed to the Council by Notting Dale Technology Centre before they went into 'receivership'.

COMMUNITY LEARNING – VOLUNTARY ORGANISATIONS

BUSINESS UNITS – E6300 – E6607

Cabinet Member for Family and Children's Services	<i>Actual 2007/2008</i>	Budget 2008/2009	Budget 2009/2010
	<i>£'000</i>	£'000	£'000
EXPENDITURE			
Employees (1)	433	1,166	1,196
Premises Related Expenditure (2)	41	21	36
Transport Related Expenditure	4	12	12
Supplies and Services (1)	24	0	0
Third Party Payments (1)	890	193	156
Total Direct Expenditure	1,392	1,392	1,400
Capital Charges	9	22	19
TOTAL EXPENDITURE	1,401	1,414	1,419
INCOME			
Other Grants and Contributions	4	0	0
TOTAL INCOME	4	0	0
NET EXPENDITURE	1,397	1,414	1,419

DESCRIPTION OF SERVICE

The Royal Borough commissions organisations to deliver youth, play, study support, arts and sports provision for children and young people.

MAJOR VARIATIONS

Pay and prices increases of £33,280 have been applied to this budget. Financial Plan growth of £40,000 was included for a one off payment for Adult Learning to St. Clements and St. James Community Development Project in 08/09 and has now been excluded.

- (1) Budgets are allocated to the correct subjective levels of expenditure after the budget is set.
- (2) £15,000 has been transferred from Finance and Information System and Properties Services Business Group for property related expenditure, to reflect the true value of rent-free accommodation currently given to Voluntary Organisations.

COMMUNITY LEARNING – LIBRARIES MANAGEMENT AND SUPPORT SERVICES

BUSINESS UNITS – L0101 – L0203

Cabinet Member for Family and Children's Services	Actual 2007/2008	Budget 2008/2009	Budget 2009/2010
	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
EXPENDITURE			
Employees (1, 2, 3)	1,073	1,015	980
Premises Related Expenditure	0	5	6
Transport Related Expenditure	9	9	9
Supplies and Services	606	601	597
Third Party Payments	107	78	84
Total Direct Expenditure	1,795	1,708	1,676
Central Support Services Recharges	387	543	680
Departmental Support Services Recharge (4)	5	49	282
Capital Charges	42	75	49
TOTAL EXPENDITURE	2,229	2,375	2,687
INCOME			
Fees, Charges and Other Income	10	11	9
Recharges to Other Services (3)	17	17	0
Corporate and Democratic Core Activities	9	7	8
Recharges to Other Services	2,193	2,340	2,670
TOTAL INCOME	2,229	2,375	2,687
NET EXPENDITURE (FULLY RECHARGED)	0	0	0

DESCRIPTION OF SERVICE

These budgets cover the Libraries central management and support sections and include: -

- Senior management posts responsible for the overall control of the Libraries Service.
- Bibliographical Services – acquisition, cataloguing and classification of all books and other materials added to stock and operation of the inter-lending service in co-operation with other library systems.
- Administrative Services – including general supplies, stationery and stores, orders and payment, telephonist, transport, portering and other administrative support.
- Development and Technical Services – development initiatives, project management, performance monitoring and maintenance and development of Information and Communication Technology (ICT) in Libraries.
- Provision for books and other materials for the Libraries Service.
- The full cost of this service is recharged across the Libraries Service in accordance with the CIPFA Best Value Accounting Code of Practice.

MAJOR VARIATIONS

Pay and prices increases of £61,180 have been applied to this budget.

- (1) £11,200 has been transferred to the Finance and Information System and Properties Services Business Group as a contribution to the Council's Customer Service Contact Centre.
- (2) A vacancy factor on salaries has been introduced within the Libraries Services to offset the falling income achievement within the service.
- (3) The "Blue Bag Service" that the Library Service provides between the Town Hall and Schools will cease in 2009/10.
- (4) The recharging of the Directorate, Resources (Management and Support) and part of the Strategy, Commissioning and Performance Services to 'frontline' services has lead to an increase in Departmental Support Services Recharges across the Business Group.

COMMUNITY LEARNING – LIBRARY SERVICES			
BUSINESS UNITS – L0211 – L0280			
Cabinet Member for Family and Children's Services	Actual 2007/2008	Budget 2008/2009	Budget 2009/2010
	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
EXPENDITURE			
Employees(1, 2, 3)	2,128	2,247	2,265
Premises Related Expenditure	634	679	741
Transport Related Expenditure	4	2	2
Supplies and Services (3)	103	76	72
Third Party Payments	36	38	9
Total Direct Expenditure	2,905	3,042	3,089
Central Support Services Recharges	760	747	788
Departmental Support Services Recharge (4)	2,180	2,327	2,659
Capital Charges	265	268	274
TOTAL EXPENDITURE	6,108	6,384	6,810
INCOME			
Government Grants			
–Sure Start Early Years Child Grant (3)	51	0	0
Fees, Charges and Other Income (2)	258	315	268
Rent (2)	42	60	55
Recharges to Other Services	79	86	92
TOTAL INCOME	430	461	415
NET EXPENDITURE	5,678	5,923	6,395
DESCRIPTION OF SERVICE			
This budget covers the following: -			
<ul style="list-style-type: none"> • Central Library – This provides back-up services to all other libraries. The main services are as follows: - The First Stop Information, Adult Lending, Children's Music and Audio/Visual and Local Studies Libraries. A major refurbishment of this library due in 2009/10 has now been put back due to the economic climate. • Chelsea Library – Based in Chelsea Old Town Hall, Chelsea Library provides a comprehensive range of services including book and A/V lending, quick reference, children's and access to Internet and other ICT. • North Kensington Library – The main library for the north of the Borough. Has the same range of services as Chelsea plus the Learning Space and Boost Basic Skills centre. • Brompton Library – Lending services for adults, children, small quick reference section, Learning Space on the first floor provides ICT based study facilities for parents and children. A Toy Library Service is offered as well as videos and sound recording for loan. • Notting Hill Gate Library – Part time library provides a basic lending service for adults and children, with small quick reference and video collection. • Kensal Library – Part time library serves the Kensal New Town area, providing a lending service for adults and children. The library is a base for Community Services and the Boost Basic Skills Centre. • Community Library Service – This service takes the Library Service to housebound residents and to the library collections in community gathering places and Residential Homes. 			
MAJOR VARIATIONS			
Pay and prices increases of £129,600 have been applied to this budget.			
(1)	£37,890 has been transferred to the Finance and Information System and Properties Services Business Group as a contribution to the Council's Customer Service Contact Centre.		
(2)	A vacancy factor on salaries has been introduced within the Libraries Services to offset the falling income achievement within the service.		
(3)	Various grants and contributions have come to an end in 07/08 and these have been matched by a decrease in expenditure.		
(4)	The recharging of the Directorate, Resources (Management and Support) and part of the Strategy, Commissioning and Performance Services to 'frontline' services has lead to an increase in Departmental Support Services Recharges across the Business Group.		

COMMUNITY LEARNING – ARCHIVES AND HERITAGE**BUSINESS UNITS – L0314 – L0315****Cabinet Member for Family and Children's Services**

	<i>Actual 2007/2008</i>	<i>Budget 2008/2009</i>	<i>Budget 2009/2010</i>
	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
EXPENDITURE			
Departmental Support Services Recharge (1)	78	83	89
TOTAL EXPENDITURE	78	83	89
NET EXPENDITURE	78	83	89

DESCRIPTION OF SERVICE

In accordance with changes to the CIPFA Best Value Accounting code of practice, costs relating to the Archives and Heritage functions have been identified separately.

The costs include those relating to Libraries officer time and accommodation spent on these activities. They are initially shown under the relevant service heading and then recharged to these services based on the assessment of the section manager.

MAJOR VARIATIONS

(1) The increase in recharges relates to an increase in the premises and capital financing costs included in the Central and Chelsea Libraries, charged notionally to this service.

COMMUNITY LEARNING – RECORDS MANAGEMENT**BUSINESS UNIT – L0001****Cabinet Member for Family and Children's Services**

	<i>Actual 2007/2008</i>	<i>Budget 2008/2009</i>	<i>Budget 2009/2010</i>
	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
EXPENDITURE			
Employees (1)	25	28	0
Total Direct Expenditure	25	28	0
Central Support Services Recharges	24	11	0
Departmental Support Services Recharge	2	2	0
TOTAL EXPENDITURE	51	41	0
NET EXPENDITURE	51	41	0

DESCRIPTION OF SERVICE

Local Authorities archive their own records. This process is administered by Records Management departments.

The Libraries Service (Local Studies department) ran this service for all Council Business Groups until the 30th September 2008. Since the 1st October this function has been transferred to the Finance and Information System and Properties Services Business Group.

MAJOR VARIATIONS

Pay and prices increases of £1,080 have been applied to this budget.

- (1) £28,550 for the cost of the service has been transferred to the Finance and Information System and Properties Services Business Group.

FAMILY SERVICES - MANAGEMENT AND SUPPORT SERVICES			
BUSINESS UNITS – S1000, S1003, S1004, S1012, S1030, S1403, S1601, S1640, S1650 and S1695			
Cabinet Member for Family and Children's Services	Actual 2007/2008	Budget 2008/2009	Budget 2009/2010
	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
EXPENDITURE			
Employees (1)	1,607	1,475	336
Premises Related Expenditure (2)	161	174	457
Transport Related Expenditure	31	38	39
Supplies and Services	234	200	173
Third Party Payments	88	17	15
Total Direct Expenditure	2,121	1,904	1,020
Central Support Services Recharges (1)	1,199	1,222	927
Recharge from other Business Groups (3)	707	735	622
Departmental Support Services Recharge (2)	205	204	0
Capital Charges	0	10	0
TOTAL EXPENDITURE	4,232	4,075	2,569
INCOME			
Government Grants - CAMHS	20	20	0
- ContactPoint	21	0	0
- DCSF – ICT Social Workers	58	0	0
Other Grants and Contributions	18	0	0
Fees, Charges and Other Income	1	0	0
Rent	106	58	58
Recharges to Other Business Groups	539	218	110
Corporate and Democratic Core Activities	29	30	31
Recharges to Other Services	3,440	3,749	2,370
TOTAL INCOME	4,232	4,075	2,569
NET EXPENDITURE (FULLY RECHARGED)	0	0	0
DESCRIPTION OF SERVICE			
<p>Family Services Management and Support Services comprises of functions which support the direct provision of Children's Social Care and Unaccompanied Asylum Seeking Children. These are required under the CIPFA Best Value Accounting Code of Practice to be fully recharged to client-related services or to Corporate and Democratic Core. It comprises the costs of senior management and some budgets which are held centrally and then devolved.</p> <p>This previously included Business Support, which has been devolved, and the Contact Centre Reception Services which was transferred to Corporate Services and is now recharged to Family Services. This was effective from 1 September 2008.</p>			
MAJOR VARIATIONS			
<p>Pay and price increases have added £128,150 to the budget.</p> <p>(1) The large decrease in salaries was due to Business Support Budget of £969,250 being devolved to the applicable service area and the Contact Centre staff of £156,230 transferring to Corporate Services. Part of the Contact Centre was recharged to Housing, Health and Adult Social Care Services Business Group. The recharge budget to other departments has now been reduced.</p> <p>(2) All Accommodation budgets have been transferred to this area and is fully recharged to the occupants.</p> <p>(3) IT costs are still being reviewed with Housing, Health and Adult Social Care Services Business Group to be devolved at a later date to this Business Group. £34,340 for salaries for a GIST Help Desk post has been transferred to Resources - Management and Support Services.</p>			

FAMILY SERVICES – CARE RESOURCES AND PERFORMANCE, AUDIT AND REVIEW			
BUSINESS UNIT – S1005, S1006, S1015, S1016, S1400, S1410, S1435, S1440, S1520, S1540, S1550, S1581, S1582, S1590, S1610, S1690, S1691, S1805, S1845 and S2101			
Cabinet Member for Family and Children’s Services	Actual 2007/2008	Budget 2008/2009	Budget 2009/2010
	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
EXPENDITURE			
Employees (1, 2)	4,057	4,094	4,168
Premises Related Expenditure (3)	443	375	261
Transport Related Expenditure	34	18	18
Supplies and Services	531	557	549
Third Party Payments (1, 4)	854	669	1,232
Total Direct Expenditure	5,919	5,713	6,228
Central Support Services Recharges	338	339	543
Recharges from other Departments (5)	0	40	41
Departmental Support Services Recharge (5)	1,153	1,870	2,139
Capital Financing	6	6	6
TOTAL EXPENDITURE	7,416	7,968	8,957
INCOME			
Government Grants			
– Child and Adolescent Mental Health Service	639	0	0
- Young Persons Substance Misuse	40	40	49
- Contact Point	108	132	139
Other Grants and Contributions – NHS Trust	87	15	3
Fees, Charges and Other Income	270	132	132
Recharges to Other Services (5)	239	168	712
TOTAL INCOME	1,383	487	1,035
NET EXPENDITURE	6,033	7,481	7,922
DESCRIPTION OF SERVICE			
These budgets cover:			
<ul style="list-style-type: none"> • Care Resources, including two general purpose children’s homes and one leaving care hostel • Fostering and Adoption Teams • The Adolescent Service and the Early Intervention in Families Teams • Performance, Audit and Review for Family Services • Looked After Children Support and Review Team • Child Protection • ContactPoint (Formerly Common Assessment Framework) 			
MAJOR VARIATIONS			
Pay and price increases have added £154,680 to the budget.			
(1) There is an adjustment of £546,400 from salaries transferring staffing budgets paid to external organisations to third party payments.			
(2) The Business Support Staff Budget of £277,100 has been devolved to the service areas.			
(3) The cost for Premises Related Expenditure has been reduced and a Maintenance Contingency Budget has been included within Family Services Management and Support Services to cover repairs and maintenance for Family Services following a review of the premises budget.			
(4) There is growth to support the Virtual School, £36,000 to increase the hours for the Virtual Head and £28,000 to fund a part time LAC teacher.			
(5) The recharging of the Directorate, Resources (Management and Support) and part of the Strategy, Commissioning and Performance Services to ‘front-line’ services has led to an increase in Departmental Support Services Recharges across the Business Group.			

FAMILY SERVICES - YOUTH JUSTICE			
BUSINESS UNIT – S1050, S1051, S1052, S1053 and S1054			
Cabinet Member for Family and Children’s Services	Actual 2007/2008	Budget 2008/2009	Budget 2009/2010
	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
EXPENDITURE			
Employees (1)	767	817	1,044
Premises Related Expenditure (2)	153	129	33
Transport Related Expenditure	10	3	3
Supplies and Services	81	65	71
Third Party Payments	5	0	0
Total Direct Expenditure	1,016	1,014	1,151
Central Support Services Recharges	70	82	112
Departmental Support Services Recharge (4)	166	219	286
TOTAL EXPENDITURE	1,252	1,315	1,549
INCOME			
Government Grants			
– Young People’s Substance Misuse	40	40	36
Other Grants and Contributions			
– Youth Justice Board (3)	311	311	441
Probation Service	55	54	54
Rent	3	2	2
TOTAL INCOME	409	407	533
NET EXPENDITURE	843	908	1,016
DESCRIPTION OF SERVICE			
This service area covers the Youth Offending Team which provides service for young people who offend. The service is partially funded by the Youth Justice Board, with other contributions from the Young Persons and Substance Misuse Grant and the Probation Service.			
MAJOR VARIATIONS			
Pay and price increases have added £26,090 to the budget.			
(1) The Business Support salaries budget of £100,090 has been devolved to the Service.			
(2) The shared Premises cost was previously shown against Youth Offending Team. This has now been included on Family Services Management and Support Services and the recharge split with Children with Complex Needs and Disabilities.			
(3) The Youth Inclusion Programme Grant has now been transferred to the Youth Offending Team.			
(4) The recharging of the Directorate, Resources (Management and Support) and part of the Strategy, Commissioning and Performance Services to ‘front-line’ services has led to an increase in Departmental Support Services Recharges across the Business Group.			

FAMILY SERVICES – CHILDREN'S SOCIAL WORK			
BUSINESS UNIT – S1600, S1602, S1603, S1604, S1612, S1613, S1622, S1623, S1632, S1633, S1721, S1723, S1731, S1733, S1734, S1735, S1740, S1741, S1742, S1800, S1830, S1831, S1832, S1850, S1850, S1851, S1852 and S1900			
Cabinet Member for Family and Children's Services	Actual 2007/2008	Budget 2008/2009	Budget 2009/2010
	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
EXPENDITURE			
Employees (1)	2,655	2,824	3,356
Premises Related Expenditure	261	178	187
Transport Related Expenditure	94	19	20
Supplies and Services	41	19	20
Third Party Payments (3)	4,842	5,094	5,094
Total Direct Expenditure	7,893	8,134	8,677
Central Support Services Recharges	278	266	393
Recharges from other Departments (2)	0	0	50
Departmental Support Services Recharge (1, 4)	884	1,164	1,658
TOTAL EXPENDITURE	9,055	9,564	10,778
INCOME			
Government Grants – Children Services	1,332	0	0
Fees and Charges	0	0	0
Recharges to Other Services (1)	239	312	890
TOTAL INCOME	1,571	312	890
NET EXPENDITURE	7,484	9,252	9,888
DESCRIPTION OF SERVICE			
The council has duties, under the Children's Act 1989, to provide Social Care to Children in Need.			
This heading covers services for Looked After Children Parenting, Promoting and Assessments. This excludes the areas that come under the Head of Children with Complex Needs and Disabilities, which are grouped under a separate heading.			
MAJOR VARIATIONS			
Pay and price increases have added £264,980 to the budget.			
(1)	Business Support budget of £458,000 has been devolved to the Service area leading to an increase in the salaries budget and also affects the amount which was previously recharged.		
(2)	Recharge for shared accommodation budget held by Housing, Health and Adult Social Care Services for Chelsea Old Town Hall has been recharged direct to the Social Work Team. Previously appeared as an internal recharge from Family Services Management and Support Services.		
(3)	There was a saving reduction of £150,000 on the Looked After Children Parenting Budget and an increase of £100,000 to improve Education offer for Looked After Children.		
(4)	The recharging of the Directorate, Resources (Management and Support) and part of the Strategy, Commissioning and Performance Services to 'front-line' services has led to an increase in Departmental Support Services Recharges across the Business Group.		

FAMILY SERVICES - CHILDREN WITH COMPLEX NEEDS AND DISABILITIES

BUSINESS UNIT – S1210, S1404, S1580, S1605, S1750, S1751, S1752, S1760, S1820, S1860, S1861, S1862 and S1870

Cabinet Member for Family and Children's Services	Actual 2007/2008	Budget 2008/2009	Budget 2009/2010
	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
EXPENDITURE			
Employees (1, 2)	1,976	2,325	1,934
Premises Related Expenditure	135	111	89
Transport Related Expenditure	26	8	7
Supplies and Services	74	27	46
Third Party Payments (1, 2, 3)	970	1,362	2,046
Total Direct Expenditure	3,181	3,833	4,122
Central Support Services Recharges Recharged from other departments	102	131	186
Departmental Support Services Recharge	51	36	47
	576	672	881
TOTAL EXPENDITURE	3,910	4,672	5,236
INCOME			
Government Grants – Carers	203	0	0
- Child and Adolescent Mental Health Service	230	0	0
Aiming High for Disabled Children Sure Start (3)	0	0	126
Other Grants and Contributions	54	188	121
Recharges to Other Services (4)	0	85	270
TOTAL INCOME	487	273	517
NET EXPENDITURE	3,423	4,399	4,719

DESCRIPTION OF SERVICE

These budgets cover the cost of services for Children with Complex Needs and Disabilities and include Parenting and Promoting for Children with Disabilities and the Health link Teams, the Emergency Duty Team and the Behavioural Family Support Team.

The Little House Respite Unit ceased providing residential care in July 2007. A contract has been taken out with Hammersmith and Fulham to provide residential respite for children with disabilities under the authority's responsibility. St Quinton's is being renovated to provide Day Care facilities for Children with Disabilities.

MAJOR VARIATIONS

Pay and price increases have added £100,900 to the budget.

- (1) There was an increase in the salaries of £139,110 for the transfer of Business Support staff as well as a large reduction in the Little House salaries budget which was transferred to third party payments to fund the residential respite places no longer provided in-house. This also affects income which is no longer chargeable to other local Authorities.
- (2) Salaries for staff paid to external organisations have been transferred from employees to third party payments.
- (3) An expenditure budget of £125,700 has been set against third party payments for the Aiming High for Disabled Children Sure Start grant due for 2009/10 with a corresponding income budget.
- (4) The recharging of the Directorate, Resources (Management and Support) and part of the Strategy, Commissioning and Performance Services to 'front-line' services has led to an increase in Departmental Support Services Recharges across the Business Group.

FAMILY SERVICES – LEAVING CARE

BUSINESS UNIT – S1420, S1425 and S1427

Cabinet Member for Family and Children's Services	Actual 2007/2008	Budget 2008/2009	Budget 2009/2010
	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
EXPENDITURE			
Employees	564	570	588
Transport Related Expenditure	6	4	5
Supplies and Services	8	2	2
Third Party Payments	1,089	967	990
Total Direct Expenditure	1,667	1,543	1,585
Central Support Services Recharges	64	64	65
Departmental Support Services Recharge (1)	241	286	361
TOTAL EXPENDITURE	1,972	1,893	2,011
INCOME			
Government Grants			
– Young People's Substance Misuse	16	16	19
Other Grants and Contributions (2)	494	300	251
TOTAL INCOME	510	316	270
NET EXPENDITURE	1,462	1,577	1,741

DESCRIPTION OF SERVICE

This service area covers the service to previously Looked After Children who have turned 18, to prepare them for Leaving Care. This includes Unaccompanied Asylum Seeking Children who are over 18. The Leaving Care Grant is provided to support this service.

MAJOR VARIATIONS

Pay and price increases have added £41,290 to the budget.

- (1) The recharging of the Directorate, Resources (Management and Support) and part of the Strategy, Commissioning and Performance Services to 'front-line' services has led to an increase in Departmental Support Services Recharges across the Business Group.
- (2) The Leaving Grant figure has been adjusted to reflect the expected reduction in the amount claimable.

FAMILY SERVICES – SERVICES FOR UNACCOMPANIED ASYLUM SEEKING CHILDREN

BUSINESS UNIT – S1813, S1816, S1818 and S2012

Cabinet Member for Family and Children's Services	<i>Actual 2007/2008</i>	Budget 2008/2009	Budget 2009/2010
	<i>£'000</i>	£'000	£'000
EXPENDITURE			
Employees	291	184	189
Transport Related Expenditure	1	0	0
Supplies and Services	9	0	0
Third Party Payments (1)	615	962	886
Total Direct Expenditure	916	1,146	1,075
Central Support Services Recharges	57	68	58
Departmental Support Services Recharge	162	207	134
TOTAL EXPENDITURE	1,135	1,421	1,267
INCOME			
Government Grants – Unaccompanied Asylum Seeking Children's Grant (1)	1,339	1,051	1,000
TOTAL INCOME	1,339	1,051	1,000
NET EXPENDITURE	(204)	370	267

DESCRIPTION OF SERVICE

This comprises of the budget provision for supporting unaccompanied asylum seeking children.

The costs of places in council's own homes are excluded, as these are included under Care Resources.

MAJOR VARIATIONS

Pay and price increases have added £31,150 to the budget.

- (1) The grant income budget was reduced by £51,000 to take into account the trend for the reducing number of children which the authority is likely to be able to claim. This has been adjusted against Third Party payments.

STRATEGY, COMMISSIONING AND PERFORMANCE – MANAGEMENT AND SUPPORT SERVICES			
BUSINESS UNIT – E9700, E9701, E9705-8, E9107, S1200, E1056 and E1057			
Cabinet Member for Family and Children's Services	Actual 2007/2008	Budget 2008/2009	Budget 2009/2010
	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
EXPENDITURE			
Employees (1)	1,131	1,094	1,421
Premises Related Expenditure	22	0	0
Transport Related Expenditure	2	1	1
Supplies and Services (2)	167	72	205
Third Party Payments	7	5	55
Total Direct Expenditure	1,329	1,172	1,682
Central Support Services Recharges	183	209	346
Other Departmental Recharges	43	45	31
Departmental Support Services Recharge	52	0	23
TOTAL EXPENDITURE	1,607	1,426	2,082
INCOME			
Government Grants			
– Sure Start Early Years Child Grant	164	150	139
Other Grants and Contributions	20	20	20
Fees, Charges and Other Income	71	72	196
Service Level Agreement Charges	39	30	98
Corporate and Democratic Core Activities	57	57	44
Recharges to Other Services (2)	13	13	934
TOTAL INCOME	364	342	1,431
NET EXPENDITURE	1,243	1,084	651
DESCRIPTION OF SERVICE			
This Directorate covers Policy and Performance, Commissioning and Procurement and Contracts.			
This also includes the Public Information and Response Team (PIRS) which covers Information, Design and Response.			
This service area provides a range of support and advisory services across the Business Group.			
MAJOR VARIATIONS			
Pay and price increases have added £32,260 to the budget.			
(1)	This directorate is still being developed. There has been an increase in the Salaries budget of £287,150 mainly transferred from other budget areas where staff have moved to the Public Information and Response Team. This has also increased the Supplies and Services Budget.		
(2)	The Director, Policy and Performance, and Procurement and Contracts have been fully recharged to Family Services, Community Learning, Schools, Quality and Standards and Commissioning. PIRS recharge is to be reviewed along with the direct charging for their services and Commissioning and PIRS have not been recharged.		

STRATEGY, COMMISSIONING AND PERFORMANCE – SCHOOL MEALS MANAGEMENT CONTRACT

BUSINESS UNIT – E5528 - E5532

Cabinet Member for Family and Children's Services	Actual 2007/2008	Budget 2008/2009	Budget 2009/2010
	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
EXPENDITURE			
Employees	81	107	110
Premises Related Expenditure	16	21	21
Transport Related Expenditure	4	4	4
Supplies and Services	60	64	66
Third Party Payments	2,016	2,070	2,121
Total Direct Expenditure	2,177	2,266	2,322
Central Support Services Recharges	41	36	40
TOTAL EXPENDITURE	2,218	2,302	2,362
INCOME			
Service Level Agreement Charges	2,293	2,302	2,362
TOTAL INCOME	2,293	2,302	2,362
NET EXPENDITURE	(75)	0	0

DESCRIPTION OF SERVICE

This budget covers the cost of the School Meals Management Contract. Under the Fair Funding framework the School Meals budget was delegated to primary and secondary schools from April 2000 and to nursery schools from 1st April 2004.

MAJOR VARIATIONS

- Pay and price increases have added £57,970 to the budget. There has been a corresponding increase in the income budget.
- The Schools budget is to be fully charged to the schools.

SCHOOL, QUALITY AND STANDARDS – EARLY YEARS SERVICES			
BUSINESS UNITS – E1000, E1001, E1003, E1033, E1041, E1044-E1049, E1051-E1055 E2440, E2500, E3517 and S2100 – S2390			
Cabinet Member for Family and Children's Services	Actual 2007/2008	Budget 2008/2009	Budget 2009/2010
	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
EXPENDITURE			
Employees (1)	4,543	4,589	5,226
Premises Related Expenditure	603	568	603
Transport Related Expenditure	9	6	7
Supplies and Services (1)	2,876	3,768	4,145
Third Party Payments	131	66	20
Total Direct Expenditure	8,162	8,997	10,001
Central Support Services Recharges	351	362	433
Departmental Support Services Recharge(3)	817	0	428
Capital	33	28	37
TOTAL EXPENDITURE	9,363	9,387	10,899
INCOME			
Government Grants			
- Sure Start Early Years Child Grant (1)	3,224	3,314	3,905
- Standards Fund (4)	0	0	247
Other Grants and Contributions	551	736	737
Fees, Charges and Other Clients Income (2)	527	390	599
Rent	30	33	33
Recharges to Other Services	33	3	0
TOTAL INCOME	4,365	4,476	5,521
NET EXPENDITURE	4,998	4,911	5,378
DESCRIPTION OF SERVICE			
This budget provides for:			
<ul style="list-style-type: none"> • The delivery of early years and childcare services for parents and children in the borough. • The support and training for childcare practitioners in both the maintained and non-maintained sectors. • The implementation of the Children's Centre initiative. • Roll-out of focused certificated training programmes. • Beginning of mainstreaming of Sure Start Local Programme Services to Children's Centres across the borough. 			
MAJOR VARIATIONS			
Pay and price increases of £112,480 have been applied to this budget.			
(1) The increase in Sure Start grant of £590,690 has been allocated to fund increases in expenditure largely on employees and Supplies and Services.			
(2) Additional income of £150,000 from selling universal childcare places will be generated above the agreed annual target to meet financial plan savings. This will be achieved through increased use of flexible places and improved marketing to families.			
(3) The recharging of the Directorate, Resources (Management and Support) and part of the Strategy, Commissioning and performance services to 'front-line' services has led to an increase in Departmental Support Service Recharges across the Business Group. Departmental recharges have increased by £427,400 for the Early Years Service.			
(4) Increased budget in Supplies and Services £247,650 to fund increase in minimum free entitlement for 25% most disadvantaged 3 and 4 year olds from 12.5 to 15 Hours a week from September 2009. The additional Standards Fund grant will be used for this purpose.			

SCHOOLS, QUALITY AND STANDARDS – SCHOOL DEVOLVED GRANTS**BUSINESS UNITS – E3000 – E3499**

Cabinet Member for Family and Children's Services	Actual 2007/2008	Budget 2008/2009	Budget 2009/2010
	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
EXPENDITURE			
Supplies and Services (1, 2)	8,358	6,650	8,065
Total Direct Expenditure	8,358	6,650	8,065
TOTAL EXPENDITURE	8,358	6,650	8,065
INCOME			
Government Grants			
- Standards Fund (1)	5,996	4,951	5,767
- School Standards Grant (2)	2,330	1,699	2,298
Fees, Charges and Other Clients Income	32	0	0
TOTAL INCOME	8,358	6,650	8,065
NET EXPENDITURE	0	0	0

DESCRIPTION OF SERVICE

This budget shows the Standards Fund Revenue Grants that are delegated to schools.

MAJOR VARIATIONS

- (1) Some of the School Development Grant expenditure and income was not included in the 2008/09 budget as these allocations were not available at the time.
- (2) The Schools' Standards Grant (SSG) for 2009/10 includes income and expenditure for SSG (Personalisation) of £537,800 which was not included in the 2008/09 budget.

SCHOOLS, QUALITY AND STANDARDS – SCHOOLS STRATEGIC MANAGEMENT

BUSINESS UNITS – E2507–E2509, E2511-E2512, E2610, E2810, E3010, E9512, E9513 and E9601

Cabinet Member for Family and Children's Services	Actual 2007/2008	Budget 2008/2009	Budget 2009/2010
	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
EXPENDITURE			
Employees	284	442	417
Premises Related Expenditure	31	23	23
Transport Related Expenditure	1	1	1
Supplies and Services (1)	21	618	640
Third Party Payments	75	72	73
Total Direct Expenditure	412	1,156	1,154
Central Support Services Recharges	251	277	270
Departmental Support Services Recharge(2)	12	12	645
Capital	1,537	1,598	1,569
TOTAL EXPENDITURE	2,212	3,043	3,638
INCOME			
Government Grants			
–Standards Fund	49	0	0
Other Grants and Contributions	20	18	18
Fees, Charges and Other Income	125	57	57
Service Level Agreement Charges	491	622	622
Corporate and Democratic Core Activities	16	16	0
TOTAL INCOME	701	713	697
NET EXPENDITURE	1,511	2,330	2,941

DESCRIPTION OF SERVICE

This budget provides for: -

- The administration of the Schools Forum.
- The administration of exclusions.
- Centrally retained costs of IT support for the Royal Borough's schools.
- Support for Governing Bodies.
- Capital Charges for all schools projects.

MAJOR VARIATIONS

Pay and price increases of £12,640 have been applied to this budget.

- (1) Supply and Services include a £12,000 increase in provision for the Governor Training programme for school governors.
- (2) The recharging of the Directorate, Resources (Management and Support) and part of the Strategy, Commissioning and performance services to 'front-line' services has led to an increase in Departmental Support Service Recharges across the Business Group.

SCHOOLS, QUALITY AND STANDARDS - NON DELEGATED SCHOOL RELATED GRANTS

BUSINESS UNITS – E2513, E3004, E3014, E3015, E3500 –E3542, E7121 and E9602

Cabinet Member for Family and Children's Services	Actual 2007/2008	Budget 2008/2009	Budget 2009/2010
	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
EXPENDITURE			
Employees (1, 2)	1,815	803	843
Premises Related Expenditure	58	12	12
Transport Related Expenditure	2	0	0
Supplies and Services (3, 4)	994	3,602	2,785
Third Party Payments (2)	317	119	142
Total Direct Expenditure	3,186	4,536	3,782
Central Support Services Recharges	178	198	326
Departmental Support Services Recharge	4	4	0
Capital	6	13	6
TOTAL EXPENDITURE	3,374	4,751	4,114
INCOME			
Government Grants			
- Standards Funds	2,715	436	449
- Learning and Skills Council	208	0	0
Other Grants and Contributions (2)	170	0	110
Fees, Charges and Other Income	283	87	88
TOTAL INCOME	3,376	523	647
NET EXPENDITURE	-2	4,228	3,467

DESCRIPTION OF SERVICE

This budget provides support for Government Grants and includes expenditure retained by the LA to support schools, pupils and school based staff.

MAJOR VARIATIONS

- Pay and price increases of £50,480 have been applied to this budget.
- (1) In 2008/09, £2.4m of the Standards Fund grants were transferred into the Area Based Grant held by Corporate Finance. FCS related grants for 2009/10 have increased by £205,000 and budgets have been increased to reflect this.
 - (2) The Teacher Training Agency Grant has increased by £110,000.
 - (3) A transfer has been made to the Community Learning Directorate for £411,770 which supports the start up of Extended Schools.
 - (4) Transfers have been made from this budget to others across the business group, including £40,000 to the language Development Service and £50,000 to Procurement and Contracts.

SCHOOLS, QUALITY AND STANDARDS – FACILITATING SCHOOL IMPROVEMENT

BUSINESS UNITS – E1070, E3902 – E3911, E7126

Cabinet Member for Family and Children's Services	Actual 2007/2008	Budget 2008/2009	Budget 2009/2010
	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
EXPENDITURE			
Employees (1)	836	971	962
Premises Related Expenditure	547	427	527
Transport Related Expenditure	7	5	5
Supplies and Services (1)	355	257	151
Third Party Payments	167	110	112
Total Direct Expenditure	1,912	1,770	1,757
Central Support Services Recharges	187	197	194
Departmental Support Services Recharge(3)	150	150	337
Capital	42	42	43
TOTAL EXPENDITURE	2,291	2,159	2,331
INCOME			
Government Grants			
- Standards Funds	7	0	0
- Learning and Skills Council	14	0	0
Other Grants and Contributions	15	0	0
Fees, Charges and Other Income	922	675	595
Rent	0	20	0
Service Charges	1	0	0
Recharges to Other Services	250	232	358
TOTAL INCOME	1,209	927	953
NET EXPENDITURE	1,082	1,232	1,378

DESCRIPTION OF SERVICE

This budget contains funding relating to:

- The residual running costs of the Professional Development Centre (PDC), after recharges have been made to services using the Centre.
- Training budgets for aspects of Continuing Professional Development.
- Training budgets for non-delegated school in-service training and Business group staff.
- The Inspection and Advisory Service.
- Provision for the Language Development Service Team.

MAJOR VARIATIONS

Pay and price increases of £43,030 have been applied to this budget.

- (1) In order to meet financial plan targets, efficiencies must be achieved through the alignment of staff roles, reduction in the use of various services and a reduced need to employ consultants. (£90,000).
- (2) The recharging of the Directorate, Resources (Management and Support) and part of the Strategy, Commissioning and performance services to 'front-line' services has led to an increase in Departmental Support Service Recharges across the Business Group.

SCHOOLS, QUALITY AND STANDARDS - SUPPORTING SPECIAL EDUCATIONAL NEEDS

BUSINESS UNITS – E5001, E5002, E5602 - E5609 and E5611 - E5618

Cabinet Member for Family and Children's Services	<i>Actual 2007/2008</i>	Budget 2008/2009	Budget 2009/2010
	<i>£'000</i>	£'000	£'000
EXPENDITURE			
Employees (1)	3,485	3,790	3,826
Premises Related Expenditure	146	96	101
Transport Related Expenditure	8	17	17
Supplies and Services (3)	453	402	537
Third Party Payments (2, 4)	4,510	3,971	4,229
Total Direct Expenditure	8,602	8,276	8,710
Central Support Services Recharges	313	304	305
Departmental Support Services Recharge(3)	55	42	537
Capital	20	40	67
TOTAL EXPENDITURE	8,990	8,662	9,619
INCOME			
Government Grants			
- Standards Funds	87	0	0
- Learning and Skills Council	1,085	1,154	1,154
Other Grants and Contributions	36	0	0
Fees, Charges and Other Income	54	65	45
Service Level Agreement Charges	625	845	860
Recharges to Other Services	103	103	106
TOTAL INCOME	1,990	2,167	2,165
NET EXPENDITURE	7,000	6,495	7,454

DESCRIPTION OF SERVICE

This budget provides for 5 main areas of SEN support:

- The Education Psychology Service.
- The Pupil Support Service, which provides support through the Pupil Referral Unit.
- The transport service providing home-to-school transport for pupils with SEN.
- The costs of providing specialist equipment and advice in relation to SEN.
- Payments to independent providers of special education.

MAJOR VARIATIONS

Pay and price increases of £80,990 have been applied to this budget.

- (1) Staffing efficiencies of £90,000 have been identified to meet financial plan targets.
- (2) Additional efficiencies of £100,000 have been identified in Home to School Transport for pupils with Special Educational needs.
- (3) The recharging of the Directorate, Resources (management and Support) and part of the Strategy, Commissioning and Performance services to 'front-line' services has led to an increase of £494,360 in Departmental Support Service Recharges across the Business Group.
- (4) The increase in the income budget for Inter-Authority recoupment (£279,250) has been applied to fund additional pressures on the independent placement budget for pupils with special educational needs.

SCHOOLS, QUALITY AND STANDARDS – ASSURING ACCESS

BUSINESS UNITS – E5550, E5551 and E9511

Cabinet Member for Family and Children's Services	<i>Actual 2007/2008</i>	Budget 2008/2009	Budget 2009/2010
	<i>£'000</i>	£'000	£'000
EXPENDITURE			
Employees (1)	815	942	980
Transport Related Expenditure	1	9	10
Supplies and Services	57	136	155
Third Party Payments	1	0	0
Total Direct Expenditure	874	1,087	1,145
Central Support Services Recharges	229	218	196
Departmental Support Services Recharge(2)	22	17	124
TOTAL EXPENDITURE	1,125	1,322	1,465
INCOME			
Government Grants			
- Standards Funds	151	0	0
Fees, Charges and Other Income	1	37	38
Service Charges	0	0	1
Corporate and Democratic Core Activities	4	5	0
TOTAL INCOME	156	42	39
NET EXPENDITURE	970	1,280	1,426

DESCRIPTION OF SERVICE

This budget includes the cost of the Education Welfare Service, the Planning and Provision of School Places team and the school Meals Management contract

MAJOR VARIATIONS

Pay and price increases of £21,870 have been applied to the budget.
 (1) The recharging of the Directorate, Resources (Management and Support) and part of the Strategy, Commissioning and Performance services to 'front-line' services has led to an increase of £106,930 in Departmental Support Service Recharges across the Business Group.

SCHOOLS, QUALITY AND STANDARDS - INTER-AUTHORITY RECOUPMENT

BUSINESS UNITS – E5000, E5003 – E5004

Cabinet Member for Family and Children's Services	Actual 2007/2008	Budget 2008/2009	Budget 2009/2010
	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
EXPENDITURE			
Third Party Payments – Payments to Other Local Authorities	2,403	2,221	2,259
Total Direct Expenditure	2,403	2,221	2,259
Central Support Services Recharges	8	13	4
Departmental Support Services Recharge	0	0	139
TOTAL EXPENDITURE	2,411	2,234	2,402
INCOME			
Other Grants and Contributions	3,796	3,551	3,892
TOTAL INCOME	3,796	3,551	3,892
NET EXPENDITURE	-1,385	-1,317	-1,490

DESCRIPTION OF SERVICE

This budget provides for the cost of resident pupils with statements of Special Education Needs based in other Local Authorities in accordance with the provision specified in individual statements.

It also provides for the income recoverable from other Local Authorities arising from charges for pupils with statements being educated in Royal Borough Schools.

MAJOR VARIATIONS

- (1) The recharging of the Directorate, Resources (Management and Support) and part of the Strategy, Commissioning and Performance services to 'front-line' services has led to an increase of £139,420 in Departmental Support Service Recharges across the Business Group.
- (2) The income budget for Inter-Authority recoupment has been increased by £279,250 to reflect continuing trends. This increase has been included in the budgets for Supporting SEN.

SCHOOLS, QUALITY AND STANDARDS - DEDICATED SCHOOLS GRANT**BUSINESS UNITS – E9000**

Cabinet Member for Family and Children's Services	Actual 2007/2008	Budget 2008/2009	Budget 2009/2010
	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
INCOME			
Government Grants – Dedicated Schools Grant	<i>59,340</i>	62,445	63,348
TOTAL INCOME	<i>59,340</i>	62,445	63,348
NET INCOME	<i>-59,340</i>	-62,445	-63,348

DESCRIPTION OF SERVICE

The Dedicated Schools Grant is a ring-fenced grant introduced from 1 April 2006. It funds the RBKC 'Schools Budget' which comprises the Individual Schools Budget (the sum of the budget shares for each of the maintained schools) and Centrally Retained Budgets (including payments to the private, voluntary and independent sector for the free education entitlement for 3 and 4 year olds, the pupil referral unit and payments to the independent sector and other local authorities for the education of pupils with special educational needs).

MAJOR VARIATIONS

- Overall pupil numbers are projected to fall in the January 2009 count. This is expected to lead to the school 2008/09 DSG (£62,104,000) being increased by only 2% cash floor to a total of £63,348,000.
- The position may change once the pupil counts are conducted in January 2009 and pupil numbers are verified in June 2009.

SCHOOLS, QUALITY AND STANDARDS - DELEGATED INDIVIDUAL NURSERY SCHOOL

BUSINESS UNITS – E1002, E1004-E1024, E2111, and E2109

Cabinet Member for Family and Children's Services	<i>Actual 2007/2008</i>	Budget 2008/2009	Budget 2009/2010
	<i>£'000</i>	£'000	£'000
EXPENDITURE			
Schools' Delegated Budgets	2,556	2,130	2,209
Total Direct Expenditure	2,556	2,130	2,209
TOTAL EXPENDITURE	2,556	2,130	2,209
INCOME			
Fees, Charges and Other Income	385	0	0
TOTAL INCOME	385	0	0
NET EXPENDITURE (FULLY RECHARGED)	2,171	2,130	2,209

DESCRIPTION OF SERVICE

The Royal borough maintains 4 community nursery schools. These schools currently provide education for some 245 (225 fte) pupils less than 5 years of age at January 2009.

The 4 nursery schools receive delegated budgets under the Fair Funding scheme.

MAJOR VARIATIONS

- The increase shown is an estimate at this stage based upon the Government's announcement of Dedicated Schools Grant.
- The figures above are based upon the requirements of the Minimum Funding Guarantee.
- The final Dedicated Schools Budget will be released in May 2009 following confirmation of the national PLASC census on 15th January 2009.

SCHOOLS, QUALITY AND STANDARDS - DELEGATED INDIVIDUAL PRIMARY SCHOOL

BUSINESS UNITS – E2201 – E2294, E2809 and E2811

Cabinet Member for Family and Children's Services	<i>Actual 2007/2008</i>	Budget 2008/2009	Budget 2009/2010
	<i>£'000</i>	£'000	£'000
EXPENDITURE			
Schools' Delegated Budgets	35,010	31,895	32,094
Total Direct Expenditure	35,010	31,895	32,094
TOTAL EXPENDITURE	35,010	31,895	32,094
INCOME			
Fees, Charges and Other Income	4,138	0	0
TOTAL INCOME	4,138	0	0
NET EXPENDITURE (FULLY RECHARGED)	30,872	31,895	32,094

DESCRIPTION OF SERVICE

The Royal Borough maintains 26 primary schools, 12 of which are community schools, 7 are Roman Catholic voluntary aided schools, and 7 are Church of England voluntary aided schools. These schools currently provide education for some 7,269 (7,143 fte) pupils between 3 and 11 years. There are 21 nursery classes in primary schools.

The 26 primary schools receive delegated budgets under the Fair Funding scheme.

MAJOR VARIATIONS

- The increase shown is an estimate at this stage based upon the Government's announcement of Dedicated Schools Grant.
- The figures above are based upon the requirements of the Minimum Funding Guarantee.
- The final Dedicated Schools Budget will be released in May 2009 following confirmation of the national PLASC census on 15th January 2009.

SCHOOLS, QUALITY AND STANDARDS - DELEGATED INDIVIDUAL SECONDARY SCHOOL

BUSINESS UNITS – E2311–E2399 and E2609-E2611

Cabinet Member for Family and Children's Services	<i>Actual 2007/2008</i>	Budget 2008/2009	Budget 2009/2010
	<i>£'000</i>	£'000	£'000
EXPENDITURE			
Schools' Delegated Budgets	21,517	19,992	20,413
Total Direct Expenditure	21,517	19,992	20,413
TOTAL EXPENDITURE	21,517	19,992	20,413
INCOME			
Government Grants			
– Learning and Skills Council (1)	3,029	3,080	3,080
Fees, Charges and Other Income	1,948	0	0
TOTAL INCOME	4,977	3,080	3,080
NET EXPENDITURE (FULLY RECHARGED)	16,540	16,912	17,333

DESCRIPTION OF SERVICE

The Royal Borough is responsible for 4 secondary schools, 1 of which is a community school, and 3 are Roman Catholic voluntary aided schools. These schools currently provide education for some 3,477 pupils between 11 and 19 years. Two of the schools have sixth forms, totalling 491 pupils, for which funding is provided through a grant from the Learning and Skills Council.

All secondary schools receive delegated budgets under the Fair funding scheme.

MAJOR VARIATIONS

- The increase shown is an estimate at this stage based upon the Government's announcement of Dedicated Schools Grant.
 - The figures above are based upon the requirements of the Minimum Funding Guarantee.
 - The final Dedicated Schools Budget will be released in May 2009 following confirmation of the national PLASC census on 15^h January 2009.
- (1) The Learning and Skills Council funding allowance will be released in January 2009. Estimates include an allowance based upon the current level of pupils.

SCHOOLS, QUALITY AND STANDARDS - DELEGATED INDIVIDUAL SPECIAL SCHOOL

BUSINESS UNITS – E2411 – E2434 and E5610

Cabinet Member for Family and Children's Services	<i>Actual 2007/2008</i>	Budget 2008/2009	Budget 2009/2010
	<i>£'000</i>	£'000	£'000
EXPENDITURE			
Schools' Delegated Budgets	3,959	3,666	3,959
Total Direct Expenditure	3,959	3,666	3,959
TOTAL EXPENDITURE	3,959	3,666	3,959
INCOME			
Government Grants			
– Learning and Skills Council (1)	83	83	84
Fees, Charges and Other Income	343	0	0
TOTAL INCOME	426	83	84
NET EXPENDITURE (FULLY RECHARGED)	3,533	3,583	3,875

DESCRIPTION OF SERVICE

The Royal Borough is responsible for 2 special schools: Chelsea Children's Hospital School and Parkwood Hall, a residential and day school near Swanley, Kent. The latter provides for boys and girls with learning difficulties between 8 and 19 years, and has 76 places. Approximately 2/3 of pupils are resident boarders.

Both schools receive delegated budgets under the Fair Funding scheme. Where places are provided for pupils from other Boroughs the special educational needs costs are recouped from the home authority.

MAJOR VARIATIONS

- The increase shown is an estimate at this stage based upon the Government's announcement of Dedicated Schools Grant.
 - The figures above are based upon the requirements of the Minimum Funding Guarantee.
 - The final Dedicated Schools Budget will be released in May 2009 following confirmation of the national PLASC census on 15th January 2009.
- (1) The Learning and Skills Council funding allowance will be released in January 2009. The estimates include an allowance based upon the current level of pupils aged 16-19.

REVENUE CHANGES – GROWTH AND SAVINGS

Ref No.	Department	Description	Details	2009/10 £'000	2010/11 £'000	2011/12 £'000
Corporate Growth						
01	Community Learning	Increase in Area Based Grants for positive activities for young people	Additional funding is provided within the Area Based Grant for the expansion of Positive Activities Programmes in order to increase the availability of year-round highly personalised provision for the most disengaged young people.	232		
Total Corporate Growth				232		
Savings						
01	Schools, Quality and Standards	Increase Family Centre Income (NB Charges frozen)	Income targets for the sale of a limited number of childcare places in Family Centres have been comfortably exceeded in 2007/08	-150		
02	Community Learning	Efficiencies within the Play Service	The Home to School Transport budget which provides help to students travelling long distances to access mainstream education (not children with special needs) has a recent history of under spends due to the introduction of free bus travel	-25		
03	Schools, Quality and Standards	Efficiencies within the School Improvement Service	Efficiencies within the School Improvement Service	-90		
04	Community Learning	Reduction In Youth Support and Development Service staffing levels	Reduction In Youth Support and Development Service staffing levels	-20		
05	Community Learning	Staff savings in Community Learning	Reductions in supplies and services budgets of the Youth Support and Development Service	-32		

Ref No.	Department	Description	Details	2009/10 £'000	2010/11 £'000	2011/12 £'000
06	Family Services	Fewer Looked After Children	The reduction in numbers of looked after children enable a saving to be made against the parenting budget.	-150		
07	Resources	Further rationalisation of resources teams across the Business Group	Further rationalisation of resources teams across the Business Group	-35		
08	Schools, Quality and Standards	Staff savings in the Schools Directorate	Staff savings in the Schools Directorate	-48		
09	Schools, Quality and Standards	Reduction in Home to School Transport for Special Educational Needs	There is considered to be scope to achieve efficiencies in the Home to School Transport budget. This would include exploring the use of individual budgets to encourage parents to make their own arrangements for school transport	-100		
Total Savings				-650		
Business Group Total				-418		

***HOUSING, HEALTH AND ADULT SOCIAL
CARE***

REVENUE BUDGET 2009/2010

HOUSING, HEALTH AND ADULT SOCIAL CARE REVENUE BUDGET

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HOUSING, HEALTH AND ADULT SOCIAL CARE

SUMMARY OF CHANGES	Budget 2009/10
ORIGINAL BUDGET 2008/09	£'000 69,343
◦ PAY & PRICES CHANGES	
Pay awards	661
Price Variations - Expenditure	1,341
Price Variations - Income	-393
Total Pay & Prices Increase	1,609
◦ CENTRAL SUPPORT SERVICES CHARGES (CSS)	551
◦ VARIATION IN CHARGES TO/FROM OTHER BUSINESS GROUPS	-215
◦ TRANSFERS TO/FROM OTHER SERVICES	
Transfer of rent income budget to Corporate Services	80
	80
◦ CAPITAL CHARGES VARIATIONS	-18
SUB TOTAL	71,350
◦ FINANCIAL PLAN REVENUE CHANGES	
<u>Centrally Funded Growth</u>	
Transfer of expenditure from Housing Revenue Account to General Fund	144
Implementation of the Deprivation of Liberties/Mental Capacity Act	71
Delivery of the Personalisation Programme in Adult Social Care	789
Improve services for those affected by strokes	92
Develop services for carers	70
	1,166
<u>Local Growth</u>	
Continuation of the North Kensington Neighbourhood Co-ordinator	48
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HOUSING, HEALTH AND ADULT SOCIAL CARE

SUMMARY OF CHANGES	Budget 2009/10
<u>Planned Reductions</u>	
Reduction in the Housing Association Leasing Scheme incentives budget	-34
Reduction in the housing relocation budget reflecting current spend levels	-10
Reduction in the Private Leased Agreement incentives budget	-34
Reduction in the housing budget for enabling work with the private sector	-10
Income from charging for additional Health and Safety training courses	-10
Savings arising from the restructuring of management posts within Environmental Health	-30
Rationalisation of information systems licences in Environmental Health	-10
Reduction in home care budget reflecting current spend levels	-374
Reduction in Adult Social Care information systems budgets	-15
Reduction in posts in finance and business support in Adult Social Care	-20
Reduction of one Occupational Therapy post	-32
Reduction in the Substance Use placement budget reflecting current spend levels	-10
Information systems procurement savings following the renegotiation of contracts	-20
‘Protecting the Public Purse’ – reduction in running costs across the Business Group	-10
Reduction in posts in Housing and Strategic Development	-40
Discontinue Mediation Service (CALM)	-23
Discontinue enquiries relating to food safety and health and safety of premises	-17
Management reductions within Adult Social Care	-100
Reduction in the Learning Disability Residential and Nursing Placements budget reflecting current spend levels	-80
Reduction in Taxicard budget reflecting current spend levels	-100
	-979
TOTAL FINANCIAL PLAN REVENUE CHANGES	235
OTHER VARIATIONS	
Release of funding from various grants	394
Net growth in Supporting People budget offset by a release from the Supporting People Reserve	1,000
Income Ringfenced Government Grants	-592
Fall out of one off funding towards Chelsea Care Development	-85
Adjustment to reflect current service pension liability	9
	726
TOTAL FORWARD BUDGET	72,311

HOUSING, HEALTH AND ADULT SOCIAL CARE
Subjective Summary

Item	<i>2007/08 Actual</i>	<i>2008/09 Budget</i>	<i>2009/10 Budget</i>
	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
EXPENDITURE			
Employee Related Expenses	26,537	28,037	28,464
Premises Related Expenses	1,221	1,371	1,355
Transport Related Expenses	153	143	130
Supplies & Services	3,815	3,139	4,067
Third Party Payments	62,878	67,150	68,826
Recharges from:			
Other Business Group charges	933	647	553
Business Group Support	0	0	0
Inter Business Group:			
Central Departments	5,772	5,971	6,722
Capital Financing Charges	862	1,404	1,386
TOTAL EXPENDITURE	102,171	107,862	111,503
INCOME			
Government Grants	19,385	13,017	13,290
Other Grants, Reimbursements & Contributions	22,722	19,101	19,411
Customer & Client Receipts			
Fees & Charges	5,265	4,795	4,898
Rents (Other)	37	126	49
Interest	19	14	16
Recharges to Other Revenue A/Cs			
Departmental	0	0	0
Other Business Groups	1,409	1,465	1,528
TOTAL INCOME	48,836	38,518	39,192
NET EXPENDITURE	53,334	69,343	72,311

HOUSING, HEALTH AND ADULT SOCIAL CARE Service Summary

Service	2007/8 Actuals			2008/09 Budget			2009/10 Budget			Outputs (see note 1)	Head of Service
	Exp	Income	Net	Exp	Income	Net	Exp	Incom	Net		
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000		
Corporate and Democratic Core - Adults											
Management and Support Services	70	0	70	70	0	70	46		46		ASC
	40	0	40	42	0	42	43		43		
	110	0	110	112	0	112	89	0	89		
Adult Social Care Service Strategy											
Management and Support Services	244	0	244	266	0	266	287		287		ASC
	0	0	0	1	0	1	0		0		
	244	0	244	267	0	267	287	0	287		
Services for Older People											
Assessment and Care Management	4,156	260	3,896	4,513	250	4,263	4,273	257	4,016		ASC
Nursing	3,390	855	2,535	3,496	844	2,652	3,454	839	2,615	105 older people supported in nursing homes	ASC
Residential	7,737	2,701	5,036	9,641	2,611	7,030	9,815	2,574	7,241	231 older people supported in residential homes	ASC
Supported Accommodation	1,283	103	1,180	1,293	103	1,190	1,403	103	1,300	81 older people in supported accommodation	ASC
Home Care	5,850	2,590	3,260	6,561	1,392	5,169	6,724	1,427	5,297	1,378 older people receiving home care	ASC
Day Care	2,398	239	2,159	2,252	290	1,962	2,612	317	2,295	271 older people attending day centres	ASC
Meals	476	207	269	435	179	256	447	184	263	248 older people receiving meals at home	ASC
Other Services	1,931	2,580	-649	2,398	544	1,854	2,854	1,058	1,796		ASC
Management and Support Services	2,457	0	2,457	2,322	0	2,322	2,413	0	2,413		
	29,678	9,535	20,143	32,911	6,213	26,698	33,995	6,759	27,236		
Services for People with a Physical Disability or Sensory Impairment											
Assessment and Care Management	1,788	57	1,731	1,751	0	1,751	1,881	0	1,881		ASC
Residential	1,081	552	529	1,051	152	899	1,077	156	921	20 people supported in residential homes	ASC
Home Care	1,759	84	1,675	2,160	66	2,094	2,213	68	2,145	261 people receiving home care	ASC
Day Care	94	0	94	121	0	121	35	0	35	6 people attending day centres	ASC
Equipment and Adaptations	361	0	361	576	0	576	483	0	483	217 people in receipt of community equipment	ASC
Other Services	526	31	495	510	26	484	521	27	494		ASC
Management and Support Services	573	0	573	528	0	528	506	0	506		
	6,182	724	5,458	6,697	244	6,453	6,716	251	6,465		
Services for People with Learning Disabilities											
Assessment and Care Management	581	145	436	697	121	576	705	80	625		ASC
Residential	6,510	4,040	2,470	6,832	3,247	3,585	7,177	3,558	3,619	97 people in residential and supported care	ASC
Supported Accommodation	728	190	538	570	108	462	617	142	475	20 people supported in Supported Accommodation	
Home Care	1,303	106	1,197	1,219	80	1,139	1,250	82	1,168	27 people receiving home care	ASC
Day Care	1,741	250	1,491	1,719	238	1,481	1,817	243	1,574	30 people attending day centres	ASC
Other Services	272	86	186	329	168	161	521	154	367		ASC
Management and Support Services	1,150	0	1,150	1,039	0	1,039	936	0	936		
	12,285	4,817	7,468	12,405	3,962	8,443	13,023	4,259	8,764		

HOUSING, HEALTH AND ADULT SOCIAL CARE Service Summary

Service	2007/8 Actuals			2008/09 Budget			2009/10 Budget			Outputs (see note 1)	Head of Service
	Exp	Income	Net	Exp	Income	Net	Exp	Incom	Net		
Services for Adults with Mental Health Needs											
Assessment and Care Management	1,797	371	1,426	1,886	264	1,622	2,000	271	1,729		ASC
Residential	1,596	397	1,199	1,840	346	1,494	1,288	164	1,124	54 people supported in residential	ASC
Supported Accommodation	1,279	586	693	590	46	544	1,726	628	1,098	25 people supported in Supported Accommodation	
Home Care	560	10	550	549	9	540	554	9	545	69 people receiving home care	ASC
Day Care	2,109	584	1,525	2,218	78	2,140	2,319	249	2,070	350 people attending day centres	ASC
Other Services	864	478	386	1,547	884	663	1,090	173	917		ASC
Management and Support Services	1,052	0	1,052	978	0	978	1,057	0	1,057		
	9,257	2,426	6,831	9,608	1,627	7,981	10,034	1,494	8,540		
Services for Other Adults											
Substance Misuse	1,574	765	809	1,893	829	1,064	1,841	694	1,147	325 substance misusers supported	ASC
HIV/AIDS	599	379	220	640	352	288	664	395	269	40 people with HIV/AIDS supported	ASC
Management and Support Services	146	0	146	162	0	162	419		419		
	2,319	1,144	1,175	2,695	1,181	1,514	2,924	1,089	1,835		
Supported Employment											
Management and Support Services	44	0	44	45	0	45	46	0	46	3 attending employment workshops	ASC
	2	0	2	2	0	2	2	0	2		
	46	0	46	47	0	47	48	0	48		
Public Transport											
Concessionary Fares	4,705	0	4,705	4,334	0	4,334	4,236	0	4,236	24,327 people in receipt of Freedom Passes	ASC
Taxicard	775	0	775	880	0	880	826	0	826	2,360 membership of the Taxicard service	ASC
Management and Support Services	505	0	505	494	0	494	470	0	470		
	5,985	0	5,985	5,708	0	5,708	5,532	0	5,532		
Adults' Management and Support Services											
Adjustment for Internal Recharges	6,246	6,246	0	5,914	5,914	0	6,220	6,220	0		ASC
	-5,925	-5,925	0	-5,568	-5,568	0	-5,847	-5,847	0		
Adult Social Care Total	66,427	18,967	47,460	70,796	13,573	57,223	73,021	14,225	58,796		

HOUSING, HEALTH AND ADULT SOCIAL CARE Service Summary

Service	2007/8 Actuals			2008/09 Budget			2009/10 Budget			Outputs (see note 1)	Head of Service
	Exp	Income	Net	Exp	Income	Net	Exp	Incom	Net		
Housing Services											
Corporate and Democratic Core - Housing	65	0	65	62	0	62	37	0	37		HS
Housing Strategy	355	0	355	317	0	317	457	0	457		HS
Homelessness and Housing Advice	15,315	16,249	-934	15,388	12,488	2,900	15,582	12,595	2,987	1166 in temporary accommodation	HS
Registered Social Landlords and Housing Advances	1,206	347	859	966	104	862	1,195	352	843	200 new homes through Let's Start	HS
Supporting People	10,633	11,622	-989	11,558	10,780	778	12,439	10,515	1,924	3,820 people in Supporting People services	HS
Housing Services Total	27,574	28,218	-644	28,291	23,372	4,919	29,710	23,462	6,248		
Environmental Health											
Corporate and Democratic Core - EH	81		81	83		83	83		83		
Food and Training	1,157	181	976	1,273	200	1,073	1,352	216	1,136	1,224 food inspections and 2700 candidates trained	EH
Trading Standards	449	29	420	494	4	490	514	4	510	400 enforcement activities	EH
Environmental Quality	647	164	483	666	21	645	716	21	695	5 automated/continuous air quality monitoring stations	EH
Health and Safety	718	4	714	687	4	683	668	4	664	851 Health and Safety inspections	EH
Mortuary, Coroners and Pest Control	970	190	780	994	218	776	1,029	224	805	13,802 pest control inspections/visits	EH
Noise and Nuisance	1,589	8	1,581	1,581	5	1,576	1,614	5	1,609	10,549 service requests	EH
Housing Private Sector	1,791	307	1,484	2,257	382	1,875	2,103	338	1,765	1,437 residential inspections & 292 notices complied with	EH
Environmental Health Total	7,402	883	6,519	8,035	834	7,201	8,079	812	7,267		
Executive Functions											
Executive Group	3,736	3,736	0	4,059	4,059	0	4,194	4,194	0		HHASC
Housing Management and Support Services	1,038	1,038	0	1,000	1,000	0	1,292	1,292	0		HS
Environmental Health Management and Support Services	1,801	1,801	0	2,069	2,069	0	2,010	2,010	0		EH
Adjustment for Internal Recharges	-5,806	-5,806	0	-6,389	-6,389	0	-6,803	-6,803	0		
Executive Functions Total	769	769	0	739	739	0	693	693	0		
Housing, Health and Adult Social Care	102,172	48,837	53,335	107,861	38,518	69,343	111,503	39,192	72,311		

Notes

1. The outputs shown comprise only the main ones relating to the corresponding budget and hence cannot be used to calculate unit costs
2. In Adult Social Care management and support costs have been shown at client group level so that changes arising from the revised methodology for allocating these costs are shown

HOUSING, HEALTH AND ADULT SOCIAL CARE NARRATIVE SHEETS

CORPORATE AND DEMOCRATIC CORE			
Cabinet Member for Housing Services, Adult Social Care, Public Health and Environmental Health	<i>Actual</i>	Budget	Budget
	<i>2007/2008</i>	<i>2008/2009</i>	<i>2009/2010</i>
	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
EXPENDITURE			
Departmental Recharges	<i>256</i>	<i>257</i>	<i>209</i>
TOTAL EXPENDITURE	<i>256</i>	<i>257</i>	<i>209</i>
INCOME	<i>0</i>	<i>0</i>	<i>0</i>
TOTAL INCOME	<i>0</i>	<i>0</i>	<i>0</i>
NET EXPENDITURE	<i>256</i>	<i>257</i>	<i>209</i>
DESCRIPTION OF SERVICE			
<p>In accordance with the Best Value Accounting Code of Practice, the Corporate and Democratic Core comprises the costs of Democratic Representation and Management, and Corporate Management.</p> <p>CIPFA describes Democratic Representation and Management as ‘...including all aspects of members’ activities in that capacity, including corporate, programme and service policy making and more general activities relating to governance and the representation of local interest.’</p> <p>Corporate Management is described as ‘... those activities and costs which provide the infrastructure which allows services to be provided, whether by the authority or not, and the information which is required for public accountability.’</p>			
MAJOR VARIATIONS			
<p>The reduction in the budget is due to changes in time allocations in line with CIPFA guidelines.</p>			

THE EXECUTIVE GROUP			
Cabinet Member for Housing Services, Adult Social Care, Public Health and Environmental Health	Actual	Budget	Budget
	2007/2008	2008/2009	2009/2010
	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
EXPENDITURE			
Employees	2,693	2,763	2,825
Premises	1	0	0
Transport Related Expenditure	13	7	7
Supplies and Services	125	246	190
Third Party Payments	33	72	64
Total Direct Expenditure	2,869	3,088	3,086
Central Support Services Recharges	867	971	1,108
TOTAL EXPENDITURE	3,736	4,059	4,194
INCOME			
Recharges to Other Services	3,736	4,059	4,194
TOTAL INCOME	3,736	4,059	4,194
NET EXPENDITURE	0	0	0
DESCRIPTION OF SERVICE			
<p>The Executive Group is made up of the following sections:</p> <ul style="list-style-type: none"> • Executive Director and Personal Assistant • Resource Management comprising Group Finance, Health and Safety, Information Systems, Property Services and Contract Services • Policy and Performance <p>The Executive Group is fully recharged to Adult Social Care, Environmental Health, the Department of Housing and Strategic Development, Housing Strategy, the Housing Revenue Account and the Corporate and Democratic Core and other Business Groups.</p>			
MAJOR VARIATIONS			
<ul style="list-style-type: none"> • Pay and price increase have added £99,000 to the budget • A virement to Adult Social Care for Personalisation has reduced the budget by £30,000. • A virement to Family and Children's Services to reflect the split of the Customer Care Team and GIST has reduced the budget by £49,000. 			

ADULT SOCIAL CARE MANAGEMENT AND SUPPORT SERVICES			
Cabinet Member for Housing Services, Adult Social Care, Public Health and Environmental Health	<i>Actual</i>	Budget	Budget
	<i>2007/2008</i>	2008/2009	2009/2010
	<i>£'000</i>	£'000	£'000
EXPENDITURE			
Employees	2,063	1,838	2,079
Premises Related Expenditure	121	173	178
Transport Related Expenditure	12	20	21
Supplies and Services	261	299	276
Third Party Payments	234	29	30
Total Direct Expenditure	2,691	2,359	2,584
Central Support Services Recharges	1,004	1,070	1,218
Business Group Support Recharges	1,996	2,196	2,299
Other Departmental Recharges	539	218	110
Capital Charges	16	71	9
TOTAL EXPENDITURE	6,246	5,914	6,220
INCOME			
Other Grants and Contributions	58	4	4
Recharges to Other Departments	263	342	367
Recharges to Other Services	5,925	5,568	5,849
TOTAL INCOME	6,246	5,914	6,220
NET EXPENDITURE	0	0	0
DESCRIPTION OF SERVICE			
<p>Adult Social Care Management and Support Services comprises services which support the direct provision of services to the public and which, in accordance with the CIPFA Best Value Accounting Code of Practice, are fully recharged to client-related services, to Service Strategy or to the Corporate and Democratic Core.</p> <p>It comprises the cost of senior management and administration. Administration covers a range of support activities based at numerous sites within the Royal Borough, including the provision of advice, information and reception services. It also includes the costs of the Executive Group attributable to Adult Social Care functions.</p>			
MAJOR VARIATIONS			
<ul style="list-style-type: none"> • Pay and price increases have added £96,300 to the budget. • Financial Plan reductions total £136,500 and include a reduction of £130,000 relating to support costs. • Following a fundamental review of salary budgets, employee budgets within Management and Support Services have increased by £316,400 funded by virements from other employee budgets within Adult Social Care. • A reduction in the recharge from Family and Children's Services – mainly due to the establishment of the Customer Service Centre. 			

ADULT SOCIAL CARE SERVICE STRATEGY			
Cabinet Member for Housing Services, Adult Social Care, Public Health and Environmental Health	<i>Actual</i>	Budget	Budget
	<i>2007/2008</i>	<i>2008/2009</i>	<i>2009/2010</i>
	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
EXPENDITURE			
Departmental Recharges	244	267	287
TOTAL EXPENDITURE	244	267	287
INCOME	0	0	0
TOTAL INCOME	0	0	0
NET EXPENDITURE	244	267	287
DESCRIPTION OF SERVICE			
<p>Adult Social Care Service Strategy comprises the cost of the strategic management of the authority. It is defined by the CIPFA Best Value Accounting Code of Practice as consisting of two services:</p> <p>Strategic Management: The director and her immediate staff. The director is expected to contribute the majority of the strategic input to liaison with outside bodies and to plans such as the Community Care Plan.</p> <p>Complaints Procedures include the cost of the complaints procedures required by the NHS and Community Care Act 1990.</p> <p>Both components of Service Strategy consist of recharges from the Executive Group, covering the relevant staff.</p>			
MAJOR VARIATIONS			
<p>The variation is due to a change in departmental recharges.</p>			

SERVICES FOR OLDER PEOPLE			
Cabinet Member for Housing Services, Adult Social Care, Public Health and Environmental Health	<i>Actual</i>	Budget	Budget
	<i>2007/2008</i>	<i>2008/2009</i>	<i>2009/2010</i>
	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
EXPENDITURE			
Employees	7,367	7,817	7,804
Premises Related Expenditure	637	773	744
Transport Related Expenditure	19	17	15
Supplies and Services	1,225	878	1,646
Third Party Payments	16,833	19,859	19,800
Total Direct Expenditure	26,081	29,344	30,009
Central Support Services Recharges	886	907	1,182
Departmental Recharges	2,456	2,322	2,413
Capital Charges	253	338	392
TOTAL EXPENDITURE	29,676	32,911	33,996
INCOME			
Government Grants	3,708	366	958
Other Grants and Contributions	2,043	2,121	2,102
Fees, Charges and Other Client Income	3,641	3,461	3,513
Rents	0	82	4
Recharges to Other Services	142	183	185
TOTAL INCOME	9,534	6,213	6,762
NET EXPENDITURE	20,142	26,698	27,234
DESCRIPTION OF SERVICE			
<p>The Council provides, or funds other agencies to provide, a range of services to older people with social care needs. These include:</p> <ul style="list-style-type: none"> • A Council-run residential home and the Burgess Field sheltered scheme • Placements in independent sector residential and nursing homes • Home care • Home meals • Direct payments and Individual Budgets • Day care in two Council centres and voluntary sector provision • The Westway Centre elderly persons integrated care scheme, provided jointly with the Health service • Grant and contractual support to a range of services provided by the voluntary sector 			
MAJOR VARIATIONS			
<ul style="list-style-type: none"> • Pay and prices increases have added £646,200 to the budget. • Budgets have been increased by £789,000 to develop personalised care for Adults. Further increases have been made reflecting increases in the Carers Grant (£70,000) and the newly available Stroke grant (£92,000). • Financial Plan reductions include £374,000 in Home Care Services. • One-off funding of £85,000 was approved in 2008/9 to support the establishment of Chelsea Care. This provision has now ended. • Following a fundamental review of salary budgets, virements totalling £414,900 have been made from the older people employee budgets to other employee budgets within Adult Social Care. • A budget transfer of £140,600 to mental health services reflects a reduction in the number of service users being over 65. • The £80,000 income budget, relating to the rental income from the Ellesmere House retail unit, has been transferred to Corporate Services reflecting the change in responsibility for this budget. 			

SERVICES FOR PEOPLE WITH A PHYSICAL DISABILITY OR SENSORY IMPAIRMENT			
Cabinet Member for Housing Services, Adult Social Care, Public Health and Environmental Health	<i>Actual</i>	Budget	Budget
	<i>2007/2008</i>	<i>2008/2009</i>	<i>2009/2010</i>
	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
EXPENDITURE			
Employees	1,584	1,657	1,585
Premises Related Expenditure	1	1	1
Transport Related Expenditure	1	11	10
Supplies and Services	31	30	26
Third Party Payments	3,734	4,207	4,303
Total Direct Expenditure	5,351	5,906	5,925
Central Support Services Recharges	257	263	284
Departmental Recharges	573	528	506
TOTAL EXPENDITURE	6,181	6,697	6,715
INCOME			
Government Grants	418	0	0
Other Grants and Contributions	87	84	86
Fees, Charges and Other Client Income	194	134	137
Recharges to Other Services	25	26	26
TOTAL INCOME	724	244	249
NET EXPENDITURE	5,457	6,453	6,466
DESCRIPTION OF SERVICE			
<p>The Council provides, or funds other agencies to provide, a range of services to people with physical and sensory disabilities. These include:</p> <ul style="list-style-type: none"> • Placements in independent sector residential and nursing homes • Home care • Home meals • Direct payments and Individual Budgets • Day services • Financial support to a number of voluntary organisations • Services under the Chronically Sick and Disabled Persons Act – telephones, alarms, equipment and aids and adaptations. 			
MAJOR VARIATIONS			
<ul style="list-style-type: none"> • Pay and prices have added £151,800 to the budget • Financial Plan reductions total £36,300 and include a Financial Plan reduction of £32,000 within the Occupational Therapy service. • Following a fundamental review of salary budgets, virements totalling £85,800 have been made from physical disability employee budgets to other employee budgets within Adult Social Care. 			

SERVICES FOR PEOPLE WITH LEARNING DISABILITIES			
Cabinet Member for Housing Services, Adult Social Care, Public Health and Environmental Health	<i>Actual</i>	Budget	Budget
	<i>2007/2008</i>	<i>2008/2009</i>	<i>2009/2010</i>
	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
EXPENDITURE			
Employees	2,003	2,143	2,242
Premises Related Expenditure	191	133	139
Transport Related Expenditure	44	22	24
Supplies and Services	133	110	111
Third Party Payments	8,466	8,635	9,195
Total Direct Expenditure	10,837	11,043	11,711
Central Support Services Recharges	256	282	332
Departmental Recharges	1,151	1,039	936
Capital Charges	41	41	45
TOTAL EXPENDITURE	12,285	12,405	13,024
INCOME			
Government Grants	1,097	0	57
Other Grants and Contributions	3,332	3,613	3,788
Fees, Charges and Other Client Income	351	302	365
Rents	37	44	45
Recharges to Other Services	0	3	4
TOTAL INCOME	4,817	3,962	4,259
NET EXPENDITURE	7,468	8,443	8,765
DESCRIPTION OF SERVICE			
<p>The Council provides, or funds other agencies to provide, a range of services to people with learning disabilities. These include:</p> <ul style="list-style-type: none"> • A council run residential care home/hostel • Placements in independent sector residential and nursing homes • Home care • Home meals • Direct payments and Individual Budgets • Day services • Support to employment • Financial support to a number of voluntary organisations 			
MAJOR VARIATIONS			
<ul style="list-style-type: none"> • Pay and prices increases have added £193,700 to the budget • Financial Plan reductions total £81,600 and include savings of £80,000 as a result of more cases meeting the Continuing Care criteria and therefore being funded by the PCT. • A budget of £215,000 was created following the transfer of the Learning Disability Development Fund to local authorities. • Following a fundamental review of salary budgets, virements totalling £41,500 have been made to learning disability employee budgets from other employee budgets within Adult Social Care. 			

SERVICES FOR ADULTS WITH MENTAL HEALTH NEEDS			
Cabinet Member for Housing Services, Adult Social Care, Public Health and Environmental Health	Actual	Budget	Budget
	2007/2008	2008/2009	2008/2009
	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
EXPENDITURE			
Employees	2,181	2,294	2,500
Premises Related Expenditure	209	260	269
Transport Related Expenditure	7	8	8
Supplies and Services	105	99	98
Third Party Payments	5,440	5,677	5,826
Total Direct Expenditure	7,942	8,338	8,701
Central Support Services Recharges	251	280	272
Departmental Recharges	1,052	978	1,058
Capital Charges	12	12	5
TOTAL EXPENDITURE	9,257	9,608	10,036
INCOME			
Government Grants	1,046	0	0
Other Grants and Contributions	1,272	1,467	1,387
Fees, Charges and Other Client Income	108	160	107
TOTAL INCOME	2,426	1,627	1,494
NET EXPENDITURE	6,831	7,981	8,542
DESCRIPTION OF SERVICE			
<p>The Council provides, or funds other agencies to provide, a range of services to people with mental health problems. These include:</p> <ul style="list-style-type: none"> • Placements in independent sector residential and nursing homes • Home care • Direct payments and Individual Budgets • Day services • Support to homelessness people with mental health problems. • Financial support to a number of voluntary organisations. 			
MAJOR VARIATIONS			
<ul style="list-style-type: none"> • Pay and prices increases have added £182,800 to the budget • A budget increase of £71,000 reflecting the increase in the Mental Health Capacity Grant. • Following a fundamental review of salary budgets, virements totalling £150,900 have been made to mental health employee budgets from other employee budgets within Adult Social Care. • A budget virement of £140,600 has been made from older people's services reflecting a reduction in the number of service users being over 65. 			

SERVICES FOR OTHER ADULTS			
Cabinet Member for Housing Services, Adult Social Care, Public Health and Environmental Health	<i>Actual</i>	Budget	Budget
	<i>2007/2008</i>	<i>2008/2009</i>	<i>2009/10</i>
	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
EXPENDITURE			
Employees	833	881	950
Transport Related Expenditure	7	1	1
Supplies and Services	46	10	11
Third Party Payments	1,182	1,533	1,450
Total Direct Expenditure	2,068	2,425	2,412
Central Support Services Recharges	105	108	93
Departmental Recharges	146	162	419
TOTAL EXPENDITURE	2,319	2,695	2,924
INCOME			
Government Grants	444	437	316
Other Grants and Contributions	648	664	680
Fees, Charges and Other Client Income	52	75	88
Recharges to Other Departments	0	5	5
TOTAL INCOME	1,144	1,181	1,089
NET EXPENDITURE	1,175	1,514	1,835
DESCRIPTION OF SERVICE			
This includes services to people who are substance misusers and services to people with HIV/AIDS.			
MAJOR VARIATIONS			
<ul style="list-style-type: none"> • Pay and prices have added £47,700 to the budget • A Financial Plan reduction of £10,000 within the Substance Misuse Placements Budget. • The Original Budget for 2008/9 included funding of £161,800 for Younger People with Substance Misuse problems. This budget provision is now shown within the Family and Children's Business Group. 			

SUPPORTED EMPLOYMENT			
Cabinet Member for Housing Services, Adult Social Care, Public Health and Environmental Health	<i>Actual</i>	Budget	Budget
	<i>2007/2008</i>	<i>2008/2009</i>	<i>2009/2010</i>
	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
EXPENDITURE			
Third Party Payments	44	45	47
Total Direct Expenditure	44	45	47
Departmental Recharges	2	2	2
TOTAL EXPENDITURE	46	47	49
INCOME	0	0	0
TOTAL INCOME	0	0	0
NET EXPENDITURE	46	47	49
DESCRIPTION OF SERVICE			
This includes supported employment activities to all adult client groups e.g. sheltered workshops.			
MAJOR VARIATIONS			
There are no major variations within this service.			

PUBLIC TRANSPORT			
Cabinet Member for Housing Services, Adult Social Care, Public Health and Environmental Health	<i>Actual</i>	Budget	Budget
	<i>2007/2008</i>	<i>2008/2009</i>	<i>2009/2010</i>
	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
EXPENDITURE			
Employees	156	158	161
Transport Related Expenditure	0	4	5
Supplies and Services	8	3	3
Third Party Payments	5,277	5,005	4,835
Total Direct Expenditure	5,441	5,170	5,004
Central Support Services Recharges	38	44	58
Departmental Support Services Recharge	505	494	470
TOTAL EXPENDITURE	5,984	5,708	5,532
TOTAL INCOME	0	0	0
NET EXPENDITURE	5,984	5,708	5,532
DESCRIPTION OF SERVICE			
This comprises the London wide concessionary fares scheme and the Taxicard scheme, funded from the Car Parking Reserve Account.			
MAJOR VARIATIONS			
<ul style="list-style-type: none"> • Pay and prices decreases have reduced the budget by £63,800. This is mainly due to the costs to the Royal Borough of the concessionary fares scheme, based on the London wide agreement with Transport for London, being lower in 2009/10 due to a change in the methodology of apportioning costs. • A Financial Plan reduction of £100,000 in the Taxicard Service, which is deemed sustainable whilst funding for the services is made available by the Mayor for London. 			

HOUSING MANAGEMENT AND SUPPORT SERVICES			
Cabinet Member for Housing Services, Adult Social Care, Public Health and Environmental Health	<i>Actual</i>	Budget	Budget
	<i>2007/2008</i>	2007/2008	2009/2010
	<i>£'000</i>	£'000	£'000
EXPENDITURE			
Employees	438	451	546
Transport Related Expenditure	4	6	6
Supplies and Services	48	142	138
Third Party Payments	59	1	145
Total Direct Expenditure	549	600	835
Central Support Services Recharges	174	73	87
Departmental Recharges	315	327	370
TOTAL EXPENDITURE	1,038	1,000	1,292
INCOME			
Recharges to Other Services	1,038	1,000	1,292
TOTAL INCOME	1,038	1,000	1,292
NET EXPENDITURE	0	0	0
DESCRIPTION OF SERVICE			
<p>This heading includes the salaries and associated costs of the strategic and support service functions within the Department of Housing and Strategic Development (HSD). These comprise: -</p> <ul style="list-style-type: none"> • Strategic, operational planning and joint planning and liaison with other agencies • Client side of the HRA • Research, information and evaluation • Regeneration programme co-ordination <p>Costs are fully recharged to Adult Social Care, Housing Needs, Enabling, Housing Strategy, the Housing Revenue Account, the Corporate and Democratic Core and other Business Groups. The department also provides the following services, which are shown on separate budget sheets:</p> <ul style="list-style-type: none"> • Development of housing initiatives with housing associations and the private sector (see RSLs and Housing Advances). • Direct services to people in housing need (see Homelessness and Housing Advice) • Development of the housing strategy (see Housing Strategy) 			
MAJOR VARIATIONS			
<ul style="list-style-type: none"> • Financial Plan growth has added £48,000 to the budget. This is to fund the North Kensington Co-ordinator for a further year. • Financial Plan savings have reduced the budget by £5,000. • Following a robust review, £144,000 of HRA costs have been identified which can legitimately be met from the General Fund. These costs are being fully recharged to Transport, Environment and Leisure Services. 			

HOUSING STRATEGY			
Cabinet Member for Housing Services, Adult Social Care, Public Health and Environmental Health Deputy Leader and Cabinet Member for Planning Policy, Housing Policy and Transportation	<i>Actual</i>	Budget	Budget
	<i>2007/2008</i>	<i>2008/2009</i>	<i>2009/10</i>
	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
EXPENDITURE			
Supplies and Services	0	3	4
Total Direct Expenditure	0	3	4
Departmental Recharges	355	314	453
TOTAL EXPENDITURE	355	317	457
INCOME	0	0	0
TOTAL INCOME	0	0	0
NET EXPENDITURE	355	317	457
DESCRIPTION OF SERVICE			
<p>Housing Strategy is the mandatory heading in CIPFA's Best Value Accounting Code of Practice used to show the following costs:</p> <ul style="list-style-type: none"> • The review of housing needs. • The preparation of the Council's Housing Strategy. • Strategic housing planning and allocation of resources. • Bids for various government initiatives <p>In practice, the cost of Housing Strategy is made up of recharges from the Executive Group and Department of Housing and Strategic Development. Since it is independent of direct service provision, its cost is not reallocated to housing functions.</p>			
MAJOR VARIATIONS			
<ul style="list-style-type: none"> • An increase in the departmental recharges arises from a change to the time allocations within the Housing Department. 			

HOMELESSNESS AND HOUSING ADVICE (HOUSING NEEDS)			
Cabinet Member for Housing Services, Adult Social Care, Public Health and Environmental Health	<i>Actual</i>	Budget	Budget
	<i>2007/2008</i>	<i>2008/2009</i>	<i>2009/2010</i>
	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
EXPENDITURE			
Employees	2,595	3,124	2,751
Premises Related Expenditure	12	6	0
Transport Related Expenditure	3	0	1
Supplies and Services	688	572	578
Third Party Payments	10,715	10,339	10,541
Total Direct Expenditure	14,013	14,041	13,871
Central Support Services Recharges	658	797	935
Departmental Recharges	643	550	775
TOTAL EXPENDITURE	15,314	15,388	15,581
INCOME			
Government Grants	900	1,223	1,278
Other Grants and Contributions	15,210	11,125	11,174
Fees & Charges	20	17	17
Recharges to Other Services	119	123	125
TOTAL INCOME	16,249	12,488	12,594
NET EXPENDITURE	-935	2,900	2,987
DESCRIPTION OF SERVICE			
<p>This service includes the CIPFA accounting code of practice categories of homelessness, housing advice and other Council property:-</p> <ul style="list-style-type: none"> • Maintenance of the Council's Housing Register for housing need applicants • Assessment of housing applications and the placement of homeless people in temporary accommodation pending investigation of applications • Nomination of households for rehousing in both the Council's and housing associations' stock • Resettlement of people with mental health problems or with AIDS/HIV in both Council and housing association properties • The Royal Borough's contribution to the management costs of the travellers' site • Implementation of the statutory Housing Register • Housing advice and tenancy relations. 			
MAJOR VARIATIONS			
<ul style="list-style-type: none"> • Pay and Price increases have added £51,000 to the budget. • Financial Plan savings have reduced the budget by £44,000 which comprises a reduction of £34,000 in the HALS budget and a reduction of £10,000 in the housing relocation budget, these reductions reflect current spend levels. • A virement to the Registered Social Landlords budget for the rent deposit scheme has reduced the HALS budget by £100,000. • Government funding of £110,000 was made available in 2008/09 to tackle overcrowding. Funding at a similar level is assumed in 2009/10 and a bid is currently being formed. • A transfer between employee costs and third party payments has been made to reflect the use of the Homelessness Directorate Grant. 			

REGISTERED SOCIAL LANDLORDS AND HOUSING ADVANCES (ENABLING)			
Cabinet Member for Housing Services, Adult Social Care, Public Health and Environmental Health	<i>Actual</i>	Budget	Budget
	<i>2007/2008</i>	<i>2008/2009</i>	<i>2009/2010</i>
	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
EXPENDITURE			
Employees	308	311	288
Transport Related Expenditure	1	1	0
Supplies and Services	673	403	630
Third Party Payments	14	5	72
Total Direct Expenditure	996	720	990
Central Support Services Recharges	105	134	123
Departmental Recharges	105	112	82
TOTAL EXPENDITURE	1,206	966	1,195
INCOME			
Other Grants and Contributions			166
Fees, Charges and Other Client Income	254	76	77
Interest	19	14	16
Recharges to Other Services	74	14	93
TOTAL INCOME	347	104	352
NET EXPENDITURE	859	862	843
DESCRIPTION OF SERVICE			
<p>This heading covers the CIPFA accounting code of practice categories of registered social landlords (RSLs) and housing advances:</p> <ul style="list-style-type: none"> • The Council's work with housing associations and the Housing Corporation to provide homes for families in housing need and to maintain the homes of existing association tenants. The Council also maintains loans with associations. These comprise "residual loans" which are long-term mortgages. • 'Let's Rent' private sector housing initiatives • The administration of mortgages for Right-to-Buy and other individuals. 			
MAJOR VARIATIONS			
<ul style="list-style-type: none"> • Pay and Price increase have added £16,000 to the budget. • Financial Plan savings have reduced the budget by £84,000. This comprises £40,000 from a reduction in posts in Housing and Strategic Development, a reduction of £34,000 in the incentives budget and a reduction of £10,000 in the enabling budget. • An increase of £244,000 in the rent deposits budget has been funded by a virement from the HALS budget and use of the Homelessness Directorate Grant. • An increase of £166,000 on other grants and contributions represents use of the Homelessness Directorate Grant, partly to fund the rent deposit scheme. • An increase in recharges to other services reflects the costs of two staff being recharged to Housing Needs for work relating to Homelessness. 			

SUPPORTING PEOPLE			
Cabinet Member for Housing Services, Adult Social Care, Public Health and Environmental Health	<i>Actual</i>	Budget	Budget
	<i>2007/2008</i>	<i>2008/2009</i>	<i>2009/2010</i>
	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
EXPENDITURE			
Employees	331	198	260
Premises Related Expenditure	1	0	0
Transport Related Expenditure	1	0	0
Supplies & Services	27	1	1
Third Party Payments	10,206	11,163	11,949
Total Direct Expenditure	10,566	11,362	12,210
Central Support Services Recharges	67	51	86
Departmental Recharges	0	145	143
TOTAL EXPENDITURE	10,633	11,558	12,439
INCOME			
Government Grants	11,394	10,670	10,405
Fees & Charges	227	110	110
TOTAL INCOME	11,621	10,780	10,515
NET EXPENDITURE	-988	778	1,924
DESCRIPTION OF SERVICE			
<p>From 1 April 2003, the funding arrangements to enable vulnerable people to live independently in the community were replaced by a single budget administered by local authorities. The Supporting People grant is used to commission a wide range of housing support. Older people, sheltered accommodation and people with special needs are included in the scheme.</p>			
MAJOR VARIATIONS			
<ul style="list-style-type: none"> • There has been a reduction of £534,000 in the level of grant funding from the Department of Communities and Local Government for the main programme. • A further Government Grant of £268,000 previously paid to direct to the provider will now been paid to RBKC. • A budgeted draw down of £1,000,000 from the Supporting People Reserve has been included which reflects a reduction of £534,000 in the Supporting People grant and the costs related to the re-opening of the Warwick Road and Amy Garvey schemes. • Central Support Service charges have increased by 33,000. 			

ENVIRONMENTAL HEALTH – MANAGEMENT AND SUPPORT SERVICES			
Cabinet Member for Housing Services, Adult Social Care, Public Health and Environmental Health	<i>Actual</i>	Budget	Budget
	<i>2007/2008</i>	<i>2008/2009</i>	<i>2009/10</i>
	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
EXPENDITURE			
Employees	575	834	845
Premises Related Expenditure	4	2	2
Transport Related Expenditure	0	0	2
Supplies and Services	174	136	142
Third Party Payments	4	0	0
Total Direct Expenditure	<i>757</i>	<i>972</i>	<i>991</i>
Central Support Services Recharges	432	376	283
Departmental Recharges	264	306	327
Other Departmental Recharges	309	363	369
Capital Financing Charges	39	52	40
TOTAL EXPENDITURE	<i>1,801</i>	<i>2,069</i>	<i>2010</i>
INCOME			
Fee and Charges	3	2	1
Recharges to Other Services	1,798	2,067	2,009
TOTAL INCOME	<i>1,801</i>	<i>2,069</i>	<i>2,010</i>
NET EXPENDITURE	<i>0</i>	<i>0</i>	<i>0</i>
DESCRIPTION OF SERVICE			
<p>The salaries of managers, personal assistants, project management, and support services staff are shown here with their associated running costs.</p> <p>Support Services carries out a wide variety of functions on behalf of the Department as a whole. In addition to traditional administrative support functions, such as service of statutory notices, typing and file handling, this includes a Business Systems Unit with a brief to sustain and develop information technology and management information systems. Project management is part of this function, identifying and implementing service improvements.</p>			
MAJOR VARIATIONS			
<ul style="list-style-type: none"> • Pay and price increases have added £48,000 to the budget in 2009/2010. • Financial Plan savings of £25,000 have been made - £10,000 from the reduced cost of Imaging and Workflow and £15,000 reduction to management salaries. • Departmental Recharges have increased by £21,000 as a result of changes in time allocations. • Capital charges have decreased by £12,000. 			

ENVIRONMENTAL HEALTH – FOOD AND TRAINING			
Cabinet Member for Housing Services, Adult Social Care, Public Health and Environmental Health	<i>Actual</i>	Budget	Budget
	<i>2007/2008</i>	<i>2008/2009</i>	<i>2009/2010</i>
	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
EXPENDITURE			
Employees	550	603	576
Premises Related Expenditure	34	21	21
Transport Related Expenditure	4	7	4
Supplies and Services	69	65	63
Third Party Payments	125	95	97
Total Direct Expenditure	782	791	762
Central Support Services Recharges	109	92	136
Departmental Recharges	266	390	454
TOTAL EXPENDITURE	1,157	1,273	1,352
INCOME			
Fees and Charges	178	197	213
Recharge to Corporate and Democratic Core	3	3	3
TOTAL INCOME	181	200	216
NET EXPENDITURE	976	1,073	1,136
DESCRIPTION OF SERVICE			
<p>This service investigates food poisoning and infectious disease outbreaks and works to ensure that food is safe to eat in the borough. Officers undertake programmed risk-based inspections of around 1,700 food premises per year for food hygiene and food standards, respond to complaints, food alerts and sample foodstuffs. The team also undertakes health and safety inspections of food premises and investigates accidents and complaints. Enforcement action including the serving of improvement notices, closure of premises, seizure/detention of unsafe food and prosecutions are also taken where appropriate and in line with the Enforcement Policy.</p> <p>The Environmental Health training function is undertaken by the Food Team's services. This involves the provision of direct and contracted training on food hygiene and safety matters to catering workers and managers, and the development of internet based approaches to training.</p>			
MAJOR VARIATIONS			
<ul style="list-style-type: none"> • Pay and price increases have added £18,000 to the budget in 2009/2010. • Employee budgets have decreased by £44,000 due to a Financial Plan saving of £17,000 relating to the discontinuation of Food and Health and Safety enquiries and virements of £27,000 to other salary budgets within Environmental Health. • Further Financial Plan savings of £10,000 have been included relating to an anticipated increase in training income. 			

ENVIRONMENTAL HEALTH – TRADING STANDARDS			
Cabinet Member for Housing Services, Adult Social Care, Public Health and Environmental Health	<i>Actual</i>	Budget	Budget
	<i>2007/2008</i>	<i>2008/2009</i>	<i>2009/2010</i>
	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
EXPENDITURE			
Employees	231	272	332
Transport Related Expenditure	0	1	0
Supplies and Services	22	21	21
Third Party Payments	2	0	0
Total Direct Expenditure	255	294	353
Central Support Services Recharges	57	43	45
Departmental Recharges	137	157	116
TOTAL EXPENDITURE	449	494	514
INCOME			
Government Grant	24		
Fees and Charges	2	1	1
Recharge to Corporate and Democratic Core	3	3	3
TOTAL INCOME	29	4	4
NET EXPENDITURE	420	490	510
DESCRIPTION OF SERVICE			
<p>The Trading Standards Service provides the following:</p> <p>Enforcement of legislation controlling weights and measures, trade descriptions, consumer safety, consumer credit, prices, hallmarking and textile labelling. This requires routine visits to trade premises and also the investigation of complaints. Tasks include testing of weighing and measuring equipment, checking weights and descriptions of goods and examining advertisements, labels and price displays. Test transactions are carried out to see if the correct weight is sold and if goods and services are correctly priced as described, and safe.</p> <p>Advising members of the public and local businesses on Trading Standards matters.</p> <p>Test purchasing for underage sale of alcohol, tobacco, knives and glue.</p> <p>Weighing road vehicles to check whether laden weights exceed legal limits.</p> <p>Testing new and repaired weighing and measuring equipment before use in trade.</p> <p>Seizure of counterfeit goods and enforcement of the Video Recordings Act.</p>			
MAJOR VARIATIONS			
<ul style="list-style-type: none"> • Pay and price increases have added £9,000 to the budget in 2009/2010. • Employee budgets have increased by £55,000 funded by virements from other salary budgets within Environmental Health. • Departmental Recharges have decreased by £41,000 as a result of changes in time allocations. 			

ENVIRONMENTAL HEALTH – ENVIRONMENTAL QUALITY			
Cabinet Member for Housing Services, Adult Social Care, Public Health and Environmental Health	<i>Actual</i>	Budget	Budget
	<i>2007/2008</i>	2008/2009	2009/2010
	<i>£'000</i>	£'000	£'000
EXPENDITURE			
Employees	326	340	365
Premises Related Expenditure	0	0	0
Transport Related Expenditure	1	3	1
Supplies and Services	76	54	56
Third Party Payments	8	27	28
Total Direct Expenditure	411	424	450
Central Support Services Recharges	64	56	56
Departmental Recharges	172	186	210
TOTAL EXPENDITURE	647	666	716
INCOME			
Government Grant	142	0	0
Fees and Charges	2		
Recharges to Corporate and Democratic Core	20	21	21
TOTAL INCOME	164	21	21
NET EXPENDITURE	483	645	695
DESCRIPTION OF SERVICE			
<p>Environmental Quality provides services which include monitoring ambient air quality and developing proposals to improve it, identifying sites that could be contaminated and overseeing remediation work. It carries out research and gives advice on a wide range of environmental issues including electromagnetic radiation from mobile phone masts, air transport noise and environmental impact assessments. The team carries out public consultation exercises on these issues.</p>			
MAJOR VARIATIONS			
<ul style="list-style-type: none"> • Pay and price increases have added £18,000 to the budget in 2009/2010. • Employee budgets have increased by £16,000 funded by virements from other salary budgets within Environmental Health. • Departmental recharges have increased by £24,000 as a result of changes in time allocations. 			

ENVIRONMENTAL HEALTH – HEALTH AND SAFETY			
Cabinet Member for Housing Services, Adult Social Care, Public Health and Environmental Health	<i>Actual</i>	Budget	Budget
	<i>2007/2008</i>	<i>2008/2009</i>	<i>2009/10</i>
	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
EXPENDITURE			
Employees	410	398	395
Transport Related Expenditure	2	3	4
Supplies and Services	8	10	10
Third Party Payments	25	9	10
Total Direct Expenditure	445	420	419
Central Support Services Recharges	76	65	74
Departmental Recharges	197	202	175
TOTAL EXPENDITURE	718	687	668
INCOME			
Recharges to Corporate and Democratic Core	4	4	4
TOTAL INCOME	4	4	4
NET EXPENDITURE	714	683	664
DESCRIPTION OF SERVICE			
<p>Health and Safety The Team investigates accidents and cases of ill health at work and ensures that the health, safety and welfare of employees and members of the public are protected. Some 1,100 premises are inspected annually. Priority areas for inspection work include working at height, slips and trips, workplace transport and other dangerous working practices. Inspections also include occupational health problems to prevent illnesses such as dermatitis and musculoskeletal disorders including repetitive strain injuries. The Team also deals with high-risk activities that have the potential to seriously affect public health including the removal of asbestos and the inspection of wet cooling towers to prevent the growth of Legionella bacteria. Enforcement action in line with the Enforcement Policy includes the service of notices to remedy defects, seizure and detention of dangerous equipment and prosecution for health and safety failures.</p>			
MAJOR VARIATIONS			
<ul style="list-style-type: none"> • Pay and price increases have added £13,000 to the budget in 2009/2010. • Employee costs have decreased by £9,000 due to virements to other salary budgets within Environmental Health. • Departmental recharges have decreased by £27,000 as a result of changes in time allocations. 			

ENVIRONMENTAL HEALTH – MORTUARY, CORONERS AND PEST CONTROL SERVICES			
Cabinet Member for Housing Services, Adult Social Care, Public Health and Environmental Health	<i>Actual</i>	Budget	Budget
	<i>2007/2008</i>	<i>2008/2009</i>	<i>2009/2010</i>
	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
EXPENDITURE			
Employees	317	307	326
Transport Related Expenditure	15	5	5
Supplies and Services	30	21	29
Third Party Payments	396	423	433
Total Direct Expenditure	758	756	793
Central Support Services Recharges	53	52	54
Departmental Recharges	159	186	182
Capital Financing Charges		0	0
TOTAL EXPENDITURE	970	994	1029
INCOME			
Fees and Charges	190	218	224
TOTAL INCOME	190	218	224
NET EXPENDITURE	780	776	805
DESCRIPTION OF SERVICE			
<p>This comprises the Royal Borough's contribution towards the provision of a mortuary and Coroners' Court service.</p> <p>The control of rats, mice and insect pests is provided by a team of pest control officers, who carry out over 7,000 treatments each year. They also provide a pest control service to other Council departments, Registered Social Landlords and the Tenant Management Organisation. Other work undertaken includes collecting clinical waste.</p>			
MAJOR VARIATIONS			
<ul style="list-style-type: none"> • Pay and price increases have added £18,000 to the budget in 2009/2010. • Employee costs have increased by £14,000 funded by virements from other salary budgets within Environmental Health. • Supplies and Services are increased by £7,000 due to an increase in baits and poisons budget. • Departmental Recharges have decreased by £4,000 as a result of changes in time allocations. 			

ENVIRONMENTAL HEALTH – NOISE AND NUISANCE			
Cabinet Member for Housing Services, Adult Social Care, Public Health and Environmental Health	<i>Actual</i>	Budget	Budget
	<i>2007/2008</i>	<i>2008/2009</i>	<i>2009/2010</i>
	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
EXPENDITURE			
Employees	903	853	904
Transport Related Expenditure	17	24	14
Supplies and Services	15	21	21
Third Party Payments	81	24	1
Total Direct Expenditure	1,016	922	940
Central Support Services Recharges	177	172	187
Other Departmental Recharges	51	72	74
Departmental Recharges	345	415	407
Capital Financing Charges			6
TOTAL EXPENDITURE	1,589	1,581	1,614
INCOME			
Other income	4		
Establishment Charges – Public Health Act	4	5	5
TOTAL INCOME	8	5	5
NET EXPENDITURE	1,581	1,576	1,609
DESCRIPTION OF SERVICE			
<p>This deals with the abatement of environmental pollution, principally noise. Over 10,000 complaints are received every year of noise disturbance from various sources including construction sites, noisy neighbours, parties, burglar alarms and noise from licensed premises. Enforcement action is taken by the serving of notices and prosecutions where appropriate. The majority of noise complaints are received out of office hours. The complaint burden is also very seasonal, with more complaints received in summer than winter, which presents a challenge for managers in allocating resources to meet demand. This service also deals with complaints arising from major infrastructure issues including railway noise and engineering projects which require liaison with other departments including Planning and Borough Development.</p>			
MAJOR VARIATIONS			
<ul style="list-style-type: none"> • Pay and price increases have added £32,000 to the budget in 2009/2010. • Employee budgets have increased by £27,000 funded by virements from other salary budgets within Environmental Health. • Transport Related Expenditure has decreased by £10,000 due to a reduction in Car Allowances. • Financial Plan savings of £23,600 have been made due to discontinuing the Mediation Service (CALM). • Departmental Recharges have decreased by £8,000 as a result of changes in time allocations. • Capital Financing charges have increased by £6,000 following the recent purchase of Noise and Nuisance equipment. 			

ENVIRONMENTAL HEALTH – HOUSING PRIVATE SECTOR			
Cabinet Member for Housing Services, Adult Social Care, Public Health and Environmental Health	<i>Actual</i>	Budget	Budget
	<i>2007/2008</i>	<i>2008/2009</i>	<i>2009/2010</i>
	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
EXPENDITURE			
Employees	672	794	730
Premises Related Expenditure	9	1	1
Transport Related Expenditure	2	2	1
Supplies and Services	48	15	15
Third Party Payments	0	2	2
Total Direct Expenditure	731	814	749
Central Support Services Recharges	131	136	107
Departmental Recharges	429	417	357
Capital Financing Charges	500	890	890
TOTAL EXPENDITURE	1,791	2,257	2,103
INCOME			
Government Grants	228	321	276
Other Grants and Contributions	0	24	24
Fees and Charges	79	37	38
TOTAL INCOME	307	382	338
NET EXPENDITURE	1,484	1,875	1,765
DESCRIPTION OF SERVICE			
<p>Under its Private Sector Renewal Strategy, the Team aims to improve the housing stock, through enforcement action if necessary, to protect the safety and health of occupying tenants. Action is taken to tackle disrepair, absence of proper fire precautions, overcrowding, lack of amenities, or poor management. Notices are served requiring the execution of works or the closure of unfit houses.</p> <p>The Team also administers a Renovation Grants Scheme which targets scarce resources to those properties and persons in greatest need. Generally this entails bringing homes up to standard in terms of fire safety, repair, amenities, energy efficiency and where possible, home security. The Council's Affordable Warmth Strategy contains a range of initiatives aimed at reducing fuel poverty amongst the most vulnerable residents.</p>			
MAJOR VARIATIONS			
<ul style="list-style-type: none"> • Pay and price increases have added £25,000 to the budget in 2009/2010. • Employee budgets have decreased by £76,000 following virements to other salary budgets within Environmental Health. • Financial Plan savings of £15,000 relate to a reduction in management costs. • Government Grants have decreased by £45,000 due to the overcrowding grant being shown within the Housing service. 			

HOUSING REVENUE ACCOUNT			
BUSINESS UNITS N1000 to N6000, H0100,H0200,H0300,H0400			
Cabinet Member for Housing Services, Adult Social Care, Public Health and Environmental Health	<i>Actual</i>	Budget	Budget
	<i>2007/2008</i>	<i>2008/2009</i>	<i>2009/2010</i>
	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
EXPENDITURE			
Salaries	0	0	0
Premises Related Expenditure	15,159	16,439	18,090
Transport Related Expenditure	0	0	0
Supplies & Services	1,100	1,325	1,338
Agency & Contracted Services	12,199	11,363	11,332
Housing Benefit & Other Transfer Payments	0	0	0
Total Direct Expenditure	28,458	29,127	30,760
Central Support Services Recharges	619	678	525
Departmental Support Services Recharge	434	417	401
Contribution to Working Balance	5,402	0	1,775
Capital Financing Costs	19,733	19,518	19,766
Contingency	0	0	0
TOTAL EXPENDITURE	54,646	49,740	53,227
INCOME			
Government Grants	7,728	4,168	4,720
Other Grants & Contributions	442	430	431
Contribution from Working Balance	0	309	0
Fees, Charges & Other Client Income	15,529	12,546	14,547
Rent – Dwellings	29,711	31,361	33,247
Interest	1,236	926	282
TOTAL INCOME	54,646	49,740	53,227
NET EXPENDITURE (FULLY RECHARGED)	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. For 2009/10 rents have again been set in line with the government's rent restructuring formula.</p>			
MAJOR VARIATIONS			
<p>The TMO's base management fee has increased by 2.5% inflation in 2009/2010 and includes a one off contribution of £465,000. The TMO's base management fee also includes additional savings of £780,000 for 2009/10.</p> <p>An increase in government grants. This is due to a net increase in housing subsidy that mainly relates to a new allowance for subsidy caps and limits adjustment.</p> <p>An increase in Premises Related Expenditure and Fees, Charges and Other Income is largely due to an increase in Heating and hot water expenditure and income.</p> <p>A decrease in interest is due to a decrease in interest rates leading to a reduction in income of £644,000</p>			

REVENUE CHANGES – GROWTH AND SAVINGS

Ref No.	Department	Description	Details	2009/10 £'000	2010/11 £'000	2011/12 £'000
Local Growth						
001	Housing	Funding for North Kensington Neighbourhood Co-ordinator	The North Kensington Neighbourhood Co-ordinator post is currently funded through the LAA and the post has been responsible for improving the "liveability" of the North Kensington Neighbourhood including working with landlords and dealing with environmental issues of several housing estates in the area. Given the Council's commitment to a strategic focus on North Kensington through the Core Strategy, there is a need to ensure that the existing work that is valued by residents of the area is continued. The LDF and the Stock Options review have a particular focus on redevelopment in North Kensington and this post will be pivotal in working with residents to help to get their 'buy in' to the Council's ambitions for the area.	48	-48	
Total Local Growth				48	-48	
Corporately Funded Growth						
002	Housing	Review of Services in Housing Revenue Account	As part of the review of options to deal with the financial problems in the HRA, a review of HRA costs that might legitimately be charged to the General Fund has been carried out. Only the cost of services (or the proportion of the cost of services) which benefit the community as a whole can	144		

			legitimately be transferred. This can be funded from the Service Risks Reserve in 2009/10 and then from the release of budgets previously used for Temporary Accommodation.			
003	Adult Social Care	Deprivation of Liberties/Mental Capacity Act (2008/09 grant not allocated to HHASC)	The DoL/MCA proposals make the LA the supervisory body for all residents in care homes who may be deprived of their liberty. The implementation of DoL Safeguards will require assessments to be carried out from April 2009 and during 2009/10 (of all residents that lack the capacity to give their consent to their placement in a care home). There will be cost associated with improved commissioning arrangements and the provision of administrative support. There is the need to train two members of staff per year as best interest assessors to supplement those staff already trained and take account of staff turnover. Training for the wider care community is also required.	71		
004	Adult Social Care	Support for the programme of Personalisation in Adult Social Care (2008/09 grant not allocated to HHASC)	Programme of projects to deliver on the largest change agenda facing Adult Social Care since the Community Care Act.	789	216	-1,082
005	Adult Social Care	Stroke Strategy	We need to increase the range of services available to people affected by Stroke through targeted funding to existing initiatives, increase activity in preventative services, improve information for users and carers and promote partnership working with community organisations.	92		-92

			Proposals include a two year post of Stroke Care Co-ordinator to reduce admissions rates further, increase speed of discharge and ensure Stroke survivors and carers are well supported by rehabilitation services and self-directed support initiatives (including focus on employment).			
006	Adult Social Care	Carers Service	A mapping exercise has identified the need for an Information/Development Officer as part of the hub of support needed to coordinate activity for carers. Unlike most other boroughs (and recently noted by CSCI), we lack a focused information resource or hub, which is preventing us from reaching carers unknown to us or not in regular contact with a social worker and who need support. The Information/Development Officer post would develop and promote information materials on services to carers, and focus on promoting the employment and leisure aspects of the National Strategy. The ongoing costs of the Emergency Respite Scheme also need to be funded from 2009/10.	70		
Total Corporately Funded Growth				1,166	216	-1,174
Savings						
007	Housing	HALS	Reduction in HALS incentives budget to accurately reflect anticipated spend in year	-34	24	
008	Housing	Relocation Budget	There has been an underspend against the Relocation budget in the last couple of years due to a	-10		

			lack of supply of out of London properties. In 2008/9, we are hoping to increase the number of moves by working with a new supplier of accommodation, which has members support, but we still hope to reduce the budget by £10,000.			
009	Housing	PLA Incentives	Reduction in Private Leased Agreement incentives budget to accurately reflect anticipated spend in year	-34	24	
010	Housing	Enabling Budget	A budget is held in Housing for work with the private sector. The budget has been underspent in the last few years and officers feel that a lower budget could be managed.	-10	-3	-3
011	Environmental Health	Expand in-house food and Health and Safety training	Estimated untapped demand for training provision.	-10		
012	Environmental Health	Environmental Health management restructure	Restructure of EH management proposed in Royal Borough Review of Environmental Health. All management posts affected either through reporting lines or redefined job descriptions.	-30		
013	Environmental Health	Rationalisation of IT licences.	Opportunity to rationalise licences following introduction of alternative software.	-10	-10	
014	Adult Social Care	Home Care	Over the last two years, more stringent budgetary control and service planning has ensured Home Care costs have reduced. A reduction in the budget is thought possible without effecting services.	-374		
015	Adult Social Care	IT Budget	Past spending shows that there is some capacity to reduce IT budgets	-15		
016	Adult Social Care	Savings from Finance and Business Support Roles in	Reduction in posts in finance and business support in Adult Social	-20	-10	

		Adult Social Care	Care over 2 years.			
017	Adult Social Care	Occupational Therapy	Reduction of 1.0 FTE OT post in 2009/10 to be achieved through reorganisation of service as part of wider ASC changes.	-32		
018	Adult Social Care	Substance Use placement budgets	Placement budget reductions in substance use. Budget underspent for the last few years.	-10		
019	HHASC	ISD IT procurement savings	Renegotiation of contract for phone lines	-20		
020	HHASC	Protecting the Public Purse	Savings to be made on a range of running costs in HHASC e.g. Stationery, hospitality, colour copiers etc	-10	-10	-10
021	Housing	Reduction in posts in Housing and Strategic Development	Reduction in posts in Housing and Strategic Development. An example of this might be a reduction in the numbers of prevention officers or a reduction in staff in strategic development posts.	-40		
022	Environmental Health	Discontinue Mediation Service (CALM)	The Council part funds a neighbourhood mediation service which tackles protracted and often complex noise problems and other disputes that cannot be effectively resolved through statutory enforcement. This is a cost effective alternative to qualified and experienced Council staff who would otherwise be tied up in these cases and who do not have the remit nor mediation skills required. This could be withdrawn. Affects Noise and Nuisance service improvement plan where mediation is a significant tool for dealing with certain types of complaint.	-23		

023	Environmental Health	Discontinue enquiries relating to food safety and health and safety premises including advice to business.	This is a reactive service where the department responds to requests for advice on health and safety law from the business community and enquiries on health and safety from residents.	-17		
024	Adult Social Care	Management reductions in Adult Social Care	Reduction of 2 posts following reviews to be carried out.	-100		
025	Adult Social Care	Residential and Nursing Placements for Service Users with a Learning Disability	Following a period of negotiation with the Primary Care Trust, there has been an increase in the number of Learning Disability cases meeting the continuing care criteria and therefore funded by the PCT. It is planned to use some of the savings which follow to develop services for younger adults. However, based on current need, it is anticipated that a reduction of £80,000 could be made to the budget.	-80		
026	Adult Social Care	Taxicard Budget	In recent years, this budget has been underspent by approximately £100,000. This reflects the contribution to the service being made by Transport for London.	-100		
Total Savings				-979	15	-13
Business Group Total				235	183	-1,187

***PLANNING AND BOROUGH
DEVELOPMENT***

REVENUE BUDGET 2009/2010

**PLANNING AND BOROUGH DEVELOPMENT
REVENUE BUDGET**

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PLANNING AND BOROUGH DEVELOPMENT

SUMMARY OF CHANGES	Ref.	Budget 2009/10
		£'000
ORIGINAL BUDGET 2008/09		6,310
o PAY AND PRICES CHANGES		
Pay Awards		129
Price Variations - Expenditure		107
Total Pay and Prices Increases		236
o CENTRAL SUPPORT SERVICES CHANGES		124
o TRANSFER TO/FROM OTHER BUSINESS GROUPS		
Transfer from Corporate Services for Land Charges		-1,251
Total Transfers to/from other Business Groups		-1,251
o CAPITAL CHARGES VARIATIONS		-5
SUB TOTAL		5,414
o CABINET BUSINESS PLAN		
Growth Absorbed by Business Group		
Building Control IT upgrades to meet E-government targets	G 1	10
Building Control introduction of mobile working	G 2	20
Building Control scanning archived files	G 3	70
Building Control marketing	G 4	5
Scanning of new Planning Applications for the Internet	G 6	70
Pre Planning Application Advice administrative support officer	G 5	40
Total Growth Absorbed by Business Group		215
Corporately Funded Growth (Service Risks Reserve)		
Head of Enforcement	C 4	60
Total Corporate Funded Growth		60
Planned Reductions		
Increased Building Control Fee income	S 1	-200
Building Control Salaries reduction	S 2	-50
Building Control Employee Costs reduction	S 3	-10
Pre Planning Application Advice charges Income	S 4	-40
Total Planned Reductions		-300
o OTHER CHANGES		
Variation in Planning Delivery Grant funded expenditure		-87
Adjustment to reflect current Service Pension Liability		2
Total Other Changes		-85
BUDGET 2009/10 Planning and Borough Development		5,304

**PLANNING AND BOROUGH DEVELOPMENT
Subjective Summary**

Item	Notes	2007/08 Actual	2008/09 Budget	2009/10 Budget
		<i>£,000</i>	<i>£'000</i>	<i>£'000</i>
EXPENDITURE				
Employee Related Expenses	1	4,595	5,197	5,513
Transport Related Expenses		45	50	44
Supplies and Services	2	749	655	742
Third Party Payments	3	906	441	546
Central Support				
Central Departments		2,136	2,264	2,466
Capital Charges		24	31	26
TOTAL EXPENDITURE		8,455	8,638	9,337
INCOME				
Government Grants	4	211	122	151
Customer and Client Receipts				
Fees and Charges	5	2,379	2,186	3,862
Other		7	20	20
TOTAL INCOME		2,597	2,328	4,033
NET EXPENDITURE		5,858	6,310	5,304

Notes

- 1 Additional posts - Head of Enforcement, pre application advice support officer and five posts transferred from Corporate Services for Land Charges
- 2 A contract to scan Building Control files has added £95,000 for one year only
- 3 Work associated with the preparation of the Local Development Framework has added £84,500, funded from Planning Delivery Grant
- 4 Planning Delivery Grant allocated for 2009/10 has risen by £29,500 to fund three graduate trainees and the Local Development Framework
- 5 Building Control Fees have increased by £200,000 to reflect current income trends although this is now looking less secure with the impact of the recession. Land Charges income of £1.4m has been transferred from Corporate Services which almost certainly will not be achieved and arrangements are in place to cover the shortfall

**PLANNING AND BOROUGH DEVELOPMENT
Service Summary**

Service	2007/08 Actual			2008/09 Budget			2009/10 Budget			Outputs	Head of Service
	Exp	Income	Net	Exp	Income	Net	Exp	Income	Net		
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000		
Cabinet Member for Planning Policy, Housing Policy and Transportation											
Building Control	1,655	1,517	138	1,976	1,214	762	2,001	1,415	586	1,500 Building Regulation Applications	BC
Planning Services											
Development Control, Planning Information Office and Registration Team	3,726	1,054	2,672	3,698	1,112	2,586	4,001	1,297	2,704	3,200 Planning Applications; 1,200 Enforcement Cases;	HDC
Land Charges	168	13	155	156	36	120	478	1,466	-988	5,000 land charge searches	HOBS
Policy	1,024	105	919	945	9	936	1,097	95	1,002	Production of the LDF	HOP
Design & Conservation	816	4	812	846	4	842	919	4	915	1,000 Planning Application Observations	HOP
Arboriculture	822	0	822	732	0	732	762	0	762	8,000 Street Trees Managed	HOP
Total Cabinet Member for Planning Policy, Housing Policy and Transportation	8,211	2,693	5,518	8,353	2,375	5,978	9,258	4,277	4,981		
Adjustment for Internal Recharges Corporate and Democratic Core	-96	-96	0	-47	-47	0	-244	-244	0		
	340	0	340	332	0	332	323	0	323		
TOTAL PLANNING AND BOROUGH DEVELOPMENT	8,455	2,597	5,858	8,638	2,328	6,310	9,337	4,033	5,304		
FULLY RECHARGED SERVICES											
Executive	359	1	358	421	0	421	259	0	259		EDPBD
Technical Support	374	68	306	431	116	315	394	0	394		HOBS
Central Support	834	1	833	669	0	669	721	0	721		HOBS
Development Control Support	521	0	521	476	0	476	0	0	0		HDC
Policy and Design Management	222	0	222	162	0	162	504	4	500		HOP
FULLY RECHARGED	2,310	70	2,240	2,159	116	2,043	1,878	4	1,874		

**PLANNING AND BOROUGH DEVELOPMENT
NARRATIVE SHEETS**

SERVICE MANAGEMENT, SUPPORT SERVICES AND CORPORATE AND DEMOCRATIC CORE BUSINESS UNITS T0500, T0300, T0120, AND T0200			
Cabinet Member for Planning Policy, Housing Policy and Transportation	<i>Actual</i>	Budget	Budget
	<i>2007/2008</i>	<i>2008/2009</i>	<i>2009/2010</i>
	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
EXPENDITURE			
Employee Related Costs	1,065	1,162	900
Other Employee Expenses	50	26	23
Staff Training	15	19	16
Scanning of Archived Planning Files	137	33	14
Scanning of New Planning Applications	83	68	70
Acolaid Maintenance and Developments	19	67	20
General Office Expenses	106	81	100
Policy and Design Consultants	0	0	16
Business Process Review	52	0	0
Total Direct Expenditure	1,527	1,456	1,159
Central Support Services Recharges	497	506	550
Departmental Support Services Recharge	286	197	169
TOTAL EXPENDITURE	2,310	2,159	1,878
INCOME			
Miscellaneous income	2	0	4
Planning Delivery Grant	68	116	0
Corporate and Democratic Core Activities	174	169	74
TOTAL INCOME	244	285	78
NET EXPENDITURE (FULLY RECHARGED)	2,066	1,874	1,800
DESCRIPTION OF SERVICE			
<p>This includes the cost of support services provided for all sections in the Planning Services Department.</p> <p>The support services included are the Executive Director and Personal Assistant, the Head of Policy and Design, the Town Centre Manager, Central Support (Post and Filing, Document Imaging, Street Naming and Numbering), Technical Support (IT development, software support, systems administration), together with department wide budgets for general office costs.</p> <p>The Head of Business Support co-ordinates performance monitoring reports, service delivery planning and corporate initiatives such as Investors in People across the business group.</p> <p>A Graphic Designer provides a service to all sections in Planning and Borough Development and some work is also undertaken for other departments in the Council.</p>			
MAJOR VARIATIONS			
<p>Pay and price increases have added £46,500 for 2009/2010.</p> <p>The management of the Development Control Support Team has been transferred to Development Control which has had an impact on all costs allocated here particularly on salaries and Corporate and Democratic Core activities.</p> <p>Planning Delivery Grant of £116,000 has fallen out which was funding the contract to scan new planning applications files and making them available on the internet and one off development costs associated with Acolaid. The scanning contract has now been funded from a transfer of excess income from Building Regulations fees.</p>			

BUILDING CONTROL			
BUSINESS UNITS T0400 and T0410			
Cabinet Member for Planning Policy, Housing Policy and Transportation	<i>Actual</i>	Budget	Budget
	<i>2007/2008</i>	<i>2008/2009</i>	<i>2009/2010</i>
	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
EXPENDITURE			
Employee Related Costs	1,096	1,286	1,266
Other Employee Expenses	45	56	57
Travelling/Parking/Congestion Charges	32	38	35
Bad Debt Provision	5	6	5
General Office Expenses	52	83	96
Scanning of files	0	0	95
Consultants	63	75	72
Dangerous Structures Expenditure	7	20	20
Total Direct Expenditure	1,299	1,564	1,646
Central Support Services Recharges	313	327	336
Departmental Support Services Recharge	43	85	19
TOTAL EXPENDITURE	1,655	1,976	2,001
INCOME			
Building Regulation Fees	1,494	1,177	1,378
Other Income	16	17	17
Dangerous Structures Reimbursement	7	20	20
TOTAL INCOME	1,517	1,214	1,415
NET EXPENDITURE	138	762	586
DESCRIPTION OF SERVICE			
<p>The department deals with some 1,500 applications/building notices per annum made to the Council under Building Control legislation which covers a variety of activities including erection, extension or alteration of a building, fire precautions, alterations to drainage, ventilation, underpinning foundations, sound and thermal insulation and access for the disabled. Building Control Surveyors vet and approve submitted plans and make site inspections at certain key stages of the construction process to ensure compliance with the regulations.</p> <p>The department also deals with the licensing of special and temporary structures and generally gives advice about fire precautions and building control matters. Senior staff members are on call to provide a twenty four hour service in respect of Dangerous Structures. The cost of the works carried out to secure these structures is fully reimbursed.</p>			
MAJOR VARIATIONS			
<p>Pay and price increases have added £49,960 for 2009/10.</p> <p>Recommendations made in the recently completed Royal Borough Review of Building Control highlighted the need to update information storage methods and IT systems. This has resulted in a budget of £95,000 for scanning and £30,000 to progress mobile working and upgrade IT systems to move towards e-government targets.</p> <p>Building Control Fees budget has been increased by £200,000 to offset the cost of the service developments mentioned above and to meet the Business Groups savings target for 2009/10.</p>			

DEVELOPMENT CONTROL, DEVELOPMENT CONTROL SUPPORT, PLANNING INFORMATION OFFICE AND REGISTRATION TEAM			
BUSINESS UNIT T0100, T0110 and T0130			
Cabinet Member for Planning Policy, Housing Policy and Transportation	<i>Actual</i>	Budget	Budget
	<i>2007/2008</i>	<i>2008/2009</i>	<i>2009/2010</i>
	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
EXPENDITURE			
Employee Related Costs	1,291	1,462	1,929
Other Employee Expenses	48	43	58
Advertising Costs	36	36	37
Postage Costs	49	39	40
General Offices Expenses	44	14	14
Consultants	157	32	36
Total Direct Expenditure	1,625	1,626	2,114
Central Support Services Recharges	1,032	1,116	1,150
Departmental Support Services Recharge	1,069	956	737
TOTAL EXPENDITURE	3,726	3,698	4,001
INCOME			
Planning Application Fees	848	940	940
Pre Application Advice Fees			40
Other Fee Income	5	11	16
Planning Delivery Grant	43	6	66
Corporate and Democratic Core Activities	158	155	235
TOTAL INCOME	1,054	1,112	1,297
NET EXPENDITURE	2,672	2,586	2,704
DESCRIPTION OF SERVICE			
<p>Development Control and Support are responsible for implementing the Council's planning policies through the exercise of its development control powers. In 2009/10 3,500 planning applications are estimated to be considered. Related functions include the enforcement of planning controls, appeals against the Council's planning decisions, liaison with residents' and amenity groups and the maintenance of property based records of planning decisions and planning constraints.</p> <p>The Planning Information Office and Registration Team continue to offer a wide range of advice and information relating to Planning Control and Policy, Conservation Areas, Listed Buildings and Trees located in the Customer Service Centre.</p>			
MAJOR VARIATIONS			
<p>Pay and prices have added £105,200 for 2009/10.</p> <p>The management of the Development Control Support Team has been transferred to Development Control which has had an impact on all costs allocated here particularly on salaries and Corporate and Democratic Core activities.</p> <p>A corporate growth bid for £60,000 for a new Head of Enforcement post has been included.</p> <p>It is planned to introduce a charging regime for pre planning applications advice from 1 April 2009 from which income of £40,000 as a minimum should be generated and this has been used to create a support post to administer the scheme</p> <p>Planning Delivery Grant of £66,000 has been included for the three Graduate Trainees appointed in 2008/09.</p>			

POLICY TEAM			
BUSINESS UNIT T0210			
Cabinet Member for Planning Policy, Housing Policy and Transportation	<i>Actual</i>	Budget	Budget
	<i>2007/2008</i>	<i>2008/2009</i>	<i>2009/2010</i>
	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
EXPENDITURE			
Employee Related Costs	391	463	425
Other Employee Costs	10	10	8
General Office Expenses	9	6	6
Local Development Framework Costs	130	0	85
Retail Commission Consultants	55	0	0
Total Direct Expenditure	595	479	524
Central Support Services Recharges	146	147	156
Departmental Support Services Recharge	283	319	417
TOTAL EXPENDITURE	1,024	945	1,097
INCOME			
Sales of Development Plans	1	1	1
Planning Delivery Grant	100	0	85
Graphic Design Charges to Departments		4	
Corporate and Democratic Core Activities	4	4	9
TOTAL INCOME	105	9	95
NET EXPENDITURE	919	936	1,002
DESCRIPTION OF SERVICE			
<p>The Policy Team is responsible for the development and review of statutory planning policies. These are currently set out in the Unitary Development Plan which was formally adopted by the Council in May 2002. On commencement of the Planning and Compulsory Purchase Act 2004, the Policy Team began the preparation of the Councils Local Development Framework documents, which will replace the Unitary Development Plan in 2008. The Team also co-ordinates the preparation of planning briefs, supplementary planning documents and research (such as the Housing Needs Assessment).</p>			
MAJOR VARIATIONS			
<p>Pay and prices have added £23,680 for 2009/10.</p> <p>Graphics have been transferred to Support Services which particularly reduces salary costs allocated here.</p> <p>£85,380 has been included for the preparation work associated with the Local Development Framework. This is funded from Planning Delivery Grant received for 2008/09.</p>			

DESIGN AND CONSERVATION			
BUSINESS UNIT T0230			
Cabinet Member for Planning Policy, Housing Policy and Transportation	<i>Actual</i>	Budget	Budget
	<i>2007/2008</i>	<i>2008/2009</i>	<i>2009/2010</i>
	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
EXPENDITURE			
Employee Related Costs	358	438	429
Other Employee Costs	9	11	10
Travelling Expenses	3	3	3
Brighten Up The Borough Fund	24	16	16
Consultants	32	15	0
Graffiti Initiative	78	74	76
General Offices Expenses	12	6	7
Total Direct Expenditure	516	563	539
Central Support Services Recharges	65	71	81
Departmental Support Services Recharge	211	181	273
Capital Charges	24	31	26
TOTAL EXPENDITURE	816	846	919
INCOME			
Corporate and Democratic Core Activities	4	4	4
TOTAL INCOME	4	4	4
NET EXPENDITURE	812	843	915
DESCRIPTION OF SERVICE			
<p>The Design and Conservation Team is responsible for the implementation and review of the Council's Conservation, Urban Design and Historic Buildings policies through design advice; the preparation of Conservation Area Policy Statements in consultation with local amenity groups; grant aid to Historic Building restoration, townscape enhancement schemes and implementing the programme to bring derelict buildings back into beneficial use and the preparation of three supplementary planning documents as part of the Council's Local Development Framework.</p> <p>The team is also responsible for the Brighten Up the Borough Fund and a townscape improvement programme seeking the removal of graffiti and visual clutter.</p>			
MAJOR VARIATIONS			
<p>Pay and prices have added £22,730 for 2009/10.</p> <p>The consultants budget of £15,000 has transferred to Policy and Design Support</p> <p>The cost of departmental support has increased with a more accurate assessment of time spent by the officers concerned and the service that it relates to.</p>			

ARBORICULTURE**BUSINESS UNIT T0250****Cabinet Member for Planning Policy,
Housing Policy and Transportation**

	<i>Actual</i>	Budget	Budget
	<i>2007/2008</i>	<i>2008/2009</i>	<i>2009/2010</i>
	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
EXPENDITURE			
Employee Related Costs	124	131	164
Other Employee Costs	4	3	5
General Offices Expenses	4	4	3
New IT System	17		
Tree Root Insurance Costs	179	207	207
Street Tree Planting	12	23	23
Street Tree Maintenance	297	194	204
Total Direct Expenditure	<i>637</i>	<i>562</i>	<i>607</i>
Central Support Services Recharges	65	78	67
Departmental Support Services Recharge	120	92	88
TOTAL EXPENDITURE	<i>822</i>	<i>732</i>	<i>762</i>
TOTAL INCOME	<i>0</i>	<i>0</i>	<i>0</i>
NET EXPENDITURE	<i>822</i>	<i>732</i>	<i>762</i>

DESCRIPTION OF SERVICE

The **Arboriculture** service is responsible for the management of the Council's 8,000 trees. Most of these are pruned on a three year cycle except for those in the north of the borough on clay soils which are pruned biennially to lessen the likelihood of them causing subsidence damage to adjacent properties. Around 200 trees are planted each winter the majority of these being replacements for those which have died or have had to be removed for safety reasons.

The team also handles around 1,000 applications annually to do works to trees protected by Tree Preservation Orders or those situated in Conservation Areas. Advice is also given to planning officers on the potential impact of new developments on trees.

A twenty-four hour emergency service is also provided.

MAJOR VARIATIONS

Pay and prices have added £19,700 for 2009/10.

Salaries have increased with the transfer of the administration support officer for the Arboriculture section from Support Services to the team. In 2008/09 this cost showed as a departmental recharge.

LAND CHARGES			
BUSINESS UNIT T0310			
Cabinet Member for Planning Policy, Housing Policy and Transportation	<i>Actual</i>	Budget	Budget
	<i>2007/2008</i>	<i>2008/2009</i>	<i>2009/2010</i>
	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
EXPENDITURE			
Employee Related Costs	93	89	217
Other Employee Expenses	2	2	8
Scanning			11
General Offices Expenses	1	1	16
Total Direct Expenditure	96	92	252
Central Support Services Recharges	18	19	127
Departmental Support Services Recharge	54	45	99
TOTAL EXPENDITURE	168	156	478
INCOME			
Land Charges Income	13	36	1,466
TOTAL INCOME	13	36	1,466
NET EXPENDITURE	155	120	-988
DESCRIPTION OF SERVICE			
<p>Local Land Charges maintain the Local Land Charges Register and provides a prompt response to all search applications.</p>			
MAJOR VARIATIONS			
<p>Pay and prices have added £25,300 for 2009/10.</p> <p>Corporate Services Land Charges have been transferred and have merged with Planning Services' Records Team from 1 April 2009.</p> <p>It is unlikely that the income target will be reached for 2009/10 with the impact of the recession causing a sharp drop in the number of searches being received. It has been agreed that any shortfall on income will be covered by the Council's Service Risk Reserve.</p>			

REVENUE CHANGES – GROWTH AND SAVINGS

Ref No.	Department	Description	Details	2009/10 £'000	2010/11 £'000	2011/12 £'000
Local Growth						
G 1	Building Control	Improved IT systems	Improvements to IT systems	10		-10
G 2	Building Control	Mobile working initiative	Mobile working initiative	20	-20	
G 3	Building Control	Scanning archived documents	Scanning archived documents to improve information management	70	-70	
G 4	Building Control	Marketing	Marketing activities	5		
G 5	Development Control	Pre Planning Applications Advice support post	Pre Planning Applications Advice administrative support post	40		
G 6	Support Services	Scanning new planning applications	Scanning and viewing planning applications on the internet	70		
Total Local Growth				215	-90	-10
Corporately Funded Growth						
C 1	Policy Team	Census Officer	Census Officer post to provide this specialist advice Council wide		-40	
C 2	Development Control	Head of Enforcement	Head of Enforcement to provide a more strategic approach to service delivery	60		-60
Total Corporately Funded Growth				60	-40	-60
Savings						
S 1	Building Control	Building Regulations income	Increased income from Building Regulations	-200		
S 2	Building Control	Staff savings	Staff savings achieved through workload changes	-50		
S 3	Building Control	Reduced operational costs	Reduced operational costs	-10		
S 4	Development Control	Pre Planning Applications advice charges income	Pre Planning Applications advice charges income	-40		
Total Savings				-300		
Business Group Total				-25	-130	-70

***TRANSPORT, ENVIRONMENT AND
LEISURE SERVICES***

REVENUE BUDGET 2009/2010

<p>TRANSPORT, ENVIRONMENT AND LEISURE SERVICES REVENUE BUDGET</p>
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TRANSPORT, ENVIRONMENT AND LEISURE SERVICES

SUMMARY OF CHANGES	Ref.	Budget 2009/10
		£'000
ORIGINAL BUDGET 2008/09		21,012
◦ PAY & PRICES CHANGES		
Pay		349
Price Variations - Expenditure		2,410
Price Variations - Income		-662
Total Pay & Price Increases		2,097
◦ CENTRAL SUPPORT SERVICES CHANGES		-106
◦ VARIATION IN CHARGES TO / FROM OTHER SERVICES		147
◦ TRANSFERS TO/FROM OTHER SERVICES		
Pension Funds Contribution - FRS17		11
Transfer to Corporate Services - bank handling charges		-6
Transfer from Corporate Services - Borough film office		6
		11
◦ CAPITAL CHARGES VARIATIONS		-513
SUB TOTAL		22,648
◦ RESOURCE CHANGES		
<i>These items are shown in more detail on pages 42 to 48</i>		
Local Growth		
Permanent funding for environmental events	1	30
Increased running costs of new public conveniences	2	25
Portobello Road and Golborne Road development officer	3	72
Reduced Income from Residents' Parking Permits	4	100
Reduced income from Young Street Car Park	5	28
Total Local Growth		255
Corporately Funded Growth		
2012 Olympics and related cultural events (reserve funded)	6	150
Running costs of Brompton Cemetery (part year)	7	250
Parking Income shortfall	8	3,000
Western Riverside Waste Authority increased costs	9	1,175
Total Corporately Funded Growth		4,575
Planned Savings		
Setting the On-street Enforcement budget for ad-hoc events at actual expenditure levels	10	-160
Increased income from streetworks	11	-100
Setting "Pay and Display" maintenance contract costs at actual expenditure levels	12	-65
Reduction on "Pay and Display" staffing levels to reflect work levels	13	-50
Setting the Extended Parking Control Hours budget at actual expenditure levels	14	-50
Setting parking remittance processing costs at actual expenditure levels	15	-40
Setting the Car Pound budget at expenditure levels	16	-35
Increased income from highways and lighting	17	-32
Realigning Town Hall Car Park running costs to reflect actual expenditure	18	-30
Increased funding from Transport for London for administration costs	19	-20

TRANSPORT, ENVIRONMENT AND LEISURE SERVICES

SUMMARY OF CHANGES	Ref.	Budget 2009/10
Reduced car allowance payments	20	-18
Reduced Town Hall Car Park management contract costs from specification changes	21	-17
Reduced On-Street Enforcement contract costs to reflect efficiencies	22	-13
Increased income from bus shelter advertising	23	-12
Increased income from Fixed Penalty Notices issued by waste management	24	-30
Increased income from the Commercial Waste Service	25	-20
Staff saving in Licensing to reflect changed practice	26	-20
Staff saving from more efficient distribution of recycling bags	27	-20
Increased income from Notting Hill Carnival traders' fees	28	-10
Review of the commercial waste compacting vehicle service	29	-10
Setting the abandoned vehicles budget at actual expenditure levels	30	-5
Setting the refuse containers budget at actual expenditure levels	31	-5
Increased income from leaflet distribution	32	-3
Setting the Street Lighting budget at actual expenditure levels	33	-55
Setting the "Pay and Display" Equipment and Maintenance budget at actual expenditure levels	34	-67
Setting the Street Enforcement Contingency budget at actual expenditure levels	35	-15
Setting the Commercial Waste Disposal budget at actual expenditure levels	36	-100
Taking part of the cleansing contract "Innovation Fund" in cash instead of services	37	-10
Reduction in the cleansing contract building maintenance to reflect current requirements	38	-10
Parking Suspensions income budget reflecting higher income achieved	39	-1,000
Increase in Residents Parking Permit charge	40	-330
Total Planned Reductions		-2,352
TOTAL RESOURCE CHANGES		2,478
OTHER CHANGES		
Assumption that Street Trading reserve will be used to balance A/C		-75
National Non-Domestic Rates (NNDR)		32
Total Other Changes		-43
FORECAST BUDGET		25,083

TRANSPORT, ENVIRONMENT AND LEISURE SERVICES
Subjective Summary

Item	Notes	2007/08	2008/09	2009/10
		Actual	Budget	Budget
		£'000	£'000	£'000
EXPENDITURE				
Employee Related Expenses		12,684	13,530	13,945
Premises Related Expenses	1	4,268	4,845	5,515
Transport Related Expenses		123	135	135
Supplies & Services		4,742	5,238	5,524
Third Party Payments	2	40,564	41,983	44,202
Transfer Payments		0	0	0
Central Support				
Central Departments		6,240	6,526	6,646
Other Departments	3	96	88	238
Capital Charges	4	2,022	2,693	2,096
TOTAL EXPENDITURE		70,739	75,038	78,301
INCOME				
Government Grants	5	373	0	111
Other Grants, Reimbursements & Contributions		731	370	407
Customer & Client Receipts				
Fees & Charges	6	51,244	52,152	51,205
Rents		936	967	947
Interest		1	1	1
Recharges to Other Revenue A/Cs				
Other Departments		503	536	547
TOTAL INCOME		53,788	54,026	53,218
NET EXPENDITURE		16,951	21,012	25,083

Notes

- 1 £252,000 has been added to the energy budget in anticipation of price increases.
£250,000 has been added to grounds maintenance contract works for the part year running costs of Brompton Cemetery.
- 2 £1.3million has been added to the WRWA Levy for price increases.
- 3 £144,000 was previously charged to the Housing Revenue Account and following a review this is now recharged to the General Fund from Housing, Health and Adult Social Care (HHASC).
- 4 There has been a reduction in capital charges due to a lower depreciation charge.
- 5 A government grant of £111,000 will be received in respect of the Free Swimming Programme for under 16's and the over 60's.
- 6 The majority of parking income has not been inflated for 2009/10.

TRANSPORT, ENVIRONMENT AND LEISURE SERVICES Service Summary

Service	2007/08 Actual			2008/09 Budget			2009/10 Budget			Outputs	Head of Service
	Exp	Income	Net	Exp	Income	Net	Exp	Income	Net		
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000		
Cabinet Member for Regeneration, Environmental Management and Leisure											
Waste Management											
Operations - Cleansing	12,507	159	12,348	13,125	145	12,980	13,626	140	13,486	50k tonnes of refuse from 84k premises; cleansing 460km footways	WM&L
Commercial Waste and Revenue Services	2,379	4,360	-1,981	2,552	4,743	-2,191	2,672	4,905	-2,233	Collection of 25k tonnes of waste from 3,200 premises	WM&L
Waste Disposal	7,534	230	7,304	8,110	105	8,005	9,387	67	9,320	Disposal of 90k tonnes of refuse by WRWA	WM&L
Recycling	2,286	282	2,004	2,452	0	2,452	2,466	8	2,458	Collection of 15k tonnes from 84,000 premises	WM&L
Regulation of Street Trading	870	870	0	900	900	0	803	803	0	350 licensed sites	WM&L
Traders Stores and Market Development	65	182	-117	87	174	-87	168	179	-11	57 stores and 2 retail outlets	WM&L
Carnival and Other Events	608	150	458	589	120	469	934	146	788		WM&L
Leisure & Parks											
Sports Centres	895	150	745	1,162	148	1,014	1,311	261	1,050	2 Sports Centres - Kensington and Chelsea	WM&L
Parks and Open Spaces	4,002	172	3,830	4,577	241	4,336	4,571	226	4,345	8 main parks and 100 smaller open spaces (40.3 hectares)	WM&L
Cemeteries	632	694	-62	684	714	-30	951	735	216	2 Cemeteries - Hanwell and Gunnersbury	WM&L
Arts and Museums											
Arts Development and Support	519	88	431	452	0	452	514	0	514		WM&L
Holland Park Theatre	2,294	1,736	558	2,424	1,998	426	2,763	2,286	477	43,000 tickets sold for 41 performances in 2008	WM&L
Museums and Galleries	751	384	367	687	272	415	729	280	449	4 facilities	WM&L
Executive											
Environmental Strategy	293	82	211	251	0	251	309	0	309		EDTELS
Licensing	987	634	353	1,039	622	417	1,052	631	421	1,000 licensed premises	EDTELS
Total Cabinet Member for Regeneration, Environmental Management and Leisure	36,622	10,173	26,449	39,091	10,182	28,909	42,256	10,667	31,589		

TRANSPORT, ENVIRONMENT AND LEISURE SERVICES Service Summary

Deputy Leader and Cabinet Member for Planning Policy, Housing Policy and Transportation											
Transportation and Highways											
Highway Maintenance	10,541	994	9,547	11,139	838	10,301	11,273	892	10,381	208km of public highway, of which,12.5km maintained by TfL	T&H
Public Lighting	2,208	37	2,171	2,338	25	2,313	2,549	40	2,509	12,000 street lights,3,500 signs/ bollards and 12,300 Parking Signs	T&H
Rechargeable and Other Street Works	741	647	94	449	402	47	608	593	15		T&H
Traffic Section	2,480	114	2,366	2,713	57	2,656	2,369	58	2,311		T&H
Transportation and Road Safety	728	107	621	819	66	753	957	89	868	40 major Planning applications and 500 minor ones	T&H
Parking											
Car Parking Off-Street	1,061	1,912	-851	1,072	1,943	-871	944	1,915	-971	2 Car Parks-Ken.Town Hall has 450 spaces and Young Street 254	PO
Car Parking On-Street	15,740	39,478	-23,738	16,833	40,191	-23,358	16,675	38,567	-21,892	Approx. 38,000 live residents permits/19,000 suspensions per annum	PO
Total Deputy Leader and Cabinet Member for Planning Policy, Housing Policy and Transportation	33,499	43,289	-9,790	35,363	43,522	-8,159	35,375	42,154	-6,779		
Corporate and Democratic Core	292	0	292	262	0	262	273	0	273		
Adjustment for Recharged Services Income and Internal Recharges	326	326	0	322	322	0	397	397	0		
TOTAL TRANSPORT, ENVIRONMENT AND LEISURE SERVICES	70,739	53,788	16,951	75,038	54,026	21,012	78,301	53,218	25,083		
FULLY RECHARGED SERVICES											
Executive Group	1,470	3	1,467	1,575	3	1,572	1,599	3	1,596		EDTELS
Contact Centres and Business Support	2,923	466	2,457	3,109	496	2,613	3,217	505	2,712		WM&L
Contracts and Enforcement Support	1,746	112	1,634	2,035	31	2,004	1,946	64	1,882		WM&L
Transportation and Highways Administration	1,332	60	1,272	1,152	3	1,149	1,236	0	1,236		T&H
FULLY RECHARGED	7,471	641	6,830	7,871	533	7,338	7,998	572	7,426		

**TRANSPORT, ENVIRONMENT AND LEISURE SERVICES
NARRATIVE SHEETS**

EXECUTIVE GROUP			
BUSINESS UNITS Y0001, Y0002, Y0008 and Y0009			
	<i>Actual 2007/2008</i>	Budget 2008/2009	Budget 2009/2010
	<i>£'000</i>	£'000	£'000
EXPENDITURE			
Employees	1,112	1,172	1,200
Business Group Training Expenses	26	33	34
Transport Related Expenditure	2	3	3
Consultancy, Research and Special Projects	31	71	16
General Office Expenses	33	33	33
Total Direct Expenditure	1,204	1,312	1,286
Central Support Services Recharges	266	263	313
TOTAL EXPENDITURE	1,470	1,575	1,599
INCOME			
Fees and Charges	3	3	3
TOTAL INCOME	3	3	3
NET EXPENDITURE (FULLY RECHARGED)	1,467	1,572	1,596
DESCRIPTION OF SERVICE			
<p>This comprises the Executive Director and Personal Assistant, Group Finance, and Strategy and Service Development with the associated running costs. Also included are the Business Group's training budgets and some centrally held monies under the control of the Executive Director.</p> <p>These costs are fully recharged to the departments and services.</p>			
MAJOR VARIATIONS			
<p>Pay and price increases have added £41,070 to the budget for 2009/2010.</p> <p>Following a reclassification of the budget, £24,410 for Environmental Initiatives has been transferred from the Executive Group to Environmental Strategy.</p> <p>Following a reclassification of the budget, £32,190 for the 2012 Cultural Olympics Co-ordinator has been transferred from the Executive Group to Carnival & Other Events.</p> <p>The remaining variations arise from the reallocation of expenditure and income internally between business units.</p>			

EXECUTIVE – ENVIRONMENTAL STRATEGY			
BUSINESS UNIT Y0006, Y0011, Y0013 and Y0016			
Cabinet Member for Regeneration, Environmental Management and Leisure	<i>Actual</i>	Budget	Budget
	<i>2007/2008</i>	<i>2008/2009</i>	<i>2009/2010</i>
	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
EXPENDITURE			
Employees	1	50	24
Environmental Initiatives	45	0	82
Consultants	55	0	0
Total Direct Expenditure	101	50	106
Departmental Recharges	192	201	203
TOTAL EXPENDITURE	293	251	309
INCOME			
Grants	82	0	0
TOTAL INCOME	82	0	0
NET EXPENDITURE	211	251	309
DESCRIPTION OF SERVICE			
<p>This budget heading includes recharges from the Strategy and Service Development Division of the Executive.</p> <p>The areas of work covered include the development of the Council's Environmental Strategy, Climate Change Strategy and the coordination of action planning, measurement, publicity and communications. This also includes the North Kensington Environment Project that was originally supported by Neighbourhood Renewal Funding, but which is now embedded in mainstream funding. The project aim is to promote and facilitate environmental improvements to vacant land, buildings and bridges in North Kensington with the involvement of the local community.</p>			
MAJOR VARIATIONS			
<p>Pay and price increases have added £7,310 to the budget for 2009/2010.</p> <p>£27,150 has been reallocated from the Employees budget to the Environmental Initiatives budget in respect of Climate Change initiatives.</p> <p>Following a reclassification of the budget, £24,410 for Environmental Initiatives has been transferred from the Executive Group to Environmental Strategy.</p> <p>£30,000 has been added to the Environmental Initiatives budget to provide permanent funding for Environment Events (Ref. No. 1).</p> <p>The remaining variations arise from the reallocation of expenditure and income internally between business units.</p>			

EXECUTIVE – LICENSING			
BUSINESS UNIT Y0030			
Cabinet Member for Regeneration, Environmental Management and Leisure	<i>Actual</i>	Budget	Budget
	<i>2007/2008</i>	<i>2008/2009</i>	<i>2009/2010</i>
	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
EXPENDITURE			
Employees	544	642	639
Transport Related Expenditure	0	2	2
Analyst Fees	5	5	5
Enforcement	1	2	2
Running Costs	22	24	25
Total Direct Expenditure	<i>572</i>	<i>675</i>	<i>673</i>
Central Support Services Recharges	314	255	275
Other Departmental Recharges	42	45	39
Departmental Recharges	59	64	65
TOTAL EXPENDITURE	<i>987</i>	<i>1,039</i>	<i>1,052</i>
INCOME			
Licences	601	587	594
Corporate and Democratic Core Activities	33	35	37
TOTAL INCOME	<i>634</i>	<i>622</i>	<i>631</i>
NET EXPENDITURE	<i>353</i>	<i>417</i>	<i>421</i>
DESCRIPTION OF SERVICE			
<p>The Licensing Team provides integrated control of premises and persons requiring licences under the Licensing Act 2003, Gambling Act 2005 and other licences issued for "special treatments" (acupuncture, beauty parlours, etc.), explosives, fireworks, amusement arcades, etc. The type of premises licensed under the 2003 Act requires that enforcement activity normally has to take place during unsocial hours. There are approximately 1,000 premises licensed under this legislation in the Borough.</p> <p>The Licensing Team also undertakes cocaine testing in licensed premises in partnership with the Metropolitan Police with the intention of raising awareness amongst licensees and reducing the opportunities for using of the drug in licensed premises. The Team also manages the Best Bar None scheme within the Borough, having successfully piloted it in six Wards in 2008.</p>			
MAJOR VARIATIONS			
<p>Pay and price increases have added £28,010 to the expenditure budget, however income has also been increased by £7,530 resulting in a net increase of £20,480 in 2009/2010.</p> <p>The Employees budget has been reduced by £20,000 following the replacement of a Licensing Technical Officer post by an Administrative Officer post (Ref. No. 26).</p> <p>The remaining variations arise from the reallocation of expenditure and income internally between business units.</p>			

WASTE MANAGEMENT AND LEISURE – CONTACT CENTRES AND BUSINESS SUPPORT			
BUSINESS UNITS Y0003, Y2000, Y2060 and Y2090			
	<i>Actual 2007/2008</i>	Budget 2008/2009	Budget 2009/2010
	<i>£'000</i>	£'000	£'000
EXPENDITURE			
Employees	1,147	1,226	1,259
Premises Related Expenditure	9	17	17
Transport Related Expenditure	6	6	7
Supplies and Services	108	101	103
Third Party Payments	12	50	46
Total Direct Expenditure	1,282	1,400	1,432
Central Support Services Recharges	1,198	1,225	1,293
Departmental Recharges	443	484	492
TOTAL EXPENDITURE	2,923	3,109	3,217
INCOME			
Fees and Charges	7	5	5
Recharges to Other Business Groups	459	491	500
TOTAL INCOME	466	496	505
NET EXPENDITURE (FULLY RECHARGED)	2,457	2,613	2,712
DESCRIPTION OF SERVICE			
Streetline, Arts and Leisure Line, and Environmental Healthline Contact Centres			
With the exception of Environmental Healthline, these Services also provide administrative support to the Department, including reports relating to Governance, and information technology expertise. All complaints are handled through the service including the majority of performance monitoring. Direct customer services are also provided in the form of coping with the administration of abandoned vehicles, dumps, "Too Big for the Bin" service, donated benches and co-ordination of events in the parks.			
Arts and Leisure Administration			
This section provides support for the Arts and Leisure Services. All complaints are handled through the section including the majority of support, purchasing and performance monitoring.			
The full cost of Environmental Healthline is recharged to the Housing, Health and Adult Social Care Business Group and the other costs are recharged as departmental administration over the appropriate Waste Management and Leisure business units.			
MAJOR VARIATIONS			
Pay and price increases have added £91,240 to the budget in 2009/2010.			
Setting the abandoned vehicles budget at actual expenditure levels has produced a saving of £5,000 in the Third Party Payments budget (Ref No. 30).			
The remaining variations arise from the reallocation of expenditure and income internally between business units.			

WASTE MANAGEMENT AND LEISURE – CONTRACTS AND ENFORCEMENT SUPPORT			
BUSINESS UNITS Y2010, Y2020, Y2040 and Y2050			
	<i>Actual 2007/2008</i>	Budget 2008/2009	Budget 2009/2010
	<i>£'000</i>	£'000	£'000
EXPENDITURE			
Employees	1,155	1,368	1,311
Premises Related Expenditure	37	44	41
Transport Related Expenditure	63	68	69
Equipment and Other Running Costs	43	51	52
Total Direct Expenditure	1,298	1,531	1,473
Central Support Services Recharges	151	165	146
Departmental Recharges	293	285	320
Capital Charges	4	54	7
TOTAL EXPENDITURE	1,746	2,035	1,946
INCOME			
Fixed Penalty Fees	93	25	55
Other Income	19	6	9
TOTAL INCOME	112	31	64
NET EXPENDITURE (FULLY RECHARGED)	1,634	2,004	1,882
DESCRIPTION OF SERVICE			
<p>An officer force exists under this heading to monitor and work with the Council's cleansing contractors and to control the many offences that occur on the public highway, over which the Council has jurisdiction. These include abandoned bicycles, shopping trolleys and vehicles, builders' work, dogs, litter, obstructions, and illegal street trading.</p> <p>A considerable amount of effort is directed towards the control of refuse placed on the public highway. Thousands of bags are opened every year in search of evidence about the ownership of the rubbish.</p> <p>Additionally, assistance is given to the Recycling Service to help promote the Council's Recycling initiative and to curb illegal street trading.</p> <p>These costs are recharged to the relevant business units within Waste Management and Leisure and Transportation and Highways.</p>			
MAJOR VARIATIONS			
<p>Pay and price increases have added £56,490 to the budget in 2009/2010.</p> <p>The reallocation of the salary cash limit has resulted in a reduction in the Employees budget of £92,560 in 2009/2010.</p> <p>Increased income from Fixed Penalty Notices issued by waste management has increased the budget for 2009/2010 by £30,000 (Ref No. 24) and increased income from Leaflet Distribution licences by £3,000 (Ref No. 32).</p> <p>The remaining variations arise from the reallocation of expenditure and income internally between business units.</p>			

WASTE MANAGEMENT AND LEISURE – OPERATIONS – CLEANSING			
BUSINESS UNITS Y2301, Y2305, Y2310 and Y2340			
Cabinet Member for Regeneration, Environmental Management and Leisure	Actual	Budget	Budget
	2007/2008	2008/2009	2009/2010
	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
EXPENDITURE			
Public Conveniences Repairs and Maintenance	29	74	75
Payments to Contractors	10,579	10,867	11,427
Refuse Containers	7	16	12
Rents, NNDR, Utilities and Other Running Costs	46	49	55
Total Direct Expenditure	10,661	11,006	11,569
Central Support Services Recharges	59	50	61
Enforcement Recharges	1,030	1,263	1,186
Departmental Support Services Recharges	733	765	789
Capital Charges	24	41	21
TOTAL EXPENDITURE	12,507	13,125	13,626
INCOME			
Government Grant	17	0	0
TMO Contribution to the Animal Warden Service	10	9	10
Sales – “Too Big for the Bin” and Sacks	100	99	93
Public Conveniences	32	37	37
TOTAL INCOME	159	145	140
NET EXPENDITURE	12,348	12,980	13,486
DESCRIPTION OF SERVICE			
<p>This business unit shows the costs to the Council of street cleansing, domestic refuse and public conveniences. The current contractors are S.I.T.A. (UK) Ltd. This does not include any payments to Western Riverside Waste Authority as these are shown separately under Waste Disposal.</p> <p>The domestic refuse fleet includes 15 split-back recycling vehicles for the twice-weekly service, as well as other vehicles.</p> <p>The operations also include manual street cleansing, street sweeping by hand and by footway machine, mechanical road sweeping, gully cleansing, carriageway flushing, leaf clearance in season, litter bins, snow and ice clearance and gritting during the winter, grit bin provision and maintenance, and also dump clearance. Regular checks are also made to the Public Conveniences and Autoloo sites throughout the Borough. Cleansing takes place throughout the day and night at frequencies dependent upon location and requirements under the Environmental Protection Act. Also, in compliance with the Act a system of rapid response is in operation, which can respond to justifiable complaints.</p> <p>The Animal Warden Service contract provides resources to patrol housing estates as well as the public highway.</p> <p>The costs for the “Too Big for the Bin” service are also included here.</p>			
MAJOR VARIATIONS			
<p>Pay and price increases have added £625,700 to the expenditure budget, however income has also been increased by £3,760 resulting in a net increase of £621,940 in 2009/2010.</p> <p>The Payments to Contractors budget has been increased by £25,000 in 2009/2010 to provide for increased running costs of new public conveniences (Ref No. 2).</p> <p>The Payments to Contractors budget has been reduced by £10,000 to allow for taking part of the cleansing contract ‘Innovation Fund’ in cash instead of services (Ref No. 37) and a further £10,000 for a reduction in the cleansing contract building maintenance to reflect current requirements (Ref No. 38).</p> <p>Setting the Refuse Containers budget at actual expenditure levels has resulted in a saving of £5,000 in 2009/10 (Ref No. 31).</p> <p>The remaining variations arise from the reallocation of expenditure and income internally between business units.</p>			

WASTE MANAGEMENT AND LEISURE – COMMERCIAL WASTE AND REVENUE SERVICES			
BUSINESS UNITS Y2350 and Y2360			
Cabinet Member for Regeneration, Environmental Management and Leisure	<i>Actual</i>	Budget	Budget
	<i>2007/2008</i>	<i>2008/2009</i>	<i>2009/2010</i>
	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
EXPENDITURE			
Employees	418	393	438
Transport Related Expenditure	51	43	56
Refuse Containers	26	91	45
Purchase of Sacks	199	211	220
Supplies and Services	52	41	71
Payments to Contractors	1,156	1,188	1,254
Debt Recovery and Bad Debt Provision	29	104	96
Total Direct Expenditure	1,931	2,071	2,180
Central Support Services Recharges	116	115	122
Departmental Recharges	332	366	370
TOTAL EXPENDITURE	2,379	2,552	2,672
INCOME			
Commercial Waste Income	4,262	4,640	4,799
Private Street Works and Other Income	95	100	103
Recharges to Other Services	3	3	3
TOTAL INCOME	4,360	4,743	4,905
NET EXPENDITURE	-1,981	-2,191	-2,233
DESCRIPTION OF SERVICE			
<p>The Council's Commercial Waste Portfolio is managed in-house. This arrangement commenced in April 2005 when the new Waste Management Contract was put in place. The Council was asked to review the effectiveness of the new operation after 12 months. This was done and the decision taken to keep the service in-house but under review.</p> <p>Commercial Waste makes provisions for the collection of waste material from trading organisations and other premises, for which the Council has a right or duty to charge. Refuse containers such as paladins, skips and compactors are also hired out. Collection of waste material can occur in the morning or evening and on primary routes at night. The service operates seven days per week, 364 days per year.</p> <p>Taking control of the majority of commercial waste in the Borough helps considerably in managing how it is presented for collection and benefits the recycling initiative. Commercial Waste is collected as part of the main contract, which S.I.T.A. (UK) Ltd operates. Collecting commercial and domestic waste simultaneously has efficiency and economic benefits.</p> <p>Payments to Western Riverside Waste Authority are not included here, but shown separately under Waste Disposal.</p>			
MAJOR VARIATIONS			
<p>Pay and price increases have added £99,510 to the expenditure budget, however income has also been increased by £142,190 resulting in a net decrease of £42,680 in 2009/2010.</p> <p>The reallocation of the salary cash limit has resulted in an increase in the Employees budget of £35,160 in 2009/2010.</p> <p>A review of the commercial waste compacting vehicle service has resulted in a reduction of £10,000 to the Payments to Contractors Budget (Ref No. 29) and the commercial waste income budget increased by £20,000 (Ref No. 25).</p> <p>The remaining variations arise from the reallocation of expenditure and income internally between business units.</p>			

WASTE MANAGEMENT AND LEISURE –WASTE DISPOSAL			
BUSINESS UNIT Y2100			
Cabinet Member for Regeneration, Environmental Management and Leisure	Actual	Budget	Budget
	2007/2008	2008/2009	2009/2010
	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
EXPENDITURE			
WRWA Levy for Domestic Waste, including Landfill Tax	5,928	7,016	8,525
Payments to WRWA for Commercial Waste, including Landfill Tax	856	1,086	860
Hazardous Waste	1	5	0
Street Traders Repayment Provision	728	0	0
Total Direct Expenditure	7,513	8,107	9,385
Central Support Services Recharges	21	3	2
TOTAL EXPENDITURE	7,534	8,110	9,387
INCOME			
Recharges to Street Trading Account	210	105	67
Other Income	20	0	0
TOTAL INCOME	230	105	67
NET EXPENDITURE	7,304	8,005	9,320
DESCRIPTION OF SERVICE			
<p>This Business Unit covers the costs of disposing of The Royal Borough's refuse by the Western Riverside Waste Authority (WRWA) of which The Royal Borough is a constituent member, along with Wandsworth Borough Council and the London Boroughs of Hammersmith and Fulham, and Lambeth. There is now a part levy part tonnage payment for Domestic Waste, with Commercial Waste being charged solely on a tonnage basis.</p> <p>In an effort to reduce the amount of waste disposed in Landfill sites the Government introduced a Landfill Tax on 1 October 1996. This tax will increase from £32 to £40 per tonne on 1 April 2009 and to £48 in April 2010. This has increased the cost of both Domestic and Commercial Waste disposal. Where appropriate, Commercial Waste charges have been increased to reflect this.</p> <p>The extra cost of disposal from the introduction of Landfill Trading Allowances (LATS) will make landfill even more expensive. However providing the Belvedere waste to energy plant progresses as planned, and provided there is no change in law, significant additional costs associated with LATS should be confined to 2009/2010 alone.</p>			
MAJOR VARIATIONS			
<p>Pay and price increases have added £200,470 to the budget in 2009/2010.</p> <p>Payments to Western Riverside Waste Authority have increased by £1,175,000 in 2009/2010 as a result of increased landfill tax and the need to purchase LATS (Ref No. 9).</p> <p>Setting the Commercial Waste Disposal budget at actual expenditure levels has resulted in a reduction of £100,000 in 2009/2010 (Ref No. 36).</p> <p>The charge to Street Trading for Waste Disposal costs has reduced again in line with the regular markets waste audit, and the income for 2009/2010 has decreased by £40,030.</p> <p>The remaining variations arise from the reallocation of expenditure internally between business units.</p>			

WASTE MANAGEMENT AND LEISURE – RECYCLING			
BUSINESS UNITS Y2160, Y2170 and Y2180			
Cabinet Member for Regeneration, Environmental Management and Leisure	Actual	Budget	Budget
	2007/2008	2008/2009	2009/2010
	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
EXPENDITURE			
Employees	326	363	327
Transport Related Expenditure	5	10	8
General Running Expenses	43	44	48
Advertising, Publicity and Initiatives	323	372	387
Payments to Contractors and Service Enhancements	1,174	1,209	1,270
Total Direct Expenditure	1,871	1,998	2,040
Central Support Services Recharges	51	47	48
Departmental Recharges	341	384	378
Capital Charges	23	23	0
TOTAL EXPENDITURE	2,286	2,452	2,466
INCOME			
Grants and Contributions	277	0	0
Other Income	5	0	8
TOTAL INCOME	282	0	8
NET EXPENDITURE	2,004	2,452	2,458
DESCRIPTION OF SERVICE			
<p>In June 1993, the Council launched a door-to-door collection service for recycling materials for both domestic and commercial properties. The material is now dealt with by the WRWA via Cremorne Wharf and a temporary Materials Reclamation Facility in East London. The WRWA's own brand new Material Reclamation Facility is unlikely to come online until late in 2010.</p> <p>The education function of the Recycling Service was established to boost participation and maximise the amount of material collected. A team of 5 Recycling Advisors is deployed to promote participation in recycling.</p> <p>The current service contract provides for split-back vehicles and twice-weekly recycling collections borough-wide. A free distribution of orange recycling bags to all households started in April 2006 and has significantly improved our recycling performance.</p>			
MAJOR VARIATIONS			
<p>Pay and price increases have added £92,220 to the expenditure budget in 2009/2010.</p> <p>The reallocation of the salary cash limit has resulted in a reduction in the Employees budget of £25,980 in 2009/2010.</p> <p>The Employees budget has been reduced by £20,000 as a result of more efficient distribution of recycling bags (Ref No. 27).</p> <p>The remaining variations arise from the reallocation of expenditure internally between business units.</p>			

WASTE MANAGEMENT AND LEISURE – REGULATION OF STREET TRADING			
BUSINESS UNIT Y2402			
Cabinet Member for Regeneration, Environmental Management and Leisure	<i>Actual</i>	Budget	Budget
	<i>2007/2008</i>	<i>2008/2009</i>	<i>2009/2010</i>
	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
EXPENDITURE			
Employees	158	208	214
Premises – Market Office	9	10	18
Transport Related Expenditure	3	5	4
Payments to Cleansing Contractor	279	287	302
Other Running Expenses	25	29	28
Transfer to/from Street Trading Reserve	34	84	0
Total Direct Expenditure	<i>508</i>	<i>623</i>	<i>566</i>
Central Support Services Recharges	39	44	44
Departmental Recharges	113	128	125
Apportionment of Waste Disposal Costs	210	105	68
TOTAL EXPENDITURE	<i>870</i>	<i>900</i>	<i>803</i>
INCOME			
Fees and Charges	870	900	803
TOTAL INCOME	<i>870</i>	<i>900</i>	<i>803</i>
NET EXPENDITURE	<i>0</i>	<i>0</i>	<i>0</i>
DESCRIPTION OF SERVICE			
<p>This business unit records the income and expenditure associated with the street trading sites managed by The Royal Borough. The account is intended to be self-balancing in the long term. Income is derived from permanent and temporary site lettings. There are 70 licensed sites on Golborne Road, 250 on Portobello Road and 30 isolated sites scattered around the borough. The charges are reviewed annually. Under current legislation the Council can only recover specified costs through its charges.</p> <p>Refuse collection and cleansing of the market area is carried out by S.I.T.A. (UK) Ltd.</p>			
MAJOR VARIATIONS			
<p>Pay and price increases have added £30,210 to the expenditure budget in 2009/2010.</p> <p>The charge to Street Trading for Waste Disposal costs has reduced again in line with the regular markets waste audit, and the budget for 2009/2010 has decreased by £40,030.</p> <p>The remaining variations arise from the reallocation of expenditure and income internally between business units.</p>			

WASTE MANAGEMENT AND LEISURE – TRADERS STORES AND MARKET DEVELOPMENT			
BUSINESS UNIT Y2401			
Cabinet Member for Regeneration, Environmental Management and Leisure	<i>Actual</i>	Budget	Budget
	<i>2007/2008</i>	<i>2008/2009</i>	<i>2009/2010</i>
	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
EXPENDITURE			
Employees	6	6	46
Maintenance, Equipment and Insurance	12	26	27
National Non Domestic Rates	20	22	31
Payments to Cleansing Contractor	16	17	18
Market Development Initiatives	0	0	30
Total Direct Expenditure	<i>54</i>	<i>71</i>	<i>152</i>
Central Support Services Recharges	4	1	3
Departmental Recharges	7	9	10
Capital Charges	0	6	3
TOTAL EXPENDITURE	<i>65</i>	<i>87</i>	<i>168</i>
INCOME			
Fees and Charges	17	8	8
Rental Income	165	166	171
TOTAL INCOME	<i>182</i>	<i>174</i>	<i>179</i>
NET EXPENDITURE	<i>-117</i>	<i>-87</i>	<i>-11</i>
DESCRIPTION OF SERVICE			
<p>This business unit covers the funding and recharge of street traders' stores situated at Lonsdale Mews (19 units), Munro Mews (20 units), Haydens Place (14 units), and Dunworth Mews (4 units). Also included are the two retail outlets at Westbourne Grove and South Kensington Island.</p> <p>The Council is proposing to introduce market development initiatives to facilitate regeneration.</p>			
MAJOR VARIATIONS			
<p>Pay and price increases have added £2,750 to the expenditure budget, however income has also been increased by £5,210 resulting in a net decrease of £2,460 in 2009/2010.</p> <p>Provision for a Portobello Road and Golborne Road market development officer together with an initiatives budget has added £72,000 to the budget (Ref No. 3).</p> <p>The remaining variations arise from the reallocation of expenditure and income internally between business units.</p>			

WASTE MANAGEMENT AND LEISURE – CARNIVAL AND OTHER EVENTS			
BUSINESS UNIT Y0012, Y0014, Y2390 and Y2395			
Cabinet Member for Regeneration, Environmental Management and Leisure	<i>Actual</i>	Budget	Budget
	<i>2007/2008</i>	<i>2008/2009</i>	<i>2009/2010</i>
	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
EXPENDITURE			
Employees	121	112	167
Supplies and Services	88	63	215
Third Party Payments	340	351	396
Total Direct Expenditure	549	526	778
Central Support Services Recharges	37	37	39
Other Departmental Recharges	0	0	90
Departmental Support Services Recharges	22	26	27
TOTAL EXPENDITURE	608	589	934
INCOME			
Fees and Charges	150	120	146
TOTAL INCOME	150	120	146
NET EXPENDITURE	458	469	788
DESCRIPTION OF SERVICE			
This Business Unit includes the costs associated with the preparation, enforcement and supervision of the Notting Hill Carnival. The costs included in Third Party Payments are payments to the cleansing contractor, hire of toilets, and payment of a grant to London Notting Hill Carnival Ltd. These costs are netted off by income received from street trading licences.			
MAJOR VARIATIONS			
Pay and price increases have added £19,220 to the expenditure budget, however income has also been increased by £3,600 resulting in a net increase of £15,620 in 2009/2010.			
The reallocation of the salary cash limit has resulted in an increase in the Employees budget of £34,030 in 2009/2010.			
Following a reclassification of the budget, £32,190 for the 2012 Cultural Olympics Co-ordinator has been transferred from the Executive Group to Carnival & Other Events.			
There is an additional £150,000 in the Supplies and Services budget for the 2012 Olympics and related cultural events (Ref No. 6).			
The Fees and Charges budget includes an additional £10,000 in 2009/2010 from increased income from Notting Hill Carnival traders fees (Ref No. 28).			
A change in responsibility for the Borough Film Office has increased the Employees Budget by £19,000 in 2009/2010 and income from Fees and Charges by £12,800.			
Following a review HHASC expenditure relating to Carnival of £90,000 previously funded by the Housing Revenue Account will now be recharged to the General Fund.			
The remaining variations arise from the reallocation of expenditure and income internally between business units.			

WASTE MANAGEMENT AND LEISURE – SPORTS CENTRES			
BUSINESS UNITS Y2850 and Y2860			
Cabinet Member for Regeneration, Environmental Management and Leisure	<i>Actual</i>	Budget	Budget
	<i>2007/2008</i>	<i>2008/2009</i>	<i>2009/2010</i>
	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
EXPENDITURE			
Employees	117	130	132
Building and Car Park Maintenance	26	47	48
National Non Domestic Rates	222	230	242
Insurance	20	21	26
Sports Centre and Car Park Contractors and Service Enhancements	115	230	392
Supplies and Services	62	101	103
Total Direct Expenditure	562	759	943
Central Support Services Recharges	64	60	82
Departmental Recharges	133	142	148
Capital Charges	136	201	138
TOTAL EXPENDITURE	895	1,162	1,311
INCOME			
Government Grant	0	0	111
Kensington Car Park	80	85	85
Transfer Rents	52	53	55
Other Income	18	10	10
TOTAL INCOME	150	148	261
NET EXPENDITURE	745	1,014	1,050
DESCRIPTION OF SERVICE			
<p>This Business Unit covers the Borough's two sports centres, which are currently managed by Cannons Health and Fitness Ltd. This contract commenced on 1 April 2005 and runs for a period of 12 years with a possible break at 6 years.</p> <p>Chelsea Sports Centre is located at Chelsea Manor Street in the Chelsea Old Town Hall complex. It includes a 25 x 9 metre swimming pool and a 4 x 9 metre learner pool. There is also a sports hall, fitness gym and a dance studio. Charges are reviewed annually.</p> <p>Kensington Leisure Centre is located at Walmer Road, North Kensington. The Centre includes a 33.3 x 15 metre pool and a 10 x 15 metre teaching pool. There is also a fitness gym, dance studio, 2 sports halls, 2 squash courts, crèche, children's soft play area, café-bar and an outdoor play area. Charges are reviewed annually.</p>			
MAJOR VARIATIONS			
<p>Pay and price increases have added £79,110 to the expenditure budget, however income has also been increased by £1,600 resulting in a net increase of £77,510 in 2009/2010.</p> <p>There is provision in the 2009/2010 budget for the Government Grant of £111,000 for the Free Swimming Programme for both under 16s and the over 60s. The contractor's expenditure budget has been increased by the same amount.</p> <p>The remaining variations arise from the reallocation of expenditure and income internally between business units.</p>			

WASTE MANAGEMENT AND LEISURE – PARKS AND OPEN SPACES			
BUSINESS UNITS Y2710, Y2720, Y2750, Y2780 and Y2790			
Cabinet Member for Regeneration, Environmental Management and Leisure	Actual 2007/2008	Budget 2008/2009	Budget 2009/2010
	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
EXPENDITURE			
Employees	724	878	871
Premises Related Expenditure	450	517	551
Grounds Maintenance Contractors	1,510	1,780	1,845
Transport Related Expenditure	13	14	13
Contribution to Lee Valley Regional Park	295	300	308
Supplies and Services	215	199	171
Total Direct Expenditure	3,207	3,688	3,759
Central Support Services Recharges	174	198	155
Other Departmental Recharges	0	0	25
Departmental Recharges	504	553	563
Capital Charges	117	138	69
TOTAL EXPENDITURE	4,002	4,577	4,571
INCOME			
Grants and Re-imbursments	-5	38	20
Holland Park Car Park	54	56	56
Rental Income	56	54	55
Other Income	21	50	51
Recharges to Other Services	19	16	17
Transfer Rents	27	27	27
TOTAL INCOME	172	241	226
NET EXPENDITURE	3,830	4,336	4,345
DESCRIPTION OF SERVICE			
<p>These business units include the maintenance and upkeep of parks and open spaces and the Council's contribution to Lee Valley Regional Park. In addition, the Parks Police and the monitoring of the Council's CCTV are included here.</p> <p>The Borough's 8 main parks cover some 34 hectares (84 acres), the main provision being Holland Park, 22.5 hectares of which approximately 10 hectares (25 acres) is woodland. In addition, approximately 100 smaller open spaces, public squares, landscaped highway verges, reservation and traffic islands are managed by this service totalling approximately 17.8 hectares making a grand total of 40.3 hectares.</p> <p>The parks and open spaces provide a diverse range of amenities for active and passive recreation including formal and informal gardens, sports facilities, children's playgrounds, wildlife areas, paddling pools, refreshment facilities and car parking. Grounds maintenance and management of sports facilities in parks is undertaken by Quadron Services. The new contract commenced from January 2008 and will run for 12 years with a possible break at 6 years.</p> <p>During park opening hours, the Parks Police service provides a community policing service to all the parks and open spaces in the Royal Borough with constant high profile patrolling in Holland Park and a peripatetic service to the remainder.</p>			
MAJOR VARIATIONS			
<p>Pay and price increases have added £137,100 to the expenditure budget, however income has also been increased by £3,170 resulting in a net increase of £133,930 in 2009/2010.</p> <p>The reallocation of the salary cash limit has resulted in a reduction in the Employees budget of £30,840 in 2009/2010.</p> <p>£25,000 was previously charged to the Housing Revenue Account relating to horticultural improvements and following a review this will now be recharged to the General Fund from HHASC.</p> <p>The remaining variations arise from the reallocation of expenditure and income internally between business units.</p>			

WASTE MANAGEMENT AND LEISURE – CEMETERIES			
BUSINESS UNIT Y2800 and Y2810			
Cabinet Member for Regeneration, Environmental Management and Leisure	<i>Actual</i>	Budget	Budget
	<i>2007/2008</i>	<i>2008/2009</i>	<i>2009/2010</i>
	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
EXPENDITURE			
Employees	66	62	73
Repairs and Maintenance	50	49	50
Electricity, Water and NNDR	31	34	37
Equipment and General Running Costs	12	10	10
Grounds Maintenance and Grave Digging Contractors and Service Enhancements	354	393	654
Total Direct Expenditure	<i>513</i>	<i>548</i>	<i>824</i>
Central Support Services Recharges	31	33	28
Departmental Recharges	84	91	95
Capital Charges	4	12	4
TOTAL EXPENDITURE	<i>632</i>	<i>684</i>	<i>951</i>
INCOME			
Sales – Burial Rights	300	302	311
Interment Fees and Related Charges	388	411	423
Other Income	6	1	1
TOTAL INCOME	<i>694</i>	<i>714</i>	<i>735</i>
NET EXPENDITURE	<i>-62</i>	<i>-30</i>	<i>216</i>
DESCRIPTION OF SERVICE			
<p>The Council's cemeteries are located at Gunnersbury and Hanwell. Gunnersbury Cemetery has 19,745 grave spaces (22 acres) and Hanwell has 13,500 (19 acres). Grave digging and all grounds maintenance are undertaken by Quadron Services. Charges for sales and burials are reviewed annually.</p>			
MAJOR VARIATIONS			
<p>Pay and price increases have added £19,890 to the expenditure budget, however income has also been increased by £21,380 resulting in a net reduction of £1,490 in 2009/2010.</p> <p>The reallocation of the salary cash limit has resulted in an increase in the Employees budget of £9,730 in 2009/2010.</p> <p>An additional £250,000 has been included in 2009/2010 in the Grounds Maintenance budget for the part year running costs of Brompton Cemetery (Ref No. 7).</p> <p>The remaining variations arise from the reallocation of expenditure and income internally between business units.</p>			

WASTE MANAGEMENT AND LEISURE – ARTS DEVELOPMENT AND SUPPORT			
BUSINESS UNITS L0301, L0307 and L0323-L0327			
Cabinet Member for Regeneration, Environmental Management and Leisure	<i>Actual</i>	Budget	Budget
	<i>2007/2008</i>	<i>2008/2009</i>	<i>2009/2010</i>
	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
EXPENDITURE			
Employees	155	125	168
Premises Related Expenditure	22	0	0
Supplies and Services	146	43	44
Grants	88	150	153
Total Direct Expenditure	411	318	365
Central Support Services Recharges	46	63	75
Departmental Recharges	62	71	74
TOTAL EXPENDITURE	519	452	514
INCOME			
Grants and Contributions	78	0	0
Fees and Charges	10	0	0
TOTAL INCOME	88	0	0
NET EXPENDITURE	431	452	514
DESCRIPTION OF SERVICE			
<p>The Arts Service aims to create, develop and support the arts infrastructure across the Royal Borough, including arts and voluntary organisations, schools, and business. Partnership and collaboration work is co-ordinated and developed across all business groups. The Arts Service administers and manages the Arts Grants Fund for the Borough.</p>			
MAJOR VARIATIONS			
<p>Pay and price increases have added £12,420 to the expenditure budget in 2009/2010.</p> <p>The reallocation of the salary cash limit has resulted in an increase in the Employees budget of £40,080 in 2009/2010.</p> <p>The remaining variations arise from the reallocation of expenditure internally between business units.</p>			

WASTE MANAGEMENT AND LEISURE – HOLLAND PARK THEATRE			
BUSINESS UNITS L0309, L0310, L0311 and L0313			
Cabinet Member for Regeneration, Environmental Management and Leisure	Actual	Budget	Budget
	2007/2008	2008/2009	2009/2010
	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
EXPENDITURE			
Employees	357	372	416
Production and Infrastructure Costs	1,571	1,584	1,800
Other Expenditure	246	266	335
Total Direct Expenditure	2,174	2,222	2,551
Central Support Services Recharges	59	64	68
Departmental Recharges	59	66	71
Capital Charges	2	72	73
TOTAL EXPENDITURE	2,294	2,424	2,763
INCOME			
Sales from Tickets, Programmes and Tables	1,379	1,512	1,671
Sponsorship and Corporate Hospitality	219	320	330
Catering Commission	27	41	35
Advertising, Donations and Other Third Party Income	111	125	250
TOTAL INCOME	1,736	1,998	2,286
NET EXPENDITURE	558	426	477
DESCRIPTION OF SERVICE			
<p>This budget covers the support staff and other costs of operating the Opera Holland Park season in the Holland Park Theatre, which runs from the beginning of June to the middle of August. A new canopy and seating were put in place for 2007.</p> <p>Production costs can be a little unpredictable as this form of theatre involves several principal singers, chorus and sets. Income can be volatile depending on external support, the elements and review.</p>			
MAJOR VARIATIONS			
<p>Pay and price increases have added £67,220 to the expenditure budget, however income has also been increased by £56,330 resulting in a net increase of £10,890 in 2009/2010.</p> <p>The reallocation of the salary cash limit has resulted in an increase in the Employees budget of £34,880 in 2009/2010.</p> <p>The remaining variations arise from the reallocation of expenditure and income internally between business units.</p>			

WASTE MANAGEMENT AND LEISURE – MUSEUMS AND GALLERIES			
BUSINESS UNITS L0303, L0304, L0305, L0306, L0321 and L0322			
Cabinet Member for Regeneration, Environmental Management and Leisure	<i>Actual</i>	Budget	Budget
	<i>2007/2008</i>	<i>2008/2009</i>	<i>2009/2010</i>
	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
EXPENDITURE			
Employees	317	322	329
Premises Related Expenditure	144	126	147
Supplies and Services	146	123	126
Third Party Payments	51	18	11
Total Direct Expenditure	<i>658</i>	589	613
Central Support Services Recharges	53	57	59
Other Departmental Recharges	0	0	14
Departmental Recharges	40	41	43
TOTAL EXPENDITURE	<i>751</i>	687	729
INCOME			
Grants and Contributions	54	0	0
Fees, Charges and Other Client Income	330	272	280
TOTAL INCOME	<i>384</i>	272	280
NET EXPENDITURE	<i>367</i>	415	449
DESCRIPTION OF SERVICE			
This budget covers:			
<p>Leighton House is a unique example of Victorian design accommodating an extensive collection of drawings and paintings by Lord Leighton. The house contains two galleries that are used for prestige shows of contemporary and Victorian art. The House is now closed for major internal refurbishment and will reopen in late 2009 or early 2010 depending on progress.</p> <p>Linley Sambourne House is one of the finest examples of a late Victorian house. It still retains much of its original furnishings and artefacts.</p> <p>The Orangery and Ice House offer international programmes of contemporary visual and applied arts exhibitions (April to October). The Orangery also serves as a venue for hire for events including press and product launches, social occasions and formal functions.</p>			
MAJOR VARIATIONS			
<p>Pay and price increases have added £23,520 to the expenditure budget, however income has also been increased by £8,180 resulting in a net increase of £15,340 in 2009/2010.</p> <p>The remaining variations arise from the reallocation of expenditure and income internally between business units.</p>			

TRANSPORTATION AND HIGHWAYS – ADMINISTRATION			
BUSINESS UNIT Y7005, Y7105 and Y7205			
	<i>Actual 2007/2008</i>	<i>Budget 2008/2009</i>	<i>Budget 2009/2010</i>
	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
EXPENDITURE			
Employees	495	468	494
Transport Related Expenditure	3	3	3
Stationery, Printing, Photocopying, Telephones, Post	46	35	36
Office Equipment and Other Minor Expenses	10	4	4
I.T. Expenditure	15	20	20
Total Direct Expenditure	<i>569</i>	<i>530</i>	<i>557</i>
Central Support Services Recharges	464	293	342
Departmental Support Services Recharge	299	329	337
TOTAL EXPENDITURE	<i>1,332</i>	<i>1,152</i>	<i>1,236</i>
INCOME			
Fees and Charges	60	3	0
TOTAL INCOME	<i>60</i>	<i>3</i>	<i>0</i>
NET EXPENDITURE FULLY RECHARGED	<i>1,272</i>	<i>1,149</i>	<i>1,236</i>
DESCRIPTION OF SERVICE			
<p>The salaries of the managers, their personal assistants and support services staff are shown here with their associated running costs.</p> <p>These costs plus departmental-wide overheads, which cannot be specifically charged to individual business units, are fully allocated over the Department's operational functions.</p>			
MAJOR VARIATIONS			
<p>Pay and price increases have added £32,530 to the expenditure budget in 2009/10.</p> <p>The remaining variations arise from the reallocation of expenditure internally between business units.</p>			

TRANSPORTATION AND HIGHWAYS – HIGHWAY MAINTENANCE			
BUSINESS UNIT Y7210 – Y7226			
Deputy Leader and Cabinet Member for Planning Policy, Housing Policy and Transportation	<i>Actual</i>	Budget	Budget
	2007/2008	2008/2009	2009/2010
	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
EXPENDITURE			
Employees	604	661	593
Premises Related Expenditure	34	9	9
Transport Related Expenditure	32	33	33
Insurance Costs	277	304	311
Office Equipment, Consultants and other Running Costs	86	113	98
Carriageway Repairs and Improvements	2,189	2,445	2,506
Footway Repairs and Improvements	5,664	5,755	5,898
Bridge Maintenance	62	100	103
Guard Railings and Bollards	47	66	68
Seats, Name Plates, Memorials, Anti-Flyposting etc.	166	149	153
Total Direct Expenditure	9,161	9,635	9,772
Central Support Services Recharges	155	191	215
Departmental Support Services Recharge	735	813	795
Capital Charges	490	500	491
TOTAL EXPENDITURE	10,541	11,139	11,273
INCOME			
Bus Shelter Advertising, Hoardings, Road Closures, Rents and Grants	985	830	882
Recharges to Other Services	9	8	10
TOTAL INCOME	994	838	892
NET EXPENDITURE	9,547	10,301	10,381
DESCRIPTION OF SERVICE			
<p>There are 208 kilometres (130 miles) of public highway in The Royal Borough, of which 12.5 kilometres (8 miles) are maintained under the responsibility of TfL as part of the Greater London Authority. This business unit funds works under the following categories: -</p> <p>Programmed and non-programmed footway and carriageway works, with emphasis placed on high quality works and materials in accordance with the Council's policy. Highway inspections and maintenance of guard rails, bollards, road markings, street name plates, memorials and fountains, benches and the inspection and maintenance of bridges.</p> <p>Repairs and renewals of road gullies and highway drainage and implementation of traffic management schemes. All work is undertaken by contractors.</p> <p>Also included is the administration of temporary road closures, the bus shelter contract and the control of advertising on banners.</p>			
MAJOR VARIATIONS			
<p>Pay and price increases have added £268,910 to the budget for expenditure and £22,610 to income</p> <p>£17,340 has been transferred from the Consultants budget to the Streetworks Salary Budget.</p> <p>There is increased income from Bus Shelter Advertising of £12,000 (Ref. No. 23) and Highways of £18,000 (Ref. No. 17).</p> <p>The remaining variations arise from the reallocation of expenditure internally between business units.</p>			

TRANSPORTATION AND HIGHWAYS – PUBLIC LIGHTING			
BUSINESS UNITS Y7250 – Y7256			
Deputy Leader and Cabinet Member for Planning Policy, Housing Policy and Transportation	<i>Actual</i>	Budget	Budget
	2007/2008	2008/2009	2009/2010
	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
EXPENDITURE			
Employees	241	218	212
Energy Costs	456	484	696
Contract Cleaning	90	115	97
Transport Related Expenditure	11	14	13
Office Expenses – Telephones, Clothing and I.T.	10	20	21
Repairs, Replacements and Improvements	1,095	1,165	1,160
Total Direct Expenditure	1,903	2,016	2,199
Central Support Services Recharges	66	73	89
Departmental Support Services Recharge	60	57	53
Other Departmental Charges	0	0	29
Capital Charges	179	192	179
TOTAL EXPENDITURE	2,208	2,338	2,549
INCOME			
Charges for Private Lanterns	37	24	39
Other Fees and Charges	0	1	1
TOTAL INCOME	37	25	40
NET EXPENDITURE	2,171	2,313	2,509
DESCRIPTION OF SERVICE			
<p>This service includes the maintenance and replacement of the street lighting columns, lanterns, illuminated and non-illuminated signs, Albert and Chelsea river bridge lighting, illuminated bollards, pedestrian crossing equipment and maintenance of Pay and Display equipment.</p> <p>There is a total of approximately 15,500 lighting points maintained by this section including street lights, illuminated signs and bollards on the public highway, lighting under the Westway and private street lighting. White light is being introduced on both main roads and residential streets as a replacement for high pressure sodium, and there are now Heritage and modern styles of main road lighting unit.</p> <p>Cleaning is carried out every 6 months and lamps are changed every 3 years. The income received reflects private street lighting maintenance undertaken by the lighting section.</p> <p>Green energy has been purchased since October 2000 and all installation and maintenance of public lighting is contracted out.</p>			
MAJOR VARIATIONS			
<p>Pay and price increases have added £254,030 to the budget for 2009/2010, of which, £200,000 is for the expected increase in energy costs.</p> <p>There has been a setting of the street Lighting Budget at actual expenditure levels saving £55,000 (Ref. No. 33).</p> <p>£29,000 was previously charged to the Housing Revenue Account relating to Street Lighting and following a review this will now be recharged to the General Fund from HHASC.</p> <p>There is a reduced depreciation charge of £13,680 on Capital Charges.</p> <p>There is increased income from Lighting of £14,000 (Ref. No. 17).</p>			

TRANSPORTATION AND HIGHWAYS – RECHARGEABLE AND OTHER STREET WORKS			
BUSINESS UNITS Y7230 – Y7237			
Deputy Leader and Cabinet Member for Planning Policy, Housing Policy and Transportation	<i>Actual</i>	Budget	Budget
	2007/2008	2008/2009	2009/2010
	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
EXPENDITURE			
Employees	283	244	420
Transport Related Expenses	2	1	4
Consultants	11	34	17
General Office Expenses	8	13	13
Rechargeable Works	304	0	0
Provision for Bad Debts	45	52	53
Total Direct Expenditure	653	344	507
Central Support Services Recharges	32	44	43
Departmental Support Services Recharge	56	61	58
TOTAL EXPENDITURE	741	449	608
INCOME			
Administration Fees on Rechargeable Works	647	402	593
TOTAL INCOME	647	402	593
NET EXPENDITURE	94	47	15
DESCRIPTION OF SERVICE			
<p>The expenditure and income relating to various categories of rechargeable works appear under this business unit. Rechargeable works are undertaken for a wide variety of organisations and individual charges are reviewed annually.</p> <p>a) Lamping: The Council recovers its expenditure where possible on the placement of lamps and barriers to protect the general public from obstructions on the highway.</p> <p>b) Coal plates: Members of the public who have dangerous coal plates in front of their property may either have them removed or safe ones fitted at their expense.</p> <p>c) The cost of providing vehicle crossovers, and damage to the highway caused by scaffolds, skips etc. is recharged to the developer.</p> <p>d) Damage to street furniture is recharged to perpetrators where possible.</p> <p>New Roads and Street Works Act 1991 (NRSW Act): A small team maintains the streetworks register and carries out rechargeable inspections of Utility company works on the highway, and generates additional income from defects if nationally agreed standards are not maintained. This Act also enables charges to be applied for over-running utility company works, and the detailed arrangements for this are changing under the new Traffic Management Act.</p>			
MAJOR VARIATIONS			
<p>£80,000 has been added to the Employee budget and increased income of £180,000 for Streetworks (Ref. No. 11).</p> <p>£34,680 has been added to the Employee budget, of which, £17,340 has been transferred from Highways Consultants and a further £17,340 from the Rechargeable Works consultant's budget.</p> <p>The remaining variations arise from the reallocation of expenditure internally between business units.</p>			

TRANSPORTATION AND HIGHWAYS – TRAFFIC SECTION			
BUSINESS UNIT Y7130			
Deputy Leader and Cabinet Member for Planning Policy, Housing Policy and Transportation	<i>Actual</i>	Budget	Budget
	2007/2008	2008/2009	2009/2010
	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
EXPENDITURE			
Employees	293	340	283
Transport Related Expenditure	9	4	4
General Office Expenses	18	10	10
Urban Traffic Control	224	235	241
Traffic Management and Safety Schemes	73	67	68
Traffic Management Consultants	749	527	540
Total Direct Expenditure	1,366	1,183	1,146
Central Support Services Recharges	124	144	104
Departmental Support Services Recharge	133	119	116
Capital Charges	857	1,267	1,003
TOTAL EXPENDITURE	2,480	2,713	2,369
INCOME			
Fees and Charges	69	34	34
Corporate and Democratic Core Activities	45	23	24
TOTAL INCOME	114	57	58
NET EXPENDITURE	2,366	2,656	2,311
DESCRIPTION OF SERVICE			
<p>The Traffic Section leads on the Council's streetscape initiative including the development of the Council's Streetscape manual and major streetscape projects, current examples are implementing Exhibition Road Phase 1 and Hans Crescent.</p> <p>This service is responsible for the development of policy documents on traffic and parking issues and investigating traffic problems and the design of traffic management schemes where appropriate.</p> <p>Staff consider and design where possible a wide range of measures aimed at securing improved highway and pedestrian facilities to reduce accidents for all categories of road user. There is close liaison with the Police, the Traffic Technology Services (TTS) and Transport for London.</p>			
MAJOR VARIATIONS			
<p>Pay and price increases have added £37,160 to the budget for 2009/2010.</p> <p>There is a reduced depreciation charge of £264,000 on Capital Charges.</p> <p>The remaining variations arise from the reallocation of expenditure internally between business units.</p>			

TRANSPORTATION AND HIGHWAYS –TRANSPORTATION AND ROAD SAFETY			
BUSINESS UNIT Y7110 and Y7120			
Deputy Leader and Cabinet Member for Planning Policy, Housing Policy and Transportation	<i>Actual</i>	Budget	Budget
	2007/2008	2008/2009	2009/2010
	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
EXPENDITURE			
Employees	355	422	523
Transport Related Expenditure	1	2	2
Road Safety initiatives, Campaigns and Presentations	29	44	46
General Office Expenses	16	23	24
London Wide Lorry Ban Contribution	9	10	10
Transportation Consultants	92	81	83
Total Direct Expenditure	502	582	688
Central Support Services Recharges	71	92	106
Departmental Support Services Recharge	155	145	163
TOTAL EXPENDITURE	728	819	957
INCOME			
Other Income	102	43	64
Corporate and Democratic Core Activities	5	23	25
TOTAL INCOME	107	66	89
NET EXPENDITURE	621	753	868
DESCRIPTION OF SERVICE			
<p>The section deals with impact of major projects and policies which affect the Council, including congestion charging.</p> <p>This service is responsible for transportation policy, in particular the Unitary Development Plan (UDP) chapters on Transportation and Development Standards. Staff are also engaged directly on the highway and transportation aspects of Development Control, the provision of facilities for cyclists, road safety education and training, and indirectly with all matters relating to the provision of public transport in the Borough.</p>			
MAJOR VARIATIONS			
<p>Pay and price increases have added £20,000 to the budget for 2009/2010.</p> <p>There is increased funding from Transport for London for administration costs of £20,000 (Ref. No. 19).</p> <p>The remaining variations arise from the reallocation of expenditure internally between business units.</p>			

TRANSPORTATION AND HIGHWAYS – CAR PARKING OFF-STREET			
BUSINESS UNIT Y8001 and Y8150			
Deputy Leader and Cabinet Member for Planning Policy, Housing Policy and Transportation	<i>Actual</i>	Budget	Budget
	2007/2008	2008/2009	2009/2010
	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
EXPENDITURE			
Employees	74	93	97
Utilities – Electricity/Water/NNDR	281	303	326
Repairs and Maintenance	69	97	69
Credit and Debit Card Charges	9	12	13
Insurance	24	26	26
Management Fee – Kensington Town Hall Car Park	226	250	239
Total Direct Expenditure	683	781	770
Central Support Services Recharges	147	57	46
Departmental Support Services Recharge	44	47	19
Capital Charges	187	187	109
TOTAL EXPENDITURE	1,061	1,072	944
INCOME			
Kensington Town Hall Car Park	1,352	1,355	1,355
Young Street Car Park	360	388	360
Lots Road Rental Income	200	200	200
TOTAL INCOME	1,912	1,943	1,915
NET EXPENDITURE	-851	-871	-971
DESCRIPTION OF SERVICE			
<p>The Council owns two car parks located at Kensington Town Hall and Young Street. Income from the Town Hall Car Park is derived from charges to the public and users within the Council. The Council approves the scale of charges, which are reviewed annually.</p> <p>The Young Street Car Park has a long term leasing arrangement and the Council receives income based on the number of spaces and a percentage of the turnover. The scale of charges is broadly in line with the Town Hall Car Park.</p>			
MAJOR VARIATIONS			
<p>Pay and price increases have added £36,520 to the budget for 2009/2010, of which, £13,470 is for the expected increase in energy costs.</p> <p>£30,000 has been removed from the budget realigning Town Hall Car Park running costs to reflect actual expenditure (Ref. No. 18).</p> <p>There are reduced Town Hall Car Park management contract costs from specification changes of £17,000 (Ref. No. 21).</p> <p>There is a reduced depreciation charge of £78,560 on Capital Charges.</p> <p>There is reduced income from Young Street Car Park of £28,000 (Ref. No. 5).</p> <p>The remaining variations arise from the reallocation of expenditure internally between business units.</p>			

TRANSPORTATION AND HIGHWAYS – CAR PARKING ON-STREET			
BUSINESS UNITS Y8000 and Y8100 – Y8365			
Deputy Leader and Cabinet Member for Planning Policy, Housing Policy and Transportation	<i>Actual</i>	Budget	Budget
	2007/2008	2008/2009	2009/2010
	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
EXPENDITURE			
Employees	3,589	3,621	3,674
Premises (Mainly Car Pound)	228	266	243
Transport Related Expenditure	40	56	39
Compliance Services Contractors	5,927	6,520	6,490
London Councils	483	447	458
Meters Replacement, Repairs, Markings, CPZ Reviews	1,222	1,141	987
Supplies and Services (Including I.T. Expenditure)	982	1,117	1,094
Total Direct Expenditure	12,471	13,168	12,985
Central Support Services Recharges	2,501	2,953	2,885
Departmental Support Services Recharge	743	686	779
Other Departmental Recharges	25	26	26
TOTAL EXPENDITURE	15,740	16,833	16,675
INCOME			
Pay and Display Machines	16,759	16,280	16,280
Residents Permits	4,621	4,878	5,255
Compliance Services	15,050	16,547	13,546
Parking Suspensions	2,935	2,472	3,472
Recharges to Other Services and Other Income	113	14	14
TOTAL INCOME	39,478	40,191	38,567
NET EXPENDITURE	-23,738	-23,358	-21,892
DESCRIPTION OF SERVICE			
<p>(1) DIRECTORATE OF FINANCE, INFORMATION SYSTEMS AND PROPERTY - administers the collection of cash from the pay and display machines, Kensington Town Hall Car Park, the Lots Road Car Pound and debt collection on the suspension service.</p> <p>(2) TRANSPORTATION AND HIGHWAYS DEPARTMENT - administers: -</p> <p>(i) The addition and deletion of parking places on-street and all amendments to the Orders.</p> <p>(ii) The Orders relating to diplomatic parking, free motorcycle parking and waiting and loading restrictions.</p> <p>(iii) The Parking Permit Policy including Residents' and doctors' parking permits.</p> <p>(iv) The preparation, letting and supervision of the term contracts for the maintenance of the Council's Pay and Display, and maintenance aspects of car parking on-street including carriageway markings, signs relating to the controlled parking and other waiting and loading restrictions.</p> <p>(v) The operation of the parking place suspension service.</p> <p>(vi) The Parking Enforcement Service (Compliance Service) following the introduction of the Road Traffic Act 1991 on 4 July 1994 and subsequent introduction of the Traffic Management Act 2004 on 31 March 2008.</p> <p>(3) DIRECTORATE OF HOUSING, HEALTH AND ADULT SOCIAL CARE - receives and vets all applications for disabled parking permits/spaces.</p>			
MAJOR VARIATIONS			
<p>Pay and price increases have increased the budget by £302,290 in 2009/2010. (Exp +£449,010 and income -£146,720). £5,990 has been transferred to Corporate Services in relation to Bank Handling Charges</p> <p>Financial Plan changes have increased the budget by a net £1.257m. This comprises of +£100k Reduced Income from Residents' Parking Permits (Ref. 4), +£3m Parking Income shortfall (Ref. 8), -£160k Setting the On-street Enforcement budget for ad-hoc events at actual expenditure levels (Ref. 10), -£65k Setting "Pay and Display" maintenance contract costs at actual expenditure levels (Ref. 12), -£50k Reduction on "Pay and Display" staffing levels to reflect work levels (Ref. 13), -£50k Setting the Extended Parking Control Hours budget at actual expenditure levels (Ref. 14), -£40k Setting parking remittance processing costs at actual expenditure levels (Ref. 15), -£35k Setting the Car Pound budget at expenditure levels (Ref. 16), -£18k Reduced car allowance payments (Ref. 20), -£13k Reduced On-Street Enforcement contract costs to reflect efficiencies (Ref. 22), -£67k Setting "Pay and Display" Equipment and Maintenance budget at actual expenditure levels (Ref. 34), -£15k Setting the Street Enforcement Contingency budget at actual expenditure levels (Ref. 35), -£1m Parking Suspensions income budget reflecting higher income achieved (Ref. 39), -£330k Increase in Residents Parking Permit charge (Ref. 40).</p>			

REVENUE CHANGES – GROWTH AND SAVINGS

Ref No.	Department	Description	Details	2009/10 £'000	2010/11 £'000	2011/12 £'000
Local Growth						
1	Executive	Permanent Funding for Environmental Events	For the past two years successful events have been held and funded from unspent budgets. This proposal is to create a permanent budget.	30		
2	Waste Management	Increased Running costs of New Public Convenience	In recent years the budget has been increased to allow for the equivalent of a new autoloo each year. No suitable sites have been found. There will be a capital bid to refurbish and reopen the Talbot Road facilities and this and previous year's budget additions will be redirected towards the running costs.	25		
3	Waste Management	Portobello Road and Golborne Road Development Officer	This proposal is to appoint a new officer with a development budget to regenerate the area.	72		
4	Parking	Reduced Income from Residents' Parking Permits	There has been a reduction in the number of resident's permits. Without a budget adjustment income will be below target.	100		
5	Parking	Reduced income from Young Street Car Park	The payment to the council relies on a percentage of the parking income for the site. This has declined since the congestion charge extension.	28		
Total Local Growth				255		

Ref No.	Department	Description	Details	2009/10 £'000	2010/11 £'000	2011/12 £'000
Corporately Funded Growth						
6	Executive	2012 Olympics and related cultural events (reserve funded)	A July 2008 Cabinet paper identifies programmes that the Royal Borough can lead and participate in the build up to and during the Olympics 2008/09 to 2012/13 at a total cost of £1.035 million. Funding is from the Better City Life Reserve.	150	-25	55
7	Arts and Leisure	Running costs of Brompton Cemetery (part year)	The Cabinet have agreed to negotiate with the Royal Parks to take over the management responsibility of this site. It will require additional net revenue. A separate capital funding bid will be progressed.	250		
8	Parking	Parking Income shortfall	Reduced PCN issuance will result in decreased parking income.	3,000		
9	Waste Management	Western Riverside Waste Authority increased costs	Landfill Tax and the need to purchase LATS will increase the levy for domestic waste well above the normal rate of inflation.	1,175		
Total Corporately Funded Growth				4,575	-25	55
Savings						
10	Parking	Setting the On-street Enforcement budget for ad-hoc events at actual expenditure levels	This contract included a budget for responding to special events and circumstances over the base service levels specified. It has underspent in recent years and can be reduced.	-160		

Ref No.	Department	Description	Details	2009/10 £'000	2010/11 £'000	2011/12 £'000
11	Highways and Construction	Increased income from streetworks	The section will be restructured, two new posts added and income earned from inspections, Section 74 charges and Fixed Penalty Notices.	-100	-80	
12	Parking	Setting "Pay and Display" maintenance contract costs at actual expenditure levels	The contract for this service has been let at a reduced price. It will also have one less engineer due to increased reliability of the machines following the introduction of security devices.	-65		
13	Parking	Reduction on "Pay and Display" staffing levels to reflect work levels	Due to the success of combating the problems around P&D two posts, which are currently vacant, can be deleted.	-50		
14	Parking	Setting the Extended Parking Control Hours budget at actual expenditure levels	Since 2002 five discrete areas were consulted in parking controls with some modifications being implemented. There was also reconsulting in areas that had already been consulted where opinions had changed following extended controls being introduced in nearby roads. The areas now remaining are the wards north of Notting Hill Gate and the 2008/09 budget can be used to consult and implement changes. The programme could be curtailed to achieve a saving.	-50		

Ref No.	Department	Description	Details	2009/10 £'000	2010/11 £'000	2011/12 £'000
15	Parking	Setting parking remittance processing costs at actual expenditure levels	The successful introduction of the automatic payment line means that less processing is done by the Council's contractor.	-40		
16	Parking	Setting the Car Pound budget at expenditure levels	This budget is now overprovided. The contractor takes responsibility for some running costs and this underspending budget can be reduced.	-35		
17	Highways and Construction	Increased income from highways and lighting	The income budgets for private streets and highway licences overachieved last year and can be adjusted to that level.	-32		
18	Parking	Realigning Town Hall Car Park running costs to reflect actual expenditure	These historically underspending budgets can be reduced.	-30		
19	Policy and Transportation	Increased funding from Transport for London for administration costs	In recent years the Council has received TfL grant towards the cost of preparing the Local Implementation Plan and its predecessors. The budget introduced last year can be increased to levels of funding being attained.	-20		
20	Parking	Reduced car allowance payments	A review of essential and casual car allowance enables this budget to be reduced.	-18		
21	Parking	Reduced Town Hall Car Park management contract costs from specification changes	The service levels have been reviewed and the contract retendered at a saving.	-17		
22	Parking	Reduced On-Street Enforcement contract costs to reflect efficiencies	The current contract has efficiency reductions built into the annual payments. The budget can be reduced accordingly.	-13	-13	

Ref No.	Department	Description	Details	2009/10 £'000	2010/11 £'000	2011/12 £'000
23	Highways and Construction	Increased income from bus shelter advertising	This income budget from advertising can be increased to that attained in 2007/08.	-12		
24	Waste Management	Increased income from Fixed Penalty Notices issued by Waste Management	The budget can be adjusted to include income from new powers relating to Highway enforcement. This budget overachieved in 2007/08.	-30		
25	Waste Management	Increased income from the Commercial Waste Service	This can be achieved by a price review and converting unpaid for black bags into paid by persuasion and enforcement.	-20		
26	Executive	Staff saving in Licensing to reflect changed practice	This includes the equivalent of 0.5 FTE Licensing Enforcement Officer, the opportunity has arisen naturally. Normal performance can be maintained by closer management plus the replacement of Licensing Technical Officer post by additional admin officer post. Technical expertise is no longer needed following the introduction of the Licensing Act but more administration capacity required.	-20		
27	Waste Management	Staff saving from more efficient distribution of recycling bags	This efficiency saving allows the deletion of a post without impacting on the service.	-20		
28	Waste Management	Increased income from Notting Hill Carnival traders' fees	These could be increased above inflation in each of the next three years to make a larger contribution towards carnival costs	-10	-10	-10

Ref No.	Department	Description	Details	2009/10 £'000	2010/11 £'000	2011/12 £'000
29	Waste Management	Review of the commercial waste compacting vehicle service	The proposal is to replace the compacting vehicle with a paladin collection. This will be more environmentally friendly and improve net income.	-10		
30	Waste Management	Setting the abandoned vehicles budget at actual expenditure levels	Abandoned vehicles on the public highway are no longer a problem, possibly due to the demand for scrap metal, and the budget was largely unspent last year.	-5		
31	Waste Management	Setting the refuse containers budget at actual expenditure levels	This budget can be reduced to reflect last year's performance.	-5		
32	Waste Management	Increased income from leaflet distribution	The budget for income from this source can be increased to reflect last year's performance.	-3		
33	Highways and Construction	Setting the Public Lighting budget at actual expenditure levels	This budget underspent in 2007/08 and can be adjusted to that level.	-55		
34	Parking	Setting the "Pay and Display" Equipment and Maintenance budget at actual expenditure levels	Savings have been identified in these budgets as a consequence of improved reliability following the introduction of the CLAM units.	-67		
35	Parking	Setting the Street Enforcement Contingency budget at actual expenditure levels	A contingency budget is held which can be reduced.	-15		
36	Waste Management	Setting the Commercial Waste Disposal budget at actual expenditure levels	The chargeable commercial waste tonnage is below that previously advised by WRWA and the budget can be reduced.	-100		

Ref No.	Department	Description	Details	2009/10 £'000	2010/11 £'000	2011/12 £'000
37	Waste Management	Taking part of the cleansing contract "Innovation Fund" in cash instead of services	This proposed saving for year 2 will be introduced a year early. Within the partnership a proportion of savings achieved through changes are available to spend on new proposals. The Council will negotiate to take the value in cash.	-10		
38	Waste Management	Reduction in the cleansing contract building maintenance to reflect current requirements	This proposed saving for year 2 could be introduced a year early. The contractor has some responsibility for the premises they occupy. The Council will negotiate to reduce the amounts and reduce the contract sum.	-10		
39	Parking	Parking Suspensions income budget reflecting higher income achieved	The number of applications has increased. This combined with the effect of the last price increase and the withdrawal of the long term discount is generating extra income.	-1,000		
40	Parking	Increase in Residents Parking Permit charge	A 10% increase in April 2009 will generate an additional £330,000 above the normal rate of inflation.	-330		
Total Savings				-2,352	-103	-10
Business Group Total				2,478	-128	45

CORPORATE SERVICES
REVENUE BUDGET 2009/2010

CORPORATE SERVICES REVENUE BUDGET

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CORPORATE SERVICES

SUMMARY OF CHANGES - SUPPORT SERVICES	Ref	Budget 2009/10
		£'000
ORIGINAL BUDGET 2008/09		43,118
o COST CHANGES		
Pay awards		508
Price Variations - Expenditure		778
Price Variations - Income		-6
Extra inflation on energy costs for corporate buildings	4	267
Total Cost Changes		1,547
o CENTRAL SUPPORT SERVICES CHANGES		202
o TRANSFERS TO/FROM OTHER SERVICES		
Borough Film Officer to TELS		-6
Librariesline from FCS to Customer Services		49
Contact Centre from FCS to Customer Services		157
Quality Assurance System licences from FCS to Information Services		13
Total Transfers to/from other Business Groups		213
o TRANSFERS TO/FROM NON RECHARGEABLE SERVICES		17
o CAPITAL CHARGES VARIATIONS		-43
SUB TOTAL		45,054
o CABINET BUSINESS PLAN		
Corporately Funded Growth (Reserves funded)		
Data encryption software to improve data security (one year)	5	60
Network connection to the Government Secure Network (one year)	6	50
Data Sharing Officer (two years)	7	50
"Here to Help" initiatives (one year)	8	1,100
Total Corporately Funded Growth		1,260
Growth Absorbed by Business Group		
"Green" Information Systems Officer (one year only)	1	50
Data encryption software to improve data security	2	12
Annual maintenance cost of the Annexe, Pembroke Road	3	24
Total Growth Absorbed by Business Group		86

CORPORATE SERVICES

SUMMARY OF CHANGES - SUPPORT SERVICES	Ref	Budget 2009/10
		£'000
Planned Reductions		
Re-allocation of costs to the Pension Fund	9	-10
Reduced use of VAT consultants	10	-5
Reduction in the Internal Audit hardware budget	11	-3
Reduction in the Financial Services consultancy budget	12	-28
Staff saving in Financial Planning	13	-19
Reduced telephone maintenance contract costs	14	-28
Reduction in Information Systems general office budgets	15	-33
Reduced network maintenance contract costs	16	-30
Staff savings in Legal Services	17	-26
Reduction in the Legal Services books and stationery budgets	18	-12
Reduction in Governance postage costs	19	-7
Reduction in the Legal Services training budget	20	-6
Reduction in the Overview and Scrutiny research budget	21	-23
Rationalisation of print contracts for Media and Communications	22	-7
Reduction in the Resource Link consultancy budget	23	-8
Staff savings in Personnel	24	-66
Staff savings in Halls Management	25	-40
Reduction in Print Room paper costs	26	-22
Reduction in lease and maintenance costs Young Street and Allen Street	27	-154
Staff savings in General Services financial administration	28	-22
Staff savings in Facilities Management	29	-45
Total Planned Reductions		-594
o OTHER CHANGES		
Increase in Business Rates (NNDR) for corporate buildings		33
Adjustment to reflect current service pension liability		-3
Increased court fees arising from Childcare cases		137
Total Other Changes		167
SUPPORT SERVICES BUDGET 2009/10		45,973

CORPORATE SERVICES

SUMMARY OF CHANGES - CENTRAL SERVICES	Ref	Budget 2009/10
		£'000
ORIGINAL BUDGET 2008/09		20,279
o COST CHANGES		
Pay awards		219
Price Variations - Expenditure		576
Price Variations - Income		-5
Extra inflation on energy costs for commercial properties	34	23
Total Cost Changes		813
o CENTRAL SUPPORT SERVICES CHANGES		-218
o TRANSFERS TO/FROM OTHER BUSINESS GROUPS		
Rental income of Ellesmere retail outlet from HHASC		-80
Claims Investigation post from HHASC		33
Bank charges from TELS adjustment		6
HRA audit fee devolved to HHASC		-34
Land Charges transferred to PBD		1,250
Total Transfers to/from other Business Groups		1,175
o TRANSFERS TO/FROM RECHARGEABLE SERVICES		-17
o CAPITAL CHARGES VARIATIONS		-745
SUB TOTAL		21,287
o CABINET BUSINESS PLAN		
Corporately Funded Growth		
Extra cost of Police Community Support Officers under new contract	33	100
Efficiency Dividend and Local Business Support	34A	4,200
Total Corporately Funded Growth		4,300
Growth Absorbed by Business Group		
Increased budget for debit and credit card bank charges	30	70
Reduced Government's Benefits Administration Grant	31	170
Programme and project management	32	17
Total Growth Absorbed by Business Group		257

CORPORATE SERVICES

SUMMARY OF CHANGES - CENTRAL SERVICES	Ref	Budget 2009/10
		£'000
Planned Reductions		
Cessation of a contribution to the Repairs and Renewals Fund	35	-70
Reduction in Benefits postage costs	36	-30
Reduced National Non-Domestic Rates (NNDR) contract costs	37	-70
Reduced Benefits service contingency to offset loss of grant	38	-170
Reduced Council Tax and NNDR booklet printing costs	39	-29
Increased income from commercial lettings	40	-100
Reduction in the Royal Borough review consultancy budget	41	-13
Reduction in the Town Clerk and Chief Executive consultancy budget	42	-5
Reduced office costs in the Policy and Partnership Unit	43	-10
Reduction in "Responding to Residents" work	44	-13
Reduction in the Policy and Partnership Unit consultants budget	45	-6
Reduced funding for Voluntary Organisations	46	-39
Total Planned Reductions		-555
o OTHER CHANGES		
Local Involvement Networks (funded through Area Based Grant)		142
Adjustment to reflect current service pension liability		-8
Total Other Changes		134
CENTRAL SERVICES BUDGET 2009/10		25,423

CORPORATE SERVICES Subjective Summary

Item	Notes	2007/08 Actual	2008/09 Budget	2009/10 Budget
		£'000	£'000	£'000
EXPENDITURE				
Employee Related Expenses		30,434	33,212	34,578
Premises Related Expenses		6,441	6,544	6,834
Transport Related Expenses		103	143	145
Supplies and Services		12,464	9,605	10,190
Third Party Payments		6,448	6,228	6,695
Transfer Payments	1	90	135	4,316
Cost of Benefit Payments	2	119,652	113,796	128,769
Central Support				
Central Departments		20,292	20,811	21,454
Other Departments		52	14	56
Capital Charges		2,288	2,878	2,159
TOTAL EXPENDITURE		198,264	193,366	215,196
INCOME				
Government Grants		5,522	4,164	4,025
Housing & Council Tax Benefit Grant	2	119,319	111,567	126,540
Other Grants (LABGI) and Contributions	3	5,117	85	141
Customer & Client Receipts				
Fees & Charges	4	9,677	9,776	7,989
Rents		3,762	4,854	4,580
Interest		2	4	4
Recharges to Other Revenue Accounts				
Departmental		329	485	422
Central Departments	5	42,546	42,152	46,072
TOTAL INCOME		186,274	173,087	189,773
NET EXPENDITURE		11,990	20,279	25,423

Notes

- 1 Efficiency dividend and local business support £4.2 million
- 2 Cost of Benefits payments have increased with the introduction of Local Housing Allowance in 2008/09 and a general upward trend in caseload but this is offset by by increased subsidy received from the Department of Works and Pensions
- 3 Under the Local Authority Business Growth Incentive (LABGI) scheme the Council received £4.6 million in 2007/08. Also changed accounting arrangements for grants now received through Area Based Grant.
- 4 The Land Charges team have moved to Planning and Borough Development resulting in a £1.4 million reduction in income
- 5 Central Departments recharged to other departments has increased due to inflation increase in energy costs, capital charges and investment in the Here to Help initiative

**CORPORATE SERVICES
Service Summary**

Service	2007/08 Actual			2008/09 Budget			2009/10 Budget			Outputs	Head of Service
	Exp £'000	Income £'000	Net £'000	Exp £'000	Income £'000	Net £'000	Exp £'000	Income £'000	Net £'000		
SUPPORT SERVICES											
Cabinet Member for Finance and Property											
Financial Services, Audit and Customer Services	9,202	811	8,391	10,794	860	9,934	12,200	844	11,356	Financial management, treasury, payment and income service, audit and risk management, accounting services and customer services	EDFISP
Property Services	1,289	195	1,094	1,393	175	1,218	1,439	175	1,264	Property advice and valuation service.	DPS
Total Cabinet Member for Finance and Property	10,491	1,006	9,485	12,187	1,035	11,152	13,639	1,019	12,620		
Cabinet Member for Corporate Services											
Personnel	5,732	717	5,015	5,675	687	4,988	5,661	687	4,974	Payroll and personnel service for 4,100 employees.	DPGS
General Services	16,301	1,915	14,386	16,006	1,979	14,027	16,919	1,899	15,020	Maintenance of three corporate buildings	DPGS
Governance	1,559	45	1,514	1,586	47	1,539	1,568	33	1,535	Supporting 520 meetings a year	DLA
Legal Services	3,342	810	2,532	3,425	608	2,817	3,611	609	3,002	Legal advice	DLA
Total Cabinet Member for Corporate Services	26,934	3,487	23,447	26,692	3,321	23,371	27,759	3,228	24,531		
Leader of the Council											
Information Systems	8,023	575	7,448	8,274	315	7,959	8,777	614	8,163	System development and support, IT planning and data standards.	HITS
Media and Communications	774	13	761	632	11	621	670	11	659	Manages the Council's internal and external communications	HC
Total Leader of the Council	8,797	588	8,209	8,906	326	8,580	9,447	625	8,822		
RECHARGED	46,222	5,081	41,141	47,785	4,682	43,103	50,845	4,872	45,973		
Cabinet Member for Corporate Services											
Services to the Public - Registrars, Electoral Services (including Land Charges to 2008/09)	1,785	2,095	-310	1,706	2,005	-299	1,438	575	863	1,200 marriages, 200 civil partnerships	DPGS
Civic Ceremonial	622	0	622	679	0	679	677	0	677	Support for the Mayor	DLA
Total Cabinet Member for Corporate Services	2,407	2,095	312	2,385	2,005	380	2,115	575	1,540		

CORPORATE SERVICES Service Summary

Service	2007/08 Actual			2008/09 Budget			2009/10 Budget			Outputs	Head of Service
	Exp £'000	Income £'000	Net £'000	Exp £'000	Income £'000	Net £'000	Exp £'000	Income £'000	Net £'000		
Cabinet Member for Finance and Property											
Housing and Council Tax Benefits	125,183	124,562	621	118,797	115,926	2,871	134,464	130,699	3,765	Administering 21,000 Benefits claims	HCSB
Local Taxation Administration	3,391	766	2,625	3,539	1,400	2,139	3,726	1,401	2,325	Administering 90,000 Council tax demands	HCSB
Corporate Anti Fraud Team	567	0	567	640	0	640	722	0	722		EDFISP
Commercial Lettings	1,473	3,337	-1,864	1,459	3,979	-2,520	817	4,252	-3,435	Managing 310 Commercial properties	HCSB
Total Cabinet Member for Finance and Property	130,614	128,665	1,949	124,435	121,305	3,130	139,729	136,352	3,377		
Cabinet Member for Service Improvement											
Community Relations, Service Improvement, Public Consultation	1,591	1	1,590	1,787	0	1,787	2,139	1	2,138	Manages external assessment process, performance improvement activities, promotes good community relations, co-ordinates consultation exercises.	DSSI
Voluntary Sector Support	2,928	118	2,810	2,802	142	2,660	3,104	145	2,959	24 Voluntary organisations supported	DSSI
Total Cabinet Member for Service Improvement	4,519	119	4,400	4,589	142	4,447	5,243	146	5,097		
Cabinet Member for Community Safety											
Community Safety and Drugs Intervention Programme	3,964	1,787	2,177	3,587	1,336	2,251	3,939	1,401	2,538	76 Police Community Support Officers, co-ordinates community safety initiatives and action against drugs.	DSSI
Total Cabinet Member for Community Safety	3,964	1,787	2,177	3,587	1,336	2,251	3,939	1,401	2,538		

CORPORATE SERVICES Service Summary

Service	2007/08 Actual			2008/09 Budget			2009/10 Budget			Outputs	Head of Service
	Exp £'000	Income £'000	Net £'000	Exp £'000	Income £'000	Net £'000	Exp £'000	Income £'000	Net £'000		
Cabinet Member for Regeneration, Environmental											
Economic Regeneration and Westway Development Trust	1,506	5,820	-4,314	2,024	1,444	580	4,978	333	4,645	Co-ordinates regeneration activities, including Local Area Agreement. Schools use of Westway Sports centre. Efficiency dividend	DSSI
Total Cabinet Member for Regeneration, Environmental Management and Leisure	1,506	5,820	-4,314	2,024	1,444	580	4,978	333	4,645		
Non Distributed Costs	2,035	0	2,035	2,207	0	2,207	1,955	0	1,955	Vacant office space, added years pension costs	
Corporate and Democratic Core	6,032	373	5,659	6,354	22	6,333	6,392	22	6,370		
TOTAL CORPORATE SERVICES (before Recharges)	197,299	143,940	53,359	193,366	130,936	62,431	215,196	143,701	71,495		
Recharges to Services	0	41,369	-41,369	0	42,152	-42,152	0	46,072	-46,072		
TOTAL CORPORATE SERVICES	197,299	185,309	11,990	193,366	173,088	20,279	215,196	189,773	25,423		

CORPORATE SERVICES NARRATIVE SHEETS

FINANCE AND CUSTOMER SERVICES			
BUSINESS UNITS P4602 to P4613, P4619 to P4642, P4701 and P5913			
Cabinet Member for Finance and Property	<i>Actual 2007/2008</i>	Budget 2008/2009	Budget 2009/2010
	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
EXPENDITURE			
Employees	5,693	6,466	7,756
Premises Related Expenditure	7	9	9
Transport Related Expenditure	25	22	23
Supplies and Services	823	801	958
Third Party Payments	393	477	699
Liability Insurance Premiums	459	443	447
Total Direct Expenditure	7,400	8,218	9,892
Central Support Service Charges	2,289	3,083	2,940
Capital Charges	80	133	90
TOTAL EXPENDITURE	9,769	11,434	12,922
INCOME			
Fees, Charges & Other Client Income	196	200	213
Cash Collection contract for Hammersmith and Fulham	508	493	494
Charges to the TMO for Finance Services	74	116	86
Insurance costs recovered from Schools	33	51	51
TOTAL INCOME	811	860	844
NET EXPENDITURE TO BE RECOVERED	8,958	10,574	12,078
DESCRIPTION OF SERVICE			
<p>Executive Director, Personal Assistant and office support.</p> <p>Strategic Procurement</p> <p>Financial Services incorporating Corporate Services Group Finance, Financial Planning, Resource Utilisation, Financial Systems, Corporate Finance, Treasury Management, Pension Fund Accounting and Accountancy Control.</p> <p>Customer Services and Revenues includes Accounts Receivable, Customer Services and Cashiers with Housing Benefit and Local Taxation Administration shown on a separate page</p> <p>Internal Audit and Risk Management, including Insurance and the Claims Investigation Group.</p>			
MAJOR VARIATIONS			
<p>Pay and price increases have added £305,000 to the budget for 2009/10.</p> <p>A release from the Cost Reduction Reserve has been approved to fund the 'Here to Help initiative, which has added £1.1 million to the budget. (Ref 8)</p> <p>Savings have been achieved by reducing the general consultancy budget (£28,000), deletion of one post in Financial Planning (£19,000), less reliance on VAT consultants (£5,000) and a reduction of the IT budget for Audit (£3,000). (Ref 10, 11, 12 & 13). A further £10,000 saving has been achieved by allocating additional costs to the Pension fund. (Ref 9).</p> <p>Family and Children's Services (FCS) have transferred the Libraries Line (£49,000) and the FCS Contact Centre (£157,000) to the Customer Service Centre.</p>			

INFORMATION SYSTEMS			
BUSINESS UNITS P4810 to P4831			
Leader of the Council	Actual 2007/2008	Budget 2008/2009	Budget 2009/2010
	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
EXPENDITURE			
Employees	4,678	4,786	4,985
Transport Related Expenditure	35	43	43
Supplies and Services	1,147	931	1,014
Network/Infrastructure costs	348	339	314
Software Licences	325	320	572
Consultants	88	50	101
Total Direct Expenditure	6,621	6,469	7,029
Central Support Service Charges	1,152	1,271	1,280
Capital Charges	250	534	468
TOTAL EXPENDITURE	8,023	8,274	8,777
INCOME			
Development Team charges to Capital projects	253	278	278
SAN Charges Income	210	0	300
External Income from Schools/Connexions	112	37	36
TOTAL INCOME	575	315	614
NET EXPENDITURE TO BE RECOVERED	7,448	7,959	8,163
DESCRIPTION OF SERVICE			
<p>The Information Systems Department provides a comprehensive IT service to all Business Groups, connected external partner organisations/support providers, and Councillors.</p> <p>The department manages the Council-wide secure infrastructure services & systems including; E-mail, Voice & Data Network, Internet and Intranet, Corporate Server farms, and IT Support for the use of network attached PCs and peripherals.</p> <p>ISD Strategic Development includes strategic management of the Council's Information & Technology infrastructure, setting policy & standards and monitoring compliance & performance.</p> <p>Other services provided are – Access to Information (including Data Protection & Freedom of Information), IT Training, Geographical Information Systems, Development and maintenance of key application systems, support for the re-engineering of business processes and the management of the FISP quality registration.</p>			
MAJOR VARIATIONS			
<p>Pay and price increases have added £206,000 to the budget for 2009/10.</p> <p>Savings have been made on the renewal of maintenance contracts for both the Telephone System (£28,000) and the IT Network (£30,000) (Ref 14 & 16). Reductions of £33,000 have been made in general office cost budgets across ISD. (Ref 15).</p> <p>A release from the Risk Management Reserve has been included to fund one off work on Data Encryption on all mobile devices and removable media (£60,000), work to ensure connection to the Government Secure Network –GCSx (£50,000) and a one year Data Sharing Officer post (£50,000). (Refs 5, 6 and 7). A 'Green' IT Officer to help promote energy efficiency (£50,000) and to cover the ongoing costs of the Data Encryption work (£12,000). (Ref 1 and 2) have been funded through re-directing existing resources.</p> <p>£226,000 has been included for the expansion of the Storage Area Network (SAN) and is funded from the Repairs and Renewal Fund. Charges made to business groups for the use of the SAN should achieve £300,000 which will be placed in the Repairs and Renewals Fund.</p>			

PROPERTY SERVICES			
BUSINESS UNIT P4001			
Cabinet Member for Finance and Property	Actual 2007/2008	Budget 2008/2009	Budget 2009/2010
	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
EXPENDITURE			
Employees	932	1,082	1,109
Premises Related Expenditure	0	5	5
Town Hall Car Park passes and travel allowances	7	4	5
Supplies and Services	71	76	78
Consultants	90	18	18
Total Direct Expenditure	1,100	1,185	1,215
Central Support Service Charges	182	206	217
Capital Charges	7	2	7
TOTAL EXPENDITURE	1,289	1,393	1,439
INCOME			
Fees for advice given to external clients	20	20	20
Fees for property advice given to the TMO	175	155	155
TOTAL INCOME	195	175	175
NET EXPENDITURE TO BE RECOVERED	1,094	1,218	1,264
DESCRIPTION OF SERVICE			
<p>The Department has four operational areas: -</p> <p>Acquisitions and disposals which includes the Councils current property requirements and the Right To Buy Scheme.</p> <p>Management of the Commercial Property Portfolio which includes property that the Council itself leases. (note Commercial Property income and expenses are shown elsewhere on page 35).</p> <p>General valuation advice which includes day to day property advice to all the Business Groups, including the annual property review</p> <p>Strategic Property Management including the preparation of the Corporate Asset Management Plan.</p>			
MAJOR VARIATIONS			
<p>Pay and price increases have added £36,000 to the budget in 2009/10.</p>			

PERSONNEL SERVICES			
BUSINESS UNITS P0401, P0403, P4402 to P4423 and P4614			
Cabinet Member for Corporate Services	Actual 2007/2008	Budget 2008/2009	Budget 2009/2010
	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
EXPENDITURE			
Employees	3,030	3,002	3,003
Premises Related Expenditure	1	0	2
Transport Related Expenditure	6	0	5
Supplies and Services	239	190	189
Third Party Payments	229	167	138
Learning and Development Training	266	285	282
Pensions Administration Contract	108	157	157
Occupational Health Scheme Contract	179	178	182
Payroll/Personnel Contract (Resourcelink)	201	171	176
Total Direct Expenditure	4,259	4,150	4,134
Central Support Service Charges	1,402	1,422	1,456
Capital Charges	71	103	71
TOTAL EXPENDITURE	5,732	5,675	5,661
INCOME			
Fees, Charges and Other Client Income	232	93	93
Charge to Pension Fund	241	300	300
Charges to the TMO	44	63	63
Costs recovered from Schools	200	231	231
TOTAL INCOME	717	687	687
NET EXPENDITURE TO BE RECOVERED	5,015	4,988	4,974
DESCRIPTION OF SERVICE			
<p>The Personnel department has three teams each headed by a Personnel Manager.</p> <p>Recruitment and Development sets corporate policies and standards, manages contracts for recruitment advertising and temporary staff, provides core training, corporate development programmes and consultancy support for the Business Groups as requested. The team also runs the Council's training centre and manages the Headstart business administration trainee scheme and the Restart programme. Supports Member development.</p> <p>Employee Relations provides managers and staff with advice and guidance and leads on job evaluation and performance management. The corporate health and safety team is also included.</p> <p>Policy, Systems, and Payroll ensures compliance with legislation and develops employment policy. The team also maintains and develops the department's systems, chiefly the ResourceLink payroll / personnel system, as well as Personnel's use of the intranet. The Council's payroll team is based here as is the client-side pensions service. This team also produces corporate management information relating to the workforce.</p>			
MAJOR VARIATIONS			
<p>Pay and price increases have added £150,000 to the budget for 2009/10.</p> <p>A reduction in salary costs of £66,000 is planned to be achieved through natural wastage and re-organisation. (Ref 24). Consultancy on Resourcelink has been reduced by £8,000. (Ref 23)</p>			

GENERAL SERVICES			
BUSINESS UNITS P0503 to P1813 and P2401 to P2404			
Cabinet Member for Corporate Services	Actual 2007/2008	Budget 2008/2009	Budget 2009/2010
	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
EXPENDITURE			
Employees	2,586	2,621	2,435
Administrative Buildings Maintenance	1,377	1,667	1,670
Lease Costs Young Street and Allen Street	291	112	0
Premises Related Expenditure	514	478	550
Energy Costs (Gas and Electricity)	1,252	1,272	1,488
Business Rates for Administrative Buildings	2,129	2,224	2,273
Transport Related Expenditure	23	30	30
Supplies and Services	1,254	780	725
Third Party Payments	344	330	367
Total Direct Expenditure	9,770	9,514	9,538
Central Support Service Charges	5,587	5,321	6,041
Capital Charges	944	1,171	1,340
TOTAL EXPENDITURE	16,301	16,006	16,919
INCOME			
Fees, Charges and Other Client Income	219	138	138
Charges to the TMO	22	6	6
Conference and Events Income	1,265	1,333	1,333
Rent for Allen Street	80	80	0
Charges to Parking and Libraries	329	422	422
TOTAL INCOME	1,915	1,979	1,899
NET EXPENDITURE TO BE RECOVERED	14,386	14,027	15,020
DESCRIPTION OF SERVICE			
<p>Facilities Management consists of:</p> <ul style="list-style-type: none"> • Conference and Events which operates the Kensington Conference Centre (including the Great and Small Halls) and the Main and Small Halls at Chelsea Old Town Hall. • Building Management and Maintenance which manage and maintains Kensington Town Hall, Council Offices Pembroke Road and Chelsea Old Town Hall as well as at some properties operated by Transport, Environment and Leisure Services and Family and Children's Services. • Print and Mailroom Services which provides printing, photocopying and post services. <p>The Procurement and Contracts Team manages corporate contracts, including fleet leasing and supplies contracts.</p>			
MAJOR VARIATIONS			
<p>Pay and price increases have added £726,000 to the budget for 2009/10</p> <p>A saving of £154,000 has been achieved by relinquishing the leases and maintenance costs of Young Street and Allen Street (Ref 27). Staffing reductions have been included for Halls management (£40,000), Finance Administration (£22,000) and Facilities management (£45,000). (Ref 25, 28 & 29). Savings have also been achieved on paper costs in the Print room (£22,000) (Ref 26).</p> <p>The budget has been increased to reflect ongoing maintenance costs of the 'Annexe' at Pembroke Road, which was previously let to the TMO (£24,000) (Ref 3).</p>			

GOVERNANCE SERVICES			
BUSINESS UNITS P4201 to P4209			
Cabinet Member for Corporate Services	Actual 2007/2008	Budget 2008/2009	Budget 2009/2010
	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
EXPENDITURE			
Employees	807	887	896
Premises Related Expenditure	4	0	6
Transport Related Expenditure	3	0	1
Supplies and Services	95	113	87
Overview and Scrutiny Committees' research costs	19	45	21
Licensing Act Administration costs	111	0	0
Total Direct Expenditure	1,039	1,045	1,011
Central Support Service Charges	520	541	557
TOTAL EXPENDITURE	1,559	1,586	1,568
INCOME			
Fees, Charges and Other Client Income	9	14	0
Contributions from Metropolitan Police Authority for Police and Community Consultative Group	36	33	33
TOTAL INCOME	45	47	33
NET EXPENDITURE TO BE RECOVERED	1,514	1,539	1,535
DESCRIPTION OF SERVICE			
<p>The Service facilitates effective and efficient decision-making and robust corporate governance systems, plus tailored support for the Leader and Deputy Leader, Cabinet Members and the Leader of the Opposition. It is managed by the Head of Governance Services.</p> <p>The Section is divided into three teams – (i) the Leadership Support Team, which provides bespoke support to the Leader and Deputy Leader; (ii) the Cabinet Secretariat, which services a wide range of executive-side meetings including the Kensington and Chelsea Partnership, administers the Forward Plan of Key Decisions and supports eight Cabinet Members; and (iii) the Council/Scrutiny Team which is custodian of the Constitution and services a range of key statutory forums, the local Police and Community Consultative Group and the Council's overview and scrutiny arrangements, including in-depth review work, and provides limited secretarial support for OSC chairmen and backbench councillors as required.</p> <p>In addition, the Section supports Member training and development, the Management Board, community engagement and local democracy initiatives, plus various time-limited projects such as the 2007-09 Colville Area Initiative.</p>			
MAJOR VARIATIONS			
<p>Pay and price increases have added £45,000 to the budget for 2009/10.</p> <p>Savings have been achieved by reducing the postage budget by £7,000 and the Overview and Scrutiny research budget by £23,000. (Ref 19 & 21).</p> <p>The Borough Film officer post has been transferred to Transport, Environment and Leisure with a loss of income of £13,000 and a reduction in the salary budget of £19,000.</p>			

LEGAL SERVICES			
BUSINESS UNITS P4331-P4341			
Cabinet Member for Corporate Services	Actual 2007/2008	Budget 2008/2009	Budget 2009/2010
	£'000	£'000	£'000
EXPENDITURE			
Employees	2,054	2,201	2,233
Transport Related Expenditure	1	0	2
Supplies and Services	128	137	126
Legal Disbursements	211	224	366
Instructing Counsel fees	517	415	428
Total Direct Expenditure	2,911	2,977	3,155
Central Support Service Charges	431	445	456
Capital Charges	0	3	0
TOTAL EXPENDITURE	3,342	3,425	3,611
INCOME			
Court Costs and income from Business Groups.	351	82	83
Legal Costs Awarded to the Council	125	139	139
Charges to the TMO for advice	334	365	365
Charges to Schools for advice	0	22	22
TOTAL INCOME	810	608	609
NET EXPENDITURE TO BE RECOVERED	2,532	2,817	3,002
DESCRIPTION OF SERVICE			
<p><i>Legal Services is managed by the Director of Law and Administration and comprises two legal teams (Litigation and Land) led by the Chief Solicitor, each managed by a Principal Solicitor. There is also a Business Support Team managed by the Business Manager.</i></p> <p>The Litigation team comprises three sections. The General and Civil Litigation sections represent the Council on civil litigation in the County Court and High Court and criminal litigation in the Magistrates Court and the Crown Court. The Social Services section deals with care and supervision orders for children, community care issues, mental health and education supervision orders.</p> <p>The Land team comprises two sections. The Property and Planning section provides legal services in relation to Property (commercial and residential sales and purchases), Planning, Highways and Licensing. The Corporate Law and Contracts section offers advice on governance, regulation of investigatory powers, human rights, data protection, freedom of information, education and employment law and deals with all procurement and contract advice and disputes.</p> <p>The Business Support team provides administrative, IT and budgetary support.</p>			
MAJOR VARIATIONS			
<p>Pay and price increases have added £92,000 to the budget for 2009/10.</p> <p>Savings have been made in staffing costs of £26,000, the books and stationery budgets of £12,000 and by reducing the training budget by £6,000 (Ref 17, 18 & 20).</p> <p>Legal Disbursements have increased with a release from the Council's general contingency to cover the increase in court fees for Public Law Family cases of £137,000.</p>			

MEDIA AND COMMUNICATIONS			
BUSINESS UNIT P5101			
Leader of the Council	Actual 2007/2008	Budget 2008/2009	Budget 2009/2010
	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
EXPENDITURE			
Employees	365	359	371
Supplies and Services	74	82	94
Publications costs	109	81	76
Individual projects commissioned in year	113	0	0
Total Direct Expenditure	661	522	541
Central Support Service Charges	113	110	129
TOTAL EXPENDITURE	774	632	670
INCOME			
Fees, Charges and Other Client Income	13	11	11
TOTAL INCOME	13	11	11
NET EXPENDITURE	761	621	659
DESCRIPTION OF SERVICE			
<p>The Media and Communications Office aims to inform Royal Borough audiences of the services provided by the Council, achieve the widest possible understanding of the Council's achievements and any challenges that might threaten those achievements, help the Council to influence debate on issues that will affect Kensington and Chelsea, manage the news agenda efficiently and effectively and protect and enhance the Royal Borough's corporate identity.</p> <p>The Media and Communications Office undertakes the following core activities;</p> <ul style="list-style-type: none"> • Creating publicity material to support and inform about major corporate developments. • Nurturing media contacts to maximise print and broadcast opportunities for key Council issues. • Publishing the Royal Borough Newspaper on a bi-monthly basis and Staff Room and RBKC Partner Direct on a quarterly basis. • Organising launch events for major corporate initiatives and providing advice to other parts of the Council when they wish to organise a launch. • Issuing press releases and statements. • Responding to general enquiries about Council activity that come into the news desk. • Planned media, publicity and support to sustain key campaign priorities. • Brand guardianship and securing photography. <p>In addition there can be other bespoke communications projects to assist the promotion of Council activities funded from the Strategic Communications Reserve.</p>			
MAJOR VARIATIONS			
<p>Pay and price increases have added £17,000 to the budget for 2009/10.</p> <p>A rationalisation of printing contracts has meant a budget saving of £7,000 (Ref 22).</p>			

HOUSING AND COUNCIL TAX BENEFITS			
BUSINESS UNITS P5902, P5910 to P5912 and P5915			
Cabinet Member for Finance and Property	Actual 2007/2008	Budget 2008/2009	Budget 2009/2010
	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
EXPENDITURE			
Employees	3,044	3,192	3,322
Transport Related Expenditure	5	0	2
Bad Debt Provision	688	800	784
Post, Printing and other Office Consumables	467	354	221
Contingency for service fluctuations	86	154	0
Housing and Council Tax Benefit Payments	119,652	113,294	128,769
Total Direct Expenditure	123,942	117,794	133,098
Central Support Service Charges	1,083	844	1,199
Capital Charges	158	159	167
TOTAL EXPENDITURE	125,183	118,797	134,464
INCOME			
Housing Benefit Administration Grant	2,347	2,178	2,008
Recovery of Overpaid Benefits	2,063	2,154	2,148
Miscellaneous Income	29	0	3
Housing and Council Tax Benefit Subsidy	119,304	111,594	126,540
TOTAL INCOME	123,743	115,926	130,699
NET EXPENDITURE	1,440	2,871	3,765
DESCRIPTION OF SERVICE			
<p>The Council has a statutory responsibility to administer Housing Benefit and Council Tax Benefit.</p> <p>The work consists of the receipt, verification, assessment and maintenance of benefit claims, recovery of overpaid benefit and claiming subsidy from the Department of Work and Pensions.</p>			
MAJOR VARIATIONS			
<p>Pay and price increases have added £135,000 to the budget for 2009/10.</p> <p>A reduction in the Benefits Administration Grant of £170,000 has been covered by reducing the Benefits contingency budget by the same amount. (Ref 31 & 38).</p> <p>Efficiency savings have been made in postage costs leading to a reduction of £30,000 (Ref 36).</p>			

LOCAL TAXATION ADMINISTRATION			
BUSINESS UNITS P5801 and P5810			
Cabinet Member for Finance and Property	Actual 2007/2008	Budget 2008/2009	Budget 2009/2010
	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
EXPENDITURE			
Employees	1,292	1,182	1,233
Transport Related Expenditure	1	0	1
Supplies and Services	349	377	318
Business Rates Contract	481	507	420
Third Party Payments	9	8	64
Bad Debt Provision for Court Cost Income	557	400	400
Business Rates Discretionary Rate Relief	90	112	116
Total Direct Expenditure	2,779	2,586	2,552
Central Support Service Charges	612	953	1,174
TOTAL EXPENDITURE	3,391	3,539	3,726
INCOME			
Business Rates Cost of Collection Allowance	607	605	605
Court Costs recovered	911	759	759
Income from Bailiffs	63	35	36
Other Income	4	1	1
TOTAL INCOME	1,585	1,400	1,401
NET EXPENDITURE	1,806	2,139	2,325
DESCRIPTION OF SERVICE			
<p>Council Tax and National Non-Domestic Rates (NNDR - Business Rates) are administered by the Revenues Division. The services provided are the</p> <ul style="list-style-type: none"> • management and monitoring of the outsourced Business Rates contract • ensuring the correct billing and collection of income from the Royal Borough's 7,931 commercial properties • determining the liability of Council Tax payers for the Council Tax • the collection and recovery of Council Tax from 86,143 properties. 			
MAJOR VARIATIONS			
<p>Pay and price increases have added £89,000 to the budget in 2009/10.</p> <p>The re-tendering of the business rates - National Non-Domestic Rates (NNDR) - contract has produced a saving of £70,000 with a further £29,000 saving achieved by a reduction in printing costs associated with NNDR and Council Tax information booklets. (Ref 37 & 39).</p>			

COMMERCIAL LETTINGS**BUSINESS UNITS P5720 to P5723****Cabinet Member for Finance and Property**

	<i>Actual 2007/2008</i>	Budget 2008/2009	Budget 2009/2010
	<i>£'000</i>	£'000	£'000
EXPENDITURE			
Premises Related Expenditure	380	290	297
Supplies and Services	52	41	43
Provision for Bad Debts	12	42	42
Consultants	26	30	31
Total Direct Expenditure	470	403	413
Central Support Service Charges	326	380	402
Capital Charges	677	676	2
TOTAL EXPENDITURE	1,473	1,459	817
INCOME			
Miscellaneous income	25	0	0
Commercial Property Rents	3,312	3,979	4,252
TOTAL INCOME	3,337	3,979	4,252
NET EXPENDITURE	-1,864	-2,520	-3,435

DESCRIPTION OF SERVICE

This covers the Council's commercial property portfolio which has over 310 properties.

MAJOR VARIATIONS

Pay and price increases have added £23,000 to the budget in 2009/10.

There has been an increase in the Commercial property income budget of £100,000 (Ref 40).

The budget for rental income for the commercial premises within the Ellesmere premises of £80k has transferred from Health, Housing and Adult Social Care.

GENERAL SERVICES – SERVICES TO THE PUBLIC			
BUSINESS UNITS P2001 and P2201			
Cabinet Member for Corporate Services	Actual 2007/2008	Budget 2008/2009	Budget 2009/2010
	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
EXPENDITURE			
Employees	1,012	944	794
Premises Related Expenditure	18	18	18
Transport Related Expenditure	4	0	3
Supplies and Services	159	191	167
Total Direct Expenditure	1,193	1,153	982
Central Support Service Charges	592	553	456
TOTAL EXPENDITURE	1,785	1,706	1,438
INCOME			
Land Charges Income	1,474	1,430	0
Citizenship Ceremonies	142	112	112
Civil Partnership Ceremonies	31	29	29
Other Registrars fees	448	434	434
TOTAL INCOME	2,095	2,005	575
NET EXPENDITURE	-310	-299	863
DESCRIPTION OF SERVICE			
<p>Electoral Services has responsibility for maintaining and updating the Register of Electors, including an annual canvass of all premises in the Royal Borough. The section also organises and conducts all elections and by-elections.</p> <p>The Register Office, based at Chelsea Old Town Hall, provides a registration service for births, deaths and marriages, civil partnerships and citizenship ceremonies. The service also provides naming ceremonies, commitment ceremonies and renewal of vows ceremonies. The Registrar's service is also responsible for approving venues in the Royal Borough for conducting civil marriages and other civil ceremonies under the <i>Marriages (Approved Premises) Regulations for 1995 and the Civil Partnership Act 2004</i>.</p>			
MAJOR VARIATIONS			
<p>Pay and price increases have added £48,000 to the budget for 2009/10.</p> <p>The budget has been reduced by a net £1.25 million following the transfer of Local Land Charges to Planning and Borough Development. This is made up of £1.430 million in income, £150,000 from Employee costs with the remaining £30,000 being made up of various spending budgets.</p>			

CIVIC CEREMONIAL			
BUSINESS UNITS P2501			
Cabinet Member for Corporate Services	Actual 2007/2008	Budget 2008/2009	Budget 2009/2010
	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
EXPENDITURE			
Employees	249	264	269
Premises Related Expenditure	7	5	5
Transport Related Expenditure	-20	15	15
Supplies and Services	124	103	105
Third Party Payments	1	2	2
Total Direct Expenditure	361	389	396
Central Support Service Charges	247	272	267
Capital Charges	14	18	14
TOTAL EXPENDITURE	622	679	677
INCOME			
TOTAL INCOME	0	0	0
NET EXPENDITURE	622	679	677
DESCRIPTION OF SERVICE			
<p>The service is managed by the Director of Law and Administration.</p> <p><i>The service comprises the Civic Officer and Secretary to the Mayor, Assistant Secretary to the Mayor, Personal Assistant to the Mayoralty, Mace-bearer, two Deputy Mace-bearer and Chauffeur.</i></p>			
MAJOR VARIATIONS			
<p>Pay and price increases have added £19,000 to the budget for 2009/10.</p>			

COMMUNITY ENGAGEMENT, SERVICE IMPROVEMENT, PUBLIC CONSULTATION, KENSINGTON AND CHELSEA PARTNERSHIP, PROGRAMME MANAGEMENT OFFICE AND RESPONDING TO RESIDENTS.

BUSINESS UNIT P5743, P5744, P5745, P5749, P5753 and P5756

Cabinet Member for Service Improvement	<i>Actual</i>	Budget	Budget
	<i>2007/2008</i>	<i>2008/2009</i>	<i>2009/2010</i>
	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
EXPENDITURE			
Employees	1,015	1,289	1,335
Premises Related Expenditure	6	2	3
Transport Related Expenditure	2	1	1
Supplies and Services	153	160	113
Consultation Consultants	103	105	110
Area Initiatives	0	0	180
Total Direct Expenditure	1,279	1,557	1,742
Central Support Service Charges	312	207	398
Capital Charges	0	23	0
TOTAL EXPENDITURE	1,591	1,787	2,140
INCOME			
Miscellaneous Income	1	0	1
TOTAL INCOME	1	0	1
NET EXPENDITURE	1,590	1,787	2,139

DESCRIPTION OF SERVICE

The Community Engagement Team takes a lead on the inter-related themes of community engagement, cohesion and equalities and works proactively with Business Groups as well as the wider community.

Service Improvement Team manages the Council's improvement programme which includes the Vital Improvements and Vital Signs reports, the Comprehensive Area Assessment, Royal Borough Reviews, co-ordinates the Council's business planning process and oversees the work on equalities.

The Consultation Team helps the Council respond to residents by analysing and understanding the diverse nature of RBKC customers. The Team undertakes a range of consultation activities working in closely with business groups, which in turn informs service improvement and design.

The Programme Office has been established to strengthen the management and delivery of the Council's major programmes and projects.

MAJOR VARIATIONS

Pay and price increases have added £59,000 to the budget for 2009/10.

Savings have been achieved by reducing the Royal Borough Review consultancy budget by £13,000, a reduction in the 'Responding to Residents' work by £13,000 and from savings in general office costs of £10,000. (Ref 41, 43 & 44).

£17,000 has been added to the budget to strengthen programme and project management. (Ref 32).

Pilot Area Initiatives have been transferred from the Economic Regeneration page.

VOLUNTARY SECTOR SUPPORT AND CANALSIDE HOUSE			
BUSINESS UNITS P5710, P5711, P5747, P5760 and P6101			
Cabinet Member for Service Improvement	<i>Actual</i>	Budget	Budget
	<i>2007/2008</i>	<i>2008/2009</i>	<i>2009/2010</i>
	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
EXPENDITURE			
Employees	132	139	152
Premises Related Expenditure	153	148	156
Market rents for Voluntary Organisations in Council properties	148	146	234
Supplies and Services	16	26	19
Grants to Voluntary Organisations	2,214	2,187	2,350
Third Party Payments	127	106	112
Total Direct Expenditure	2,790	2,752	3,023
Central Support Service Charges	86	59	81
Capital Charges	52	43	0
TOTAL EXPENDITURE	2,928	2,802	3,104
INCOME			
Fees, Charges and Other Client Income	33	30	28
Rent received from organisations occupying Canalside House	85	112	117
TOTAL INCOME	118	142	145
NET EXPENDITURE	2,810	2,660	2,959
DESCRIPTION OF SERVICE			
<p>The Voluntary Sector Team is responsible for managing the Corporate Services grants programme.</p> <p>Other key tasks include leading a joined-up approach to the Councils work with the Third Sector and maintaining links with pan London agencies.</p>			
MAJOR VARIATIONS			
<p>Pay and price increases have added £66,000 to the budget for 2009/10.</p> <p>There has been a reduction of £39,000 in total grant available for the Voluntary Sector (Ref 46).</p> <p>The budget for grants to Voluntary Organisations has been increased by £142,000 to provide for spending on Local Involvement Networks (LINKS), which is funded through Area Based Grant.</p>			

ECONOMIC REGENERATION, WESTWAY DEVELOPMENT TRUST, BASELINE STUDIOS AND LOCAL AREA AGREEMENT PROJECTS

BUSINESS UNITS P5201, P5762, P5763 and P9510 to P9516

Cabinet Member for Regeneration, Environmental Management and Leisure	<i>Actual</i>	Budget	Budget
	<i>2007/2008</i>	<i>2008/2009</i>	<i>2009/2010</i>
	£'000	£'000	£'000
EXPENDITURE			
Employees	156	177	184
Premises Related Expenditure	56	68	87
Supplies and Services	56	65	60
Ex ILEA Grant to Westway Development Trust for use of the Westway Sports Centre	215	211	216
Third Party Payments	7	0	13
Pilot scheme for Area Initiatives	0	180	0
Local Area Agreement projects	891	1,229	118
Efficiency Dividend and Local Business Support	0	0	4,200
Total Direct Expenditure	1,381	1,930	4,878
Central Support Service Charges	90	82	100
Capital Charges	35	12	0
TOTAL EXPENDITURE	1,506	2,024	4,978
INCOME			
Local Area Agreement Delivery Fund	891	1,229	118
Rent for Cremorne Gardens temporary lease	41	0	0
Rent from Business Units	237	215	215
TOTAL INCOME	1,169	1,444	333
NET EXPENDITURE	337	580	4,645

DESCRIPTION OF SERVICE

The Regeneration Team's remit is to develop and co-ordinate economic development activities across the Council and its partners. Although the focus is on improving the employment prospects of residents, fostering enterprise and maintaining an attractive business environment in the Royal Borough, the Team will support all corporate regeneration activities, as and when required.

Westway Development Trust was established to develop the land under Westway in North Kensington for Community use which has taken the form of commercial, industrial and recreational projects. The Management Committee consists of representatives of the local community, including Councillors.

MAJOR VARIATIONS

Pay and price increases have added £43,000 to the budget for 2009/10.

The first Local Area Agreement is due to complete at the end of 2008/09 with only a Safer Communities project continuing into 2009/10.

Special one off measures to support households and local businesses to mitigate difficulties caused by the recession have added £4.2 million.

COMMUNITY SAFETY, DRUGS INTERVENTION PROGRAMME AND CONTINGENCY PLANNING			
BUSINESS UNITS P2601, P5748, P5751, P5765, P5768, P5769 and P5772			
Cabinet Member for Community Safety	Actual 2007/2008	Budget 2008/2009	Budget 2009/2010
	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
EXPENDITURE			
Employees	636	717	668
Premises Related Expenditure	97	8	30
Supplies and Services	246	93	87
Safer and Stronger Communities Fund	501	130	130
Police Community Support Officers	1,296	1,520	1,658
Grant funded projects	1,394	995	1,147
Total Direct Expenditure	4,170	3,463	3,720
Central Support Service Charges	283	124	344
TOTAL EXPENDITURE	4,453	3,587	4,064
INCOME			
Community Safety Grants	59	57	57
Safer and Stronger Communities Fund	458	84	85
Metropolitan Police Authority Partnership Fund	50	50	50
Basic Command Unit	232	232	186
Drugs Intervention Programme	988	1,008	1,023
TOTAL INCOME	1,787	1,336	1,401
NET EXPENDITURE	2,666	2,251	2,663
DESCRIPTION OF SERVICE			
<p>Community Safety works to reduce crime and disorder and the misuse of drugs within the Royal Borough. This is achieved by regular analysis of crime data and working in partnership with local police and voluntary agencies. The team work to a 3 year community safety cycle, developing local strategies. Yearly programmes of actions are commissioned, monitored and evaluated which address reducing crime and the perceptions of crime within the borough. The Council's contribution to the costs of Police Community Support Officers (PCSOs) employed by the Metropolitan Police Authority provides a service in all wards.</p> <p>The Drugs Intervention Programme is funded through the Home Office and is a locally managed project which ensures offenders with drug problems receive the appropriate treatment programme.</p> <p>The contingency Planning Team, has transferred here from General Services, maintains and updates the Council's plan for response to civil emergencies and co-ordinates responses when requested to do so by the Police or other similar agencies. The Council's Business Continuity Plan is also updated by this team.</p>			
MAJOR VARIATIONS			
<p>Pay and price increases have added £69,000 to the budget in 2009/10.</p> <p>£100,000 has been added to fund the provisional new contract price of the seventy six Police Community Support Officers funded by the Council. (Ref 33)</p>			

REVENUE CHANGES – GROWTH AND SAVINGS (SUPPORT SERVICES)

Ref No.	Department	Description	Details	2009/10 £'000	2010/11 £'000	2011/12 £'000
Local Growth						
1	Information Systems	'Green' Information systems officer.	'Green' IT consultant for 1 year.	50	-50	
2	Information Systems	Data Encryption Software.	Data Encryption Software costs – ongoing revenue implications.	12		
3	General Services	Annual maintenance costs of the 'Annexe' at Pembroke Road.	Annual maintenance costs of the 'Annexe' at Pembroke Road.	24		
Total Local Growth				86	-50	
Corporately Funded Growth						
5	Information Systems	Data Encryption Software.	Data Encryption software for the protection of data on mobile devices and removable media.	60	-60	
6	Information Systems	Computer Network connection to the Government Secure Network.	Connection to the Government Secure network to secure data exchange standards with other central government bodies, health authorities, police and other local authorities.	50	-50	
7	Information Systems	Data Sharing Officer.	Data Sharing Officer to conduct data sharing risk assessments	50		-50
8	Customer Services and Revenues	'Here to Help' Initiatives.	Here to Help Initiatives, including supporting service reviews and contact centre and web development.	1,100		
Total Corporately Funded Growth				1,260	-110	-50
Savings						
9	Financial Services	Re-allocation of costs to the Pension Fund.	Increased costs allocated to the Pension Fund.	-10		

Ref No.	Department	Description	Details	2009/10 £'000	2010/11 £'000	2011/12 £'000
10	Financial Services	Reduced use of VAT Consultants.	Reduction in VAT consultants with more work carried out in house.	-5		
11	Internal Audit and Risk Management.	Reduction in the Internal Audit hardware budget.	Reduction in under-utilised Computer Hardware budget.	-3		
12	Financial Services	Reduction in the Financial Services consultancy budget.	Reduction in Financial Services consultant budget.	-28		
13	Financial Services	Staff saving in Financial Planning.	Deletion of administrative post in Financial Planning.	-19		
14	Information Systems	Reduced telephone maintenance contract costs.	Saving following re-tendering of telephone maintenance contract.	-28		
15	Information Systems	Reduction in Information Systems general office budgets.	Reduction in general costs - training, equipment, and maintenance call out charges.	-33		
16	Information Systems	Reduced network maintenance contract costs.	Savings from re-tendering network maintenance contract.	-30		
17	Legal Services	Staff savings.	Reduced staff costs.	-26		
18	Legal Services	Reduction in books and stationery budget.	Reduction in the books and stationery budgets.	-12		
19	Governance	Reduction in Postage costs.	Reduction in postage costs.	-7		
20	Legal Services	Reduction in training budget.	Reduction in training budget.	-6		
21	Governance	Reduction in the Overview and Scrutiny research budget.	Reduction in Overview and Scrutiny research budget	-23		
22	Media and Communications	Rationalisation of print contract.	Rationalising printing contracts producing savings.	-7		
23	Personnel	Reduction in the Resource Link consultancy budget.	Reduction in consultancy budget for Resourcelink.	-8		
24	Personnel	Staff savings.	Salaries budget - reduction by natural wastage and re-organisation.	-66		

Ref No.	Department	Description	Details	2009/10 £'000	2010/11 £'000	2011/12 £'000
25	General Services	Staff savings in Halls Management.	Delete three posts in Hall Keeping and Duty Management through reviewing duties.	-40		
26	General Services	Reduction in Print room paper costs.	Reduction in paper costs.	-22		
27	General Services	Reduction in lease costs and Maintenance at Young Street and Allen Street Offices.	Saving in lease costs and maintenance for Young Street and Allen Street.	-154		
28	General Services	Staff saving in financial administration.	Delete one Finance Administration post	-22		
29	General Services	Staff savings in Facilities Management.	Restructuring of General Services achieving saving of one and a half posts.	-45		
Total Savings				-594		
Support Services Total				752	-160	-50

REVENUE CHANGES – GROWTH AND SAVINGS (CENTRAL SERVICES)

Ref No.	Department	Description	Details	2009/10 £'000	2010/11 £'000	2011/12 £'000
Local Growth						
30	Corporate and Democratic core	Increased budget for debit and credit card charges.	Increase budget for Credit/Debit card charges to reflect growing use of this payment method (linked to FSA 4).	70		
31	Customer Services and Revenues	Funding to replace the governments reduction in Benefits Administration Grant.	Loss of Administration Grant from Department of Works and Pensions.	170		
32	Policy and Partnership Unit	Strengthened programme and project management.	Strengthening Programme and Project Management.	17		
Total Local Growth				257		
Corporately Funded Growth						
33	Policy and Partnership Unit	Additional cost of Police Community Support Officers.	New contract fixed for the next five years for Police Community Support Officers.	100		
34A	Policy and Partnership Unit	Efficiency Dividend and Local Business Support		4,200		
Total Corporately Funded Growth				4,300		
Savings						
35	Financial Services	Cessation of a contribution to the Repairs and Renewals Fund.	Annual Contribution to Repairs and Renewal Fund not required	-70		
36	Customer Services and Revenues.	Reduction in Benefits postage costs.	Reduction in postage costs - efficiency gain.	-30		
37	Customer Services and Revenues.	Reduced Business Rates contract costs.	Saving on re-tendering business rates contract.	-70		
38	Customer Services and Revenues	Reduced Benefits service contingency.	Reduction in Benefits contingency to offset loss of Administration Grant.	-170		

Ref No.	Department	Description	Details	2009/10 £'000	2010/11 £'000	2011/12 £'000
39	Customer Services and Revenues.	Reduced Council Tax and business rates booklet printing costs.	Reduced Council Tax and business rates booklet printing costs.	-29		
40	Property Services	Increased income from Commercial Property Lettings.	Increase in Commercial Lettings income, particularly Manresa Road.	-100		
41	Policy and Partnership Unit	Reduction in the Royal Borough Review consultancy budget.	Reduction in Royal Borough Review consultancy budget.	-13		
42	Policy and Partnership Unit	Reduction in the Town Clerk and Chief Executive consultancy budget.	Reduction in the Town Clerk and Chief Executive consultancy budget.	-5		
43	Policy and Partnership Unit	Reduced Office costs.	Reduced Office costs.	-10		
44	Policy and Partnership Unit	Reduction in 'Responding to residents' work.	Reduction in "Responding to Residents" work.	-13		
45	Policy and Partnership Unit	Reduction in Management consultancy budget.	Reduction in Management consultancy budget.	-6		
46	Voluntary Organisations	Reduced grant funding for Voluntary Organisations.	Reduce grant funding to Voluntary Organisation.	-39		
Total Savings				-555		
Central Services Total				4,002		