
REVENUE BUDGET 2012-13

**Presented to the Council
7th March 2012**

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THE ROYAL BOROUGH OF KENSINGTON AND CHELSEA**Meeting of the Council - 7 March 2012****Item 6 - Submissions from the Cabinet**

The following budget, plans and strategies were considered by the Cabinet at its meeting on 22 February 2012 and are now submitted to full Council for approval and adoption.

1. BUDGET PROPOSALS 2012-13

1.1 The enclosed report presents the Cabinet's budget proposals for 2012-13 and sets out its broad approach to revenue budgeting, Council Tax and the capital programme to 2013-14.

1.2 Residents, businesses, key partners and Scrutiny Committees were invited to comment on an earlier draft.

1.3 The plan will be published by the end of March, subject to any minor drafting or formatting changes.

1.4 RECOMMENDATION

The Council is recommended to adopt the Cabinet's budget proposals for 2012-13 and approve its publication.

FOR DECISION

2. REVENUE BUDGET AND COUNCIL TAX 2012-13**2.1 INTRODUCTION**

2.1.1 The proposed budget:

- is consistent with the Council's medium term financial strategy (**Revenue Budget Book, page 1**) and its policy on reserves (**Revenue Budget Book, page 2**);
- follow consultation with the Scrutiny Committees and others on the 2012-13 proposed overall Council and Business Group budgets (set out in the **Revenue Budget Book**); and

- takes into account Council's agreement to the Council Tax base on 18 January 2012.

2.1.2 These proposals were developed in the light of the Government's original Spending Review 2010 as updated by the Chancellor's 2011 Autumn Statement. The Council's allocation from the local government finance settlement for 2012-13 has been confirmed at the value announced last year.

2.2 LOCAL BUDGET PLANNING CONTEXT

2.2.1 The Council planned for net savings of a minimum of £10 million for 2012-13 in order to deliver a Council Tax freeze for 2012-13. This was driven by forecast 2012-13 grant losses of over £7 million and net increased costs of £3 million¹. This budget proposes net savings of around £13 million which, as set out in paragraph 2.5 (Budget and Council Tax Proposals), delivers additional savings to provide for transitional costs, and uncertainty over future grant levels.

2.2.2 The total savings delivered and planned to date since 2010-11 are over £35 million with only a small proportion – less than 15 per cent - involving reductions in services. Details of these can be found in the [Budget Proposals 2012-13](#) report as updated elsewhere on the Council agenda.

2.2.3 The Council is planning to deliver tri- and bi- borough savings from collaborative working with Hammersmith & Fulham and the City of Westminster of over £2 million in 2012-13 and substantially more in future years.

2.2.4 As reported to November Cabinet, the Government has offered another allocation of Council Tax Freeze Grant on a one-off basis to authorities who freeze their 2012-13 Council Tax. The Council should be eligible for this grant.

2.2.5 Government grants fund 53 per cent of the Council's gross spending of £394 million². The Council is budgeting to receive £207 million in grants in 2012-13 compared to £214 million for 2011-12³. A full list of the grant allocations included in the 2012-13 budget is set out in **Revenue Budget Book (page 8)**. The

¹ As set out in paragraph 4 of the 17 November 2011 Cabinet report [Medium Term Planning - Budget and Service Prospects](#). The original savings target of £12 million less forecast unavoidable growth and income loss of £2 million is a net target of £10 million.

²This excludes housing and Council Tax benefit grant.

³This excludes housing and Council Tax benefit grant.

Government will be reducing the total resources available to local government over the medium term, reflecting the Chancellor's deficit reduction plan and protected funding, notably for the National Health Service. The latest economic forecasts suggest a risk of further, as yet unspecified, grant reductions.

2.3 THE COUNCIL'S POLICIES

- 2.3.1 The core financial policies are the Council's Medium Term Financial Strategy and the Reserves Policy detailed in **Revenue Budget Book (page 1 and page 2)**. These remain unchanged from 2011-12.
- 2.3.2 The proposed budget will continue to maintain the Council Tax rate in the bottom quartile for London and retain a minimum of £10 million in the working balance.
- 2.3.3 It is also the Council's policy to retain a minimum balance of £15 million in each of the Capital Expenditure Reserve and the Car Parking Reserve by the end of 2014-15⁴. Current forecast spending plans deliver this. There is no unsustainable use of reserves to meet recurring expenditure.
- 2.3.4 As part of this year's financial forecasting, all reserves held have been reviewed and their purpose reconfirmed or revised. A full list, with forecast balances for the next three years, is set out at **Revenue Budget Book (page 9)**.
- 2.3.5 Cabinet is requested to confirm that the minimum level of working balance should be £10 million. Full Council approval is required to reduce the working balance below that level.
- 2.3.6 The Council holds a central contingency budget for in-year budget risks such as higher than forecast pay and price inflation. The contingency available for release is £2.8 million.

2.4 COUNCIL TAX CONSULTATION

- 2.4.1 The Council has again consulted residents via the annual Residents' Panel Council Tax survey and the summary results were reported to Cabinet on 17 November 2011⁵.

⁴ This is confirmed within the Capital Programme 2012-13 – 2014-15 Appendix 7 "Capital Programme Funding" elsewhere on the Cabinet agenda.

⁵ As detailed in Appendix 1 of the 17 November 2011 Cabinet report [Medium Term Planning - Budget and Service Prospects](#) .

2.4.2 In summary the feedback was:

- After a shift in favour of spending less in the 2010 survey, the 2011 survey showed some reversion to the average of 2007 to 2009.
- For example, 34 per cent said that they would rather see cuts in local services than see Council Tax rise, a reduction from 41 per cent in 2010 but the same as in 2009.

2.4.3 The original 2012-13 spending and savings proposals were published in a report to Cabinet in January; further publicised through the draft [Budget Proposals 2012-13](#) published on the Council's website; and these were taken to Scrutiny Committees as part of the service revenue budget reports in January and February 2012. An updated version of Budget Proposals 2012-13 is elsewhere on the Council agenda.

2.4.4 The process for inviting comments on the Budget Proposals was similar to the approach taken previously. The proposals were made available through the Council's website and residents were able to respond via an electronic comments form. Letters were also sent to voluntary and community organisations, residents' and tenants' associations, Residents Panel members, and subscribers of RBKC Direct inviting comment.

2.5 BUDGET AND COUNCIL TAX PROPOSALS

2.5.1 The proposed gross revenue budget for 2012-13 is £394 million and net service spending is £170 million. The Council Tax requirement is £78 million. Please see **Table 1**:

Table 1 Budget and Council Tax

	2011-12	2012-13
	£m	£m
Children's, Adult and Family Learning, Library, Archives and Heritage	52.442	46.874
Adult Social Care, Housing, Environmental Health	83.174	80.591
Planning and Borough Development	5.259	5.149
Environment, Leisure and Residents'/Transport and Technical	21.452	19.931
Corporate Services	18.309	17.757
Total Service Costs	180.636	170.302
Charges for Capital Assets and Financing	-7.071	-8.375
Pension Fund Liabilities	1.556	2.216
Contingencies and Provisions	3.123	2.816
Interest	-1.000	-0.500
Levies	3.263	3.239
Capital Reserves	5.500	5.500
Revenue Reserves	1.942	5.617
Council Tax Freeze Grant 2011-12	-1.947	-1.947
Council Tax Freeze Grant 2012-13	0.000	-1.947
Formula Grant	-108.267	-98.933
Collection Fund Balance	0.151	0.034
Council Tax Requirement	77.886	78.022
Council Tax Base	99,526	99,699
Council Tax Per Band D with Garden Square levies	£782.58	£782.58
Change Per Cent	0%	0%
Council Tax Per Band D without Garden Square Levies	£769.30	£769.00
Change Per Cent	0%	0%

2.5.2 The budget proposals produce a Royal Borough Council Tax freeze for 2012-13 with a band D figure for the Council's element of the tax of £782.58 including the Garden Square levies – a Council Tax freeze year-on-year.

2.5.3 Garden Square levies are counted as part of the Council's spending by government. The final 2012-13 Garden Square levies total is £1.354 million compared to £1.321 million for 2011-12. The increase is met from the Council's own resources to ensure eligibility for Council Tax Freeze Grant.

2.5.4 The 2012-13 budget and Council Tax changes are set out in **Table 2** below.

Table 2 Budget Change and Council Tax Change

	£m
Council Tax Requirement 2011-12	77.886
Pay and price inflation	2.457
Financing and other budget changes	-0.784
Formula Grant loss	9.334
Council Tax Freeze Grant 2012-13	-1.947
Less net savings	-12.924
Transfer to reserves	4.000
Council Tax Requirement 2012-13	78.022

- 2.5.5 The transfer to reserves provides for transitional costs, such as redundancies and early retirements, and investment in Information and Communications Technology, both to achieve bi- and tri-borough working and to reduce the Council's costs in any case in future years. It also makes provision for a lower grant settlement than expected beyond 2012-13 and the uncertain result of the first year of the business rates retention scheme.
- 2.5.6 Full details of 2012-13 savings by Business Groups are set out in the [Budget Proposals 2012-13](#) report elsewhere on the agenda.
- 2.5.7 Detailed service budgets for operating expenditure are set out in the service and Business Group estimates reports submitted to the Council as part of the Revenue Budget Book. This is summarised in **Table 1**. The **Revenue Budget Book** provides more detail.
- 2.5.8 The Greater London Authority band D Council Tax figure for 2012-13 is expected to be £306.72, a one percent reduction on 2011-12. Any change will be reported to Council on 7 March 2012.
- 2.5.9 Royal Borough and total Council Tax rates for each Band are shown in **Table 3** below which also shows the percentage of dwellings falling under each band. Band G is the most numerous.

Table 3 Total Council Tax

	Royal Borough	Greater London Authority	Total	% of Dwellings in Band
Band	£	£	£	%
A	512.67	204.48	717.15	2%
B	598.11	238.56	836.67	4%
C	683.56	272.64	956.20	11%
D	769.00	306.72	1,075.72	16%
E	939.89	374.88	1,314.77	15%
F	1,110.78	443.04	1,553.82	14%
G	1,281.67	511.20	1,792.87	22%
H	1,538.00	613.44	2,151.44	17%

- 2.5.10 Full details of Council Tax due including the Garden Square levies are set out in the **Revenue Budget Book, (pages 10, 11 and 12)**.

2.6 THREE YEAR FINANCIAL PLAN

2.6.1 The medium term forecast or financial plan looks ahead for three years and, given the continuing uncertainties over public sector funding and the new local government funding regime, is somewhat speculative. This is set out in **Table 4** and based on the following:

- A review of significant external influences and changes likely to have an impact (excluding non cash items).
- A projection of the Council's spending and resources.
- Set within the framework of medium term financial planning principles (as set out in the **Revenue Budget Book (page 1)**).

Table 4

Three Year Budget Forecast

	Change £m	Change £m	Change £m
	2013-14	2014-15	2015-16
Council Tax Requirement	78.0	79.0	79.0
Inflation	3.8	3.9	4.8
External Cost Pressures	3.9	1.3	1.1
Contingency	0.0	0.0	0.0
Pension Fund Liabilities	0.0	0.0	-0.7
Financing Costs	0.0	0.0	0.0
Interest Received	-0.2	-0.8	0.0
Movement on Reserves/Working Balance	-5.0	0.7	-1.0
Formula Grant/Council Tax Freeze Grant	6.8	3.1	4.0
New Homes Bonus Grant	-0.2	-0.2	-0.2
Forecast Savings Required	-8.0	-8.0	-8.0
Council Tax Requirement	79.0	79.0	79.0
Council Tax Base	100,945	100,945	100,945
Council Tax Per Band D	£782.58	£782.58	£782.58
Change in Council Tax £	£0	£0	£0
Change in Council Tax %	0.0%	0.0%	0.0%
Contribution of Council Tax	-1.0	0.0	0.0

2.6.2 The forecast has the following key assumptions:

- Increased pay and price inflation (1 per cent for salaries in 2013-14 and 2014-15, 2 per cent for other costs).
- Cost pressures for 2013-14 include £1.2 million as the assumed impact of the localisation of Council Tax Benefit; offset by additional revenue of £1 million from Government allowed changes to the Council Tax base.
- A small additional contribution from the New Homes Bonus year-on-year.

- Government funding losses of 10 per cent in cash terms and 18 per cent in real terms from 2012-13 to 2015-16.
- Any additional fall out of the remaining ring-fenced, specific grants will be contained within Business Groups.

2.7 LEGAL IMPLICATIONS

2.7.1 The Council is required to set a balanced budget.

2.7.2 The Town Clerk and Executive Director of Finance 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.

2.7.3 The Town Clerk is satisfied that the budget calculations are robust and that the budget takes account of liabilities and financial risks, but in particular it assumes that we will not rely on withdrawals from reserves to meet recurrent revenue commitments.

2.7.4 The Town Clerk considers that current levels of unallocated reserves remain strong and contribute to the Council's sound financial position, taking into account Standard & Poor's AAA credit rating for the Council.

2.7.5 The Council Tax freeze should ensure an allocation of the Government's Council Tax Freeze grant which has been taken into account in setting the 2012-13 Council Tax. This is subject to final confirmation by Government.

2.7.6 As part of the Localism Act 2011, the Government replaced the power to cap excessive budgets and Council Tax increases with compulsory referenda on Council Tax increases above limits it sets for 2012-13 onwards. For 2012-13 local authorities "*will be required to seek the approval of their local electorate in a referendum if, compared with 2011-12, they set a council tax increase that exceeds... 3.5% for other principal authorities*". This will not apply to the Council.

2.8 EQUALITIES IMPLICATIONS

2.8.1 The equalities impact of specific budget proposals have been considered in January 2012 alongside the detailed Business Group and service budget reports considered by the Scrutiny Committees.

2.8.2 Where specific budget savings have yet to be decided in detail the equalities impact is considered and assessed by the relevant

Business Group or service area as part of the final decision-making and implementation process.

2.9 RECOMMENDATIONS

- (a) The Council is recommended:
- i) to approve the estimates as summarised in the **Revenue Budget Book 2012-13 (pages 13 – 47)**;
 - ii) to approve the Medium Term Financial Strategy as set out in the **Revenue Budget Book 2012-13 (page 1)**;
 - iii) to approve the Reserves Policy as set out in the **Revenue Budget Book 2012-13 (page 2)** including holding a minimum £10 million in working balances and a minimum balance of £15 million in the Capital Expenditure Reserve and the Car Parking Reserve at the end of 2014-15;
- (b) The Council is recommended, in accordance with the Local Government Finance Act 1992, to:
- 1) Note that on 18 January 2012 the Council calculated its Council Tax Base for the year 2012-13:
 - i) for the whole Council area as **99,699** in accordance with the relevant regulations; and
 - ii) as set out in column 3 of **page 10 of the Revenue Budget Book 2012-13 (Garden Square Levies)** for those parts of its area to which one or more special items relate, as calculated under the relevant regulations.
 - 2) Agree the following amounts be calculated for the year 2012-13 in accordance with Sections 31A, 31B and 34 to 36 of the Act:
 - i) **£567.439 million** as the aggregate of the amounts that the Council estimates for the items set out in Section 31A(2)(a) to (f) of the Act, taking into account the special items issued to the Council;
 - ii) **£489.417 million** as the aggregate of the amounts that the Council estimates for the items set out in Section 31A(3)(a) to (d) of the Act;

- iii) **£78.022 million** as the Council Tax Requirement in accordance with Section 31(4) of the Act, being the amount by which the aggregate at 2i) above exceeds the aggregate at 2ii) above;
 - iv) **£782.58** as the basic amount of Council Tax for the year, being the Council Tax Requirement at 2iii) above, divided by the Council Tax Base set out at 1i) above, in accordance with Section 31B(1) of the Act;
 - v) **£1,354,496** being the aggregate amount of the special items under Section 35 of the Act for the purposes of Section 34 of the Act;
 - vi) **£769.00** as the basic amount of Council Tax for dwellings in the parts of its area to which no special items apply, being the Council Tax Requirement at 2iv) above less the result of dividing the aggregate of the special items at 2v) above by the Council Tax Base set out in 1i) above, in accordance with Section 34(2) of the Act; and
 - vii) the amounts set out in column 6 of **page 10 of the Revenue Budget Book 2012-13 (Garden Square Levies)** for each garden square, being the basic amount of Council Tax for a dwelling in each area to which one or more special item applies, calculated by adding to the amount set out in 2vi) above, the result of dividing the special items for each area, set out in column 4, by the Council Tax Base for each area, set out in column 3, in accordance with Section 34(3) of the Act.
- 3) Note that **page 11 of the Revenue Budget Book 2012-13 (Royal Borough of Kensington and Chelsea Council Tax)** sets out the amounts of Council Tax for 2012-13 for each part of its area and for each of the categories of dwellings excluding precepts payable to other authorities.
- 4) Note that for the year 2012-13, the Greater London Authority has issued precepts to the Council in respect of the functional bodies under its control, in accordance with Section 40 of the Local Government Finance Act 1992, for each of the categories of dwellings as shown below:

Valuation Band	Greater London Authority
Band	£
A	204.48
B	238.56
C	272.64
D	306.72
E	374.88
F	443.04
G	511.20
H	613.44

- 5) Agree that the Council, in accordance with Sections 30 and 36 of the Act, hereby sets the aggregate amounts of Council Tax for 2012-13 for each part of its area and for each of the categories of dwellings as shown on **page 12 of the Revenue Budget Book 2012-13 (Total Council Tax)**.

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REVENUE BUDGET 2012-13

THE COUNCIL'S MEDIUM TERM FINANCIAL STRATEGY

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

An emphasis on sound finances

The Council's budgetary strategy focuses on:

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

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

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

RESERVES POLICY

Background and context

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

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

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

- **Capital Expenditure Reserve** – projections of the use and balances on this reserve are contained in the Capital Programme 2012-13 – 2014-15 report to Cabinet on the 22 February 2012.
- **Car Parking Reserve** – projections of the use and balances on this reserve are contained in the Capital Programme 2012-13 – 2014-15 report to Cabinet on the 22 February 2012. 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 2012-13 is shown in the table below.

Service/Purpose	2012-13 Budget £'000
Revenue	
Schools and Youth (permits, Special Needs Transport, transport)	1,731
Social services (concessionary fares, Taxicard, welfare transport)	10,667
Street trees	384
Transport and Highways	11,011
Parks and open spaces	3,456
Street cleaning	8,326
Total Revenue	35,576
Less contribution from Car Parking Reserve	-26,000
Balance met from Council Tax budget	9,576
Capital	
Eligible schemes	2,500
Less contribution from Car Parking Reserve	-2,500
Balance met from Council Tax budget	0

RESERVES POLICY

Strategic context

1. The Council is facing a significant withdrawal of grant funding; and from 2013-14, will see changes to the scope of Council Tax, localisation of Council Tax Benefit and the start of a scheme to retain some growth in business rates in the borough. In contrast, demand for at least some services will grow. The Council has to annually review its priorities in response to these issues.
2. Reserves play an important part in the Council's medium term financial strategy and are held to create long-term budgetary stability. They enable the Council to manage change without undue impact on the Council Tax and are a key element of its strong financial standing and resilience.
3. The Council holds reserves in order to mitigate future risks, such as increased demand and costs; to help absorb the costs of future liabilities; and to enable the Council to resource policy developments and initiatives without a disruptive impact on Council Tax.
4. Capital reserves play a crucial role in funding the Council's capital investment programme. The Capital Expenditure Reserve is used to create capacity to meet future capital investment.
5. The Council relies on interest earned through holding reserves to support its general spending plans.
6. Reserves are one-off money. The Council aims to avoid using reserves to meet ongoing financial commitments other than as part of a sustainable budget plan. The Council has to balance the opportunity cost of holding reserves in terms of Council Tax against the importance of interest earning and long term future planning.

Purposes

7. Reserves are therefore held for the following purposes, some of which may overlap:
 - Providing a working balance i.e. Housing Revenue Account and General Fund.
 - Smoothing the impact of uneven expenditure profiles between years e.g. local elections, structural building maintenance and carrying forward expenditure between years.
 - Holding funds for future spending plans e.g. Capital Expenditure reserve, and for the renewal of operational assets, e.g. repairs and renewal, and Information Technology renewal. Meeting future costs and liabilities so as to cushion the effect on services e.g. the

Supporting People Reserve (funding the ongoing reduction in grant for supported housing); the Insurance Reserve for self-funded liabilities arising from insurance claims.

- To provide resilience against future risks e.g. the Specific Grant Loss and the Demand Growth reserves and provide the capacity to manage risk.
 - To create policy capacity in a context of forecast declining future external resources e.g. Better City Life.
8. All earmarked reserves are held for a specific purpose. This, together with a summary on the movement on each reserve, is published annually, to accompany the annual Statement of Accounts. A proposal to vary the use of a reserve is subject to normal virement limits.
9. The use of some reserves is limited by regulation e.g. the Collection Fund balance must be set against Council Tax levels, reserves established through the Housing Revenue Account can only be applied within that account and the Car Parking reserve can only be used to fund specific services. Schools reserves are generally ring-fenced for their use, although there are certain regulatory exceptions.

Management

10. The Town Clerk and Executive Director of Finance 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 IT 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:
- The General Fund working balance will not fall below £10 million, within the Council's budgetary framework i.e. without the approval of Council. The minimum value is at least 10 per cent of Council Tax requirement².
 - 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.

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

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

² This is amended for 2012-13 onwards to reflect the fact that the Localism Bill has effectively removed the requirement to calculation a budget requirement. The minimum working balance is now based on the Council Tax Requirement. The current working balance of £10 million is 12.8 per cent of the 2012-13 Council Tax Requirement of £78.022 million.

- The Car Parking Reserve will be applied to purposes for which there are specific statutory powers. This is broadly defined as transport and environmental improvements (the latter as defined in the Traffic Management Act 2004).
- The revenue and capital expenditure plans in the budget for 2012-13 to 2014-15 ensure that each of the Capital Expenditure Reserve and the Car Parking Reserve will not fall below £15 million by the end of 2014-15 and that if the figure falls below £20 million for either reserve this should be a trigger for review.

REVENUE BUDGET SUMMARY

DESCRIPTION	Budget 2011-12	Forecast Outturn 2011-12	Budget 2012-13	% Change
Service Budgets	£'000	£'000	£'000	
Children's, Adult and Family Learning, Library, Archives and Heritage	52,442	50,919	46,874	
Adult Social Care, Housing, Environmental Health	83,174	77,906	80,591	
Planning and Borough Development	5,259	5,061	5,149	
Environment, Leisure and Residents'/Transport and Technical	21,452	15,469	19,931	
Corporate Services	18,309	20,320	17,757	
Service Budgets Total	180,636	169,675	170,302	
Contingency and central budgets	3,123	2,995	2,816	
Net Cost of Services	183,759	172,670	173,118	
External Interest	1,402	1,401	56	
Pension Fund Liabilities	1,556	1,342	2,216	
Interest and Investment Income	(1,000)	(1,000)	(500)	
Net Operating Expenditure	185,717	174,413	174,890	-5.8%
Transfers to(+) / from(-) reserves:-				
Capital Adjustment Account (incl MRP)	(8,473)	(8,518)	(8,431)	
Transfer to Capital Reserves	5,500	5,500	5,500	
Transfer to Revenue Reserves	1,942	13,274	5,617	
TOTAL EXCLUDING LEVIES	184,686	184,669	177,576	-3.8%
Levies				
London Boroughs Grants Scheme	290	307	249	-14.1%
Environment Agency	196	196	195	-0.5%
London Pensions Fund Authority	1,456	1,456	1,441	-1.0%
Garden Squares	1,321	1,321	1,354	2.5%
Total Levies	3,263	3,280	3,239	-0.7%
TOTAL ROYAL BOROUGH EXPENDITURE INCL LEVIES	187,949	187,949	180,815	-3.8%
Council Tax Freeze - Special Grant	(1,947)	(1,947)	(1,947)	
NET BUDGET REQUIREMENT	186,002	186,002	178,868	-3.8%
EXTERNAL FINANCE:-				
Formula Grant	(108,267)	(108,267)	(100,880)	-6.8%
Collection Fund Surplus(-) / Deficit (+)	151	151	34	-77.5%
Total External Finance / Collection Fund	(108,116)	(108,116)	(100,846)	-6.7%
TOTAL RBKC COUNCIL TAX REQUIREMENT	77,886	77,886	78,022	0.2%
PRECEPTS:-				
Greater London Authority	30,835	30,835	30,580	-0.8%
TOTAL LOCAL TAX REQUIREMENT	108,721	108,721	108,602	-0.1%
TAX BASE - BAND D EQUIVALENTS	99,526	99,526	99,699	0.2%
COUNCIL TAX - BAND D	£	£	£	
Royal Borough (excluding Gardens)	769.30	769.30	769.00	0.0%
Greater London Authority	309.82	309.82	306.72	-1.0%
TOTAL BASIC COUNCIL TAX - BAND D	1,079.12	1,079.12	1,075.72	-0.3%
Royal Borough (average including Gardens)	782.58	782.58	782.58	0.0%
Greater London Authority	309.82	309.82	306.72	-1.0%
TOTAL BASIC COUNCIL TAX - BAND D	1,092.40	1,092.40	1,089.30	-0.3%

BUSINESS GROUP

SUBJECTIVE AND SERVICE SUMMARY

SUBJECTIVE ANALYSIS	2010-11 Actual £'000	2011-12 Budget £'000	2012-13 Budget £'000
EXPENDITURE			
Employee Related Expenses	129,111	112,921	106,271
Premises Related Expenses	15,607	16,979	17,161
Transport Related Expenses	846	742	679
Supplies and Services	35,799	31,509	29,598
Third Party Payments	143,005	148,530	155,488
Transfer payments	162,402	163,105	163,062
Capital Charges	10,612	10,141	9,766
Schools Delegated Budgets	76,457	70,998	73,792
TOTAL EXPENDITURE	573,839	554,925	555,817
LESS INCOME			
Government grants	267,697	267,342	267,442
Other grants, reimbursements and contributions	32,919	27,504	34,087
Customer and Client Receipts	83,574	79,425	83,968
Interest	19	18	18
TOTAL INCOME	384,209	374,289	385,515
NET EXPENDITURE	189,630	180,636	170,302

BUSINESS GROUP SUMMARY	2010-11 Actual			2011-12 Budget			2012-13 Budget		
	Gross Expenditure £'000	Income £'000	Net £'000	Gross Expenditure £'000	Income £'000	Net £'000	Gross Expenditure £'000	Income £'000	Net £'000
Children's, Adult and Family Learning, Library, Archives and Heritage	174,054	117,117	56,937	159,366	106,924	52,442	154,536	107,662	46,874
Adult Social Care, Housing, Environmental Health	118,480	36,945	81,535	118,257	35,083	83,174	120,406	39,815	80,591
Planning and Borough Development	9,097	3,856	5,241	8,425	3,166	5,259	8,677	3,528	5,149
Environment, Leisure and Residents'/Transport and Technical	76,436	51,458	24,978	77,186	55,734	21,452	76,249	56,318	19,931
Corporate Services	249,140	228,201	20,939	245,169	226,860	18,309	251,843	234,086	17,757
Total Business Group Expenditure	627,207	437,577	189,630	608,403	427,767	180,636	611,711	441,409	170,302

GOVERNMENT GRANTS

		2011-12	2012-13
		£'000	£'000
Children's	Unaccompanied Asylum Seeking Children's Grant	600	500
Children's	Dedicated Schools Grant	78,680	79,235
Children's	Pupil Premium	1,380	1,413
Children's	Golden Hello	-	68
Children's	Leaving Care Grant	150	110
Children's	Music Education Grant	-	112
Children's	Nursery Milk Grant	-	40
Children's	Schools Devolved Formula Capital Grant	-	151
Children's	Youth Justice Board	-	365
Children's	Young People's Substance Misuse	66	68
Children's	Skills Funding Agency	1,332	1,380
Children's	Young People's Learning Agency	4,471	4,382
Children's	Early Intervention Grant	6,735	7,392
Adult Social Care	Homelessness Directorate Grant	2,640	2,300
Adult Social Care	Disabled Facilities Grant*	265	-
Adult Social Care	Learning Disability and Health Reform Grant	3,645	3,737
Planning	Housing and Planning Delivery	62	-
Corporate	Community Safety	317	20
Corporate	Drugs Intervention Programme	767	767
Corporate	Housing Benefits Administration	2,085	1,878
Corporate	National Non Domestic Rates Cost of Collection	663	663
Grants held in service budgets		103,858	104,581
	Formula Grant	108,627	98,933
	Council Tax Freeze Grant 2011-12	1,947	1,947
	Council Tax Freeze Grant 2012-13	0	1,947
Grants outside service budgets		110,574	102,827
Total Budgeted Grant		214,432	207,408

*Disabled Facilities Grant has been transferred to the capital programme (an accounting change).

RESERVES AND BALANCES FORECAST (31 MARCH EACH YEAR)

This shows a snapshot of the forecast reserves balances for the next three years.
It must be stressed that this is a forecast and as such is speculative and subject to change.

Reserves and Balances	Purpose	31/03/11	31/03/12	31/03/13	31/03/14	31/03/15
		Actual £m	Forecast £m	Forecast £m	Forecast £m	Forecast £m
Capital Expenditure	To fund capital expenditure.	63	52	38	35	34
Car Parking	On-street car parking surpluses for use on legally specified purposes.	30	23	20	19	16
Strategic Regeneration	Funding for strategic regeneration	13	13	13	13	13
Demand Growth	Meets volatile growth pressures	5	5	5	5	5
Local Initiatives (Transformation Fund)	For locally determined projects	5	5	5	5	5
Insurance	Meets future insurance liabilities	4	4	4	4	4
Service Risks	To mitigate unplanned service problems	5	5	5	5	4
Supporting People	Phase in impact of reducing government grant allocations	5	5	5	5	5
Repairs and Renewals	Provides for replacement of equipment.	4	4	4	4	3
Excellence All Round	For service improvement initiatives	3	3	3	3	2
Severance (Transformation Fund)	To meet costs arising from job losses	8	8	8	6	5
Budget Carry Forward	Self-explanatory	4	4	3	2	1
Specific Grant Loss	Safeguard against adverse changes in specific grant regimes	3	3	3	2	2
Better City Life	Resources for new policy priorities.	3	3	3	3	2
Cost Reduction (Transformation Fund)	Funding for invest to save opportunities	1	2	1	1	1
Property Strategy	Feasibility studies and condition surveys for capital planning	2	2	2	1	1
Other Reserves	Individually below a balance of £1 million at 31 March 2011	2	2	2	2	2
Value Added Tax (VAT) Liability	Meet future potential liabilities	1	1	1	1	1
General Fund Reserves		160	144	125	115	105
General Fund Working Balance	Unearmarked cash held.	10	10	10	10	10
General Fund Reserves and Working Balance		170	154	135	125	115

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	130	36,000	276.92	1,045.92
901	Arundel Gardens/Ladbroke Gardens	251	39,500	157.37	926.37
902	Avondale Park Gardens	29	1,600	55.17	824.17
904	Barkston Gardens	254	35,490	139.72	908.72
906	Bina Gardens (West)	189	21,500	113.76	882.76
907	Bolton Gardens	116	35,000	301.72	1,070.72
908	Bramham Gardens	398	36,000	90.45	859.45
909	Brompton Square	186	17,000	91.40	860.40
912	Campden Hill Square	87	24,000	275.86	1,044.86
913	Campden House Court	222	26,600	119.82	888.82
914	Clarendon Road/Lansdowne Road	52	14,000	269.23	1,038.23
915	Collingham Gardens	189	28,000	148.15	917.15
916	Cornwall Gardens	654	53,000	81.04	850.04
917	Courtfield Gardens (East)	213	20,000	93.90	862.90
918	Courtfield Gardens (West)	422	60,000	142.18	911.18
921	Earls Court Square	291	25,000	85.91	854.91
922	Edwardes Square	248	54,900	221.37	990.37
925	Gledhow Gardens	261	50,000	191.57	960.57
928	Hereford Square	76	17,000	223.68	992.68
929	Holland Road/Russell Road	196	21,000	107.14	876.14
930	Hornton Street/Holland Street	115	12,000	104.35	873.35
933	Iverna Court	221	12,000	54.30	823.30
936	Kensington Square	118	15,000	127.12	896.12
939	Lexham Gardens	298	33,000	110.74	879.74
942	Moreton and Cresswell Gardens	100	16,800	168.00	937.00
944	Nevern Square	302	34,000	112.58	881.58
945	Norland Square	178	24,000	134.83	903.83
948	Ovington Square	173	25,000	144.51	913.51
951	Pembridge Square	203	39,600	195.07	964.07
952	Philbeach Gardens	314	52,800	168.15	937.15
955	Royal Crescent	182	37,000	203.30	972.30
958	St James's Gardens	150	19,550	130.33	899.33
959	Stanley Crescent	187	38,000	203.21	972.21
960	Stanley Gardens (North)	125	30,000	240.00	1,009.00
961	Stanley Gardens (South)	169	43,040	254.67	1,023.67
962	Sunningdale Gardens	28	3,000	107.14	876.14
965	Wetherby Gardens	360	75,850	210.69	979.69
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	278	30,000	107.91	876.91
977	Blenheim Crescent/Elgin Crescent	265	60,000	226.42	995.42
978	Emperor's Gate	261	8,156	31.25	800.25
979	Ladbroke Grove	54	3,000	55.56	824.56
980	Rosmead Gardens	144	26,160	181.67	950.67
981	Lansdowne Gardens	167	28,000	167.66	936.66
982	Hanover Gardens	147	26,950	183.33	952.33
984	Montpelier Gardens	125	39,000	312.00	1,081.00
986	Notting Hill	38	7,000	184.21	953.21
			1,354,496		

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	£ 512.67	£ 598.11	£ 683.56	£ 769.00	£ 939.89	£ 1110.78	£ 1281.67	£ 1538.00

KENSINGTON IMPROVEMENT ACT 1851		ROYAL BOROUGH COUNCIL TAX - GARDEN SQUARES BY BAND							
CODE	GARDEN SQUARE	A	B	C	D	E	F	G	H
		£	£	£	£	£	£	£	£
900	Addison Gardens	697.28	813.49	929.71	1,045.92	1,278.35	1,510.77	1,743.20	2,091.84
901	Arundel Gardens/Ladbroke Gardens	617.58	720.51	823.44	926.37	1,132.23	1,338.09	1,543.95	1,852.74
902	Avondale Park Gardens	549.45	641.02	732.60	824.17	1,007.32	1,190.47	1,373.62	1,648.34
904	Barkston Gardens	605.81	706.78	807.75	908.72	1,110.66	1,312.60	1,514.53	1,817.44
906	Bina Gardens (West)	588.51	686.59	784.68	882.76	1,078.93	1,275.10	1,471.27	1,765.52
907	Bolton Gardens	713.81	832.78	951.75	1,070.72	1,308.66	1,546.60	1,784.53	2,141.44
908	Bramham Gardens	572.97	668.46	763.96	859.45	1,050.44	1,241.43	1,432.42	1,718.90
909	Brompton Square	573.60	669.20	764.80	860.40	1,051.60	1,242.80	1,434.00	1,720.80
912	Campden Hill Square	696.57	812.67	928.76	1,044.86	1,277.05	1,509.24	1,741.43	2,089.72
913	Campden House Court	592.55	691.30	790.06	888.82	1,086.34	1,283.85	1,481.37	1,777.64
914	Clarendon Road/Lansdowne Road	692.15	807.51	922.87	1,038.23	1,268.95	1,499.67	1,730.38	2,076.46
915	Collingham Gardens	611.43	713.34	815.24	917.15	1,120.96	1,324.77	1,528.58	1,834.30
916	Cornwall Gardens	566.69	661.14	755.59	850.04	1,038.94	1,227.84	1,416.73	1,700.08
917	Courtfield Gardens (East)	575.27	671.14	767.02	862.90	1,054.66	1,246.41	1,438.17	1,725.80
918	Courtfield Gardens (West)	607.45	708.70	809.94	911.18	1,113.66	1,316.15	1,518.63	1,822.36
921	Earls Court Square	569.94	664.93	759.92	854.91	1,044.89	1,234.87	1,424.85	1,709.82
922	Edwardes Square	660.25	770.29	880.33	990.37	1,210.45	1,430.53	1,650.62	1,980.74
925	Gledhow Gardens	640.38	747.11	853.84	960.57	1,174.03	1,387.49	1,600.95	1,921.14
928	Hereford Square	661.79	772.08	882.38	992.68	1,213.28	1,433.87	1,654.47	1,985.36
929	Holland Road/Russell Road	584.09	681.44	778.79	876.14	1,070.84	1,265.54	1,460.23	1,752.28
930	Hornton Street/Holland Street	582.23	679.27	776.31	873.35	1,067.43	1,261.51	1,455.58	1,746.70
933	Iverna Court	548.87	640.34	731.82	823.30	1,006.26	1,189.21	1,372.17	1,646.60
936	Kensington Square	597.41	696.98	796.55	896.12	1,095.26	1,294.40	1,493.53	1,792.24
939	Lexham Gardens	586.49	684.24	781.99	879.74	1,075.24	1,270.74	1,466.23	1,759.48
942	Moreton and Cresswell Gardens	624.67	728.78	832.89	937.00	1,145.22	1,353.44	1,561.67	1,874.00
944	Nevern Square	587.72	685.67	783.63	881.58	1,077.49	1,273.39	1,469.30	1,763.16
945	Norland Square	602.55	702.98	803.40	903.83	1,104.68	1,305.53	1,506.38	1,807.66
948	Ovington Square	609.01	710.51	812.01	913.51	1,116.51	1,319.51	1,522.52	1,827.02
951	Pembridge Square	642.71	749.83	856.95	964.07	1,178.31	1,392.55	1,606.78	1,928.14
952	Philbeach Gardens	624.77	728.89	833.02	937.15	1,145.41	1,353.66	1,561.92	1,874.30
955	Royal Crescent	648.20	756.23	864.27	972.30	1,188.37	1,404.43	1,620.50	1,944.60
958	St James's Gardens	599.55	699.48	799.40	899.33	1,099.18	1,299.03	1,498.88	1,798.66
959	Stanley Crescent	648.14	756.16	864.19	972.21	1,188.26	1,404.30	1,620.35	1,944.42
960	Stanley Gardens (North)	672.67	784.78	896.89	1,009.00	1,233.22	1,457.44	1,681.67	2,018.00
961	Stanley Gardens (South)	682.45	796.19	909.93	1,023.67	1,251.15	1,478.63	1,706.12	2,047.34
962	Sunningdale Gardens	584.09	681.44	778.79	876.14	1,070.84	1,265.54	1,460.23	1,752.28
965	Wetherby Gardens	653.13	761.98	870.84	979.69	1,197.40	1,415.11	1,632.82	1,959.38

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	584.61	682.04	779.48	876.91	1,071.78	1,266.65	1,461.52	1,753.82
977	Blenheim Crescent/Elgin Crescent	663.61	774.22	884.82	995.42	1,216.62	1,437.83	1,659.03	1,990.84
978	Emperor's Gate	533.50	622.42	711.33	800.25	978.08	1,155.92	1,333.75	1,600.50
979	Ladbroke Grove	549.71	641.32	732.94	824.56	1,007.80	1,191.03	1,374.27	1,649.12
980	Rosmead Gardens	633.78	739.41	845.04	950.67	1,161.93	1,373.19	1,584.45	1,901.34
981	Lansdowne Gardens	624.44	728.51	832.59	936.66	1,144.81	1,352.95	1,561.10	1,873.32
982	Hanover Gardens	634.89	740.70	846.52	952.33	1,163.96	1,375.59	1,587.22	1,904.66
984	Montpelier Gardens	720.67	840.78	960.89	1,081.00	1,321.22	1,561.44	1,801.67	2,162.00
986	Notting Hill	635.47	741.39	847.30	953.21	1,165.03	1,376.86	1,588.68	1,906.42

**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		£ 717.15	£ 836.67	£ 956.20	£ 1075.72	£ 1314.77	£ 1553.82	£ 1792.87	£ 2151.44

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	901.76	1052.05	1202.35	1352.64	1653.23	1953.81	2254.40	2705.28
901	Arundel Gardens/Ladbroke Gardens	822.06	959.07	1096.08	1233.09	1507.11	1781.13	2055.15	2466.18
902	Avondale Park Gardens	753.93	879.58	1005.24	1130.89	1382.20	1633.51	1884.82	2261.78
904	Barkston Gardens	810.29	945.34	1080.39	1215.44	1485.54	1755.64	2025.73	2430.88
906	Bina Gardens (West)	792.99	925.15	1057.32	1189.48	1453.81	1718.14	1982.47	2378.96
907	Bolton Gardens	918.29	1071.34	1224.39	1377.44	1683.54	1989.64	2295.73	2754.88
908	Bramham Gardens	777.45	907.02	1036.60	1166.17	1425.32	1684.47	1933.62	2332.34
909	Brompton Square	778.08	907.76	1037.44	1167.12	1426.48	1685.84	1945.20	2334.24
912	Camden Hill Square	901.05	1051.23	1201.40	1351.58	1651.93	1952.28	2252.63	2703.16
913	Camden House Court	797.03	929.86	1062.70	1195.54	1461.22	1726.89	1992.57	2391.08
914	Clarendon Road/Lansdowne Road	896.63	1046.07	1195.51	1344.95	1643.83	1942.71	2241.58	2689.90
915	Collingham Gardens	815.91	951.90	1087.88	1223.87	1495.84	1767.81	2039.78	2447.74
916	Cornwall Gardens	771.17	899.70	1028.23	1156.76	1413.82	1670.88	1927.93	2313.52
917	Courtfield Gardens (East)	779.75	909.70	1039.66	1169.62	1429.54	1689.45	1949.37	2339.24
918	Courtfield Gardens (West)	811.93	947.26	1082.58	1217.90	1488.54	1759.19	2029.83	2435.80
921	Earls Court Square	774.42	903.49	1032.56	1161.63	1419.77	1677.91	1936.05	2323.26
922	Edwardes Square	864.73	1008.85	1152.97	1297.09	1585.33	1873.57	2161.82	2594.18
925	Gledhow Gardens	844.86	985.67	1126.48	1267.29	1548.91	1830.53	2112.15	2534.58
928	Hereford Square	866.27	1010.64	1155.02	1299.40	1588.16	1876.91	2165.67	2598.80
929	Holland Road/Russell Road	788.57	920.00	1051.43	1182.86	1445.72	1708.58	1971.43	2365.72
930	Hornton Street/Holland Street	786.71	917.83	1048.95	1180.07	1442.31	1704.55	1966.78	2360.14
933	Iverna Court	753.35	878.90	1004.46	1130.02	1381.14	1632.25	1883.37	2260.04
936	Kensington Square	801.89	935.54	1069.19	1202.84	1470.14	1737.44	2004.73	2405.68
939	Lexham Gardens	790.97	922.80	1054.63	1186.46	1450.12	1713.78	1977.43	2372.92
942	Moreton and Cresswell Gardens	829.15	967.34	1105.53	1243.72	1520.10	1796.48	2072.87	2487.44
944	Nevern Square	792.20	924.23	1056.27	1188.30	1452.37	1716.43	1980.50	2376.60
945	Norland Square	807.03	941.54	1076.04	1210.55	1479.56	1748.57	2017.58	2421.10
948	Ovington Square	813.49	949.07	1084.65	1220.23	1491.39	1762.55	2033.72	2440.46
951	Pembridge Square	847.19	988.39	1129.59	1270.79	1553.19	1835.59	2117.98	2541.58
952	Philbeach Gardens	829.25	967.45	1105.66	1243.87	1520.29	1796.70	2073.12	2487.74
955	Royal Crescent	852.68	994.79	1136.91	1279.02	1563.25	1847.47	2131.70	2558.04
958	St James's Gardens	804.03	938.04	1072.04	1206.05	1474.06	1742.07	2010.08	2412.10
959	Stanley Crescent	852.62	994.72	1136.83	1278.93	1563.14	1847.34	2131.55	2557.86
960	Stanley Gardens (North)	877.15	1023.34	1169.53	1315.72	1608.10	1900.48	2192.87	2631.44
961	Stanley Gardens (South)	886.93	1034.75	1182.57	1330.39	1626.03	1921.67	2217.32	2660.78
962	Sunningdale Gardens	788.57	920.00	1051.43	1182.86	1445.72	1708.58	1971.43	2365.72
965	Wetherby Gardens	857.61	1000.54	1143.48	1286.41	1572.28	1858.15	2144.02	2572.82

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	789.09	920.60	1052.12	1183.63	1446.66	1709.69	1972.72	2367.26
977	Blenheim Crescent/Elgin Crescent	868.09	1012.78	1157.46	1302.14	1591.50	1880.87	2170.23	2604.28
978	Emperor's Gate	737.98	860.98	983.97	1106.97	1352.96	1598.96	1844.95	2213.94
979	Ladbroke Grove	754.19	879.88	1005.58	1131.28	1382.68	1634.07	1885.47	2262.56
980	Rosmead Gardens	838.26	977.97	1117.68	1257.39	1536.81	1816.23	2095.65	2514.78
981	Lansdowne Gardens	828.92	967.07	1105.23	1243.38	1519.69	1795.99	2072.30	2486.76
982	Hanover Gardens	839.37	979.26	1119.16	1259.05	1538.84	1818.63	2098.42	2518.10
984	Montpelier Gardens	925.15	1079.34	1233.53	1387.72	1696.10	2004.48	2312.87	2775.44
986	Notting Hill	839.95	979.95	1119.94	1259.93	1539.91	1819.90	2099.88	2519.86

***CHILDREN'S SERVICES, ADULT AND
FAMILY LEARNING, LIBRARY,
ARCHIVES AND HERITAGE***

REVENUE BUDGET 2012-2013

CHILDREN'S SERVICES, ADULT AND FAMILY LEARNING, LIBRARY, ARCHIVES AND HERITAGE

Summary of Changes

	£'000
ORIGINAL BUDGET 2011-12	52,442
Price Variations - Service or Business Group	514
Price Variations - Central Support Services	69
INFLATION	583
Early Intervention Service process redesign	-350
Management restructuring from the Early Intervention Service and High Needs Service redesigns	-200
Improved service efficiency for high need adolescents	-150
Improve targeting of parenting programmes and positive activities	-50
Social work remodelling	-173
Social work remodelling	-173
Review on delivery of play services	-100
Review of Early Years provision	-830
Review of Early Years provision	-170
Review of Youth Support and Development Service (YSDS)	-320
Review of Youth Support and Development Service (YSDS)	-200
Tri-Borough delivery of Fostering and Adoption Service	-65
Tri-Borough commissioning efficiencies for children with disabilities	-50
Tri-Borough management of the Virtual School	-70
Tri-Borough delivery of Education Services	-377
Libraries Tri-Borough working	-293
Tri-Borough management of the Youth Offending Teams	-70
Single Local Children's Safeguarding Board	-25
Independent Review Officers	-25
Tri-borough senior management savings	-170
Review of care leaver placements	-145
Service redesign of Disability Services	-100
Increased efficiency of children's homes	-50
Improved commissioning of assessments	-100
Review of care leaver placements	-323
Finance restructuring	-75
Centralisation of Information Communication Technology functions	-100
Strategy, commissioning and performance	-75
Integrated Childrens' System licensing	-50
Complete review of all aspects of school funding in response to the Schools White Paper and proposals outlined in the schools funding reform.	-122
SAVINGS	-5,000
Parent Support Advisor - Choice (support for transfer from primary to secondary education)	50
Family Nurse Partnership (early intervention)	70
London Literacy Champions	30
Special Educational Needs provision at Barlby School	115
Super Inflation NNDR	41
GROWTH	306
Central support charges change	218
Transfers of budget internally	-760
Depreciation change	-480
Temporary Funding now ended	-45
Change in current service pension liability cost (IAS19)	-390
OTHER	-1,457
FORECAST BUDGET 2012-13	46,874

**CHILDREN'S SERVICES, ADULT AND FAMILY LEARNING, LIBRARY,
ARCHIVES AND HERITAGE**

Subjective Summary

Item	Notes	2010-11 Actual £'000	2011-12 Budget £'000	2012-13 Budget £'000
EXPENDITURE				
Employees		40,421	34,961	31,727
Premises Related Expenses		4,096	4,109	2,416
Transport Related Expenses		398	242	263
Supplies & Services	2	14,285	12,726	10,612
Third Party Payments		26,154	23,950	24,074
Transfer Payments		50	85	86
Schools Delegated Budgets	1	76,457	70,998	73,792
Support Services recharges Other Departments		624	604	78
Central Departments		7,891	8,015	8,292
Depreciation (and impairment losses)		3,678	3,676	3,196
TOTAL EXPENDITURE		174,054	159,366	154,536
INCOME				
Government Grants	2	28,976	15,357	15,981
Dedicated Schools Grant		67,167	78,680	79,235
Other Grants, Reimbursements & Contributions		6,176	5,734	5,934
Customer & Client Receipts				
Fees & Charges	1	10,977	2,974	2,357
Rents (Other)		134	137	77
SLA Income from Schools		3,585	3,702	3,900
Recharges		102	340	178
TOTAL INCOME		117,117	106,924	107,662
NET EXPENDITURE		56,937	52,442	46,874

Notes

- 1 Schools Budgeted Net, but Actual Shown Gross.
- 2 16-19 Commissioning Function adds £7.2m to Supply and Services and Government Grants in 2010/11 only.

CHILDREN'S SERVICES, ADULT AND FAMILY LEARNING, LIBRARY, ARCHIVES AND HERITAGE

Service Summary

Service	2010-11 Actual			2011-12 Budget			2012-13 Budget		
	Spend	Income	Net	Spend	Income	Net	Spend	Income	Net
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Corporate and Democratic Core	297	-	297	266	-	266	217	-	217
Directorate & Support Services									
Directorate, Management and Support Services	3,916	3,642	274	2,777	2,777	-	2,457	2,457	-
Total Directorate & Support Services	3,916	3,642	274	2,777	2,777	-	2,457	2,457	-
Family Services									
Extended Services	3,222	591	2,631	2,696	689	2,007	2,318	449	1,869
Youth Support and Development Services	7,426	1,131	6,295	6,315	2,468	3,847	5,918	2,235	3,683
Family Services Management and Support Services	4,227	4,227	-	4,221	4,221	-	2,391	2,391	-
Youth Justice	1,795	803	992	1,405	685	720	1,064	422	642
Child Protection	2,034	403	1,631	1,591	85	1,506	1,506	379	1,127
Fostering And Adoption	3,115	287	2,828	2,900	95	2,805	2,925	223	2,702
Children's Social work	5,034	243	4,791	4,940	350	4,590	4,051	-	4,051
Parenting	3,772	45	3,727	3,853	4	3,849	4,453	4	4,449
In House Children's Homes and Flats	2,589	50	2,539	2,206	39	2,167	2,189	84	2,105
Other Services-Family Support	736	358	378	612	120	492	775	121	654
Promoting and Assessments	1,548	7	1,541	1,906	-	1,906	1,997	-	1,997
Complex Health Needs And Disability - Social Work	2,013	56	1,957	2,013	57	1,956	1,632	57	1,575
Complex Health Needs And Disability - Parenting	1,158	2	1,156	1,134	-	1,134	687	-	687
Complex Health Needs And Disability - Promtg and Assmts	1,260	610	650	897	184	713	1,184	329	855
Complex Health Needs And Disability - Other Assessments	1,596	273	1,323	1,668	417	1,251	1,355	76	1,279
Leaving Care	2,055	223	1,832	2,123	170	1,953	2,024	110	1,914
Unaccompanied Asylum Seeking Children	707	606	101	779	600	179	715	500	215
Children's Centres	4,271	2,108	2,163	3,853	1,716	2,137	3,824	1,934	1,890
Early Years Nursery Education	2,532	524	2,008	2,859	2,858	1	2,339	2,338	1
Early Years and Early Help	4,157	3,414	743	3,517	2,599	918	2,825	2,749	76
Total Family Services	55,247	15,961	39,286	51,488	17,357	34,131	46,172	14,401	31,771
Strategy, Commissioning and Performance									
Strategy, Commissioning and Performance	2,261	1,345	916	2,405	1,307	1,098	2,559	1,494	1,065
School Meals Management Contract	2,518	2,613	(95)	2,564	2,581	(17)	2,685	2,685	-
Total Strategy, Commissioning and Performance	4,779	3,958	821	4,969	3,888	1,081	5,244	4,179	1,065

CHILDREN'S SERVICES, ADULT AND FAMILY LEARNING, LIBRARY, ARCHIVES AND HERITAGE

Service Summary

Service	2010-11 Actual			2011-12 Budget			2012-13 Budget		
	Spend	Income	Net	Spend	Income	Net	Spend	Income	Net
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
School's, Quality and Standards									
Schools Strategic Management	6,261	805	5,456	7,165	3,060	4,105	5,460	2,440	3,020
Facilitating School Improvement	6,973	3,614	3,359	6,147	4,496	1,651	2,677	1,599	1,078
The Virtual School	560	1	559	572	283	289	532	289	243
16 to 19 Commissioning	2,867	2,867	-	-	-	-	-	-	-
Placements and Recoupment	7,502	4,985	2,517	6,639	6,502	137	7,017	7,039	(22)
Special Home to School Transport	1,922	15	1,907	1,834	4	1,830	1,901	4	1,897
Pupil Referral Unit	1,334	61	1,273	1,290	1,227	63	1,276	1,286	(10)
Education Welfare	1,013	3	1,010	860	118	742	695	126	569
School Admissions	362	-	362	445	424	21	389	439	(50)
Access, Inclusion and Other	3,290	566	2,724	3,338	2,030	1,308	3,244	2,484	760
Nursery Schools (Formula)	3,517	1,452	2,065	2,444	2,444	-	2,584	2,574	10
Primary Schools (Formula)	43,026	9,600	33,426	39,278	39,278	-	41,240	41,240	-
Secondary Schools (Formula)	24,985	9,025	15,960	24,705	24,705	-	25,494	25,494	-
Special Schools (Formula)	5,176	900	4,276	4,588	4,588	-	4,500	4,500	-
Dedicated School Grant	963	67,137	(66,174)	700	700	-	700	700	-
Total School's, Quality and Standards	109,751	101,031	8,720	100,005	89,859	10,146	97,709	90,214	7,495
Total	173,990	124,592	49,398	159,505	113,881	45,624	151,799	111,251	40,548
Adult and Family Learning Services	2,122	1,430	692	1,525	1,332	193	1,400	1,274	126
Library, Archives and Heritage Services	9,891	3,044	6,847	9,456	2,831	6,625	8,473	2,273	6,200
	12,013	4,474	7,539	10,981	4,163	6,818	9,873	3,547	6,326
Adjustment for Internal Recharges	(11,949)	(11,949)	-	(11,120)	(11,120)	-	(7,136)	(7,136)	-
Total	174,054	117,117	56,937	159,366	106,924	52,442	154,536	107,662	46,874

***ADULT SOCIAL CARE, HOUSING,
ENVIRONMENTAL HEALTH***

REVENUE BUDGET 2012-2013

ADULT SOCIAL CARE Summary of Changes

	£'000
ORIGINAL BUDGET 2011-12	62,420
Price Variations - Service or Business Group	1,067
Price Variations - Central Support Services	38
INFLATION	1,105
Use of social care funding allocation provided by the Department of Health.	-2,269
Planned savings from the tri-borough arrangements for the provision of Adult Social Care services	-601
Deletion of a vacant post in the Quality, Contracts and Safeguarding Team	-29
Removal of unallocated inflation provision	-89
Savings arising from the reconfiguration of Mental Health Day Services	-110
Savings in the Mental Health Service placements budget	-150
Savings in contracts for work and training services for people with mental health needs	-60
Deletion of the User Involvement Post in the Mental Health Service	-20
Savings arising from the new service arrangements at Piper House	-80
Reduction in the home care budget through use of reablement and telecare	-150
Reduction in placements budgets through use of reablement and telecare services together with effective purchasing of essential placements to ensure value for money	-230
Deletion of a vacant administrative post within the Drugs and Alcohol Service	-25
Savings within the budget for detoxification services	-25
Savings within the Community Meals Service from a lower unit price following the planned retender	-30
Savings within Learning Disability Short Breaks Services	-116
Learning Disability Supported Housing - savings through use of framework agreements	-140
Savings from retendering of Learning Disability Services residential contracts	-60
Savings within Learning Disability Day Services	-203
Extension of the Contributions Policy to Voluntary Sector Day Services	-50
Centralisation of Learning and Development business support	-14
Centralisation of property functions	-52
Deletion of the vacant Workforce Development Coordinator post	-49
Savings in telephony services	-11
SAVINGS	-4,563
A number of projects and services funded from the social care funding allocation provided by the Department of Health	2,119
Freedom Pass increase	605
GROWTH	2,724
Central support charges change	178
Transfer of Supporting People budget between Housing and Adults	1,750
Transfers of budgets/recharges between Business Groups	-211
Reduction in provision for depreciation	-118
Change in current service pension liability cost (IAS19)	-135
Increase in spending power arising from increase in Learning Disability and Health Reform Grant	92
Increase in Learning Disability and Health Reform Grant	-92
Increase in budget provision for reablement service	632
Provision of Government funding for reablement services	-632
OTHER	1,464
FORECAST BUDGET 2012-13	63,150

ADULT SOCIAL CARE

Subjective Summary

Item	Notes	<i>2010-11 Actual</i>	<i>2011-12 Budget</i>	<i>2012-13 Budget</i>
		<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
EXPENDITURE				
Employees		22,828	19,817	17,245
Premises Related Expenses		1,147	1,219	763
Transport Related Expenses		94	52	34
Supplies & Services		1,664	1,481	1,269
Third Party Payments		48,488	52,757	58,598
Support Services recharges				
Other Departments		73	118	16
Central Support Costs		4,626	4,520	4,735
Depreciation (and impairment losses)		584	584	466
TOTAL EXPENDITURE		79,504	80,548	83,126
INCOME				
Government Grants		1,661	3,645	3,737
Other Grants, Reimbursements & Contributions		11,703	8,577	11,336
Customer & Client Receipts		5,480	5,090	4,744
Recharges		815	816	159
TOTAL INCOME		19,659	18,128	19,976
NET EXPENDITURE		59,845	62,420	63,150

ADULT SOCIAL CARE

Service Summary

Service	2010-11 Actual			2011-12 Budget			2012-13 Budget		
	Spend £'000	Income £'000	Net £'000	Spend £'000	Income £'000	Net £'000	Spend £'000	Income £'000	Net £'000
Adult Social Care Management & Support Services	8,138	1,693	6,445	7,450	616	6,834	5,660	213	5,447
	8,138	1,693	6,445	7,450	616	6,834	5,660	213	5,447
Services for Older People									
Assessment and Care Management	5,776	352	5,424	5,383	350	5,033	5,597	333	5,264
Nursing	3,192	912	2,280	3,019	788	2,231	2,932	832	2,100
Residential	10,890	2,829	8,061	10,511	2,531	7,980	10,724	2,609	8,115
Supported Accommodation	1,483	103	1,380	1,492	103	1,389	1,479	103	1,376
Home Care	6,439	1,657	4,782	5,360	2,089	3,271	5,050	2,318	2,732
Direct Payments	1,095	232	863	1,143	240	903	997	76	921
Day Care	2,746	392	2,354	3,011	304	2,707	2,494	136	2,358
Equipment and Adaptations	295	0	0	339	0	339	346	0	346
Meals	395	218	177	462	189	273	439	185	254
Other Services	1,573	992	581	1,386	171	1,215	3,949	2,464	1,485
	33,884	7,687	26,197	32,106	6,765	25,341	34,007	9,056	24,951
Services for People with a Physical Disability or Sensory									
Assessment and Care Management	1,260	324	936	1,170	0	1,170	1,104	0	1,104
Residential	750	130	620	919	82	837	763	67	696
Supported Accommodation	93	0	93	23	0	23	77	0	77
Home Care	1,063	156	907	936	71	865	809	63	746
Direct Payments	1,184	78	1,106	1,234	88	1,146	1,388	60	1,328
Day Care	222	0	222	239	0	239	191	0	191
Equipment and Adaptations	121	0	121	155	0	155	158	0	158
Other Services	228	27	201	242	27	215	217	0	217
	4,921	715	4,206	4,918	268	4,650	4,707	190	4,517
Services for People with Learning Disabilities									
Assessment and Care Management	643	68	575	580	57	523	578	57	521
Residential	6,589	3,409	3,180	7,745	4,435	3,310	6,266	3,552	2,714
Supported Accommodation	2,188	859	1,329	1,425	143	1,282	1,196	70	1,126
Home Care	434	351	83	932	640	292	614	412	202
Direct Payments	557	115	442	664	23	641	1,134	167	967
Day Care	2,069	382	1,687	2,047	349	1,698	2,041	384	1,657
Other Services	2,421	2,009	412	2,754	2,281	473	4,411	3,082	1,329
	14,901	7,193	7,708	16,147	7,928	8,219	16,240	7,724	8,516

ADULT SOCIAL CARE

Service Summary

Service	2010-11 Actual			2011-12 Budget			2012-13 Budget		
	Spend £'000	Income £'000	Net £'000	Spend £'000	Income £'000	Net £'000	Spend £'000	Income £'000	Net £'000
Services for Adults with Mental Health Needs									
Assessment and Care Management	2,199	347	1,852	2,308	421	1,887	2,369	380	1,989
Residential	1,544	126	1,418	1,628	131	1,497	1,283	129	1,154
Supported Accommodation	1,563	614	949	1,590	637	953	1,721	637	1,084
Home Care	480	22	458	490	0	490	528	0	528
Direct Payments	72	0	72	72	0	72	73	0	73
Day Care	2,176	179	1,997	1,796	271	1,525	1,789	212	1,577
Other Services	728	242	486	812	246	566	574	232	342
	8,762	1,530	7,232	8,696	1,706	6,990	8,337	1,590	6,747
Services for Other Adults									
Substance Misuse	1,682	685	997	1,974	760	1,214	2,288	1,120	1,168
HIV/AIDS	207	133	74	308	85	223	313	83	230
	1,889	818	1,071	2,282	845	1,437	2,601	1,203	1,398
Public Transport									
Concessionary Fares	6,169	0	6,169	8,162	0	8,162	9,106	0	9,106
Taxicard	840	23	817	787	0	787	718	0	718
	7,009	23	6,986	8,949	0	8,949	9,824	0	9,824
Supporting People									
Supporting People	0	0	0	0	0	0	1,750	0	1,750
	0	0	0	0	0	0	1,750	0	1,750
Adult Social Care Total	79,504	19,659	59,845	80,548	18,128	62,420	83,126	19,976	63,150

HOUSING

Summary of Changes

ORIGINAL BUDGET 2011-12	£'000 14,026
Price Variations - Service or Business Group	19
Price Variations - Central Support Services	14
INFLATION	33
Reduction of 3 posts following a reorganisation of the Performance and Partnership, and Supporting People Teams (the posts deleted are the Housing Clientside Manager, Housing Initiatives Officer and an Administrative Assistant).	-146
Reduction in the Supporting People budget through decommissioning and remodelling of services, contract negotiations and reprocurement of existing services	-500
SAVINGS	-646
A temporary transfer of funding from the Homelessness Directorate Grant to fund the Empty Properties Officer post within the Environmental Health service	-60
GROWTH	-60
Central support charges change	-42
Transfer of Supporting People budget between Housing and Adults	-1,750
Transfers of budgets/recharges between Business Groups	32
Change in current service pension liability cost (IAS19)	-24
OTHER	-1,784
FORECAST BUDGET 2012-13	11,569

HOUSING

Subjective Summary

Item	Notes	<i>2010-11 Actual</i>	<i>2011-12 Budget</i>	<i>2012-13 Budget</i>
		<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
EXPENDITURE				
Employees		5,439	4,374	4,243
Premises Related Expenses		26	0	11
Transport Related Expenses		8	9	7
Supplies & Services		1,451	835	526
Third Party Payments		21,510	23,273	24,517
Support Services recharges				
Other Departments		97	99	1
Central Departments		1,390	1,588	1,560
Depreciation (and impairment losses)		0	0	0
TOTAL EXPENDITURE		29,921	30,178	30,865
INCOME				
Government Grants		2,258	2,640	2,300
Other Grants, Reimbursements & Contributions		12,758	12,491	15,990
Customer & Client Receipts		311	303	297
Interest		14	13	13
Recharges to other Business Groups		700	705	696
TOTAL INCOME		16,041	16,152	19,296
NET EXPENDITURE		13,880	14,026	11,569

HOUSING

Service Summary

Service	2010-11 Actual			2011-12 Budget			2012-13 Budget		
	Spend	Income	Net	Spend	Income	Net	Spend	Income	Net
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Corporate and Democratic Core	32	-	32	32	-	32	24	-	24
Housing Strategy	540	-	540	370	-	370	265	-	265
Homelessness & Housing Advice	16,913	14,934	1,979	18,727	15,362	3,365	21,912	18,516	3,396
RSL's & Housing Advances	768	89	679	700	37	663	713	37	676
Supporting People	11,087	437	10,650	9,868	272	9,596	7,480	272	7,208
Recharges to Other Business Groups	581	581	-	481	481	-	471	471	-
Total Housing Service	29,921	16,041	13,880	30,178	16,152	14,026	30,865	19,296	11,569

ENVIRONMENTAL HEALTH

Summary of Changes

	£'000
ORIGINAL BUDGET 2011-12	6,728
Price Variations - Service or Business Group	20
Price Variations - Central Support Services	10
INFLATION	30
Planned savings from the bi-borough arrangements for the Environmental Health Service	-125
Increased income from pest control services	-20
SAVINGS	-145
Continue funding the Empty Properties Officer post for a further year following the withdrawal of sub-regional funding	60
Continue funding a Senior Technical Officer post following the withdrawal of external funding	24
GROWTH	84
Increase in central support charges	97
Transfers of budgets/recharges between Business Groups	-296
Change in accounting practice regarding Disabled Facilities Grants and Renovation Grants	-590
Change in current service pension liability cost (IAS19)	-36
OTHER	-825
FORECAST BUDGET 2012-13	5,872

ENVIRONMENTAL HEALTH

Subjective Summary

Item	Notes	2010-11 Actual £'000	2011-12 Budget £'000	2012-13 Budget £'000
EXPENDITURE				
Employees		5,351	4,012	3,766
Premises Related Expenses		1	5	5
Transport Related Expenses		21	31	32
Supplies & Services		409	327	318
Third Party Payments		495	654	795
Support Services recharges				
Other Departments		412	427	172
Central Departments		1,049	1,161	1,268
Depreciation (and impairment losses)		1,317	914	59
TOTAL EXPENDITURE		9,055	7,531	6,415
INCOME				
Government Grants		344	265	0
Other Grants, Reimbursements & Contributions		354	24	24
Customer & Client Receipts		492	470	490
Recharges to other Business Groups		55	44	29
TOTAL INCOME		1,245	803	543
NET EXPENDITURE		7,810	6,728	5,872

ENVIRONMENTAL HEALTH

Service Summary

Service	2010-11 Actual			2011-12 Budget			2012-13 Budget		
	Spend	Income	Net	Spend	Income	Net	Spend	Income	Net
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Corporate & Democratic Core	84	-	84	84	-	84	84	-	84
Food Safety & Public Health Training	1,256	148	1,108	1,150	176	974	1,191	176	1,015
Trading Standards	573	3	570	460	4	456	512	5	507
Environmental Quality	912	131	781	812	21	791	663	21	642
Health and Safety	732	5	727	655	4	651	642	4	638
Mortuary, Coroners & Pest Control	1,056	308	748	1,154	250	904	1,142	270	872
Noise and Nuisance	1,684	11	1,673	1,234	5	1,229	1,145	5	1,140
Housing Private Sector	2,710	591	2,119	1,969	330	1,639	1,037	63	974
Total Environmental Health	9,007	1,197	7,810	7,518	790	6,728	6,416	544	5,872
Adjustment for Internal Recharges	48	48	-	13	13	-	(1)	(1)	-
Total	9,055	1,245	7,810	7,531	803	6,728	6,415	543	5,872

HOUSING REVENUE ACCOUNT			
BUSINESS UNITS N1000 to N6000, H0100,H0200,H0300,H0400			
Cabinet Member for Housing and Property	<i>Actual</i>	Budget	Budget
	2010/2011	2011/2012	2012/2013
	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
EXPENDITURE			
Salaries	0	0	0
Premises Related Expenditure	16,126	18,456	19,651
Transport Related Expenditure	0	0	0
Supplies & Services	1,611	1,943	1,911
Agency & Contracted Services	10,549	10,449	10,158
Housing Benefit & Other Transfer Payments	0	0	0
Total Direct Expenditure	28,286	30,848	31,720
Central Support Services Recharges	423	399	482
Departmental Support Services Recharge	548	620	600
Contribution to Working Balance	1,226	496	684
Capital Financing Costs	18,946	18,469	19,581
Contingency	0	0	0
TOTAL EXPENDITURE	49,429	50,832	53,067
INCOME			
Government Grants	4,446	1,830	0
Other Grants & Contributions	442	431	231
Contribution from Working Balance	0	0	0
Fees, Charges & Other Client Income	11,810	13,077	14,586
Rent – Dwellings	32,636	35,418	38,183
Interest	95	76	67
TOTAL INCOME	49,429	50,832	53,067
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 2012/13 rents have been set in line with the government's rent restructuring formula.</p>			
MAJOR VARIATIONS			
<p>The Management Fee for 2012/13 has been set at £10.1 million. The TMO has reduced its management fee by £400,000 following a value for money review.</p> <p>Under self financing, housing subsidy funding will no longer be received by local authorities from 2012/13. This is a reduction in income of £1.830 million.</p> <p>The cost of capital debt charges has increased by £1.125 million which is due to a combination of funding the self financing settlement payment £25.9 million and a change in the method of calculating interest charges.</p>			

***PLANNING AND BOROUGH
DEVELOPMENT***

REVENUE BUDGET 2012-2013

PLANNING AND BOROUGH DEVELOPMENT

Summary of Changes

	£'000
ORIGINAL BUDGET 2011-12	5,259
Price Variations - Service or Business Group	22
Price Variations - Central Support Services	19
INFLATION	41
Reduction in Tree Maintenance works (street trees)	-25
Saving on external scanning costs due to in house scanning team	-17
End "Brighten up the Borough" funding contributions	-10
Reduction in staff training budgets	-15
Delete one Registration Officer post	-17
Delete one Land Charges Officer post	-30
Delete Access Officer post	-48
Delete Enforcement posts	-20
Delete Head of Conservation post	-62
SAVINGS	-244
Strengthening Resources - Additional Planning Officer posts	245
Planning Fee income increased to fund Planning Officer posts	-245
GROWTH	0
Central support charges change	-376
Transfers of budget internally	477
Depreciation change	15
Change in current service pension liability cost (IAS19)	-23
OTHER	93
FORECAST BUDGET 2012-13	5,149

PLANNING AND BOROUGH DEVELOPMENT

Subjective Summary

Item	Notes	2010-11 Actual £'000	2011-12 Budget £'000	2012-13 Budget £'000
EXPENDITURE				
Employees	1	5,396	5,064	5,213
Premises Related Expenses		2	0	0
Transport Related Expenses		33	38	28
Supplies & Services	2	785	324	275
Third Party Payments	3	797	751	1,250
Support Services recharges Other Departments				
Central Departments		2,044	2,207	1,857
Depreciation (and impairment losses)		40	40	54
TOTAL EXPENDITURE		9,097	8,424	8,677
INCOME				
Government Grants	4	34	62	0
Other Grants, Reimbursements & Contributions		17	50	50
Customer & Client Receipts	5	3,805	3,054	3,478
Recharges to other Business Groups		0	0	0
TOTAL INCOME		3,856	3,166	3,528
NET EXPENDITURE		5,241	5,258	5,149

Notes

- 1 Employee costs have increased due to a strengthening of resources within Development management.
- 2 Postage and some photocopier costs have been transferred to Corporate Services as part of the SPACE programme. Brighten up the Borough funding has been removed.
- 3 Legal Services budgets have been devolved to Business Groups and this is partially offset by savings made in consultancy costs.
- 4 The Housing and Planning Delivery Grant has ceased.
- 5 Planning Application fee income has been increased to fund additional resources in Development Management. Land charges income has increased by £100,000 which is the removal of the final tranche of recession support.

PLANNING AND BOROUGH DEVELOPMENT

Service Summary

Service	2010-11 Actual			2011-12 Budget			2012-13 Budget			Responsible Officer
	Spend	Income	Net	Spend	Income	Net	Spend	Income	Net	
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
Corporate and Democratic Core	248	-	248	234	-	234	262	-	262	
Planning Services										
Development Management	3,574	1,306	2,268	3,463	1,083	2,380	4,245	1,441	2,804	HODM
Land Charges	421	1,338	(917)	441	1,006	(565)	412	1,126	(714)	HOBS
Policy	1,061	17	1,044	886	101	785	537	60	477	HOP&D
Design and Conservation	866	4	862	560	4	556				HOP&D
Arboriculture	846	-	846	817	-	817				HOP&D
Strategic Sites	490	179	311	437	7	430				HOP&D
Neighbourhood Planning							436	8	428	HOP&D
Specialist Services							1,384	8	1,376	HOP&D
Total Planning Services	7,258	2,844	4,414	6,604	2,201	4,403	7,014	2,643	4,371	
Building Control										
Building Control	1,751	1,172	579	1,739	1,117	622	1,581	1,065	516	HOBC
Total Building Control	1,751	1,172	579	1,739	1,117	622	1,581	1,065	516	
Adjustment for Internal Recharges	(160)	(160)	-	(152)	(152)	-	(180)	(180)	-	
Total	9,097	3,856	5,241	8,425	3,166	5,259	8,677	3,528	5,149	

***ENVIRONMENT, LEISURE AND
RESIDENTS' SERVICES/TRANSPORT
AND TECHNICAL SERVICES***

REVENUE BUDGET 2012-2013

ENVIRONMENT, LEISURE AND RESIDENTS' SERVICES/TRANSPORT AND TECHNICAL SERVICES

Summary of Changes

	£'000
ORIGINAL BUDGET 2011-12	21,452
Price variations - service	372
Price variations - central support services	60
INFLATION	432
Increased parking suspension income	-500
Reduction in highways planned maintenance budget	-500
Reduction in highway irrecoverable works	-23
Parking enforcement contract savings	-80
General running costs budgets	-150
Street works permits income	-150
Deletion of highway manager post	-60
Sports centre contract payments	-160
Deletion of head of enforcement post	-60
Reduced autoloo budget	-25
Cleansing contract - negotiated cost reductions	-336
Planned staff savings from the bi-borough arrangements for the environment group	-65
Reduced support costs relating to lower issuance of penalty charge notices (PCN's)	-175
Pay and display efficiencies	-80
Reduced on-street parking enforcement contract contingency	-100
Increased off-street parking income	-150
Car club permits income	-100
Reduced number of free orange recycling sacks	-75
Realignment of penalty charge notice (PCN) income budget	750
Road and footpath maintenance	-900
Increased cemetery charges	-200
Reduced landline to mobile call costs	-2
Replace existing telephony channels with a cloud-based solution	-4
Audit and remove unused landline telephone lines and services	-2
SAVINGS	-3,147
Exhibition Road cleansing and maintenance	175
Arts strategy action plan	150
GROWTH	325
Central support charges change	145
Transfers of budget internally	-99
Depreciation change	903
Change in current service pension liability cost (IAS19)	-80
OTHER	869
FORECAST BUDGET 2012-13	19,931

ENVIRONMENT, LEISURE AND RESIDENTS' SERVICES/TRANSPORT AND TECHNICAL SERVICES

Subjective Summary

Item	Notes	2010-11 Actual £'000	2011-12 Budget £'000	2012-13 Budget £'000
EXPENDITURE				
Employees	1	14,539	13,741	12,729
Premises Related Expenses	2	4,592	5,012	5,083
Transport Related Expenses	3	207	206	195
Supplies & Services	4	6,410	5,588	5,671
Third Party Payments	5	40,548	42,602	41,433
Support Services recharges Other Departments		266	228	222
Central Departments		6,930	6,904	7,108
Depreciation (and impairment losses)	6	2,944	2,905	3,808
TOTAL EXPENDITURE		76,436	77,186	76,249
INCOME				
Government Grants		228	0	0
Other Grants, Reimbursements & Contributions	7	1,555	340	429
Customer & Client Receipts				
Fees & Charges	8	48,223	54,024	54,817
Rents (Other)	9	905	799	859
Interest		1	1	1
Recharges to other Business Groups		546	570	212
TOTAL INCOME		51,458	55,734	56,318
NET EXPENDITURE		24,978	21,452	19,931

Notes

- 1 £673,230 customer services budget and £121,670 strategy budget transferred to Corporate Services; £62,150 leisure budget transferred to Property Services. £185,000 budget reduction for management savings.
- 2 Inflation £102,270. Autoloo budget reduced by £25,000.
- 3 Town Hall car park pass budget reduced by £17,000 to reflect number of passes held.
- 4 Inflation £110,760. £150,000 has been added to the budget for the eArts Strategy. £125,000 budget reduction in support costs relating to declining Penalty Charge Notice (PCN) numbers. Pay and Display rationalisation has reduced budget by £80,000. Review of Transportation and Highways general costs has reduced budget by £80,000. The plastic sacks purchase budget reduced by £75,000 to reflect lower distribution.
- 5 Inflation £701,830. Highways planned maintenance budgets have been reduced by £900,000; York stone footway budget of £500,000 has been removed from programme; cleansing contract renegotiations have reduced the budget by £336,000; sports centre contract renegotiation has reduced the budget by £160,000. Additional cleansing and enforcement for Exhibition Road has added £175,000 to the budget.
- 6 The increase reflects the capital expenditure on Albert Bridge and Exhibition Road.
- 7 Opera Holland Park grants and contributions budget increased by £88,000.
- 8 Inflation £542,920. Increased income has added £500,000 to the parking suspension budget, £200,000 to the cemeteries budget, £150,000 to the Kensington Town Hall car park budget, £150,000 to the streetworks and permits budget and £100,000 to the car club permits budget. PCN income budgets reduced by a net £750,000 comprising of £1,350,000 reduction for budget realignment and addition of £600,000 for price increase.
- 9 Young Street car park rent increased by £50,000.

ENVIRONMENT, LEISURE AND RESIDENTS' SERVICES/TRANSPORT AND TECHNICAL SERVICES

Service Summary

Service	2010-11 Actual			2011-12 Budget			2012-13 Budget			Responsible Officer
	Spend £'000	Income £'000	Net £'000	Spend £'000	Income £'000	Net £'000	Spend £'000	Income £'000	Net £'000	
Cabinet Member for Transportation, Environment and Leisure										
<u>Environment, Leisure and Residents' Services</u>										
Waste Management and Street Enforcement										
Operations - Cleansing	13,517	146	13,371	13,945	147	13,798	13,666	156	13,510	DCGC
Commercial Waste and Revenue Services	2,566	4,697	-2,131	2,579	4,817	-2,238	2,735	5,008	-2,273	DCGC
Waste Disposal	9,206	66	9,140	10,923	77	10,846	10,931	55	10,876	DCGC
Recycling	2,418	87	2,331	2,515	15	2,500	2,399	16	2,383	DCGC
Regulation of Street Trading	812	808	4	808	808	0	843	843	0	DCGC
Traders Stores and Market Development	179	188	-9	185	187	-2	224	196	28	DCGC
CCTV	340	1	339	337	0	337	366	0	366	DCGC
Leisure and Parks										
Sports Centres	1,239	282	957	1,167	151	1,016	1,005	154	851	DCGC
Parks and Open Spaces	3,454	154	3,300	3,588	149	3,439	3,660	158	3,502	DCGC
Cemeteries	696	786	-90	744	774	-30	721	977	-256	DCGC
Culture										
Arts Development and Support	721	61	660	488	0	488	674	0	674	DCGC
Holland Park Theatre	3,073	2,152	921	2,915	2,218	697	3,163	2,462	701	DCGC
Museums and Galleries	1,139	419	720	1,054	292	762	1,104	322	782	DCGC
Carnival, Filming and Events	876	217	659	823	252	571	917	261	656	DCGC
Safer Neighbourhoods										
Environmental Strategy	463	1	462	391	0	391	396	0	396	DSN
Parks Police	846	49	797	783	62	721	794	65	729	DSN
Total Environment, Leisure and Residents' Services	41,545	10,114	31,431	43,245	9,949	33,296	43,598	10,673	32,925	

ENVIRONMENT, LEISURE AND RESIDENTS' SERVICES/TRANSPORT AND TECHNICAL SERVICES

Service Summary

Service	2010-11 Actual			2011-12 Budget			2012-13 Budget			Responsible Officer
	Spend £'000	Income £'000	Net £'000	Spend £'000	Income £'000	Net £'000	Spend £'000	Income £'000	Net £'000	
Transport and Technical Services										
Transportation and Highways										
Highway Maintenance	9,396	1,172	8,224	8,839	961	7,878	7,729	959	6,770	DTH
Public Lighting	2,374	64	2,310	2,382	42	2,340	2,445	42	2,403	DTH
Rechargeable and Other Street Works	811	1,222	-411	837	693	144	832	828	4	DTH
Projects - Traffic Section	2,684	147	2,537	2,777	55	2,722	3,320	56	3,264	DTH
Transportation and Road Safety	1,790	997	793	955	111	844	999	115	884	DTH
Parking										
Car Parking Off-Street	1,045	1,558	-513	1,059	1,465	-406	1,036	1,603	-567	PO
Car Parking On-Street	14,729	34,935	-20,206	15,071	41,398	-26,327	14,641	41,313	-26,672	PO
Environmental Health										
Licensing	1,104	720	384	1,102	643	459	1,074	648	426	DEH
Total Transport and Technical Services	33,933	40,815	-6,882	33,022	45,368	-12,346	32,076	45,564	-13,488	
Single Borough Services										
2012 Olympics	191	6	185	233	0	233	243	0	243	ACE
Leisure	75,669	50,935	24,734	76,500	55,317	21,183	75,917	56,237	19,680	
Corporate and Democratic Core	244	0	244	269	0	269	251	0	251	
Adjustment for Recharged Services Income and Internal Recharges	523	523	0	417	417	0	81	81	0	
TOTAL	76,436	51,458	24,978	77,186	55,734	21,452	76,249	56,318	19,931	
FULLY RECHARGED SERVICES										
Executive	1,712	4	1,708	1,711	0	1,711	1,632	0	1,632	DELRS
ELRS Management and Administration	2,930	503	2,427	3,028	523	2,505	2,163	3	2,160	DCGC
Contracts & Enforcement Support	2,098	98	2,000	2,098	65	2,033	1,980	65	1,915	DCGC
Transportation and Highways Administration	1,355	75	1,280	1,361	0	1,361	1,181	2	1,179	DTH
FULLY RECHARGED	8,095	680	7,415	8,198	588	7,610	6,956	70	6,886	

CORPORATE SERVICES
REVENUE BUDGET 2012-2013

CORPORATE SERVICES – Support Services

Summary of Changes

	£'000
ORIGINAL BUDGET 2011-12	46,189
Price Variations - Service or Business Group	300
Price Variations - Central Support Services	111
INFLATION	411
Shared Head of Financial Services Post with the London Borough of Hammersmith and Fulham	-55
Deletion of part-time administrator post	-13
Deletion of Head of Resource Utilisation post (part year only)	-7
Deletion of four posts in Financial Services	-88
Deletion of Principal Auditor post	-55
Reduced support budget for the Risk Management Board	-10
Reduced number of Customer Service Advisors	-171
Termination of redundant software licences	-10
Cancel software licence and support contract for legacy database management software	-10
Reduced landline to mobile call costs	-6
Replacement email to text messaging system	-10
Replace existing telephony channels with a cloud-based solution	-9
Reduced costs of transporting IT equipment around the Royal Borough	-10
Deletion of one Telephone Management post	-55
Replacement of network contracts	-60
Renew contract for network connection between data centres	-5
Renew contracts for Internet access	-25
Audit and remove unused landline telephone lines and services	-4
Deletion of one Business Analyst post	-46
Deletion of one Information Security post	-46
Deletion of one Service Desk post	-42
Voltage optimisation at Chelsea Old Town Hall, Pembroke Road Council Offices and Kensington Town Hall	-7
Reduction in energy usage as a result of site decommissioning	-62
Installation of solar photo-voltaic cells at Kensington Town Hall	-6
Renewed energy consultancy contract	-7
Reduced number of monochrome high volume production printers	-15
Centralised stationery management	-12
The use of an alternative mail provider for the provision of Down Stream Access (DSA) into Royal Mail for last mile delivery.	-10
Efficiencies in delivery of mailroom service	-20
General cleansing efficiencies at corporate offices	-9
Review of corporate wide cleaning contract	-68
Re-procurement of security contract	-52
Re-procurement of the Multi-Functional Device (MFD) contract	-11

continued

CORPORATE SERVICES – Support Services

Summary of Changes - continued

Rationalisation and renegotiation of more than 150 planned maintenance contracts	-40
Reduced improvement works and office improvement budgets for Chelsea Old Town Hall, Kensington Town Hall and other Corporate Offices	-250
Installation of energy efficient lighting	-17
Closure of properties deemed surplus to service requirements	-51
Reduction in planned maintenance	-72
Reduced property maintenance budgets	-116
Reduction in planned maintenance	-210
Reduced staff costs resulting from centralisation of property services	-357
Deletion of vacant solicitor post	-60
Reduction in Counsels' Fees budget	-40
Deletion of Employment Solicitor post	-30
Reduced staff costs resulting from the establishment of the Integrated Planning Team	-30
Deletion of one administrator post in the Council / Scrutiny Team (part year only)	-4
Savings on supplies and services from Governance Services	-24
Reduce the number of editions of "The Royal Borough" newspaper by two	-32
Deletion of management post in Human Resources	-45
Deletion of senior management post in Human Resources	-73
Deletion of senior management post in Human Resources	-102
SAVINGS	-2,569
Council-wide Carbon Reduction Commitment	262
Cost of salary protection resulting from Property centralisation	65
Outplacement support for staff affected by redundancy	50
Transfer of property maintenance budgets into revenue	964
Business Rates increases driven by the revaluation coming through in tranches	392
GROWTH	1,733
Central support charges change	3,941
Transfers of budget internally	166
Depreciation change	113
Change in current service pension liability cost (IAS19)	-123
OTHER	4,097
FORECAST BUDGET 2012-13	49,861

CORPORATE SERVICES - Central Services

Summary of Changes

	£'000
ORIGINAL BUDGET 2011-12	18,309
Price Variations - Service or Business Group	119
Price Variations - Central Support Services	81
INFLATION	200
Reduced landline to mobile call costs	-1
Replace existing telephony channels with a cloud-based solution	-1
Audit and remove unused landline telephone lines and services	-1
Charge customers the bank-charges arising from using credit cards	-12
Deletion of four Benefits posts (known departures)	-137
Deletion of Benefits posts toward end of 2012-13 (impact of benefits rules changes)	-39
Reduced staff levels from efficiencies and greater automation	-78
National Non-Domestic Rates (NDR) court cost income	-30
Incremental investment property income	-100
Expenses recovery from tenants	-50
Income from new property developments	-22
Income from former operational properties	-150
Savings on supplies and services from Members and Mayor's Office	-13
Reorganisation of Mayor's Office	-15
Deletion of Voluntary Sector Manager post	-39
Cease payment to Westway Development Trust for sports facilities	-119
Tri-Borough saving from sharing the Chief Executive post with the London Borough of Hammersmith and Fulham	-140
Deletion of Assistant Personal Assistant to the Town Clerk and Chief Executive post	-31
Reduction in Councillors' allowances, training and computer budgets	-13
Savings on Police Community Support Officers (PCSOs) budget	-46
Reduced grant funding for voluntary organisations	-40
Reduction of Registrar post	-40
Increased income from General Services	-20
SAVINGS	-1,137
Increased National Non Domestic Rates for vacant properties	42
Consultant and contractor costs (required to generate income)	45
Loss of rental income on Young Street	90
City Living Local Life Initiative (ward budgets)	40
Target Hardening Programme (to help protect residents from burglary)	40
GROWTH	257
Central support charges change	-858
Transfers of budget internally	999
Depreciation change	46
Change in current service pension liability cost (IAS19)	-59
OTHER	128
FORECAST BUDGET 2012-13	17,757

CORPORATE SERVICES

Subjective Summary

Item	Notes	<i>2010-11 Actual</i>	<i>2011-12 Budget</i>	<i>2012-13 Budget</i>
		<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
EXPENDITURE				
Employees		36,412	32,160	32,626
Premises Related Expenses	1	5,897	6,816	9,071
Transport Related Expenses		93	172	127
Supplies & Services	1	11,148	10,565	11,252
Third Party Payments		6,425	6,133	6,418
Transfer Payments		163,956	164,766	164,766
Support Services recharges Other Departments				
Central Departments	1	23,055	22,426	25,293
Depreciation (and impairment losses)		2,154	2,131	2,290
TOTAL EXPENDITURE		249,140	245,169	251,843
INCOME				
Government Grants		167,029	166,693	166,189
Other Grants, Reimbursements & Contributions		373	338	374
Customer & Client Receipts	2	13,234	12,528	16,803
Recharges to other Business Groups		47,565	47,301	50,720
TOTAL INCOME		228,201	226,860	234,086
NET EXPENDITURE		20,939	18,309	17,757

Notes

- 1 The 2012-13 budget reflects the centralisation of Property Services, including centralisation of stationery, photocopier rental and postage budgets.
- 2 Legal services budgets have been devolved to respective service areas and the increase in income budgets in 2012-13 reflects the charging back to those 'client' service areas. These budgets were previously treated as Central Support Recharges.
- 3 For 2012-13 the increase in Central Departments' recharges to other departments reflects the centralisation of Property Services and the devolution of Legal Services budgets.

CORPORATE SERVICES – Support Services

Service Summary

Service	2010-11 Actual			2011-12 Budget			2012-13 Budget			Responsible Officer
	Spend £'000	Income £'000	Net £'000	Spend £'000	Income £'000	Net £'000	Spend £'000	Income £'000	Net £'000	
SUPPORT SERVICES										
Cabinet Member for Finance and Information Systems										
Financial Services, Audit and Customer Services	11,731	415	11,316	11,793	338	11,455	11,818	375	11,443	TCEDF HISD
Information Systems	8,945	574	8,371	8,492	544	7,948	8,497	547	7,950	
Total Cabinet Member for Finance and Information Systems	20,676	989	19,687	20,285	882	19,403	20,315	922	19,393	
Cabinet Member for Housing and Property										
Property Services	17,967	1,554	16,413	17,697	1,581	16,116	25,269	2,302	22,967	DP
Total Cabinet Member for Housing and Property	17,967	1,554	16,413	17,697	1,581	16,116	25,269	2,302	22,967	
Cabinet Member for Civil Society										
Human Resources	5,919	670	5,249	5,592	703	4,889	5,473	703	4,770	DHRGS DHRGS DSSI BBDLS
General Services	731	14	717	570	0	570	445	0	445	
Governance	1,578	43	1,535	1,613	42	1,571	1,623	32	1,591	
Legal Services	3,347	899	2,448	3,529	610	2,919	3,238	3,238	0	
Total Cabinet Member for Civil Society	11,575	1,626	9,949	11,304	1,355	9,949	10,779	3,973	6,806	
Leader of the Council										
Media and Communications	721	11	710	731	12	719	707	12	695	HMC
Total Leader of the Council	721	11	710	731	12	719	707	12	695	
RECHARGED	50,939	4,180	46,759	50,017	3,830	46,187	57,070	7,209	49,861	

CORPORATE SERVICES – Central Services

Service Summary

Service	2010-11 Actual			2011-12 Budget			2012-13 Budget			Responsible Officer
	Spend £'000	Income £'000	Net £'000	Spend £'000	Income £'000	Net £'000	Spend £'000	Income £'000	Net £'000	
Cabinet Member for Civil Society										
Services to the Public - Registrars, Electoral Services	2,312	904	1,408	1,615	581	1,034	1,941	824	1,117	DHRGS
Civic Ceremonial	713	0	713	737	0	737	700	0	700	DSSI
Total Cabinet Member for Corporate Services	3,025	904	2,121	2,352	581	1,771	2,641	824	1,817	
Cabinet Member for Finance and Information Systems										
Housing and Council Tax Benefits	170,115	167,481	2,634	170,397	167,097	3,300	170,036	166,890	3,146	HCSR
Local Taxation Administration	3,919	1,576	2,343	3,754	1,461	2,293	3,684	1,491	2,193	HCSR
Corporate Anti Fraud Team	838	21	817	760	41	719	837	41	796	TCEDF
Cashiers Contract	421	450	-29	450	440	10	433	440	-7	HCSR
Commercial Property Lettings	1,134	3,836	-2,702	948	4,353	-3,405	1,215	4,769	-3,554	TCEDF
Total Cabinet Member for Finance and Information Systems	176,427	173,364	3,063	176,309	173,392	2,917	176,205	173,631	2,574	
Cabinet Member for Civil Society										
Community Engagement, Service Improvement, Public Consultation	2,159	10	2,149	2,090	1	2,089	2,216	1	2,215	DSSI
Economic Regeneration and Westway Development Trust	700	798	-98	601	215	386	454	215	239	DSSI
Voluntary Sector Support	3,127	136	2,991	2,841	131	2,710	2,851	131	2,720	DSSI
Community Safety and Drugs Intervention Programme	4,044	1,219	2,825	3,927	1,377	2,550	3,813	1,116	2,697	DSSI
Total Cabinet Member for Civil Society	10,030	2,163	7,867	9,459	1,724	7,735	9,334	1,463	7,871	
Non Distributed Costs	2,067	0	2,067	727	0	727	1,197	195	1,002	
Corporate and Democratic Core	6,652	23	6,629	6,305	31	6,274	5,396	45	5,351	
TOTAL CORPORATE SERVICES (before Recharges)	249,140	180,634	68,506	245,169	179,558	65,611	251,843	183,367	68,476	
Support Service Recharges	0	46,761	-46,761	0	46,434	-46,434	0	49,943	-49,943	
Departmental Recharges	0	806	-806	0	868	-868	0	776	-776	
TOTAL CORPORATE SERVICES	249,140	228,201	20,939	245,169	226,860	18,309	251,843	234,086	17,757	