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**REVENUE BUDGET 2013-14**

**Presented to the Council  
6<sup>th</sup> March 2013**

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COUNCILLOR SIR MERRICK COCKELL  
Leader of the Council

NICHOLAS HOLGATE  
Town Clerk and Executive Director  
of Finance



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**THE ROYAL BOROUGH OF KENSINGTON AND CHELSEA****Meeting of the Council – 6 March 2013****Item 6 – Submissions from the Cabinet**

The following budget, plans and strategies were considered by the Cabinet at its meeting on 21 February 2013 and are now submitted to full Council for approval and adoption.

**1. BUDGET PROPOSALS 2013-14**

- 1.1 The attached report presents the Cabinet's budget proposals for 2013-14 and sets out its broad approach to revenue budgeting, Council Tax and the capital programme to 2015-16.
- 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 Council's budget proposals for 2013-14 and approve its publication.

**FOR DECISION**

**2. REVENUE BUDGET AND COUNCIL TAX 2013-14****2.1 SUMMARY**

2.1.1 This paper sets out the following recommendations to Council on 6 March 2013:

- A Council Tax freeze for the Royal Borough for 2013-14 at the rate first set in 2009-10.
- Net budget savings totalling £14 million (£10 million in 2013-14 and £4 million from 2012-13) and increased income from changes to Council Tax discounts of £2 million, meeting funding reductions of over £10 million, inflation and cost pressures of £4 million and a contribution to one-off costs and future year savings targets of £2.5 million.

## 2.2 RECOMMENDATIONS

- (a) The Council is recommended
- (i) to approve the estimates for submission to Council as summarised in the **Revenue Budget Book 2013-14 (pages 13-62)**
  - (ii) to approve the Medium Term Financial Strategy as set out in the **Revenue Budget Book 2013-14 (page 1)**;
  - (iii) to approve the Reserves Policy as set out in the **Revenue Budget Book 2013-14 (page 2)** including holding a minimum balance of £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 2015-16;
- (b) The Council is recommended, in accordance with the Local Government Finance Act 1992, to:
- 1) Note that on 23 January 2013 the Council calculated its Council Tax Base for the year 2013-14:
    - i) for the whole Council area as **90,831** in accordance with the relevant regulations; and
    - ii) as set out in column 3 of **page 10 of the Revenue Budget Book (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 2013-14 in accordance with Sections 31A, 31B and 34 to 36 of the Act:
    - i) **£631.173 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) **£560.090 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) **£71.083 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) **£1,265,154** being the aggregate amount of the special items under Section 35 of the Act for the purposes of Section 34 of the Act;
  - vi) **£768.65** 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 2013-14 (Garden Square special expenses)** 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 2013-14 (Royal Borough of Kensington and Chelsea Council Tax)** sets out the amounts of Council Tax for 2013-14 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 2013-14, 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:

<b>Valuation Band</b>	<b>Greater London Authority</b>
<b>Band</b>	<b>£</b>
A	202.00
B	235.67
C	269.33
D	303.00
E	370.33
F	437.67
G	505.00
H	606.00

- 5) Agree that the Council, in accordance with Sections 30 and 36 of the Act, hereby sets the aggregate amounts of Council Tax for 2013-14 for each part of its area and for each of the categories of dwellings as shown on **page 12 of the Revenue Budget Book 2013-14 (Total Council Tax)**.

## **2.3 REASONS FOR THE DECISION**

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

## **2.4 BACKGROUND**

- 2.4.1 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);
- follows consultation with the Scrutiny Committees and others on the proposed 2013-14 Council and service budgets (set out in the **Revenue Budget Book**); and
- takes into account Council's agreement to the Council Tax base on 23 January 2013.

- 2.4.2 These proposals were developed in the light of the Government's Spending Review 2010 as updated by the Chancellor's 2012 Autumn Statement.

- 2.4.3 The Council's allocation from the local government finance settlement for 2013-14, announced on 19 December 2012, is a cash reduction in Government support of £8.5 million. This is 2.2 per cent of the revenue budget of £394 million for 2012-13 but 3.7 per cent of the Council's 'tractable' spending i.e. setting aside spending through Dedicated Schools Grant and other items that cannot be adjusted in response to grant reductions.

- 2.4.4 The Government, as expected, has introduced a new local government funding system – the Business Rates Retention Scheme -under which local authorities share the potential risks and rewards of changes to future business rates yield.

## **2.5 PROPOSAL AND ISSUES**

- 2.5.1 The Council is proposing a Council Tax of £782.58 for 2013-14 (or £768.65 without Garden Square special expenses). If the proposal is accepted, the Council Tax will have been at the same level for five years (or frozen for four years).

2.5.2 The proposed gross revenue budget for 2013-14 is £420 million and net service spending budget is £178 million. The Council Tax requirement is £71 million. Please see **Table 1** below:

**Table 1 Budget and Council Tax**

	<b>2012-13</b>	<b>2013-14</b>
	<b>£m</b>	<b>£m</b>
Adult Social Care	63.150	62.574
Children's Services	40.462	45.078
Environment, Leisure and Residents' Services	33.222	36.309
Housing Services	11.569	13.793
Library, Archive and Heritage Services	6.200	6.145
Planning and Borough Development	5.149	4.751
Public Health	0.000	1.182
Transport and Technical Services	-7.662	-10.073
Corporate Services	18.086	18.537
Adult and Family Learning Services	0.126	0.149
<b>Total Service Costs</b>	<b>170.302</b>	<b>178.445</b>
Charges for Capital Assets and Financing	-8.375	-11.530
Pension Fund Liabilities	2.216	3.306
Contingencies and Provisions	2.816	4.266
Interest	-0.500	-1.000
Levies	3.239	3.208
Capital Reserves	5.500	5.500
Revenue Reserves	5.617	4.287
Council Tax Freeze Grant	-1.947	-0.780
New Homes Bonus Grant	0.000	-1.095
Formula Grant	-100.880	0.000
Revenue Support Grant	0.000	-69.240
Retained Business Rates (local forecast)	0.000	-78.547
Business Rates Tariff (set by government)	0.000	34.395
Collection Fund Balance	0.034	-0.133
<b>Council Tax Requirement</b>	<b>78.022</b>	<b>71.083</b>
Council Tax Base	99,699	90,831
<b>Council Tax Per Band D with Garden Square levies</b>	<b>£782.58</b>	<b>£782.58</b>
Change Per Cent	0%	0%
<b>Council Tax Per Band D without Garden Square Levies</b>	<b>£769.00</b>	<b>£768.65</b>
Change Per Cent	0%	0%

2.5.3 The budget proposals produce a Royal Borough Council Tax freeze for 2013-14 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 as defined by the Government.

2.5.4 Garden Square special expenses raised through the Council Tax are counted as part of the Council's spending by the Government. The 2013-14 Garden Square levies total is £1.360 million compared to £1.354 million for 2012-13. Of this £1.265 million will be raised from local taxation as special expenses and the balance – the amount forecast that would previously have been funded from Council Tax Benefit – paid by the Council under the Council's scheme for localising Council Tax Support.

2.5.5 The 2013-14 budget and Council Tax changes are set out in **Table 2** below.

**Table 2 Budget and Council Tax Change**

	<b>£m</b>
Pay and price inflation	2.3
External cost pressures	1.5
2013-14 Savings	-10.1
2012-13 Savings	-4.0
New Council Tax Base Discounts	-2.3
Funding Change	8.5
Forecast local loss on business rates yield	1.9
Transfer to reserves	2.5
Financing and Other	-0.4
<b>Change Total</b>	<b>0.0</b>

- 2.5.6 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 future years. It also makes provision for future funding reductions and the risks associated with the business rates retention scheme.
- 2.5.7 Full details of 2013-14 service savings are set out in the [Budget Proposals 2013-14](#) report elsewhere on the agenda.
- 2.5.8 Detailed service budgets for operating expenditure are set out in the service estimates reports submitted to the Council as part of the Revenue Budget Book. This is summarised in **Table 1**. The **Revenue Budget Book** provides more detail.
- 2.5.9 The Greater London Authority Band D Council Tax figure for 2013-14 is £303.00, a one percent reduction on the level for 2012-13.
- 2.5.10 The Council's total Council Tax rates for each Band are shown in **Table 3** overleaf, which also shows the percentage of dwellings falling under each band. Band G is the most numerous.

**Table 3 Total Council Tax**

	<b>Royal Borough</b>	<b>Greater London Authority</b>	<b>Total</b>	<b>% of Dwellings in Band</b>
<b>Band</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>%</b>
A	512.43	202.00	714.43	2%
B	597.84	235.67	833.51	4%
C	683.24	269.33	952.57	11%
<b>D</b>	<b>768.65</b>	<b>303.00</b>	<b>1,071.65</b>	16%
E	939.46	370.33	1,309.79	15%
F	1,110.27	437.67	1,547.94	14%
G	1,281.08	505.00	1,786.08	22%
H	1,537.30	606.00	2,143.30	17%

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

### **Local Budget Planning Context**

2.5.12 The Council planned for a minimum of £8.7 million of net savings for 2013-14 in order to deliver a Council Tax freeze for 2013-14. This was driven by forecast 2013-14 grant losses and net increased costs<sup>1</sup>. This budget proposes net savings of around £14 million, which includes the release of £4 million of additional savings made in 2012-13.

2.5.13 The savings delivered and planned to date since 2010-11 total £46 million with only a small proportion – less than 10 per cent - involving reductions in services. Details of these can be found in the [Budget Proposals 2013-14](#) report elsewhere on the agenda.

2.5.14 The Council is planning to deliver tri- and bi- borough savings from collaborative working with the London Borough of Hammersmith & Fulham and the City of Westminster of over £3 million in 2013-14 and substantially more in future years.

2.5.15 As reported to November Cabinet, the Government has offered another allocation of Council Tax Freeze Grant to authorities who freeze their 2013-14 Council Tax. The Council should be eligible for this grant.

2.5.16 A full list of the grant allocations included in the 2013-14 budget is set out in the **Revenue Budget Book, page 8**.

2.5.17 The 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 forecasts confirm that there will be further funding reductions for local government in future years.

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<sup>1</sup> As set out in paragraph 2.2 of the 15 November 2012 Cabinet report [Medium Term Planning Budget and Service Prospects](#).

## The Council's Policies

- 2.5.18 The core financial policies are the Council's Medium Term Financial Strategy and the Reserves Policy detailed in the Revenue Budget Book. These remain unchanged from 2012-13.
- 2.5.19 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.
- 2.5.20 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 2015-16<sup>2</sup>. Current forecast spending plans deliver this. There is no unsustainable use of reserves to meet recurring spending.
- 2.5.21 As part of this year's financial forecasting, reserves held have been reviewed and their purpose reconfirmed or revised. The forecast for reserve balances for the next three years is set out at the Revenue Budget Book, page 9.
- 2.5.22 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.
- 2.5.23 The Council holds a central contingency budget for in-year budget risks. The contingency available for release is around £4 million but this includes funding of over £1.3 million for pay and price inflation yet to be confirmed.

## 2.6 OPTIONS AND ANALYSIS

- 2.6.1 The Cabinet may amend the proposed revenue budget and Council Tax as set out in paragraph 5. The revenue budget and Council Tax are set in the context of future budget and funding risks and a three year financial forecast.

### Budget and Funding Risks

- 2.6.2 Other issues for 2013-14 and beyond include:
- **Local authority funding for future years:** this is clearly a key risk. The indicative figures for 2014-15 issued by Government show a cash grant loss of at least 10 per cent, excluding the local impact of any changes in the business rate yield.

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<sup>2</sup> This is confirmed within the Capital Programme 2013-14 to 2015-16 Appendix 4 'Capital Programme Funding' elsewhere on the Cabinet agenda.

- **Funding of transfers of functions from central to local government:** notably public health and Council Tax Benefit. The latter - re-named Council Tax Support – is forecast to cost about £1 million for 2013-14. Public health responsibility transfers assume that no additional financial burden falls on the Council.
- **Exit costs to deliver service reductions:** there will be unavoidable costs associated with budget reductions and tri- and bi-borough restructuring, including 'spend to save' costs and redundancy payments. The Council has reserves that it can release for such one-off spending.
- **External cost pressures:** include the increasing costs of the Freedom Pass, the increase in the Western Riverside Waste Authority levy and the increase in National Non Domestic Rate costs for the Council's properties caused by the 2010 revaluation and annual indexation.
- **Practical operating opportunities and risks:** the Council should be able to earn more rent – revenue income – from its property portfolio in coming years. On the other hand, the Government's changes to housing benefit are resulting in an increase in the number of homeless households, which will add further pressure to the budget for temporary accommodation. The cap on total benefits to be introduced in 2013 will exacerbate this, as will the introduction of the Government's Universal Credit from October 2013 (replacing the existing system of benefits). This is not included in the forecast and there are earmarked reserves available to phase in the impact.
- **Changes to the Local Government Pension Scheme:** the new scheme may reduce employers' pension contributions and the Council's one-off payment into the fund in 2012 should enable it to reduce the annual payment made towards eliminating the deficit in the fund for past service (based on the assumption that the pension fund earns a higher rate of return over the long term compared to cash investments). A forecast £2 million saving is assumed for 2014-15. Auto-enrolment into the Local Government Pension Scheme is a requirement for the Council from May 2013 but the Council is permitted to and is choosing to defer this until 2017. Deferring full implementation does not mitigate all costs.

### **Three Year Financial Forecast**

2.6.3 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 speculative. This is set out in **Table 4** below 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
	2014-15	2015-16	2016-17
<b>Council Tax Requirement</b>	71.1	71.1	71.1
<b>Inflation</b>	3.9	4.9	5.0
<b>External Cost Pressures</b>	1.4	1.4	1.4
<b>Contingency</b>	0.0	0.0	0.0
<b>Pension Fund Liabilities</b>	0.0	0.0	0.0
<b>Financing Costs</b>	0.0	-0.3	0.0
<b>Interest Received</b>	-0.2	-0.7	-0.1
<b>Movement on Reserves</b>	-4.3	0.0	0.0
<b>Government Funding</b>	11.5	5.1	4.8
<b>Council Tax Freeze Grant</b>	0.0	0.7	0.0
<b>New Homes Bonus Grant</b>	-0.2	-0.2	-0.2
<b>Pension Fund Costs Reducing</b>	-2.0	0.0	0.0
<b>Additional Property Income</b>	0.0	-1.0	-1.0
<b>Forecast Savings Required</b>	<b>-10</b>	<b>-10</b>	<b>-10</b>
<b>Council Tax Requirement</b>	<b>71.1</b>	<b>71.1</b>	<b>71.1</b>
<b>Council Tax Base</b>	90,800	90,800	90,800
<b>Council Tax Per Band D</b>	£782.58	£782.58	£782.58
Change in Council Tax £	£0	£0	£0
<b>Change in Council Tax %</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>

2.6.4 The forecast has the following key assumptions:

- Increased pay and price inflation (an estimated 1-2 per cent for all costs).
- Limited unavoidable cost pressures which are mainly forecast increases in Freedom Pass and waste disposals costs.
- Grant funding losses of 20 per cent in cash terms and 28 per cent in real terms from 2014-15 to 2016-17.
- Any additional fall out of the remaining ring-fenced, specific grants will be contained within the service budgets.

## **2.7 CONSULTATION**

- 2.7.1 The Council has again consulted residents via the annual Residents' Panel Council Tax survey and the summary results were reported to Cabinet on 15 November 2012<sup>3</sup>.
- 2.7.2 There was a relatively low response rate compared to previous year's surveys (250 replies in 2012, 367 replies in 2011, 468 in 2010, 647 in 2009, 489 in 2008 and 462 in 2007).

## **2.8 EQUALITY IMPLICATIONS**

- 2.8.1 The equalities impact of specific budget proposals have been considered in January 2013 alongside the detailed 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 service as part of the final decision-making and implementation process.

## **2.9 LEGAL IMPLICATIONS**

- 2.9.1 The Council is required to set a balanced budget. The budget as proposed is balanced.
- 2.9.2 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.
- 2.9.3 I am satisfied that the budget calculations are robust and that the budget takes account of liabilities and financial risks, but in particular it assumes that the Council will not rely on withdrawals from reserves to meet recurrent revenue commitments.
- 2.9.4 I consider that current levels of unallocated reserves remain strong and contribute to the Council's sound financial position, reflected in Standard & Poor's AAA credit rating for the Council<sup>4</sup>. For a full picture of forecast reserves levels, this report needs to be read alongside the Capital Programme report elsewhere on this agenda and the **Revenue Budget Book, page 9**.

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<sup>3</sup> As set out in Appendix 1 of the 15 November 2012 Cabinet report [Medium Term Planning Budget and Service Prospects](#).

<sup>4</sup> This is correct at 25 February 2013.

- 2.9.5 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 Council Tax for 2013-14. This is subject to final confirmation by the Government.
- 2.9.6 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 from 2012-13 onwards. For 2013-14, the referendum threshold is two per cent. The government creates its own notional Council Tax for this purpose. Depending on the changes in the levies (also as defined by government) the Council should be within the threshold change.

## **2.10 FINANCIAL AND RESOURCES IMPLICATIONS**

2.10.1 These are addressed throughout the report.

NICHOLAS HOLGATE  
**TOWN CLERK AND EXECUTIVE DIRECTOR OF FINANCE**

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

2013-14 budget files

Local Government Finance Settlement (grant notification for 2013-14). Details can be found at:

<http://www.local.odpm.gov.uk/finance/1314/grant.htm> and

Council Tax Consultation 2013-14 – please see Appendix 1 of Medium Term budget and Service Prospects report to Cabinet 15 November 2012.

Council Tax Base 2013-14 – approved by Council 23 January 2013.

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**REVENUE BUDGET 2013-14**

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## 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 2013-14 to 2015-16* report to Cabinet on the 21 February 2013.
- **Car Parking Reserve** – projections of the use and balances on this reserve are contained in the *Capital Programme 2013-14 to 2015-16* report to Cabinet on the 21 February 2013. Originally the reserve could only be used to fund spending on statutorily defined purposes directly related to transport. The Traffic Management Act 2004 extended the powers to include highways maintenance and environmental improvements. The planned drawdown and maximum eligible expenditure for funding in 2013-14 is shown in the table overleaf.

<b>Service or Purpose</b>	<b>2013-14 Budget £'000</b>
<b>Revenue</b>	
Schools and Youth (permits, Special Needs Transport, transport)	1,719
Social services (concessionary fares, Taxicard, welfare transport)	10,981
Street trees	374
Transport and Highways	10,244
Parks and open spaces	3,474
Street cleaning	8,196
<b>Total Revenue</b>	<b>34,988</b>
Less contribution from Car Parking Reserve	-26,000
<b>Balance met from Council Tax budget</b>	<b>8,988</b>
<b>Capital</b>	
Eligible schemes	<b>1,707</b>
Less contribution from Car Parking Reserve	-1,707
<b>Balance met from Council Tax budget</b>	<b>0</b>

### **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 Business Rates Retention scheme. 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 is required for the release of reserves (unless already agreed by Council or Cabinet) under the Council's constitution<sup>5</sup>.
12. The following matters apply to individual reserves:

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<sup>5</sup> Part Four D Financial Procedure Rules, paragraphs 2.20 – 2.21.  
[Royal Borough of Kensington and Chelsea Constitution](#)

- 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 requirement<sup>6</sup>.
- The Capital Expenditure Reserve is applied to meet future investment plans and is available either to fund investment directly or to support other financing costs. The reserve can also be used for preliminary costs of capital schemes e.g. feasibility.
- The Car Parking Reserve will be applied to purposes for which there are specific statutory powers. This is broadly defined as transport and environmental improvements (the latter as defined in the Traffic Management Act 2004).
- The revenue and capital expenditure plans in the budget for 2013-14 to 2015-16 ensure that each of the Capital Expenditure Reserve and the Car Parking Reserve will not fall below £15 million by the end of 2015-16 and that if the figure falls below £20 million for either reserve this should be a trigger for review.

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<sup>6</sup> This is amended for 2012-13 onwards to reflect the fact that the Localism Bill has effectively removed the requirement to calculate a budget requirement. The minimum working balance is now based on the Council Tax Requirement. The current working balance of £10 million is 14 per cent of the 2013-14 Council Tax Requirement of £71.083 million.

## REVENUE BUDGET SUMMARY

DESCRIPTION	Budget 2012-13	Forecast Outturn 2012-13	Budget 2013-14	% Change
<b>Service Budgets</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	
Adult Social Care	63,150	57,147	62,574	
Children's Services	40,462	39,222	45,078	
Environment, Leisure and Residents' Services	33,222	32,667	36,309	
Housing Services	11,569	10,727	13,793	
Library, Archive and Heritage Services	6,200	6,100	6,145	
Planning and Borough Development	5,149	4,846	4,751	
Public Health	0	0	1,182	
Transport and Technical Services	(7,662)	(9,411)	(10,073)	
Corporate Services	18,086	17,453	18,537	
Adult and Family Learning Services	126	126	149	
<b>Service Budgets Total</b>	<b>170,302</b>	<b>158,877</b>	<b>178,445</b>	<b>4.8%</b>
Contingency and central budgets	2,816	2,816	4,266	
<b>Net Cost of Services</b>	<b>173,118</b>	<b>161,693</b>	<b>182,711</b>	
External Interest	56	56	56	
Pension Fund Liabilities	2,216	2,216	3,306	
Interest and Investment Income	(500)	(500)	(1,000)	
<b>Net Operating Expenditure</b>	<b>174,890</b>	<b>163,465</b>	<b>185,073</b>	<b>5.8%</b>
<b>Transfers to(+) / from(-) reserves:-</b>				
Capital Adjustment Account	(8,431)	(8,431)	(11,586)	
Transfer to Capital Reserves	5,500	5,500	5,500	
Transfer to Revenue Reserves	5,617	17,042	4,287	
<b>TOTAL EXCLUDING LEVIES</b>	<b>177,576</b>	<b>177,576</b>	<b>183,274</b>	<b>3.2%</b>
<b>Levies</b>				
London Boroughs Grants Scheme	249	249	174	-30.3%
Environment Agency	195	195	213	9.4%
London Pensions Fund Authority	1,441	1,441	1,556	8.0%
Garden Square special expenses	1,354	1,354	1,265	-6.6%
<b>Total Levies</b>	<b>3,239</b>	<b>3,239</b>	<b>3,208</b>	<b>-0.9%</b>
<b>TOTAL ROYAL BOROUGH EXPENDITURE</b>	<b>180,815</b>	<b>180,815</b>	<b>186,483</b>	<b>3.1%</b>
Council Tax Freeze Grant	(1,947)	(1,947)	(780)	
New Homes Bonus Grant	0	0	(1,095)	
Business Rates Tariff (set by government)	0	0	34,395	
<b>BUDGET REQUIREMENT</b>	<b>178,868</b>	<b>178,868</b>	<b>219,002</b>	<b>22.4%</b>
<b>EXTERNAL FINANCE</b>				
Formula Grant	(100,880)	(100,880)	0	
Revenue Support Grant	0	0	(69,240)	
Retained Business Rates (local forecast)	0	0	(78,547)	
Collection Fund Surplus(-) / Deficit (+)	34	34	(133)	
<b>Total External Finance / Collection Fund</b>	<b>(100,846)</b>	<b>(100,846)</b>	<b>(147,920)</b>	<b>46.7%</b>
<b>RBKC COUNCIL TAX REQUIREMENT</b>	<b>78,022</b>	<b>78,022</b>	<b>71,083</b>	<b>-8.9%</b>
<b>PRECEPTS</b>				
Greater London Authority	30,580	30,580	27,522	-10.0%
<b>LOCAL TAX REQUIREMENT</b>	<b>108,602</b>	<b>108,602</b>	<b>98,605</b>	<b>-9.2%</b>
<b>TAX BASE - BAND D EQUIVALENTS</b>	<b>99,699</b>	<b>99,699</b>	<b>90,831</b>	<b>-8.9%</b>
<b>COUNCIL TAX - BAND D</b>	£	£	£	
Royal Borough (excluding Garden Square special expenses)	769.00	769.00	768.65	0.0%
Greater London Authority	306.72	306.72	303.00	-1.2%
<b>TOTAL BASIC COUNCIL TAX - BAND D</b>	<b>1,075.72</b>	<b>1,075.72</b>	<b>1,071.65</b>	<b>-0.4%</b>
Royal Borough (including Garden Square special expenses)	782.58	782.58	782.58	0.0%
Greater London Authority	306.72	306.72	303.00	-1.2%
<b>TOTAL BASIC COUNCIL TAX - BAND D</b>	<b>1,089.30</b>	<b>1,089.30</b>	<b>1,085.58</b>	<b>-0.3%</b>

## SERVICE SUBJECTIVE AND SERVICE BUDGET SUMMARIES

### WHOLE AUTHORITY

SUBJECTIVE ANALYSIS	2011-12 Actual £'000	2012-13 Budget £'000	2013-14 Budget £'000
<b>EXPENDITURE</b>			
Employees	110,183	106,754	102,494
Premises-related expenditure	21,931	17,326	17,492
Transport-related expenditure	855	725	791
Supplies and services	29,308	29,487	49,662
Third party payments	145,492	156,740	158,641
Transfer payments	166,277	164,398	171,255
Schools delegated budgets	72,765	74,433	74,372
Depreciation (and impairment losses)	11,086	9,905	13,033
<b>TOTAL EXPENDITURE</b>	<b>557,897</b>	<b>559,767</b>	<b>587,740</b>
<b>LESS INCOME</b>			
Government Grants	192,288	187,312	180,264
Dedicated Schools Grant	77,805	79,234	80,032
Other grants, reimbursements and contributions	39,369	35,009	59,528
Customer and client receipts	91,064	87,896	89,457
Interest	13	14	14
<b>TOTAL INCOME</b>	<b>400,539</b>	<b>389,465</b>	<b>409,295</b>
<b>NET EXPENDITURE</b>	<b>157,358</b>	<b>170,302</b>	<b>178,445</b>

SERVICE SUMMARY	2011-12 Actual			2012-13 Budget			2013-14 Budget		
	Gross Expenditure £'000	Income £'000	Net £'000	Gross Expenditure £'000	Income £'000	Net £'000	Gross Expenditure £'000	Income £'000	Net £'000
Adult Social Care	76,560	21,605	54,955	83,126	19,976	63,150	79,591	17,017	62,574
Childrens' Services	157,640	118,771	38,869	151,590	111,128	40,462	148,341	103,263	45,078
Environment, Leisure and Resident Services	44,478	12,158	32,320	45,386	12,164	33,222	48,298	11,989	36,309
Housing Services	30,754	18,903	11,851	30,865	19,296	11,569	33,603	19,810	13,793
Libraries, Archive and Heritage Services	6,864	338	6,526	6,419	219	6,200	6,875	730	6,145
Planning and Borough Development	8,259	4,034	4,225	8,677	3,528	5,149	8,471	3,720	4,751
Public Health	0	0	0	0	0	0	21,892	20,710	1,182
Transport and Technical Services	39,690	48,389	-8,699	38,322	45,984	-7,662	37,515	47,588	-10,073
Corporate Services	251,677	234,497	17,180	252,296	234,210	18,086	256,559	238,022	18,537
Adults and Family Learning	1,523	1,392	131	1,400	1,274	126	1,427	1,278	149
<b>Total Service Group Expenditure</b>	<b>617,445</b>	<b>460,087</b>	<b>157,358</b>	<b>618,081</b>	<b>447,779</b>	<b>170,302</b>	<b>642,572</b>	<b>464,127</b>	<b>178,445</b>

## GOVERNMENT GRANTS

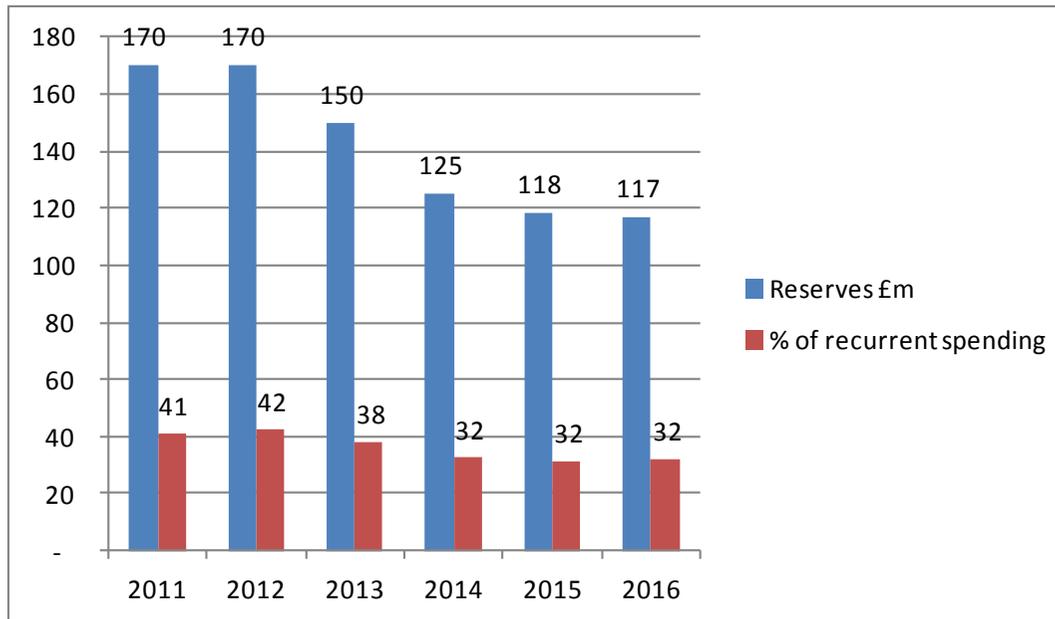
		2012-13 £'000	2013-14 £'000
Adult Social Care	Learning Disability and Health Reform Grant*	3,737	-
Children's	Dedicated Schools Grant	79,235	80,032
Children's	Early Intervention Grant*	7,392	
Children's	European Social Fund	-	106
Children's	Golden Hello	68	-
Children's	Leaving Care Grant	110	80
Children's	Music Education Grant	112	-
Children's	Music Hub	-	112
Children's	Nursery Milk Grant	40	-
Children's	Pupil Premium	1,413	1,414
Children's	Schools Devolved Formula Capital Grant	151	151
Children's	Unaccompanied Asylum Seeking Children's Grant	500	500
Children's	Young People's Learning Agency	4,382	4,309
Children's	Young People's Substance Misuse	68	68
Children's	Youth Justice Board	365	362
Housing	Homelessness Directorate Grant*	2,300	-
Planning and Borough	Neighbourhood Planning Grant	-	20
Adult and Family Learning	Skills Funding Agency	1,380	1,278
Corporate	Community Safety	20	20
Corporate	Drugs Intervention Programme	767	-
Corporate	Housing Benefits Administration	1,878	1,693
Corporate	National Non Domestic Rates Cost of Collection	663	670
<b>Grants held in service budgets</b>		<b>104,581</b>	<b>90,815</b>
	Formula Grant	100,880	0
	Revenue Support Grant	0	69,241
	Retained Business Rates (local forecast) net of tariff	0	44,152
	Council Tax Freeze Grant 2012-13	1,947	0
	Council Tax Freeze Grant 2013-14	0	711
	New Homes Bonus Grant	0	1,095
<b>Grants outside service budgets**</b>		<b>102,827</b>	<b>115,199</b>
<b>Total Budgeted Grant</b>		<b>207,408</b>	<b>206,014</b>

\*These grants have transferred into mainstream funding in full or part and are now part of the relevant services base budget.

\*\*These grants include the part funding for the Localisation of Council Tax Support which shows as a reduction in the tax base year-on-year.

## RESERVES AND BALANCES FORECAST (31 MARCH EACH YEAR)

This shows a snapshot of the actual and forecast reserve balances.  
All reserve releases are for one-off non-recurrent spending with the bulk for capital investment.  
It must be stressed that this is a forecast and as such is speculative and subject to change.



## GARDEN SQUARE LEVIES

ROYAL BOROUGH COUNCIL TAX - GARDEN SQUARES KENSINGTON IMPROVEMENT ACT 1851							
		(3)			(4)	(5)	(6)
(1)	(2)						
CODE	GARDEN SQUARE	BAND D EQUIVALENTS	GARDEN LEVY	LESS FORECAST COUNCIL TAX SUPPORT	GARDEN SPECIAL EXPENSES	GARDEN TAX BAND D	BAND D TAX INCL GARDEN
			£	£	£	£	£
900	Addison Gardens	127	36,000	2,247	33,753	266.40	1,035.05
901	Arundel Gardens/Ladbroke Gardens	251	39,500	3,415	36,085	143.65	912.30
902	Avondale Park Gardens	29	1,600	382	1,218	42.43	811.08
904	Barkston Gardens	245	35,490	731	34,759	142.05	910.70
906	Bina Gardens (West)	179	23,500	588	22,912	127.71	896.36
907	Bolton Gardens	114	38,000	443	37,557	330.31	1,098.96
908	Bramham Gardens	379	36,000	5,650	30,350	80.10	848.75
909	Brompton Square	172	19,000	85	18,915	109.71	878.36
912	Campden Hill Square	83	24,000	1,102	22,898	275.21	1,043.86
913	Campden House Court	213	26,600	25	26,575	124.82	893.47
914	Clarendon Road/Lansdowne Road	46	15,500	-	15,500	338.43	1,107.08
915	Collingham Gardens	185	28,000	431	27,569	149.27	917.92
916	Cornwall Gardens	627	45,000	1,228	43,772	69.82	838.47
917	Courtfield Gardens (East)	190	20,000	383	19,617	103.30	871.95
918	Courtfield Gardens (West)	418	60,000	2,718	57,282	137.17	905.82
921	Earls Court Square	280	25,000	959	24,041	85.89	854.54
922	Edwardes Square	234	56,500	966	55,534	237.43	1,006.08
925	Gledhow Gardens	251	50,000	3,385	46,615	185.57	954.22
928	Hereford Square	74	18,500	-	18,500	248.99	1,017.64
929	Holland Road/Russell Road	188	22,800	2,991	19,809	105.42	874.07
930	Hornton Street/Holland Street	107	12,000	264	11,736	109.27	877.92
933	Iverna Court	210	12,000	168	11,832	56.23	824.88
936	Kensington Square	117	15,000	2,693	12,307	105.28	873.93
939	Lexham Gardens	300	35,000	1,475	33,525	111.60	880.25
942	Moreton and Cresswell Gardens	100	16,800	-	16,800	167.50	936.15
944	NeVERN Square	287	34,000	5,252	28,748	100.24	868.89
945	Norland Square	173	24,000	660	23,340	135.23	903.88
948	Ovington Square	165	25,000	176	24,824	150.81	919.46
951	Pembroke Square	186	36,000	6,867	29,133	156.80	925.45
952	Philbeach Gardens	293	52,800	8,469	44,331	151.30	919.95
955	Royal Crescent	179	37,000	1,470	35,530	198.16	966.81
958	St James's Gardens	155	19,550	4,242	15,308	99.08	867.73
959	Stanley Crescent	180	38,000	4,163	33,837	187.67	956.32
960	Stanley Gardens (North)	117	30,000	1,704	28,296	242.05	1,010.70
961	Stanley Gardens (South)	158	43,040	7,553	35,487	224.89	993.54
962	Sunningdale Gardens	28	3,500	250	3,250	118.19	886.84
965	Wetherby Gardens	333	75,850	635	75,215	225.73	994.38
ROYAL BOROUGH COUNCIL TAX - GARDEN SQUARES TOWN GARDENS PROTECTION ACT 1863							
CODE	GARDEN SQUARE	BAND D EQUIVALENTS	GARDEN LEVY	LESS FORECAST COUNCIL TAX SUPPORT	GARDEN SPECIAL EXPENSES	GARDEN TAX BAND D	BAND D TAX INCL GARDEN
			£	£	£	£	£
975	Arundel Gardens/Elgin Crescent	271	30,000	1,764	28,236	104.19	872.84
977	Blenheim Crescent/Elgin Crescent	254	60,000	6,527	53,473	210.77	979.42
978	Emperor's Gate	234	9,750	307	9,443	40.34	808.99
979	Ladbroke Grove	55	3,100	10	3,090	56.60	825.25
980	Rosmead Gardens	136	27,730	3,378	24,352	179.72	948.37
981	Lansdowne Gardens	171	28,000	1,435	26,565	155.08	923.73
982	Hanover Gardens	144	26,950	1,721	25,229	174.84	943.49
984	Montpelier Gardens	114	37,000	5,537	31,463	276.23	1,044.88
986	Notting Hill	36	7,000	457	6,543	180.73	949.38
			<b>1,360,060</b>	<b>- 94,906</b>	<b>1,265,154</b>		

# ROYAL BOROUGH OF KENSINGTON AND CHELSEA COUNCIL TAX

	ROYAL BOROUGH COUNCIL TAX - BY BAND							
	A	B	C	D	E	F	G	H
<b>PROPERTIES NOT IN GARDEN SQUARES</b>	£ 512.43	£ 597.84	£ 683.24	£ 768.65	£ 939.46	£ 1110.27	£ 1281.08	£ 1537.30

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	690.03	805.04	920.04	1,035.05	1,265.06	1,495.07	1,725.08	2,070.10
901	Arundel Gardens/Ladbroke Gardens	608.20	709.57	810.93	912.30	1,115.03	1,317.77	1,520.50	1,824.60
902	Avondale Park Gardens	540.72	630.84	720.96	811.08	991.32	1,171.56	1,351.80	1,622.16
904	Barkston Gardens	607.13	708.32	809.51	910.70	1,113.08	1,315.46	1,517.83	1,821.40
906	Bina Gardens (West)	597.57	697.17	796.76	896.36	1,095.55	1,294.74	1,493.93	1,792.72
907	Bolton Gardens	732.64	854.75	976.85	1,098.96	1,343.17	1,587.39	1,831.60	2,197.92
908	Bramham Gardens	565.83	660.14	754.44	848.75	1,037.36	1,225.97	1,414.58	1,697.50
909	Brompton Square	585.57	683.17	780.76	878.36	1,073.55	1,268.74	1,463.93	1,756.72
912	Campden Hill Square	695.91	811.89	927.88	1,043.86	1,275.83	1,507.80	1,739.77	2,087.72
913	Campden House Court	595.65	694.92	794.20	893.47	1,092.02	1,290.57	1,489.12	1,786.94
914	Clarendon Road/Lansdowne Road	738.05	861.06	984.07	1,107.08	1,353.10	1,599.12	1,845.13	2,214.16
915	Collingham Gardens	611.95	713.94	815.93	917.92	1,121.90	1,325.88	1,529.87	1,835.84
916	Cornwall Gardens	558.98	652.14	745.31	838.47	1,024.80	1,211.12	1,397.45	1,676.94
917	Courtfield Gardens (East)	581.30	678.18	775.07	871.95	1,065.72	1,259.48	1,453.25	1,743.90
918	Courtfield Gardens (West)	603.88	704.53	805.17	905.82	1,107.11	1,308.41	1,509.70	1,811.64
921	Earls Court Square	569.69	664.64	759.59	854.54	1,044.44	1,234.34	1,424.23	1,709.08
922	Edwardes Square	670.72	782.51	894.29	1,006.08	1,229.65	1,453.23	1,676.80	2,012.16
925	Gledhow Gardens	636.15	742.17	848.20	954.22	1,166.27	1,378.32	1,590.37	1,908.44
928	Hereford Square	678.43	791.50	904.57	1,017.64	1,243.78	1,469.92	1,696.07	2,035.28
929	Holland Road/Russell Road	582.71	679.83	776.95	874.07	1,068.31	1,262.55	1,456.78	1,748.14
930	Hornon Street/Holland Street	585.28	682.83	780.37	877.92	1,073.01	1,268.11	1,463.20	1,755.84
933	Iverna Court	549.92	641.57	733.23	824.88	1,008.19	1,191.49	1,374.80	1,649.76
936	Kensington Square	582.62	679.72	776.83	873.93	1,068.14	1,262.34	1,456.55	1,747.86
939	Lexham Gardens	586.83	684.64	782.44	880.25	1,075.86	1,271.47	1,467.08	1,760.50
942	Moreton and Cresswell Gardens	624.10	728.12	832.13	936.15	1,144.18	1,352.22	1,560.25	1,872.30
944	Nevern Square	579.26	675.80	772.35	868.89	1,061.98	1,255.06	1,448.15	1,737.78
945	Norland Square	602.59	703.02	803.45	903.88	1,104.74	1,305.60	1,506.47	1,807.76
948	Ovington Square	612.97	715.14	817.30	919.46	1,123.78	1,328.11	1,532.43	1,838.92
951	Pembridge Square	616.97	719.79	822.62	925.45	1,131.11	1,336.76	1,542.42	1,850.90
952	Philbeach Gardens	613.30	715.52	817.73	919.95	1,124.38	1,328.82	1,533.25	1,839.90
955	Royal Crescent	644.54	751.96	859.39	966.81	1,181.66	1,396.50	1,611.35	1,933.62
958	St James's Gardens	578.49	674.90	771.32	867.73	1,060.56	1,253.39	1,446.22	1,735.46
959	Stanley Crescent	637.55	743.80	850.06	956.32	1,168.84	1,381.35	1,593.87	1,912.64
960	Stanley Gardens (North)	673.80	786.10	898.40	1,010.70	1,235.30	1,459.90	1,684.50	2,021.40
961	Stanley Gardens (South)	662.36	772.75	883.15	993.54	1,214.33	1,435.11	1,655.90	1,987.08
962	Sunningdale Gardens	591.23	689.76	788.30	886.84	1,083.92	1,280.99	1,478.07	1,773.68
965	Wetherby Gardens	662.92	773.41	883.89	994.38	1,215.35	1,436.33	1,657.30	1,988.76

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	581.89	678.88	775.86	872.84	1,066.80	1,260.77	1,454.73	1,745.68
977	Blenheim Crescent/Elgin Crescent	652.95	761.77	870.60	979.42	1,197.07	1,414.72	1,632.37	1,958.84
978	Emperor's Gate	539.33	629.21	719.10	808.99	988.77	1,168.54	1,348.32	1,617.98
979	Ladbroke Grove	550.17	641.86	733.56	825.25	1,008.64	1,192.03	1,375.42	1,650.50
980	Rosmead Gardens	632.25	737.62	843.00	948.37	1,159.12	1,369.87	1,580.62	1,896.74
981	Lansdowne Gardens	615.82	718.46	821.09	923.73	1,129.00	1,334.28	1,539.55	1,847.46
982	Hanover Gardens	628.99	733.83	838.66	943.49	1,153.15	1,362.82	1,572.48	1,886.98
984	Montpelier Gardens	696.59	812.68	928.78	1,044.88	1,277.08	1,509.27	1,741.47	2,089.76
986	Notting Hill	632.92	738.41	843.89	949.38	1,160.35	1,371.33	1,582.30	1,898.76

## 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	£ 714.43	£ 833.51	£ 952.57	£ 1071.65	£ 1309.79	£ 1547.94	£ 1786.08	£ 2143.30

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	892.03	1040.71	1189.37	1338.05	1635.39	1932.74	2230.08	2676.10
901	Arundel Gardens/Ladbroke Gardens	810.20	945.24	1080.26	1215.30	1485.36	1755.44	2025.50	2430.60
902	Avondale Park Gardens	742.72	866.51	990.29	1114.08	1361.65	1609.23	1856.80	2228.16
904	Barkston Gardens	809.13	943.99	1078.84	1213.70	1483.41	1753.13	2022.83	2427.40
906	Bina Gardens (West)	799.57	932.84	1066.09	1199.36	1465.88	1732.41	1998.93	2398.72
907	Bolton Gardens	934.64	1090.42	1246.18	1401.96	1713.50	2025.06	2336.60	2803.92
908	Bramham Gardens	767.83	895.81	1023.77	1151.75	1407.69	1663.64	1919.58	2303.50
909	Brompton Square	787.57	918.84	1050.09	1181.36	1443.88	1706.41	1968.93	2362.72
912	Campden Hill Square	897.91	1047.56	1197.21	1346.86	1646.16	1945.47	2244.77	2693.72
913	Campden House Court	797.65	930.59	1063.53	1196.47	1462.35	1728.24	1994.12	2392.94
914	Clarendon Road/Lansdowne Road	940.05	1096.73	1253.40	1410.08	1723.43	2036.79	2350.13	2820.16
915	Collingham Gardens	813.95	949.61	1085.26	1220.92	1492.23	1763.55	2034.87	2441.84
916	Cornwall Gardens	760.98	887.81	1014.64	1141.47	1395.13	1648.79	1902.45	2282.94
917	Courtfield Gardens (East)	783.30	913.85	1044.40	1174.95	1436.05	1697.15	1958.25	2349.90
918	Courtfield Gardens (West)	805.88	940.20	1074.50	1208.82	1477.44	1746.08	2014.70	2417.64
921	Earls Court Square	771.69	900.31	1028.92	1157.54	1414.77	1672.01	1929.23	2315.08
922	Edwards Square	872.72	1018.18	1163.62	1309.08	1599.98	1890.90	2181.80	2618.16
925	Gledhow Gardens	838.15	977.84	1117.53	1257.22	1536.60	1815.99	2095.37	2514.44
928	Hereford Square	880.43	1027.17	1173.90	1320.64	1614.11	1907.59	2201.07	2641.28
929	Holland Road/Russell Road	784.71	915.50	1046.28	1177.07	1438.64	1700.22	1961.78	2354.14
930	Hornpton Street/Holland Street	787.28	918.50	1049.70	1180.92	1443.34	1705.78	1968.20	2361.84
933	Iverna Court	751.92	877.24	1002.56	1127.88	1378.52	1629.16	1879.80	2255.76
936	Kensington Square	784.62	915.39	1046.16	1176.93	1438.47	1700.01	1961.55	2353.86
939	Lexham Gardens	788.83	920.31	1051.77	1183.25	1446.19	1709.14	1972.08	2366.50
942	Moreton and Cresswell Gardens	826.10	963.79	1101.46	1239.15	1514.51	1789.89	2065.25	2478.30
944	Nevern Square	781.26	911.47	1041.68	1171.89	1432.31	1692.73	1953.15	2343.78
945	Norland Square	804.59	938.69	1072.78	1206.88	1475.07	1743.27	2011.47	2413.76
948	Ovington Square	814.97	950.81	1086.63	1222.46	1494.11	1765.78	2037.43	2444.92
951	Pembridge Square	818.97	955.46	1091.95	1228.45	1501.44	1774.43	2047.42	2456.90
952	Philbeach Gardens	815.30	951.19	1087.06	1222.95	1494.71	1766.49	2038.25	2445.90
955	Royal Crescent	846.54	987.63	1128.72	1269.81	1551.99	1834.17	2116.35	2539.62
958	St James's Gardens	780.49	910.57	1040.65	1170.73	1430.89	1691.06	1951.22	2341.46
959	Stanley Crescent	839.55	979.47	1119.39	1259.32	1539.17	1819.02	2098.87	2518.64
960	Stanley Gardens (North)	875.80	1021.77	1167.73	1313.70	1605.63	1897.57	2189.50	2627.40
961	Stanley Gardens (South)	864.36	1008.42	1152.48	1296.54	1584.66	1872.78	2160.90	2593.08
962	Sunningdale Gardens	793.23	925.43	1057.63	1189.84	1454.25	1718.66	1983.07	2379.68
965	Wetherby Gardens	864.92	1009.08	1153.22	1297.38	1585.68	1874.00	2162.30	2594.76

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	783.89	914.55	1045.19	1175.84	1437.13	1698.44	1959.73	2351.68
977	Blenheim Crescent/Elgin Crescent	854.95	997.44	1139.93	1282.42	1567.40	1852.39	2137.37	2564.84
978	Emperor's Gate	741.33	864.88	988.43	1111.99	1359.10	1606.21	1853.32	2223.98
979	Ladbroke Grove	752.17	877.53	1002.89	1128.25	1378.97	1629.70	1880.42	2256.50
980	Rosmead Gardens	834.25	973.29	1112.33	1251.37	1529.45	1807.54	2085.62	2502.74
981	Lansdowne Gardens	817.82	954.13	1090.42	1226.73	1499.33	1771.95	2044.55	2453.46
982	Hanover Gardens	830.99	969.50	1107.99	1246.49	1523.48	1800.49	2077.48	2492.98
984	Montpelier Gardens	898.59	1048.35	1198.11	1347.88	1647.41	1946.94	2246.47	2695.76
986	Notting Hill	834.92	974.08	1113.22	1252.38	1530.68	1809.00	2087.30	2504.76

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***ADULT SOCIAL CARE***  
***REVENUE BUDGET 2013-2014***

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## ADULT SOCIAL CARE

### Summary of Changes

	£'000
<b>ORIGINAL BUDGET 2012-13</b>	<b>63,150</b>
Price Variations - Service	17
Price Variations - Central Support Services	0
<b>INFLATION</b>	<b>17</b>
Tri- borough Savings - Joint Procurement	-379
Tri -borough Savings - Integrated Case Management	-250
Reduction in posts within Assessment and Care Management	-313
Savings arising from the deletion of vacant posts within the Self-Directed Support team	-121
Deletion of underspending budgets for brokerage services, following transfer of functions	-166
Reduction in budget for Occupational Therapy Equipment	-100
Deletion of unused Miscellaneous Budgets	-136
Savings arising following the retendering of the Home Meals Service	-50
Savings in Mental Health Administration and Support Services	-50
Reduction in budget for Mental Health placements reflecting lower costs being incurred	-50
Reduction in the residential rehabilitation placements budget (Substance Misuse Service) reflecting lower costs being incurred	-25
Savings arising in the budget for short breaks for people with a Learning Disability following a restructuring and retendering of the service	-87
Savings from a new model of care and support at Piper House	-262
Savings from the rationalisation and remodelling of Supported Housing Services	-148
Staffing savings arising from a review of day services	-32
<b>SAVINGS</b>	<b>-2,169</b>
Ending of temporary funding replaced by permanent savings within Assessment and Care Management (see above)	150
Concessionary Fares - increase reflects current level of usage	369
<b>GROWTH</b>	<b>519</b>
Central support charges	-981
Transfer of budgets between Housing and Adult Social Care reflecting the new responsibilities for some Supporting People services	113
Transfer of budgets between Adult Social Care and Corporate Services as Corporate Property is now responsible for managing most properties used by Adult Social Care	-283
Transfers of other budgets/recharges between Services	-17
Transfer of the Learning Disability Health Reform Grant into the Council's overall Revenue Support Grant	3,737
Depreciation	-119
Change in current service pension liability cost (IAS19)	-211
Substance Use - transfer of budget to the new Public Health Service	-1,182
Increase in spending power arising from a higher NHS transfer to social care	475
Increase in NHS transfer to social care	-475
<b>OTHER</b>	<b>1,057</b>
<b>FORECAST BUDGET 2013-14</b>	<b>62,574</b>

## ADULT SOCIAL CARE

### Subjective Summary

Subjective Grouping	Notes	<i>2011-12 Actual</i>	<i>2012-13 Budget</i>	<i>2013-14 Budget</i>
		<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
Employees		16,584	17,245	15,406
Premises-related expenditure		1,034	763	621
Transport-related expenditure		55	34	26
Supplies and services		1,427	1,269	1,215
Third party payments		50,212	58,597	58,366
Support services		6,803	4,752	3,665
Depreciation (and impairment losses)		445	466	292
<b>SPENDING</b>		<b>76,560</b>	<b>83,126</b>	<b>79,591</b>
Government Grants		3,645	3,737	0
Other grants, reimbursements and contributions		12,744	11,336	12,142
Customer and client receipts		4,808	4,744	4,720
Recharges		408	159	155
<b>INCOME</b>		<b>21,605</b>	<b>19,976</b>	<b>17,017</b>
<b>NET SPENDING</b>		<b>54,955</b>	<b>63,150</b>	<b>62,574</b>

## ADULT SOCIAL CARE

### Service Summary

Service	2011-12 Actual			2012-13 Budget			2013-14 Budget		
	Spend	Income	Net	Spend	Income	Net	Spend	Income	Net
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<b>Adult Social Care Management &amp; Support Services</b>	7,208	542	6,666	5,660	213	5,447	6,304	1,084	5,220
	<b>7,208</b>	<b>542</b>	<b>6,666</b>	<b>5,660</b>	<b>213</b>	<b>5,447</b>	<b>6,304</b>	<b>1,084</b>	<b>5,220</b>
<b>Services for Older People</b>									
Assessment and Care Management	5,445	361	5,084	5,597	333	5,264	5,179	336	4,843
Nursing	3,018	943	2,075	2,932	832	2,100	2,968	880	2,088
Residential	10,208	2,695	7,513	10,724	2,609	8,115	10,100	2,105	7,995
Supported Accommodation	1,459	103	1,356	1,479	103	1,376	1,570	103	1,467
Home Care	4,494	2,133	2,361	5,050	2,318	2,732	5,077	2,318	2,759
Direct Payments	897	72	825	997	76	921	983	76	907
Day Care	3,116	168	2,948	2,494	136	2,358	2,451	136	2,315
Equipment and Adaptations	280	0	280	346	0	346	271	0	271
Meals	351	176	175	439	185	254	390	185	205
Other Services	1,531	3,605	-2,074	3,949	2,464	1,485	4,294	3,297	997
	<b>30,799</b>	<b>10,256</b>	<b>20,543</b>	<b>34,007</b>	<b>9,056</b>	<b>24,951</b>	<b>33,283</b>	<b>9,436</b>	<b>23,847</b>
<b>Services for People with a Physical Disability or Sensory</b>									
Assessment and Care Management	1,199	47	1,152	1,104	0	1,104	983	32	951
Residential	882	102	780	763	67	696	750	68	682
Supported Accommodation	17	0	17	77	0	77	76	0	76
Home Care	875	67	808	809	63	746	799	63	736
Direct Payments	1,209	57	1,152	1,388	60	1,328	1,368	60	1,308
Day Care	162	0	162	191	0	191	191	0	191
Equipment and Adaptations	201	0	201	158	0	158	133	0	133
Other Services	164	27	137	217	0	217	198	0	198
	<b>4,709</b>	<b>300</b>	<b>4,409</b>	<b>4,707</b>	<b>190</b>	<b>4,517</b>	<b>4,498</b>	<b>223</b>	<b>4,275</b>
<b>Services for People with Learning Disabilities</b>									
Assessment and Care Management	539	69	470	578	57	521	520	0	520
Residential	6,538	4,325	2,213	6,266	3,552	2,714	6,127	1,738	4,389
Supported Accommodation	2,225	912	1,313	1,196	70	1,126	2,158	835	1,323
Home Care	340	215	125	614	412	202	610	189	421
Direct Payments	1,144	232	912	1,134	167	967	1,285	167	1,118
Day Care	2,078	510	1,568	2,041	384	1,657	2,257	364	1,893
Other Services	1,618	1,399	219	4,411	3,082	1,329	2,892	1,262	1,630
	<b>14,482</b>	<b>7,662</b>	<b>6,820</b>	<b>16,240</b>	<b>7,724</b>	<b>8,516</b>	<b>15,849</b>	<b>4,555</b>	<b>11,294</b>

## ADULT SOCIAL CARE

### Service Summary

Service	2011-12 Actual			2012-13 Budget			2013-14 Budget		
	Spend	Income	Net	Spend	Income	Net	Spend	Income	Net
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<b>Services for Adults with Mental Health Needs</b>									
Assessment and Care Management	2,111	295	1,816	2,369	380	1,989	2,197	334	1,863
Residential	1,389	221	1,168	1,283	129	1,154	1,365	274	1,091
Supported Accommodation	1,696	624	1,072	1,721	637	1,084	1,705	637	1,068
Home Care	476	0	476	528	0	528	159	0	159
Direct Payments	56	0	56	73	0	73	72	0	72
Day Care	1,887	177	1,710	1,789	212	1,577	2,098	159	1,939
Other Services	505	223	282	574	232	342	387	232	155
	<b>8,120</b>	<b>1,540</b>	<b>6,580</b>	<b>8,337</b>	<b>1,590</b>	<b>6,747</b>	<b>7,983</b>	<b>1,636</b>	<b>6,347</b>
<b>Services for Other Adults</b>									
Substance Misuse	2,134	1,190	944	2,288	1,120	1,168	0	0	0
HIV/AIDS	212	88	124	313	83	230	322	83	239
	<b>2,346</b>	<b>1,278</b>	<b>1,068</b>	<b>2,601</b>	<b>1,203</b>	<b>1,398</b>	<b>322</b>	<b>83</b>	<b>239</b>
<b>Public Transport</b>									
Concessionary Fares	8,347	0	8,347	9,106	0	9,106	9,494	0	9,494
Taxicard	549	26	523	718	0	718	733	0	733
	<b>8,896</b>	<b>26</b>	<b>8,870</b>	<b>9,824</b>	<b>0</b>	<b>9,824</b>	<b>10,227</b>	<b>0</b>	<b>10,227</b>
<b>Supporting People</b>									
Supporting People	0	0	0	1,750	0	1,750	1,125	0	1,125
	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,750</b>	<b>0</b>	<b>1,750</b>	<b>1,125</b>	<b>0</b>	<b>1,125</b>
<b>TOTAL ADULT SOCIAL CARE</b>	<b>76,560</b>	<b>21,604</b>	<b>54,956</b>	<b>83,126</b>	<b>19,976</b>	<b>63,150</b>	<b>79,591</b>	<b>17,017</b>	<b>62,574</b>



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***CHILDREN'S SERVICES***  
***REVENUE BUDGET 2013-2014***

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## CHILDREN'S SERVICES Summary of Changes

	<b>£'000</b>
<b>ORIGINAL BUDGET 2012-13</b>	<b>40,462</b>
Price Variations - Service	234
Price Variations - Central Support Services	0
<b>INFLATION</b>	<b>234</b>
Tri-B Senior Management Team savings	-133
Tri-B Youth Offending Team Savings	-70
Tri-B LSCB savings	-25
Tri-B Education (GF) savings	-145
Tri-B Commissioning savings	-300
Tri-B Private fostering savings	-82
Tri-B Fostering trading savings	-67
Tri-B Procurement (GF) savings	-167
Tri-B Other middle management savings	-266
Youth Service Mutual savings	-245
Children's Centre savings	-300
Current expenditure on the pilot two year old programme transferred to the Dedicated Provision of growth funding for the expansion of the two year old pilot transferred to the Dedicated Schools Grant.	-175
Reduction in management and administration by the tri-borough delivery of the two year Review of early year's service and implementation of early help.	-150
	-75
	-100
<b>SAVINGS</b>	<b>-2,300</b>
NDR	19
Increase in rent costs	30
<b>GROWTH</b>	<b>49</b>
Central support charges change	-405
Transfers of budget internally	-167
Depreciation change	106
Change in current service pension liability cost (IAS19)	-292
Early Years Intervention Grant transfer into baseline funding	7,391
<b>OTHER</b>	<b>6,633</b>
<b>FORECAST BUDGET 2013-14</b>	<b>45,078</b>

## CHILDREN'S SERVICES

### Subjective Summary

Subjective Grouping	Notes	2011-12 Actual £'000	2012-13 Budget £'000	2013-14 Budget £'000
Employees		86,207	29,536	26,875
Premises-related expenditure		7,549	1,600	1,480
Transport-related expenditure		434	256	343
Supplies and services		24,517	82,585	83,176
Third party payments		22,286	22,916	22,284
Transfer Payments		22	86	86
Schools Delegated Budgets		189	0	0
Support services		13,596	11,816	11,196
Depreciation (and impairment losses)		2,840	2,795	2,901
<b>SPENDING</b>		<b>157,640</b>	<b>151,590</b>	<b>148,341</b>
Government Grants		15,865	14,578	7,101
Dedicated Schools Grant		77,805	79,235	80,032
Other grants, reimbursements and contributions		6,610	6,040	6,106
Customer and client receipts		11,807	6,036	5,157
Recharges		6,684	5,239	4,867
<b>INCOME</b>		<b>118,771</b>	<b>111,128</b>	<b>103,263</b>
<b>NET SPENDING</b>		<b>38,869</b>	<b>40,462</b>	<b>45,078</b>

## CHILDREN'S SERVICES Service Summary

Service	2011-12 Actual			2012-13 Budget			2013-14 Budget		
	Spend £'000	Income £'000	Net £'000	Spend £'000	Income £'000	Net £'000	Spend £'000	Income £'000	Net £'000
<b>Children's Commissioning</b>									
Business Analysis	-	-	-	-	-	-	136	-	136
Business Development	339	339	-	467	470	3	244	269	25
Business Support	-	-	-	-	-	-	105	41	64
Commissioning - Children & Early Years	886	-	886	1,269	-	1,269	1,411	52	1,359
Commissioning - Social Care	-	-	-	-	-	-	126	-	126
Commissioning - Young People	1,280	15	1,265	1,167	-	1,167	1,266	-	1,266
Commissioning management	-	-	-	-	-	-	163	-	163
Complaints	267	6	261	263	3	260	109	3	106
Health	-	-	-	-	-	-	33	-	33
Non-educational school contracts	2,479	2,550	71	2,685	2,685	-	2,713	2,685	28
Policy (non data)	1,059	564	495	772	508	264	315	477	162
Workforce Development	-	-	-	98	-	98	262	-	262
<b>Children's Commissioning Total</b>	<b>6,326</b>	<b>3,475</b>	<b>2,851</b>	<b>6,719</b>	<b>3,665</b>	<b>3,054</b>	<b>6,555</b>	<b>3,526</b>	<b>3,029</b>
<b>Tri Borough Education Service</b>									
Admissions	341	343	2	389	439	50	409	404	5
Alternative Provision	2,552	2,501	51	2,732	2,819	87	2,749	2,617	132
Continuing Professional Development	187	121	66	163	76	87	236	140	96
Education Data Team	16	-	16	133	-	133	156	-	156
Education Psychology	665	207	458	620	465	155	624	-	624
Education Welfare - Statutory	593	3	590	695	126	569	559	116	675
Governors support	116	135	19	142	144	2	137	145	8
Music	210	197	13	177	165	12	190	167	23
School Standards	3,319	2,538	781	4,144	3,008	1,136	3,847	2,923	924
SEN Support Services & Outreach	294	294	-	194	194	-	194	194	-
SEN Transport	1,982	-	1,982	1,824	-	1,824	1,790	-	1,790
Special Educational Needs	8,730	8,046	684	7,730	7,050	680	7,776	7,284	492
Virtual School Team	569	286	283	532	289	243	543	301	242
Social Enterprise	761	773	12	736	717	19	8	-	8
<b>Tri-Borough Education Service Total</b>	<b>20,795</b>	<b>15,838</b>	<b>4,957</b>	<b>20,283</b>	<b>15,579</b>	<b>4,704</b>	<b>19,218</b>	<b>13,996</b>	<b>5,221</b>
<b>Finance &amp; Resources</b>									
Executive Support Team	182	182	-	197	197	-	180	197	17
Finance Team	640	640	-	645	645	-	574	645	71
Info & Comm Tech (ICT)	699	699	-	530	530	-	655	530	125
Overheads	1,292	943	349	1,018	800	218	761	429	332
Tri Borough Cost Holding	-	-	-	-	-	-	43	-	43
<b>Finance &amp; Resources Total</b>	<b>2,812</b>	<b>2,465</b>	<b>347</b>	<b>2,390</b>	<b>2,173</b>	<b>217</b>	<b>2,214</b>	<b>1,801</b>	<b>412</b>

## CHILDREN'S SERVICES Service Summary

Service	2011-12 Actual			2012-13 Budget			2013-14 Budget		
	Spend	Income	Net	Spend	Income	Net	Spend	Income	Net
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<b>Safeguarding and LSCB</b>									
LSCB	64	-	64	39	-	39	39	-	39
Safeguarding	1,102	298	804	1,185	278	907	958	218	740
<b>Safeguarding &amp; LSCB Total</b>	<b>1,166</b>	<b>298</b>	<b>868</b>	<b>1,224</b>	<b>278</b>	<b>946</b>	<b>997</b>	<b>218</b>	<b>779</b>
<b>Family Services</b>									
Children with Disabilities	3,731	369	3,362	3,459	405	3,054	3,482	116	3,366
Early Help Services	849	188	661	511	526	15	1,454	605	849
Early Years - Curriculum Support (FS)	9,168	6,491	2,677	9,309	7,021	2,288	8,733	3,788	4,945
Early Years Outreach	-	-	-	1	-	1	1	-	1
Extended Services	1,651	410	1,241	1,396	255	1,141	1,398	255	1,143
Family Services Management & Support Services	1,364	1,364	-	1,230	1,230	-	1,015	1,149	134
Fostering & Adoption	-	-	-	-	-	-	1,738	349	1,389
High needs service	1,542	416	1,126	1,502	121	1,381	1,596	36	1,560
LAC & Leaving Care Services	10,187	494	9,693	11,076	421	10,655	8,585	297	8,288
Promoting / Section 17 services	301	-	301	331	-	331	338	-	338
Social Work Teams	6,542	592	5,950	6,470	557	5,913	6,250	557	5,693
Youth Offending Service	1,308	537	771	1,064	422	642	1,130	506	624
Youth Service Management & Support Services	976	976	-	729	729	-	688	729	41
Youth Support & Development Service	5,972	2,732	3,240	5,430	2,323	3,107	5,041	485	4,556
<b>Family Services Total</b>	<b>43,796</b>	<b>14,762</b>	<b>29,034</b>	<b>42,507</b>	<b>14,009</b>	<b>28,498</b>	<b>41,447</b>	<b>8,872</b>	<b>32,575</b>
<b>Senior Management Team</b>	<b>1,412</b>	<b>1,191</b>	<b>221</b>	<b>1,178</b>	<b>876</b>	<b>302</b>	<b>578</b>	<b>302</b>	<b>277</b>
<b>School Funding</b>	<b>81,334</b>	<b>80,743</b>	<b>591</b>	<b>77,287</b>	<b>74,548</b>	<b>2,740</b>	<b>77,332</b>	<b>74,547</b>	<b>2,785</b>
<b>Total</b>	<b>157,641</b>	<b>118,772</b>	<b>38,869</b>	<b>151,589</b>	<b>111,128</b>	<b>40,462</b>	<b>148,341</b>	<b>103,262</b>	<b>45,078</b>
Adjustment for Internal Recharges	- 6,267	- 6,565	298	- 5,078	- 5,075	3	- 4,867	- 4,867	-
<b>TOTAL CHILDREN'S SERVICES</b>	<b>151,374</b>	<b>112,207</b>	<b>39,167</b>	<b>146,511</b>	<b>106,053</b>	<b>40,459</b>	<b>143,474</b>	<b>98,396</b>	<b>45,078</b>



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

***REVENUE BUDGET 2013-2014***

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**ENVIRONMENT, LEISURE AND RESIDENTS' SERVICES**  
**Summary of Changes**

	<b>£'000</b>
<b>ORIGINAL BUDGET 2012-13</b>	<b>33,222</b>
Price Variations - expenditure	170
Price Variations - income	-49
<b>INFLATION</b>	<b>121</b>
Arts and events service review	-30
Museums service review	-39
Filming service review	-30
Sharing cemeteries management	-13
Prune horticultural works budget	-65
Parks service review	-25
Renegotiate contract for purchase of refuse and recycling sacks	-50
Cut recycling publicity and initiatives	-30
Negotiated savings in the waste management contract	-207
Waste management and street enforcement service review	-65
Additional commercial waste income	-200
Commercial waste service review	-56
Review street traders stores income	-20
Business support service review	-45
Review Holland Park car park charges	-15
Parks police service review	-54
Sharing of senior management with LBHF	-51
Further bi-borough service reviews	-38
<b>SAVINGS</b>	<b>-1,033</b>
Increased waste disposal costs	569
New contaminated recyclables charge	380
<b>LOCAL GROWTH</b>	<b>949</b>
NNDR (Corporate)	20
<b>CORPORATE GROWTH</b>	<b>20</b>
Central support services change	264
Transfers of budget internally	822
Depreciation change	2,012
Change in current service pension liability cost (IAS19)	-68
<b>OTHER</b>	<b>3,030</b>
<b>FORECAST BUDGET 2013-14</b>	<b>36,309</b>

# ENVIRONMENT, LEISURE AND RESIDENTS' SERVICES

## Subjective Summary

Subjective Grouping	Notes	2011-12 Actual £'000	2012-13 Budget £'000	2013-14 Budget £'000
Employees	1	6,441	6,083	5,639
Premises-related expenditure		3,541	3,777	3,764
Transport-related expenditure		102	108	125
Supplies and services		3,984	3,916	3,985
Third party payments	2	26,054	27,469	28,477
Support services	3	3,377	3,349	3,612
Depreciation (and impairment losses)	4	979	684	2,696
<b>SPENDING</b>		<b>44,478</b>	<b>45,386</b>	<b>48,298</b>
Other grants, reimbursements and contributions	5	753	359	695
Customer and client receipts	6	10,188	10,326	10,656
Interest		1	1	1
Recharges	7	1,216	1,478	637
<b>INCOME</b>		<b>12,158</b>	<b>12,164</b>	<b>11,989</b>
<b>NET SPENDING</b>		<b>32,320</b>	<b>33,222</b>	<b>36,309</b>

### Notes

The main changes between the 2012-13 and 2013-14 budgets are set out in the following notes.

- 1 Budget savings £155,000; reduction in current service pension liability cost £68,000; effect of bi-borough employee cost sharing £209,000 reduction.
- 2 Western Riverside Waste Authority growth £949,000; contract inflation £99,000; Effect of bi-borough cost sharing-payments of £405,000; cleansing contract savings £207,000; sports centres contract reduction £64,000.
- 3 Increased recharge from Property Services £262,000.
- 4 The increase reflects the charge for Kensington Leisure Centre £1,926,000, and capital expenditure on Parks £114,000.
- 5 Effect of bi-borough cost sharing-income of £196,000; increase contributions to Opera Holland Park £125,000.
- 6 Increased income from Commercial Waste £256,000; Opera Holland Park £80,000; museums £39,000; filming £30,000; traders stores £20,000; Holland Park car park £15,000. Closure of Kensington Sports Centre car park with loss of income of £87,000.
- 7 The recharge model has changed as a result of the TELS Business Group splitting into ELRS and TTS.

## ENVIRONMENT, LEISURE AND RESIDENTS' SERVICES Service Summary

Service	2011-12 Actual			2012-13 Budget			2013-14 Budget		
	Spend	Income	Net	Spend	Income	Net	Spend	Income	Net
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<b>Corporate and Democratic Core</b>	<b>135</b>	<b>0</b>	<b>135</b>	<b>141</b>	<b>0</b>	<b>141</b>	<b>78</b>	<b>0</b>	<b>78</b>
<b>Cleaner, Greener and Cultural Services</b>									
<b>Waste and Street Enforcement</b>									
Operations - Cleansing	13,591	157	<b>13,434</b>	13,666	156	<b>13,510</b>	13,387	159	<b>13,228</b>
Commercial Waste and Revenue Services	2,476	4,985	<b>-2,509</b>	2,735	5,008	<b>-2,273</b>	2,676	5,267	<b>-2,591</b>
Waste Disposal	9,913	-	<b>9,913</b>	10,876	-	<b>10,876</b>	11,832	-	<b>11,832</b>
Recycling	2,380	19	<b>2,361</b>	2,399	16	<b>2,383</b>	2,312	16	<b>2,296</b>
Regulation of Street Trading	754	819	<b>-65</b>	843	843	<b>0</b>	820	820	<b>0</b>
Traders Stores and Market Development	211	217	<b>-6</b>	224	196	<b>28</b>	231	217	<b>14</b>
<b>Leisure and Parks</b>									
Sports Centres	1,213	160	<b>1,053</b>	1,005	154	<b>851</b>	3,150	10	<b>3,140</b>
Parks and Open Spaces	3,533	183	<b>3,350</b>	3,660	158	<b>3,502</b>	3,825	176	<b>3,649</b>
Cemeteries	714	821	<b>-107</b>	721	977	<b>-256</b>	814	1,002	<b>-188</b>
<b>Culture</b>									
Arts Development and Support	814	88	<b>726</b>	674	-	<b>674</b>	731	-	<b>731</b>
Holland Park Theatre	3,179	2,428	<b>751</b>	3,163	2,462	<b>701</b>	3,454	2,666	<b>788</b>
Museums and Galleries	1,156	421	<b>735</b>	1,104	322	<b>782</b>	1,110	377	<b>733</b>
Carnival, Filming and Events	1,029	245	<b>784</b>	917	261	<b>656</b>	1,042	298	<b>744</b>
<b>Total Cleaner, Greener and Cultural Services</b>	<b>40,963</b>	<b>10,543</b>	<b>30,420</b>	<b>41,987</b>	<b>10,553</b>	<b>31,434</b>	<b>45,384</b>	<b>11,008</b>	<b>34,376</b>
<b>Safer Neighbourhoods</b>									
<b>Community Safety</b>									
CCTV	333	-	<b>333</b>	366	-	<b>366</b>	421	-	<b>421</b>
Parks Police	771	84	<b>687</b>	794	65	<b>729</b>	764	81	<b>683</b>
<b>Business Support</b>									
Environmental Strategy	369	19	<b>350</b>	396	-	<b>396</b>	278	14	<b>264</b>
Coroners and Mortuary Services	395	-	<b>395</b>	526	-	<b>526</b>	487	-	<b>487</b>
<b>Total Safer Neighbourhoods</b>	<b>1,868</b>	<b>103</b>	<b>1,765</b>	<b>2,082</b>	<b>65</b>	<b>2,017</b>	<b>1,950</b>	<b>95</b>	<b>1,855</b>

## ENVIRONMENT, LEISURE AND RESIDENTS' SERVICES Service Summary

Service	2011-12 Actual			2012-13 Budget			2013-14 Budget		
	Spend £'000	Income £'000	Net £'000	Spend £'000	Income £'000	Net £'000	Spend £'000	Income £'000	Net £'000
<b>Adjustment for Recharged Services Income and Internal Recharges</b>	<b>1,512</b>	<b>1,512</b>	<b>0</b>	<b>1,176</b>	<b>1,546</b>	<b>-370</b>	<b>886</b>	<b>886</b>	<b>0</b>
<b>TOTAL ENVIRONMENT, LEISURE AND RESIDENTS' SERVICES</b>	<b>44,478</b>	<b>12,158</b>	<b>32,320</b>	<b>45,386</b>	<b>12,164</b>	<b>33,222</b>	<b>48,298</b>	<b>11,989</b>	<b>36,309</b>
<b>FULLY RECHARGED SERVICES</b>									
Business Support and Improvement	653	58	<b>595</b>	599	0	<b>599</b>	512	41	<b>471</b>
Contracts and Enforcement	1,932	462	<b>1,470</b>	1,980	678	<b>1,302</b>	1,922	659	<b>1,263</b>
Director for CGCS	2,231	190	<b>2,041</b>	2,163	40	<b>2,123</b>	2,539	151	<b>2,388</b>
Executive Directors Office	426	50	<b>376</b>	245	0	<b>245</b>	208	0	<b>208</b>
Finance and Resources	580	0	<b>580</b>	418	0	<b>418</b>	371	35	<b>336</b>
<b>TOTAL FULLY RECHARGED SERVICES</b>	<b>5,822</b>	<b>760</b>	<b>5,062</b>	<b>5,405</b>	<b>718</b>	<b>4,687</b>	<b>5,552</b>	<b>886</b>	<b>4,666</b>



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***HOUSING SERVICES***  
***REVENUE BUDGET 2013-2014***

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## HOUSING SERVICES

### Summary of Changes

	<b>£'000</b>
<b>ORIGINAL BUDGET 2012-13</b>	<b>11,569</b>
<b>PAY &amp; PRICES CHANGES</b>	
Price Variations - Expenditure	598
Price Variations - CSS	0
Price Variations - Income	0
<b>Total Pay &amp; Prices Increase</b>	<b>598</b>
<b>CENTRAL SUPPORT SERVICES CHARGES (CSS)</b>	<b>-109</b>
<b>VARIATION IN CHARGES TO/FROM OTHER BUSINESS GROUPS</b>	<b>20</b>
<b>TRANSFERS TO/FROM OTHER SERVICES</b>	
Transfer of post from Corporate Services to Housing Needs	36
Supporting People contracts relating to Adult Social Care now shown within Adult Social	-113
Transfer of Empty Property Officer post from Environment, Leisure and Resident Services	60
<b>TOTAL TRANSFERS TO/FROM OTHER SERVICES</b>	<b>-17</b>
<b>CAPITAL CHARGES VARIATIONS</b>	<b>1</b>
<b>FINANCIAL PLAN REVENUE CHANGES</b>	
<b>Planned Reductions</b>	
Reduction in staffing following the restructure of the Housing Options Team	-36
Reduction in Supporting People budget through decommissioning and remodelling of services, contract negotiations and reprocurement of existing services	-374
<b>TOTAL FINANCIAL PLAN REVENUE CHANGES</b>	<b>-410</b>
<b>OTHER CHANGES</b>	
Transfer of the Homelessness Directorate Grant to the Revenue Support Grant	2,188
Change in employer's future service pension contribution	-46
<b>TOTAL OTHER</b>	<b>2,142</b>
<b>FORECAST BUDGET 2013-14</b>	<b>13,794</b>

## HOUSING SERVICES

### Subjective Summary

Subjective Grouping	Notes	2011-12 Actual	2012-13 Budget	2013-14 Budget
		£'000	£'000	£'000
Employees		4,482	4,241	4,961
Premises-related expenditure		30	11	60
Transport-related expenditure		6	7	7
Supplies and services		549	526	515
Third party payments		23,368	24,519	26,608
Recharges from:				
Other Services charges		0	1	0
Service Support		632	0	0
Central Departments		1,687	1,560	1,451
Depreciation (and impairment losses)		0	0	1
<b>SPENDING</b>		<b>30,754</b>	<b>30,865</b>	<b>33,603</b>
<b>INCOME</b>				
Government Grants		2,393	2,300	0
Other grants, reimbursements and contributions		15,542	15,990	18,759
Customer and client receipts:				
Fees and charges		294	297	362
Rents (Other)		0	0	0
Interest		12	13	13
Recharges to Housing Revenue Account		662	696	676
<b>INCOME</b>		<b>18,903</b>	<b>19,296</b>	<b>19,810</b>
<b>NET SPENDING</b>		<b>11,851</b>	<b>11,569</b>	<b>13,793</b>

## HOUSING SERVICES

### Service Summary

Service	2011-12 Actual			2012-13 Budget			2013-14 Budget		
	Spend £'000	Income £'000	Net £'000	Spend £'000	Income £'000	Net £'000	Spend £'000	Income £'000	Net £'000
Corporate and Democratic Core	31	-	<b>31</b>	24	-	<b>24</b>	22	-	<b>22</b>
Housing Strategy	530	-	<b>530</b>	265	-	<b>265</b>	250	-	<b>250</b>
Homelessness & Housing Advice	19,828	18,168	<b>1,660</b>	21,915	18,518	<b>3,397</b>	25,210	19,077	<b>6,133</b>
Advances	638	24	<b>614</b>	713	37	<b>676</b>	697	16	<b>681</b>
Supporting People	9,274	259	<b>9,015</b>	7,480	273	<b>7,207</b>	6,980	273	<b>6,707</b>
Recharges to Services	427	427	-	468	468	-	444	444	-
<b>TOTAL HOUSING SERVICES</b>	<b>30,728</b>	<b>18,878</b>	<b>11,850</b>	<b>30,865</b>	<b>19,296</b>	<b>11,569</b>	<b>33,603</b>	<b>19,810</b>	<b>13,793</b>

**Notes**

1. The outputs shown comprise only the main ones relating to the corresponding budget and hence cannot be used to calculate unit costs.

## HOUSING REVENUE ACCOUNT

<b>HOUSING REVENUE ACCOUNT</b>			
<b>BUSINESS UNITS N1000 to N6000, H0100, H0200, H0300, H0400</b>			
<b>Cabinet Member for Housing and Property</b>	<i><b>Actual</b></i>	<b>Budget</b>	<b>Budget</b>
	<b>2011-2012</b>	<b>2012-2013</b>	<b>2013-2014</b>
	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
<b>EXPENDITURE</b>			
Salaries	0	0	0
Premises Related Expenditure	17,610	19,651	20,970
Transport Related Expenditure	0	0	0
Supplies & Services	1,486	1,911	2,171
Agency & Contracted Services	10,411	10,158	10,454
Housing Benefit & Other Transfer Payments	0	0	0
<b>Total Direct Expenditure</b>	<b>29,507</b>	<b>31,720</b>	<b>33,595</b>
Central Support Services Recharges	402	482	395
Departmental Support Services Recharge	579	600	590
Contribution to Working Balance	1,642	684	2,470
Capital Financing Costs	17,476	19,581	19,065
Contingency	0	0	0
<b>TOTAL EXPENDITURE</b>	<b>49,606</b>	<b>53,067</b>	<b>56,115</b>
<b>INCOME</b>			
Government Grants	847	0	0
Other Grants & Contributions	442	231	205
Contribution from Working Balance	0	0	0
Fees, Charges & Other Client Income	12,544	14,586	15,908
Rent – Dwellings	35,683	38,183	39,927
Interest	90	67	75
<b>TOTAL INCOME</b>	<b>49,606</b>	<b>53,067</b>	<b>56,115</b>
<b>NET EXPENDITURE (FULLY RECHARGED)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>DESCRIPTION OF SERVICE</b>			
<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 2013-14 rents have been set in line with the government's rent restructuring formula.</p>			
<b>MAJOR VARIATIONS</b>			
<p>The Management Fee for 2013-14 has been set at £10.4 million. An overall inflationary provision of 1% has been allowed, reflecting the expectation that any pay award will be limited to 1% in 2013-14</p> <p>Under self financing, housing subsidy funding will no longer be received by local authorities from 2012-13.</p> <p>The cost of capital debt charges has decreased by £516,000 which is due to a decrease in the projected interest rate used to calculate the debt charges</p>			



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***LIBRARY ARCHIVE AND HERITAGE  
SERVICES***

***REVENUE BUDGET 2013-2014***

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**LIBRARY, ARCHIVE AND HERITAGE SERVICES**

## Summary of Changes

	£'000
<b>ORIGINAL BUDGET 2012-13</b>	<b>6,200</b>
<b>INFLATION</b>	<b>24</b>
Libraries Services Tri-borough proposals	-128
<b>SAVINGS</b>	<b>-128</b>
Central support charges change	-18
Transfers of budget internally	-14
Depreciation change	77
Increase in NNDR costs	11
Change in current service pension liability cost (IAS19)	-7
<b>OTHER</b>	<b>49</b>
<b>FORECAST BUDGET 2013-14</b>	<b>6,145</b>

## LIBRARY, ARCHIVE AND HERITAGE SERVICES

### Subjective Summary

Subjective Grouping	Notes	2011-12 Actual £'000	2012-13 Budget £'000	2013-14 Budget £'000
Employees	1	2,907	2,699	2,813
Premises-related expenditure		779	868	870
Transport-related expenditure		8	8	8
Supplies and services		909	676	693
Third party payments	1	85	217	486
Recharges from:				
Other Services		217	5	0
Central Departments		1,447	1,485	1,467
Depreciation (and impairment losses)		512	461	538
<b>SPENDING</b>		<b>6,864</b>	<b>6,419</b>	<b>6,875</b>
Other grants, reimbursements and contributions	1	39	0	511
Customer and client receipts		271	197	197
Recharges		28	22	22
<b>INCOME</b>		<b>338</b>	<b>219</b>	<b>730</b>
<b>NET SPENDING</b>		<b>6,526</b>	<b>6,200</b>	<b>6,145</b>

#### Notes

- 1 Increased expenditure and income relates to charging for and paying staff in LBHF and WCC in the new Tri-Borough library arrangements

## LIBRARY, ARCHIVE AND HERITAGE SERVICES

### Service Summary

Service	2011-12 Actual			2012-13 Budget			2013-14 Budget		
	Spend £'000	Income £'000	Net £'000	Spend £'000	Income £'000	Net £'000	Spend £'000	Income £'000	Net £'000
<b>Corporate and Democratic Core</b>	6	-	6	-	-	-	-	-	-
<b>Libraries, Archive and Heritage Services</b>									
Libraries	6,780	338	6,442	6,338	219	6,119	6,787	730	6,057
Archives	70	-	70	71	-	71	78	-	78
Heritage	8	-	8	10	-	10	10	-	10
<b>TOTAL LIBRARIES, ARCHIVE AND HERITAGE SERVICES</b>	<b>6,864</b>	<b>338</b>	<b>6,526</b>	<b>6,419</b>	<b>219</b>	<b>6,200</b>	<b>6,875</b>	<b>730</b>	<b>6,145</b>

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***PLANNING AND BOROUGH  
DEVELOPMENT***

***REVENUE BUDGET 2013-2014***

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## PLANNING AND BOROUGH DEVELOPMENT

### Summary of Changes

	<b>£'000</b>
<b>ORIGINAL BUDGET 2012-13</b>	<b>5,149</b>
Price Variations - Service	13
Price Variations - Central Support Services	0
<b>INFLATION</b>	<b>13</b>
Reduction in spending on Legal fees	-96
Use of Flood grant to meet cost of post supporting flood defence activities	-37
Reduction in spending on Pre-application postage by using electronic comms	-9
Additional income from Local Land Charges fees from increased workload	-50
Saving half a post by transfer of responsibility for Planning Information Office	-22
Increase in Planning Fees income due to fee increase	-150
<b>SAVINGS</b>	<b>-364</b>
Workload increase resulting from the review of policy on sub-terranean development	64
<b>GROWTH</b>	<b>64</b>
Central support charges change	-109
Transfers of budget internally	27
Depreciation change	1
Change in current service pension liability cost (IAS19)	-30
<b>OTHER</b>	<b>-111</b>
<b>FORECAST BUDGET 2013-14</b>	<b>4,751</b>

# PLANNING AND BOROUGH DEVELOPMENT

## Subjective Summary

Subjective Grouping	Notes	2011-12 Actual £'000	2012-13 Budget £'000	2013-14 Budget £'000
Employees	1	4,917	5,213	5,175
Premises-related expenditure		12	0	0
Transport-related expenditure		19	28	22
Supplies and services	2	430	275	261
Third party payments	3	842	1,250	1,216
Support services	4	1,983	1,857	1,741
Depreciation (and impairment losses)		56	54	56
<b>SPENDING</b>		<b>8,259</b>	<b>8,677</b>	<b>8,471</b>
Government Grants & Contributions		138 70	0 50	20 50
Customer & Client Receipts	5	3,826	3,478	3,650
<b>INCOME</b>		<b>4,034</b>	<b>3,528</b>	<b>3,720</b>
<b>NET SPENDING</b>		<b>4,225</b>	<b>5,149</b>	<b>4,751</b>

### Notes

- 1 Employee costs have reduced. One post has been cut from the Information Office.
- 2 Postage costs have been reduced in Development Management.
- 3 Legal Services SLA budgets have been reduced by £96,000. A growth bid for basements has added £64,000.
- 4 Central Support Services charges have reduced as central teams reduce their costs.
- 5 The planning fees budget has increased following a 15 per cent fee increase. The Land Charges income budget has also increased. The Building Control fees budget has been reduced following a corresponding decrease in costs.

## PLANNING AND BOROUGH DEVELOPMENT

### Service Summary

Service	2011-12 Actual			2012-13 Budget			2013-14 Budget		
	Spend £'000	Income £'000	Net £'000	Spend £'000	Income £'000	Net £'000	Spend £'000	Income £'000	Net £'000
<b>Corporate and Democratic Core</b>	239	-	239	262	-	262	256	-	256
<b>Planning Services</b>									
Development Management	3,778	1,491	2,287	4,245	1,441	2,804	4,130	1,616	2,514
Land Charges	413	1,404	(991)	412	1,126	(714)	382	1,179	(797)
Policy	757	216	541	537	60	477	612	80	532
Design and Conservation ^	323	2	321			-			-
Arboriculture ^	442	-	442			-			-
Strategic Sites ^	225	109	116			-			-
Neighbourhood Planning	190	44	146	436	8	428	397	9	388
Specialist Services	573	4	569	1,384	8	1,376	1,358	8	1,350
<b>Total Planning Services</b>	<b>6,701</b>	<b>3,270</b>	<b>3,431</b>	<b>7,014</b>	<b>2,643</b>	<b>4,371</b>	<b>6,879</b>	<b>2,892</b>	<b>3,987</b>
<b>Building Control</b>	<b>1,473</b>	<b>918</b>	<b>555</b>	<b>1,581</b>	<b>1,065</b>	<b>516</b>	<b>1,516</b>	<b>1,008</b>	<b>508</b>
<b>Adjustment for Internal Recharges</b>	<b>(154)</b>	<b>(154)</b>	<b>-</b>	<b>(180)</b>	<b>(180)</b>	<b>-</b>	<b>(180)</b>	<b>(180)</b>	<b>-</b>
<b>TOTAL PLANNING AND BOROUGH DEVELOPMENT</b>	<b>8,259</b>	<b>4,034</b>	<b>4,225</b>	<b>8,677</b>	<b>3,528</b>	<b>5,149</b>	<b>8,471</b>	<b>3,720</b>	<b>4,751</b>

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***PUBLIC HEALTH  
REVENUE BUDGET 2013-2014***

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# PUBLIC HEALTH

## Subjective Summary

Subjective Grouping	Notes	2011-12 <i>Actual</i> £'000	2012-13 <i>Budget</i> £'000	2013-14 <i>Budget</i> £'000
<b>EXPENDITURE</b>				
Employees		0	0	1,156
Premises-related expenditure		0	0	218
Supplies and services		0	0	20,089
Third party payments		0	0	-
Other Departments		0	0	429
Central Departments		0	0	-
<b>SPENDING</b>		<i>n/a</i>	<i>n/a</i>	<b>21,892</b>
Government Grants		0	0	-
Other grants, reimbursements and contributions		0	0	20,710
<b>INCOME</b>		<i>n/a</i>	<i>n/a</i>	<b>20,710</b>
<b>NET SPENDING</b>		<i>n/a</i>	<i>n/a</i>	<b>1,182</b>

**PUBLIC HEALTH**  
**Service Summary**

Service	2011-12 Actual			2012-13 Budget			2013-14 Budget		
	Spend £'000	Income £'000	Net £'000	Spend £'000	Income £'000	Net £'000	Spend £'000	Income £'000	Net £'000
Public Health	-	-	-	-	-	-	21,892	20,710	<b>1,182</b>
<b>TOTAL PUBLIC HEALTH</b>	<i>n/a</i>	<i>n/a</i>	<i>n/a</i>	<i>n/a</i>	<i>n/a</i>	<i>n/a</i>	<b>21,892</b>	<b>20,710</b>	<b>1,182</b>



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***TRANSPORT AND TECHNICAL SERVICES***

***REVENUE BUDGET 2013-2014***

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# TRANSPORT AND TECHNICAL SERVICES

## Summary of Changes

	<b>£'000</b>
<b>ORIGINAL BUDGET 2012-13</b>	<b>-7,662</b>
Price variations - service	-508
Price variations - central support services	0
<b>INFLATION</b>	<b>-508</b>
Street works and permits income	-50
Temporary road traffic regulation income and price change	-200
Wi-Fi concession fee income	-88
Licence fee income	-20
Kensington Town Hall car parking income	-205
Parking suspension fees from utilities	-94
Reduced Street Lighting costs	-100
Sharing of Personal Assistant support	-30
Parking salary budget	-100
Parking enforcement contract spend	-100
Parking support services	-150
Introduction of GPS - Online bookings	-45
Traffic and Transportation consultancy budgets	-120
Bi-borough service reviews	-275
Parking income	-226
<b>SAVINGS</b>	<b>-1,803</b>
Earls Court licence fees	78
Bus shelter contract	82
Removal of wheel clamping operation	226
<b>LOCAL GROWTH</b>	<b>386</b>
National Non Domestic Rates	13
<b>CORPORATE GROWTH</b>	<b>13</b>
Central support charges change	-639
Transfers of budget internally	-730
Release from Strategic Regeneration Reserve	60
Depreciation change	941
Change in current service pension liability cost (IAS19)	-131
<b>OTHER</b>	<b>-499</b>
<b>FORECAST BUDGET 2013-14</b>	<b>-10,073</b>

# TRANSPORT AND TECHNICAL SERVICES

## Subjective Summary

Subjective Grouping	Notes	2011-12 Actual £'000	2012-13 Budget £'000	2013-14 Budget £'000
Employees	1	10,067	10,219	9,685
Premises-related expenditure		1,222	1,283	1,508
Transport-related expenditure		128	160	160
Supplies and services		2,970	1,979	1,879
Third party payments		14,228	14,814	14,976
Support services	2	6,986	6,685	5,183
Depreciation (and impairment losses)	3	4,089	3,182	4,124
<b>SPENDING</b>		<b>39,690</b>	<b>38,322</b>	<b>37,515</b>
Government Grants		411	0	0
Other grants, reimbursements and contributions	4	1,798	93	360
Customer & Client Receipts	5	46,162	45,891	47,228
Recharges		18	0	0
<b>TOTAL INCOME</b>		<b>48,389</b>	<b>45,984</b>	<b>47,588</b>
<b>NET SPENDING</b>		<b>-8,699</b>	<b>-7,662</b>	<b>-10,073</b>

### Notes

- 1 There have been budget reductions of £409,000 on employee costs.
- 2 There has been a change in the recharge model since the break up of TELS, resulting in a reduction of £665,000 and also a reduction in Central Support Services of £639,000.
- 3 There has been an increase of £941,000 to depreciation charges following capital investment at Exhibition Road and Albert Bridge.
- 4 £290,000 will be received from the London Borough of Hammersmith & Fulham as part of bi-borough arrangements.
- 5 There has been an inflationary increase in Parking Charges.

## TRANSPORT AND TECHNICAL SERVICES

### Service Summary

Service	2011-12 Actual			2012-13 Budget			2013-14 Budget		
	Spend	Income	Net	Spend	Income	Net	Spend	Income	Net
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<b>Corporate and Democratic Core</b>	<b>193</b>	<b>0</b>	<b>193</b>	<b>193</b>	<b>0</b>	<b>193</b>	<b>152</b>	<b>0</b>	<b>152</b>
<b>Environmental Health</b>									
Food Safety and Public Health Training	1,074	126	948	1,191	176	1,015	1,159	146	1,013
Trading Standards	385	6	379	512	5	507	359	1	358
Environmental Quality	775	72	703	663	21	642	518	0	518
Health and Safety	679	5	674	642	3	639	623	0	623
Pest Control	658	320	338	616	270	346	638	277	361
Noise and Nuisance	1,380	3	1,377	1,145	5	1,140	1,100	5	1,095
Housing Private Sector	2,081	537	1,544	1,037	63	974	1,104	40	1,064
Licensing	952	700	252	1,074	648	426	991	596	395
<b>Total Environmental Health</b>	<b>7,984</b>	<b>1,769</b>	<b>6,215</b>	<b>6,880</b>	<b>1,191</b>	<b>5,689</b>	<b>6,492</b>	<b>1,065</b>	<b>5,427</b>
<b>Transportation and Highways</b>									
Highway Maintenance	8,264	1,297	6,967	7,729	959	6,770	8,118	1,158	6,960
Public Lighting	2,317	43	2,274	2,445	42	2,403	2,423	146	2,277
Rechargeable and Other Street Works	737	934	-197	832	828	4	759	878	-119
Projects - Traffic Section	3,090	137	2,953	3,320	56	3,264	3,783	102	3,681
Transportation and Road Safety	2,147	1,313	834	999	115	884	883	117	766
Car Parking Off-Street	1,091	1,870	-779	1,036	1,603	-567	1,347	1,838	-491
Car Parking On-Street	13,859	40,965	-27,106	14,641	41,313	-26,672	13,518	42,244	-28,726
<b>Total Transportation and Highways</b>	<b>31,505</b>	<b>46,559</b>	<b>-15,054</b>	<b>31,002</b>	<b>44,916</b>	<b>-13,914</b>	<b>30,831</b>	<b>46,483</b>	<b>-15,652</b>
<b>Adjustment for Internal Recharges</b>	<b>8</b>	<b>61</b>	<b>-53</b>	<b>247</b>	<b>-123</b>	<b>370</b>	<b>40</b>	<b>40</b>	<b>0</b>
<b>TOTAL TRANSPORT AND TECHNICAL SERVICES</b>	<b>39,690</b>	<b>48,389</b>	<b>-8,699</b>	<b>38,322</b>	<b>45,984</b>	<b>-7,662</b>	<b>37,515</b>	<b>47,588</b>	<b>-10,073</b>

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***CORPORATE SERVICES***  
***REVENUE BUDGET 2013-2014***

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# CORPORATE SERVICES

## Summary of Changes

	<b>£'000</b>
<b>ORIGINAL BUDGET 2012-13</b>	<b>18,086</b>
<b>INFLATION</b>	<b>426</b>
Restructuring of Financial Systems team	-63
Balance of budget on deletion of Head of Resource Utilisation Post	-69
Reduction in salary cost of Head of Insurance	-40
Deletion of Investigator post	-40
Reduction in audit contract fees arising from new single service under Bi-borough	-40
Information Technology staffing savings (e.g. Efficiencies, technological developments).	-209
Wi-Fi concession fee income	-89
Reduced senior management and support costs (Revenues and Benefits)	-70
Deletion of Council Tax Property Officer post	-35
Cessation of the Council Tax Information Booklet (web based approach)	-45
Reduce overtime by 50 per cent (Revenues and Benefits)	-25
Managing under performance (Benefits)	-100
Increases in summons costs	-20
Charging for Council Tax copy bills	-10
Income from surplus operational property sites and new leasing arrangements	-565
Shared use of operational space Recovery of market Tri-borough lettings	-150
Facilities Management contract rationalisation	-50
Outsourcing of Facilities Management Tri-borough Total Facilities Management	-200
Operational property running cost savings	-385
Reduction in number of customer service advisers	-112
Deletion of administrator post in Council/Scrutiny team	-51
Reduction in Members' allowances and costs generally e.g. Hospitality	-64
Reduction in 'Responding to Residents' consultancy budget	-15
Reduction in Members' Scrutiny Consultants budget	-10
Savings on Police Community Support Offices budget	-47
Reduced subsidy for organisations hiring Council premises	-25
Reduction in officers within the central policy teams	-55
Increased registrars income	-56
Reduced Media and Communications staffing costs	-26
End the Head Start Trainee Scheme	-80
Reduction in Corporate Learning and Development budget	-58
Deletion of vacant business administration post	-27
Reductions in supplies and services budgets	-19
Absorption of cost increases across the service	-81
Wi-Fi contract income	-372
<b>SAVINGS</b>	<b>-3,303</b>
Loss of income pending redevelopment of Young Street site	519
Tri-borough communications and office accommodation	25
Local budget realignment	257
<b>GROWTH</b>	<b>801</b>
Transfers of budget between business groups	397
Transfer of surplus London Councils Grant Scheme budget to Voluntary Sector Support	75
Reduction in Benefit Administration Grant	185
Fall out of reserve funding for Data Sharing post	-50
Fall out of reserve funding for 2012 Olympics	-180
Increase in Business Rates	121
Technical Accounting Adjustments:	
Central support charges offset against other service groups	1,946
Central support charges change (funding CSS gap)	185
Depreciation change	153
Change in current service pension liability cost (IAS19)	-305
<b>OTHER</b>	<b>2,527</b>
<b>FORECAST BUDGET 2013-14</b>	<b>18,537</b>

## CORPORATE SERVICES

### Subjective Summary

Subjective Grouping	Notes	2011-12 Actual	2012-13 Budget	2013-14 Budget
		<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
<b>EXPENDITURE</b>				
Employees		33,337	32,842	31,892
Premises-related expenditure		7,694	9,072	8,995
Transport-related expenditure		100	127	101
Supplies and services		11,464	11,395	10,916
Third party payments		7,003	6,449	5,561
Transfer payments		165,715	164,766	171,407
Support services recharges				
Other Departments		95	98	6
Central Departments		24,140	25,257	25,238
Depreciation (and impairment losses)		2,129	2,290	2,443
<b>SPENDING</b>		<b>251,677</b>	<b>252,296</b>	<b>256,559</b>
Government Grants		168,484	165,422	171,865
Other grants, reimbursements and contributions		1,773	1,141	194
Customer & Client Receipts		13,708	16,927	17,487
Recharges to other Business Groups		50,532	50,720	48,476
<b>INCOME</b>		<b>234,497</b>	<b>234,210</b>	<b>238,022</b>
<b>NET SPENDING</b>		<b>17,180</b>	<b>18,086</b>	<b>18,537</b>

#### Notes

- 1 Decrease in other grant income is mainly due to a reduction in funding for the Drug Intervention Programme and community safety.

## CORPORATE SERVICES – Support Services Service Summary

Service	2011-12 Actual			2012-13 Budget			2013-14 Budget		
	Spend	Income	Net	Spend	Income	Net	Spend	Income	Net
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<b>SUPPORT SERVICES</b>									
<b>Leader of the Council</b>									
Media and Communications	889	127	762	917	136	781	897	136	761
2012 Olympics	467	87	380	243	0	243	0	0	0
<b>Total Leader of the Council</b>	<b>1,356</b>	<b>214</b>	<b>1,142</b>	<b>1,160</b>	<b>136</b>	<b>1,024</b>	<b>897</b>	<b>136</b>	<b>761</b>
<b>Cabinet Member for Finance and Information Systems</b>									
Financial Services, Audit and Risk Management	8,341	839	7,502	8,786	799	7,987	8,361	804	7,557
Information Systems	8,520	445	8,075	8,497	547	7,950	8,113	451	7,662
Housing and Council Tax Benefits	171,845	169,031	2,814	170,036	166,890	3,146	176,152	173,323	2,829
Local Taxation Administration	3,624	1,535	2,089	3,684	1,491	2,193	3,668	1,570	2,098
<b>Total Cabinet Member for Finance and Information Systems</b>	<b>192,330</b>	<b>171,850</b>	<b>20,480</b>	<b>191,003</b>	<b>169,727</b>	<b>21,276</b>	<b>196,294</b>	<b>176,148</b>	<b>20,146</b>
<b>Cabinet Member for Housing and Property</b>									
Property Services (excluding Commercial Lettings)	22,681	1,586	21,095	25,269	2,302	22,967	24,546	2,418	22,128
Commercial Property Lettings	1,606	4,960	-3,354	1,215	4,770	-3,555	1,291	4,940	-3,649
<b>Total Cabinet Member for Housing and Property</b>	<b>24,287</b>	<b>6,546</b>	<b>17,741</b>	<b>26,484</b>	<b>7,072</b>	<b>19,412</b>	<b>25,837</b>	<b>7,358</b>	<b>18,479</b>
<b>Cabinet Member for Planning Policy</b>									
Human Resources	5,535	660	4,875	5,473	703	4,770	5,058	636	4,422
SPACE Programme	435	0	435	444	0	444	455	0	455
Services to the Public - Registrars, Electoral Services	2,194	1,097	1,097	1,941	824	1,117	2,022	864	1,158
Legal Services	3,073	1,011	2,062	3,238	3,238	0	3,135	3,238	-103
Customer Services	4,884	16	4,868	4,302	57	4,245	4,340	57	4,283
<b>Total Cabinet Member for Planning Policy</b>	<b>16,121</b>	<b>2,784</b>	<b>13,337</b>	<b>15,398</b>	<b>4,822</b>	<b>10,576</b>	<b>15,010</b>	<b>4,795</b>	<b>10,215</b>
<b>Cabinet Member for Civil Society</b>									
Community Engagement, Service Improvement, Public Consultation	2,079	137	1,942	2,196	1	2,195	2,018	1	2,017
Economic Regeneration	553	267	286	454	215	239	459	215	244
Voluntary Sector Support	2,846	167	2,679	2,850	131	2,719	2,903	131	2,772
Community Safety and Drugs Intervention Programme	3,309	1,119	2,190	3,813	1,116	2,697	2,900	170	2,730
Civic Ceremonial	677	0	677	700	0	700	649	0	649
Governance	1,545	26	1,519	1,623	32	1,591	1,478	0	1,478
Tri-Borough (delivering the programme of changes)	760	198	562	20	0	20	77	0	77
<b>Total Cabinet Member for Civil Society</b>	<b>11,769</b>	<b>1,914</b>	<b>9,855</b>	<b>11,656</b>	<b>1,495</b>	<b>10,161</b>	<b>10,484</b>	<b>517</b>	<b>9,967</b>

## CORPORATE SERVICES – Central Services Service Summary

Service	2011-12 Actual			2012-13 Budget			2013-14 Budget		
	Spend £'000	Income £'000	Net £'000	Spend £'000	Income £'000	Net £'000	Spend £'000	Income £'000	Net £'000
Non Distributed Costs	1,164	673	491	1,197	195	1,002	2,761	567	2,194
Corporate and Democratic Core	4,650	2	4,648	5,398	44	5,354	5,276	44	5,232
<b>TOTAL CORPORATE SERVICES (before Recharges)</b>	<b>251,677</b>	<b>183,983</b>	<b>67,694</b>	<b>252,296</b>	<b>183,491</b>	<b>68,805</b>	<b>256,559</b>	<b>189,565</b>	<b>66,994</b>
Support Service Recharges	0	49,837	-49,837	0	49,943	-49,943	0	47,842	-47,842
Departmental Recharges	0	677	-677	0	776	-776	0	615	-615
<b>TOTAL CORPORATE SERVICES</b>	<b>251,677</b>	<b>234,497</b>	<b>17,180</b>	<b>252,296</b>	<b>234,210</b>	<b>18,086</b>	<b>256,559</b>	<b>238,022</b>	<b>18,537</b>



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***ADULT AND FAMILY LEARNING  
REVENUE BUDGET 2013-2014***

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## ADULT AND FAMILY LEARNING

### Summary of Changes

	£'000
<b>ORIGINAL BUDGET 2012-13</b>	<b>126</b>
Central support charges change	24
Change in current service pension liability cost (IAS19)	-1
<b>TOTAL OTHER</b>	<b>23</b>
<b>FORECAST BUDGET 2013-14</b>	<b>149</b>

## ADULT AND FAMILY LEARNING

### Subjective Summary

Subjective Grouping	Notes	2011-12 Actual £'000	2012-13 Budget £'000	2013-14 Budget £'000
<b>EXPENDITURE</b>				
Employees		280	254	256
Supplies and services		142	96	152
Third party payments		940	942	887
Other Departments		88	0	0
Central Departments		73	108	132
<b>SPENDING</b>		<b>1,523</b>	<b>1,400</b>	<b>1,427</b>
Government Grants		1,352	1,274	1,278
Other grants, reimbursements and contributions		40	0	0
<b>INCOME</b>		<b>1,392</b>	<b>1,274</b>	<b>1,278</b>
<b>NET SPENDING</b>		<b>131</b>	<b>126</b>	<b>149</b>

#### Notes

- 1 The 2011-12 actuals include the residual spending of the Awards Service function no longer carried out by the Council and the Employment Projects Team no longer funded by the Council.

## ADULT AND FAMILY LEARNING

### Service Summary

Service	2011-12 Actual			2012-13 Budget			2013-14 Budget		
	Spend £'000	Income £'000	Net £'000	Spend £'000	Income £'000	Net £'000	Spend £'000	Income £'000	Net £'000
Community Learning	1,187	1,086	101	1,136	1,050	86	1,159	1,054	105
Adult Skills	217	195	22	243	224	19	247	224	23
European Projects	84	81	3	21	-	21	21	-	21
Awards Service*	7	7	-	-	-	-	-	-	-
Employment Projects Team**	28	23	5	-	-	-	-	-	-
<b>TOTAL ADULTS AND FAMILY LEARNING</b>	<b>1,523</b>	<b>1,392</b>	<b>131</b>	<b>1,400</b>	<b>1,274</b>	<b>126</b>	<b>1,427</b>	<b>1,278</b>	<b>149</b>

\* Service no longer carried out by the Council.

\*\* Residual cost of service no longer provided by Council.