
REVENUE BUDGET 2011/12

**Presented to the Council
2nd March 2011**

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THE ROYAL BOROUGH OF KENSINGTON AND CHELSEA
MEETING OF THE COUNCIL – 2 MARCH 2011
ITEM 6 – SUBMISSIONS FROM THE CABINET

The following budget, plans and strategies were considered by the Cabinet at its meeting on 17 February 2011 and are now submitted to full Council for approval and adoption.

2. REVENUE BUDGET AND COUNCIL TAX 2011/12

2.1 INTRODUCTION

2.1.1 The proposed budget:

- is consistent with the Council's medium term financial strategy (**Revenue Budget Book, page 1**) and its policy on reserves (**Revenue Budget Book, page 2**);
- follows consultation with the Scrutiny Committees and others on the 2011/12 proposed overall Council and Business Group budgets (set out in the **Revenue Budget Book**); and
- takes account of Council's agreement to the Council Tax base on 19 January 2011.

1.1.2 These proposals were developed in the light of the government's Spending Review plans announced on 20 October 2010 and as they applied locally in the local government finance settlement released on 13 December 2010 and confirmed on 31 January 2011 which covered the two financial years – 2011/12 and 2012/13.

2.2 LOCAL FUNDING

2.2.1 The Council planned for losses of over £11 million in Formula Grant for 2011/12 and expected losses of grants held within the Business Groups to be anticipated and contained.

2.2.2 The near final outcome of the local government provisional settlement 2011/12 and 2012/13 was a total grant loss of £18 million:

- 1) an estimated loss of Formula Grant (on a wider definition than before) of over £13 million;
- 2) a further £2 million losses from former specific grants to Housing, Health and Adult Social Care consolidated within the wider coverage of Formula Grant for 2011/12 onwards; and

3) a net loss of grant within Family and Children's Services of £3 million.

2.2.3 The additional loss of Formula Grant has been found by a whole authority reduction in pension costs £1.4 million; £2 million from reductions in Housing, Health and Adult Social Care spending associated with grants that had already assumed to be ending in 2010/11, combined with a reduction in the Supporting People programme. The £3 million reduction in specific grants will be contained within Family and Children's Services Business Group.

2.2.4 The government has confirmed that a Council Tax Freeze Grant will be paid to all authorities who freeze their 2010/11 Council Tax. For the Royal Borough this would amount to £1.9 million and has been allowed for in setting the 2011/12 Council Tax.

2.2.5 The government has, as promised, reduced the number of funding streams to local government substantially. However not all the final grant allocations for 2011/12 are yet known, including Disabled Facilities Grant and Home Office led funding for community safety related spending. Some grants not yet announced have been assumed to continue and may require further budget adjustments as details emerge later in the year.

2.2.6 The government also announced a cash loss in Formula Grant for the Council of a further £9.3 million for 2012/13.

2.2.7 Government grants fund 53 per cent of the Council's gross spending of £400 million¹. The Council will receive £212 million in specific grants in 2011/12 compared to £231 million for 2010/11². A full list of the specific grant allocations included in the 2011/12 budget is set out in **Revenue Budget Book (page 8)**.

2.2.8 This may not conclude the changes in funding for the Council. The Government has announced and will be completing a local government finance review due to report in the summer, with options for change to be announced by this autumn.

2.3 THE COUNCIL'S POLICIES

2.3.1 The core financial policies are the Council's Medium Term Financial Strategy and the Reserves Policy detailed in **Revenue Budget Book (page 1 and page 2)**. There are amendments to these highlighting the Council's aim of bearing down on the cost of providing public services through the public sector and the role of reserves.

¹ This excludes housing and Council Tax benefit grant.

² Also excluding housing and Council Tax benefit grant.

- 2.3.2 The proposed budget will continue to maintain the Council Tax rate in the bottom quartile for London and retains a minimum of £10 million in the working balance.
- 2.3.3 It is 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 2013/14³. Current forecast spending plans deliver this. There is no unsustainable use of reserves to meet recurring expenditure.
- 2.3.4 As part of this year's financial forecasting, all reserves held have been reviewed and their purpose reconfirmed or revised. A full list, with forecast balances for the next three years, is set out at **Revenue Budget Book (page 9)**.
- 2.3.5 Cabinet is requested to confirm that the minimum level of working balance should be £10 million. Full Council approval is required to reduce the working balance below that level.
- 2.3.6 The Council holds a central contingency budget for in-year budget risks such as higher than forecast pay and price inflation. The contingency available for release is £2.8 million.

2.4 COUNCIL TAX CONSULTATION

- 2.4.1 The Council has again consulted residents via the annual Residents' Panel Council Tax survey and the summary results were reported to Cabinet on 16 December 2010⁴.
- 2.4.2 In summary the feedback was:
- A general shift against spending more and in favour of spending less.
 - An increased proportion (from 40 to 45 per cent) who would disagree that they would rather see Council Tax rise than see cuts in services.
 - An increased proportion (from 34 to 41 per cent) that would rather see cuts in local services than see Council Tax rise.
- 2.4.3 The original 2011/12 spending and savings proposals were published in a report to Cabinet in December; further publicised through the draft Budget Proposals 2011/12 published on the Council's website in December 2010; and these with the additional savings required were taken to Scrutiny Committees as part of the Business Group revenue budget reports in January and February 2011.
- 2.4.4 The process for inviting comments on the Budget Proposals was similar to the approach of previous years for the Cabinet Business Plan. The

³ This is confirmed within the Capital Programme 2011/12 – 2013/14 Appendix 7 "Capital Programme Funding".

⁴ As detailed in Appendix 1 of the report: [Medium Term Planning - Budget and Service Prospects](#)

proposals were made available through the Council's website and residents were able to respond via an electronic comments form. Letters were also sent to key partners and residents' and tenants' associations inviting comment.

2.5 BUDGET PROPOSALS

2.5.1 The proposed gross revenue budget for 2011/12 is £400 million. Within that, the budget requirement funded from Formula Grant and from Council Tax is £186 million.

2.5.2 Please note that the figures for the Greater London Authority precept were not final at the time this report was dispatched. In addition, there is an unresolved legal challenge to the reduction in the London Councils Grants Scheme cost for 2011/12. The full value of this reduction - £0.3 million - is currently held in the contingency budget and can be released if required.

2.5.3 Full details of 2011/12 savings proposals by Business Groups are set out in the **Budget Proposals 2011/12** report elsewhere on the agenda.

2.5.4 Detailed service budgets for operating expenditure are set out in the Business Group estimates reports submitted in full to the Council as part of the Revenue Budget Book. This is summarised in **Table 1**. Full details are set out the **Revenue Budget Book**.

Table 1 Budget Summary

	2010/11	2011/12
	£m	£m
Family and Children's Services	54.615	52.442
Housing, Health and Adult Social Care	82.938	83.174
Planning and Borough Development	5.345	5.259
Transport, Environment and Leisure Services	24.139	21.452
Corporate Services	20.668	18.309
Total Service Costs	187.705	180.636
Area Based Grant held corporately	-20.109	0.000
Charges for Capital Assets and Financing	-4.859	-7.071
Pension Fund Liabilities	11.755	1.556
Contingencies and Provisions	2.404	3.123
Interest	-1.200	-1.000
Levies	3.677	3.263
Capital Reserves	5.500	5.500
Revenue Reserves	-0.692	1.942
Council Tax Freeze Grant	0.000	-1.947
Total Spending	184.181	186.002

Please note that the apparent increase in the contribution to revenue reserves is in fact substantially the opposite which neutralises reserve funded related budget changes (one off reserve releases in 2010/11) within the service budgets.

2.6 THE COUNCIL TAX

2.6.1 The budget proposals produce a Royal Borough Council Tax freeze for 2011/12 with a band D figure for the Council's element of the tax of £769.30 excluding the Garden Square levies.

2.6.2 As a result of the way the Council Tax Freeze grant has been introduced any change in the Garden Square levies is counted as part of the Council's spending. The final 2011/12 Garden Square levies total is £1.321 million compared to £1.325 million for 2010/11. The average Council Tax, as calculated by government including Garden Square levies, is £782.58 for 2011/12 compared to £782.61 for 2010/11. One Garden Square has amended its levy post Cabinet (an increase of £2k).

2.6.3 The 2011/12 budget is set out in **Table 2** below.

Table 2 Budget Change and Council Tax

	£m
Council Tax Requirement 2010/11	77.9
Price Inflation	2.7
External Cost Pressures	3.6
Grant Losses	18.3
Financing and Other Budget Changes	0.2
Total Cost Pressures	24.8
2011/12 Savings	-15.0
Area Based Grant In-Year Reduction	-1.3
2011/12 Addition Savings Post Settlement	-6.5
Total Savings	-22.9
Less Council Tax Freeze Grant	-1.9
Council Tax Requirement 2011/12	77.9
Taxbase	99,526
Band D Council Tax including garden square levies	£782.58
Increase at Band D %	0%
Band D Council Tax excluding garden square levies	£769.30
Increase at Band D %	0%

2.6.4 Varying the budget requirement of £186 million by one per cent increases the Council Tax by 2.4 per cent. Varying spending plans by £1 million would add £10 (1.3 per cent) to the band D Council Tax.

2.6.5 The Greater London Authority is expected to finalise its 2011/12 precept, which the Council collects on its behalf, at the London Assembly meeting on 23 February 2011. The band D Council Tax figure for 2011/12 is expected to be £309.82, frozen at the same level as 2010/11. Any change will be reported to Council on 2 March 2011.

2.6.6 Royal Borough and 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 common.

Table 3 Total Council Tax

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

2.6.7 Full details of Council Tax due including the Garden Square levies are set out in the Revenue Budget Book (pages ? and ?).

2.7 THREE YEAR FINANCIAL PLAN

2.7.1 The Medium Term Financial Plan looks ahead for three years and given the uncertainties over public sector funding is somewhat speculative. This is set out in **Table 4** overleaf and based on the following:

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

Table 4 Three Year Budget Forecast

£ million	Change		
	2011/12	2012/13	2013/14
Inflation		3.0	4.7
External Cost Pressures		1.7	1.7
Contingency			
Pension Fund Liabilities		-0.7	0.0
Financing Costs		0.0	0.0
Interest Received		-1.2	-0.2
Movement on Reserves/Working Balance		0.0	0.0
Formula Grant		9.3	1.9
Council Tax Freeze Grant			
Forecast Savings Required		-10.1	-6.0
Royal Borough Council Tax Requirement	77.887	79.8	81.8
Council Tax Base	99,526	99,500	99,500
Council Tax Per Band D	£782.58	£802.14	£822.19
Change in Council Tax £	£0	£20	£20
Change in Council Tax %	0.0%	2.5%	2.5%

2.7.2 The forecast has the following key assumptions:

- Zero inflation on pay and 2 per cent for non-salaries for 2012/13; 2 per cent on all budgets for 2013/14.
- Council Tax Freeze Grant is assumed to continue for the whole period.
- The Formula Grant is assumed to reduce by 2 per cent in 2012/13 and 7 per cent in 2013/14 in line with government control totals.
- Any further fall out of the remaining specific grants will be contained within Business Groups. These are now more limited in number and value.

2.8 LEGAL IMPLICATIONS

2.8.1 The Council is required to set a balanced budget.

2.8.2 The Executive Director for Finance, Information Systems and Property is required, under the Local Government Act 2003, Part 2, Section 25, to report on the robustness of the estimates made for the purpose of calculating the Council Tax and the adequacy of reserves.

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

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

2.8.5 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. This is subject to final confirmation by government.

2.8.6 The government still retains the power to cap excessive budgets and Council Tax increases and is expected to introduce compulsory referenda on Council Tax increases from 2012/13.

2.9 EQUALITIES IMPLICATIONS

2.9.1 The equalities impact of specific budget proposals have been considered in January 2011 alongside the detailed Business Group budget reports considered by the Scrutiny Committees.

2.9.2 Where specific budget savings have yet to be decided in detail the equalities impact is considered and assessed by the relevant Business Group as part of the final decision-making and implementation process.

2.10 RECOMMENDATIONS

The Council is recommended:

- (i)
 - (a) **To approve** the revenue estimates for 2011/12 as submitted in the **Revenue Budget Book 2011/12**;
 - (b) **To approve** the Medium Term Financial Strategy as set out in the **Revenue Budget Book (page 1)**;
 - (c) **To approve** the Reserves Policy as set out in the **Revenue Budget Book (page 2)** including a minimum £10 million in working balances and a minimum balance of £15 million in the Capital Expenditure Reserve and Car Parking Reserve at the end of 2013/14;
- (ii) **To note** that at the Council meeting on 6 January 2011 it calculated the following amounts for the year 2010/11 in accordance with regulations made under Sections 33(5) and 34(4) of the Local Government Finance Act 1992:
 - (a) **99,526** being the amount calculated by the Council, in accordance with regulation 3 of the Local Authorities (Calculation of Council Tax Base) Regulations 1992, as its Council Tax base for the year; and
 - (b) the amounts as set out in column three of the table **on page 10 of the Revenue Budget Book** being the amounts calculated by the Council, in accordance with regulation 6 of the Regulations as the amounts of its Council Tax base for the year for dwellings in those parts of its area to which one or more special items relate.
- (iii) **To agree** that the following amounts be now calculated by the Council for the year 2011/12 in accordance with Sections 32 to 36 of the Local Government Finance Act 1992 (the Act):-
 - (a) £186,002,476 being the amount by which the aggregate of the amounts which the Council estimates for the items set out in Section 32 (2) (a) to (e) of the Act; exceeds the aggregate of the amounts which the Council estimates for the items set out in Section 32 (3) (a) to (c) of the Act; calculated by the Council in accordance with Section 32(4) of the Act as its budget requirement for the year.

- (b) £108,115,419 being the aggregate of the sums which the Council estimates will be payable for the year into its General Fund in respect of Formula Grant, reduced by the amount of the sum that the Council estimates will be transferred in the year from its General Fund to its Collection Fund in accordance with Section 97 (4) of the Local Government Finance Act 1988 and any sums relating to the difference between amounts in respect of community charges credited and charged to the revenue account for any earlier financial year, and any sums pursuant to the direction that is contained in the Collection Fund (Council Tax Benefit)(England) Directions 2001.
- (c) £782.58 being the amount at (iii)(a) above less the amount at (iii)(b) above, all divided by the amount at (ii)(a) above, calculated by the Council, in accordance with Section 33(1) of the Act, as the basic amount of its Council Tax for the year;
- (d) £1,321,426 being the aggregate amount of all special items referred to in Section 34(1) of the Act and listed in column four of the table on **page 10 of the Revenue Budget Book**;
- (e) £769.30 being the amount at (iii)(c) above less the result given by dividing the amount at (iii)(d) above by the amount at (ii)(a) above, calculated by the Council, in accordance with Section 34(2) of the Act, as the basic amount of its Council Tax for the year for dwellings in those parts of its area to which no special item relates;
- (f) the amount as set out in the table on **page 11 of the Revenue Budget Book** opposite each garden square listed in column two, being the amount given by adding to the amount at (iii)(e) above the amount of the special item or items set out in

column four relating to dwellings in each of the garden squares divided in each case by the amount set out in column three, calculated by the Council in accordance with Section 34(3) of the Act as the basic amount of its Council Tax for the year for dwellings in those parts of its area to which one or more special items relate; and

- (g) the amounts as set out in **page 11 of the Revenue Budget Book** being the amounts given by multiplying the amounts at (iii)(e) and (iii)(f) above by the number which, in the proportion set out in Section 5(1) of the Act, is applicable to dwellings listed in a particular valuation band divided by the number which in the proportion is applicable to dwellings listed in valuation band D, calculated by the Council, in accordance with Section 36(1) of the Act, as the amounts to be taken into account for the year in respect of categories of dwellings listed in different valuation bands.

- (iv) **To note** that for the year 2011/12 the Greater London Authority has stated the following amounts in precepts issued to the Council in respect of the functional bodies under its control, in accordance with Section 40 of the Local Government Finance Act 1992, for each of the categories of dwellings shown below:

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

- (v) Having calculated the aggregate in each case of the amounts at (iii)(g) and (iv) above, in accordance with Section 30(2) of the Local

Government Finance Act 1992, to agree to set the following amounts as the total Council Tax for 2011/12 for each of the categories of dwellings shown below:

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

with the amounts shown in the table at **page 12 of the Revenue Budget Book** set as the amounts of Council Tax for those dwellings where special Garden Levies apply.

FOR DECISION

Officer Contact

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REVENUE BUDGET BOOK 2011/12

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 and 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 2011/12 – 2013/14* report to Cabinet on the 17 February 2011.
- Car Parking Reserve – projections of the use and balances on this reserve are contained in the *Capital Programme 2011/12 – 2013/14* report to Cabinet on the 17 February 2011. Originally the reserve could only be used to fund expenditure on statutorily defined purposes directly related to transport. The Traffic Management Act 2004 extended the powers to include highways maintenance and environmental improvements. The maximum eligible expenditure for funding in 2011/12 is shown in the table overleaf.

Service/Purpose	2011/12 Budget £'000
Revenue	
Schools and Youth (permits, Special Needs Transport, transport)	1,702
Social services (concessionary fares, Taxicard, welfare transport)	9,986
Street trees	385
Transport and Highways	12,703
Parks and open spaces	3,461
Street cleaning	8,512
Total Revenue	36,749
Less contribution from Car Parking Reserve	-25,744
Balance met from Council Tax budget	11,005
Capital	
Eligible schemes	9,224
Less contribution from Car Parking Reserve	-9,224
Balance met from Council Tax budget	0

RESERVES POLICY

Strategic context

1. The Council's financial environment is perpetually changing, as are the demands on services and the needs of the Royal Borough. The Council is constantly reformulating its priorities in response to these issues. The Council's financial environment is becoming more difficult as the level of historic in-year budget flexibility reduces and the buoyancy of external finance declines. The demands on services and the needs of the Royal Borough are not reducing. The Council has continuously to review its priorities in response to these issues.
2. Reserves play an important part in the Council's medium term financial strategy and are held to create long-term budgetary stability. They enable the Council to manage change without undue impact on the Council Tax and are a key element of its strong financial standing and resilience.
3. The Council holds reserves in order to mitigate future risks, such as increased demand and costs; to help absorb the costs of future liabilities; and to enable the Council to resource policy developments and initiatives without a disruptive impact on Council Tax.
4. Capital reserves play a crucial role in funding the Council's capital investment programme. The Capital Expenditure Reserve is used to create capacity to meet future capital investment.
5. The Council relies on interest earned through holding reserves to support its general spending plans.

6. Reserves are one-off money. The Council aims to avoid using reserves to meet ongoing financial commitments other than as part of a sustainable budget plan. The Council has to balance the opportunity cost of holding reserves in terms of Council Tax against the importance of interest earning and long term future planning.

Purposes

7. Reserves are therefore held for the following purposes, some of which may overlap:
 - 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 Executive Director for Finance, Information Systems and Property reports annually on the adequacy of the reserves, as part of the Council Tax setting and budget report.

11. The approval of the Cabinet Member for Finance and IT is required to the release of reserves (unless already agreed by Council or Cabinet) under the Council's constitution¹.
12. The following matters apply to individual reserves:
- The General Fund working balance will not fall below £10 million, within the Council's budgetary framework i.e. without the approval of Council. The minimum value is at least 5 per cent of budget requirement².
 - The Capital Expenditure Reserve is applied to meet future investment plans and is available either to fund investment directly or to support other financing costs. The reserve can also be used for preliminary costs of capital schemes e.g. feasibility.
 - 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 2011/12 to 2013/14 ensure that each of the Capital Expenditure Reserve and the Car Parking Reserve will not fall below £15 million by the end of 2013/14 and that if the figures fall below £20 million for either reserve this should be a trigger for review.

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

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

² £10 million/£186 million (2011/12 budget requirement) = 5.4 per cent

REVENUE BUDGET SUMMARY

DESCRIPTION	Budget 2010/11	Forecast Outturn 2010/11	Budget 2011/12	% Change
Service Budgets	£'000	£'000	£'000	
Family and Children's Services	54,615	57,511	52,442	
Housing, Health and Adult Social Care	82,938	81,278	83,174	
Planning and Borough Development	5,345	5,395	5,259	
Transport, Environment and Leisure Services	24,139	24,462	21,452	
Corporate Services	20,668	21,327	18,309	
Service Budgets Total	187,705	189,973	180,636	
Area Based Grant	(20,109)	(18,551)	0	
Contingency and central budgets	2,404	3,674	3,123	
Net Cost of Services	170,000	175,096	183,759	
External Interest	1,755	1,846	1,402	
Pension Fund Liabilities	11,755	3,001	1,556	
Interest and Investment Income	(1,200)	(1,000)	(1,000)	
Net Operating Expenditure	182,310	178,943	185,717	1.9%
Transfers to(+) / from(-) reserves:-				
Capital Adjustment Account (incl MRP)	(6,614)	(6,614)	(8,473)	
Transfer to Capital Reserves	5,500	5,500	5,500	
Transfer to/ (from) Revenue Reserves	(692)	2,675	1,942	
Transfers to/(from) Working Balance				
TOTAL EXCLUDING LEVIES	180,504	180,504	184,686	2.3%
Levies				
London Boroughs Grants Committee	623	623	290	-53.5%
Environment Agency	198	198	196	-1.0%
London Pensions Fund Authority	1,531	1,531	1,456	-4.9%
Garden Squares	1,325	1,325	1,321	-0.3%
Total Levies	3,677	3,677	3,263	-11.3%
TOTAL ROYAL BOROUGH EXPENDITURE INCL LEV	184,181	184,181	187,949	2.0%
Council Tax Freeze - Special Grant			(1,947)	
NET BUDGET REQUIREMENT	184,181	184,181	186,002	1.0%
EXTERNAL FINANCE:-				
Formula Grant	(105,958)	(105,958)	(108,267)	2.2%
Collection Fund Surplus(-) / Deficit (+)	(308)	(308)	151	-149.0%
Total External Finance / Collection Fund	(106,266)	(106,266)	(108,116)	1.7%
TOTAL RBKC COUNCIL TAX REQUIREMENT	77,915	77,915	77,886	0.0%
PRECEPTS:-				
Greater London Authority	30,845	30,845	30,835	0.0%
TOTAL LOCAL TAX REQUIREMENT	108,760	108,760	108,721	0.0%
TAX BASE - BAND D EQUIVALENTS	99,558	99,558	99,526	0.0%
COUNCIL TAX - BAND D	£	£	£	
Royal Borough (excluding Gardens)	769.30	769.30	769.30	0.0%
Greater London Authority	309.82	309.82	309.82	0.0%
TOTAL BASIC COUNCIL TAX - BAND D	1,079.12	1,079.12	1,079.12	0.0%
Royal Borough (average including Gardens)	782.61	782.61	782.58	0.0%
Greater London Authority	309.82	309.82	309.82	0.0%
TOTAL BASIC COUNCIL TAX - BAND D	1,092.43	1,092.43	1,092.40	0.0%

**BUSINESS GROUP
SUBJECTIVE AND SERVICE SUMMARY**

SUBJECTIVE ANALYSIS	2009/10 Actual £'000	2010/11 Budget £'000	2011/12 Budget £'000
EXPENDITURE			
Employee Related Expenses	117,806	113,541	114,124
Premises Related Expenses	15,705	17,019	16,979
Transport Related Expenses	946	814	742
Supplies and Services	30,301	41,484	30,511
Third Party Payments	147,628	147,536	148,324
Transfer Payments	154,158	127,056	163,104
Capital Charges	8,347	8,337	10,141
Contingency			
Schools Delegated Budgets	74,527	69,468	70,998
TOTAL EXPENDITURE	549,417	525,255	554,924
LESS INCOME			
Government Grants	255,798	231,268	266,719
Other Grants, Reimbursements and Contributions	38,255	30,764	28,169
Customer and Client Receipts			
- Sales, Fees and Charges	76,196	69,847	73,723
- Rents	5,874	5,652	5,659
Interest	17	19	18
TOTAL INCOME	376,140	337,550	374,288
NET EXPENDITURE	173,277	187,705	180,636

BUSINESS GROUP SUMMARY	2009/10 Actual			2010/11 Budget			2011/12 Budget		
	Gross Expenditure £'000	Income £'000	Net £'000	Gross Expenditure £'000	Income £'000	Net £'000	Gross Expenditure £'000	Income £'000	Net £'000
Family and Children's Services	164,979	108,404	56,575	165,179	110,564	54,615	159,366	106,924	52,442
Housing, Health and Adult Social Care	114,276	45,861	68,415	117,569	34,631	82,938	118,184	35,010	83,174
Planning and Borough Development	8,497	3,293	5,204	8,267	2,922	5,345	8,425	3,166	5,259
Transport, Environment and Leisure Services	74,240	51,153	23,087	76,724	52,585	24,139	77,186	55,734	21,452
Corporate Services	237,202	217,206	19,996	208,277	187,609	20,668	244,427	226,118	18,309
Total Business Group Expenditure	599,194	425,917	173,277	576,016	388,311	187,705	607,588	426,952	180,636

GOVERNMENT GRANTS

		2010/11 £'000	2011/12 £'000
FCS	Unaccompanied Asylum Seeking Children's Grant (estimated)	800	600
FCS	Contact Point	140	-
FCS	Dedicated Schools Grant (estimated)	66,094	78,680
FCS	Pupil Premium (estimated)	-	1,380
FCS	Learning and Skills Council	13,036	-
FCS	Leaving Care Grant	180	150
FCS	London Pay Addition	345	-
FCS	Play Pathfinder	146	-
FCS	Schools Standards Grant	1,754	-
FCS	School Standards Grant (Personalisation)	505	-
FCS	Standards Funds	8,679	-
FCS	Sure Start Early Years Child Grant	5,174	-
FCS	Think Family	310	-
FCS	Youth Opportunities Fund	132	-
FCS	Young People's Substance Misuse	165	66
FCS	Skills Funding Agency (formerly Learning and Skills Council)	-	1,332
FCS	Young People's Learning Agency (formerly Learning and Skills Council)	-	4,471
FCS	Early Intervention Grant	-	6,735
HHASC	Stroke Grant	92	-
HHASC	Social Care Reform	1,082	-
HHASC	Campus Grant	94	-
HHASC	HIV/Aids	334	-
HHASC	Homelessness Directorate Grant	1,437	2,640
HHASC	Overcrowding	110	-
HHASC	Handy Persons	70	-
HHASC	Disabled Facilities	265	265
HHASC	Learning Disability and Health Reform Grant	-	3,645
PBD	Housing and Planning Delivery	94	62
TELS	Free Swimming	125	-
CS	Community Safety	85	317
CS	Drugs Intervention Programme	1,023	767
CS	Housing Benefits Administration	1,883	2,085
CS	National Non Domestic Rates Cost of Collection	605	663
Grants Held Within Service Budgets		104,759	103,858
Area Based Grant		20,109	0
Council Tax Freeze Grant		0	1,947
Formula Grant		105,958	108,627
Total Budgeted Grant		230,826	214,432

Please note the total change in grants shown above will not be the same as the net grant reduction for Council Tax setting purposes. For example; there were no further allocations of Housing and Planning Delivery Grant from government so the 2011/12 budget is an amount unspent from previous year allocation; the Learning and Skills Council funding allocation for 2010/11 was based on a proposed transfer from central government which did not materialise and therefore the change is an accounting entry rather than a loss in spending power.

This excludes housing and Council Tax benefit (£127 million in 2010/11 and £163 million in 2011/12).

RESERVES AND BALANCES FORECAST (31 MARCH EACH YEAR)

This shows a snapshot of the forecast balances for the next three years.

Reserves and Balances	Purpose	31/03/10 Actual £'000	31/03/11 Forecast £'000	31/03/12 Forecast £'000	31/03/13 Forecast £'000	31/03/14 Forecast £'000
Capital Expenditure	To fund capital expenditure.	63,128	51,028	44,228	35,028	29,328
Car Parking	On-street car parking surpluses for use on legally specified purposes.	31,824	28,024	19,524	17,824	15,424
Strategic Regeneration	Funding for strategic regeneration	13,703	13,188	13,188	13,188	13,188
Demand Growth	Meets volatile growth pressures	5,297	5,297	5,297	5,297	5,297
Local Initiatives (Transformation Fund)	For locally determined projects	4,942	4,942	4,942	4,942	4,942
Insurance	Meets future insurance liabilities	4,836	4,586	4,436	4,186	3,936
Service Risks	To mitigate unplanned service problems	4,713	3,653	3,653	3,653	3,653
Supporting People	Phase in impact of reducing government grant allocations	4,705	4,705	4,705	4,705	4,705
Repairs and Renewals	Provides for replacement of equipment.	3,853	3,422	3,416	3,416	3,416
Excellence All Round	For service improvement initiatives	3,131	3,001	3,001	3,001	3,001
Severance (Transformation Fund)	To meet costs arising from job losses	3,085	3,250	3,600	3,600	3,600
Budget Carry Forward	Self-explanatory	2,857	2,357	2,357	2,357	2,357
Specific Grant Loss	Safeguard against adverse changes in specific grant regimes	2,566	2,394	2,394	2,394	2,394
Better City Life	Resources for new policy priorities.	2,463	2,638	2,758	2,758	2,758
Cost Reduction (Transformation Fund)	Funding for invest to save opportunities	2,001	1,093	1,093	1,093	1,093
Property Strategy	Feasibility studies and condition surveys for capital planning	1,633	1,133	583	0	0
Other Reserves	Individually below a balance of £250k at 31 March 2009	1,261	715	748	721	796
Value Added Tax (VAT) Liability	Meet future potential liabilities	1,070	1,070	1,070	1,070	1,070
Chelsea Academy Co-Sponsorship	Funding for the new school held until paid over to government.	500	0	0	0	0
Corporate Information Systems (IS) Initiatives	To replace office systems	344	344	344	344	344
General Services Building Maintenance	Evens out the cost of the annual maintenance programme.	300	300	300	300	300
Licensing and Planning Costs	Self-explanatory	250	250	250	250	250
Risk Management	Pump priming for initiatives	229	154	104	104	104
Subtotal General Fund Reserves		158,691	137,544	121,991	110,231	101,956
General Fund Working Balance	Unearmarked cash held.	10,000	10,000	10,000	10,000	10,000
Total General Fund		168,691	147,544	131,991	120,231	111,956
Total Housing Revenue Account (HRA)		13,061	12,270	12,018	10,421	8,654
Schools Balances	Balances held by schools (outside the Council's control).	4,987	4,987	4,987	4,987	4,987
Collection Fund Balance	A statutory account to hold balances on collection of Council Tax.	0	0	0	0	0
Total Reserves and Balances		186,739	164,801	148,996	135,639	125,597

GARDEN SQUARE LEVIES

ROYAL BOROUGH COUNCIL TAX - GARDEN SQUARES KENSINGTON IMPROVEMENT ACT 1851					
(1)	(2)	(3)	(4)	(5)	(6)
CODE	GARDEN SQUARE	BAND D EQUIVALENTS	GARDEN LEVY	GARDEN TAX BAND D	BAND D TAX INCL GARDEN
			£	£	£
900	Addison Gardens	125	36,000.00	288.00	1,057.30
901	Arundel Gardens/Ladbroke Gardens	256	39,500.00	154.30	923.60
902	Avondale Park Gardens	29	1,600.00	55.17	824.47
904	Barkston Gardens	252	33,170.00	131.63	900.93
906	Bina Gardens (West)	186	21,500.00	115.59	884.89
907	Bolton Gardens	121	35,000.00	289.26	1,058.56
908	Bramham Gardens	385	36,000.00	93.51	862.81
909	Brompton Square	187	15,000.00	80.21	849.51
912	Campden Hill Square	87	24,000.00	275.86	1,045.16
913	Campden House Court	226	21,300.00	94.25	863.55
914	Clarendon Road/Lansdowne Road	52	14,000.00	269.23	1,038.53
915	Collingham Gardens	190	25,000.00	131.58	900.88
916	Cornwall Gardens	654	58,000.00	88.69	857.99
917	Courtfield Gardens (East)	214	20,000.00	93.46	862.76
918	Courtfield Gardens (West)	440	60,000.00	136.36	905.66
921	Earls Court Square	288	25,000.00	86.81	856.11
922	Edwardes Square	237	52,300.00	220.68	989.98
925	Gledhow Gardens	268	50,000.00	186.57	955.87
928	Hereford Square	79	17,000.00	215.19	984.49
929	Holland Road/Russell Road	184	22,050.00	119.84	889.14
930	Hornton Street/Holland Street	114	8,500.00	74.56	843.86
933	Iverna Court	225	12,000.00	53.33	822.63
936	Kensington Square	120	12,000.00	100.00	869.30
939	Lexham Gardens	310	33,000.00	106.45	875.75
942	Moreton and Cresswell Gardens	105	16,800.00	160.00	929.30
944	Nevern Square	301	34,000.00	112.96	882.26
945	Norland Square	178	24,000.00	134.83	904.13
948	Ovington Square	167	22,500.00	134.73	904.03
951	Pembridge Square	211	39,600.00	187.68	956.98
952	Philbeach Gardens	310	44,000.00	141.94	911.24
955	Royal Crescent	185	37,000.00	200.00	969.30
958	St James's Gardens	156	19,550.00	125.32	894.62
959	Stanley Crescent	187	35,000.00	187.17	956.47
960	Stanley Gardens (North)	120	26,000.00	216.67	985.97
961	Stanley Gardens (South)	180	43,040.00	239.11	1,008.41
962	Sunningdale Gardens	28	3,000.00	107.14	876.44
965	Wetherby Gardens	358	75,850.00	211.87	981.17
ROYAL BOROUGH COUNCIL TAX - GARDEN SQUARES TOWN GARDENS PROTECTION ACT 1863					
CODE	GARDEN SQUARE	BAND D EQUIVALENTS	GARDEN LEVY	GARDEN TAX BAND D	BAND D TAX INCL GARDEN
			£	£	£
975	Arundel Gardens/Elgin Crescent	277	30,000.00	108.30	877.60
977	Blenheim Crescent/Elgin Crescent	269	60,000.00	223.05	992.35
978	Emperor's Gate	240	8,156.00	33.98	803.28
979	Ladbroke Grove	56	2,700.00	48.21	817.51
980	Rosmead Gardens	144	26,160.00	181.67	950.97
981	Lansdowne Gardens	166	28,000.00	168.67	937.97
982	Hanover Gardens	143	26,950.00	188.46	957.76
984	Montpelier Gardens	118	40,200.00	340.68	1,109.98
986	Notting Hill	36	7,000.00	194.44	963.74
			1,321,426.00		

ROYAL BOROUGH OF KENSINGTON AND CHELSEA COUNCIL TAX

	ROYAL BOROUGH COUNCIL TAX - BY BAND							
	A	B	C	D	E	F	G	H
PROPERTIES NOT IN GARDEN SQUARES	£ 512.87	£ 598.34	£ 683.82	£ 769.30	£ 940.26	£ 1111.21	£ 1282.17	£ 1538.60

KENSINGTON IMPROVEMENT ACT 1851		ROYAL BOROUGH COUNCIL TAX - GARDEN SQUARES BY BAND							
CODE	GARDEN SQUARE	A	B	C	D	E	F	G	H
		£	£	£	£	£	£	£	£
900	Addison Gardens	704.87	822.34	939.82	1,057.30	1,292.26	1,527.21	1,762.17	2,114.60
901	Arundel Gardens/Ladbroke Gardens	615.73	718.36	820.98	923.60	1,128.84	1,334.09	1,539.33	1,847.20
902	Avondale Park Gardens	549.65	641.25	732.86	824.47	1,007.69	1,190.90	1,374.12	1,648.94
904	Barkston Gardens	600.62	700.72	800.83	900.93	1,101.14	1,301.34	1,501.55	1,801.86
906	Bina Gardens (West)	589.93	688.25	786.57	884.89	1,081.53	1,278.17	1,474.82	1,769.78
907	Bolton Gardens	705.71	823.32	940.94	1,058.56	1,293.80	1,529.03	1,764.27	2,117.12
908	Bramham Gardens	575.21	671.07	766.94	862.81	1,054.55	1,246.28	1,438.02	1,725.62
909	Brompton Square	566.34	660.73	755.12	849.51	1,038.29	1,227.07	1,415.85	1,699.02
912	Campden Hill Square	696.77	812.90	929.03	1,045.16	1,277.42	1,509.68	1,741.93	2,090.32
913	Campden House Court	575.70	671.65	767.60	863.55	1,055.45	1,247.35	1,439.25	1,727.10
914	Clarendon Road/Lansdowne Road	692.35	807.75	923.14	1,038.53	1,269.31	1,500.10	1,730.88	2,077.06
915	Collingham Gardens	600.59	700.68	800.78	900.88	1,101.08	1,301.27	1,501.47	1,801.76
916	Cornwall Gardens	571.99	667.33	762.66	857.99	1,048.65	1,239.32	1,429.98	1,715.98
917	Courtfield Gardens (East)	575.17	671.04	766.90	862.76	1,054.48	1,246.21	1,437.93	1,725.52
918	Courtfield Gardens (West)	603.77	704.40	805.03	905.66	1,106.92	1,308.18	1,509.43	1,811.32
921	Earls Court Square	570.74	665.86	760.99	856.11	1,046.36	1,236.60	1,426.85	1,712.22
922	Edwardes Square	659.99	769.98	879.98	989.98	1,209.98	1,429.97	1,649.97	1,979.96
925	Gledhow Gardens	637.25	743.45	849.66	955.87	1,168.29	1,380.70	1,593.12	1,911.74
928	Hereford Square	656.33	765.71	875.10	984.49	1,203.27	1,422.04	1,640.82	1,968.98
929	Holland Road/Russell Road	592.76	691.55	790.35	889.14	1,086.73	1,284.31	1,481.90	1,778.28
930	Hornton Street/Holland Street	562.57	656.34	750.10	843.86	1,031.38	1,218.91	1,406.43	1,687.72
933	Iverna Court	548.42	639.82	731.23	822.63	1,005.44	1,188.24	1,371.05	1,645.26
936	Kensington Square	579.53	676.12	772.71	869.30	1,062.48	1,255.66	1,448.83	1,738.60
939	Lexham Gardens	583.83	681.14	778.44	875.75	1,070.36	1,264.97	1,459.58	1,751.50
942	Moreton and Cresswell Gardens	619.53	722.79	826.04	929.30	1,135.81	1,342.32	1,548.83	1,858.60
944	Nevern Square	588.17	686.20	784.23	882.26	1,078.32	1,274.38	1,470.43	1,764.52
945	Norland Square	602.75	703.21	803.67	904.13	1,105.05	1,305.97	1,506.88	1,808.26
948	Ovington Square	602.69	703.13	803.58	904.03	1,104.93	1,305.82	1,506.72	1,808.06
951	Pembroke Square	637.99	744.32	850.65	956.98	1,169.64	1,382.30	1,594.97	1,913.96
952	Philbeach Gardens	607.49	708.74	809.99	911.24	1,113.74	1,316.24	1,518.73	1,822.48
955	Royal Crescent	646.20	753.90	861.60	969.30	1,184.70	1,400.10	1,615.50	1,938.60
958	St James's Gardens	596.41	695.82	795.22	894.62	1,093.42	1,292.23	1,491.03	1,789.24
959	Stanley Crescent	637.65	743.92	850.20	956.47	1,169.02	1,381.57	1,594.12	1,912.94
960	Stanley Gardens (North)	657.31	766.87	876.42	985.97	1,205.07	1,424.18	1,643.28	1,971.94
961	Stanley Gardens (South)	672.27	784.32	896.36	1,008.41	1,232.50	1,456.59	1,680.68	2,016.82
962	Sunningdale Gardens	584.29	681.68	779.06	876.44	1,071.20	1,265.97	1,460.73	1,752.88
965	Wetherby Gardens	654.11	763.13	872.15	981.17	1,199.21	1,417.25	1,635.28	1,962.34

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	585.07	682.58	780.09	877.60	1,072.62	1,267.64	1,462.67	1,755.20
977	Blenheim Crescent/Elgin Crescent	661.57	771.83	882.09	992.35	1,212.87	1,433.39	1,653.92	1,984.70
978	Emperor's Gate	535.52	624.77	714.03	803.28	981.79	1,160.29	1,338.80	1,606.56
979	Ladbroke Grove	545.01	635.84	726.68	817.51	999.18	1,180.85	1,362.52	1,635.02
980	Rosmead Gardens	633.98	739.64	845.31	950.97	1,162.30	1,373.62	1,584.95	1,901.94
981	Lansdowne Gardens	625.31	729.53	833.75	937.97	1,146.41	1,354.85	1,563.28	1,875.94
982	Hanover Gardens	638.51	744.92	851.34	957.76	1,170.60	1,383.43	1,596.27	1,915.52
984	Montpelier Gardens	739.99	863.32	986.65	1,109.98	1,356.64	1,603.30	1,849.97	2,219.96
986	Notting Hill	642.49	749.58	856.66	963.74	1,177.90	1,392.07	1,606.23	1,927.48

**TOTAL COUNCIL TAX
INCLUDING GREATER LONDON AUTHORITY PRECEPT**

		TOTAL COUNCIL TAX - BY BAND							
		A	B	C	D	E	F	G	H
PROPERTIES NOT IN GARDEN SQUARES		£ 719.42	£ 839.31	£ 959.22	£ 1079.12	£ 1318.93	£ 1558.73	£ 1798.54	£ 2158.24

KENSINGTON IMPROVEMENT ACT 1851		TOTAL COUNCIL TAX - GARDEN SQUARES BY BAND							
CODE	GARDEN SQUARE	A	B	C	D	E	F	G	H
		£	£	£	£	£	£	£	£
900	Addison Gardens	911.42	1063.31	1215.22	1367.12	1670.93	1974.73	2278.54	2734.24
901	Arundel Gardens/Ladbroke Gardens	822.28	959.33	1096.38	1233.42	1507.51	1781.61	2055.70	2466.84
902	Avondale Park Gardens	756.20	882.22	1008.26	1134.29	1386.36	1638.42	1890.49	2268.58
904	Barkston Gardens	807.17	941.69	1076.23	1210.75	1479.81	1748.86	2017.92	2421.50
906	Bina Gardens (West)	796.48	929.22	1061.97	1194.71	1460.20	1725.69	1991.19	2389.42
907	Bolton Gardens	912.26	1064.29	1216.34	1368.38	1672.47	1976.55	2280.64	2736.76
908	Bramham Gardens	781.76	912.04	1042.34	1172.63	1433.22	1693.80	1954.39	2345.26
909	Brompton Square	772.89	901.70	1030.52	1159.33	1416.96	1674.59	1932.22	2318.66
912	Campden Hill Square	903.32	1053.87	1204.43	1354.98	1656.09	1957.20	2258.30	2709.96
913	Campden House Court	782.25	912.62	1043.00	1173.37	1434.12	1694.87	1955.62	2346.74
914	Clarendon Road/Lansdowne Road	898.90	1048.72	1198.54	1348.35	1647.98	1947.62	2247.25	2696.70
915	Collingham Gardens	807.14	941.65	1076.18	1210.70	1479.75	1748.79	2017.84	2421.40
916	Cornwall Gardens	778.54	908.30	1038.06	1167.81	1427.32	1686.84	1946.35	2335.62
917	Courtfield Gardens (East)	781.72	912.01	1042.30	1172.58	1433.15	1693.73	1954.30	2345.16
918	Courtfield Gardens (West)	810.32	945.37	1080.43	1215.48	1485.59	1755.70	2025.80	2430.96
921	Earls Court Square	777.29	906.83	1036.39	1165.93	1425.03	1684.12	1943.22	2331.86
922	Edwardes Square	866.54	1010.95	1155.38	1299.80	1588.65	1877.49	2166.34	2599.60
925	Gledhow Gardens	843.80	984.42	1125.06	1265.69	1546.96	1828.22	2109.49	2531.38
928	Hereford Square	862.88	1006.68	1150.50	1294.31	1581.94	1869.56	2157.19	2588.62
929	Holland Road/Russell Road	799.31	932.52	1065.75	1198.96	1465.40	1731.83	1998.27	2397.92
930	Horton Street/Holland Street	769.12	897.31	1025.50	1153.68	1410.05	1666.43	1922.80	2307.36
933	Iverna Court	754.97	880.79	1006.63	1132.45	1384.11	1635.76	1887.42	2264.90
936	Kensington Square	786.08	917.09	1048.11	1179.12	1441.15	1713.18	1965.20	2358.24
939	Lexham Gardens	790.38	922.11	1053.84	1185.57	1449.03	1712.49	1975.95	2371.14
942	Moreton and Cresswell Gardens	826.08	963.76	1101.44	1239.12	1514.48	1789.84	2065.20	2478.24
944	Nevern Square	794.72	927.17	1059.63	1192.08	1456.99	1721.90	1986.80	2384.16
945	Norland Square	809.30	944.18	1079.07	1213.95	1483.72	1753.49	2023.25	2427.90
948	Ovington Square	809.24	944.10	1078.98	1213.85	1483.60	1753.34	2023.09	2427.70
951	Pembridge Square	844.54	985.29	1126.05	1266.80	1548.31	1829.82	2111.34	2533.60
952	Philbeach Gardens	814.04	949.71	1085.39	1221.06	1492.41	1763.76	2035.10	2442.12
955	Royal Crescent	852.75	994.87	1137.00	1279.12	1563.37	1847.62	2131.87	2558.24
958	St James's Gardens	802.96	936.79	1070.62	1204.44	1472.09	1739.75	2007.40	2408.88
959	Stanley Crescent	844.20	984.89	1125.60	1266.29	1547.69	1829.09	2110.49	2532.58
960	Stanley Gardens (North)	863.86	1007.84	1151.82	1295.79	1583.74	1871.70	2159.65	2591.58
961	Stanley Gardens (South)	878.82	1025.29	1171.76	1318.23	1611.17	1904.11	2197.05	2636.46
962	Sunningdale Gardens	790.84	922.65	1054.46	1186.26	1449.87	1713.49	1977.10	2372.52
965	Wetherby Gardens	860.66	1004.10	1147.55	1290.99	1577.88	1864.77	2151.65	2581.98

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	791.62	923.55	1055.49	1187.42	1451.29	1715.16	1979.04	2374.84
977	Blenheim Crescent/Elgin Crescent	868.12	1012.80	1157.49	1302.17	1591.54	1880.91	2170.29	2604.34
978	Emperor's Gate	742.07	865.74	989.43	1113.10	1360.46	1607.81	1855.17	2226.20
979	Ladbroke Grove	751.56	876.81	1002.08	1127.33	1377.85	1628.37	1878.89	2254.66
980	Rosmead Gardens	840.53	980.61	1120.71	1260.79	1540.97	1821.14	2101.32	2521.58
981	Lansdowne Gardens	831.86	970.50	1109.15	1247.79	1525.08	1802.37	2079.65	2495.58
982	Hanover Gardens	845.06	985.89	1126.74	1267.58	1549.27	1830.95	2112.64	2535.16
984	Montpelier Gardens	946.54	1104.29	1262.05	1419.80	1735.31	2050.82	2366.34	2839.60
986	Notting Hill	849.04	990.55	1132.06	1273.56	1556.57	1839.59	2122.60	2547.12

FAMILY AND CHILDREN'S SERVICES
REVENUE BUDGET 2011/2012

FAMILY AND CHILDREN'S SERVICES REVENUE BUDGET

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FAMILY AND CHILDREN'S SERVICES SUMMARY OF CHANGES

SUMMARY OF CHANGES	Budget 2011/12
	£'000
ORIGINAL BUDGET 2010/11	54,615
o PAY AND PRICES CHANGES	
Price Variations - Expenditure	564
Super Inflation NNDR	90
Price Variations - Central Support Services	235
Total Pay & Prices Increases	889
o TECHNICAL ADJUSTMENTS (offset elsewhere in the Council's budget)	
Central Support Charges variation	134
Transfers of budget to / from other services	68
Capital charges variation	1,195
Change in current service pension liability cost (FRS 17)	3,069
Total Technical Adjustments	4,466
SUB TOTAL	59,970
o FINANCIAL PLAN (See Appendix for details)	
Corporate Savings	
Safeguarding Inspections - Family Services Maintenance now ended	-85
Total Corporate Savings	-85
Savings 2011/12	
Business Plan Savings	
Revised and tailored Play Service charges	-50
Reduced use of contract staff and consultants	-180
Improved attendance and effectiveness of staff	-200
Closure of ContactPoint (the national children's database)	-20
Reduced directorate PA support	-50
Closure of Latymer Children's Centre	-273
Rationalisation of office space	-60
Revised arrangements for one-to-one support to children with a disability (while maintaining packages of support to families)	-20
Centralised management of training expenditure	-20
Deletion of vacant post of Director of Children's Services including associated support costs	-250
Reduced 'looked after children' management costs	-26
Miscellaneous savings across the Business Group eg reduced used of taxi service and ending subscriptions	-90
Additional income from Children's Centres	-162
Increased income from the Education Business Partnership	-20
Efficiency savings in Fostering Services by flexible use of commissioned staff	-10
Savings from Youth Offending Team by sharing services with other local authorities	-50
Reduced student support management costs due to the function's transfer to Student Finance England	-158
Increased Professional Development Centre car park income from the Notting Hill Carnival	-7
Reduced number of business support officers in Family Services	-200
Rationalised alternative education provision (Closure of Golborne Education Centre)	-152
Employee Private Health Care Scheme - cessation of Council contribution	-83
Total Savings 2011/12	-2,081
Savings in year 2010/11 (continuing)	
2010/11 in year savings	-723
Total Savings in year 2010/11 (continuing)	-723
Planned Reductions	
Corporate	-67
Total Planned Reductions Savings	-67
Spending adjustments in response to changes in specific grants	
Movement in spend relating to grants now within the Area Based Grant	273
Area Based Grant expenditure ending	-3,143
Area Based Grant Expenditure now funded by Direct Grant	-536
ABG Savings announced in year	
Health Area Based Grant reduction including teenage pregnancy, substance misuse and healthy schools	-37
Connexions reduction in overall budget	-218
Positive Activities for Young People reduction in overall budget	-204
Stop funding the Advisory Centre for Education project in Family Services	-30
Reduce Positive Choices by £30,000	-30
Remove the Extended Schools Start-Up Area Based Grant budget	-169
Reduction in Child and Adolescent Mental Health Services management and efficiencies from service realignment	-65
Shared service efficiencies in Child Death Review process	-22
City Learning centres	-217
School Development Grant - reduction in Advanced Skill Teaching and Continuing Professional Development	-28
Excellence in cities - summer schools	-70
Information and Communication Technology infrastructure services and hands on support	-58
Learning mentors and excellence clusters	-52
School Development Grant	-100
Total spending reductions in response to changes in specific grants	-4,706
o Other Variations	
Employment Projects	-172
Pension Increase	306
Total Other Variations	134
TOTAL BUDGET 2011/12	52,442

FAMILY AND CHILDREN'S SERVICES
Subjective Summary

Item	Notes	2009/10 Actual	2010/11 Budget	2011/12 Budget
		£'000	£'000	£'000
EXPENDITURE				
Employee Related Expenses		36,765	34,952	34,961
Premises Related Expenses		4,811	4,096	4,109
Transport Related Expenses		411	272	242
Schools Delegated Budgets	1	74,527	69,468	70,998
Supplies & Services	2	11,041	22,198	12,726
Third Party Payments		26,758	23,352	23,950
Transfer Payments		42	86	85
Support Services recharges				
Other Departments		670	598	604
Central Departments		7,428	7,675	8,015
Capital Financing Charges		2,526	2,482	3,676
TOTAL EXPENDITURE		164,979	165,179	159,366
INCOME				
Government Grants	2	23,855	31,335	14,734
Dedicated Schools Grant		63,762	66,094	78,680
Other Grants, Reimbursements & Contributions		7,978	6,460	6,357
Customer & Client Receipts				
Fees & Charges	1	8,992	2,530	2,974
Rents (Other)		132	136	137
Interest				
SLA Income from Schools		3,525	3,871	3,702
Recharges to other Revenue A/Cs				
Other Business Groups		160	138	340
TOTAL INCOME		108,404	110,564	106,924
NET EXPENDITURE		56,575	54,615	52,442

Notes

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

FAMILY AND CHILDREN'S SERVICES Service Summary

Service	2009/10 Actual			2010/11 Budget			2011/12 Budget			Outputs	Head of Service
	Exp £'000	Income £'000	Net £'000	Exp £'000	Income £'000	Net £'000	Exp £'000	Income £'000	Net £'000		
Cabinet Member for Family and Children's Services											
Corporate and Democratic Core	328	-	328	314	-	314	266	-	266		H. of Resources
Resources											
Directorate, Management and Support Services (Partially Rec	3,927	3,378	549	2,817	2,817	-	2,777	2,777	-		Exec. Dir of F.C. and H. of Resources
Total Resources Services	3,927	3,378	549	2,817	2,817	-	2,777	2,777	-		
Community Learning											
Community Learning Management and Support Services (Re	1,314	1,314	-	1,362	1,362	-	1,240	1,240	-		Dir. Of C.L.
Extended Services	3,553	737	2,816	3,194	522	2,672	2,696	689	2,007	13 Council or partially funded term time play centres.	Dir. Of C.L.
Youth Support and Development Services	7,288	1,390	5,898	6,995	924	6,071	6,315	2,468	3,847	2 Youth and 2 water based activity centres.	Dir. Of C.L.
Adult and Family Learning	2,451	1,822	629	2,146	1,394	752	1,525	1,332	193	Approximately 9 Voluntary Organisations and K. and C. Co	Dir. Of C.L.
Library Services and Archives and Heritage (Partially Recharg	9,902	3,252	6,650	9,174	2,866	6,308	9,456	2,831	6,625	Central Library and 5 Branch Libraries.	Dir. Of C.L.
Total Community Learning	24,508	8,515	15,993	22,871	7,068	15,803	21,232	8,560	12,672		Dir. Of C.L.
Family Services											
Family Services Management and Support Services (Recharg	4,104	4,104	-	3,873	3,873	-	3,861	3,861	-		Dir. Of F.S.
Youth Justice	1,666	672	994	1,512	621	891	1,237	517	720		Dir. Of F.S.
Child Protection	1,926	310	1,616	1,829	245	1,584	1,576	70	1,506		Dir. Of F.S.
The Virtual School	565	-	565	582	-	582	612	283	329		Dir. Of F.S.
Fostering And Adoption	3,035	189	2,846	2,982	95	2,887	2,900	95	2,805	19 Special Guardianship	Dir. Of F.S.
Children's Social work	4,721	-	4,721	4,602	-	4,602	4,590	-	4,590		Dir. Of F.S.
Parenting	3,754	10	3,744	3,714	-	3,714	3,814	4	3,810	116 Looked After Children	Dir. Of F.S.
In House Children's Homes and Flats	2,386	51	2,335	2,120	40	2,080	2,206	39	2,167		Dir. Of F.S.
Other Services-Family Support	681	336	345	902	310	592	612	120	492		Dir. Of F.S.
Promoting and Assessments	1,779	-	1,779	1,778	-	1,778	1,906	-	1,906		Dir. Of F.S.
Complex Health Needs And Disability - Social Work	1,841	83	1,758	1,890	77	1,813	2,013	57	1,956		Dir. Of F.S.
Complex Health Needs And Disability - Parenting	1,173	-	1,173	1,113	-	1,113	1,134	-	1,134	40 Looked After Children, including Respite	Dir. Of F.S.
Complex Health Needs And Disability - Promoting and Assess	819	202	617	950	406	544	897	184	713		Dir. Of F.S.
Complex Health Needs And Disability - Other Assessments	1,308	133	1,175	1,473	218	1,255	1,320	70	1,250		Dir. Of F.S.
Leaving Care	2,272	277	1,995	2,033	200	1,833	2,123	170	1,953	150 Care leavers supported.	Dir. Of F.S.
Unaccompanied Asylum Seeking Children	1,171	1,381	(210)	948	800	148	779	600	179	22 Unaccompanied Asylum Seeking Children	Dir. Of F.S.
Total Family Services	33,201	7,748	25,453	32,301	6,885	25,416	31,580	6,070	25,510		

FAMILY AND CHILDREN'S SERVICES Service Summary

Service	2009/10 Actual			2010/11 Budget			2011/12 Budget			Outputs	Head of Service
	Exp £'000	Income £'000	Net £'000	Exp £'000	Income £'000	Net £'000	Exp £'000	Income £'000	Net £'000		
Strategy, Commissioning and Performance											
Strategy, Commissioning and Performance (Partially Recharged)	2,237	1,368	869	2,182	1,109	1,073	2,405	1,307	1,098	Approximately 4,300 meals provided each day.	Dir. Of S.C.P.
School Meals Management Contract	2,558	2,547	11	2,513	2,513	-	2,564	2,581	(17)		Dir. Of S.C.P.
Total Strategy, Commissioning and Performance	4,795	3,915	880	4,695	3,622	1,073	4,969	3,888	1,081		Dir. Of S.C.P.
Schools, Quality and Standards											
Children's Centres	4,099	1,807	2,292	4,683	2,282	2,401	3,853	1,716	2,137	8 Children Centres.	Dir. Of S.Q.S.
Early Years Nursery Education	1,684	-	1,684	2,683	1,093	1,590	2,859	2,858	1		Dir. Of S.Q.S.
Early Years Central Functions	1,516	911	605	1,638	929	709	1,500	1,027	473	Dir. Of S.Q.S.	
Early Years Outreach	2,346	1,993	353	2,500	2,092	408	2,017	1,572	445	Dir. Of S.Q.S.	
Schools Strategic Management	4,298	719	3,579	3,962	706	3,256	7,165	3,060	4,105	Dir. Of S.Q.S.	
Facilitating School Improvement	6,089	2,061	4,028	6,639	3,191	3,448	6,147	4,496	1,651	Dir. Of S.Q.S.	
16 to 19 Commissioning	-	-	-	7,190	7,190	-	-	-	-	Dir. Of S.Q.S.	
Placements and Recoupment	6,474	5,684	790	5,819	5,780	39	6,639	6,502	137	Dir. Of S.Q.S.	
Special Home to School Transport	1,889	22	1,867	1,607	-	1,607	1,834	4	1,830	Dir. Of S.Q.S.	
Pupil Referral Unit	1,548	42	1,506	1,571	7	1,564	1,290	1,227	63	Dir. Of S.Q.S.	
Education Welfare	1,189	2	1,187	951	40	911	860	118	742	Dir. Of S.Q.S.	
School Admissions	345	-	345	370	-	370	445	424	21	Dir. Of S.Q.S.	
Access, Inclusion and Other	3,642	617	3,025	3,347	815	2,532	3,338	2,030	1,308	Dir. Of S.Q.S.	
Nursery Schools (Formula)	3,469	961	2,508	2,567	221	2,346	2,444	2,444	-	4 School's in the Borough with 225 pupils.	Dir. Of S.Q.S.
Primary Schools (Formula)	41,452	3,154	38,298	38,233	4,624	33,609	39,278	39,278	-	26 School's in the Borough with 6,867 pupils.	Dir. Of S.Q.S.
Secondary Schools (Formula)	24,917	4,403	20,514	24,161	5,965	18,196	24,705	24,705	-	4 School's in the Borough with 2,953 pupils aged	Dir. Of S.Q.S.
Special Schools (Formula)	4,739	435	4,304	4,534	352	4,182	4,588	4,588	-	2 School's, with 143 places.	Dir. Of S.Q.S.
Dedicated School Grant	657	74,170	(73,513)	935	66,094	(65,159)	700	700	-	Dir. Of S.Q.S.	
Total Schools, Quality and Standards	110,353	96,981	13,372	113,390	101,381	12,009	109,662	96,749	12,913	Dir. Of S.Q.S.	
Adjustment for Internal Recharges	(12,133)	(12,133)	-	(11,209)	(11,209)	-	(11,120)	(11,120)	-		
Total	164,979	108,404	56,575	165,179	110,564	54,615	159,366	106,924	52,442		

FAMILY AND CHILDREN'S SERVICES NARRATIVE SHEETS

FAMILY AND CHILDREN'S SERVICES BUSINESS GROUP – CORPORATE AND DEMOCRATIC CORE			
BUSINESS UNITS: E7109, E9002, L0100 and S1007			
Cabinet Member for Family and Children's Services	Actual 2009/2010	Budget 2010/2011	Budget 2011/2012
	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
EXPENDITURE			
Supplies and Services	<i>13</i>	<i>18</i>	<i>0</i>
Total Direct Expenditure	<i>13</i>	<i>18</i>	<i>0</i>
Departmental Support Services Recharge (1)	<i>315</i>	<i>296</i>	<i>266</i>
TOTAL EXPENDITURE	<i>328</i>	<i>314</i>	<i>266</i>
NET EXPENDITURE	<i>328</i>	<i>314</i>	<i>266</i>
DESCRIPTION OF SERVICE			
<p>In accordance with the Best Value Accounting Code of Practice, Corporate and Democratic Core comprise the costs of Democratic Representation and Management and elements of Corporate Management.</p> <p>CIFPA describes Democratic Representation and Management as '...including all aspects of member' activities in that capacity, including corporate programme and service policy making and more general activities relating to governance and representation of local interest'.</p> <p>Corporate Management is described as '...those activities and costs which provide the infrastructure which allows services to be provided, whether by the authority or not and the information which is required for public accountability.'</p> <p>This budget included the expenditure on Town Twining Activities with Cannes which ceased to be funded during 10-11.</p>			
MAJOR VARIATIONS			
<ul style="list-style-type: none"> • Pay and price increases of £360 have been applied to this budget. • Financial Plan savings of £17,000 have been included in this budget. <p>(1) The recharge to Corporate and Democratic Core activities has been decreased following a review against the CIPFA Best Value Accounting code of practice.</p>			

RESOURCES – DIRECTORATE, MANAGEMENT AND SUPPORT SERVICES			
BUSINESS UNITS: E9001, E9007, E9100-2, E9104-6, E9109-10, E9112, E9114-17, E9200 and E9201			
Cabinet Member for Family and Children’s Services	Actual 2009/2010	Budget 2010/2011	Budget 2011/2012
	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
EXPENDITURE			
Employees (1,2,3)	1,910	1,698	1,617
Premises Related Expenditure (3)	7	3	2
Transport Related Expenditure (3)	5	6	3
Supplies and Services (3)	240	93	64
Third Party Payments (3,4)	809	69	14
Total Direct Expenditure	2,971	1,869	1,700
Central Support Services Recharges	900	892	1,022
Capital Charges	56	56	55
TOTAL EXPENDITURE	3,927	2,817	2,777
INCOME			
Government Grants			
- Standards Funds - Building Schools for the Future (4)	167	50	0
Other Grants and Contributions	17	12	9
Service Level Agreement Charges	48	50	50
Rent	11	11	11
Recharges to Other Business Groups	16	11	0
Corporate and Democratic Core Activities	71	76	39
Recharges to Other Services	3,048	2,607	2,668
TOTAL INCOME	3,378	2,817	2,777
NET EXPENDITURE (PARTIALLY RECHARGED)	549	0	0
DESCRIPTION OF SERVICE			
<p>Included in this service are the Executive Director, their Personal Assistant, the Head of Resources, IT, Finance, Office Administration and Capital Strategy Management teams plus Building Schools for the Future and Primary Capital Programme.</p> <p>Also included are the Business Group’s new initiatives and “one off” costs, the Business Group’s Training, Health and Safety and Computer budgets.</p> <p>The Management and Support Services part of the section provide a range of support and advisory services across the Business Group.</p> <p>Several of these services operate under Service Level Agreements with schools for part of their activities.</p> <p>From 2009/10 the full costs of this service except Building Schools for the Future and the Primary Capital Programme, have been recharged across the Families and Children’s Services Business Group in accordance with the CIPFA Best Value Accounting Code of Practice.</p>			
MAJOR VARIATIONS			
<ul style="list-style-type: none"> • Pay and price increases of £33,960 have been applied to this budget. • Financial Plan savings including “Council wide initiatives” of £369,240 have been included in this budget. <p>(1) £119,440 has been transferred to this budget from the Community Learning, Family Services and Schools, Quality and Standards Directorates.</p> <p>(2) £17,940 for increased employers’ pension contributions has been added to this budget.</p> <p>(3) £549,000 in 2009-10 relating to Building Schools for the Future and Primary Capital Programme was included in this budget and funded from the capital expenditure reserve.</p> <p>(4) The Building Schools for the Future Grant will cease in 2011-12.</p>			

COMMUNITY LEARNING – MANAGEMENT AND SUPPORT SERVICES			
BUSINESS UNITS – E7000–3, E7110, E7111 and E7145			
Cabinet Member for Family and Children’s Services	Actual 2009/2010	Budget 2010/2011	Budget 2011/2012
	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
EXPENDITURE			
Employees (1,2,3,4)	783	810	684
Premises Related Expenditure	248	260	271
Transport Related Expenditure	5	7	5
Supplies and Services (4)	98	115	104
Total Direct Expenditure	1,134	1,192	1,064
Central Support Services Recharges	180	170	176
TOTAL EXPENDITURE	1,314	1,362	1,240
INCOME			
Other Grants and Contributions	114	114	111
Fees, Charges and Other Income	2	1	1
Service Charges (4)	92	81	63
Corporate and Democratic Core Activities	42	43	52
Recharges to Other Services	1,064	1,123	1,103
TOTAL INCOME	1,314	1,362	1,240
NET EXPENDITURE (FULLY RECHARGED)	0	0	0
DESCRIPTION OF SERVICE			
<p>The management, administration and training costs for the range of Community Learning Services (excluding Libraries) are included in this budget (including the Director of Community Learning, Heads of Service and Service Managers). The costs are recharged to the various service delivery budgets within Community Learning. The Community Learning Directorate takes responsibility for the direction of policies and overall management of the Community Learning budget, whilst Heads of Service and Service Managers manage the direct delivery of services.</p> <p>The Community Learning administration function is located at 125 Freston Road (3rd floor). This budget includes the cost of the building which is also fully recharged to users of the site.</p> <p>The full cost of this service is recharged across the Community Learning Directorate in accordance with the CIPFA Best Value Accounting Code of Practice.</p>			
MAJOR VARIATIONS			
<ul style="list-style-type: none"> • Pay and price increases of £22,180 have been applied to this budget. • Financial Plan savings including “Council wide initiatives” of £66,460 have been included in this budget. <ol style="list-style-type: none"> (1) £36,620 has been transferred to Resources – Directorate, Family and Children Initiatives, Management and Support Services. (2) £8,690 for increased employers’ pension contributions have been added to this budget. (3) £95,210 has been transferred to Adult and Family Service, after a staffing re-organisation and to charge members of staff directly to the grant from the Skills Funding Agency. (4) Due to a decline in grant funding available, service level income has reduced with a corresponding reduction in expenditure. 			

COMMUNITY LEARNING – EXTENDED SERVICES			
BUSINESS UNITS: E1058, E1060-9, E6000's, E6301-13, E6602-4, E7116, E7133-4, E7136, E7141, E7144 and E7146			
Cabinet Member for Family and Children's Services	Actual 2009/2010	Budget 2010/2011	Budget 2011/2012
	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
EXPENDITURE			
Employees (1,2)	1,656	1,618	1,365
Premises Related Expenditure	120	94	96
Transport Related Expenditure (2)	29	19	20
Supplies and Services (2)	480	445	308
Third Party Payments (2)	579	335	320
Total Direct Expenditure	2,864	2,511	2,109
Central Support Services Recharges	116	135	115
Departmental Support Services Recharge	564	548	463
Capital Charges	9	0	9
TOTAL EXPENDITURE	3,553	3,194	2,696
INCOME			
Government Grants			
- Fair Play Pathfinder Grant (2)	219	146	0
- Sure Start Early Years Child Grant (2)	77	0	0
- Dedicated School Grant (3)	0	0	105
- Early Intervention Grant (4)	0	0	204
Other Grants and Contributions (2)	245	200	153
Fees, Charges and Other Income	186	166	216
Rents	10	10	11
TOTAL INCOME	737	522	689
NET EXPENDITURE	2,816	2,672	2,007
DESCRIPTION OF SERVICE			
<p>Extended Services secures a range of services for 5-13 year olds. These include:-</p> <ul style="list-style-type: none"> The Play Service which delivers after school play centres, breakfast clubs and holiday play schemes. It is also responsible for the RBKC Play Strategy. Study Support which coordinates and assures the quality of study support provision in schools, community organisations, libraries and supplementary schools; and which delivers the Summer University programme. The participation of children aged 5-13, including the Children's Forum. Payments to Voluntary Organisations approved through the Commissioning process. 			
MAJOR VARIATIONS			
<ul style="list-style-type: none"> Pay and price increases of £22,430 have been applied to this budget. Financial Plan savings including "Council wide initiatives" of £297,990 have been included within this budget. <p>(1) £8,620 for increased employers' pension contributions have been added to this budget.</p> <p>(2) Any changes in government grant income or other grants and contributions will be reflected by changes in expenditure.</p> <p>(3) From 2011-12 the Dedicated School Grant income will no longer be held centrally but allocated to the services where it is spent.</p> <p>(4) The Early Intervention Grant a specific Government Grant will replace Area Based Grant in 2011-12.</p>			

COMMUNITY LEARNING – YOUTH SUPPORT AND DEVELOPMENT SERVICES			
BUSINESS UNITS: E6200's, E6300, E6350-E6507, E7112-E7115, E7117, E7119, E7123-5, E7127-30, E7135, E7137, E7139, E7150 and E7186-E7205			
Cabinet Member for Family and Children's Services	Actual 2009/2010	Budget 2010/2011	Budget 2011/2012
	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
EXPENDITURE			
Employees (1,2,3,4)	3,215	3,190	2,969
Premises Related Expenditure (2,4)	399	329	241
Transport Related Expenditure	39	30	31
Supplies and Services (2,3,4)	873	871	658
Third Party Payments (2,4)	1,651	1,445	1,167
Total Direct Expenditure	6,177	5,865	5,066
Central Support Services Recharges (4)	382	388	471
Departmental Support Services Recharge	649	662	680
Other Departmental Recharges (4)	0	0	18
Capital Charges (4)	80	80	80
TOTAL EXPENDITURE	7,288	6,995	6,315
INCOME			
Government Grants			
- Youth Opportunities Fund (2)	131	131	0
- Young People's Substance Misuse (2)	140	115	46
- Young People's Learning Agency formerly the Learning and Skills Council (2)	63	57	62
- Early Intervention Grant (5)	0	0	1,946
Other Grants and Contributions (2)	800	360	275
Fees, Charges and Other Income	129	133	139
Service Charges (4)	107	111	0
Recharges to Other Services (4)	20	17	0
TOTAL INCOME	1,390	924	2,468
NET EXPENDITURE	5,898	6,071	3,847
DESCRIPTION OF SERVICE			
The Youth Support and Development Service (YSDS) provide a range of services for young people from the ages of 13-19 (up to 24 for young people with disability).			
The range of services on offer include: - Youth Services, Youth Sports Development, Connexions, Healthy Lifestyles (Including help and advice on Teenage Pregnancy and Substance Misuse), Youth Arts, Accredited programmes for Young People, Positive Activities for Young People (PAYP), Targeted Youth Support, Youth Participation, Education Business Partnership and payments to voluntary organisations approved through the commissioning process.			
MAJOR VARIATIONS			
<ul style="list-style-type: none"> • Pay and price increases of £68,880 have been applied to this budget. • Financial Plan savings including "Council wide initiatives" of £591,940 have been included within this budget. 			
(1) £8,620 for increased employers' pension contributions have been added to this budget.			
(2) Any changes in government grant income or other grants and contributions will be reflected by changes in expenditure.			
(3) £100,000 for Apprenticeships has been transferred from the Adult and Learning Services so that the whole scheme is administered within the YSDS.			
(4) The management of the Carlyle Building has been transferred to Corporate Services which reduces the net cost of this service by £18,810.			
(5) The Early Intervention Grant a specific Government Grant will replace Area Based Grant in 2011-12.			

COMMUNITY LEARNING – ADULT AND FAMILY LEARNING			
BUSINESS UNITS: E2508, E7120, E7122, E7240-E7395, E7410-E7422 and E7500-E7520			
Cabinet Member for Family and Children’s Services	Actual 2009/2010	Budget 2010/2011	Budget 2011/2012
	<i>£’000</i>	<i>£’000</i>	<i>£’000</i>
EXPENDITURE			
Employees (1,3,4,5)	427	525	228
Premises Related Expenditure (2,5)	0	15	0
Transport Related Expenditure (2,5,6)	68	60	0
Supplies and Services (2,5)	148	124	110
Third Party Payments (2,3,4,5)	1,429	970	968
Transfer Payments (6)	42	86	0
Total Direct Expenditure	2,114	1,780	1,306
Central Support Services Recharges	125	160	93
Departmental Support Services Recharge	212	206	126
TOTAL EXPENDITURE	2,451	2,146	1,525
INCOME			
Government Grants			
- Skills Funding Agency formerly the Learning and Skills Council (2)	1,590	1,394	1,332
- Future Jobs Fund (2)	199	0	0
Other Grants and Contributions (2)	33	0	0
TOTAL INCOME	1,822	1,394	1,332
NET EXPENDITURE	629	752	193
DESCRIPTION OF SERVICE			
<p>This budget covers the following:- Adult and Community Learning which is secured through contracts with Kensington and Chelsea College and voluntary organisations, for which the Royal Borough is funded by the Skills Funding Agency.</p> <p>Also included is the annual funding from the Skills Funding Agency for Family Literacy, Language and Numeracy (FLLN) and Neighbourhood Learning in Deprived Communities (NLDC).</p> <p>The budget delivers a wide range of adult learning programmes and courses attended by more than 6,000 people.</p> <p>From 2011-12 the Student Support Service will have been transferred to the national Student Loans Company and funding from the Council’s Strategic Regeneration Reserve will cease for the Employment Projects Team.</p>			
MAJOR VARIATIONS			
<ul style="list-style-type: none"> • Pay and price increases of £6,650 have been applied to this budget. • Financial Plan savings including “Council wide initiatives” of £161,720 have been included within this budget. <ol style="list-style-type: none"> (1) £4,460 for increased employers’ pension contributions have been added to this budget. (2) Any changes in government grant income or other grants and contributions will be reflected by changes in expenditure. (3) £95,210 has been transferred from Community Learning Management Support Services, after a staffing re-organisation and to charge members of staff directly to the grant from the Skills Funding Agency. (4) £100,000 for Apprenticeships has been transferred to Youth Support and Development Services so that the whole scheme is administered within this service. (5) £172,000 support for the Employment Projects Team ceases in 2011-12. (6) £129,060 for special needs transport for further education pupils and transport assistants to pupils will transfer and now be managed in the Schools, Quality and Standards Directorate, with the closing of the Student Support Service. 			

COMMUNITY LEARNING – LIBRARY SERVICES AND ARCHIVES AND HERITAGE			
BUSINESS UNITS: L0101 – L0280 and L0314-5			
Cabinet Member for Family and Children’s Services	Actual 2009/2010	Budget 2010/2011	Budget 2011/2012
	<i>£’000</i>	<i>£’000</i>	<i>£’000</i>
EXPENDITURE			
Employees (1,2,4)	3,271	3,086	3,168
Premises Related Expenditure (2,3)	716	784	822
Transport Related Expenditure	9	9	6
Supplies and Services (2,3)	808	674	680
Third Party Payments (2,3)	192	90	111
Total Direct Expenditure	4,996	4,643	4,787
Central Support Services Recharges	1,425	1,394	1,436
Departmental Support Services Recharge	3,087	2,743	2,807
Capital Charges	394	394	426
TOTAL EXPENDITURE	9,902	9,174	9,456
INCOME			
Other Grants and Contributions	89	0	0
Fees, Charges and Other Income (4)	249	272	186
Rent	44	44	45
Corporate and Democratic Core Activities	8	6	8
Recharges to Other Business Groups	26	27	29
Recharges to Other Services	2,836	2,517	2,563
TOTAL INCOME	3,252	2,866	2,831
NET EXPENDITURE	6,650	6,308	6,625
DESCRIPTION OF SERVICE			
<p>These budgets cover the Central Library, Libraries at Chelsea, North Kensington, Brompton, Notting Hill Gate and Kensal, the Home Library Service, Local Studies and Archives and the libraries central management and support sections. It also covers library access points in children’s centres.</p> <p>This includes: -</p> <ul style="list-style-type: none"> • The Home Library Service which takes the Library Service to housebound residents and to the library collections in community gathering places and Residential Homes. • Posts of Senior Management, Bibliographical, Administrative and Development and Technical Services. • The provision for books and other materials for the Libraries Service. • The net costs of each Library. 			
MAJOR VARIATIONS			
<ul style="list-style-type: none"> • Pay and price increases of £93,140 have been applied to this budget. • Financial Plan savings including “Council wide initiatives” of £59,550 have been included within this budget. <ol style="list-style-type: none"> (1) £38,380 for increased employers’ pension contributions have been added to this budget. (2) £210,000 of revenue expenditure linked to projects funded from the capital programme were charged to this budget in 2009-10. (3) £23,870 in 2009-10 relating to ICT costs were included in this budget and funded from the capital expenditure reserve. (4) In 2011-12 the Library Service will introduce a new establishment structure to take into account new working practices and the implications of the “Single Status” salary re-grading exercise and the loss of income across the service. 			

FAMILY SERVICES - MANAGEMENT AND SUPPORT SERVICES			
BUSINESS UNIT: S1000, S1004, S1005, S1013, S1400, S1403, S1600, S1601, S1640, S1650, S1695 and S1760			
Cabinet Member for Family and Children's Services	Actual 2009/2010	Budget 2010/2011	Budget 2011/2012
	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
EXPENDITURE			
Employees (1,2,3)	1,549	1,394	1,209
Premises Related Expenditure (4,5,6)	455	552	599
Transport Related Expenditure	8	43	37
Supplies and Services (7)	124	126	113
Third Party Payments (8)	287	20	35
Total Direct Expenditure	2,423	2,135	1,993
Central Support Services Recharges	1,169	1,298	1,405
Recharge from other Departments	512	440	463
TOTAL EXPENDITURE	4,104	3,873	3,861
INCOME			
Government Grants			
-Integrated Children's System	35	0	0
- Early Intervention Grant (3)	0	0	78
Other Grants and Contributions	2	0	0
Rents	57	58	60
Internal Recharges	4,010	3,715	3,723
TOTAL INCOME	4,104	3,873	3,861
NET EXPENDITURE	0	0	0
DESCRIPTION OF SERVICE			
<p>The Family Services Management and Support Services comprises of functions which support the directorate for Children's Social Care and Unaccompanied Asylum Seeking Children. These are required under the CIPFA Best Value Accounting Code of Practice to be fully recharged to client services or to the Corporate and Democratic Core. It comprises of the costs of Heads of Service Management and some support service budgets which are held centrally and then recharged.</p>			
MAJOR VARIATIONS			
<ul style="list-style-type: none"> • Pay and price increases have added £80,690 to the non-salaries budget. (1) A saving of £70,000 was made by deleting one of the Head of Service posts. (2) A saving of £63,000 was made by deleting a Business Support Manager and a Business Support Officer post following the Business Support Review. (3) A total saving of £34,000 was made from the staff training Area Based Grant, the balance of which is now showing income £77,550 from the Early Intervention Grant. (4) There is an increase in the Building Maintenance contingency budget of £54,850, previously held by teams occupying premises not centrally managed and recharged. In addition, a one off funding of £85,000 for 2010/11 for Family Services inspections was removed in 2011/12. (5) There is a budget increase in rent of £31,000 for occupying additional floor space at Oxford Gardens. Also, an increase of £15,000 for temporarily occupying Kensal Nursery. (6) There is an increase of £25,250 for the NNDR increase for Westway premises. (7) There is a reduction of £13,000 for central savings for phones. (8) A budget of £21,040 was transferred from the LAC Review Team to Management and Support Services to pay for Health for the School Nursing Services. 			

FAMILY SERVICES – YOUTH JUSTICE			
BUSINESS UNIT: S1050 - S1056			
Cabinet Member for Family and Children's Services	Actual 2009/2010	Budget 2010/2011	Budget 2011/2012
	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
EXPENDITURE			
Employees (1,2,3,4,5)	959	972	783
Premises Related Expenditure	24	31	32
Transport Related Expenditure	23	3	3
Supplies and Services (5)	103	69	57
Third Party Payments (4)			
	96	55	79
Total Direct Expenditure	1,205	1,130	954
Central Support Services Recharges	107	132	122
Departmental Support Services Recharge	354	250	161
TOTAL EXPENDITURE	1,666	1,512	1,237
INCOME			
Government Grants			
Other Grants and Contributions (5)	658	608	505
Rents	3	2	1
Internal Recharges	11	11	11
TOTAL INCOME	672	621	517
NET EXPENDITURE	994	891	720
DESCRIPTION OF SERVICE			
<p>This area covers the Youth Offending Team which provides services for young people who offend. The service is partially funded by the Youth Justice Board grants and other contributions from Health and the Young Persons Substance misuse grant. This area is being reviewed in the Tri Borough Proposal.</p>			
MAJOR VARIATIONS			
<ul style="list-style-type: none"> • Pay and price increases have added £6,300 to the non salaries budget. (1) A saving of £50,000 has been made from deleting one of the operational Manager's post. (2) Following the Business Support review a total saving of £77,200 by cutting the Business Support Manager Post and 1.5 Business Support Officer's posts. (3) There is an increased charge for FRS17 of £26,480. (4) £30,000 has been transferred from the Salaries to Commissioned Services to pay for health staff. (5) Income from Probation reduced by £47,500 and the Youth Justice Board income for Intensive Supervision and Surveillance Programme reduced by £47,360. 			

FAMILY SERVICES – CHILD PROTECTION			
BUSINESS UNIT: S1006, S1014, S1017, S1025, S1410, S1610, S1690, S1691, S1692 and S1845			
Cabinet Member for Family and Children's Services	Actual 2009/2010	Budget 2010/2011	Budget 2011/2012
	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
EXPENDITURE			
Employees (1, 2,3)	1095	943	842
Premises Related Expenditure	2	4	0
Transport Related Expenditure	4	0	0
Supplies and Services (3,6,7)	162	207	121
Third Party Payments (4,5)	135	112	68
Total Direct Expenditure	1,398	1,266	1,031
Central Support Services Recharges	97	161	123
Departmental Support Services Recharge	431	402	422
TOTAL EXPENDITURE	1,926	1,829	1,576
INCOME			
Government Grants			
- Contact Point (3)	140	140	0
Other Grants and Contributions	105	97	62
Fees, Charges and Other Income	57	0	0
Corporate and Democratic Core	8	8	8
TOTAL INCOME	310	245	70
NET EXPENDITURE	1,616	1,584	1,506
DESCRIPTION OF SERVICE			
This includes the Child Protection Team and the Looked After Children Review Team, Advocacy Service for Looked After Children, contribution to the Local Safeguarding Children's Board, Child Death Review, The Common Assessment Framework, Contact Point, Early Intervention Team and Family Resource Team.			
MAJOR VARIATIONS			
<ul style="list-style-type: none"> • Pay and price increases have added £8,770 to the non salaries budget. (1) There was a reduction of £26,000 on salaries for 50% of the deletion of the LAC Review Team Manager post as part of the management savings from the proposed merge of the LAC Review Team with the Child Protection Team. A saving of £26,000 had also been made in 2010/11 for the same post. From the Business Support review, a saving of £10,950 was made by reducing 50% of the Business Support Officer post. (2) There was also a reduction of 50% on salaries for the deletion of the Family Resources Team as part of the management savings for the merging of the Early Intervention Services. A saving of £26,000 had been made in 2010-11 for the same post. (3) There is reduction in the salaries budget of £136,990 and Supplies and Services of £3,000 due to the Contact Point grant ceasing in 2011-12. (4) A saving of £26,000 was made from the Child Death Review budget. (5) A budget of £21,040 was transferred from the LAC Review Team to Management and Support Services to pay for Health for the School Nursing Services. (6) A saving of £20,000 was made from the Common Assessment Framework Training. (7) The contribution to the Local Safeguarding Children's Board was reduced by £32,750 following an agreement for increased contribution from the PCT and a reduction was made on the salaries and management fee claimable from the LSCB. This area is being reviewed for the tri-borough proposal. 			

FAMILY SERVICES – THE VIRTUAL SCHOOL			
BUSINESS UNIT: S1015, S1016 and S1018			
Cabinet Member for Family and Children’s Services	Actual 2009/2010	Budget 2010/2011	Budget 2011/2012
	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
EXPENDITURE			
Employees (1,2)	125	130	134
Premises Related Expenditure	9	0	0
Transport Related Expenditure	3	0	1
Supplies and Services (1,4)	78	65	106
Third Party Payments	132	171	171
Total Direct Expenditure	347	366	412
Central Support Services Recharges	7	15	10
Departmental Support Services Recharge	211	201	190
TOTAL EXPENDITURE	565	582	612
INCOME			
Government Grants			
-Dedicated Schools Grant (3)	0	0	243
-Pupil Premium (4)	0	0	40
TOTAL INCOME	0	0	283
NET EXPENDITURE	565	582	329
DESCRIPTION OF SERVICE			
This is a new service set up to provide Education Support for Looked After Children. This budget includes the Virtual School, Tuition Budget and Life Chances.			
MAJOR VARIATIONS			
<ul style="list-style-type: none"> • Pay and price increases have added £1,880 to the non-salaries budget. (1) There has been an increase from the Dedicated Schools Grant to fund the Virtual Head and Learning Support Staff. The budget for the Virtual Head the Pupil Premium Specific Grant is estimated at £40,000. (2) Increase in FRS17 of £3,220 (3) The Dedicated Schools Grant income is now showing against the Virtual School. It was previously shown centrally within Family and Children’s Services. (4) An additional allocation was given for Pupil Premium. 			

FAMILY SERVICES – FOSTERING AND ADOPTION

BUSINESS UNIT: S1435, S1440 and S1445

Cabinet Member for Family and Children's Services	Actual 2009/2010	Budget 2010/2011	Budget 2011/2012
	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
EXPENDITURE			
Employees (1,2)	1,103	1,104	1,133
Transport Related Expenditure	13	4	5
Supplies and Services (2)	240	183	192
Third Party Payments (1)	868	853	870
Total Direct Expenditure	2,224	2,144	2,200
Central Support Services Recharges	156	209	160
Departmental Support Services Recharge	655	629	540
TOTAL EXPENDITURE	3,035	2,982	2,900
INCOME			
Fees, Charges and Other Income	189	95	95
TOTAL INCOME	189	95	95
NET EXPENDITURE	2,846	2,887	2,805

DESCRIPTION OF SERVICE

This includes both the Fostering and Adoption Team and the budget for Special Guardianship. There are currently 20 Special Guardianship cases. This area is being reviewed under the proposed Tri borough arrangement.

MAJOR VARIATIONS

- Pay and price increases have added £27,440 to the budget.
- (1) There was an increase in the FRS17 adjustment of £86,600.
- (2) There was a saving of £40,000 by cutting one Social Worker post and £12,180 for 0.5 of a Business Support Officer post.

FAMILY SERVICES – CHILDREN’S SOCIAL WORK			
BUSINESS UNIT: S1612, S1613, S1721, S1723, S1740, S1830 and S1850			
Cabinet Member for Family and Children’s Services	Actual 2009/2010	Budget 2010/2011	Budget 2011/2012
	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
EXPENDITURE			
Employees (1)	2,614	2,610	2,770
Premises Related Expenditure (2,3,4)	163	154	17
Transport Related Expenditure	22	19	6
Supplies and Services	59	16	16
Third Party Payments	3	0	0
Total Direct Expenditure	2,861	2,799	2,809
Central Support Services Recharges	277	303	304
Departmental Support Services Recharge	1,583	1,500	1,477
TOTAL EXPENDITURE	4,721	4,602	4,590
NET EXPENDITURE	4,721	4,602	4,590
DESCRIPTION OF SERVICE			
<p>This budget funds the six Social Work Locality Teams across the borough. All six teams now have the same budget funding for the increase in Child Protection Allowance and Advanced Practitioner posts having been put into the budget from the realignment.</p>			
MAJOR VARIATIONS			
<ul style="list-style-type: none"> • Pay and price increases have added £10,730 to the non salaries budget. (1) FRS17 adjustment charge has increased by £166,340. (2) There were savings of £60,000 from the transfer of two Social Work Teams from Grenfell Tower to Westway. They are due to move by April 2011. (3) The £35,000 rent budget from Worlds End, which had been vacated at the start of the year, was transferred to Management and Support Services and Kensington Pool flat to cover the increases in rents due. (4) There was a £42,000 Building Maintenance budget from the vacated premises which was transferred back to Contingency, held within Management and Support Services. 			

FAMILY SERVICES – PARENTING			
BUSINESS UNIT: S1019, S1024, S1602, S1606, S1632, S1633, S1734, S1735, S1742, S1832 and S1852			
Cabinet Member for Family and Children's Services	Actual 2009/2010	Budget 2010/2011	Budget 2011/2012
	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
EXPENDITURE			
Employees	(3)	0	0
Premises Related Expenditure	1	0	0
Transport Related Expenditure	44	0	0
Supplies and Services (1)	58	51	0
Third Party Payments (1)	3,643	3,644	3,720
Total Direct Expenditure	3,743	3,695	3,719
Central Support Services Recharges	3	11	29
Departmental Support Services Recharge (2)	8	8	65
TOTAL EXPENDITURE	3,754	3,714	3,814
INCOME			
Government Grants			
-Early Intervention Grant (3)	0	0	4
Other Grants and Contributions	10	0	0
TOTAL INCOME	10	0	4
NET EXPENDITURE	3,744	3,714	3,810
DESCRIPTION OF SERVICE			
The Council has duties, under the Children's Act, to provide Social Care to Children in Need. This budget provides for placement costs for Looked After Children. This excludes Looked After Children that come under the Head of Complex Needs and Disabilities.			
MAJOR VARIATIONS			
<ul style="list-style-type: none"> • Pay and price increases have added £71,680 to the budget. (1) An amount of £52,400 for the London Pledge was transferred from contingency to other client payments to reflect more accurately how the budget will be spent. (2) There was an increase in the recharges to reflect the management of the service. (3) Funding for Child Trust Fund (previously an Area Based Grant) was transferred to Early Invention Grant. 			

FAMILY SERVICES – IN HOUSE CHILDREN’S HOMES AND FLATS			
BUSINESS UNIT: S1520, S1540, S1550, S1581 and S1582			
Cabinet Member for Family and Children’s Services	Actual 2009/2010	Budget 2010/2011	Budget 2011/2012
	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
EXPENDITURE			
Employees (1,2)	1,337	1,280	1,381
Premises Related Expenditure	354	254	280
Transport Related Expenditure	15	12	13
Supplies and Services	219	114	115
Third Party Payments	2	1	1
Total Direct Expenditure	1,927	1,661	1,790
Central Support Services Recharges	110	118	120
Departmental Support Services Recharge (3)	326	318	273
Capital Charges	23	23	23
TOTAL EXPENDITURE	2,386	2,120	2,206
INCOME			
Other Grants and Contributions	40	0	0
Fees, Charges and Other Income	11	40	39
TOTAL INCOME	51	40	39
NET EXPENDITURE	2,335	2,080	2,167
DESCRIPTION OF SERVICE			
This budget covers to two general purpose Children's Homes and Leaving Care Hostels and premises which provide independent living accommodation.			
MAJOR VARIATIONS			
<ul style="list-style-type: none"> • Pay and price increases have added £9,610 to the budget. (1) There was £81,040 for an increase in FRS17. (2) An amount of £20,000 was transferred to fund ad hoc staff St Mark’s Children’s Home. (3) Recharges have reduced by £45,000. 			

FAMILY SERVICES – OTHER SERVICES – FAMILY SUPPORT			
BUSINESS UNIT: S1402, S1405, S1406 and S1590			
Cabinet Member for Family and Children’s Services	Actual 2009/2010	Budget 2010/2011	Budget 2011/2012
	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
EXPENDITURE			
Employees (2)	283	237	265
Premises Related Expenditure	10	5	0
Transport Related Expenditure	0	0	0
Supplies and Services (3)	55	180	45
Third Party Payments (1,3)	235	388	185
Total Direct Expenditure	583	810	495
Central Support Services Recharges	18	18	21
Departmental Support Services Recharge	80	74	96
TOTAL EXPENDITURE	681	902	612
INCOME			
Government Grants			
- Think Family: Family Intervention Proj. (3)	93	90	0
- Think Family - Parenting Grant (3)	243	220	0
- Early Intervention Grant	0	0	120
TOTAL INCOME	336	310	120
NET EXPENDITURE	345	592	492
DESCRIPTION OF SERVICE			
This budget includes the CAMHS funded posts, the Think Family Parenting budget and the Adolescent Service. The family Resource Team and the Early Intervention Team have transferred to Child Protection.			
MAJOR VARIATIONS			
<ul style="list-style-type: none"> • Pay and price increase have added £7,040 to the budget. (1) A saving of £40,000 was made from the CAMHS budget which was funding a post from Health. (2) There was increase in FRS17 adjustment of £12,650. (3) The Think Family Parenting Grant and Family Intervention Project was merged with the Early Intervention Grant and cut by £190,000. 			

FAMILY SERVICES – PROMOTING AND ASSESSMENTS			
BUSINESS UNIT: S1450, S1603-1604, S1622, S1623, S1731, S1733, S1741, S1831, S1851 and S1900			
Cabinet Member for Family and Children’s Services	Actual 2009/2010	Budget 2010/2011	Budget 2011/2012
	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
EXPENDITURE			
Employees (1)	220	224	235
Premises Related Expenditure (2)	91	49	92
Transport Related Expenditure	21	0	1
Supplies and Services	6	11	9
Third Party Payments	1,316	1,373	1,405
Total Direct Expenditure	1,654	1,657	1,742
Central Support Services Recharges	33	33	29
Departmental Support Services Recharge (3)	92	88	135
TOTAL EXPENDITURE	1,779	1,778	1,906
NET EXPENDITURE	1,779	1,778	1,906
DESCRIPTION OF SERVICE			
<p>This budget provides support for families with children who are identified as being 'in need' under Section 17 of the Children's Act. This budget also provides for parenting Assessments which are primarily directed by the court. This excludes clients which come under Complex Needs and Disabilities. Previously all six teams have had the same budget. From 2011 Ladbroke North will be the one point of entry for homeless 16-17 year olds and will receive an increased proportion of the total S17 budget to cover this. This also includes the budget for Rents to Voluntary Organisations.</p>			
MAJOR VARIATIONS			
<ul style="list-style-type: none"> • Pay and price increases have added £71,850 to the budget. (1) There was an increase in the FRS17 budget of £12,600 for the Family Assessment and Support Team. (2) There was an increase in the budget £42,150 for rents paid on behalf of Voluntary Organisations to reflect actual amount due. (3) There was an increase in recharges of £45,000 as an adjustment was made to reflect the management of the service. 			

FAMILY SERVICES – COMPLEX HEALTH NEEDS AND DISABILITIES SOCIAL WORK

BUSINESS UNIT: S1750, S1860 and S1870

Cabinet Member for Family and Children's Services	Actual 2009/2010	Budget 2010/2011	Budget 2011/2012
	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
EXPENDITURE			
Employees (1,2)	1,050	1,088	1,157
Premises Related Expenditure	30	38	40
Transport Related Expenditure	5	2	2
Supplies and Services	38	31	32
Third Party Payments	48	63	65
Total Direct Expenditure	1,171	1,222	1,296
Central Support Services Recharges	99	115	123
Departmental Support Services Recharge	571	553	594
TOTAL EXPENDITURE	1,841	1,890	2,013
INCOME			
Other Grants and Contributions (3)	83	77	57
TOTAL INCOME	83	77	57
NET EXPENDITURE	1,758	1,813	1,956

DESCRIPTION OF SERVICE

This is the budget for the Children with Disabilities and the Health link Social Work Teams which cover Children with Complex Health Needs and Disabilities.

MAJOR VARIATIONS

- Pay and price increases have added £7,580 to the budget.
- (1) There was an increase in the FRS17 of £78,670.
- (2) There was an increase of £12,960 to cover the increase in Child Protection allowances to Social Workers.
- (3) Contributions from Health for an additional £20,000 for agency staff within Children with Disabilities Team has ceased in 2011-12.

FAMILY SERVICES – COMPLEX HEALTH NEEDS AND DISABILITIES PARENTING

BUSINESS UNIT: S1751 and S1862

Cabinet Member for Family and Children's Services	Actual 2009/2010	Budget 2010/2011	Budget 2011/2012
	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
EXPENDITURE			
Premises Related Expenditure	59		
Transport Related Expenditure	17		
Supplies and Services	2	0	0
Third Party Payments (1)	1,095	1,113	1,134
Total Direct Expenditure	1,173	1,113	1,134
Central Support Services Recharges	0	0	0
TOTAL EXPENDITURE	1,173	1,113	1,134
NET EXPENDITURE	1,173	1,113	1,134

DESCRIPTION OF SERVICE

The Council has duties, under the Children's Act, to provide social care to Children in Need. This budget provides for placement costs for Looked After Children with Complex Needs and Disabilities. There are 33 Children under this category, including 20 Respite cases.

MAJOR VARIATIONS

- Pay and price increases have added £22,280 to the budget.

FAMILY SERVICES – COMPLEX HEALTH NEEDS AND DISABILITIES PROMOTING AND ASSESSMENTS			
BUSINESS UNIT: S1210, S1215, S1220, S1221, S1222, S1223, S1224, S1225, S1605, S1752, S1861 and S1910			
Cabinet Member for Family and Children’s Services	Actual 2009/2010	Budget 2010/2011	Budget 2011/2012
	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
EXPENDITURE			
Employees (1)	72	0	0
Premises Related Expenditure	0	0	0
Transport Related Expenditure (1)	25	0	0
Supplies and Services	6	0	0
Third Party Payments (1)	714	949	874
Total Direct Expenditure	817	949	874
Central Support Services Recharges	2	1	2
Departmental Support Services Recharge (2)	0	0	21
TOTAL EXPENDITURE	819	950	897
INCOME			
Government Grants			
- Sure Start Early Years Child Grant (1)	136	406	0
-Early Intervention Grant (1)	0	0	184
Other Grants and Contributions	66	0	0
TOTAL INCOME	202	406	184
NET EXPENDITURE	617	544	713
DESCRIPTION OF SERVICE			
This budget provides support for families with children who are identified as being 'in need' under Section 17 of the Children's Act. This budget also provides for parenting assessments which are primarily directed by the court. This service area relates to children with Complex Needs and Disabilities.			
MAJOR VARIATIONS			
<ul style="list-style-type: none"> • Pay and price increases have added £10,900 to the budget. (1) The Sure Start grant has merged with the Early Intervention Grant. There was a reduction of £70,000 against the Short Breaks. A budget of £152,000 was transferred from savings to Area Based Grant allocations which are now received by Formula Grant, therefore no income is shown against this portion of the expenditure budget. (2) There is an increase on recharges in to reflect management costs. 			

FAMILY SERVICES – COMPLEX HEALTH NEEDS AND DISABILITIES OTHER SERVICES			
BUSINESS UNIT: S1230, S1404, S1754, S1755 and S1820			
Cabinet Member for Family and Children's Services	Actual 2009/2010	Budget 2010/2011	Budget 2011/2012
	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
EXPENDITURE			
Employees (1)	518	535	564
Premises Related Expenditure (2)	79	61	33
Transport Related Expenditure	5	5	5
Supplies and Services (3)	89	163	15
Third Party Payments	235	303	309
Total Direct Expenditure	926	1,067	926
Central Support Services Recharges	84	105	123
Departmental Support Services Recharge	298	301	271
TOTAL EXPENDITURE	1,308	1,473	1,320
INCOME			
Government Grants			
- Sure Start Early Years Child Grant (3)	63	148	0
Other Grants and Contributions	70	70	70
TOTAL INCOME	133	218	70
NET EXPENDITURE	1,175	1,255	1,250
DESCRIPTION OF SERVICE			
This service includes St Quintin's Day Centre providing day time respite for families with children who have Complex Health Needs and Disabilities, the Behavioural and Family Support Team and the Emergency Duty Team which provides an out of hour's service for all children at risk and the Behavioural and Family Support Team.			
MAJOR VARIATIONS			
<ul style="list-style-type: none"> • Pay and price increases have added £9,510 to the budget. (1) There was an increase in the FRS17 by £34,160. (2) The premises cost has reduced due to the closure of Little House to the central Building maintenance Budget. (3) The Sure Start Aiming High Capital Grant is no longer available from 2011-12. The income and corresponding expenditure budgets have been removed. 			

FAMILY SERVICES – LEAVING CARE			
BUSINESS UNIT: S1420, S1425 and S1427			
Cabinet Member for Family and Children's Services	Actual 2009/2010	Budget 2010/2011	Budget 2011/2012
	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
EXPENDITURE			
Employees (1)	670	628	682
Premises Related Expenditure	0	0	0
Transport Related Expenditure	6	5	5
Supplies and Services	10	2	1
Third Party Payments (2,5)	1,194	1,017	1,131
Total Direct Expenditure	1,880	1,652	1,819
Central Support Services Recharges	66	70	69
Departmental Support Services Recharge (4)	326	311	235
TOTAL EXPENDITURE	2,272	2,033	2,123
INCOME			
Government Grants			
- Leaving Care Grant (3)	248	180	150
- Young Persons Substance Misuse Grant	20	20	20
Other Grants and Contributions	9	0	0
TOTAL INCOME	277	200	170
NET EXPENDITURE	1,995	1,833	1,953
DESCRIPTION OF SERVICE			
This service provides for previously Looked After Children who have turned 18, to prepare them for Leaving Care. This includes Unaccompanied Asylum Seeking Children (UASC) who are over 18 years old. The Leaving Care grant has provided some support for this service.			
MAJOR VARIATIONS			
<ul style="list-style-type: none"> • Pay and price increases have added £22,790 to the budget. (1) There was an increase in the FRS17 adjustment of £49,770. (2) A saving of £40,000 was made against the supporting budget as the service provided is being reviewed. (3) The Leaving Care Grant budget has been reduced by £30,000 to reflect the expected reduction in the amount of grant claimable in 2011-12. (4) The Independent Support Team was transferred to be managed by the Youth Offending Team managers. The recharge for the management costs had been removed. (5) There was a budget of £160,000 transferred from housing to cover the charges for Supporting People. 			

FAMILY SERVICES – UNACCOMPANIED ASYLUM SEEKING CHILDREN

BUSINESS UNIT: S1816 - S1818

Cabinet Member for Family and Children’s Services

	Actual 2009/2010	Budget 2010/2011	Budget 2011/2012
	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
EXPENDITURE			
Employees	241	188	155
Premises Related Expenditure	0	0	0
Transport Related Expenditure	5	0	0
Supplies and Services	5	0	0
Third Party Payments (1)	740	604	453
Total Direct Expenditure	991	792	608
Central Support Services Recharges	52	51	50
Departmental Support Services Recharge	128	105	121
TOTAL EXPENDITURE	1,171	948	779
INCOME			
Government Grants			
- Unaccompanied Asylum Seeking Grant (1,2)	1,381	800	600
TOTAL INCOME	1,381	800	600
NET EXPENDITURE	(210)	148	179

DESCRIPTION OF SERVICE

This comprises of the budget provision for supporting Unaccompanied Asylum Seeking Children up to the age of 18. We are currently supporting 22 clients.

In 2010-11 the Unaccompanied Minors Team was reduced by two Social Workers consistent with the falling numbers of unaccompanied minors.

MAJOR VARIATIONS

- (1) The budget for the Unaccompanied Asylum Seeking Grant claimable has reduced by £200,000 in line with the reduction in the number of clients supported.
- (2) A claim was approved for 2009/10 for the Exceptional Circumstances which allows the authority to claim for any spends over the main grant claimed. This is claimable in 2010-11 and potentially in 2011-12; the conditions vary each year. This has not been allowed for in the budget due to the uncertainty as to the amount which could be claimed.

STRATEGY, COMMISSIONING AND PERFORMANCE - MANAGEMENT AND SUPPORT SERVICES			
BUSINESS UNIT: E9700, E9701, E9705 - E9708, E9711, E9710, E9711, E9720, E9107, E9120 and S1200			
Cabinet Member for Family and Children's Services	Actual 2009/2010	Budget 2010/2011	Budget 2011/2012
	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
EXPENDITURE			
Employees (1,2,3)	1,577	1,353	1,577
Premises Related Expenditure	11	3	4
Transport Related Expenditure	7	1	1
Supplies and Services (1,2,6)	202	291	235
Third Party Payments (1,2)	55	135	110
Total Direct Expenditure	1,852	1,783	1,927
Central Support Services Recharges (4)	358	326	379
Departmental Support Services Recharge (4)	27	73	99
TOTAL EXPENDITURE	2,237	2,182	2,405
INCOME			
Government Grants			
- Early Intervention Grant (6)	0	0	108
- Sure Start Early Years Child Grant (6)	158	155	0
- Workforce Development Grant	44	0	0
Other Grants and Contributions (5)	189	31	20
Fees, Charges and Other Income	302	300	304
Recharges Out (1)	675	623	875
TOTAL INCOME	1,368	1,109	1,307
NET EXPENDITURE	869	1,073	1,098
DESCRIPTION OF SERVICE			
This Directorate includes Policy and Performance, Procurement and Contracts, Commissioning and the Public Information and Response Service. The service area provides a range of support and advisory services across the Business Group. The Director and the Procurement and Contracts Team are fully recharged to the FCS Directorate. Policy and Performance are 60% recharged to the FCS Directorate. The Public Information and Response Service cover the Information Service, Design and Response.			
MAJOR VARIATIONS			
<ul style="list-style-type: none"> • Pay and price increases have added net amount of £19,220 to the budget. (1) The Contracts Team, originally held within Corporate Services, was transferred to the Procurement and Contracts Team from 2011-12. This was set up to recharge back to Corporate Services to recharge out. This will be adjusted in 2011-12 to allow for this to be done by FCS. (2) There was a total savings across the service of £32,140. (3) The FRS17 adjustment increased by £116,650. (4) Total recharges in increased by £79,000. (5) An income budget of £11,000 previously set up for the PCT to contribute to the Children and Young People's Plan has been removed, as this is now fully funded by RBKC. (6) The Sure Start grant was transferred to the Early Intervention Grant after being cut by £47,000. 			

STRATEGY, COMMISSIONING AND PERFORMANCE – SCHOOL MEALS MANAGEMENT CONTRACT

BUSINESS UNIT: E5528 - E5532, E3019

Cabinet Member for Family and Children’s Services

	Actual 2009/2010	Budget 2010/2011	Budget 2011/2012
	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
EXPENDITURE			
Employees (1)	139	107	120
Premises Related Expenditure	22	22	22
Transport Related Expenditure	2	4	3
Supplies and Services (3)	266	183	160
Third Party Payments (2,3)	2,091	2,153	2,210
Total Direct Expenditure	2,520	2,469	2,515
Central Support Services Recharges	36	30	30
Departmental Support Services Recharge	2	14	19
TOTAL EXPENDITURE	2,558	2,513	2,564
INCOME			
Government Grants			
- Standards Fund	0	92	0
- Dedicated Schools Grant	0	0	91
Fees, Charges and Other Income	2,547	2,421	2,490
TOTAL INCOME	2,547	2,513	2,581
NET EXPENDITURE	11	0	(17)

DESCRIPTION OF SERVICE

This budget covers the cost of the School Meals Management Contract. Under the Fair Funding framework the School Meals budget was delegated to primary and secondary schools from April 2000 and to Nursery schools from April 2004. The School Meals Budget is fully charged to the schools. This budget provides for around 4,300 school meals.

MAJOR VARIATIONS

- Pay and price increases has added £46,350 to the budget with a corresponding increase in the income budget.
- (1) FRS 17 increased by £11,210.
 - (2) A saving of £80,000 was made in year from 2010/11. For 2011/12 some of this was offset by inflation.
 - (3) There was an in year budget virement to adjust the income and expenditure budget to match planned spend and income following final agreement with the schools.

SCHOOLS QUALITY AND STANDARDS - EARLY YEARS CHILDREN'S CENTRES

BUSINESS UNITS: E1051, E2440, S2110 – S2140

Cabinet Member for Family and Children's Services	Actual 2009/2010	Budget 2010/2011	Budget 2011/2012
	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
EXPENDITURE			
Employees	2,251	2,188	2,248
Premises Related Expenditure	570	593	546
Transport Related Expenditure	1	3	3
Supplies and Services	786	1,478	620
Third Party Payments	89	0	0
Total Direct Expenditure	3,697	4,262	3,417
Central Support Services Recharges	187	207	238
Departmental Support Services Recharge	207	208	190
Capital Charges	8	8	8
TOTAL EXPENDITURE	4,099	4,683	3,853
INCOME			
Government Grants			
- Sure Start Grant	736	1,444	0
- Early Intervention Grant	0	0	604
Other Grants and Contributions	175	140	140
Fees, Charges and Other Income	866	665	939
Rents	30	33	33
TOTAL INCOME	1,807	2,282	1,716
NET EXPENDITURE	2,292	2,401	2,137

DESCRIPTION OF SERVICE

The 5 Children's Centres provide the children's centre core offer. In addition the centres provide 226 childcare places of which 60 are used by Family Services to provide support for Children in Need, 60 are allocated to support children who meet the Common Assessment Framework criteria and the balance are sold to fee paying parents. The centres are open 51 weeks a year from 8am to 6pm.

MAJOR VARIATIONS

- (1) Pay and prices increases have added £ 25,120 to the budget.
- (2) Sure Start Grant has now become part of the new Early Intervention grant

SCHOOLS QUALITY AND STANDARDS - EARLY YEARS NURSERY EDUCATION (NON-SCHOOLS)

BUSINESS UNITS: E1040 and E3517

Cabinet Member for Family and Children's Services	Actual 2009/2010	Budget 2010/2011	Budget 2011/2012
	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
EXPENDITURE			
Employees	0	0	0
Premises Related Expenditure	0	0	0
Transport Related Expenditure	0	0	0
Supplies and Services	1,649	2,683	2,858
Third Party Payments	35	0	0
Schools' Delegated Funding	0	0	0
Total Direct Expenditure	1,684	2,683	2,858
Central Support Services Recharges	0	0	1
TOTAL EXPENDITURE	1,684	2,683	2,859
INCOME			
Government Grants			
- Dedicated Schools Grant	0	0	2,858
- Standards Funds Grant	0	1,093	0
TOTAL INCOME	0	1,093	2,858
NET EXPENDITURE	1,684	1,590	1

DESCRIPTION OF SERVICE

This provides minimum free entitlement for 15 hours per week of nursery education in the Private, Voluntary and Independent Early Years Sector.

The Standards Fund element of this grant will be incorporated into a wider Dedicated Schools Grant.

The budget for 2011-12 will be based on a Early Years Single Funding Formula.

MAJOR VARIATIONS

- (1) £175,000 for increased contributions to PVI providers as agreed with Schools Forum.
- (2) From 2011-12 Dedicated Schools Grant income is to be shown against the services which it funds.
- (3) Former Standards Fund Grants have now merged with the Dedicated Schools Grant.

SCHOOLS QUALITY AND STANDARDS - EARLY YEARS CENTRAL FUNCTIONS

BUSINESS UNITS: E1001, E1041 – E1047, E1049, E1054, S2100, S2205, S2257 – S2259 and S2278 – S2286

Cabinet Member for Family and Children's Services	Actual 2009/2010	Budget 2010/2011	Budget 2011/2012
	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
EXPENDITURE			
Employees	966	1,191	985
Premises Related Expenditure	83	69	79
Transport Related Expenditure	2	3	3
Supplies and Services	202	133	259
Third Party Payments	53	0	1
Schools' Delegated Funding	0	0	0
Total Direct Expenditure	1,288	1,396	1,327
Central Support Services Recharges	114	154	162
Departmental Support Services Recharge	96	88	11
TOTAL EXPENDITURE	1,516	1,638	1,500
INCOME			
Government Grants			
- Sure Start Grant	941	929	0
- Early Intervention Grant	0	0	1,027
Other Grants and Contributions	32	0	0
Fees, Charges and Other Income	2	0	0
TOTAL INCOME	911	929	1,027
NET EXPENDITURE	605	709	473

DESCRIPTION OF SERVICE

Management of the Early Years service including administration and premises costs. Supports the delivery of the Early Years guidance and training to practitioners in the maintained and private, voluntary and independent sectors. Supports the statutory obligation to provide Ofsted readiness for PVI settings.

MAJOR VARIATIONS

- Pay and prices increases of £4,730 have been applied to this budget.
 - Financial Plan savings including "Council wide initiatives" of £203,000 have been included within this budget.
 - There has been an increase of £228,000 in grant for this area to fund new activities.
- (1) £6,690 for increased employers' pension contributions have been added to this budget and £33,220 for an increase in FRS17.
- (2) FCS internal recharges have reduced by £76,860 in this area.
- (3) Sure Start Grant has now become part of the new Early Intervention grant

SCHOOLS QUALITY AND STANDARDS - EARLY YEARS OUTREACH

BUSINESS UNITS: E1048, E1050, E1052, E1053, E1055, E1071 - E1073, S2102, S2105, S2150 - S2204, S2207 - S2256, S2270, S2272, S2288 and S2290

Cabinet Member for Family and Children's Services	Actual 2009/2010	Budget 2010/2011	Budget 2011/2012
	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
EXPENDITURE			
Employees	1,712	1,793	1,271
Premises Related Expenditure	13	0	10
Transport Related Expenditure	1	2	2
Supplies and Services	420	532	463
Third Party Payments	68	21	108
Total Direct Expenditure	2,214	2,348	1,854
Central Support Services Recharges	119	143	157
Departmental Support Services Recharge	13	9	6
Capital Charges	0	0	0
TOTAL EXPENDITURE	2,346	2,500	2,017
INCOME			
Government Grants			
- Sure Start Grant	1,937	2,092	0
- Early Intervention Grant	0	0	1,532
Other Grants and Contributions	51	0	40
Fees, Charges and Other Income	5	0	0
TOTAL INCOME	1,993	2,092	1,572
NET EXPENDITURE	353	408	445

DESCRIPTION OF SERVICE

Provides support to parents and children in the home. Acts as an early intervention service with referrals from Health Visitors, Midwives and Social Workers.

MAJOR VARIATIONS

- Pay and prices increases of £5,010 have been applied to this budget.
- Financial Plan savings including "Council wide initiatives" of £33,510 have been included within this budget.
- There has been an increase of £130,000 in grant for this area to fund new activities.
 - (1) £2,380 for increased employers' pension contributions have been added to this budget and £60,340 for an increase in FRS17.
 - (2) Sure Start Grant has now become part of the new Early Intervention grant

SCHOOLS QUALITY AND STANDARDS - SCHOOLS STRATEGIC MANAGEMENT

BUSINESS UNITS: E1000, E2500, E2501, E2511, E2610, E2612, E2613, E2810, E3010, E3508, E3510, E5607, E9510 and E9512

Cabinet Member for Family and Children's Services	Actual 2009/2010	Budget 2010/2011	Budget 2011/2012
	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
EXPENDITURE			
Employees	-44	409	1,473
Premises Related Expenditure	353	24	133
Transport Related Expenditure	2	3	3
Supplies and Services	409	660	1,590
Third Party Payments	341	76	78
Total Direct Expenditure	1,061	1,172	3,277
Central Support Services Recharges	327	199	246
Departmental Support Services Recharge	917	634	558
Capital Charges	1,993	1,957	3,084
TOTAL EXPENDITURE	4,298	3,962	7,165
INCOME			
Government Grants			
- Dedicated Schools Grant	0	0	2,254
- Standards Funds Grant	53	0	0
Other Grants and Contributions	25	18	93
Fees, Charges and Other Income	53	57	61
Services Level Agreement Charges	588	631	652
TOTAL INCOME	719	706	3,060
NET EXPENDITURE	3,579	3,256	4,105

DESCRIPTION OF SERVICE

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

MAJOR VARIATIONS

- Pay and prices increases of £9,530 have been applied to this budget.
 - Financial Plan savings including "Council wide initiatives" of £182,880 have been included within this budget.
- (1) £10,250 for increased employers' pension contributions have been added to this budget and £1,089,870 for an increase in FRS17 (includes school staff).
 - (2) To aid management of the changes in funding we have set aside an additional 880,630 of DSG contingency. This will be distributed in April based on Schools Forum agreement.
 - (3) Capital Charges have increased by £1,128,660.
 - (4) From 2011-12 DSG income is to be shown against the services which it funds.

SCHOOLS QUALITY AND STANDARDS – FACILITATING SCHOOL IMPROVEMENT

BUSINESS UNITS: E1070, E2513, E3001 to E3008, E3011 - E3035, E3041, E3500 - E3502, E3505 - E3507, E3509, E3511 - E3516, E3518 - E3538, E3541 - E3912 and E9602

Cabinet Member for Family and Children's Services	Actual 2009/2010	Budget 2010/2011	Budget 2011/2012
	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
EXPENDITURE			
Employees (1)	2,533	1,331	2,043
Premises Related Expenditure	761	583	624
Transport Related Expenditure	4	5	5
Supplies and Services	1,856	3,975	2,413
Third Party Payments	411	219	367
Total Direct Expenditure	5,565	6,113	5,452
Central Support Services Recharges (2)	168	173	358
Departmental Support Services Recharge	330	327	307
Capital Charges	26	26	30
TOTAL EXPENDITURE	6,089	6,639	6,147
INCOME			
Government Grants			
- 14 to 19 Prospectus Grant	23	0	0
- Dedicated Schools Grant (3)	0	0	2,268
- Early Intervention Grant	0	0	745
- Young Peoples Learning Agency Grant	59	0	10
- Standards Funds Grant (4)	0	2,023	0
Other Grants and Contributions	378	110	67
Fees, Charges and Other Income	1,196	700	1,048
Services Level Agreement Charges	55	0	0
Internal Recharges	350	358	358
TOTAL INCOME	2,061	3,191	4,496
NET EXPENDITURE	4,028	3,448	1,651

DESCRIPTION OF SERVICE

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

MAJOR VARIATIONS

- Pay and prices increases of £69,620 have been applied to this budget.
 - Financial Plan savings including "Council wide initiatives" of £515,630 have been included within this budget.
 - Improved information on use of grants has allowed a more accurate allocation of budgets to areas of spend.
- (1) £15,190 for increased employers' pension contributions have been added to this budget and £133,770 for an increase in FRS17 (includes school staff).
 - (2) Internal recharges have increased by 179,030.
 - (3) From 2011/12 DSG income is to be shown against the services which it funds.
 - (4) Many Standards Funds have been merged into DSG for 2011-12.

**SCHOOLS QUALITY AND STANDARDS - 16 TO 19 COMMISSIONING FOR LEARNING
(FORMER LSC FUNCTIONS)**

BUSINESS UNIT: E2600

Cabinet Member for Family and Children's Services	Actual 2009/2010	Budget 2010/2011	Budget 2011/2012
	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
EXPENDITURE			
Supplies and Services (1)	0	7,190	0
Total Direct Expenditure	0	7,190	0
Capital Charges	0	0	0
TOTAL EXPENDITURE	0	7,190	0
INCOME			
Government Grants			
- Young Peoples Learning Agency Grant (1)	0	7,190	0
TOTAL INCOME	0	7,190	0
NET EXPENDITURE	0	0	0

DESCRIPTION OF SERVICE

In July 2010 the Government redirected the YPLA to resume responsibilities for funding, payment and contract management for a number of 16-19 education programmes.

This page represents the full year effect of the provider college budgets transferred back from RBKC to YPLA.

MAJOR VARIATIONS

SCHOOLS QUALITY AND STANDARDS - PLACEMENTS AND RECOUPMENT

BUSINESS UNITS: E5000, E5001 and E5004

Cabinet Member for Family and Children's Services	Actual 2009/2010	Budget 2010/2011	Budget 2011/2012
	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
EXPENDITURE			
Third Party Payments (1)	6,257	5,623	6,305
Total Direct Expenditure	6,257	5,623	6,305
Central Support Services Recharges	2	3	4
Departmental Support Services Recharge	215	193	330
Capital Charges	0	0	0
TOTAL EXPENDITURE	6,474	5,819	6,639
INCOME			
Government Grants			
- Dedicated Schools Grant (2)	0	0	572
- Young Peoples Learning Agency Grant	1,259	1,260	1,260
Other Grants and Contributions	4,425	4,520	4,670
TOTAL INCOME	5,684	5,780	6,502
NET EXPENDITURE	790	39	137

DESCRIPTION OF SERVICE

This budget provides for the cost of resident pupils with statements of Special Educational Needs based in other local authorities maintained schools, special schools in accordance with the provision specified in individual statements. Recoupment charges are also payable for resident pupils educated in other local authorities' hospital schools. The budget also provides for placing resident pupils in private, voluntary and independent school placements.

Income is also recoverable from other local authorities arising from recoupment charges for pupils with statements being educated in Royal Borough Schools.

MAJOR VARIATIONS

- Pay and prices increases of £100 have been applied to this budget.
 - There has been a restatement of expected income from recoupment in 2011-12, the increase in expected income of £149,890 has been use to fund additional recoupment claims from other authorities.
- (1) An additional £532,000 of DSG was transferred here on agreement of Schools Forum to fund the ongoing price increases in this area.
- (2) From 2011-12 DSG income is to be shown against the services which it funds.

SCHOOLS QUALITY AND STANDARDS - SPECIAL NEEDS TRANSPORT

BUSINESS UNITS - E5608, E5628 – E5630

Cabinet Member for Family and Children's Services	Actual 2009/2010	Budget 2010/2011	Budget 2011/2012
	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
EXPENDITURE			
Employees	47	59	61
Premises Related Expenditure	1	0	0
Transport Related Expenditure	1	0	59
Supplies and Services	3	0	0
Third Party Payments	1,727	1,436	1,557
Total Direct Expenditure	1,779	1,495	1,677
Central Support Services Recharges	22	22	32
Departmental Support Services Recharge	69	68	83
Capital Charges	19	22	42
TOTAL EXPENDITURE	1,889	1,607	1,834
INCOME			
Government Grants			
- Young Peoples Learning Agency Grant	0	0	4
Fees, Charges and Other Income	22	0	0
TOTAL INCOME	22	0	4
NET EXPENDITURE	1,867	1,607	1,830

DESCRIPTION OF SERVICE

Transport of RBKC pupils (who have Special Needs) from their homes to Special Needs Schools (as agreed by Family and Children's Services - Special Needs) and their return journey home.

MAJOR VARIATIONS

- Pay and prices increases of £44,670 have been applied to this budget.
- Budgets of £129,060 have transferred into this area from Community Education.

SCHOOLS QUALITY AND STANDARDS - PUPIL REFERRAL UNIT

BUSINESS UNITS - E5606

Cabinet Member for Family and Children's Services

	Actual 2009/2010	Budget 2010/2011	Budget 2011/2012
	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
EXPENDITURE			
Employees (1) (2)	1,129	1,208	869
Premises Related Expenditure	126	88	84
Transport Related Expenditure	3	2	2
Supplies and Services	150	86	25
Third Party Payments	0	0	101
Total Direct Expenditure	1,408	1,383	1,081
Central Support Services Recharges	62	93	55
Departmental Support Services Recharge	78	95	154
Capital Charges	0	0	0
TOTAL EXPENDITURE	1,548	1,571	1,290
INCOME			
Government Grants			
- Dedicated Schools Grant	0	0	1,227
Fees, Charges and Other Income	42	1	0
Services Level Agreement Charges	0	6	0
TOTAL INCOME	42	7	1,227
NET EXPENDITURE	1,506	1,564	63

DESCRIPTION OF SERVICE

The Latimer Education Centre/PRU is an off-site centre providing full-time, interim, alternative provision for pupils of statutory school age unable to access mainstream school schooling at a given time in their education. Reasons for referral to the LEC/PRU include permanent exclusion from school, in danger of permanent exclusion from school, awaiting placement in specialist provision, medical conditions and no appropriate school place available.

MAJOR VARIATIONS

- From 2011-12 DSG income is to be shown against the services which it funds.
 - Pay and prices increases of £2,850 have been applied to this budget.
 - During the year there was a restatement of PRU and Pupil Support Service budgets. A result of this has been that there has been a reapportionment of staff time from the Pupil Referral Unit to the Pupil Support Service.
- (1) Financial Plan savings of £80,000 have been included within this budget.
 (2) £8,260 has been included for an increase in FRS17.

SCHOOLS QUALITY AND STANDARDS - EDUCATION WELFARE

BUSINESS UNITS - E5550 - E5553

Cabinet Member for Family and Children's Services

	Actual 2009/2010	Budget 2010/2011	Budget 2011/2012
	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
EXPENDITURE			
Employees	773	547	656
Transport Related Expenditure	0	10	3
Supplies and Services	151	172	7
Third Party Payments	66	0	0
Total Direct Expenditure	990	729	666
Central Support Services Recharges	105	110	93
Departmental Support Services Recharge	94	112	101
Capital Charges	0	0	0
TOTAL EXPENDITURE	1,189	951	860
INCOME			
Government Grants			
- Early Intervention Grant	0	0	117
Fees, Charges and Other Income	2	40	1
Services Level Agreement Charges	0	0	0
TOTAL INCOME	2	40	118
NET EXPENDITURE	1,187	911	742

DESCRIPTION OF SERVICE

The Education Welfare Service (EWS) works with parents, schools, pupils and other agencies to support full access to and participation in education. It enables the Council to fulfil its statutory responsibility to promote, encourage and enforce attendance. It supports schools in setting and meeting targets for attendance and unauthorised absence, providing a number of early intervention and prevention strategies. It plays a strategic role in child protection matters and in joint working with social services and the youth offending team.

MAJOR VARIATIONS

- Pay and prices increases of £7,550 have been applied to this budget.
 - Financial Plan savings including "Council wide initiatives" of £32,370 have been included within this budget.
 - £53,570 was vired to other SQS budgets during 2010-11.
- (1) £8,010 for increased employers' pension contributions have been added to this budget and £45,790 for an increase in FRS17.

SCHOOLS QUALITY AND STANDARDS - SCHOOL ADMISSIONS

BUSINESS UNITS: E9511

Cabinet Member for Family and Children's Services

	Actual 2009/2010	Budget 2010/2011	Budget 2011/2012
	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
EXPENDITURE			
Employees (1)	151	150	163
Premises Related Expenditure	0	0	1
Supplies and Services	58	93	105
Total Direct Expenditure	209	243	269
Central Support Services Recharges (2)	106	106	140
Departmental Support Services Recharge (3)	30	21	36
Capital Charges	0	0	0
TOTAL EXPENDITURE	345	370	445
INCOME			
Government Grants			
- Dedicated Schools Grant (4)	0	0	424
TOTAL INCOME	0	0	424
NET EXPENDITURE	345	370	21

DESCRIPTION OF SERVICE

The Admissions Team is responsible for ensuring that all the children of statutory school age resident in the Royal Borough are in receipt of education, whether that be in a school or educated at home. The Team manages the Pan London coordinated application process for children starting school in the reception class, the transfer from primary to secondary school and all In-year applications.

MAJOR VARIATIONS

- (1) FRS17 has increased by £25,520.
- (2) Corporate internal recharges have increased by £32,910.
- (3) FCS internal recharges have increased by £15,020.
- (4) From 2011-12 DSG income is to be shown against the services which it funds.

SCHOOLS QUALITY AND STANDARDS - ACCESS AND INCLUSION (OTHER)

BUSINESS UNITS: E2507, E3503, E5002, E5601 to E5605, E5609, E5611 to E5614 and E5619

Cabinet Member for Family and Children's Services	Actual 2009/2010	Budget 2010/2011	Budget 2011/2012
	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
EXPENDITURE			
Employees	2,455	2,369	2,151
Premises Related Expenditure	23	1	1
Transport Related Expenditure	14	14	15
Supplies and Services	585	466	546
Third Party Payments	163	110	121
Schools' Delegated Funding	0	0	0
Total Direct Expenditure	3,240	2,960	2,834
Central Support Services Recharges	188	174	223
Departmental Support Services Recharge	214	213	281
Capital Charges	0	0	0
TOTAL EXPENDITURE	3,642	3,347	3,338
INCOME			
Government Grants			
- Dedicated Schools Grant	0	0	1,395
- Early Intervention Grant	0	0	68
Fees, Charges and Other Income	38	45	44
Services Level Agreement Charges	470	664	411
Internal Recharges	109	106	112
TOTAL INCOME	617	815	2,030
NET EXPENDITURE	3,025	2,532	1,308

DESCRIPTION OF SERVICE

This budget contains funding relating to -

- The running of the Pupil Support service.
- The Education Psychology service.
- The staffing costs of the Special Educational Needs service.
- The cost of alternative provision of education for children unable to attend school.

MAJOR VARIATIONS

- From 2011-12 DSG income is to be shown against the services which it funds.
- Pay and prices increases of £11,320 have been applied to this budget.
- Financial Plan savings including "Council wide initiatives" of £137,910 have been included within this budget.
- During the year there was a restatement of PRU and Pupil Support Service budgets.
 - (1) £10,220 for increased employers' pension contributions have been added to this budget and £79,940 for an increase in FRS17.
 - (2) Corporate internal recharges have increased by £43,930.
 - (3) FCS internal recharges have increased by £67,700.

SCHOOLS QUALITY AND STANDARDS - NURSERY SCHOOLS (FORMULA FUNDING)

BUSINESS UNITS - E1002 to E1033, E2109, E2111, E3101

Cabinet Member for Family and Children's Services	Actual 2009/2010	Budget 2010/2011	Budget 2011/2012
	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
EXPENDITURE			
Schools' Delegated Funding	3,430	2,541	2,428
Total Direct Expenditure	3,430	2,541	2,428
Central Support Services Recharges	39	26	16
TOTAL EXPENDITURE	3,469	2,567	2,444
INCOME			
Government Grants			
- Dedicated Schools Grant (1)	0	0	2,444
- Sure Start Grant	212	0	0
- London Pay Additions Grant	0	7	0
- Standards Funds Grant	0	137	0
- School Standards Grant	0	77	0
Other Grants and Contributions	226	0	0
Fees, Charges and Other Income	523	0	0
TOTAL INCOME	961	221	2,444
NET EXPENDITURE	2,508	2,346	0

DESCRIPTION OF SERVICE

The Royal Borough maintains 4 community nursery schools. These schools currently provide education for 224.5 FTE pupils aged 3 and 4 as at January 2010. There are 224 places funded under the Fair Funding Scheme.

With effect from 1st April 2011, all nursery provision will be funded on a participation basis by the Early Years Single Funding Formula.

MAJOR VARIATIONS

(1) From 2011-12 DSG income is to be shown against the services which it funds.

SCHOOLS QUALITY AND STANDARDS - PRIMARY SCHOOLS (FORMULA FUNDING)				
BUSINESS UNITS - E2211 to E2296, E2809, E2811, E3102				
Cabinet Member for Family and Children's Services	Actual 2009/2010	Budget 2010/2011	Budget 2011/2012	
	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>	
	EXPENDITURE			
	Schools' Delegated Funding	41,452	38,233	39,278
	Total Direct Expenditure	41,452	38,233	39,278
	Capital Charges	0	0	0
	TOTAL EXPENDITURE	41,452	38,233	39,278
	INCOME			
	Government Grants			
	- Dedicated Schools Grant (1)	0	0	38,278
	- Pupil Premium	0	0	1,000
	- London Pay Additions Grant	0	234	0
	- Standards Funds Grant	0	3,019	0
- School Standards Grant	0	1,138	0	
- School Standards Grant (Personalisation)	0	233	0	
Fees, Charges and Other Income	3,154	0	0	
TOTAL INCOME	3,154	4,624	39,278	
NET EXPENDITURE	38,298	33,609	0	
DESCRIPTION OF SERVICE				
<p>The Royal Borough maintains 26 primary schools, 12 of which are community schools, 7 are Roman Catholic voluntary aided schools and 7 are Church of England voluntary aided schools. These schools currently provide education for some 6,866.5 (6,920) fte pupils between 3 and 11 years. There are 21 nursery classes in primary schools.</p> <p>The 26 primary schools receive delegated budgets under the Fair Funding scheme.</p> <p>With effect from 1st April 2011, all nursery provision in primary schools will be funded on a participation basis by the Early Years Single Funding Formula.</p>				
MAJOR VARIATIONS				
<p>(1) From 2011-12 DSG income is to be shown against the services which it funds.</p> <p>(2) The Pupil Premium Specific Grant for Primary Schools is estimated to be £1,000,000.</p>				

SCHOOLS QUALITY AND STANDARDS - SECONDARY SCHOOLS (FORMULA FUNDING)			
BUSINESS UNITS: E2311 to E2361, E2609, E2611 and E3103			
Cabinet Member for Family and Children's Services	Actual 2009/2010	Budget 2010/2011	Budget 2011/2012
	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
EXPENDITURE			
Schools' Delegated Funding	24,917	24,161	24,705
Total Direct Expenditure	24,917	24,161	24,705
Central Support Services Recharges	0	0	0
Departmental Support Services Recharge	0	0	0
Capital Charges	0	0	0
TOTAL EXPENDITURE	24,917	24,161	24,705
INCOME			
Government Grants			
- Dedicated Schools Grant (1)	0	0	21,350
- Pupil Premium	0	0	320
- London Pay Additions Grant	0	101	0
- Young Peoples Learning Agency Grant	2,996	3,036	3,035
- Standards Funds Grant	0	2,124	0
- School Standards Grant	0	444	0
- School Standards Grant (Personalisation)	0	260	0
Fees, Charges and Other Income	1,407	0	0
TOTAL INCOME	4,403	5,965	24,705
NET EXPENDITURE	20,514	18,196	0
DESCRIPTION OF SERVICE			
<p>The Royal Borough is responsible for 4 secondary schools, 1 of which is a community school and 3 are Roman Catholic voluntary aided schools. These schools currently provide education for some 2,953 (2,957) pupils between 11 and 16 years. Two of the schools have sixth forms (16-19), totalling 469 (491) pupils, for which funding is provided through a grant from the Young Peoples Learning Agency.</p> <p>All secondary schools receive delegated budgets under the Fair Funding scheme.</p>			
MAJOR VARIATIONS			
<p>(1) From 2011-12 DSG income is to be shown against the services which it funds. (2) It is estimated that the Pupil Premium Specific Grant for pupils aged 11-15 will amount to £320,000</p>			

SCHOOLS QUALITY AND STANDARDS - SPECIAL SCHOOLS (FORMULA FUNDING)			
BUSINESS UNITS: E2411 to E2434, E3104, E5610, E5617			
Cabinet Member for Family and Children's Services	Actual 2009/2010	Budget 2010/2011	Budget 2011/2012
	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
EXPENDITURE			
Schools' Delegated Funding	4,727	4,534	4,588
Total Direct Expenditure	4,727	4,534	4,588
Central Support Services Recharges	0	0	0
Departmental Support Services Recharge	12	0	0
Capital Charges	0	0	0
TOTAL EXPENDITURE	4,739	4,534	4,588
INCOME			
Government Grants			
- Dedicated Schools Grant (1)	0	0	4,468
- Pupil Premium	0	0	20
- London Pay Additions Grant	0	3	0
- Young Peoples Learning Agency Grant	84	100	100
- Standards Funds Grant	0	142	0
- School Standards Grant	0	95	0
- School Standards Grant (Personalisation)	0	12	0
Fees, Charges and Other Income	351	0	0
TOTAL INCOME	435	352	4,588
NET EXPENDITURE	4,304	4,182	0
DESCRIPTION OF SERVICE			
<p>The Royal Borough is responsible for 2 special schools: Chelsea Community Hospital School and Parkwood Hall, a residential and day school near Swanlea, Kent. The latter provides for boys and girls with learning difficulties between 8 and 19 years and has 75 places. Approximately 2/3 are resident boarders.</p> <p>Both schools receive delegated budgets under the Fair Funding scheme. Where places are provided for pupils from other Boroughs the costs are recouped from the pupils home authority.</p> <p>It is estimated that the Pupil Premium Specific Grant for pupils at Parkwood Hall will amount to £20,000.</p>			
MAJOR VARIATIONS			
<p>(1) From 2011-12 DSG income is to be shown against the services which it funds.</p> <p>(2) It is estimated that the Pupil Premium Specific Grant for Special School pupils will amount to £20,000.</p>			

SCHOOLS QUALITY AND STANDARDS - DEDICATED SCHOOLS GRANT			
BUSINESS UNITS – E3040, E3540 and E9000			
Cabinet Member for Family and Children's Services	Actual 2009/2010	Budget 2010/2011	Budget 2011/2012
	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
EXPENDITURE			
Employees	-18	-9	0
Premises Related Expenditure	0	0	0
Transport Related Expenditure	0	0	0
Supplies and Services	390	700	700
Third Party Payments	0	0	0
Schools' Delegated Funding	0	0	0
Total Direct Expenditure	372	691	700
Central Support Services Recharges	285	244	0
Departmental Support Services Recharge	0	0	0
Capital Charges	0	0	0
TOTAL EXPENDITURE	657	935	700
INCOME			
Government Grants			
- Dedicated Schools Grant (1)	63,762	66,094	700
- London Pay Additions Grant	247	0	0
- Standards Funds Grant	7,902	0	0
- School Standards Grant	1,754	0	0
- School Standards Grant (Personalisation)	505	0	0
TOTAL INCOME	74,170	66,094	700
NET EXPENDITURE	-73,513	-65,159	0
DESCRIPTION OF SERVICE			
<p>The Dedicated Schools Grant is a ring-fenced grant introduced from 1 April 2006. It funds the RBKC 'Schools Budget' which comprises the Individual Schools Budget (the sum of the budget shares for each of the maintained schools) and Centrally Retained Budgets (including payments to the private, voluntary and independent sector for the free education entitlement for 3 and 4 year olds, the Pupil Referral Unit and payments to the independent sector and other local authorities for the education of pupils with Special Educational Needs).</p>			
MAJOR VARIATIONS			
(1) From 2011-12 DSG income is to be shown against the services which it funds.			

FAMILY AND CHILDREN'S SERVICES
Revenue Changes – Growth and Savings

Ref No.	Department	Description	Details	2011/12 £'000	2012/13 £'000	2013/14 £'000
Savings – 2010/11 in year additional savings carried forward						
01	Schools, Quality and Standards	Additional income from Children's Centres	Additional income from Children's Centres	-203		
02	Community Learning	Cease the current twinning arrangements	Cease the current twinning arrangements	-17		
03	Schools, Quality and Standards	Rationalisation of posts transferred from the Learning and Skills Council	Rationalisation of posts transferred from the Learning and Skills Council	-50		
04	Family Services	Efficiency savings in the Fostering Service	Efficiency savings in the Fostering Service	-30		
05	Resources	Reduction in agency staff costs	Reduction in agency staff costs	-20		
06	Strategy, Commissioning and Performance	Reduction in schools meals contract expenditure	Reduction in schools meals contract expenditure	-80		
07	Resources	Pay freeze for employees	Pay freeze for employees	-240		
08	Resources	Hay staff pay freeze	Hay staff pay freeze	-83		
				-723		
Savings – 2011/12 savings to match 2010/11 Specific Area Based Grant reductions						
09	Community Learning	Health Area Based Grant reduction including teenage pregnancy, substance misuse and healthy schools	Health Area Based Grant reduction including teenage pregnancy, substance misuse and healthy schools	-37		
10	Community Learning	Connexions reduction in overall budget	Reduction in Connexions IAG contract, a reduction in office costs including posts through merging Connexions Centre with existing facility	-218		
11	Community Learning	Positive Activities for Young People reduction in overall budget	Reduction in Positive Choices, Early Intervention and the Positive Engagement Programme.	-204		

12	Community Learning	Stop funding the Advisory Centre for Education project in Family	Stop funding the Advisory Centre for Education project in Family	-30		
13	Community Learning	Reduction in Positive Choices	Reduction in Positive Choices	-30		
14	Community Learning	Remove the Extended Schools Start-Up Area Based Grant budget	Remove the Extended Schools Start-Up Area Based Grant budget	-169		
15	Family Services	Reduction in Child and Adolescent Mental Health Service management and efficiencies from service realignment	Savings from the deletion of the Family resource Project Manager's post and efficiencies in the Child and Mental Health Service commissioning arrangements with CNWL	-65		
16	Family Services	Shared service efficiencies in Child Death Review process	Shared service efficiencies in Child death review process delivered by working with partner LA's	-22		
17	Schools, Quality and Standards	City Learning Centres	Reduced spend on City Learning Centre accommodation and resources	-217		
18	Schools, Quality and Standards	School Development Grant – reduction in Advanced Skill Teaching and Continuing Professional Development	Reduced central funding for Advanced Skills Teachers and their training budget	-28		
19	Schools, Quality and Standards	Excellence in Cities – Summer Schools	Ceasing summer schools and Saturday schools previously funded through Excellence in Cities	-70		
20	Schools, Quality and Standards	Information and Communication Technology infrastructure services and hands on support	Information and Communication Technology infrastructure services and hands on support	-58		
21	Schools, Quality and Standards	Learning mentors and excellence clusters	Ceasing the induction and training of learning mentors	-52		
22	Schools, Quality and Standards	School development grant reduction	School development grant reduction	-100		
				-1,300		

Savings – 2011/12 savings to match 2011/12 Grant reductions							
23	Schools, Quality and Standards	14-19 Flexible Funding	14-19 Flexible Funding	-12			
24	Schools, Quality and Standards	Aim Higher	Reduction in funding to widen participation in Higher Education	-49			
25	Resources	Building Schools For The Future	Revenue Funding for consultants to assist with Building Schools for The Future projects will cease	-50			
26	Family Services	Care Matters White Paper	Care Matters White Paper	-48			
27	Family Services	Child and Adolescent Mental Health Service	Child and Adolescent Mental Health Service	-100			
28	Family Services	Child Death Review Processes	Child Death Review Processes	-5			
29	Community Learning	Children’s Fund	Children’s Fund	-20			
30	Family Services	Children’s Social Care Workforce	Children’s Social Care Workforce	-9			
31	Strategy, Commissioning and Performance	Choice Advisors	Choice Advisors	-25			
32	Schools, Quality and Standards	City Challenge	City Challenge	-16			
33	Community Learning	Connexions	Connexions	-40			
34	Family Services	ContactPoint	ContactPoint	-35			
35	Family Services	Think Family	Think Family	-235			
36	Community Learning	Education Health Partnerships	Education Health Partnerships	-45			
37	Schools, Quality and Standards	Extended Rights To Free Transport	Extended Rights To Free Transport	-4			
38	Schools, Quality and Standards	Harnessing Technology	Harnessing Technology	-121			
39	Schools, Quality and Standards	LSC Staff Transfer	LSC Staff Transfer	-143			
40	Community Learning	Play Pathfinder	Play Pathfinder	-73			
41	Community Learning	Positive Activities For Young People	Positive Activities For Young People	-40			

42	Schools, Quality and Standards	Primary and Secondary National Strategies	Primary and Secondary National Strategies	-100		
43	Schools, Quality and Standards	School Development Grant	School Development Grant	-486		
44	Schools, Quality and Standards	School Improvement Partners	School Improvement Partners	-36		
45	Schools, Quality and Standards	Sure Start Grant	Sure Start Grant	-788		
46	Schools, Quality and Standards	Sure Start Grant – 2 year old pilot	Sure Start Grant – 2 year old pilot	-50		
47	Schools, Quality and Standards	Every Child A Talker	Every Child A Talker	-142		
48	Schools, Quality and Standards	Graduate Leadership Fund	Graduate Leadership Fund	-41		
49	Family Services	Aiming High for Disabled Children	Aiming High for Disabled Children	-70		
50	Schools, Quality and Standards	Sustainable Travel – General Duty	Sustainable Travel – General Duty	-5		
51	Schools, Quality and Standards	Targeted Improvement Grant	Targeted Improvement Grant	-32		
52	Family Services	Targeted Mental Health in Schools	Targeted Mental Health in Schools	-223		
53	Community Learning	Youth Opportunities Fund	Youth Opportunities Fund	-100		
				-3,143		
Local Savings						
54	Community Learning	Revised and tailored Play Service charges	Revised and tailored Play Service charges following the Play Service Review	-50		
55	Resources	Reduced use of contract staff and consultants	Better management of human resources to minimise use of contract staff and consultants	-180		
56	Resources	Improved attendance and effectiveness of staff	Increase attendance and effectiveness of staff through sickness and welfare management focus	-200		
57	Family Services	Closure of ContactPoint (the national children's database)	Budget allocated to maintenance of ContactPoint is no longer required.	-20		

58	Resources	Reduced directorate PA support	Reduced directorate PA support	-50		
59	Schools, Quality and Standards	Closure of the Latymer Children's Centre	Closure of the Latymer Children's Centre due to an excess of places over demand	-273		
60	Resources	Rationalisation of office space	Rationalise use of office space including utilising Corporate SPACE principles to allow closure of offices at Grenfell Tower	-60		
61	Family Services	Revised arrangements for one-to-one support to children with a disability (while maintaining packages of support to families)	A review of the arrangements for one-to-one support to children with a disability will enable a saving to be delivered without reducing packages of support to families	-20		
62	Resources	Centralised management of training expenditure	Centralised management of and introduce gatekeeping process for training expenditure across the Business Group	-20		
63	Directorate	Deletion of vacant Director of Children's Services post including associated support costs	Deletion of vacant Director of Children's Services post including associated support costs	-250		
64	Family Services	Reduced 'looked after children' management costs	Reduced 'looked after children' management costs	-26		
65	Resources	Miscellaneous savings across the Business Group e.g. reduced use of taxis and ending subscriptions	Miscellaneous savings across the Business Group e.g. reduced use of taxis and ending subscriptions	-90		
66	Schools, Quality and Standards	Additional income from Children's Centres	Additional income from Children's Centres	-162		
67	Community Learning	Increased income from the Education Business Partnership	Increased income from the Education Business Partnership	-20		
68	Family Services	Efficiency savings in Fostering Services via flexible use of commissioned staff	Efficiency savings in Fostering Services via flexible use of commissioned staff	-10		

69	Family Services	Savings from Youth Offending Team by sharing services with other local authorities	Savings from Youth Offending Team by sharing services with other local authorities	-50		
70	Community Learning	Reduced student support management costs due to the function's transfer to Student Finance England	Reduced student support management costs due to the function's transfer to Student Finance England	-158		
71	Resources	Increased Professional Development Centre car park income from the Notting Hill Carnival	Increased Professional Development Centre car park income from the Notting Hill Carnival	-7		
72	Family Services	Reduced number of business support officers in Family Services	Reduced number of business support officers in Family Services	-200		
73	Schools, Quality and Standards	Rationalised alternative education provision (closure of Golborne Education Centre)	Rationalised alternative education provision (closure of Golborne Education Centre) and deletion of post of Head Of Centre	-152		
74	Resources	Employee Private Health Care Scheme – cessation of Council contribution	Employee Private Health Care Scheme – cessation of Council contribution	-83		
				-2,081		
Business Group Net Total						

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

REVENUE BUDGET 2011/2012

HOUSING, HEALTH AND ADULT SOCIAL CARE REVENUE BUDGET

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HOUSING, HEALTH AND ADULT SOCIAL CARE

SUMMARY OF CHANGES	Budget 2011/12
ORIGINAL BUDGET 2010/11	£'000 82,938
o PAY & PRICES CHANGES	
Reversal of over provision of HAY pay inflation in original budget	-66
Price Variations - Expenditure	1,233
Price Variations - Super Inflation (Concessionary Fares)	1,736
Price Variations - Central Support Services	204
Price Variations - Income	-253
Change in employer's future service pension contribution - 2010 actuarial valuation	320
Total Pay & Prices Increases	3,174
o TECHNICAL ADJUSTMENTS (offset elsewhere in the Council's budget)	
Central Support Charges variation	406
Variation in charges to / from other Business Groups	-97
Transfers of budget to / from other services	-388
Capital charges variation	19
Change in current service pension liability cost (FRS 17)	2,087
Total Technical Adjustments	2,027
SUB TOTAL	88,139
o PLANNED CHANGES	
Locally Funded Growth	
Increase in the mortuary budget	25
Implementation of Equal Pay Agreement	92
Creation of continuing budget for Telecare Service due to the ending of grant funding. Telecare is crucial to ASC's main service offer. This is funded from a redirection of older people's residential budgets.	160
Total Locally Funded Growth	277
External Cost Pressures (Corporately Funded)	
Increase in Coroners' budget	50
Total External Cost Pressures (Corporately Funded)	50
Savings in year 2010/11 (continuing)	
Review of Housing Advice Service Kensington and Chelsea (HASKC)	-50
Deletion of Housing Policy Post	-23
Reduction in resources devoted to private sector housing	-40
Reduction in resources devoted to private sector housing	-36
Reduction in resources in Health and Safety	-44
Reduction on one Private Sector Housing Team Technical Officer Post	-36
Deletion of Technical Officer Post within Health and Safety	-36
Residential and Nursing Placements budget reduced	-112
In-House Home Care Service	-95
Review of day services provided and funded by Adult Social Care. There is currently a consultation on the proposal to close the day service at EPICS	-198
Reduction in Training Budgets	-100
Saving in Personal Assistants/Administrators	-30
Pay freeze for employees on local contracts	-270
Total Savings in year 2010/11 (continuing)	-1,070

HOUSING, HEALTH AND ADULT SOCIAL CARE

SUMMARY OF CHANGES	Budget 2011/12
Savings 2011/12	
Deletion of post within Housing Needs	-39
Amalgamation of Housing Advice Services Kensington and Chelsea (HASKC)	-50
Reduced incentive payments to Temporary Accommodation providers	-40
Deletion of Trading Standards Technical Officer Post	-36
Deletion of Team Manager post within Trading Standards	-55
Increased Pest Control income	-20
Health and Safety for staff to be delivered by another Health and Safety Team	-35
Deletion of Administrative Assistant post in Support Services	-25
Deletion of Business Development Officer post in Public Health Training Service	-25
Deletion of Private Sector Housing Team Manager post	-50
Deletion of Administrative Assistant post due to loss of grant funding	-15
Savings within Noise and Nuisance Service	-85
Deletion of Head of Service post	-65
Deletion of Personal Assistant post	-10
Deletion of post within the Service Improvement Team	-30
Deletion of Business Planning and Service Improvement Manager post	-50
Deletion of Business Systems Administrative Officer post	-25
Reduction in training budget to reflect headcount reduction	-5
Reduced Scientific Service budget	-13
Miscellaneous savings within Environmental Health including equipment and printing	-16
Deletion of Assistant Pollution Officer post	-25
Reduced costs of document imaging	-10
Deletion of Policy Officer post in Accessible Transport Service	-30
Improved design of the Assessment Service system	-190
Savings in the cost of purchasing residential and nursing placements	-100
Savings from ensuring staff have appropriate qualifications for the level of assessments they undertake	-30
Deletion of a Dementia Development Worker post	-20
Reduction in some running cost budgets within Mental Health Service	-39
Increased charge to Westminster City Council for the Oremi Centre (mental health day centre) services	-19
Reduction in the costs of meal provision at Mental Health Day Centres, through increases in income (charges) to more closely reflect costs, and changes to how meals are provided.	-28
Savings from the redesign of the Mental Health Service day centres by externalisation and introduction of personalisation.	-200
Savings within the Home Care Service from restructuring of management and office functions	-55
Reduction in the number of separate grant funding arrangements to voluntary organisations offering advice, transport and day services by moving grants to a contract basis	-150
Review of day services provided and funded by Adult Social Care. There is currently a consultation on the proposal to close the day service at EPICS	-242
Reduced Older People's residential budgets to fund the Telecare service	-160
Deletion of a post within Resource Management	-11
Reduction in training budgets by providing focused training	-10
Transferring the Housing, Health and Adult Social Care Business Group property function to a central team	-25
Introduction of charging for some Client Affairs services following a review	-25
Employee Private Health Care Scheme - cessation of Council contribution	-88
Reduced landline call charges due to renegotiated contract	-7
Reduction in mobile phone costs due to new contract	-18
Reduced cost of postal savings through London Councils joint tendering	-12
Savings from reconfigured and renegotiated printing contracts	-4
Total Savings 2011/12	-2,187
o SPECIFIC GRANT CHANGES	
Spending adjustments in response to changes in specific grants	
Reduction in spending power associated with grants that have rolled into Formula Grant	-2,000
Increase in spending power associated with increase in specific grant (Homelessness Directorate Grant).	1203
Funded formerly by Area Based/Specific Grants that have ended	-305
Increase in spending power funded by new Learning Disability and Health Reform grant	91
Total spending reductions in response to changes in specific grants	-1,011
Additional specific grant income	-1294
Transfer of specific grants funding to Formula Grant	1710
Specific grants ended/reduced	110
Total specific grant income change	526
o OTHER VARIATIONS	
Temporary Accommodation - removal of temporary funding	-750
Contribution to future years savings arising from reconfiguration of the In-House Home Care service	-800
Total other variations	-1,550
TOTAL BUDGET 2011/12	83,174

HOUSING, HEALTH AND ADULT SOCIAL CARE Subjective Summary

Item	Notes	2009/10 Actual	2010/11 Budget	2011/12 Budget
		£'000	£'000	£'000
EXPENDITURE				
Employee Related Expenses		29,267	28,330	28,203
Premises Related Expenses		1,224	1,325	1,224
Transport Related Expenses		139	127	92
Supplies & Services		2,246	3,610	2,643
Third Party Payments		72,695	75,433	76,684
Recharges from:				
Other Business Group charges		526	606	571
Business Group Support		0	0	0
Inter Business Group:				
Central Departments		6,597	6,659	7,269
Capital Financing Charges		1,582	1,479	1,498
TOTAL EXPENDITURE		114,276	117,569	118,184
INCOME				
Government Grants		13,986	3,484	6,550
Other Grants, Reimbursements & Contributions		25,089	23,554	21,092
Customer & Client Receipts				
Fees & Charges		5,274	6,102	5,813
Rents (Other)		46	50	50
Interest		16	14	13
Recharges to Other Revenue A/Cs				
Departmental		0	0	0
Other Business Groups		1,450	1,427	1,492
TOTAL INCOME		45,861	34,631	35,010
NET EXPENDITURE		68,415	82,938	83,174

HOUSING, HEALTH AND ADULT SOCIAL CARE Service Summary

Service	2009/10 Actuals			2010/11 Budget			2011/12 Budget			Outputs (see note 1)	Head of Service
	Exp £'000	Income £'000	Net £'000	Exp £'000	Income £'000	Net £'000	Exp £'000	Income £'000	Net £'000		
Corporate and Democratic Core - Adults											
Management and Support Services	41	0	41	54	0	54	48	0	48		ASC
	43	0	43	44	0	44	44	0	44		
	84	0	84	98	0	98	92	0	92		
Adult Social Care Service Strategy											
Management and Support Services	300	0	300	332	0	332	327	0	327		ASC
	1	0	1	1	0	1	1	0	1		
	301	0	301	333	0	333	328	0	328		
Services for Older People											
Assessment and Care Management	4,542	417	4,125	3,764	280	3,484	5,383	351	5,032		ASC
Nursing	3,236	953	2,283	3,506	851	2,655	3,019	788	2,231	105 older people supported in nursing homes	ASC
Residential	10,406	2,734	7,672	10,629	2,701	7,928	10,511	2,531	7,980	218 older people supported in residential homes	ASC
Supported Accommodation	1,422	103	1,319	1,461	103	1,358	1,492	103	1,389	81 older people in supported accommodation	ASC
Home Care	6,108	1,174	4,934	7,118	2,708	4,410	5,360	2,089	3,271	950 older people receiving home care	ASC
Direct Payments	1,114	149	965	1,242	78	1,164	1,143	240	903	155 older people receiving direct payments	ASC
Day Care	2,635	280	2,355	2,665	322	2,343	3,011	304	2,707	174 older people attending day centres	ASC
Equipment and Adaptations	0	0	0	0	0	0	339	0	339	162 people in receipt of community equipment	
Meals	439	150	289	460	189	271	462	189	273	213 older people receiving meals at home	ASC
Other Services	2,520	1,470	1,050	3,188	1,290	1,898	1,386	171	1,215		ASC
Management and Support Services	2,568	0	2,568	2,504	0	2,504	3,118	0	3,118		
	34,990	7,430	27,560	36,537	8,522	28,015	35,224	6,766	28,458		
Services for People with a Physical Disability or Sensory Impairment											
Assessment and Care Management	1,645	14	1,631	1,796	0	1,796	1,170	0	1,170		ASC
Residential	1,093	214	879	864	158	706	919	82	837	13 people supported in residential homes	ASC
Supported Accommodation	21	0	21			0	23	0	23		
Home Care	1,285	104	1,181	977	138	839	936	71	865	155 people receiving home care	ASC
Direct Payments	1,038	39	999	887	7	880	1,234	88	1,146	153 people receiving direct payments	ASC
Day Care	77	0	77	68	0	68	239	0	239	3 attending employment workshops	ASC
Equipment and Adaptations	390	0	390	495	0	495	155	0	155	54 people in receipt of community equipment	ASC
Other Services	440	29	411	406	27	379	242	27	215		ASC
Management and Support Services	526	0	526	489	0	489	491	0	491		
	6,515	400	6,115	5,982	330	5,652	5,409	268	5,141		
Services for People with Learning Disabilities											
Assessment and Care Management	626	85	541	607	81	526	580	57	523		ASC
Residential	6,406	3,181	3,225	7,658	4,010	3,648	7,745	4,435	3,310	90 people in residential and supported care	ASC
Supported Accommodation	1,751	268	1,483	627	142	485	1,425	143	1,282	21 people supported in Supported Accommodation	
Home Care	801	610	191	1,288	305	983	932	640	292	29 people receiving home care	ASC
Direct Payments	288	6	282	236	0	236	664	23	641	45 people receiving direct payments	ASC
Day Care	1,772	240	1,532	1,881	255	1,626	2,047	349	1,698	30 people attending day centres	ASC
Other Services	2,786	2,460	326	2,594	2,261	333	2,754	2,281	473		ASC
Management and Support Services	986	0	986	978	0	978	1,043	0	1,043		
	15,416	6,850	8,566	15,869	7,054	8,815	17,190	7,928	9,262		

HOUSING, HEALTH AND ADULT SOCIAL CARE Service Summary

Service	2009/10 Actuals			2010/11 Budget			2011/12 Budget			Outputs (see note 1)	Head of Service
	Exp	Income	Net	Exp	Income	Net	Exp	Income	Net		
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000		
Services for Adults with Mental Health Needs											
Assessment and Care Management	1,902	296	1,606	2,128	409	1,719	2,308	421	1,887		ASC
Residential	1,571	249	1,322	1,187	166	1,021	1,628	131	1,497	51 people supported in residential	ASC
Supported Accommodation	1,555	624	931	1,752	637	1,115	1,590	637	953	25 people supported in Supported Accommodation	
Home Care	520	10	510	472	21	451	490	0	490	42 people receiving home care	ASC
Direct Payments	72	0	72	11		11	72	0	72		ASC
Day Care	1,987	179	1,808	2,145	253	1,892	1,796	271	1,525	468 people attending day centres	ASC
Other Services	858	236	622	1,114	248	866	812	246	566		ASC
Management and Support Services	1,033	0	1,033	984	0	984	955	0	955		
	9,498	1,594	7,904	9,793	1,734	8,059	9,651	1,706	7,945		
Services for Other Adults											
Substance Misuse	1,865	715	1,150	1,860	746	1,114	1,974	760	1,214	261 substance misusers supported	ASC
HIV/AIDS	615	414	201	563	413	150	308	85	223	23 people with HIV/AIDS supported	ASC
Management and Support Services	412	0	412	396	0	396	218	0	218		
	2,892	1,129	1,763	2,819	1,159	1,660	2,500	845	1,655		
Public Transport											
Concessionary Fares	4,262	0	4,262	6,279	0	6,279	8,162	0	8,162	26,201 people in receipt of Freedom Passes	ASC
Taxicard	832	25	807	825	0	825	787	0	787	2,843 membership of the Taxicard service	ASC
Management and Support Services	492	0	492	515	0	515	589	0	589		
	5,586	25	5,561	7,619	0	7,619	9,538	0	9,538		
Adults' Management and Support Services											
Adjustment for Internal Recharges	6,536	6,536	0	6,169	6,169	0	6,732	6,732	0		ASC
	-6,096	-6,096	0	-5,911	-5,911	0	-6,458	-6,458	0		
Adult Social Care Total	75,722	17,868	57,854	79,308	19,057	60,251	80,206	17,787	62,419		

HOUSING, HEALTH AND ADULT SOCIAL CARE Service Summary

Service	2009/10 Actuals			2010/11 Budget			2011/12 Budget			Outputs (see note 1)	Head of Service
	Exp	Income	Net	Exp	Income	Net	Exp	Income	Net		
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000		
Housing Services											
Corporate and Democratic Core - Housing	38	0	38	41	0	41	32	0	32		HS
Housing Strategy	499	0	499	424	0	424	370	0	370		HS
Homelessness and Housing Advice	17,533	14,982	2,551	17,590	13,521	4,069	18,727	15,362	3,365	1142 in temporary accommodation	HS
Registered Social Landlords and Housing Advances	-181	432	-613	764	162	602	700	37	663		HS
Supporting People	11,544	10,753	791	11,013	451	10,562	9,868	272	9,596	3309 people in Supporting People services	HS
Housing Services Total	29,433	26,167	3,266	29,832	14,134	15,698	29,697	15,671	14,026		
Environmental Health											
Corporate and Democratic Core - EH	84	0	84	84	0	84	84	0	84		EH
Food Safety and Public Health Training	1,248	171	1,077	1,219	221	998	1,150	176	974	1,509 Food inspections and 2,356 candidates trained	EH
Trading Standards	463	8	455	476	5	471	460	4	456	462 Service requests	EH
Environmental Quality	813	79	734	786	21	765	812	21	791	5 automated/continuous air quality monitoring stations	EH
Health and Safety	695	4	691	654	3	651	655	4	651	744 Health and Safety visits	EH
Mortuary, Coroners and Pest Control	1,134	251	883	1,062	230	832	1,154	250	904	14,490 pest control inspections/visits and 1,743 service requests	EH
Noise and Nuisance	1,486	5	1,481	1,475	5	1,470	1,234	5	1,229	10,336 service requests and 108 statutory notices served	EH
Housing Private Sector	2,344	453	1,891	2,047	329	1,718	1,969	329	1,640	1,555 Private sector housing inspections and 177 HMO licences	EH
Environmental Health Total	8,267	971	7,296	7,803	814	6,989	7,518	789	6,729		
Executive Functions											
Executive Group	4,121	4,121	0	4,057	4,057	0	3,981	3,981	0		HHASC
Housing Management and Support Services	1,324	1,324	0	1,201	1,201	0	1,219	1,219	0		HS
Environmental Health Management and Support Services	2,028	2,028	0	1,889	1,889	0	1,605	1,605	0		EH
Adjustment for Internal Recharges	-6,618	-6,618	0	-6,521	-6,521	0	-6,042	-6,042	0		
Executive Functions Total	855	855	0	626	626	0	763	763	0		
Housing, Health and Adult Social Care Total	114,277	45,861	68,416	117,569	34,631	82,938	118,184	35,010	83,174		

Notes

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

HOUSING, HEALTH AND ADULT SOCIAL CARE NARRATIVE SHEETS

CORPORATE AND DEMOCRATIC CORE			
Cabinet Member for Adult Social Care, Environmental Health and Public Health Cabinet Member for Housing and Property	<i>Actual</i> 2009/2010	Budget 2010/2011	Budget 2011/2012
	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
EXPENDITURE			
Departmental Recharges	206	223	208
TOTAL EXPENDITURE	206	223	208
INCOME	0	0	0
TOTAL INCOME	0	0	0
NET EXPENDITURE	206	223	208
DESCRIPTION OF SERVICE			
<p>In accordance with the Best Value Accounting Code of Practice, the Corporate and Democratic Core comprises the costs of Democratic Representation and Management, and Corporate Management.</p> <p>CIPFA describes Democratic Representation and Management as '...including all aspects of members' activities in that capacity, including corporate, programme and service policy making and more general activities relating to governance and the representation of local interest.'</p> <p>Corporate Management is described as '.... those activities and costs which provide the infrastructure which allows services to be provided, whether by the authority or not, and the information which is required for public accountability.'</p>			
MAJOR VARIATIONS			
<p>The decrease in the budget is due to changes in time allocations in line with CIPFA guidelines.</p>			

THE EXECUTIVE GROUP			
Cabinet Member for Adult Social Care, Environmental Health and Public Health Cabinet Member for Housing and Property	Actual 2009/2010	Budget 2010/2011	Budget 2011/2012
	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
EXPENDITURE			
Employees	3,055	2,887	2,843
Premises	1	0	0
Transport Related Expenditure	4	6	6
Supplies and Services	147	169	167
Third Party Payments	6	34	21
Total Direct Expenditure	3,213	3,086	3,037
Central Support Services Recharges	908	961	944
TOTAL EXPENDITURE	4,121	4,057	3,981
INCOME			
Other Grants & contributions	36	19	19
Fees & charges	2	0	0
Recharges to Other Services	4,083	4,038	3,962
TOTAL INCOME	4,121	4,057	3,981
NET EXPENDITURE	0	0	0
DESCRIPTION OF SERVICE			
<p>The Executive Group is made up of the following sections:</p> <ul style="list-style-type: none"> • Executive Director and Personal Assistant • Resource Management comprising Group Finance, Information Systems, Property Services and Contract Services • Policy and Performance <p>The Executive Group is fully recharged to Adult Social Care, Environmental Health, the Housing Department, the Housing Revenue Account, the Corporate and Democratic Core and other Business Groups.</p>			
MAJOR VARIATIONS			
<ul style="list-style-type: none"> • Price increases have added £36,000 to the budget. • Financial Plan savings have reduced the budget by £183,000. This comprises a reduction in training budgets of £100,000, a reduction in employee costs of £61,000 and savings of £22,000 in telephony, printing and Private Healthcare. • A virement to Environmental Health Services following the transfer of the health and safety function has reduced the budget by £35,000. • A virement to Adult Social Care following a re-structure of the Information Systems team has reduced the budget by £78,000. • A post funded from the Social Care Reform for a Communications post has been deleted due to the cessation of funding reducing the budget by £42,000 • A virement from Housing for the funding of a post has increased the budget by £30,000 			

ADULT SOCIAL CARE MANAGEMENT AND SUPPORT SERVICES			
Cabinet Member for Adult Social Care, Environmental Health and Public Health	Actual	Budget	Budget
	2009/2010	2010/2011	2011/2012
	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
EXPENDITURE			
Employees	2,061	1,963	2,453
Premises Related Expenditure	193	183	157
Transport Related Expenditure	8	17	8
Supplies and Services	322	257	210
Third Party Payments	228	35	36
Total Direct Expenditure	2,812	2,455	2,864
Central Support Services Recharges	1,216	1,187	1,403
Other Departmental Recharges	118	101	118
Business Group Support Recharges	2,364	2,400	2,310
Capital Charges	26	26	37
TOTAL EXPENDITURE	6,536	6,169	6,732
INCOME			
Fees and Charges	50	0	0
Government Grants	11	0	0
Other Grants and Contributions	126	4	4
Recharges to Other Business Groups	183	186	202
Recharges within the Business Group	68	68	68
Recharges within Adult Social Services	6,098	5,911	6,458
TOTAL INCOME	6,536	6,169	6,732
NET EXPENDITURE	0	0	0
DESCRIPTION OF SERVICE			
<p>Adult Social Care Management and Support Services comprises services which support the direct provision of services to the public and which, in accordance with the CIPFA Best Value Accounting Code of Practice, are fully recharged to client-related services, to Service Strategy or to the Corporate and Democratic Core.</p> <p>It comprises the cost of senior management and administration. Administration covers a range of support activities based at numerous sites within the Royal Borough, including the provision of advice, information and reception services. It also includes the costs of the Executive Group attributable to Adult Social Care functions.</p>			
MAJOR VARIATIONS			
<ul style="list-style-type: none"> • Price increases have added £73,000 to the budget. • Financial Plan reductions total £53,000 and include £40,000 from the training budget. • A number of posts previously shown within the Older People Service are now shown within Management & Support Services. These posts undertake commissioning functions across Adult Social Care and amount to £377,000. 			

ADULT SOCIAL CARE SERVICE STRATEGY			
Cabinet Member for Adult Social Care, Environmental Health and Public Health	<i>Actual</i>	Budget	Budget
	2009/2010	2010/2011	2011/2012
	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
EXPENDITURE			
Departmental Recharges	301	333	328
TOTAL EXPENDITURE	301	333	328
INCOME	0	0	0
TOTAL INCOME	0	0	0
NET EXPENDITURE	301	333	328
DESCRIPTION OF SERVICE			
<p>Adult Social Care Service Strategy (as defined by the CIPFA Best Value Accounting Code of Practice). Comprises:</p> <ul style="list-style-type: none"> • Strategic Management - The director and her immediate staff. The director is expected to contribute the majority of the strategic input to strategic liaison with outside bodies and to associated plans. • Complaints Procedures which include the cost of the complaints procedures required by the NHS and Community Care Act 1990. • Both components of Service Strategy consist of recharges from the Executive Group, covering the relevant staff. 			
MAJOR VARIATIONS			
<ul style="list-style-type: none"> • The variation is due to a change in time allocations. 			

SERVICES FOR OLDER PEOPLE			
Cabinet Member for Adult Social Care, Environmental Health and Public Health	Actual	Budget	Budget
	2009/2010	2010/2011	2011/2012
	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
EXPENDITURE			
Employees	8,458	8,139	8,898
Premises Related Expenditure	592	711	676
Transport Related Expenditure	17	15	8
Supplies and Services	936	1,609	895
Third Party Payments	20,635	21,824	19,868
Total Direct Expenditure	30,638	32,298	30,345
Central Support Services Recharges	1,260	1,263	1,289
Departmental Recharges	2,604	2,504	3,118
Capital Charges	488	472	474
TOTAL EXPENDITURE	34,990	36,537	35,226
INCOME			
Government Grants	1,230	1,175	565
Other Grants and Contributions	2,388	2,474	1,760
Fees and Charges	3,607	4,668	4,248
Rents	0	4	4
Recharges to Other Services	205	201	190
TOTAL INCOME	7,430	8,522	6,767
NET EXPENDITURE	27,560	28,015	28,459
DESCRIPTION OF SERVICE			
<p>The Council provides, or funds other agencies to provide, a range of services to older people with social care needs. These include:</p> <ul style="list-style-type: none"> • A Council-run residential home and the Burgess Field sheltered scheme • Placements in independent sector residential and nursing homes • Home care, Home meals, Personal Budgets and Direct payments • Day care in two Council centres and voluntary sector provision • Contracts for a range of services provided by the voluntary sector plus grants • Occupational Health Service 			
MAJOR VARIATIONS			
<ul style="list-style-type: none"> • Prices increases have added £444,000 to the budget. • Financial Plan reductions total £1,018,000 and include £440,000 from the review of day services provided and funded by Adult Social Care. There is currently a consultation on the proposal to close the day service at EPICS. Also included is £178,000 from reduced staffing levels within the assessment service, £138,000 from improvements in the purchasing arrangements for Residential and Nursing placements, £140,000 from the In-House Homecare service and £95,000 from moving some Voluntary Sector services to a contractual basis. • The Occupational Therapy Service was previously shown within the Physical Disability Service. However, most of the service supports Older People, and therefore budget provision of £1.3m has been transferred to Older People. • The reduction in Government Grant reflects the transfer of grants to Formula Grant. The revenue spending power associated with some of these grants has been reduced as a contribution towards the additional savings target. This includes £1,082,000 relating to the Social Care Reform grant. • A saving of £800,000 has been included from the reduction in the capacity of the in-house home care service. • Budget realignment has resulted in a transfer of £585,000 to fund placements and home care costs in other client groups. 			

SERVICES FOR PEOPLE WITH A PHYSICAL DISABILITY OR SENSORY IMPAIRMENT			
Cabinet Member for Adult Social Care, Environmental Health and Public Health	<i>Actual</i>	Budget	Budget
	2009/2010	2010/11	2011/12
	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
EXPENDITURE			
Employees	1,367	1,475	828
Premises Related Expenditure	3	1	1
Transport Related Expenditure	4	10	4
Supplies and Services	33	40	36
Third Party Payments	4,296	3,670	3,719
Total Direct Expenditure	5,703	5,196	4,588
Central Support Services Recharges	286	297	330
Departmental Recharges	526	489	491
TOTAL EXPENDITURE	6,515	5,982	5,409
INCOME			
Government Grants	0	0	0
Other Grants and Contributions	116	88	2
Fees and Charges	257	215	239
Recharges to Other Services	27	27	27
TOTAL INCOME	400	330	268
NET EXPENDITURE	6,115	5,652	5,141
DESCRIPTION OF SERVICE			
<p>The Council provides, or funds other agencies to provide, a range of services to people with physical and sensory disabilities. These include:</p> <ul style="list-style-type: none"> • Placements in independent sector residential and nursing homes • Home care • Home meals • Personal Budgets and Direct Payments • Day services • Contracts and grants with a number of voluntary organisations • Services under the Chronically Sick and Disabled Persons Act – telephones, alarms, equipment and aids and adaptations. 			
MAJOR VARIATIONS			
<ul style="list-style-type: none"> • Price increases have added £82,300 to the budget. • Financial Plan reductions total £64,000 and include £40,000 from reduced staffing levels within the assessment service and £14,000 from improvements in the purchasing arrangements for residential and nursing placements. • The Occupational Therapy Service was previously shown within the Physical Disability Service. However, most of the service supports Older People, therefore budget provision of £1.3m has been transferred to Older People. • A budget transfer of £182,000 from other employee budgets has been made reflecting the Business Process redesign following the Personalisation Strategy. • Budget realignment has resulted in a transfer of £129,000 from other client groups to fund the expected costs of placements and home care. 			

SERVICES FOR PEOPLE WITH LEARNING DISABILITIES			
Cabinet Member for Adult Social Care, Environmental Health and Public Health	<i>Actual</i>	Budget	Budget
	2009/2010	2010/2011	2011/2012
	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
EXPENDITURE			
Employees	1,989	2,192	2,126
Premises Related Expenditure	177	141	160
Transport Related Expenditure	48	24	12
Supplies and Services	129	107	111
Third Party Payments	11,690	12,012	13,318
Total Direct Expenditure	14,033	14,476	15,727
Central Support Services Recharges	328	339	352
Departmental Recharges	986	978	1,043
Capital Charges	71	76	69
TOTAL EXPENDITURE	15,418	15,869	17,191
INCOME			
Government Grants	57	94	3,081
Other Grants and Contributions	6,410	6,543	4,405
Fees and Charges	339	371	397
Rents	46	46	46
Recharges to Other Services	0	0	0
TOTAL INCOME	6,852	7,054	7,929
NET EXPENDITURE	8,566	8,815	9,262
DESCRIPTION OF SERVICE			
<p>The Council provides, or funds other agencies to provide, a range of services to people with learning disabilities. These include:</p> <ul style="list-style-type: none"> • A council run residential care home/hostel • Placements in independent sector residential and nursing homes • Home care • Home meals • Personal Budgets and Direct payments • Day services • Support to employment • Contracts and grants with a number of voluntary organisations. 			
MAJOR VARIATIONS			
<ul style="list-style-type: none"> • Price increases have added £166,000 to the budget. • Financial Plan reductions of £123,000 include £51,000 relating to the moving of some voluntary organisation grants to contracts, £42,000 from improvements in the purchasing arrangements for Residential and Nursing placements and £22,000 from reduced staffing levels within the Assessment Service. • Budget realignment has resulted in a transfer of £111,000 from other client groups to fund the expected costs of placements and home care. • Funding is currently received from the Health Service towards the costs of commissioning Social Care for people with Learning Disabilities. From April 2011 this funding will be paid to Local Authorities by Central Government as part of the Learning Disability and Reform Grant. This results in funding transferring between Other Grants and Contributions and Government Grants. • Budgets have increased by £800,000 as a result of an increase in contribution from the health service towards the costs of Continuing Care cases. • Transfer of the management of Kensington Recruitment from RBKC to a voluntary organisation has transferred £230,000 from the salaries budget to third party payments. 			

SERVICES FOR ADULTS WITH MENTAL HEALTH NEEDS			
Cabinet Member for Adult Social Care, Environmental Health and Public Health	<i>Actual</i>	Budget	Budget
	2009/2010	2010/2011	2011/2012
	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
EXPENDITURE			
Employees	2,293	2,592	2,438
Premises Related Expenditure	222	265	225
Transport Related Expenditure	9	8	8
Supplies and Services	133	116	90
Third Party Payments	5,542	5,601	5,642
Total Direct Expenditure	8,199	8,582	8,403
Central Support Services Recharges	263	224	289
Departmental Recharges	1,032	984	955
Capital Charges	3	3	4
TOTAL EXPENDITURE	9,497	9,793	9,651
INCOME			
Other Grants and Contributions	1,531	1,613	1,644
Fees and Charges	63	121	62
TOTAL INCOME	1,594	1,734	1,706
NET EXPENDITURE	7,903	8,059	7,945
DESCRIPTION OF SERVICE			
<p>The Council provides, or funds other agencies to provide, a range of services to people with mental health problems. These include:</p> <ul style="list-style-type: none"> • Placements in independent sector residential and nursing homes • Home care • Personal Budgets and Direct Payments • Day services • Support to homeless people with mental health problems • Contracts and grants with a number of voluntary organisations. 			
MAJOR VARIATIONS			
<ul style="list-style-type: none"> • Price increases have added £107,000 to the budget. • Financial Plan reductions total £308,000 which include anticipated savings of £286,000 from the review of Mental Health Day Care services and £11,000 from improved purchasing arrangements for Residential and Nursing placements. • Budget realignment has resulted in a transfer of £369,000 from other client groups to fund the expected costs of placements and home care. 			

SERVICES FOR OTHER ADULTS			
Cabinet Member for Adult Social Care, Environmental Health and Public Health	<i>Actual</i>	Budget	Budget
	2009/2010	2010/2011	2011/2012
	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
EXPENDITURE			
Employees	937	942	798
Premises Related Expenditure	0	0	0
Transport Related Expenditure	11	1	1
Supplies and Services	14	16	10
Third Party Payments	1,413	1,372	1,380
Total Direct Expenditure	2,375	2,331	2,189
Central Support Services Recharges	105	92	94
Departmental Recharges	412	396	218
TOTAL EXPENDITURE	2,892	2,819	2,501
INCOME			
Government Grants	334	334	0
Other Grants and Contributions	720	731	746
Fees and Charges	70	89	95
Recharges within the Business Group	5	5	5
TOTAL INCOME	1,129	1,159	846
NET EXPENDITURE	1,763	1,660	1,655
DESCRIPTION OF SERVICE			
This includes services to people who are substance misusers and services to people with HIV/AIDS.			
MAJOR VARIATIONS			
<ul style="list-style-type: none"> • Price increases have added £15,000 to the budget. • A transfer of £182,000 to other employee budgets reflecting the Business Process redesign following the Personalisation Strategy. • Budget realignment has resulted in a transfer of £23,000 to fund placements and home care costs in other client groups. • The reduction in Government Grants reflects the transfer of grants to Formula Grant. 			

PUBLIC TRANSPORT			
Cabinet Member for Adult Social Care, Environmental Health and Public Health	Actual	Budget	Budget
	2009/2010	2010/2011	2011/2012
	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
EXPENDITURE			
Employees	174	155	114
Transport Related Expenditure	1	5	5
Supplies and Services	6	3	2
Third Party Payments	4,857	6,908	8,782
Total Direct Expenditure	5,038	7,071	8,903
Central Support Services Recharges	56	33	46
Departmental Recharges	492	515	589
TOTAL EXPENDITURE	5,586	7,619	9,538
INCOME			
Other Grants and Contributions	25	0	0
TOTAL INCOME	25	0	0
NET EXPENDITURE	5,561	7,619	9,538
DESCRIPTION OF SERVICE			
This comprises the London wide concessionary fares scheme and the Taxicard scheme, funded from the Car Parking Reserve Account.			
MAJOR VARIATIONS			
<ul style="list-style-type: none"> Price increases have increased the budget by £1,875,000. This is mainly due to the costs to the Royal Borough of the concessionary fares scheme, based on the London wide agreement with Transport for London. These are higher in 2011/12 due to a change in the methodology of apportioning costs. Financial Plan reductions of £30,000 reflect the deletion of one post within the service. 			

HOUSING MANAGEMENT AND SUPPORT SERVICES			
Cabinet Member for Housing and Property	<i>Actual</i>	Budget	Budget
	2009/2010	2010/2011	2011/2012
	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
EXPENDITURE			
Employees	669	483	555
Premises Related Expenditure	1	0	0
Transport Related Expenditure	3	6	6
Supplies and Services	44	140	128
Third Party Payments	150	145	145
Total Direct Expenditure	867	774	834
Central Support Services Recharges	103	111	128
Departmental Recharges	353	316	257
TOTAL EXPENDITURE	1,323	1,201	1,219
INCOME			
Government Grants	43	0	0
Recharges to Other Services	1,280	1,201	1,219
TOTAL INCOME	1,323	1,201	1,219
NET EXPENDITURE	0	0	0
DESCRIPTION OF SERVICE			
<p>This heading includes the salaries and associated costs of the strategic and support service functions within the Housing Department for two teams: Performance & Partnership and Strategy & Regeneration. These comprise:-</p> <ul style="list-style-type: none"> • Strategic, operational planning and joint planning and liaison with other agencies • Client side of the HRA • Research, information and evaluation • Regeneration programme co-ordination. <p>Costs are fully recharged to Adult Social Care, Housing Needs, Enabling, Housing Strategy, the Housing Revenue Account, the Corporate and Democratic Core and other Business Groups. The department also provides the following services, which are shown on separate budget sheets:</p> <ul style="list-style-type: none"> • Development of housing initiatives with housing associations and the private sector (see RSLs and Housing Advances) • Direct services to people in housing need (see Homelessness and Housing Advice) • Development of the housing strategy (see Housing Strategy). 			
MAJOR VARIATIONS			
<ul style="list-style-type: none"> • Price increases have added £10,000 to the budget • A transfer to the Executive Group for the funding of a personal assistant post has reduced the budget by £30,000. • Following a re-structure within the Housing department, two posts previously charged to the Registered Social Landlords budget have transferred to Housing Management and Support. This has increased the budget by £85,000 • Financial Plan savings have reduced the budget by £31,000 including the deletion of a Personal Assistant post. 			

HOUSING STRATEGY			
Cabinet Member for Housing and Property	Actual 2009/2010	Budget 2010/2011	Budget 2011/12
	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
EXPENDITURE			
Supplies and Services	0	4	3
Total Direct Expenditure	0	4	3
Departmental Recharges	498	420	367
TOTAL EXPENDITURE	498	424	370
INCOME	0	0	0
TOTAL INCOME	0	0	0
NET EXPENDITURE	498	424	370
DESCRIPTION OF SERVICE			
<p>Housing Strategy is the mandatory heading in CIPFA's Best Value Accounting Code of Practice used to show the following costs:</p> <ul style="list-style-type: none"> • The review of housing needs • The preparation of the Council's Housing Strategy • Strategic housing planning and allocation of resources • Bids for various government initiatives <p>In practice, the cost of Housing Strategy is made up of recharges from the Executive Group and the Housing Department.</p>			
MAJOR VARIATIONS			
<ul style="list-style-type: none"> • A decrease in the departmental recharges arises from a change to the time allocations within the Housing Department. 			

HOMELESSNESS AND HOUSING ADVICE (HOUSING NEEDS)			
Cabinet Member for Housing and Property	<i>Actual</i>	Budget	Budget
	2009/2010	2010/2011	2011/2012
	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
EXPENDITURE			
Employees	2,914	2,743	2,813
Premises Related Expenditure	17	0	0
Transport Related Expenditure	4	2	2
Supplies and Services	766	609	474
Third Party Payments	12,309	12,634	13,795
Total Direct Expenditure	16,010	15,988	17,084
Central Support Services Recharges	911	939	1,114
Departmental Recharges	613	663	529
TOTAL EXPENDITURE	17,534	17,590	18,727
INCOME			
Government Grants	1,400	1,243	2,640
Other Grants and Contributions	13,442	12,058	12,488
Fees & Charges	14	6	6
Recharges to Other Services	127	214	228
TOTAL INCOME	14,983	13,521	15,362
NET EXPENDITURE	2,551	4,069	3,365
DESCRIPTION OF SERVICE			
<p>This service includes the CIPFA accounting code of practice categories of homelessness, housing advice and other Council property:-</p> <ul style="list-style-type: none"> • Maintenance of the Council's Housing Register for housing need applicants • Assessment of housing applications and the placement of homeless people in temporary accommodation pending investigation of applications • Nomination of households for re-housing in both the Council's and housing associations' stock • Placement of people with support needs in supported and general needs accommodation in both Council and housing association properties • The Royal Borough's contribution to the management costs of the travellers' site • Housing advice and tenancy relations. 			
MAJOR VARIATIONS			
<ul style="list-style-type: none"> • Price increases have added £49,000 to the budget. • Financial Plan savings have reduced the budget by £146,000 including a reduction of £100,000 arising from the review of the Housing Advice Service Kensington and Chelsea (HASKC) and a reduction of £39,000 in employee costs. • Transfer of two posts to Corporate Customer Services has reduced the budget by £77,000. • Temporary funding of £750,000 in the Temporary Accommodation budget has been removed. • An increase in Homelessness Directorate Grant of £1.2 million has been made available to increase resources to address the changes in Housing Benefit rules and to support additional responsibilities around tenancy fraud. • The costs of placing people in Temporary Accommodation are expected to increase by £430,000. This reflects the expected increase in numbers partly due to the introduction of Housing Benefit caps and also the reduction in rents which have been negotiated with providers. • The overcrowding grant ends in March 2011 reducing both income and expenditure • Central Support Services charges have increased by £175,000. This includes an increase in the cost of customer services resulting from the transfer of posts detailed above. 			

REGISTERED SOCIAL LANDLORDS AND HOUSING ADVANCES (ENABLING)			
Cabinet Member for Housing and Property	Actual	Budget	Budget
	2009/2010	2010/2011	2011/2012
	£'000	£'000	£'000
EXPENDITURE			
Employees	311	317	215
Supplies and Services	-723	201	201
Third Party Payments	58	76	37
Total Direct Expenditure	-354	594	453
Central Support Services Recharges	107	101	95
Departmental Recharges	66	69	152
TOTAL EXPENDITURE	-181	764	700
INCOME			
Government Grants	85	35	0
Other Grants and Contributions	166	0	0
Fees and Charges	75	23	24
Interest	16	15	13
Recharges to Other Services	89	89	0
TOTAL INCOME	431	162	37
NET EXPENDITURE	-612	602	663
DESCRIPTION OF SERVICE			
<p>This heading covers the CIPFA accounting code of practice categories of registered providers (RPs) and housing advances:</p> <ul style="list-style-type: none"> • The Council's work with housing associations, the Homes and Community Agency (HCA) and the Tenant Services Authority (TSA) to provide homes for families in housing need and to maintain the homes of existing association tenants. The Council also maintains loans with associations. These comprise "residual loans" which are long-term mortgages. • 'Let's Rent' private sector housing initiatives • The administration of mortgages for Right-to-Buy and other individuals. 			
MAJOR VARIATIONS			
<ul style="list-style-type: none"> • Price increases have added £6,000 to the budget. • Following the re-structure within Housing, two posts previously charged to Enabling have transferred to Housing Management & Support. This has reduced the budget by £85,000. This has conversely increased the departmental recharges by a similar amount as the time allocations of the posts remain the same • Financial Plan savings have reduced the budget by £45,000, including a reduction of £5,000 in telephony, printing and Private Healthcare and a reduction of £40,000 in the incentives budget to reflect current levels of expenditure • Recharges to other services has reduced due to time allocation changes and the affect of two posts transferring to Housing Management and Support. • The Overcrowding grant ends in March 2011 reducing both income and expenditure • In 2009/10 supplies and services reflects a one-off accounting adjustment relating to the treatment of prior year rent deposit payments. 			

SUPPORTING PEOPLE			
Cabinet Member for Housing and Property	<i>Actual</i>	Budget	Budget
	2009/2010	2010/2011	2011/2012
	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
EXPENDITURE			
Employees	475	256	315
Premises Related Expenditure	5	0	0
Transport Related Expenditure	2	0	0
Supplies & Services	28	1	1
Third Party Payments	10,789	10,513	9,293
Total Direct Expenditure	11,299	10,770	9,609
Central Support Services Recharges	87	85	93
Departmental Recharges	158	158	166
TOTAL EXPENDITURE	11,544	11,013	9,868
INCOME			
Government Grants	10,463	339	0
Fees & Charges	290	112	272
TOTAL INCOME	10,753	451	272
NET EXPENDITURE	791	10,562	9,596
DESCRIPTION OF SERVICE			
<p>From 1 April 2003, the funding arrangements to enable vulnerable people to live independently in the community were replaced by a single budget administered by local authorities. A Supporting People grant was made available to local authorities to commission a wide range of housing support for people with a range of needs, e.g. older people, learning disabilities, mental health and rough sleepers. From April 2011 this grant funding is being transferred into Formula Grant.</p>			
MAJOR VARIATIONS			
<ul style="list-style-type: none"> • The cessation of the Supporting People Administration Grant has decreased the budget by £195,000 • The reduction in Governments Grants arises from the transfer of the Handy Persons grant to formula grant and the fall out of a one off grant. • A reduction of £732,000 in the supporting people budget has been made following the requirement for additional savings arising from the publication of the local government finance settlement. 			

ENVIRONMENTAL HEALTH – MANAGEMENT AND SUPPORT SERVICES			
Cabinet Member for Adult Social Care, Environmental Health and Public Health	<i>Actual</i>	Budget	Budget
	2009/2010	2010/2011	2011/2012
	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
EXPENDITURE			
Employees	949	817	512
Premises Related Expenditure	0	2	1
Transport Related Expenditure	3	1	1
Supplies and Services	144	127	108
Third Party Payments	1	0	0
Total Direct Expenditure	1,097	947	622
Central Support Services Recharges	280	305	342
Departmental Recharges	276	229	289
Recharges from other departments	331	364	297
Capital Financing Charges	44	44	55
TOTAL EXPENDITURE	2,028	1,889	1,605
INCOME			
Government Grant	38	0	0
Fee and Charges	46	1	1
Recharges to Other Business Groups	55	55	44
Recharges within Environmental Health	1889	1833	1560
TOTAL INCOME	2,028	1,889	1,605
NET EXPENDITURE	0	0	0
DESCRIPTION OF SERVICE			
<p>The salaries of managers, personal assistants, project management, and support services staff are shown here with their associated running costs.</p> <p>Support Services carries out a wide variety of functions on behalf of the Department. In addition to quasi legal support functions, such as service of statutory notices, administering freedom of information requests, monitoring formal cautions and legal proceedings, the team is responsible for a number of administrative functions such as data entry, file handling and financial monitoring for orders and supplies received for goods or services supplied for the Department. The team also process and monitor grants, implement HMO license applications and process works in default procedures. There is also an IT brief to sustain and develop information technology and management information systems. Project management is part of this function, identifying and implementing service improvements across the Department.</p>			
MAJOR VARIATIONS			
<ul style="list-style-type: none"> Price increases have added £13,000 to the budget. Financial Plan savings have reduced the budget by £251,000 which includes deletion of seven posts in management and support including one Head of Service post. The recharge from TELS for Environmental Health Line has decreased by £66,000 due to changes to the allocation of costs and a reduction in running costs. Realigning of the salaries budget has decreased the budget by £100,000. 			

ENVIRONMENTAL HEALTH – FOOD SAFETY AND PUBLIC HEALTH TRAINING			
Cabinet Member for Adult Social Care, Environmental Health and Public Health	<i>Actual</i>	Budget	Budget
	2009/2010	2010/2011	2011/2012
	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
EXPENDITURE			
Employees	574	549	586
Premises Related Expenditure	10	22	2
Transport Related Expenditure	3	4	4
Supplies and Services	62	64	62
Third Party Payments	102	98	70
Total Direct Expenditure	751	737	724
Central Support Services Recharges	140	134	135
Departmental Recharges	357	348	291
TOTAL EXPENDITURE	1,248	1,219	1,150
INCOME			
Fees and Charges	168	218	173
Recharge to Corporate & Democratic Core	3	3	3
TOTAL INCOME	171	221	176
NET EXPENDITURE	1,077	998	974
DESCRIPTION OF SERVICE			
<p>This service investigates food poisoning and infectious disease outbreaks and works to ensure that food is safe to eat in the borough. Officers undertake programmed risk-based inspections of around 1,500 food premises per year for food hygiene and food standards, respond to complaints, food alerts and sample foodstuffs. The team also undertakes health and safety inspections of food premises and investigates accidents and complaints. Enforcement action including the serving of improvement notices, closure of premises, seizure/detention of unsafe food and prosecutions are also taken where appropriate and in line with the Enforcement Policy. The service also works closely with colleagues in the Health Protection Agency to control the spread of infectious diseases and monitors private water supplies in the borough. It also works with the local health service on joint projects around nutrition with the aim of tackling the rise in obesity levels.</p> <p>The Environmental Health training function is undertaken by the department's Public Health training service. This involves the provision of direct and contracted training on food hygiene and safety matters to catering workers and managers, Health and Safety training and the development of internet based approaches to training.</p>			
MAJOR VARIATIONS			
<ul style="list-style-type: none"> • Price increases have added £6,000 to the budget. • Financial Plan savings have reduced the budget by £34,000 including the deletion of the Business Development Officer post. • Realigning of the salaries budget has increased the budget by £22,000 • Budgets for consultants and fees and charges have both been reduced to reflect a reduction in demand for training during the recession. 			

ENVIRONMENTAL HEALTH – TRADING STANDARDS			
Cabinet Member for Adult Social Care, Environmental Health and Public Health	<i>Actual</i>	Budget	Budget
	2009/2010	2010/2011	2011/2012
	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
EXPENDITURE			
Employees	273	293	227
Supplies and Services	11	21	19
Total Direct Expenditure	284	314	246
Central Support Services Recharges	67	58	76
Departmental Recharges	112	103	138
TOTAL EXPENDITURE	463	475	460
INCOME			
Fees and Charges	5	1	1
Recharge to Corporate & Democratic Core	3	3	3
TOTAL INCOME	8	4	4
NET EXPENDITURE	455	471	456
DESCRIPTION OF SERVICE			
<p>The Trading Standards Service provides the following:</p> <p>Enforcement of legislation controlling weights and measures, trade descriptions, consumer safety, consumer credit, prices, hallmarking and textile labelling. This requires routine visits to trade premises and also the investigation of complaints. Tasks include testing of weighing and measuring equipment, checking weights and descriptions of goods and examining advertisements, labels and price displays. Test transactions are carried out to see if the correct weight is sold and if goods and services are correctly priced as described, and safe.</p> <p>Advising members of the public and local businesses on Trading Standards matters.</p> <p>Working closely with partner agencies to tackle the problems of distraction burglaries and other scams to protect the more vulnerable members of society.</p> <p>Test purchasing for underage sale of alcohol, tobacco, knives, glue and fireworks. Weighing road vehicles to check whether laden weights exceed legal limits. Testing new and repaired weighing and measuring equipment before use in trade. Seizure of counterfeit goods and enforcement of the Video Recordings Act.</p>			
MAJOR VARIATIONS			
<ul style="list-style-type: none"> • Price increases have added £2,000 to the budget. • Financial Plan savings have reduced the budget by £97,000 due to the deletion of the team manager post and one technical officer post. 			

ENVIRONMENTAL HEALTH – ENVIRONMENTAL QUALITY			
Cabinet Member for Adult Social Care, Environmental Health and Public Health	<i>Actual</i>	Budget	Budget
	2009/2010	2010/2011	2011/2012
	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
EXPENDITURE			
Employees	422	429	448
Transport Related Expenditure	2	1	1
Supplies and Services	96	56	57
Third Party Payments	29	28	16
Total Direct Expenditure	549	514	522
Central Support Services Recharges	61	76	78
Departmental Recharges	203	196	212
TOTAL EXPENDITURE	813	786	812
INCOME			
Government Grant	57	0	0
Fees and Charges	1	0	0
Recharges to Corporate & Democratic Core	21	21	21
TOTAL INCOME	79	21	21
NET EXPENDITURE	734	765	791
DESCRIPTION OF SERVICE			
<p>Environmental Quality provides services which include monitoring ambient air quality and developing proposals to improve it, identifying sites that could be contaminated and overseeing remediation work. It carries out research and gives advice on a wide range of environmental issues including electromagnetic radiation from mobile phone masts, air transport noise and environmental impact assessments. The team carries out public consultation exercises on these issues.</p>			
MAJOR VARIATIONS			
<ul style="list-style-type: none"> • Price increases have added £4,000 to the budget. • Financial Plan savings have reduced the budget by £40,000 including deletion of the Assistant Pollution Officer Post (£25,000) and reduction in the Scientific Services budget (£13,000). 			

ENVIRONMENTAL HEALTH – HEALTH AND SAFETY			
Cabinet Member for Adult Social Care, Environmental Health and Public Health	<i>Actual</i>	Budget	Budget
	2009/2010	2010/2011	2011/2012
	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
EXPENDITURE			
Employees	435	385	387
Transport Related Expenditure	3	4	3
Supplies and Services	4	5	4
Third Party Payments	7	10	10
Total Direct Expenditure	449	404	404
Central Support Services Recharges	77	88	91
Departmental Recharges	169	162	160
TOTAL EXPENDITURE	695	654	655
INCOME			
Recharges to Corporate & Democratic Core	4	3	4
TOTAL INCOME	4	3	4
NET EXPENDITURE	691	651	651
DESCRIPTION OF SERVICE			
<p>This service investigates accidents and cases of ill health at work and ensures that the health, safety and welfare of employees and members of the public are protected. Some 1,100 premises are inspected annually. Priority areas for inspection work include working at height, slips and trips, workplace transport and other dangerous working practices. Inspections also include occupational health problems to prevent illnesses such as dermatitis and musculoskeletal disorders including repetitive strain injuries. The Team also deals with high-risk activities that have the potential to seriously affect public health including the removal of asbestos and the inspection of wet cooling towers to prevent the growth of Legionella bacteria. Enforcement action in line with the Enforcement Policy includes the service of notices to remedy defects, seizure and detention of dangerous equipment and prosecution for health and safety failures. The team will also undertake lower risk food safety inspections.</p>			
MAJOR VARIATIONS			
<ul style="list-style-type: none"> • Price increases have added £3,000 to the budget. • Financial Plan savings have reduced the budget by £120,000 due to the deletion of three posts within the team. • Employee budgets have been realigned within Environmental Health resulting in an increase of £37,000 to this budget. • A Health and Safety Officer post has transferred from the Executive Group increasing the salary budget by £35,000. 			

ENVIRONMENTAL HEALTH – MORTUARY, CORONERS AND PEST CONTROL SERVICES			
Cabinet Member for Adult Social Care, Environmental Health and Public Health	<i>Actual</i>	Budget	Budget
	2009/2010	2010/2011	2011/2012
	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
EXPENDITURE			
Employees	320	309	312
Transport Related Expenditure	5	5	6
Supplies and Services	22	29	29
Third Party Payments	555	470	554
Total Direct Expenditure	902	813	901
Central Support Services Recharges	56	66	64
Departmental Recharges	176	183	189
TOTAL EXPENDITURE	1,134	1,062	1,154
INCOME			
Fees and Charges	251	230	250
TOTAL INCOME	251	230	250
NET EXPENDITURE	883	832	904
DESCRIPTION OF SERVICE			
<p>This comprises the Royal Borough's contribution towards the provision of a mortuary and Coroners' Court service which is managed by Westminster City Council.</p> <p>The control of rats, mice and insect pests is provided by a team of pest control officers, who carry out over 7,000 treatments each year. They also provide a pest control service to other Council departments, Registered Social Landlords and the Tenant Management Organisation. Other work undertaken includes collecting clinical waste.</p>			
MAJOR VARIATIONS			
<ul style="list-style-type: none"> • Price increases have added £12,000 to the budget. • Financial Plan savings have increased the pest control income budget by £20,000. • Financial Plan Corporate Growth of £50,000 is included to address the increasing costs of the Coroners service which are outside the control of the Business Group as this service is managed by Westminster City Council. • Additional provision of £25,000 has been allowed to reflect the increasing costs of the Mortuary service which is operated by Westminster City Council. • Employee budgets have been realigned within Environmental Health resulting in a decrease of £20,000 to this budget. 			

ENVIRONMENTAL HEALTH – NOISE AND NUISANCE			
Cabinet Member for Adult Social Care, Environmental Health and Public Health	<i>Actual</i>	Budget	Budget
	2009/2010	2010/2011	2011/2012
	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
EXPENDITURE			
Employees	798	755	686
Transport Related Expenditure	12	14	14
Supplies and Services	24	21	21
Third Party Payments	26	1	1
Total Direct Expenditure	860	791	722
Central Support Services Recharges	159	181	162
Other Departmental Recharges	69	117	129
Departmental Recharges	394	382	217
Capital Financing Charges	4	4	4
TOTAL EXPENDITURE	1,486	1,475	1,234
INCOME			
Establishment Charges – Public Health Act	5	5	5
TOTAL INCOME	5	5	5
NET EXPENDITURE	1481	1470	1229
DESCRIPTION OF SERVICE			
<p>This service deals with the control of noise and other environmental nuisances. It aims to provide a reactive response to the 10,500 complaints received from residents each year relating to noise from various sources including construction sites, inconsiderate neighbours, parties, burglar alarms and noise from licensed premises. Enforcement action is taken through the service of abatement notices and prosecution in appropriate cases.</p> <p>Resources are also deployed proactively to prevent nuisance arising by imposing controls on development through the Planning process and by restricting hours of operation and levels of noise generated through licensing conditions. In this way we seek to protect residents from the impact of major infrastructure developments including railway noise and engineering projects, and poorly managed licensed premises. This requires close liaison with other departments including Planning and Borough Development, Law and Administration, and the Licensing Unit.</p>			
MAJOR VARIATIONS			
<ul style="list-style-type: none"> • Price increases have added £6,000 to the budget. • Financial Plan savings have reduced the budget by £91,000 due to the deletion of two posts within the team. • Employee budgets have been realigned within Environmental Health resulting in a reduction of £40,000 in this budget. 			

ENVIRONMENTAL HEALTH – HOUSING PRIVATE SECTOR			
Cabinet Member for Adult Social Care, Environmental Health and Public Health Cabinet Member for Housing and Property	Actual 2009/2010	Budget 2010/2011	Budget 2011/2012
	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
EXPENDITURE			
Employees	793	647	650
Premises Related Expenditure	2	1	2
Transport Related Expenditure	2	2	2
Supplies and Services	46	15	14
Third Party Payments	3	2	2
Total Direct Expenditure	846	667	670
Central Support Services Recharges	127	120	144
Departmental Recharges	425	405	300
Capital Financing Charges	946	855	855
TOTAL EXPENDITURE	2,344	2,047	1,969
INCOME			
Government Grants	279	265	265
Other Grants and Contributions	117	24	24
Fees and Charges	32	40	40
Recharges to other Business Groups	25	0	0
TOTAL INCOME	453	329	329
NET EXPENDITURE	1,891	1,718	1,640
DESCRIPTION OF SERVICE			
<p>Under the Council's Private Sector Renewal Strategy, this service aims to improve the housing stock, through landlord support and enforcement action if necessary so as to protect the safety and health of residents. Action is taken to tackle a range of hazards as identified in the Housing Health and Safety Rating System. Enforcement tools include improvement notices, works in default, prosecution and prohibition orders.</p> <p>Key objectives are:</p> <ul style="list-style-type: none"> ▪ to improve housing conditions in the private rented sector; ▪ to increase the supply of affordable housing; ▪ to tackle "fuel poverty" and climate change; ▪ to achieve and document health benefits and indicative cost savings to the NHS as a result of interventions, ▪ to reduce incidents of burglary and increase home safety and security. 			
MAJOR VARIATIONS			
<ul style="list-style-type: none"> • Price increases have added £4,000 to this budget. • Financial Plan savings have reduced the budget by £168,000 due to the deletion of one Team Manager post and three additional posts within the teams. • Employees budgets have been realigned within Environmental Health resulting in an increase of £109,000 to this budget. 			

HOUSING REVENUE ACCOUNT			
BUSINESS UNITS N1000 to N6000, H0100, H0200, H0300, H0400			
Cabinet Member for Housing Services, Adult Social Care, Public Health and Environmental Health	<i>Actual</i>	Budget	Budget
	2009/2010	2010/2011	2011/2012
	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
EXPENDITURE			
Salaries	0	0	0
Premises Related Expenditure	17,002	18,284	18,456
Transport Related Expenditure	0	0	0
Supplies & Services	781	1,396	1,943
Agency & Contracted Services	11,486	10,700	10,449
Housing Benefit & Other Transfer Payments	0	0	0
Total Direct Expenditure	29,269	30,380	30,848
Central Support Services Recharges	503	476	399
Departmental Support Services Recharge	423	568	620
Contribution to Working Balance	1,223	0	496
Capital Financing Costs	19,662	20,143	18,469
Contingency	0	0	0
TOTAL EXPENDITURE	51,080	51,567	50,832
INCOME			
Government Grants	5,715	5,380	1,830
Other Grants & Contributions	440	431	431
Contribution from Working Balance	0	516	0
Fees, Charges & Other Client Income	9,452	12,505	13,077
Rent – Dwellings	35,390	32,650	35,418
Interest	83	85	76
TOTAL INCOME	51,080	51,567	50,832
NET EXPENDITURE (FULLY RECHARGED)	0	0	0
DESCRIPTION OF SERVICE			
<p>The Housing Revenue Account (HRA) contains all the income and expenditure on goods and services relating to the provision, management and maintenance of the Council's properties and tenancies. By law, the HRA must be balanced with no contributions to or from the General Fund. Since April 1996 responsibility for management and maintenance has been delegated to the RBKC Tenant Management Organisation, and it is now responsible for most budgets. The Council retains responsibility for a limited range of budget headings which are inappropriate for delegation. For 2011/12 rents have been set at the transitional rent level in line with the government's rent restructuring formula.</p>			
MAJOR VARIATIONS			
<p>The TMO's base management fee has not increased from 2010/2011.</p> <p>A £3.550 million decrease in government grants is due to a net decrease in housing subsidy that mainly relates to a reduction in subsidy of £2.370 million for Notional Rents that reflects the increase in rental income that the CLG assumes we are collecting based on our average guideline rent. Decent homes subsidy is no longer funded at 8% but at the current Council Consolidated rate of interest, leading to a net loss of £2.558 million in subsidy, this is partly offset by increases in other subsidy allowances of £1.378 million.</p> <p>A decrease of £1.674 million in Capital Financing Costs is mainly due to a reduction in the Council's Consolidated rate of interest.</p>			

HOUSING, HEALTH AND ADULT SOCIAL CARE Revenue Changes – Growth and Savings

Ref No.	Department	Category	Details	2011/12 £'000	2012/13 £'000	2013/14 £'000
Locally Funded Growth						
001	Environmental Health		Increase in the Mortuary budget	25		
002	Adult Social Care		Implementation of Equal Pay Agreement	92		
003	Adult Social Care		Creation of continuing budget for Telecare Service due to the ending of grant funding.	160		
Total Locally Funded Growth				277		
External Cost Pressures (Corporately Funded)						
004	Environmental Health		Increase in Coroners' budget	50		
Total External Cost Pressures (Corporately Funded)				50		
Savings in year 2010/11 (continuing)						
005	Housing	Procurement Saving	Review of Housing Advice Service Kensington and Chelsea (HASKC)	-50		
006	Housing	Management/Admin costs reduced	Deletion of Housing Policy Post	-23		
007	Environmental Health	Management/Admin costs reduced	Reduction of resources devoted to private sector housing	-40		
008	Environmental Health	Management/Admin costs reduced	Reduction of resources devoted to private sector housing	-36		
009	Environmental Health	Management/Admin costs reduced	Reduction in resources in Health and Safety	-44		
010	Environmental Health	Management/Admin costs reduced	Reduction on one Private Sector Housing Team Technical Officer Post	-36		
011	Environmental Health	Management/Admin costs reduced	Deletion of Technical Officer Post within Health and Safety	-36		

012	Adult Social Care	Procurement Saving	Residential and Nursing Placements budget reduced	-112		
013	Adult Social Care	Management/Admin costs reduced	In-House Home Care Service	-95		
014	Adult Social Care	Service Level Change	Review of day services provided and funded by Adult Social Care. There is currently a consultation on the proposal to close the day service at EPICS	-198		
015	Executive Functions	Management/Admin costs reduced	Reduction in Training Budgets	-100		
016	HHASC	Management/Admin costs reduced	Saving in Personal Assistants/Administrators	-30		
017	HHASC	Employee pay and benefits reduced	Pay freeze for employees	-270		
Total Savings in year 2010/11 (continuing)				-1,070		
Savings - 2011/12						
018	Housing	Management/Admin costs reduced	Deletion of post within Housing Needs	-39		
019	Housing	Procurement Saving	Review of Housing Advice Service Kensington and Chelsea (HASKC)	-50		
020	Housing	Improved Economy/Efficiency	Reduced incentive payments to Temporary Accommodation providers	-40		
021	Environmental Health	Management/Admin costs reduced	Deletion of Trading Standards Technical Officer post	-36		
022	Environmental Health	Management/Admin costs reduced	Deletion of Team Manager post within Trading Standards	-55		
023	Environmental Health	Increased Income	Increased Pest Control income	-20		
024	Environmental Health	Improved Economy/Efficiency	Health and Safety for staff to be delivered by another Health and Safety team	-35		
025	Environmental Health	Management/Admin costs reduced	Deletion of Administrative Assistant post in Support Services	-25		
026	Environmental Health	Management/Admin costs reduced	Deletion of Business Development Officer post in Public Health Training Service	-25		

027	Environmental Health	Management/Admin costs reduced	Deletion of Private Sector Housing Team Manager post	-50		
028	Environmental Health	Management/Admin costs reduced	Deletion of Administrative Assistant post due to loss of grant funding	-15		
029	Environmental Health	Management/Admin costs reduced	Savings within Noise and Nuisance Service	-85		
030	Environmental Health	Management/Admin costs reduced	Deletion of Head of Service post	-65		
031	Environmental Health	Management/Admin costs reduced	Deletion of Personal Assistant post	-10		
032	Environmental Health	Management/Admin costs reduced	Deletion of post within the Service Improvement Team	-30		
033	Environmental Health	Management/Admin costs reduced	Deletion of Business Planning and Service Improvement Manager post	-50		
034	Environmental Health	Management/Admin costs reduced	Deletion of Business Systems Administrative Officer post	-25		
035	Environmental Health	Management/Admin costs reduced	Reduced training budget to reflect headcount reduction	-5		
036	Environmental Health	Improved Economy/Efficiency	Reduced Scientific Service budget	-13		
037	Environmental Health	Improved Economy/Efficiency	Miscellaneous savings within Environmental Health including equipment and printing	-16		
038	Environmental Health	Management/Admin costs reduced	Deletion of Assistant Pollution Officer post	-25		
039	Environmental Health	Improved Economy/Efficiency	Reduced costs of document imaging	-10		
040	Adult Social Care	Management/Admin costs reduced	Deletion of Policy Officer post within Accessible Transport Service	-30		
041	Adult Social Care	Improved Economy/Efficiency	Improved design of the Assessment Service system	-190	-40	
042	Adult Social Care	Procurement Saving	Savings in the costs of purchasing residential and nursing placements	-100	-50	

043	Adult Social Care	Improved Economy/Efficiency	Savings from ensuring staff have appropriate qualifications for the level of assessments they undertake	-30		
044	Adult Social Care	Management/Admin costs reduced	Deletion of Dementia Development Worker post	-20		
045	Adult Social Care	Improved Economy/Efficiency	Reduction in some running costs budgets within Mental Health Service	-39		
046	Adult Social Care	Increased Income	Increased charge to Westminster City Council for the OREMI Centre (mental health day centre) services	-19		
047	Adult Social Care	Increased Income	Reduction in the costs of meal provision at Mental Health Service Day Centres through increase in income (charges) to more closely reflect costs, and changes to how meals are provided.	-28		
048	Adult Social Care	Improved Economy/Efficiency	Savings from the redesign of the Mental Health Service day centres by externalisation and introduction of personalisation	-200		
049	Adult Social Care	Management/Admin costs reduced	Savings within the Home Care Service from restructuring of management and office functions	-55		
050	Adult Social Care	Improved Economy/Efficiency	Reduction in the number of separate grant funding arrangements to voluntary organisations offering advice, transport and day services by moving grants to a contract basis	-150		
051	Adult Social Care	Service Level Change	Review of day services provided and funded by Adult Social Care. There is currently a consultation on the proposal to close the day service at EPICS	-242		

052	Adult Social Care	Improved Economy/Efficiency	Reduced Older People's residential budgets to fund the Telecare service	-160		
053	Executive Functions	Management/Admin costs reduced	Deletion of post within Resource Management	-11	-14	
054	HHASC	Management/Admin costs reduced	Reduced training budgets by providing focused training	-10	-10	-10
055	Executive Functions	Improved Economy/Efficiency	Transferring the Housing, Health and Adult Social Care Business Group property function to a central team	-25		
056	Executive Functions	Increased Income	Introduction of charging for some Client Affairs services following a review	-25		
057	HHASC	Employee pay and benefits reduced	Employee Private Health Care Scheme - cessation of Council contribution	-88		
058	HHASC	Procurement Saving	Reduced landline call charges due to renegotiated contract	-7		
059	HHASC	Procurement saving	Reduction in mobile phone costs due to new contract	-18		
060	HHASC	Procurement Saving	Reduced cost of postal savings through London Councils joint tendering	-12		
061	HHASC	Procurement Saving	Savings from reconfigured and renegotiated printing contracts	-4		
Total Savings - 2011/12				-2,187	-114	-10
Spending adjustments in response to changes in specific grants						
062	HHASC		Reduction in spending power associated with grants that have rolled into Formula Grant (Social Care Reform Grant, Campus Grant, Stroke Grant and reduction in Supporting People Grant)	-2000		
063	HHASC		Increase in spending power associated with Business Group specific grants that have changed (Homelessness Directorate Grant)	1203		

064	HHASC		Reduction in spending power relating to Area Based Grant funding that has ended (Supporting People Administration Grant, Overcrowding Grant)	-305		
065	HHASC		Increase in spending power associated with new specific grants (Learning Disability Reform Grant)	91		
066	HHASC		Additional specific grant income (Homelessness Directorate Grant and Learning Disability Reform Grant)	-1294		
067	HHASC		Transfer of specific grant funding into Formula Grant (Social Care Reform Grant, Campus Grant, Stroke Grant, AIDS Support Grant, Handy Persons Grant)	1710		
068	HHASC		Reduction in income relating to specific grants ended/reduced (Overcrowding grant)	110		
Total spending reductions in response to loss of specific grants				-485		
Business Group Net Total				-3,415		

***PLANNING AND BOROUGH
DEVELOPMENT***

REVENUE BUDGET 2011/2012

**PLANNING AND BOROUGH DEVELOPMENT
REVENUE BUDGET**

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PLANNING AND BOROUGH DEVELOPMENT

SUMMARY OF CHANGES	Budget 2011/12
ORIGINAL BUDGET 2010/11	£'000 5,345
o PAY & PRICES CHANGES	
Pay	
Reversal of over provision of Hay pay inflation in original budget	-16
Price Variations - Expenditure	24
Price Variations - Super Inflation	
Price Variations - Central Support Services	65
Price Variations - Income	
Change in employer's future service pension contribution - 2010 actuarial valuation	52
Total Pay & Prices Increases	125
o TECHNICAL ADJUSTMENTS (offset elsewhere in the Council's budget)	
- Central Support Charges variation	25
- Variation in charges to / from other Business Groups	-10
- Transfers of budget to / from other services	-15
- Capital charges variation	10
- Change in current service pension liability cost (FRS 17)	362
Total Technical Adjustments	372
SUB TOTAL	5,842
o PLANNED CHANGES	
Locally Funded Growth	
New Senior Planner Posts to deal with planning application workload	45
Total Locally Funded Growth	45
External Cost Pressures (Corporately Funded)	
Head of Enforcement post - change of funding	10
Head of Enforcement post - end of Service risk reserve funding	-10
Land Charges income - partial removal of recession support	-200
Town Centre Initiatives administration budget removed	-30
Total External Cost Pressures (Corporately Funded)	-230
Savings in year 2010/11 (continuing)	
Salary budget reduction due to staff turnover	-46
Reduction in Brighten up the Borough Fund providing grants for improvements to the physical environment	-5
Scanning costs reduced due to lower number of applications	-10
Development Control postage costs reduced due to lower number of applications	-10
Development Control advertising reduced due to lower number of applications	-9
Income from pre-planning application advice fees	-20
Pay Freeze for employees	-26
Total Savings in year 2010/11 (continuing)	-126
Savings 2011/12	
Deletion of Principal Building Surveyor post	-24
Reduction in employee travel budget	-7
Increased income from charges, including scanned images	-10
Additional income from pre-planning application advice charges	-10
Deletion of Development Control Support Manager post	-45
Deletion of one design post	-47
Deletion of Policy/Strategic Sites posts	-33
Deletion of Graphic Designer post (replaced with external contract)	-26
Employee Private Health Care Scheme - cessation of Council contribution	-30
Deletion of three year Census Officer post	-40
Total Savings 2011/12	-272
TOTAL BUDGET 2011/12	5,259

PLANNING AND BOROUGH DEVELOPMENT
Subjective Summary

Item	Notes	2009/10 Actual	2010/11 Budget	2011/12 Budget
		£,000	£'000	£'000
EXPENDITURE				
Employee Related Expenses	1	5,228	4,914	5,064
Premises Related Expenses		3		
Transport Related Expenses		36	42	38
Supplies and Services	2	648	651	533
Third Party Payments		557	513	543
Central Support				
Central Departments		1,996	2,118	2,207
Capital Charges		29	29	40
TOTAL EXPENDITURE		8,497	8,267	8,425
INCOME				
Government Grants	3	151	94	62
Customer and Client Receipts				
Fees and Charges	4	3,127	2,808	3,084
Other		15	20	20
TOTAL INCOME		3,293	2,922	3,166
NET EXPENDITURE		5,204	5,345	5,259

Notes

- 1 Employee related costs have increased due to the creation of a new scanning team, which has been funded from within existing budgets. Additional staff resources have been needed in Land Charges and Development Management.
- 2 The Scanning budget has been transferred to staffing budgets to cover the cost of the new team. Postages and Advertising in Development Management have reduced by £23,000.
- 3 The Housing and Planning Delivery Grant has now finished, with the Business Group utilising any funds remaining.
- 4 Land Charges income budget has increased by £240,000 mainly as a result of the partial removal of the reserve funded recession support.

PLANNING AND BOROUGH DEVELOPMENT Service Summary

Service	2009/10 Actual			2010/11 Budget			2011/12 Budget			Outputs	Head of Service
	Exp	Income	Net	Exp	Income	Net	Exp	Income	Net		
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000		
Cabinet Member for Planning Policy											
Building Control	1,895	1,194	701	1,730	1,116	614	1,739	1,117	622	1,250 Building Regulation Applications	HBC
Planning Services											
Development Control, Planning Information Office and Registration Team	3,323	1,107	2,216	3,354	1,105	2,249	3,463	1,083	2,380	3,500 Planning Applications, 1,200 Enforcement Cases, approx 2,000 pre application advice requests.	HDC
Land Charges	375	1,042	-667	359	766	-407	441	1,006	-565	5,000 full searches of the local land charges register, and approx 3,500 Personal Searches	HOBS
Policy & Strategic Sites	1,297	118	1,179	1,358	107	1,251	1,323	108	1,215	Production of the Local Development Framework	HOP&D
Design & Conservation	789	4	785	625	4	621	560	4	556	1,000 Planning Application Observations	HOP&D
Arboriculture	731	0	731	761	0	761	817	0	817	7,000 Street Trees Managed, 1,100 Tree works applications.	HOP&D
Total Cabinet Member for Planning Policy	8,410	3,465	4,945	8,187	3,098	5,089	8,343	3,318	5,025		
Adjustment for Internal Recharges Corporate and Democratic Core	-172	-172	0	-176	-176	0	-152	-152	0		
	259	0	259	256	0	256	234	0	234		
TOTAL PLANNING AND BOROUGH DEVELOPMENT	8,497	3,293	5,204	8,267	2,922	5,345	8,425	3,166	5,259		
FULLY RECHARGED SERVICES											
Executive	301	0	301	262	0	262	283	0	283		EDPBD
Technical Support	319	0	319	329	0	329	352	0	352		HOBS
Central Support	730	4	726	580	0	580	657	10	647		HOBS
Policy and Design Management	494	0	494	519	4	515	487	0	487		HOP&D
FULLY RECHARGED	1,844	4	1,840	1,690	4	1,686	1,779	10	1,769		

**PLANNING AND BOROUGH DEVELOPMENT
NARRATIVE SHEETS**

SERVICE MANAGEMENT AND SUPPORT SERVICES			
BUSINESS UNITS T0500, T0300, T0120, AND T0200			
Cabinet Member for Planning Policy	Actual 2009/2010	Budget 2010/2011	Budget 2011/2012
	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
EXPENDITURE			
Employee Related Costs	893	869	935
Other Employee Expenses	69	22	20
Staff Training	12	16	16
Scanning of Archived Planning Files	110	15	8
Scanning of New Planning Applications		70	
Acolaid Maintenance and Developments	36	36	37
General Office Expenses	95	75	64
Consultants	6	15	36
Total Direct Expenditure	<i>1,221</i>	1,118	1,116
Central Support Services Recharges	448	402	482
Departmental Support Services Recharge	176	170	181
TOTAL EXPENDITURE	<i>1,845</i>	1,690	1,779
INCOME			
Miscellaneous income	4	4	10
Corporate and Democratic Core Activities	84	75	72
TOTAL INCOME	<i>88</i>	79	82
NET EXPENDITURE (FULLY RECHARGED)	<i>1,757</i>	1,611	1,697
DESCRIPTION OF SERVICE			
<p>This includes the cost of support services provided for all sections in the Planning Services Department.</p> <p>The support services included are the Executive Director and Departmental PA Support, the Head of Policy and Design, the Town Centre Manager, Central Support (Post, Filing, and Document Imaging), Technical Support (IT development, software support, systems administration), together with department wide budgets for general office costs.</p> <p>The Head of Business Support co-ordinates performance monitoring, business process review and improvement, service delivery planning and corporate initiatives such as Investors in People, SPACE and Risk Management across the business group.</p>			
MAJOR VARIATIONS			
<p>Price increases have added £21,220 for 2011/2012.</p> <p>£68,000 has been vired to the employee costs range from the Scanning budget, this is to fund 3 new scanning posts.</p> <p>£30,000 has been removed from the budget (originally from the Strategic Regeneration Reserve), this was funding for administrative support for the implementation of Town Centre initiatives.</p> <p>Employee costs have been reduced by £26,000 following the deletion of one Graphic design post, which is to be replaced with an external contract.</p> <p>A £10,000 Income budget from the charges for 'scanned images' has been introduced.</p>			

BUILDING CONTROL			
BUSINESS UNITS T0400 and T0410			
Cabinet Member for Planning Policy	Actual 2009/2010	Budget 2010/2011	Budget 2011/2012
	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
EXPENDITURE			
Employee Related Costs	1,350	1,109	1,125
Other Employee Expenses	49	57	43
Travelling/Parking/Congestion Charges	27	34	31
Bad Debt Provision	-6	6	6
General Office Expenses	48	75	70
Scanning of files	35	26	27
Consultants	50	73	74
Dangerous Structures Expenditure	15	20	20
Total Direct Expenditure	1,568	1,400	1,396
Central Support Services Recharges	304	310	321
Departmental Support Services Recharge	23	20	22
TOTAL EXPENDITURE	1,895	1,730	1,739
INCOME			
Building Regulation Fees	1,129	1,079	1,080
Other Income	50	17	17
Dangerous Structures Reimbursement	15	20	20
TOTAL INCOME	1,194	1,116	1,117
NET EXPENDITURE	701	614	622
DESCRIPTION OF SERVICE			
<p>The department deals with some 1,250 building regulation applications each year that are made to the Council under Building Control legislation. These cover a variety of activities including erection, extension or alteration of a building, fire precautions, alterations to drainage, ventilation, underpinning foundations, sound and thermal insulation and access for the disabled. Building Control Surveyors vet and approve submitted plans and make site inspections at certain key stages of the construction process to ensure compliance with the regulations.</p> <p>The department is the only regulatory function that is operating in competition with private sector providers.</p> <p>The department also deals with the licensing of special and temporary structures and generally gives advice about fire precautions and building control matters. Senior staff members are on call to provide a twenty four hour service in respect of Dangerous Structures. The cost of the works carried out to secure these structures is fully reimbursed.</p>			
MAJOR VARIATIONS			
<p>Price increases have added £14,350 for 2011/2012.</p> <p>There has been a £24,000 reduction in staffing costs following the 15% Management Costs Review exercise and a further £46,000 due to staff turnover. This has also enabled a £7,000 reduction in related employee travel costs.</p>			

DEVELOPMENT CONTROL, DEVELOPMENT CONTROL SUPPORT, PLANNING INFORMATION OFFICE AND REGISTRATION TEAM			
BUSINESS UNIT T0100, T0110 and T0130			
Cabinet Member for Planning Policy	Actual 2009/2010	Budget 2010/2011	Budget 2011/2012
	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
EXPENDITURE			
Employee Related Costs	1,546	1,551	1,650
Other Employee Expenses	49	54	51
Advertising Costs	34	38	30
Postage Costs	42	41	26
General Offices Expenses	14	13	13
Consultants	84	37	38
Total Direct Expenditure	1,769	1,734	1,808
Central Support Services Recharges	871	1,030	1,012
Departmental Support Services Recharge	683	590	643
TOTAL EXPENDITURE	3,323	3,354	3,463
INCOME			
Planning Application Fees	734	701	701
Pre Application Advice Fees	135	175	205
Other Fee Income	19	15	15
Housing and Planning Delivery Grant	60	44	12
Corporate and Democratic Core Activities	159	170	150
TOTAL INCOME	1,107	1,105	1,083
NET EXPENDITURE	2,216	2,249	2,380
DESCRIPTION OF SERVICE			
<p>Development Control and Support are responsible for implementing the Council's planning policies through the exercise of its development control powers. In 2011/12 3,500 planning applications are estimated to be considered and relevant decisions issued, either by the Planning Applications Committee or under delegated powers. Related functions include the pre-application advice, enforcement of planning controls, appeals against the Council's planning decisions, liaison with residents' and amenity groups and the maintenance of property based records of planning decisions and planning constraints.</p> <p>The Planning Information Office and Registration Team continue to offer a wide range of advice and information relating to Planning Control and Policy, Conservation Areas, Listed Buildings and Trees located in the Customer Service Centre.</p>			
MAJOR VARIATIONS			
<p>Price increases have added £35,230 for 2011/2012.</p> <p>An additional Senior Planner post has been included, with the £45,000 cost being covered by the removal of the Development Control Support Manager post. The Head of Enforcement post funding has switched from the Service risk reserve to Corporate funding.</p> <p>Housing and Planning Delivery Grant of £12,000 has been included for one Graduate Trainees until September 2011.</p> <p>The Pre-application advice fee income budget has been increased by £30,000.</p> <p>Reductions have been made to the postage (£10,000) and advertising (£9,000) budgets to reflect lower application levels.</p>			

POLICY and STRATEGIC DEVELOPMENTS			
BUSINESS UNIT T0210 and T0270			
Cabinet Member for Planning Policy	Actual 2009/2010	Budget 2010/2011	Budget 2011/2012
	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
EXPENDITURE			
Employee Related Costs	540	565	514
Other Employee Costs	11	11	11
General Office Expenses	18	6	5
Local Development Framework Costs	85	50	50
Consultants costs	18	0	0
Graffiti initiative	0	77	79
Total Direct Expenditure	672	709	659
Central Support Services Recharges	156	179	181
Departmental Support Services Recharge	469	470	483
TOTAL EXPENDITURE	1,297	1,358	1,323
INCOME			
Sales of Development Plans	0	1	1
Housing and Planning Delivery Grant	85	50	50
S106 Contributions	0	50	50
Other Income	20	0	0
Corporate and Democratic Core Activities	13	6	7
TOTAL INCOME	118	107	108
NET EXPENDITURE	1,179	1,251	1,215
DESCRIPTION OF SERVICE			
<p>The Policy Team is responsible for the Local Development Framework – the statutory document by which the future of the borough is planned. The team is responsible for gathering the evidence – such as housing and retail assessments – on which new policies are based and then developing appropriate policies to ensure the desired objectives are met. A major piece of work has recently been completed – the Core Strategy was put before a government inspector in 2010 and was adopted by the Council on 8th December 2010.</p> <p>The Strategic Developments team is responsible for significant sites within the Borough such as Kensal, Earls Court, the new Academy in the north of the borough and Wornington Green. The team will prepare briefs for each of these sites, in conjunction with the landowners and the community, as well as assessing any related planning applications.</p>			
MAJOR VARIATIONS			
<p>Price increases have added £7,350 for 2011/2012.</p> <p>Employee costs have been reduced due to the removal of the Census Officer post (£40,000), which had funding for 3 years and with the deletion of one additional post (£33,000) from 2011/12.</p> <p>Housing and Planning Delivery Grant has been included at £50,000.</p> <p>Section 106 contributions have been included to fund the S106 Officer.</p>			

DESIGN AND CONSERVATION			
BUSINESS UNIT T0230			
Cabinet Member for Planning Policy	Actual 2009/2010	Budget 2010/2011	Budget 2011/2012
	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
EXPENDITURE			
Employee Related Costs	353	300	284
Other Employee Costs	8	8	3
Travelling Expenses	4	3	3
Brighten Up The Borough Fund	7	16	10
Graffiti Initiative	68	0	0
General Offices Expenses	11	7	7
Total Direct Expenditure	451	334	307
Central Support Services Recharges	73	61	57
Departmental Support Services Recharge	236	201	156
Capital Charges	29	29	40
TOTAL EXPENDITURE	789	625	560
INCOME			
Other Income			
Corporate and Democratic Core Activities	4	4	4
TOTAL INCOME	4	4	4
NET EXPENDITURE	785	621	556
DESCRIPTION OF SERVICE			
<p>The Design and Conservation Team is responsible for the implementation and review of the Council's Conservation, Urban Design and Historic Buildings policies through design advice on planning applications; the preparation of Conservation Area Policy Statements and Article 4 Directions in consultation with local amenity groups; and implementing the programme to bring derelict buildings back into beneficial use as well as contributing to the Council's Local Development Framework.</p> <p>The team is also responsible for the Brighten Up the Borough Fund and a townscape improvement programme seeking the removal of graffiti and visual clutter.</p>			
MAJOR VARIATIONS			
<p>Prices increases have added £2,180 for 2011/2012.</p> <p>Employee costs have been reduced by £47,000 due to the deletion of one design post.</p> <p>The Brighten up the Borough Fund has been reduced by £5,000 to reflect lower use of this fund in recent years.</p>			

ARBORICULTURE			
BUSINESS UNIT T0250			
Cabinet Member for Planning Policy	Actual 2009/2010	Budget 2010/2011	Budget 2011/2012
	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
EXPENDITURE			
Employee Related Costs	159	163	179
Other Employee Costs	5	5	4
General Offices Expenses	6	4	4
Tree Root Insurance Costs	194	200	199
Street Tree Planting	13	24	24
Street Tree Maintenance	207	217	221
Total Direct Expenditure	584	613	631
Central Support Services Recharges	54	58	69
Departmental Support Services Recharge	93	90	117
TOTAL EXPENDITURE	731	761	817
INCOME			
External contributions	0	0	0
TOTAL INCOME	0	0	0
NET EXPENDITURE	731	761	817
DESCRIPTION OF SERVICE			
<p>The Arboriculture service is responsible for the management of the Council's 7,000 trees. Most of these are pruned on a three year cycle except for those in the north of the borough on clay soils which are pruned biennially to lessen the likelihood of them causing subsidence damage to adjacent properties. Around 200 trees are planted each winter the majority of these being replacements for those which have died or have had to be removed for safety reasons.</p> <p>The team also handles around 1,000 applications annually to do works to trees protected by Tree Preservation Orders or those situated in Conservation Areas. Advice is also given to planning officers on the potential impact of new developments on trees.</p> <p>A twenty-four hour emergency service is also provided.</p>			
MAJOR VARIATIONS			
<p>Price increases have added £5,570 for 2011/2012.</p>			

LAND CHARGES			
BUSINESS UNIT T0310			
Cabinet Member for Planning Policy	Actual 2009/2010	Budget 2010/2011	Budget 2011/2012
	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
EXPENDITURE			
Employee Related Costs	184	179	229
Other Employee Expenses	6	8	5
Scanning	6	11	12
General Offices Expenses	11	16	15
Total Direct Expenditure	207	214	261
Central Support Services Recharges	91	76	85
Departmental Support Services Recharge	77	69	95
TOTAL EXPENDITURE	375	359	441
INCOME			
Land Charges Income	1,042	766	1,006
TOTAL INCOME	1,042	766	1,006
NET EXPENDITURE	-667	-407	-565
DESCRIPTION OF SERVICE			
<p>Local Land Charges and Planning Records maintain the Local Land Charges Register, provides a prompt response to all search applications and handles Naming and Numbering requests. The Planning Records team provides copy documentation and planning history information upon request.</p>			
MAJOR VARIATIONS			
<p>Price increases have added £3,040 for 2011/2012.</p> <p>The income target in 2011/12 has been increased by £200,000 which reflects a reduction in the recession support provided from the Council's Service Risk Reserve. This follows a recovery in the number of searches being received.</p> <p>The increased number of searches has also resulted in two additional members of staff on fixed term contracts, which are being funded by the additional income.</p>			

PLANNING AND BOROUGH DEVELOPMENT
Revenue Changes – Growth and Savings

Ref No.	Department	Category	Details	2011/12 £'000	2012/13 £'000	2013/14 £'000
Locally Funded Growth						
1	Planning Services/ Development Control		New Senior Planner posts to deal with planning application workload	45	45	
2	Planning Services/ Development Control		Head of Enforcement post – change of funding	10		
Total Locally Funded Growth				55	45	

Savings in year 2010/11 (continuing)						
3	Building Control	Management / Admin costs reduced	Salary budget reduction due to staff turnover	-46		
4	Planning Services/ Design and Conservation	Improved economy / efficiency	Reduction in Brighten up the Borough Fund providing grants for improvements to the physical environment	-5		
5	Planning Services/ Central Support	Improved economy / efficiency	Scanning costs reduced due to lower number of applications	-10		
6	Planning Services/ Development Control	Improved economy / efficiency	Development Control postage costs reduced due to lower number of applications	-10		
7	Planning Services/ Development Control	Improved economy / efficiency	Development Control advertising reduced due to lower number of applications	-9		
8	Planning Services/ Development Control	Increased income	Income from pre-planning applications advice fees – <i>tranche 1</i>	-20		
9	Planning Services and Building Control	Employee pay and benefits reduced	Pay Freeze for Employees	-26		
Total Savings in year 2010/11 (continuing)				-126		

Ref No.	Department	Category	Details	2011/12 £'000	2012/13 £'000	2013/14 £'000
Savings 2011/12						
10	Building Control	Management / Admin costs reduced	Deletion of Principal Building Surveyor post	-24	-7	
11	Building Control	Management / Admin costs reduced	Reduction in employee travel budget	-7	-5	
12	Planning Services/ Central Support	Increased income	Increased income from charges, including scanned images	-10	-6	-5
13	Planning Services/ Development Control	Increased income	Additional income from pre-planning application advice charges - <i>tranche 2</i>	-10	-5	
14	Planning Services/ Development Control	Management / Admin costs reduced	Deletion of Development Control Support Manager post	-45		
15	Planning Services/ Design and Conservation	Management / Admin costs reduced	Deletion of one design post	-47		
16	Planning Services/ Policy/Strategic Sites	Management / Admin costs reduced	Deletion of Policy/Strategic Sites posts	-33	-52	-35
17	Planning Services/ Policy and Design	Management / Admin costs reduced	Deletion of Graphic Designer post (to be replaced with external contract)	-26		
18	Planning Services and Building Control	Employee pay and benefits reduced	Employee Private Health Care Scheme - cessation of Council contribution	-30		
19	Planning Services/ Policy	Management / Admin costs reduced	Deletion of three year Census Officer post	-40		
Total Savings 2011/12				-272	-75	-40
Business Group Total				-343	-30	-40

***TRANSPORT, ENVIRONMENTAL AND
LEISURE SERVICES***

REVENUE BUDGET 2011/2012

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

SUMMARY OF CHANGES	Budget 2011/12
ORIGINAL BUDGET 2010/11	£'000 24,139
o PAY & PRICES CHANGES	
Pay	0
Reversal of over provision of HAY pay inflation in original budget	-41
Price Variations - Expenditure	973
Price Variations - Super Inflation (NNDR)	10
Price Variations - Central Support Services	202
Price Variations - Income	-255
Change in employer's future service pension contribution - 2010 actuarial valuation	162
Total Pay & Prices Increases	1,051
o TECHNICAL ADJUSTMENTS (offset elsewhere in the Council's budget)	
- Central Support Charges variation	114
- Variation in charges to / from other Business Groups	-23
- Transfers of budget to / from other services	24
- Capital charges variation	466
- Change in current service pension liability cost (FRS 17)	922
Total Technical Adjustments	1,503
SUB TOTAL	26,693
o PLANNED CHANGES	
Locally Funded Growth	
Exhibition Road - additional street cleaning cost	75
Reduction in Pay and Display income	700
Reduction in Penalty Charge Notice income	500
Reduction in Off-Street Parking income	350
Decreased income from vehicle removals	350
Decreased income from clamping illegally parked vehicles	200
Motor Cycle Parking - change in charging policy to encourage more take up of anchors and release residents bays	27
Total Locally Funded Growth	2,202
External Cost Pressures (Corporately Funded)	
Increase in waste disposal charges paid to Western Riverside Waste Authority	1,450
Total External Cost Pressures (Corporately Funded)	1,450
Savings in year 2010/11 (continuing)	
Deletion of Business Transformation Budget	-50
On street parking enforcement contract efficiency	-13
Reduced Pay and Display maintenance expenditure	-55
Transportation and Highways supplies and services	-90
Reduce contributions to cleansing innovations and maintenance funds	-50
Review of street sweeping beats	-180
Stop weekend recycling collections from Lancaster West Housing Estate	-18
Increased income from fees from Notting Hill Carnival traders	-10
Additional income from filming in the Royal Borough	-50
Pay freeze for employees	-110
Total Savings in year 2010/11 (continuing)	-626
Savings 2011/12	
Salary savings from management costs review across the Business Group	-447
Deletion of post in Customer Services	-30
Deletion of part-time Licensing Officer post	-20
Savings from new highway asphalt contract	-225
Budget for income from Tables and Chairs Licences to reflect the income being generated	-25
Permit and streetworks income increased due to changes in legislation and more efficient use of resources	-50
Grant from Transport for London towards highway maintenance	-50
Reduction in Kensington Town Hall Car Park management fee due to renegotiated contract including absorbing some work internally at no extra cost	-23
Revised parking enforcement contract due to reduced Penalty Charge Notice issuance	-60

TRANSPORT, ENVIRONMENTAL AND LEISURE SERVICES

SUMMARY OF CHANGES	Budget 2011/12
Income generated by increased number of City Car Club bays	-50
Reduction in the footways planned maintenance budget	-1,325
Commercial Waste savings following removal of the congestion charge Western Extension Zone	-35
Increased income from fees from Notting Hill Carnival traders	-10
Reduced expenditure on recycling initiatives	-6
Reduction in sports centre Non Domestic Rates cost due to contractor becoming eligible for mandatory rate relief.	-30
Deletion of vacant Contract and Enforcement Officer post	-35
Budget for Brompton Cemetery removed pending a decision on its future management	-337
Cleansing contract - negotiate service reductions	-170
Increased income from Parking Bay suspension fees	-1,600
Increased income from Pay and Display charges	-2,600
Increased parking income from removal of the Western Extension of the Congestion Charge Zone	-1,000
Other Corporate savings - postage, telephones and printing	-37
Employee Private Health Care Scheme - cessation of Council contribution	-76
Total Savings 2011/12	-8,241
o OTHER VARIATIONS	
2012 Olympics and related cultural events (Better City Life Reserve)	55
Visitor Policy - Transfer to Strategic Regeneration Reserve	-95
Assumption that Street Trading Account Reserve will be used to balance A/C	14
Total other variations	-26
TOTAL BUDGET 2011/12	21,452

TRANSPORT, ENVIRONMENTAL AND LEISURE SERVICES Subjective Summary

Item	Notes	2009/10 Actual	2010/11 Budget	2011/12 Budget
		£'000	£'000	£'000
EXPENDITURE				
Employee Related Expenses	1	12,749	13,233	13,741
Premises Related Expenses	2	4,428	5,296	5,012
Transport Related Expenses	3	241	257	206
Supplies & Services	4	5,997	5,794	5,588
Third Party Payments	5	41,326	42,868	42,602
Transfer Payments		49	0	
Central Support				
Central Departments		6,801	6,588	6,904
Other Departments		259	249	228
Capital Charges	6	2,390	2,439	2,905
TOTAL EXPENDITURE		74,240	76,724	77,186
INCOME				
Government Grants	7	91	125	0
Other Grants, Reimbursements & Contributions	8	1,365	407	340
Customer & Client Receipts				
Fees & Charges	9	48,311	50,542	54,024
Rents	10	887	896	799
Interest		1	1	1
Recharges to Other Revenue A/Cs				
Other Departments		498	614	570
TOTAL INCOME		51,153	52,585	55,734
NET EXPENDITURE		23,087	24,139	21,452

Notes

- 1 The budget has been reduced by £532,000 for staffing savings across the business group, £151,000 for pay freeze for employees and £76,000 for the cessation of the Council contribution for the employee private health care scheme. The budget has been increased by £922,000 for pension fund contributions (FRS17), £162,000 for increased employer's pension contributions and £67,100 reallocated from Supplies and Services.
- 2 £337,000 for Brompton Cemetery has been removed from the budget pending a decision on its future management.
- 3 The removal of the Western Extension of the Congestion Charge Zone has produced a saving of £35,000 in Commercial Waste.
- 4 The budget has been reduced by £90,000 for Transportation and Highways supplies and services savings, £67,100 following a reallocation of the climate change budget and by £36,510 for Corporate contract savings.

Continued

TRANSPORT, ENVIRONMENTAL AND LEISURE SERVICES

Subjective Summary continued

- 5 The budget has been reduced by £225,000 for savings from the new highway asphalt contract and a £1,325,000 reduction in the footways planned maintenance budget. £1,450,000 has been added to the budget for an increase in waste disposal charges.
- 6 There has been an increase in capital charges due to a higher depreciation charge and asset re-valuation.
- 7 The cessation of the Free Swimming Grant has reduced the budget by £125,000.
- 8 The forecast of sponsorship income for Opera Holland Park has been reduced by £130,000. A grant contribution from Transport for London for highway maintenance has added £50,000 to the budget.
- 9 The budget has been reduced by £2,027,000 to reflect declining Parking income in PDM Penalty Charge Notice, Off Street Parking, vehicle removals and clamping. The budget has been increased by £1,600,000 for Parking Bay suspension fees, £2,600,000 for Pay and Display charges and by £1,000,000 for increased parking income from the removal of the congestion charge Western Extension Zone.
- 10 The budget has been reduced by £100,000 to reflect a decline of rental income from Young Street Car Park.

TRANSPORT, ENVIRONMENTAL AND LEISURE SERVICES

Service Summary

Service	2009/10 Actual			2010/11 Budget			2011/12 Budget			Outputs	Head of Service
	Exp	Income	Net	Exp	Income	Net	Exp	Income	Net		
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000		
Cabinet Member for Transportation, Environment and											
Waste Management and Enforcement											
Operations - Cleansing	13,236	140	13,096	13,841	143	13,698	13,945	147	13,798	45,000 tonnes of refuse/ 86,000 premises; cleansing 460km	WMC&L
Commercial Waste and Revenue Services	2,441	4,656	-2,215	2,653	5,015	-2,362	2,579	4,817	-2,238	Collection of 20,000 tonnes of waste from 3,200 premises	WMC&L
Waste Disposal	8,285	56	8,229	9,550	63	9,487	10,923	77	10,846	Disposal of 85,000 tonnes of refuse by WRWA	WMC&L
Recycling	2,378	80	2,298	2,428	9	2,419	2,515	15	2,500	Collection of 20,000 tonnes from domestic and commercial	WMC&L
Regulation of Street Trading	812	812	0	758	758	0	808	808	0	350 licensed sites	WMC&L
Traders Stores and Market Development	176	185	-9	175	184	-9	185	187	-2	57 stores and 2 retail outlets	WMC&L
CCTV	360	0	360	314	0	314	337	0	337		WMC&L
Leisure											
Sports Centres	1,026	264	762	1,248	276	972	1,167	151	1,016	2 Sports Centres - Kensington and Chelsea	WMC&L
Parks and Open Spaces	3,986	242	3,744	4,223	213	4,010	4,371	211	4,160	8 main parks and 100 smaller open spaces (40.3 hectares)	WMC&L
Cemeteries	703	809	-106	1,046	754	292	744	774	-30	2 Cemeteries - Hanwell and Gunnersbury	WMC&L
Culture											
Arts Development and Support	658	72	586	462	0	462	488	0	488		WMC&L
Holland Park Theatre	2,883	2,214	669	2,981	2,330	651	2,915	2,218	697	44,000 tickets sold for 47 performances in 2009	WMC&L
Museums and Galleries	833	191	642	1,012	287	725	1,054	292	762	4 facilities	WMC&L
Carnival and Other Events	989	211	778	1,072	179	893	1,056	252	804		WMC&L
Executive											
Environmental Strategy	640	3	637	403	0	403	391	0	391		EDTELS
Licensing	1,018	674	344	1,075	636	439	1,102	643	459	1,000 licensed premises	EDTELS
Transportation and Highways											
Highway Maintenance	10,738	1,159	9,579	10,120	896	9,224	8,839	961	7,878	208km of public highway, of which,12.5km maintained by Tf	T&H
Public Lighting	2,137	48	2,089	2,345	41	2,304	2,382	42	2,340	11,000 street lights,3,500 signs/ bollards and 12,300 Parking	T&H
Rechargeable and Other Street Works	737	601	136	697	608	89	837	693	144	12,000 permits, 12,000 inspections, 700 FPN's, 350 Lifting of	T&H
Projects - Traffic Section	2,206	97	2,109	2,294	58	2,236	2,777	55	2,722	3 Major/10 minor projects - Exhibition Rd, Albert Bridge,C&V	T&H
Transportation and Road Safety	1,518	660	858	901	85	816	955	111	844	Planning apps-25 major and 800 minor /Travel Plans with 74	T&H
Parking											
Car Parking Off-Street	971	1,528	-557	1,080	1,815	-735	1,059	1,465	-406	2 Car Parks-Ken.Town Hall has 385 spaces and Young Stre	PO
Car Parking On-Street	14,796	36,019	-21,223	15,315	37,766	-22,451	15,071	41,398	-26,327	Approx. 38,000 live residents permits/19,000 suspensions p	PO
Total Cabinet Member for Transportation, Environment and Leisure	73,527	50,721	22,806	75,993	52,116	23,877	76,500	55,317	21,183		

TRANSPORT, ENVIRONMENTAL AND LEISURE SERVICES Service Summary

Service	2009/10 Actual			2010/11 Budget			2011/12 Budget			Outputs	Head of Service
	Exp	Income	Net	Exp	Income	Net	Exp	Income	Net		
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000		
Corporate and Democratic Core	281	0	281	262	0	262	269	0	269		
Adjustment for Recharged Services Income and Internal Recharges	432	432	0	469	469	0	417	417	0		
TOTAL TRANSPORT, ENVIRONMENT AND LEISURE	74,240	51,153	23,087	76,724	52,585	24,139	77,186	55,734	21,452		
FULLY RECHARGED SERVICES											
Executive	1,570	2	1,568	1,620	3	1,617	1,711	0	1,711		EDTELS
Contact Centres & Business Support	2,890	454	2,436	3,015	568	2,447	3,028	523	2,505		WMC&L
Contracts & Enforcement Support	1,834	88	1,746	1,954	64	1,890	2,098	65	2,033		WMC&L
Transportation and Highways Administration	1,467	75	1,392	1,446	0	1,446	1,361	0	1,361		T&H
FULLY RECHARGED	7,761	619	7,142	8,035	635	7,400	8,198	588	7,610		

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

EXECUTIVE GROUP			
BUSINESS UNITS Y0001, Y0002, Y0008 and Y0009			
Cabinet Member for Transportation, Environment and Leisure	Actual 2009/2010	Budget 2010/2011	Budget 2011/20 12
	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
EXPENDITURE			
Employees	1,157	1,237	1,293
Business Group Training Expenses	38	34	35
Transport Related Expenditure	2	3	3
Consultancy, Research and Special Projects	0	16	17
General Office Expenses	62	33	31
Total Direct Expenditure	<i>1,259</i>	<i>1,323</i>	<i>1,379</i>
Central Support Services Recharges	<i>311</i>	<i>297</i>	<i>332</i>
TOTAL EXPENDITURE	<i>1,570</i>	<i>1,620</i>	<i>1,711</i>
INCOME			
Fees and Charges	<i>2</i>	<i>3</i>	<i>0</i>
TOTAL INCOME	<i>2</i>	<i>3</i>	<i>0</i>
NET EXPENDITURE (FULLY RECHARGED)	<i>1,568</i>	<i>1,617</i>	<i>1,711</i>
DESCRIPTION OF SERVICE			
<p>This comprises the Executive Director and Personal Assistant, Group Finance, and Strategy and Service Development with the associated running costs. Also included are the Business Group's training budgets and some centrally held monies under the control of the Executive Director.</p> <p>These costs are fully recharged to the departments and services.</p>			
MAJOR VARIATIONS			
<p>Pay and price changes have reduced the budget by £5,060 for 2011/2012.</p> <p>£115,370 has been added to the employees budget for increased employers pension contribution and FRS17.</p> <p>Following a reallocation of the salary budget, £33,990 has been transferred from Strategy and Service Development to Environmental Strategy.</p> <p>£5,810 has been deleted from the budget following the cessation of the council contribution to the employee private health scheme (Ref. No. 41).</p> <p>£1,320 has been removed from the budget as a result of procurement and efficiency savings on telephones, printing and postage (Ref. No. 40).</p> <p>£1,560 has been transferred to Corporate Services to fund I.T. purchases.</p> <p>The remaining variations arise from the reallocation of expenditure and income internally between business units.</p>			

EXECUTIVE – ENVIRONMENTAL STRATEGY			
BUSINESS UNITS Y0006, Y0011, Y0013 and Y0016			
Cabinet Member for Transportation, Environment and Leisure	Actual	Budget	Budget
	2009/2010	2010/2011	2011/2012
	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
EXPENDITURE			
Employees	25	24	127
Environmental Initiatives	256	163	101
Consultants	146	0	0
Total Direct Expenditure	427	187	228
Central Support Services Recharges	10	13	12
Departmental Recharges	203	203	151
TOTAL EXPENDITURE	640	403	391
INCOME			
Grants	3	0	0
TOTAL INCOME	3	0	0
NET EXPENDITURE	637	403	391
DESCRIPTION OF SERVICE			
<p>This budget heading includes recharges from the Strategy and Service Development Division of the Executive.</p> <p>The areas of work covered include the development of the Council's Environmental Strategy, Climate Change Strategy and the coordination of action planning, measurement, publicity and communications. This also includes the North Kensington Environment Project that was originally supported by Neighbourhood Renewal Funding, but which is now embedded in mainstream funding. The project aim is to promote and facilitate environmental improvements to vacant land, buildings and bridges in North Kensington with the involvement of the local community.</p>			
MAJOR VARIATIONS			
<p>Pay and price changes have added £6,830 to the budget for 2011/2012.</p> <p>£2,390 has been added to the employees budget for increased employers pension contribution and FRS17.</p> <p>Following a reallocation of the salary budget, £33,990 has been transferred from Strategy and Service Development to Environmental Strategy.</p> <p>£67,100 has been reallocated from the Environmental Initiatives budget to the Employees budget in respect of Climate Change initiatives.</p> <p>The remaining variations arise from the reallocation of expenditure and income internally between business units.</p>			

EXECUTIVE – LICENSING			
BUSINESS UNIT Y0030			
Cabinet Member for Transportation, Environment and Leisure	<i>Actual</i>	Budget	Budget
	2009/2010	2010/2011	2011/2012
	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
EXPENDITURE			
Employees	555	613	635
Transport Related Expenditure	0	2	2
Analyst Fees	2	5	5
Enforcement	0	2	2
Running Costs	21	24	23
Licensing Initiatives	10	0	0
Total Direct Expenditure	588	646	667
Central Support Services Recharges	327	331	335
Other Departmental Recharges	39	39	28
Departmental Recharges	64	59	72
TOTAL EXPENDITURE	1,018	1,075	1,102
INCOME			
Licences	629	599	606
Contributions to Licensing Initiatives	7	0	0
Corporate and Democratic Core Activities	38	37	37
TOTAL INCOME	674	636	643
NET EXPENDITURE	344	439	459
DESCRIPTION OF SERVICE			
<p>The Licensing Team provides integrated control of premises and persons requiring licences under the Licensing Act 2003, Gambling Act 2005 and other licences issued for "special treatments" (acupuncture, beauty parlours, etc.), explosives, fireworks, amusement arcades, etc. The type of premises licensed under the 2003 Act requires that enforcement activity normally has to take place during unsocial hours. There are approximately 1,000 premises licensed under this legislation in the Borough.</p> <p>The Licensing Team also undertakes cocaine testing in licensed premises in partnership with the Metropolitan Police with the intention of raising awareness amongst licensees and reducing the opportunities for using of the drug in licensed premises. The Team also manages the Best Bar None scheme within the Borough, having successfully piloted it in six wards in 2008.</p>			
MAJOR VARIATIONS			
<p>Pay and price changes have reduced the budget by £2,750 for 2011/2012.</p> <p>£52,990 has been added to the employees budget for increased employers pension contribution and FRS17.</p> <p>The Employees budget has been reduced by £20,000 following the deletion of a part-time Licensing Officer post (Ref. No. 22).</p> <p>£3,590 has been deleted from the budget following the cessation of the council contribution to the employee private health scheme (Ref. No. 41).</p> <p>£890 has been removed from the budget as a result of procurement and efficiency savings on telephones, printing and postage (Ref. No. 40).</p> <p>£1,100 has been transferred to Corporate Services to fund I.T. purchases.</p> <p>The remaining variations arise from the reallocation of expenditure and income internally between business units.</p>			

WASTE MANAGEMENT, CULTURE AND LEISURE – CONTACT CENTRES AND BUSINESS SUPPORT			
BUSINESS UNITS Y0003, Y2000, Y2060, Y2090 and Y2095			
Cabinet Member for Transportation, Environment and Leisure	<i>Actual</i>	Budget	Budget
	2009/2010	2010/2011	2011/2012
	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
EXPENDITURE			
Employees	1,131	1,159	1,182
Premises Related Expenditure	1	10	9
Transport Related Expenditure	5	6	6
Supplies and Services	71	105	93
Third Party Payments	3	15	15
Total Direct Expenditure	1,211	1,295	1,305
Central Support Services Recharges	1,215	1,261	1,321
Departmental Support Services Recharges	464	459	402
TOTAL EXPENDITURE	2,890	3,015	3,028
INCOME			
Fees and Charges	3	2	3
Recharges to Other Business Groups	451	566	520
TOTAL INCOME	454	568	523
NET EXPENDITURE (FULLY RECHARGED)	2,436	2,447	2,505
DESCRIPTION OF SERVICE			
Streetline, Arts and Leisure Line, and Environmental Healthline Contact Centres.			
With the exception of Environmental Healthline, these Services also provide administrative support to the Department, including reports relating to Governance, and information technology expertise. All complaints and service requests are handled through the service including the majority of performance monitoring. Direct customer services are also provided in the form of coping with the administration of abandoned vehicles, dumps, "Too Big for the Bin" service, donated benches and co-ordination of events in the parks.			
Arts and Leisure Administration			
This section provides support for the Arts and Leisure Services. All complaints are handled through the section including the majority of support, purchasing and performance monitoring.			
The full cost of Environmental Healthline is recharged to the Housing, Health and Adult Social Care Business Group and the other costs are recharged as departmental administration over the appropriate Waste Management, Culture and Leisure business units.			
MAJOR VARIATIONS			
Pay and price changes have added £23,040 to the budget in 2011/2012.			
The employees budget has been reduced by £30,000 as a result of deleting a post in Customer Services (Ref. No. 20).			
£81,890 has been added to the employees budget for increased employers pension contribution and FRS17.			
£6,280 has been deleted from the budget following the cessation of the council contribution to the employee private health scheme (Ref. No. 41).			
£5,730 has been removed from the budget as a result of procurement and efficiency savings on telephones, printing and postage (Ref. No. 40).			
£10,000 has been transferred to Corporate Services to fund I.T. purchases.			
The remaining variations arise from the reallocation of expenditure and income internally between business units.			

WASTE MANAGEMENT, CULTURE AND LEISURE – CONTRACTS AND ENFORCEMENT SUPPORT

BUSINESS UNITS Y2010, Y2020, Y2040, Y2050

Cabinet Member for Transportation, Environment and Leisure	<i>Actual</i>	Budget	Budget
	2009/2010	2010/2011	2011/2012
	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
EXPENDITURE			
Employees	1,236	1,267	1,350
Premises Related Expenditure	48	44	49
Transport Related Expenditure	59	60	60
Supplies and Services	30	51	48
Total Direct Expenditure	1,373	1,422	1,507
Central Support Services Recharges	134	150	198
Departmental Support Services Recharges	278	328	376
Capital Charges	49	54	17
TOTAL EXPENDITURE	1,834	1,954	2,098
INCOME			
Fixed Penalty Fees	70	55	55
Other Income	18	9	10
TOTAL INCOME	88	64	65
NET EXPENDITURE (FULLY RECHARGED)	1,746	1,890	2,033

DESCRIPTION OF SERVICE

An officer force exists under this heading to monitor and work with the Council's cleansing contractors and to control the many offences that occur on the public highway, over which the Council has jurisdiction. These include abandoned bicycles, shopping trolleys and vehicles, builders' work, dogs, litter, obstructions, and illegal street trading.

A considerable amount of effort is directed towards the control of refuse placed on the public highway. Thousands of bags are opened every year in search of evidence about the ownership of the rubbish

Additionally, assistance is given to the Recycling Service to help promote the Council's Recycling initiative and to curb illegal street trading.

These costs are recharged to the relevant business units within Waste Management, Culture and Leisure and Transportation and Highways.

MAJOR VARIATIONS

Pay and price changes have added £6,400 to the budget in 2011/2012.

The employee's budget has been reduced by £35,000 as a result of deleting a contract and enforcement officer post (Ref. No. 34).

£104,730 has been added to the employee's budget for increased employers pension contribution and FRS17.

£6,240 has been deleted from the budget following the cessation of the council contribution to the employee private health scheme (Ref. No. 41).

£3,590 has been removed from the budget as a result of procurement and efficiency savings on telephones, printing and postage (Ref. No. 40).

The remaining variations arise from the reallocation of expenditure and income internally between business units.

WASTE MANAGEMENT, CULTURE AND LEISURE – CCTV			
BUSINESS UNIT Y2790			
Cabinet Member for Transportation, Environment and Leisure	<i>Actual</i>	Budget	Budget
	2009/2010	2010/2011	2011/2012
	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
EXPENDITURE			
Employees	0	142	149
Premises Related Expenditure	15	15	15
Supplies and Services	101	102	104
Total Direct Expenditure	116	259	268
Central Support Services Recharges	1	39	52
Departmental Support Services Recharges	230	3	3
Capital Charges	13	13	14
TOTAL EXPENDITURE	360	314	337
INCOME			
Other Income	0	0	0
TOTAL INCOME	0	0	0
NET EXPENDITURE	360	314	337
DESCRIPTION OF SERVICE			
<p>This is a new distinct service having been separated from the Out of Hours service at the beginning of 2010. A small team provide a dedicated proactive facility to users including the Metropolitan Police Service and other external departments which will reduce crime and antisocial behaviour within the Borough using its 60 public space cameras during its operational period on a daily basis.</p> <p>This service is dedicated to crime reduction and has a well trained and well supported team to provide this new service to our partners.</p> <p>The digitalisation of the recording of images has enabled a more comprehensive service to those seeking secure quality pictures capable of satisfying the Judiciary and enabling quality images to be circulated to relevant agencies in the fight against terrorism and other serious crime.</p> <p>The Department acts as the custodian of the service for the Head of Community Safety for the Council.</p>			
MAJOR VARIATIONS			
<p>Pay and price changes have added £3,550 to the budget in 2011/2012.</p> <p>£7,000 has been added to the employee's budget for increased employers pension contribution and FRS17.</p> <p>The remaining variations arise from the reallocation of expenditure and income internally between business units.</p>			

WASTE MANAGEMENT, CULTURE AND LEISURE – OPERATIONS – CLEANSING			
BUSINESS UNITS Y2301, Y2305, Y2310 and Y2340			
Cabinet Member for Transportation, Environment and Leisure	<i>Actual</i>	Budget	Budget
	2009/2010	2010/2011	2011/2012
	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
EXPENDITURE			
Public Conveniences Repairs and Maintenance	86	76	48
Payments to Contractors	11,141	11,582	11,537
Refuse Containers	1	12	12
Rents, NNDR, Utilities and Other Running Costs	50	54	67
Total Direct Expenditure	11,278	11,724	11,664
Central Support Services Recharges	59	62	64
Enforcement Recharges	1,100	1,191	1,281
Departmental Support Services Recharges	740	805	879
Capital Charges	59	59	57
TOTAL EXPENDITURE	13,236	13,841	13,945
INCOME			
TMO Contribution to the Animal Warden Service	12	10	12
Sales – “Too Big for the Bin”	91	96	97
Public Conveniences	37	37	38
TOTAL INCOME	140	143	147
NET EXPENDITURE	13,096	13,698	13,798
DESCRIPTION OF SERVICE			
<p>This business unit shows the costs to the Council of street cleansing, domestic refuse and public conveniences. The current contractors are S.I.T.A. (UK) Ltd. This does not include any payments to Western Riverside Waste Authority as these are shown separately under Waste Disposal.</p> <p>The domestic refuse fleet includes 15 split-back recycling vehicles for the at least twice-weekly service, as well as other vehicles.</p> <p>The operations also include manual street cleansing, street sweeping by hand and by footway machine, mechanical road sweeping, gully cleansing, carriageway flushing, leaf clearance in season, litter bins, snow and ice clearance and gritting during the winter, grit bin provision and maintenance, and also dump clearance. Regular checks are also made to the Public Conveniences and Autoloo sites throughout the Borough. Cleansing takes place throughout the day and night at frequencies dependent upon location and requirements under the Environmental Protection Act. Also, in compliance with the Act a system of rapid response is in operation, which can respond to justifiable complaints.</p> <p>The Animal Warden Service contract provides resources to patrol housing estates as well as the public highway.</p> <p>The costs for the “Too Big for the Bin” service are also included here.</p>			
MAJOR VARIATIONS			
<p>Pay and price changes have added £262,130 to the budget in 2011/2012.</p> <p>The Payments to Contractors budget has been reduced by £50,000 for the reduced contributions to cleansing innovations and maintenance funds (Ref. No. 13), £180,000 following the review of street sweeping beats (Ref. No. 14), and £170,000 for cleansing contract service reductions currently being negotiated (Ref. No. 36).</p> <p>The Payments to Contractors budget has been increased by £75,000 to cover the additional street cleansing costs in Exhibition Road (Ref. No. 1).</p> <p>The remaining variations arise from the reallocation of expenditure and income internally between business units.</p>			

WASTE MANAGEMENT, CULTURE AND LEISURE – COMMERCIAL WASTE AND REVENUE SERVICES			
BUSINESS UNITS Y2350 and Y2360			
Cabinet Member for Transportation, Environment and Leisure	<i>Actual</i>	Budget	Budget
	2009/2010	2010/2011	2011/2012
	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
EXPENDITURE			
Employees	406	396	410
Transport Related Expenditure	54	57	5
Refuse Containers	20	46	27
Purchase of Sacks	187	223	213
Supplies and Services	50	72	57
Payments to Contractors	1,257	1,256	1,302
Debt Recovery and Bad Debt Provision	7	98	36
Total Direct Expenditure	1,981	2,148	2,050
Central Support Services Recharges	119	129	122
Departmental Support Services Recharges	341	376	407
TOTAL EXPENDITURE	2,441	2,653	2,579
INCOME			
Commercial Waste Income	4,556	4,919	4,719
Private Street Works and Other Income	97	93	95
Recharges to Other Services	3	3	3
TOTAL INCOME	4,656	5,015	4,817
NET EXPENDITURE	-2,215	-2,362	-2,238
DESCRIPTION OF SERVICE			
<p>The Council's Commercial Waste Portfolio is managed in-house. This arrangement commenced in April 2005 when the new Waste Management Contract was put in place. The Council was asked to review the effectiveness of the new operation after 12 months. This was done and the decision taken to keep the service in-house but under review.</p> <p>Commercial Waste makes provisions for the collection of waste material from trading organisations and other premises, for which the Council has a right or duty to charge. Refuse containers such as paladins, skips and compactors are also hired out. Collection of waste material can occur in the morning or evening and on primary routes at night. The service operates seven days per week, 364 days per year.</p> <p>Taking control of the majority of commercial waste in the Borough helps considerably in managing how it is presented for collection and benefits the recycling initiative. Commercial Waste is collected as part of the main contract, which S.I.T.A. (UK) Ltd operates. Collecting commercial and domestic waste simultaneously has efficiency and economic benefits.</p> <p>Payments to Western Riverside Waste Authority are not included here, but shown separately under Waste Disposal.</p>			
MAJOR VARIATIONS			
<p>Pay and price changes have added £37,000 to the budget in 2011/2012.</p> <p>The Transport Related expenditure budget has been reduced by £35,000 from Congestion Charge savings following the removal of the Western Extension Zone (Ref. No. 30).</p> <p>£14,550 has been added to the employee's budget for increased employers pension contribution and FRS17.</p> <p>£2,970 has been deleted from the budget following the cessation of the council contribution to the employee private health scheme (Ref. No. 41).</p> <p>£3,640 has been removed from the budget as a result of procurement and efficiency savings on telephones, printing and postage (Ref. No. 40).</p> <p>The remaining variations arise from the reallocation of expenditure and income internally between business units.</p>			

WASTE MANAGEMENT, CULTURE AND LEISURE –WASTE DISPOSAL			
BUSINESS UNIT Y2100			
Cabinet Member for Transportation, Environment and Leisure	<i>Actual</i>	Budget	Budget
	2009/2010	2010/2011	2011/2012
	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
EXPENDITURE			
WRWA Levy	1,273	1,312	1,261
WRWA Waste Disposal Charges	7,037	8,214	9,641
Street Traders Repayment Provision	-27	0	0
Total Direct Expenditure	8,283	9,526	10,902
Central Support Services Recharges	2	24	21
TOTAL EXPENDITURE	8,285	9,550	10,923
INCOME			
Recharges to Street Trading Account	56	63	77
TOTAL INCOME	56	63	77
NET EXPENDITURE	8,229	9,487	10,846
DESCRIPTION OF SERVICE			
<p>This Business Unit covers the costs of disposing of The Royal Borough's refuse by the Western Riverside Waste Authority (WRWA) of which The Royal Borough is a constituent member, along with Wandsworth Borough Council and the London Boroughs of Hammersmith and Fulham, and Lambeth. The charging basis from 2009/10 is on rates per tonne for the various waste streams, with a residual levy to apportion civic amenity costs and authority overheads among constituent councils on the basis of council tax-bases.</p> <p>In an effort to reduce the amount of waste disposed in Landfill sites the Government introduced a Landfill Tax on 1 October 1996. This tax will increase from £48 to £56 per tonne on 1 April 2011. This has increased the cost of waste disposal and where appropriate Commercial Waste charges have been increased to reflect this.</p> <p>The Belvedere energy from waste plant is scheduled to open in 2011/12, and the gate fee per tonne for the waste will be higher than for the previous arrangements. The budget for 2011/12 has been increased to allow for this, however the Royal Boroughs waste disposal method is now secure and as Landfill Tax continues to rise the real difference in cost will decrease.</p>			
MAJOR VARIATIONS			
<p>Pay and price changes have added £25,710 to the budget in 2011/2012.</p> <p>There will be an increase in the waste disposal charges paid to Western Riverside Waste Authority of £1,450,000 (Ref. No. 8).</p> <p>The remaining variations arise from the reallocation of expenditure internally between business units.</p>			

WASTE MANAGEMENT, CULTURE AND LEISURE – RECYCLING			
BUSINESS UNITS Y2160, Y2170 and Y2180			
Cabinet Member for Transportation, Environment and Leisure	<i>Actual</i>	Budget	Budget
	2009/2010	2010/2011	2011/2012
	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
EXPENDITURE			
Employees	284	277	302
Premises Related Expenditure	31	27	29
Transport Related Expenditure	14	8	8
Refuse Containers	3	24	25
Purchase of Sacks	347	300	313
Other Supplies and Services	77	88	81
Payments to Contractors	1,227	1,287	1,294
Total Direct Expenditure	1,983	2,011	2,052
Central Support Services Recharges	45	41	52
Departmental Support Services Recharges	350	376	411
TOTAL EXPENDITURE	2,378	2,428	2,515
INCOME			
Sale of Sacks	13	9	15
Rental Income	67	0	0
TOTAL INCOME	80	9	15
NET EXPENDITURE	2,298	2,419	2,500
DESCRIPTION OF SERVICE			
<p>In June 1993, the Council launched a door-to-door collection service for recycling materials for both domestic and commercial properties. The material is now dealt with by the WRWA via Cremorne Wharf and a temporary Materials Reclamation Facility in East London. The WRWA's own brand new Material Reclamation Facility is unlikely to come online until 2011.</p> <p>The education function of the Recycling Service was established to boost participation and maximise the amount of material collected. A team of 5 Recycling Advisors is deployed to promote participation in recycling.</p> <p>The current service contract provides for split-back vehicles and at least twice-weekly recycling collections borough-wide. A free distribution of orange recycling bags to all households started in April 2006 and has significantly improved our recycling performance.</p>			
MAJOR VARIATIONS			
<p>Pay and price changes have added £39,200 to the budget in 2011/2012.</p> <p>£28,210 has been added to the employee's budget for increased employers pension contribution and FRS17.</p> <p>£730 has been deleted from the budget following the cessation of the council contribution to the employee private health scheme (Ref. No. 41).</p> <p>£2,820 has been removed from the budget as a result of procurement and efficiency savings on telephones, printing and postage (Ref. No. 40).</p> <p>The Payments to Contractors budget has been reduced by £18,000 following the decision to stop weekend recycling collections from Lancaster West Housing Estate (Ref. No. 19).</p> <p>Reduced expenditure on some recycling initiatives has reduced the Supplies and Services budget by £6,000 (Ref. No. 32).</p> <p>The remaining variations arise from the reallocation of expenditure internally between business units.</p>			

WASTE MANAGEMENT, CULTURE AND LEISURE – REGULATION OF STREET TRADING			
BUSINESS UNIT Y2402			
Cabinet Member for Transportation, Environment and Leisure	<i>Actual</i>	Budget	Budget
	2009/2010	2010/2011	2011/2012
	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
EXPENDITURE			
Employees	147	160	229
Premises Related Expenditure	25	21	24
Transport Related Expenditure	4	4	4
Supplies and Services	33	18	25
Payments to Contractors	294	318	267
Transfer to/from Street Trading Reserve	85	0	0
Total Direct Expenditure	588	521	549
Central Support Services Recharges	54	50	68
Departmental Support Services Recharges	114	124	114
Apportionment of Waste Disposal Costs	56	63	77
TOTAL EXPENDITURE	812	758	808
INCOME			
Grants and Contributions	4	0	0
Fees and Charges	808	758	808
TOTAL INCOME	812	758	808
NET EXPENDITURE	0	0	0
DESCRIPTION OF SERVICE			
<p>This business unit records the income and expenditure associated with the street trading sites managed by The Royal Borough. The account is intended to be self-balancing in the long term. Income is derived from permanent and temporary site lettings. There are 70 licensed sites on Golborne Road, 250 on Portobello Road and 30 isolated sites scattered around the borough. The charges are reviewed annually. Under current legislation the Council can only recover specified costs through its charges.</p> <p>Refuse collection and cleansing of the market area is carried out by S.I.T.A. (UK) Ltd.</p>			
MAJOR VARIATIONS			
<p>Pay and price changes have added £11,980 to the budget in 2011/2012.</p> <p>£12,440 has been added to the employee's budget for increased employers pension contribution and FRS17.</p> <p>£1,320 has been deleted from the budget following the cessation of the council contribution to the employee private health scheme (Ref. No. 41).</p> <p>£230 has been removed from the budget as a result of procurement and efficiency savings on telephones, printing and postage (Ref. No. 40).</p> <p>The Payments to Contractors budget has been reduced by £55,270 following a review of the refuse collection costs charged to the Street Trading Account.</p> <p>The remaining variations arise from the reallocation of expenditure and income internally between business units.</p>			

WASTE MANAGEMENT, CULTURE AND LEISURE – TRADERS STORES AND MARKET DEVELOPMENT**BUSINESS UNITS Y2401 and Y2403****Cabinet Member for Transportation, Environment and Leisure**

	<i>Actual</i>	Budget	Budget
	2009/2010	2010/2011	2011/2012
	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
EXPENDITURE			
Employees	40	47	49
Premises Related Expenditure	67	53	55
Supplies and Services	28	32	33
Payments to Cleansing Contractor	17	18	18
Total Direct Expenditure	152	150	155
Central Support Services Recharges	2	6	12
Departmental Support Services Recharges	6	3	3
Capital Charges	16	16	15
TOTAL EXPENDITURE	176	175	185
INCOME			
Fees and Charges	17	17	17
Rental Income	168	167	170
TOTAL INCOME	185	184	187
NET EXPENDITURE	-9	-9	-2

DESCRIPTION OF SERVICE

This business unit covers the funding and recharge of street traders' stores situated at Lonsdale Mews (19 units), Munro Mews (20 units), Haydens Place (14 units), and Dunworth Mews (4 units). Also included are the two retail outlets at Westbourne Grove and South Kensington Island.

The Council is in the process of introducing market development initiatives to facilitate regeneration.

MAJOR VARIATIONS

Pay and price changes have increased the expenditure budget by £2,940 which together with an increase of £3,680 in the income budget results in a net decrease of £740 in 2011/2012.

£3,150 has been added to the employee's budget for increased employers pension contribution and FRS17.

The remaining variations arise from the reallocation of expenditure and income internally between business units.

WASTE MANAGEMENT, CULTURE AND LEISURE – CARNIVAL & OTHER EVENTS			
BUSINESS UNITS Y0012, Y0014, Y0015, Y2390 and Y2395			
Cabinet Member for Transportation, Environment and Leisure	<i>Actual</i>	Budget	Budget
	2009/2010	2010/2011	2011/2012
	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
EXPENDITURE			
Employees	213	248	257
Premises Related Expenditure	3	3	3
Transport Related Expenditure	4	3	3
Supplies and Services	88	110	167
Third Party Payments	534	523	437
Total Direct Expenditure	842	887	867
Central Support Services Recharges	36	49	50
Other Departmental Recharges	88	90	90
Departmental Support Services Recharges	23	46	49
TOTAL EXPENDITURE	989	1,072	1,056
INCOME			
Fees and Charges	211	179	252
TOTAL INCOME	211	179	252
NET EXPENDITURE	778	893	804
DESCRIPTION OF SERVICE			
<p>This Business Unit includes the costs associated with the preparation, enforcement and supervision of the Notting Hill Carnival. The costs included in Third Party Payments are payments to the cleansing contractor, hire of toilets, and payment of a grant to London Notting Hill Carnival Ltd. These costs are netted off by income received from street trading licences.</p> <p>2012 Olympics budgets are also included here.</p>			
MAJOR VARIATIONS			
<p>Pay and price changes have added £11,540 to the expenditure budget, however income has also been increased by £3,580 resulting in a net increase of £7,960 in 2011/2012.</p> <p>£11,020 has been added to the employees budget for increased employers pension contribution and FRS17</p> <p>The 2012 Olympics budget included in Supplies and Services has increased by £55,000 in 2011/12 as a result of the programming of the expenditure.</p> <p>The Third Party Payments budget has been reduced by £95,000 as future Visitors Policy expenditure will be funded from reserves when required.</p> <p>The income budget for fees from Notting Hill Carnival traders has increased by £20,000 (Ref. No. 16 and 31)</p> <p>The filming income budget has increased by £50,000 (Ref. No. 17).</p> <p>The remaining variations arise from the reallocation of expenditure and income internally between business units.</p>			

WASTE MANAGEMENT, CULTURE AND LEISURE – SPORTS CENTRES			
BUSINESS UNITS Y2850, Y2860 and Y2861			
Cabinet Member for Transportation, Environment and Leisure	Actual	Budget	Budget
	2009/2010	2010/2011	2011/2012
	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
EXPENDITURE			
Employees	131	132	141
Premises Related Expenditure	36	75	79
Supplies and Services	81	63	63
Third Party Payments	383	604	459
Total Direct Expenditure	631	874	742
Central Support Services Recharges	89	79	99
Departmental Support Services Recharges	162	151	154
Capital Charges	144	144	172
TOTAL EXPENDITURE	1,026	1,248	1,167
INCOME			
Government Grant	91	125	0
Kensington Car Park	70	85	85
Transfer Rents	55	56	56
Other Income	48	10	10
TOTAL INCOME	264	276	151
NET EXPENDITURE	762	972	1,016
DESCRIPTION OF SERVICE			
<p>These Business Units include the Borough's two sports centres, which are currently managed by Nuffield Health (previously Cannons Health and Fitness Ltd). This contract commenced on 1 April 2005 and runs for a period of 12 years with a possible break at 6 years.</p> <p>Chelsea Sports Centre is located at Chelsea Manor Street in the Chelsea Old Town Hall complex. It includes a 25 x 9 metre swimming pool and a 4 x 9 metre learner pool. There is also a sports hall, fitness gym and a dance studio. Charges are reviewed annually.</p> <p>Kensington Leisure Centre is located at Walmer Road, North Kensington. The Centre includes a 33.3 x 15 metre pool and a 10 x 15 metre teaching pool. There is also a fitness gym, dance studio, 2 sports halls, 2 squash courts, crèche, children's soft play area, café-bar and an outdoor play area. Charges are reviewed annually.</p> <p>In addition. The Sports Development Service (SDS) works in partnership with local and regional organisations to provide opportunities to increase sport and physical activity participation within the Royal Borough. Also, the SDS acts as the Royal Borough lead for the Kensington and Chelsea Community Sports and Physical Activity Network (CSPAN), which is the local partnership, that co-ordinates development across the three sectors.</p>			
MAJOR VARIATIONS			
<p>Pay and price changes have added £18,760 to the budget in 2011/2012.</p> <p>The responsibility for payment of National Non Domestic Rates (NNDR) was changed from the Council to the contractor as they qualified for mandatory relief and there is an additional saving of £30,000 included in the 2011/12 budget now that the agreement is finalised (Ref. No. 33).</p> <p>£10,550 has been added to the employee's budget for increased employers pension contribution and FRS17.</p> <p>£990 has been deleted from the budget following the cessation of the council contribution to the employee private health scheme (Ref. No. 41).</p> <p>£1,440 has been removed from the budget as a result of procurement and efficiency savings on telephones, printing and postage (Ref. No. 40).</p> <p>The remaining variations arise from the reallocation of expenditure and income internally between business units.</p>			

WASTE MANAGEMENT, CULTURE AND LEISURE – PARKS AND OPEN SPACES			
BUSINESS UNITS Y2710, Y2720, Y2750 and Y2780			
Cabinet Member for Transportation, Environment and Leisure	<i>Actual</i>	Budget	Budget
	2009/2010	2010/2011	2011/2012
	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
EXPENDITURE			
Employees	819	862	929
Premises Related Expenditure	402	526	513
Grounds Maintenance Contractors	1,802	1,874	1,912
Transport Related Expenditure	12	13	13
Contribution to Lee Valley Regional Park	305	312	309
Supplies and Services	83	81	89
Total Direct Expenditure	3,423	3,668	3,765
Central Support Services Recharges	215	166	219
Other Departmental Recharges	23	25	25
Departmental Support Services Recharges	282	321	317
Capital Charges	43	43	45
TOTAL EXPENDITURE	3,986	4,223	4,371
INCOME			
Grants and Re-imbursments	49	21	21
Holland Park Car Park	58	56	56
Rental Income	55	56	56
Other Income	36	36	34
Recharges to Other Services	17	17	17
Transfer Rents	27	27	27
TOTAL INCOME	242	213	211
NET EXPENDITURE	3,744	4,010	4,160
DESCRIPTION OF SERVICE			
<p>These business units include the maintenance and upkeep of parks and open spaces and the Council's contribution to Lee Valley Regional Park. In addition, the Ecology Service and Parks Police budgets are included here.</p> <p>The Borough's 8 main parks cover some 34 hectares (84 acres), the main provision being Holland Park, 22.5 hectares of which approximately 10 hectares (25 acres) is woodland. In addition, approximately 100 smaller open spaces, public squares, landscaped highway verges, reservation and traffic islands are managed by this service totalling approximately 17.8 hectares making a grand total of 40.3 hectares. In addition, since May 2008, the Royal Borough has a 20 year agreement with the London Borough of Hammersmith and Fulham to provide daily management of Little Wormwood Scrubs (7.2 hectares or 18 acres).</p> <p>The parks and open spaces provide a diverse range of amenities for active and passive recreation including formal and informal gardens, sports facilities, children's playgrounds, wildlife areas, paddling pools, refreshment facilities and car parking. Grounds maintenance and management of sports facilities in parks is undertaken by Quadron Services. The new contract commenced from January 2008 and will run for 12 years with a possible break at 6 years.</p> <p>During park opening hours, the Parks Police service provides a community policing service to all the parks and open spaces in the Royal Borough with constant high profile patrolling in Holland Park and a peripatetic service to the remainder.</p>			
MAJOR VARIATIONS			
<p>Pay and price changes have added £59,350 to the budget 2011/2012.</p> <p>£82,370 has been added to the employee's budget for increased employers pension contribution and FRS17.</p> <p>£8,620 has been deleted from the budget following the cessation of the council contribution to the employee private health scheme (Ref. No. 41).</p> <p>The remaining variations arise from the reallocation of expenditure and income internally between business units.</p>			

WASTE MANAGEMENT, CULTURE AND LEISURE – CEMETERIES			
BUSINESS UNITS Y2800 and Y2810			
Cabinet Member for Transportation, Environment and Leisure	Actual	Budget	Budget
	2009/2010	2010/2011	2011/2012
	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
EXPENDITURE			
Employees	71	73	79
Premises Related Expenditure	66	74	75
Grounds Maintenance Contractors	418	767	446
Supplies and Services	21	8	13
Total Direct Expenditure	576	922	613
Central Support Services Recharges	26	27	39
Departmental Support Services Recharges	99	96	90
Capital Charges	2	1	2
TOTAL EXPENDITURE	703	1,046	744
INCOME			
Sales – Burial Rights	355	318	325
Interment Fees and Related Charges	435	434	443
Other Income	19	2	6
TOTAL INCOME	809	754	774
NET EXPENDITURE	-106	292	-30
DESCRIPTION OF SERVICE			
<p>The Council's cemeteries are located at Gunnersbury and Hanwell. Gunnersbury Cemetery has 19,745 grave spaces (22 acres) and Hanwell has 13,500 (19 acres). Grave digging and all grounds maintenance are undertaken by Quadron Services. Charges for sales and burials are reviewed annually.</p>			
MAJOR VARIATIONS			
<p>Pay and price changes have added £17,640 to the expenditure budget, however income has also been increased by £15,040 resulting in a net increase of £2,600 in 2011/2012.</p> <p>Provision was included in the 2010/2011 budget for the transfer of Brompton Cemetery. However any transfer agreement with the Royal Parks is unlikely to proceed as envisaged and the budget has been removed. (Ref. No. 35).</p> <p>£8,130 has been added to the employee's budget for increased employers pension contribution and FRS17.</p> <p>£990 has been deleted from the budget following the cessation of the council contribution to the employee private health scheme (Ref. No. 41).</p> <p>The remaining variations arise from the reallocation of expenditure and income internally between business units.</p>			

WASTE MANAGEMENT, CULTURE AND LEISURE – ARTS DEVELOPMENT AND SUPPORT			
BUSINESS UNITS L0301 and L0307			
Cabinet Member for Transportation, Environment and Leisure	<i>Actual</i>	Budget	Budget
	2009/2010	2010/2011	2011/2012
	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
EXPENDITURE			
Employees	130	121	129
Premises Related Expenditure	34	4	2
Transport Related Expenditure	4	1	1
Supplies and Services	120	31	59
Grants	155	165	132
Other Third Party Payments	31	0	14
Transfer Payments	49	0	0
Total Direct Expenditure	523	322	337
Central Support Services Recharges	72	75	81
Other Departmental Recharges	12	12	13
Departmental Support Services Recharges	51	53	57
TOTAL EXPENDITURE	658	462	488
INCOME			
Grants and Contributions	72	0	0
TOTAL INCOME	72	0	0
NET EXPENDITURE	586	462	488
DESCRIPTION OF SERVICE			
<p>The Arts Service aims to create, develop and support the arts infrastructure across the Royal Borough, including arts and voluntary organisations, schools, and business. Partnership and collaboration work is co-ordinated and developed across all business groups. The Arts Service administers and manages the Arts Grants Fund for the Borough.</p>			
MAJOR VARIATIONS			
<p>Pay and price changes have added £5,670 to the budget in 2011/2012.</p> <p>The Employees budget has been reduced by £51,000 following a Management reorganisation across the Business Group (Ref. No. 8).</p> <p>£13,260 has been added to the employee's budget for increased employers pension contribution and FRS17.</p> <p>£700 has been deleted from the budget following the cessation of the council contribution to the employee private health scheme (Ref. No. 41).</p> <p>The remaining variations arise from the reallocation of expenditure internally between business units.</p>			

WASTE MANAGEMENT, CULTURE AND LEISURE – HOLLAND PARK THEATRE			
BUSINESS UNITS L0309, L0310, L0311 and L0313			
Cabinet Member for Transportation, Environment and Leisure	<i>Actual</i>	Budget	Budget
	2009/2010	2010/2011	2011/2012
	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
EXPENDITURE			
Employees	378	385	374
Production and Infrastructure	1,987	2,039	1,942
Other Expenditure	322	334	372
Total Direct Expenditure	2,687	2,758	2,688
Central Support Services Recharges	72	79	82
Departmental Recharges	39	59	62
Capital Charges	85	85	83
TOTAL EXPENDITURE	2,883	2,981	2,915
INCOME			
Sales from Tickets, Programmes and Tables	1,654	1,761	1,749
Sponsorship and Corporate Hospitality	273	330	200
Advertising, Donations and Other Third Party Income	287	239	269
TOTAL INCOME	2,214	2,330	2,218
NET EXPENDITURE	669	651	697
DESCRIPTION OF SERVICE			
<p>This budget covers the support staff and other costs of operating the Opera Holland Park season in the Holland Park Theatre, which runs from the beginning of June to the middle of August. A new canopy and seating were put in place for 2007.</p> <p>Production costs can be a little unpredictable as this form of theatre involves several principal singers, chorus and sets. Income can be volatile depending on external support, the elements and review.</p>			
MAJOR VARIATIONS			
<p>Pay and price changes have added £61,630 to the expenditure budget, however income has also been increased by £33,880 resulting in a net increase of £27,750 in 2011/2012.</p> <p>£20,010 has been added to the employee's budget for increased employers pension contribution and FRS17.</p> <p>£700 has been deleted from the budget following the cessation of the council contribution to the employee private health scheme (Ref. No. 41).</p> <p>£2,490 has been removed from the budget as a result of procurement and efficiency savings on telephones, printing and postage (Ref. No. 40).</p> <p>The remaining variations arise from the reallocation of expenditure and income internally between business units.</p>			

WASTE MANAGEMENT, CULTURE AND LEISURE – MUSEUMS AND GALLERIES			
BUSINESS UNITS L0303, L0304, L0305 and L0306			
Cabinet Member for Transportation, Environment and Leisure	<i>Actual</i>	Budget	Budget
	2009/2010	2010/2011	2011/2012
	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
EXPENDITURE			
Employees	284	326	350
Premises Related Expenditure	86	227	223
Supplies and Services	170	128	135
Third Party Payments	49	11	16
Total Direct Expenditure	589	692	724
Central Support Services Recharges	54	65	88
Other Departmental Recharges	16	12	0
Departmental Support Services Recharges	20	53	59
Capital Charges	154	190	183
TOTAL EXPENDITURE	833	1,012	1,054
INCOME			
Grants and Contributions	71	0	0
Fees and Charges	120	287	292
TOTAL INCOME	191	287	292
NET EXPENDITURE	642	725	762
DESCRIPTION OF SERVICE			
This budget covers:			
<p>Leighton House is a unique example of Victorian design accommodating an extensive collection of drawings and paintings by Lord Leighton. The house contains two galleries that are used for prestige shows of contemporary and Victorian art. The House was closed for major internal refurbishment during 2009/10 and reopened in the Spring of 2010.</p> <p>18 Stafford Terrace is one of the finest examples of a late Victorian house. It still retains much of its original furnishings and artefacts.</p> <p>The Orangery and Ice House offer international programmes of contemporary visual and applied arts exhibitions (April to October). The Orangery also serves as a venue for hire for events including press and product launches, social occasions and formal functions.</p>			
MAJOR VARIATIONS			
Pay and price changes have added £8,260 to the expenditure budget, however income has also been increased by £5,140 resulting in a net increase of £3,120 in 2011/2012.			
£28,070 has been added to the employee's budget for increased employers pension contribution and FRS17.			
£1,410 has been deleted from the budget following the cessation of the council contribution to the employee private health scheme (Ref. No. 41).			
£680 has been removed from the budget as a result of procurement and efficiency savings on telephones, printing and postage (Ref. No. 40).			
The remaining variations arise from the reallocation of expenditure and income internally between business units.			

TRANSPORTATION AND HIGHWAYS – ADMINISTRATION			
BUSINESS UNITS Y7005, Y7105 and Y7205			
Cabinet Member for Transportation, Environment and Leisure	<i>Actual</i>	Budget	Budget
	2009/2010	2010/2011	2011/2012
	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
EXPENDITURE			
Employees	633	531	400
Transport Related Expenditure	3	3	3
Stationery, Printing, Photocopying, Telephones, Post	59	46	41
Office Equipment and Other Minor Expenses	7	4	4
I.T. Expenditure	21	22	18
Total Direct Expenditure	723	606	466
Central Support Services Recharges	425	487	509
Departmental Support Services Recharge	319	353	386
TOTAL EXPENDITURE	1,467	1,446	1,361
INCOME			
Fees and Charges	75	0	0
TOTAL INCOME	75	0	0
NET EXPENDITURE FULLY RECHARGED	1,392	1,446	1,361
DESCRIPTION OF SERVICE			
<p>The salaries of the managers, their personal assistants and support services staff are shown here with their associated running costs.</p> <p>These costs plus departmental-wide overheads, which cannot be specifically charged to individual business units, are fully allocated over the Department's operational functions.</p>			
MAJOR VARIATIONS			
<p>Pay and price changes have added £12,470 to the expenditure budget in 2011/12.</p> <p>£77,000 has been removed from the budget as a result of salary savings from management costs (Ref. No. 19).</p> <p>£43,540 has been added to the employee's budget for increased employers pension contribution and FRS17.</p> <p>£4,900 has been deleted from the budget following the cessation of the council contribution to the employee private health scheme (Ref. No. 41).</p> <p>£5,680 has been removed from the budget as a result of procurement and efficiency savings on telephones, printing and postage (Ref. No. 40).</p> <p>£4,200 has been transferred to Corporate Services to fund I.T. purchases</p> <p>The remaining variations arise from the reallocation of expenditure internally between business units including a reallocation of staff who are charged to this service across the directorate.</p>			

TRANSPORTATION AND HIGHWAYS – HIGHWAY MAINTENANCE			
BUSINESS UNITS Y7210 – Y7226			
Cabinet Member for Transportation, Environment and Leisure	Actual	Budget	Budget
	2009/2010	2010/2011	2011/2012
	£'000	£'000	£'000
EXPENDITURE			
Employees	593	613	718
Premises Related Expenditure	5	9	9
Transport Related Expenditure	39	34	34
Insurance Costs	306	342	309
Office Equipment, Consultants and other Running Costs	37	99	51
Carriageway Repairs and Improvements	2,397	2,308	2,104
Footway Repairs and Improvements	5,675	4,894	3,736
Bridge Maintenance	51	89	91
Guard Railings and Bollards	26	68	70
Seats, Name Plates, Memorials, Anti-Flyposting etc.	73	155	158
Total Direct Expenditure	9,202	8,611	7,280
Central Support Services Recharges	199	176	185
Departmental Support Services Recharge	853	840	854
Capital Charges	484	493	520
TOTAL EXPENDITURE	10,738	10,120	8,839
INCOME			
Bus Shelter Advertising, Hoardings, Road Closures, Rents and Grants	1,151	889	958
Recharges to Other Services	8	7	3
TOTAL INCOME	1,159	896	961
NET EXPENDITURE	9,579	9,224	7,878
DESCRIPTION OF SERVICE			
<p>There are 208 kilometres (130 miles) of public highway in The Royal Borough, of which 12.5 kilometres (8 miles) are maintained under the responsibility of TfL as part of the Greater London Authority. This business unit funds works under the following categories: -</p> <p>Programmed and non-programmed footway and carriageway works, with emphasis placed on high quality works and materials in accordance with the Council's policy. Highway inspections and maintenance of guard rails, bollards, road markings, street name plates, memorials and fountains, benches and the inspection and maintenance of bridges including Albert Bridge. The Project Team is currently implementing a major contract for the refurbishment of Albert Bridge.</p> <p>Repairs and renewals of road gullies and highway drainage and implementation of traffic management schemes. All work is undertaken by contractors.</p> <p>Also included is the administration of temporary road closures, the bus shelter contract and the control of advertising on banners.</p>			
MAJOR VARIATIONS			
<p>Pay and price changes have added £176,830 to the budget in 2011/12.</p> <p>£63,310 has been added to the employee's budget for increased employers pension contribution and FRS17.</p> <p>There is £5,860 corporate savings of telephones and the cessation of council contribution to the employee private health care (Ref. Nos.40 and 41).</p> <p>£50,380 has been transferred from consultants/Surveys to the employee budget.</p> <p>There has been a reduction in the footways planned maintenance budget of £1,325,000 (Ref. No. 28).</p> <p>£225,000 has been removed from the budget as a result of savings from the new highway asphalt contract (Ref. No. 22).</p> <p>£50,000 grant from Transport for London towards highway maintenance has been added to the income budget (Ref No. 25).</p> <p>The Capital Charges depreciation has increased by £27,560.</p> <p>The remaining variations arise from the reallocation of expenditure internally between business units.</p>			

TRANSPORTATION AND HIGHWAYS – PUBLIC LIGHTING			
BUSINESS UNITS Y7250 – Y7256			
Cabinet Member for Transportation, Environment and Leisure	<i>Actual</i>	Budget	Budget
	2009/2010	2010/2011	2011/2012
	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
EXPENDITURE			
Employees	173	194	211
Energy Costs	450	507	517
Contract Cleaning	76	99	100
Transport Related Expenditure	8	13	13
Office Expenses – Telephones, Clothing and I.T.	51	18	18
Repairs, Replacements and Improvements	1,022	1,166	1,190
Total Direct Expenditure	1,780	1,997	2,049
Central Support Services Recharges	69	57	49
Departmental Support Services Recharge	70	83	76
Other Departmental Charges	39	29	29
Capital Charges	179	179	179
TOTAL EXPENDITURE	2,137	2,345	2,382
INCOME			
Charges for Private Lanterns	48	40	41
Other Fees and Charges	0	1	1
TOTAL INCOME	48	41	42
NET EXPENDITURE	2,089	2,304	2,340
DESCRIPTION OF SERVICE			
<p>This service includes the maintenance and replacement of the street lighting columns, lanterns, illuminated and non-illuminated signs, Albert and Chelsea river bridge lighting, illuminated bollards, pedestrian crossing equipment and maintenance of pay and display parking ticket machines and Portobello Market electrical feeder pillars.</p> <p>There is a total of approximately 15,500 lighting points maintained by this section including street lights, illuminated signs and bollards on the public highway, lighting under the Westway and private street lighting. White light is being introduced on both main roads and residential streets as a replacement for yellow high pressure sodium, and there are now Heritage and modern styles of main road lighting unit.</p> <p>Green energy has been purchased since October 2000 and all installation and maintenance of public lighting is contracted out.</p>			
MAJOR VARIATIONS			
<p>Pay and price changes have added £34,880 to the budget for 2011/2012.</p> <p>There is £2,230 corporate savings of telephones and the cessation of council contribution to the employee private health care (Ref. Nos.40 and 41).</p> <p>£18,340 has been added to the employee's budget for increased employers pension contribution and FRS17.</p> <p>The remaining variations arise from the reallocation of expenditure internally between business units.</p>			

TRANSPORTATION AND HIGHWAYS – RECHARGEABLE AND OTHER STREET WORKS			
BUSINESS UNITS Y7230 – Y7237			
Cabinet Member for Transportation, Environment and Leisure	<i>Actual</i>	Budget	Budget
	2009/2010	2010/2011	2011/2012
	£'000	£'000	£'000
EXPENDITURE			
Employees	451	431	494
Transport Related Expenses	1	2	2
Consultants	33	18	18
General Office Expenses	16	13	48
Rechargeable Works	23	0	0
Provision for Bad Debts	58	53	54
Total Direct Expenditure	582	517	616
Central Support Services Recharges	45	55	79
Departmental Support Services Recharge	110	125	142
TOTAL EXPENDITURE	737	697	837
INCOME			
Administration Fees on Rechargeable Works	601	608	693
TOTAL INCOME	601	608	693
NET EXPENDITURE	136	89	144
DESCRIPTION OF SERVICE			
<p>The expenditure and income relating to various categories of rechargeable works appear under this business unit. Rechargeable works are undertaken for a wide variety of organisations and individual charges are reviewed annually.</p> <p>a) Lamping: The Council recovers its expenditure where possible on the placement of lamps and barriers to protect the general public from obstructions on the highway.</p> <p>b) Coal plates: Members of the public who have dangerous coal plates in front of their property may either have them removed or safe ones fitted at their expense.</p> <p>c) The cost of providing vehicle crossovers, and damage to the highway caused by scaffolds, skips etc. is recharged to the developer.</p> <p>d) Damage to street furniture is recharged to perpetrators where possible.</p> <p>Traffic Management Act 2004 and New Roads and Street Works Act: A team of people are responsible for managing and co-ordinating utility works in the borough. This includes carrying out a quantity of rechargeable inspections of utility company works to identify if works are being carried out to the correct standard. Additional income is generated where defects are identified that do not meet the nationally agreed standard.</p> <p>The street works team also receive income from permits that are issued to utility companies to carry out works in the borough under the London Permit Scheme for Street and Road Works. Additionally, some income is also generated by fixed penalty notices that are issued to utility companies who fail to meet certain requirements laid down in the Traffic Management Act and New Roads and Street Works Act.</p>			
MAJOR VARIATIONS			
<p>Pay and price changes have increased the budget by £810 for 2011/2012.</p> <p>£33,710 has been added to the employee's budget for increased employers pension contribution and FRS17.</p> <p>There is £2,690 corporate savings of telephones and the cessation of council contribution to the employee private health care (Ref. Nos.40 and 41).</p> <p>There has been a virement of £35,000 from Permit income to I.T. to fund the annual maintenance of the computer system which is used to manage streetworks.</p> <p>Permit and streetworks income has increased due to changes in legislation and more efficient use of resources and £50,000 has been added to the income budget (Ref No. 24).</p> <p>The remaining variations arise from the reallocation of expenditure internally between business units.</p>			

TRANSPORTATION AND HIGHWAYS – PROJECTS - TRAFFIC SECTION			
BUSINESS UNIT Y7130			
Cabinet Member for Transportation, Environment and Leisure	Actual	Budget	Budget
	2009/2010	2010/2011	2011/2012
	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
EXPENDITURE			
Employees	262	267	265
Transport Related Expenditure	3	4	4
General Office Expenses	2	3	3
Urban Traffic Control	236	228	242
Traffic Management and Safety Schemes	29	69	71
Traffic Management Consultants	529	570	581
Total Direct Expenditure	1,061	1,141	1,166
Central Support Services Recharges	77	58	70
Departmental Support Services Recharge	105	132	115
Capital Charges	963	963	1,426
TOTAL EXPENDITURE	2,206	2,294	2,777
INCOME			
Fees and Charges	86	34	34
Corporate and Democratic Core Activities	11	24	21
TOTAL INCOME	97	58	55
NET EXPENDITURE	2,109	2,236	2,722
DESCRIPTION OF SERVICE			
<p>The Projects Section leads on the Council's streetscape initiatives including the development of the Council's Streetscape manual and major streetscape projects. A recent example is Tetcott Road.</p> <p>This service is also responsible for the design and implementation of traffic management schemes where appropriate.</p> <p>Staff consider and design where possible a wide range of measures aimed at securing improved highway and pedestrian facilities to reduce accidents for all categories of road user. There is close liaison with the Police, the Traffic Technology Services (TTS) and Transport for London.</p>			
MAJOR VARIATIONS			
<p>Pay and price changes have added £26,370 to the budget for 2011/2012. This includes an increase of £13,800 in the payment for Urban Traffic Control.</p> <p>£26,020 has been added to the employee's budget for increased employers pension contribution and FRS17.</p> <p>There is £960 corporate savings of telephones and the cessation of council contribution to the employee private health care (Ref. Nos.40 and 41).</p> <p>The Capital Charges depreciation has increased by £463,250 due to investment at Exhibition Road.</p> <p>The remaining variations arise from the reallocation of expenditure internally between business units.</p>			

TRANSPORTATION AND HIGHWAYS – TRANSPORTATION AND ROAD SAFETY			
BUSINESS UNITS Y7110 - Y7127			
Cabinet Member for Transportation, Environment and Leisure	<i>Actual</i>	Budget	Budget
	2009/2010	2010/2011	2011/2012
	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
EXPENDITURE			
Employees	570	488	524
Transport Related Expenditure	1	2	2
Sign Maintenance	19	0	
Road Safety initiatives, Campaigns and Presentations	496	46	47
General Office Expenses	7	0	0
London Wide Lorry Ban Contribution	12	10	10
Transportation Consultants	156	85	86
Total Direct Expenditure	1,261	631	669
Central Support Services Recharges	90	80	96
Departmental Support Services Recharge	167	190	190
TOTAL EXPENDITURE	1,518	901	955
INCOME			
Other Income	631	64	90
Corporate and Democratic Core Activities	29	21	21
TOTAL INCOME	660	85	111
NET EXPENDITURE	858	816	844
DESCRIPTION OF SERVICE			
<p>The service advises the Cabinet Member on the formulation of new policies on all areas of transport, and leads on responses to transport policies and proposals from Government, the Mayor of London and others.</p> <p>This service is responsible for key documents such as the Local Implementation Plan, and the transportation elements of the Local Development Framework documents. Staff are also engaged directly on the highway and transportation aspects of Development Control, the provision of facilities for cyclists, road safety education and training, and indirectly with all matters relating to the provision of public transport in the Borough. The team works closely with various parts of Transport for London and is currently engaged with TfL on the Council's ambition to have a Crossrail station in North Kensington. For the next two years, the service will be working closely with TfL, ODA and LOCOG to ensure that the Olympic Games' impact on the borough's transport provision is minimised. The team investigates and responds to a huge range of traffic and transportation issues raised by various stakeholders, particularly schools. The service also includes the preparation of the Council's road safety plan, and the development of measures to reduce accidents.</p>			
MAJOR VARIATIONS			
<p>Pay and price changes have reduced the budget by £1,010 for 2011/2012.</p> <p>£70,000 has been removed from the budget as a result of salary savings from management costs (Ref. No. 19).</p> <p>£44,870 has been added to the employee's budget for increased employers pension contribution and FRS17.</p> <p>The budget for income from tables and chairs licences has been increased by £25,000 to reflect the income being generated (Ref No. 23).</p> <p>The remaining variations arise from the reallocation of expenditure internally between business units.</p>			

TRANSPORTATION AND HIGHWAYS – CAR PARKING OFF-STREET			
BUSINESS UNITS Y8001 and Y8150			
Cabinet Member for Transportation, Environment and Leisure	<i>Actual</i>	Budget	Budget
	2009/2010	2010/2011	2011/2012
	£'000	£'000	£'000
EXPENDITURE			
Employees	81	95	99
Utilities – Electricity/Water/NNDR	309	340	348
Repairs and Maintenance	76	71	68
Credit and Debit Card Charges	9	13	13
Insurance	32	26	27
Management Fee – Kensington Town Hall Car Park	198	242	224
Total Direct Expenditure	705	787	779
Central Support Services Recharges	46	67	61
Departmental Support Services Recharge	21	27	27
Capital Charges	199	199	192
TOTAL EXPENDITURE	971	1,080	1,059
INCOME			
Kensington Town Hall Car Park	1,091	1,305	1,055
Young Street Car Park	237	310	210
Lots Road Rental Income	200	200	200
TOTAL INCOME	1,528	1,815	1,465
NET EXPENDITURE	-557	-735	-406
DESCRIPTION OF SERVICE			
<p>The Council owns two car parks located at Kensington Town Hall and Young Street. Income from the Town Hall Car Park is derived from charges to the public and users within the Council. The Council approves the scale of charges, which are reviewed annually.</p> <p>The Young Street Car Park has a long term leasing arrangement and the Council receives income based on the number of spaces and a percentage of the turnover. The scale of charges is broadly in line with the Town Hall Car Park.</p>			
MAJOR VARIATIONS			
<p>Pay and price changes have added £16,980 to the budget for 2011/2012.</p> <p>There are £1,120 savings following the cessation of council contribution to the employee private health care (Ref. No. 41).</p> <p>£4,850 has been added to the employee's budget for increased employers pension contribution and FRS17.</p> <p>£4,000 has been removed from the Town Hall Car Park Maintenance budget (Ref. No. 12).</p> <p>There has been a reduction of £23,000 in the Kensington Town Hall Car Park management fee due to renegotiated contract including absorbing some work internally at no cost (Ref. No. 26).</p> <p>There has been a reduction in capital charges of £7,260.</p> <p>There is reduced income £350,000 which has been removed from the budget (Ref No. 5).</p> <p>The remaining variations arise from the reallocation of expenditure internally between business units.</p>			

TRANSPORTATION AND HIGHWAYS – CAR PARKING ON-STREET			
BUSINESS UNITS Y8000 and Y8100 – Y8365			
Cabinet Member for Transportation, Environment and Leisure	<i>Actual</i>	Budget	Budget
	2009/2010	2010/2011	2011/2012
	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
EXPENDITURE			
Employees	2,942	3,109	3,009
Premises (Mainly Car Pound)	239	244	245
Transport Related Expenditure	25	40	41
Compliance Services Contractors	5,820	5,933	5,973
London Councils and Court Registration	357	396	404
Meters Replacement, Repairs and Markings	830	977	914
Supplies and Services	779	1,121	1,078
Total Direct Expenditure	10,992	11,820	11,664
Central Support Services Recharges	3,008	2,668	2,607
Departmental Support Services Recharge	769	800	773
Other Departmental Recharges	27	27	27
TOTAL EXPENDITURE	14,796	15,315	15,071
INCOME			
Pay and Display Machines	15,171	16,280	18,930
Residents Permits	5,322	5,155	5,337
Compliance Services	12,232	12,843	12,043
Parking Suspensions	3,277	3,474	5,074
Recharges to Other Services and Other Income	17	14	14
TOTAL INCOME	36,019	37,766	41,398
NET EXPENDITURE	-21,223	-22,451	-26,327
DESCRIPTION OF SERVICE			
<p>(1) DIRECTORATE OF FINANCE, INFORMATION SYSTEMS AND PROPERTY - administers the collection of cash from the pay and display machines, Kensington Town Hall Car Park, the Lots Road Car Pound and debt collection on the suspension service. The Directorate is also responsible the Customer Service Centre located at Kensington Town Hall.</p> <p>(2) TRANSPORTATION AND HIGHWAYS DEPARTMENT - administers: -</p> <p>(i) The addition and deletion of parking places on-street and all amendments to the Orders.</p> <p>(ii) The Orders relating to diplomatic parking, free motorcycle parking and waiting and loading restrictions.</p> <p>(iii) The Parking Permit Policy including Residents' and doctors' parking permits.</p> <p>(iv) The preparation, letting and supervision of the term contracts for the maintenance of the Council's Pay and Display, and maintenance aspects of car parking on-street including carriageway markings, signs relating to the controlled parking and other waiting and loading restrictions.</p> <p>(v) The operation of the parking place suspension service.</p> <p>(vi) The Parking Enforcement Service (Compliance Service) following the introduction of the Road Traffic Act 1991 on 4 July 1994 and subsequent introduction of the Traffic Management Act 2004 on 31 March 2008.</p> <p>(3) DIRECTORATE OF HOUSING, HEALTH AND ADULT SOCIAL CARE - receives and vets all applications for disabled parking permits/spaces.</p>			
MAJOR VARIATIONS			
<p>Pay and price changes have added £228,010 to the budget for expenditure and £159,800 to income in 2011/2012.</p> <p>£300,000 has been removed from the budget as a result of salary savings from management costs (Ref. No. 19).</p> <p>£252,880 has been added to the employee's budget for increased employers pension contribution and FRS17.</p> <p>There is £24,320 corporate savings of telephones and the cessation of council contribution to the employee private health care (Ref. Nos.40 and 41).</p> <p>£6,000 has been transferred to Corporate Services to fund I.T purchases.</p> <p>£86,000 has been removed from departmental supplies and services budgets (Ref. No. 12)</p> <p>There is reduced pay and display expenditure of £55,000 (Ref. No. 11)</p> <p>There is a reduction of £73,000 on the compliance contractor's budget following a change in working practices (Ref. Nos. 10 and 27)</p> <p>There will be increased from pay and display charges of £2,600,000 (Ref No. 38).</p> <p>There will be increased from pay and display charges of £1,600,000 (Ref No. 37).</p> <p>It is estimated that there will be increased income of £1,000,000 from the removal of the Western Extension of the Congestion Charge Zone (Ref. No. 39)</p> <p>Income of £50,000 has been generated by increased number of City Car Club Bays (Ref. No. 28).</p> <p>There has been a change in the motor cycle charging policy that will reduce the permit budget by £27,000 (Ref. No. 7).</p> <p>£1,050,000 has been removed from the Parking Enforcement income budget (Ref. Nos. 3, 5 and 6).</p> <p>£700,000 has been removed from the pay and display income budget (Ref. No. 2)</p> <p>The remaining variations arise from the reallocation of expenditure internally between business units.</p>			

TRANSPORT, ENVIRONMENT AND LEISURE SERVICES
Revenue Changes – Growth and Savings

Ref No.	Department	Description	Details	2011/12 £'000	2012/13 £'000	2013/14 £'000
Local Growth						
1	Waste Management		Exhibition Road - additional street cleaning cost	75	75	
2	Parking		Reduction in Pay and Display income	700		
3	Parking		Reduction in Penalty Charge Notice income	500		
4	Parking		Reduction in Off-Street Parking income	350		
5	Parking		Decreased income from vehicle removals	350		
6	Parking		Decreased income from clamping illegally parked vehicles	200		
7	Parking		Motor Cycle Parking - change in charging policy to encourage more take up of anchors and release residents bays	27		
Total Local Growth				2,202	75	
Corporately Funded Growth						
8	Waste Management		Increased waste disposal charges paid to Western Riverside Waste Authority	1,450		
Total Corporately Funded Growth				1,450		
Savings – 2010/11 in year additional savings carried forward						
9	Executive	Improved economy / efficiency	Deletion of Business Transformation Budget	-50		
10		Procurement saving	On street parking enforcement contract efficiency	-13		
11	Parking	Service level change	Reduced Pay and Display	-55		

Ref No.	Department	Description	Details	2011/12 £'000	2012/13 £'000	2013/14 £'000
			maintenance expenditure			
12	Transportation and Highways	Service level change	Transportation and Highways supplies and services	-90		
13	Waste Management	Improved economy / efficiency	Reduce contributions to cleansing innovations and maintenance funds	-50		
14	Waste Management	Improved economy / efficiency	Review of street sweeping beats	-180		
15	Waste Management		Stop weekend recycling collections from Lancaster West Housing Estate	-18		
16	Waste Management	Increased income	Increased income from fees from Notting Hill Carnival traders	-10		
17	Culture	Increased income	Additional income from filming in the Royal Borough	-50		
18	All Departments	Employee pay and benefits reduced	Pay freeze for employees	-110		
Total Savings - 2010/11 in year additional savings carried forward				-626		
Savings - 2011/12						
19	All Departments	Management / Admin costs reduced	Salary savings from management costs review across the Business Group	-447		
20	Customer Services	Management / Admin costs reduced	Deletion of post in Customer Services	-30		
21	Licensing	Management / Admin costs reduced	Deletion of part-time Licensing Officer post	-20		
22	Highways and Traffic	Procurement saving	Savings from new highway asphalt contract	-225		
23	Highways and Traffic	Increased income	Budget for income from Tables and Chairs Licences to reflect the income being generated	-25		
24	Highways and Traffic	Increased income	Permit and streetworks income increased due to changes in legislation and more efficient use of resources	-50		

Ref No.	Department	Description	Details	2011/12 £'000	2012/13 £'000	2013/14 £'000
25	Highways and Traffic	Increased income	Grant from Transport for London towards highway maintenance	-50		
26	Parking	Procurement saving	Reduction in Kensington Town Hall Car Park management fee due to renegotiated contract including absorbing some work internally at no extra cost	-23		
27	Parking	Procurement saving	Revised parking enforcement contract due to reduced PCN issuance	-60		
28	Parking	Increased income	Income generated by increased number of City Car Club bays	-50		
29	Highways and Traffic	Improved economy / efficiency	Reduction in the footways planned maintenance budget	-1,325	-500	
30	Waste Management	Improved economy / efficiency	Commercial Waste savings following removal of the congestion charge Western Extension Zone	-35		
31	Waste Management	Increased income	Increased income from fees from Notting Hill Carnival traders	-10		
32	Waste Management	Improved economy / efficiency	Reduced expenditure on recycling initiatives	-6		
33	Leisure	Procurement saving	Reduction in sports centre Non Domestic Rates cost due to contractor becoming eligible for mandatory rate relief.	-30		
34	Waste Management	Management / Admin costs reduced	Deletion of vacant Contract and Enforcement Officer post	-35		
35	Leisure	Improved economy / efficiency	Budget for Brompton Cemetery removed pending a decision on its future management	-337		
36	Waste Management	Improved economy / efficiency	Cleansing contract - negotiate service reductions	-170	-177	
37	Parking	Increased income	Increased income from Parking Bay suspension fees*	-1,600	-500	

Ref No.	Department	Description	Details	2011/12 £'000	2012/13 £'000	2013/14 £'000
38	Parking	Increased income	Increased income from Pay and Display charges*	-2,600		
39	Parking	Increased income	Increased parking income from removal of the Western Extension of the Congestion Charge Zone	-1,000		
40	All Departments	Improved economy / efficiency	Other Corporate savings - postage, telephones and printing	-37		
41	All Departments	Employee pay and benefits reduced	Employee Private Health Care Scheme - cessation of Council contribution	-76		
Total Savings - 2011/12				-8,241	-1,177	
Business Group Net Total				-5,215	-1,102	

CORPORATE SERVICES
REVENUE BUDGET 2011/2012

CORPORATE SERVICES REVENUE BUDGET

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CORPORATE SERVICES

SUMMARY OF CHANGES - SUPPORT SERVICES	Budget 2011/12
ORIGINAL BUDGET 2010/11	£'000 44,323
o PAY & PRICES CHANGES	
Pay	0
Reversal of over provision of HAY pay inflation in original budget	-121
Price Variations - Expenditure	336
Price Variations - Super Inflation (NNDR)	474
Price Variations - Central Support Services	371
Price Variations - Income	-8
Change in employer's future service pension contribution - 2010 actuarial valuation	286
Total Pay & Prices Increases	1,338
o TECHNICAL ADJUSTMENTS (offset elsewhere in the Council's budget)	
- Central Support Charges variation	368
- Variation in charges to / from other Business Groups	195
- Transfers of budget to / from other services	1
- Capital charges variation	134
- Change in current service pension liability cost (FRS 17)	1,564
Total Technical Adjustments	2,262
SUB TOTAL	47,923
o PLANNED CHANGES	
External Cost Pressures (Corporately Funded)	
Permanent funding of Media and Communications initiatives	50
Total External Cost Pressures (Corporately Funded)	50
Savings in year 2010/11 (continuing)	
Deletion of Finance post arising from management cost review	-35
Cease contribution into the Repairs and Renewals Fund for equipment replacement	-90
Reduction in budget for equipment replacement	-50
Deletion of a Senior Auditor post	-50
Deletion of a senior management post	-80
Deletion of a Senior Solicitor post	-40
Pay freeze for employees	-83
Total Savings in year 2010/11 (continuing)	-428
Savings 2011/12	
Deletion of part-time Accountancy Assistant post	-19
Reduction in Directorate salary budget	-10
Deletion of two posts in Group Finance	-79
Reduced use of contractors and agency staff to undertake audits	-18
Reduction in Risk Management Initiatives budget	-3
Deletion of one Customer Services Advisor post	-30
Deletion of Customer Services management post	-50
Cancellation of outsourced cheque processing contract	-12
Deletion of one post in Cash Collection	-20
Reduced landline call charges due to renegotiated contract	-8
Change network security controls to new supplier	-5
Reduced cost of GIS software licences following system restructure	-10
Removal of rarely used dial-up network access	-24
Reduction in mobile telephone costs due to new contract	-10
Removal of all consultancy budgets across Information Systems Department	-52
Reduction in external training for staff	-14
Deletion of Senior Contracts Lawyer post	-38
Deletion of vacant Legal Officer (Land) post	-25
Reduction in books, publications and stationery budgets	-4
Reduction in recruitment advertising costs	-3
Better use of free training provided by London Boroughs Legal Alliance	-10
Reduction in agency staff budget	-11

CORPORATE SERVICES

SUMMARY OF CHANGES - SUPPORT SERVICES	Budget 2011/12
Deletion of part time Administrator post in Council/Scrutiny Team	-17
Deletion of half a post	-16
Deletion of Senior Personnel Officer post as part of departmental restructuring	-33
Deletion of Personnel Officer post	-47
Deletion of Response Handling Administrator post	-14
Salary savings from reorganisation of Personnel	-26
Savings from energy costs through pan-London procurement	-80
Reduced electricity use following the installation of voltage optimisation equipment	-64
Savings in rent from relocating Records Management to Pembroke Road	-8
Reduced cost of postal savings through London Councils joint tendering	-10
Savings from reconfigured and renegotiated printing contracts	-9
Deletion of one management post in Facilities Management	-53
Employee Private Health Care Scheme - cessation of Council contribution	-123
Total Savings 2011/12	-955
o OTHER VARIATIONS	
Transfer to Reserve for SPACE programme laptop funding	-60
Return to IS Reserve savings from Enterprise Agreement	-86
Fall out of reserve funding for connection to Government Network	-75
Fall out of reserve funding for Here to Help	-270
Saving from reserve contribution reduction outside Corporate Services budget	90
Total other variations	-401
TOTAL BUDGET 2011/12	46,189

CORPORATE SERVICES

SUMMARY OF CHANGES - CENTRAL SERVICES	Budget 2011/12
ORIGINAL BUDGET 2010/11	£'000 20,668
o PAY & PRICES CHANGES	
Pay	0
Reversal of over provision of HAY pay inflation in original budget	-3
Price Variations - Expenditure	140
Price Variations - Super Inflation (NNDR)	-127
Price Variations - Central Support Services	271
Price Variations - Income	-10
Change in employer's future service pension contribution - 2010 actuarial valuation	134
Total Pay & Prices Increases	405
o TECHNICAL ADJUSTMENTS (offset elsewhere in the Council's budget)	
- Central Support Charges variation	237
- Variation in charges to / from other Business Groups	76
- Transfers of budget to / from other services	0
- Capital charges variation	14
- Change in current service pension liability cost (FRS 17)	750
Total Technical Adjustments	1,077
SUB TOTAL	22,150
o PLANNED CHANGES	
Savings in year 2010/11 (continuing)	
Reduction on consultancy costs for investigating trading opportunities	-52
Pay freeze for employees	-55
Total Savings in year 2010/11 (continuing)	-107
Savings 2011/12	
Reduction in Inspection Fees following abolition of Comprehensive Area Assessment	-40
Income from Registered Social Landlords to fund Housing Benefits Investigator post	-20
Increased Government contribution arising from Crossrail	-20
Deletion of Assessment Officer post in Benefits Service	-36
Introduce a charge for use of credit cards to cover transaction charges	-28
Deletion of three operational posts in Revenues	-114
Deletion of management post in Revenues	-50
Reduced landline call charges due to renegotiated contract	-2
Reduction in mobile telephone costs due to new contract	-3
Increased income from commercial lettings due to new and revised leases	-100
Reduction in the number of Special Responsibility Allowances for members	-50
Reduction in the councillors' Information Technology budget	-18
Deletion of Kensington and Chelsea Partnership Support Manager post	-43
Deletion of Policy Officer post	-50
Deletion of Voluntary Sector Manager post	-13
Ceased payment to Westway Development Trust for sports facilities	-100
Reduced grant funding for voluntary organisations	-86
Reduced cost of postal savings through London Councils joint tendering	-12
Savings from reconfigured and renegotiated printing contracts	-4
Employee Private Health Care Scheme - cessation of Council contribution	-60
Total Savings 2011/12	-849
o SPECIFIC GRANT CHANGES	
Spending adjustments in response to changes in specific grants	
End of LINKs grant formerly funded by Area Based Grant	-143
End of Preventing Violent Extremism grant	-175
End of Safer Stronger Communities grant formerly funded by Area Based Grant	-275
Reduction in Drug Intervention Programme grant	-110
Total spending reductions in response to changes in specific grants	-703

CORPORATE SERVICES

SUMMARY OF CHANGES - CENTRAL SERVICES	Budget 2011/12
Specific Grant income change	
Increase in Housing Benefit Admin grant	-202
Reduction in Drug Intervention Programme grant	110
Total specific grant income change	-92
o OTHER VARIATIONS	
Transfer to Reserve for SPACE programme laptop funding	-16
Over recovery of Central Support Service charges	-720
Transfer of unfunded compensatory added years into pension fund	-1,389
Other minor variations	35
Total other variations	-2,090
TOTAL BUDGET 2011/12	18,309

CORPORATE SERVICES Subjective Summary

	Notes	2009/10 Actual	2010/11 Budget	2011/12 Budget
		£'000	£'000	£'000
EXPENDITURE				
Employee Related Expenses		34,820	33,430	33,377
Premises Related Expenses		5,375	6,500	6,816
Transport Related Expenses		127	125	172
Supplies and Services		10,632	9,712	9,348
Third Party Payments		7,574	7,082	6,133
Transfer Payments	1	110	119	119
Cost of Benefit Payments	2	155,296	128,326	164,647
Central Support				
Central Departments		21,321	20,922	21,626
Other Departments		55	56	58
Capital Charges		1,892	2,005	2,131
TOTAL EXPENDITURE		237,202	208,277	244,427
INCOME				
Government Grants		4,469	3,596	3,832
Housing & Council Tax Benefit Grant	2	149,484	126,540	162,861
Other Grants and Contributions	3	3,823	343	380
Customer & Client Receipts				
Fees & Charges		10,477	7,845	7,808
Rents		4,809	4,570	4,673
Interest		0	4	4
Recharges to Other Revenue Accounts				
Departmental		0	91	0
Central Departments	4	44,144	44,620	46,560
TOTAL INCOME		217,206	187,609	226,118
NET EXPENDITURE		19,996	20,668	18,309

Notes

- 1 The 2009/10 budget included £4.2 million for the efficiency dividend and local business support to help residents combat the effects of the recession
- 2 The 2011/12 budget reflects the increase in Housing Benefit case load
- 3 The 2009/10 outturn includes LAA reward grant income and a technical accounting adjustment
- 4 For 2011/12 the increase in Central Departments recharges to other departments reflects pay and price increase of £1.3 million and FRS17 variations of £1.6 million with a compensating decrease as a result of planned reductions

CORPORATE SERVICES Service Summary

Service	2009/10 Actual			2010/11 Budget			2011/12 Budget			Outputs	Head of Service
	Exp £'000	Income £'000	Net £'000	Exp £'000	Income £'000	Net £'000	Exp £'000	Income £'000	Net £'000		
SUPPORT SERVICES											
Cabinet Member for Finance and Information Systems											
Financial Services, Audit and Customer Services	11,470	458	11,012	11,261	325	10,936	11,793	338	11,455	Financial management, treasury, payment and income service, audit and risk management, accounting services and customer services	EDFISP
Information Systems	8,006	707	7,299	8,698	632	8,066	8,492	544	7,948	System development and support, IT planning and data standards.	HITS
Total Cabinet Member for Finance and Information Systems	19,476	1,165	18,311	19,959	957	19,002	20,285	882	19,403		
Cabinet Member for Housing and Property											
Property Services	1,576	214	1,362	1,339	169	1,170	1,448	169	1,279	Property advice, planning and valuation service.	DPS
Total Cabinet Member for Housing and Property	1,576	214	1,362	1,339	169	1,170	1,448	169	1,279		
Cabinet Member for Civil Society											
Human Resources	6,078	755	5,323	5,539	702	4,837	5,592	702	4,890	Payroll and personnel service for 4,317 employees.	DHRGS
Facilities Management	15,403	1,302	14,101	15,689	1,411	14,278	16,819	1,412	15,407	Maintenance of three corporate buildings	DHRGS
Governance	1,530	36	1,494	1,541	47	1,494	1,613	42	1,571	Supporting 520 meetings a year	DSSI
Legal Services	3,659	868	2,791	3,503	610	2,893	3,529	610	2,919	Legal advice to all Council departments	DLS
Total Cabinet Member for Civil Society	26,670	2,961	23,709	26,272	2,770	23,502	27,553	2,766	24,787		
Leader of the Council											
Media and Communications	701	12	689	660	11	649	731	12	719	Manages the Council's internal and external communications	HC
Total Leader of the Council	701	12	689	660	11	649	731	12	719		
RECHARGED	48,423	4,352	44,071	48,230	3,907	44,323	50,017	3,829	46,188		
Cabinet Member for Civil Society											
Services to the Public - Registrars, Electoral Services	1,563	660	903	1,488	575	913	1,615	581	1,034	Administers 1,200 civil marriages, 800 citizenship ceremonies, registers 5,400 births and 1,200 deaths. 110,000 people on the Electoral Register, including 15,000 postal voters.	DHRGS
Civic Ceremonial	692	0	692	678	0	678	727	0	727	Support for the Mayor	DSSI
Total Cabinet Member for Corporate Services	2,255	660	1,595	2,166	575	1,591	2,342	581	1,761		

CORPORATE SERVICES Service Summary

Service	2009/10 Actual			2010/11 Budget			2011/12 Budget			Outputs	Head of Service
	Exp	Income	Net	Exp	Income	Net	Exp	Income	Net		
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000		
Cabinet Member for Finance and Information Systems											
Housing and Council Tax Benefits	156,926	154,816	2,110	133,419	130,573	2,846	170,279	167,097	3,182	Administering 21,000 Benefits claims	HCSR
Local Taxation Administration	3,526	1,449	2,077	3,766	1,402	2,364	3,601	1,461	2,140	Administering 90,000 Council tax demands	HCSR
Corporate Anti Fraud Team	751	21	730	671	0	671	760	41	719	Administered 738 investigations in 2009/10 leading to 189 positive outcomes	EDFISP
Cashiers Contract	450	469	-19	415	440	-25	450	440	10	Administration and collection of LBHF parking contract	EDFISP
Commercial Property Lettings	768	4,492	-3,724	1,014	4,253	-3,239	949	4,353	-3,404	Managing 310 Commercial properties	DfP
Total Cabinet Member for Finance and Information Systems	162,421	161,247	1,174	139,285	136,668	2,617	176,039	173,392	2,647		
Cabinet Member for Civil Society											
Community Engagement, Service Improvement, Public Consultation	1,953	3,107	-1,154	1,742	1	1,741	1,949	1	1,948	Manages performance improvement activities. Promotes good community engagement. Co-ordinates the Council's consultation exercises.	DSSI
Economic Regeneration and Westway Development Trust	4,572	901	3,671	720	215	505	575	215	360	Co-ordinates regeneration activities. Schools use of Westway Sports centre.	DSSI
Voluntary Sector Support	3,403	168	3,235	3,027	128	2,899	2,815	131	2,684	30 Voluntary organisations supported	DSSI
Community Safety and Drugs Intervention Programme	4,136	1,527	2,609	4,297	1,400	2,897	3,794	1,377	2,417	76 PCSO's funded, co-ordinates community safety initiatives and community action against drugs	DSSI
Total Cabinet Member for Civil Society	14,064	5,703	8,361	9,786	1,744	8,042	9,133	1,724	7,409		
Non Distributed Costs	1,904	0	1,904	1,958	0	1,958	662	0	662	Vacant office space, added years pension costs	
Corporate and Democratic Core	7,089	56	7,033	6,016	30	5,986	6,234	32	6,202	Costs of Members, the Town Clerk, external audit and inspections, treasury management and bank charges	
TOTAL CORPORATE SERVICES (before Recharges)	236,156	172,018	64,138	207,441	142,924	64,517	244,427	179,558	64,869		
Recharges to Services	0	44,142	-44,142	0	43,849	-43,849	0	46,560	-46,560		
TOTAL CORPORATE SERVICES	236,156	216,160	19,996	207,441	186,773	20,668	244,427	226,118	18,309		

Note: Gross nominal budgets for most services have increased due to following main reasons, in addition to the Financial Plan changes:

- (1) Current service pension liability costs (FRS17), part of employee budgets - increase of £2,314,200 across the Business Group
- (2) Change in employer's future service pension contribution (2010 actuarial valuation) - increase of £420,000 across the Business Group
- (3) Transfer of unfunded compensatory added years into pension fund - £1,389,000 decrease in Non Distributed Costs
- (4) Increase in Housing Benefit payments and income from DWP as a result of increased caseload - £36,321,000 in Housing Benefits and Council Tax

**CORPORATE SERVICES
NARRATIVE SHEETS**

FINANCE, AUDIT AND CUSTOMER SERVICES			
BUSINESS UNITS P4602 to P4613, P4619 to P4642, P4701 and P5913			
Cabinet Member for Finance and Property	Actual 2009/2010	Budget 2010/2011	Budget 2011/2012
	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
EXPENDITURE			
Employees	7,727	7,334	7,773
Premises Related Expenditure	24	10	15
Transport Related Expenditure	22	19	65
Supplies and Services	871	959	904
Third Party Payments	638	601	333
Liability Insurance Premiums	497	403	444
Total Direct Expenditure	9,779	9,327	9,534
Central Support Services Charges	2,821	2,797	3,191
Capital Charges	71	123	277
TOTAL EXPENDITURE	12,671	12,247	13,002
INCOME			
Fees, Charges and Other Client Income	324	172	225
Cash Collection contract for Hammersmith and Fulham	469	440	439
Charges to the TMO for Financial Services	96	86	86
Insurance costs recovered from Schools	59	68	69
Value Added Tax refunds	0	0	0
TOTAL INCOME	948	766	819
NET EXPENDITURE TO BE RECOVERED	11,723	11,482	12,183
DESCRIPTION OF SERVICE			
<p>Executive Director, including Personal Assistant and office support.</p> <p>Strategic Procurement</p> <p>Financial Services incorporating Corporate Services Group Finance, Financial Planning, Resource Utilisation, Financial Systems, Corporate Finance, Treasury Management, Pension Fund Accounting and Accountancy Control.</p> <p>Customer Services Centre includes Here to Help</p> <p>Revenues - Accounts Receivable and Cashiers</p> <p>Internal Audit and Risk Management, including Insurance and the Corporate Investigation Group.</p>			
MAJOR VARIATIONS			
<p>Pay and price increases have added £213,000 to the budget for 2011/12.</p> <p>Current service pension liability costs (FRS17), part of employee budgets, have increased by £535,000.</p> <p>There has been a £270,000 reduction in the funding for Here to Help initiatives, mainly on consultant costs, leaving £340,000 remaining to complete service reviews, develop the contact centre and web interface.</p> <p>The deletion of two Customer Service Advisor posts will deliver savings of £80,000.</p> <p>Improved efficiency and reduction in management/administration costs will deliver savings of £323,000 in Financial Services. Deletion of a Cash Collection post has reduced staff costs by another £20,000.</p> <p>Reduction in use of contractors/agency as well as deletion of a post and increased income in Audit will provide savings of £91,000.</p> <p>Transfer of posts from HHASC to Customer Services has added another £153,000 to the staffing budget.</p>			

INFORMATION SYSTEMS			
BUSINESS UNITS P4810 to P4831			
Leader of the Council	Actual 2009/2010	Budget 2010/2011	Budget 2011/2012
	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
EXPENDITURE			
Employees	4,727	4,979	5,217
Transport Related Expenditure	18	31	28
Supplies and Services	1056	957	919
Network/Infrastructure costs	323	319	327
Software Licences	391	580	427
Consultants	41	128	2
Total Direct Expenditure	6,556	6,993	6,920
Central Support Services Charges	1,134	1,260	1,224
Capital Charges	316	445	348
TOTAL EXPENDITURE	8,006	8,698	8,492
INCOME			
Development Team charges to Capital projects	262	278	278
SAN Charges Income	347	308	217
External Income from Schools and Connexions	98	46	49
TOTAL INCOME	707	632	544
NET EXPENDITURE TO BE RECOVERED	7,299	8,066	7,948
DESCRIPTION OF SERVICE			
<p>The Information Systems Department provides a comprehensive IT service to all Business Groups, connected external partner organisations/support providers, and Councillors.</p> <p>The department manages the Council-wide secure infrastructure services and systems including; Email, Voice and Data Network, Internet and Intranet, Corporate Server farms, and IT Support for the use of network attached PCs and peripherals. ISD Strategic Development includes strategic management of the Council's Information and Technology infrastructure, setting policy and standards and monitoring compliance and performance.</p> <p>Other services provided are – Access to Information (including Data Protection and Freedom of Information), IT Training, Geographical Information Systems, Development and maintenance of key application systems, support for the re-engineering of business processes and the management of the FISP quality registration.</p>			
MAJOR VARIATIONS			
<p>Pay and price increases have added £78,000 to the budget for 2011/12.</p> <p>Current service pension liability costs (FRS17), part of employee budgets, have increased by £377,000.</p> <p>Savings of £80,000 in staff costs and £52,000 in use of consultants have been made. Another £54,000 of combined savings have been made in staff training, software licences, and efficiency in network access.</p> <p>Fall out of reserve funding for connection to Government Network and the return to the IS Reserve savings from Enterprise Agreement have reduced the budget by a further £161,000.</p>			

PROPERTY SERVICES			
BUSINESS UNIT P4001			
Cabinet Member for Finance and Property	Actual	Budget	Budget
	2009/2010	2010/2011	2011/2012
	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
EXPENDITURE			
Employees	1,045	1,024	1,083
Premises Related Expenditure	6	6	6
Town Hall Car Park passes and travel allowances	4	6	7
Supplies and Services	71	73	69
Consultants	264	19	19
Total Direct Expenditure	1,390	1,128	1,184
Central Support Services Charges	176	201	255
Capital Charges	10	10	9
TOTAL EXPENDITURE	1,576	1,339	1,448
INCOME			
Fees for advice given to external clients	35	14	14
Fees for property advice given to the TMO	179	155	155
TOTAL INCOME	214	169	169
NET EXPENDITURE TO BE RECOVERED	1,362	1,170	1,279
DESCRIPTION OF SERVICE			
<p>The Department has four operational areas:-</p> <ul style="list-style-type: none"> • Acquisitions and disposals which includes the Councils current property requirements and the Right To Buy Scheme. • Management of the Commercial Property Portfolio which includes property that the Council itself leases, although Commercial Property income and expenses are shown on a separate page. • General valuation advice which includes day to day property advice to all the Business Groups, including the annual property review • Strategic Property Management including the preparation of the Corporate Asset Management Plan. <p>Property management will be centralised in 2011/12 although the budgets shown above do not yet reflect the changes. The new department will cover capital projects, facilities management and conferences and events.</p>			
MAJOR VARIATIONS			
<p>Pay and price increases have added £8,000 to the budget for 2011/12.</p> <p>Current service pension liability costs (FRS17), part of employee budgets, have increased by £63,000.</p>			

HUMAN RESOURCES			
BUSINESS UNITS P0403, P4402 to P4423 and P4614			
Cabinet Member for Corporate Services	Actual 2009/2010	Budget 2010/2011	Budget 2011/2012
	£'000	£'000	£'000
EXPENDITURE			
Employees	3,403	2,922	3,021
Premises/Transport Related Expenditure	10	7	7
Supplies and Services	208	182	172
Consultants	75	96	98
Third Party Payments	42	27	27
Councilwide Staff Training	270	263	266
Pensions Administration	164	159	162
Occupational Health Scheme	289	295	301
Payroll/Personnel contract	173	178	182
Total Direct Expenditure	4,634	4,131	4,236
Central Support Services Charges	1,373	1,337	1,279
Capital Charges	71	71	77
TOTAL EXPENDITURE	6,078	5,539	5,592
INCOME			
Fees, Charges and Other Client Income	137	82	83
Charge to Pension Fund	351	326	325
Charges to the TMO	33	63	63
Costs recovered from Schools	234	231	231
TOTAL INCOME	755	702	702
NET EXPENDITURE TO BE RECOVERED	5,323	4,837	4,890
DESCRIPTION OF SERVICE			
<p>The Human Resources department provides a range of services to the Council as follows:</p> <ul style="list-style-type: none"> • HR Consultancy support and advice to the Business Groups on employee relations matters including advice on redundancy and redeployment , performance management, recruitment and selection and organisation change. • Corporate Health and Safety advice and policy • Payroll and Pensions • HR Systems development, maintenance and management of the Councils HR and payroll systems • Employment and pay policy development to ensure compliance with legislation • Management and quality assurance of HR contracts including those for recruitment advertising, occupational health • Learning and Organisation Development including provision of core training, management development and support for organisation change, management of the training centre and the Headstart trainee scheme; support for Member training and development • Management information relating to the workforce and HR communication • CRB (Criminal Records Bureau) processing and provision of management reports • Job evaluation and advice about structural changes 			
MAJOR VARIATIONS			
<p>Pay and price increases have added £68,000 to the budget for 2011/12.</p> <p>Current service pension liability costs (FRS17), part of employee budgets, have increased by £221,000.</p> <p>Savings of £120,000 in staffing costs have been achieved by reorganising the teams and deleting three posts.</p>			

FACILITIES MANAGEMENT			
BUSINESS UNITS P0503 to P1813 and P2401 to P2404			
Cabinet Member for Corporate Services	Actual 2009/2010	Budget 2010/2011	Budget 2011/2012
	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
EXPENDITURE			
Employees	2,511	2,329	2,330
Administrative Buildings Maintenance	1,135	1,404	1,432
Security and Cleaning Costs	670	744	752
Energy Costs (Gas and Electricity)	995	1,260	1,141
Business Rates for Administrative Buildings	2,008	2,420	2,942
Other Premises Related Expenditure	116	92	88
Transport Related Expenditure	58	44	42
Supplies and Services	514	366	364
Print Service Supplies	150	283	289
Third Party Payments	193	53	48
Total Direct Expenditure	8,350	8,994	9,428
Central Support Services Charges	5,835	5,545	6,193
Capital Charges	1,218	1,150	1,198
TOTAL EXPENDITURE	15,403	15,688	16,819
INCOME			
Fees, Charges and Other Client Income	154	73	73
Charges to the TMO	2	5	2
Conference and Events Income	1,146	1,333	1,337
TOTAL INCOME	1,302	1,410	1,412
NET EXPENDITURE TO BE RECOVERED	14,101	14,278	15,407
DESCRIPTION OF SERVICE			
<p>Facilities Management <u>currently</u> consists of:</p> <ul style="list-style-type: none"> • Conference and Events which operates the Kensington Conference Centre (including the Great and Small Halls) and the Main and Small Halls at Chelsea Old Town Hall. • Building Management and Maintenance which manage and maintains Kensington Town Hall, Council Offices Pembroke Road and Chelsea Old Town Hall as well as at some properties operated by Transport, Environment and Leisure Services and Family and Children's Services. • Print and Mailroom Services which provides printing, photocopying and post services. • Energy which procures gas and electricity for the Council <p>As a result of the Property Transformation Programme, Facilities Management will become part of the Property Department in 2011 and these responsibilities will change.</p>			
MAJOR VARIATIONS			
<p>Pay and price increases have added £766,000 to the budget for 2011/12. This includes increase of £522,000 for business rates for the main Council offices.</p> <p>Current service pension liability costs (FRS17), part of employee budgets, have increased by £170,000.</p> <p>A saving of £53,000 has been made by deleting a management post.</p> <p>Additional savings of £144,000 have been made possible through savings in energy costs through improved procurement and reduced consumption.</p>			

GOVERNANCE SERVICES			
BUSINESS UNITS P4201 to P4209			
Cabinet Member for Corporate Services	Actual 2009/2010	Budget 2010/2011	Budget 2011/2012
	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
EXPENDITURE			
Employees	844	869	905
Premises Related Expenditure	3	5	5
Transport Related Expenditure	1	1	1
Supplies and Services	100	104	93
Third Party Payments	1	0	0
Overview and Scrutiny Committees' research costs	11	23	21
Total Direct Expenditure	960	1,002	1,025
Central Support Services Charges	570	539	588
TOTAL EXPENDITURE	1,530	1,541	1,613
INCOME			
Contributions from Metropolitan Police Authority for Police and Community Consultative Group	36	47	42
TOTAL INCOME	36	47	42
NET EXPENDITURE TO BE RECOVERED	1,494	1,494	1,571
DESCRIPTION OF SERVICE			
<p>The service is the custodian of the Council's Constitution and its Council's Member-level governance arrangements. It ensures robust and transparent decision-making systems, services the Scrutiny operation and provides tailored support for the Leader and Deputy Leader, Cabinet Members and the Leader of the Opposition. It is managed by the Head of Governance Services.</p> <p>The Section is divided into three teams – (i) the Leadership Support Team, which provides bespoke support to the Leader and Deputy Leader; (ii) the Cabinet Secretariat, which services a wide range of executive-side meetings including the Kensington and Chelsea Partnership, administers the Forward Plan of Key Decisions and supports eight Cabinet Members; and (iii) the Council/Scrutiny Team which is custodian of the Constitution and services a range of key statutory forums, the local Police and Community Consultative Group and the Council's Scrutiny arrangements, including in-depth review work, and provides support for Scrutiny chairmen and backbench councillors as required.</p> <p>In addition, the Section supports Member training and development, the new e-petitions facility, the Members' Allowances Scheme, the Management Board, community engagement and local democracy initiatives, plus various time-limited projects such as the 2009-11 Colville Area Initiative.</p>			
MAJOR VARIATIONS			
<p>Pay and price increases have added £19,000 to the budget for 2011/12.</p> <p>Current service pension liability costs (FRS17), part of employee budgets, have increased by £71,000.</p> <p>Deletion of a part time Administrator post has saved £17,000.</p>			

LEGAL SERVICES			
BUSINESS UNITS P4331-P4341			
Cabinet Member for Corporate Services	Actual 2009/2010	Budget 2010/2011	Budget 2011/2012
	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
EXPENDITURE			
Employees	2,232	2,137	2,146
Transport Related Expenditure	1	2	1
Supplies and Services	132	115	113
Legal Disbursements	231	373	379
Instructing Counsel fees	640	438	438
Total Direct Expenditure	3,236	3,065	3,077
Central Support Services Charges	423	438	452
TOTAL EXPENDITURE	3,659	3,503	3,529
INCOME			
Court Costs	185	84	84
Legal Costs Awarded to the Council	162	139	139
Charges to the TMO for advice	517	365	365
Charges to Schools for advice	0	22	22
Other Income	4	0	0
TOTAL INCOME	868	610	610
NET EXPENDITURE TO BE RECOVERED	2,791	2,893	2,919
DESCRIPTION OF SERVICE			
<p>Legal Services is managed by the Director of Legal Services and comprises two legal teams (Litigation and Land) led by the Chief Solicitor each managed by a Principal Solicitor. There is also a Business Support Team managed by the Business Manager. The three teams are managed by the Chief Solicitor who is also the Council's Monitoring Officer.</p> <p>The Litigation team comprises three sections. The General and Civil Litigation sections represent the Council in civil litigation in the County Court and High Court and criminal litigation in the Magistrates Court and the Crown Court. The Social Services section advises and deals with court proceedings in relation to safeguarding of children, community and mental health issues.</p> <p>The Land team comprises two sections. The Property and Planning section provides legal services in relation to property (commercial and residential sales and purchases), planning, highways and licensing. The Corporate Law and Contracts section offers advice on governance, regulation of investigatory powers, human rights, data protection, freedom of information, education and employment law and deals with all procurement and contract advice and disputes.</p> <p>The Business Support team provides administrative, IT and budgetary support to Legal Services.</p>			
MAJOR VARIATIONS			
<p>Pay and price increases have added £23,000 to the budget for 2011/12.</p> <p>Current service pension liability costs (FRS17), part of employee budgets, have increased by £154,000.</p> <p>Deletion of three posts, reduction in use of agency staff, and improved procurement of staff training have resulted in savings of £131,000.</p>			

MEDIA AND COMMUNICATIONS			
BUSINESS UNIT P5101 and P5102			
Leader of the Council	Actual 2009/2010	Budget 2010/2011	Budget 2011/2012
	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
EXPENDITURE			
Employees	369	351	367
Supplies and Services	82	93	163
Publications costs	63	77	78
Individual projects	72	0	0
Total Direct Expenditure	586	521	608
Central Support Services Charges	115	139	123
TOTAL EXPENDITURE	701	660	731
INCOME			
Fees, Charges and Other Client Income	12	11	12
TOTAL INCOME	12	11	12
NET EXPENDITURE	689	649	719
DESCRIPTION OF SERVICE			
<p>The Media and Communications Office aims to inform Royal Borough audiences of the services provided by the Council, deliver the widest possible understanding of the Council's achievements and any challenges that might threaten those achievements, help the Council influence debate on issues that will affect Kensington and Chelsea, manage the news agenda effectively, protect and enhance the Royal Borough's corporate identity and support internal communications.</p> <p>The Media and Communications Office undertakes the following core activities;</p> <ul style="list-style-type: none"> • Creating publicity material to support and inform about major corporate developments. • Nurturing media contacts to maximise print and broadcast opportunities for key Council issues. • Publishing the Royal Borough Newspaper on a bi-monthly basis and Staff Room and RBKC Partner Direct on a quarterly basis. • Organising launch events for major corporate initiatives and providing advice to other parts of the Council when they wish to organise a launch. • Issuing press releases and statements. • Responding to general enquiries about Council activity that come into the news desk. • Planned media, publicity and support to sustain key campaign priorities. • Brand guardianship and photography. • Quarterly publication of Staff Room and management of the KcNet home page. <p>In addition there can be other bespoke communications projects to assist the promotion of Council activities funded from the Strategic Communications Reserve.</p>			
MAJOR VARIATIONS			
<p>Pay and price increases have added £8,000 to the budget for 2011/12.</p> <p>Current service pension liability costs (FRS17), part of employee budgets, have increased by £28,000.</p> <p>Deletion of half a post has resulted in savings of £16,000.</p> <p>£50,000 of permanent funding for Media and Communications initiatives has been provided through Corporate growth.</p>			

HOUSING AND COUNCIL TAX BENEFITS			
BUSINESS UNITS P5902, P5910 to P5912 and P5915			
Cabinet Member for Finance and Property	Actual	Budget	Budget
	2009/2010	2010/2011	2011/2012
	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
EXPENDITURE			
Employees	3,300	3,167	3,321
Transport Related Expenditure	3	2	2
Bad Debt Provision	460	659	659
Post, Printing and other Office Consumables	214	218	204
Housing and Council Tax Benefit Payments	151,716	128,326	164,647
Total Direct Expenditure	155,693	132,372	168,833
Central Support Services Charges	1,067	1,129	1,277
Capital Charges	166	166	169
TOTAL EXPENDITURE	156,926	133,667	170,279
INCOME			
Housing Benefit Administration Grant	2,296	1,883	2,085
Recovery of Overpaid Benefits	3,010	2,148	2,148
Housing and Council Tax Benefit Subsidy	149,510	126,543	162,864
TOTAL INCOME	154,816	130,574	167,097
NET EXPENDITURE	2,110	3,093	3,182
DESCRIPTION OF SERVICE			
<p>The Council has a statutory responsibility to administer Housing Benefit and Council Tax Benefit.</p> <p>The work consists of the receipt, verification, assessment and maintenance of benefit claims, recovery of overpaid benefit and claiming subsidy from the Department of Work and Pensions.</p>			
MAJOR VARIATIONS			
<p>Pay and price increases have added £41,000 to the budget for 2011/12.</p> <p>Current service pension liability costs (FRS17), part of employee budgets, have increased by £237,000.</p> <p>Four posts have been deleted, saving £150,000.</p> <p>£43,000 has been transferred into staffing budgets from HHASC to fund a Revenues IT post.</p> <p>Housing Benefit Administration grant income has increased by £202,000.</p> <p>The budgets for Housing Benefit subsidy payments and income from DWP have been increased to reflect the increase in case load.</p>			

LOCAL TAXATION ADMINISTRATION			
BUSINESS UNITS P5801 and P5810			
Cabinet Member for Finance and Property	<i>Actual</i>	Budget	Budget
	2009/2010	2010/2011	2011/2012
	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
EXPENDITURE			
Employees	1,198	1,223	1,282
Supplies and Services	417	371	369
Business Rates Contract	429	426	474
Third Party Payments	40	7	7
Bad Debt Provision for Court Cost Income	233	400	400
Business Rates Discretionary Rate Relief	110	119	119
Total Direct Expenditure	2,427	2,547	2,651
Central Support Services Charges	1099	1,073	950
TOTAL EXPENDITURE	3,526	3,620	3,601
INCOME			
Business Rates Cost of Collection Allowance	597	605	663
Court Costs recovered	807	759	759
Income from Bailiffs	44	37	38
Other Income	1	1	1
TOTAL INCOME	1,449	1,402	1,461
NET EXPENDITURE	2,077	2,218	2,140
DESCRIPTION OF SERVICE			
<p>Council Tax and National Non-Domestic Rates (Business Rates) are administered by the Revenues Division.</p> <p>The services provided are the</p> <ul style="list-style-type: none"> • management and monitoring of the outsourced Business Rates contract • ensuring the correct billing and collection of income from the Royal Borough's 8,022 commercial properties • determining the liability of Council Tax payers for the Council Tax • the collection and recovery of Council Tax from 86,726 properties. 			
MAJOR VARIATIONS			
<p>Pay and price increases have added £47,000 to the budget for 2011/12.</p> <p>Current service pension liability costs (FRS17), part of employee budgets, have increased by £104,000.</p> <p>Staffing budget has been reduced by £50,000 by deleting a management post.</p> <p>Another £20,000 has been saved by managing costs below Government contribution arising from Crossrail.</p>			

COMMERCIAL LETTINGS			
BUSINESS UNITS P5720 to P5724			
Cabinet Member for Finance and Property	<i>Actual</i>	Budget	Budget
	2009/2010	2010/2011	2011/2012
	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
EXPENDITURE			
Premises Related Expenditure	199	422	303
Supplies and Services	63	50	51
Provision for Bad Debts	9	42	42
Consultants	26	29	32
Total Direct Expenditure	297	543	428
Central Support Services Charges	469	469	518
Capital Charges	2	2	3
TOTAL EXPENDITURE	768	1,014	949
INCOME			
Miscellaneous income	60	10	10
Commercial Property Rents	4,432	4,243	4,343
TOTAL INCOME	4,492	4,253	4,353
NET EXPENDITURE	-3,724	-3,239	-3,404
DESCRIPTION OF SERVICE			
<p>This covers the Council's commercial property portfolio which has over 310 properties.</p>			
MAJOR VARIATIONS			
<p>Pay and price variations have reduced the budget for 2011/12 by £106,000. This is due mainly to reduction in the business rates budget.</p> <p>Income from commercial lettings has increased by £100,000.</p>			

ELECTORAL SERVICES AND REGISTRARS			
BUSINESS UNITS P2001, P2201 and P2202			
Cabinet Member for Corporate Services	Actual 2009/2010	Budget 2010/2011	Budget 2011/2012
	£'000	£'000	£'000
EXPENDITURE			
Employees	951	807	880
Premises Related Expenditure	15	18	16
Transport Related Expenditure	2	3	3
Supplies and Services	132	148	150
Total Direct Expenditure	1,100	976	1,049
Central Support Services Charges	463	512	566
TOTAL EXPENDITURE	1,563	1,488	1,615
INCOME			
Citizenship Ceremonies	153	112	115
Civil Partnership Ceremonies	24	29	30
Other Registrars fees	479	434	436
Other Income	4	0	0
TOTAL INCOME	660	575	581
NET EXPENDITURE	903	913	1,034
DESCRIPTION OF SERVICE			
<p>Electoral Services has responsibility for maintaining and updating the Register of Electors, including an annual canvass of all premises in the Royal Borough. The section also organises and conducts all elections and by-elections.</p> <p>The Register Office, based at Chelsea Old Town Hall, provides a registration service for births, deaths and marriages, and civil partnerships. The service also provides naming ceremonies, commitment ceremonies and renewal of vows ceremonies, citizenship ceremonies and civil funerals. The Registrar's service is also responsible for approving venues in the Royal Borough for conducting civil marriages and other civil ceremonies under the <i>Marriages (Approved Premises) Regulations for 1995</i> and the <i>Civil Partnership Act 2004</i>.</p>			
MAJOR VARIATIONS			
<p>Pay and price increases have added £13,000 to the budget for 2011/12.</p> <p>Current service pension liability costs (FRS17), part of employee budgets, have increased by £62,000.</p>			

CIVIC CEREMONIAL			
BUSINESS UNIT P2501			
Cabinet Member for Corporate Services	Actual 2009/2010	Budget 2010/2011	Budget 2011/2012
	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
EXPENDITURE			
Employees	267	268	293
Premises Related Expenditure	3	5	5
Transport Related Expenditure	18	17	18
Supplies and Services	87	94	94
Third Party Payments	3	2	2
Total Direct Expenditure	378	386	412
Central Support Services Charges	294	272	295
Capital Charges	20	20	20
TOTAL EXPENDITURE	692	678	727
INCOME	0	0	0
TOTAL INCOME	0	0	0
NET EXPENDITURE	692	678	727
DESCRIPTION OF SERVICE			
<p>The service is managed by the Director of Strategy and Service Improvement</p> <p>The service comprises the Civic Officer and Secretary to the Mayor, Assistant Secretary to the Mayor, Personal Assistant to the Mayoralty, Mace-bearer, two Deputy Mace-bearer and Chauffeur.</p> <p>Mayor's Office – The office exists to support the Mayor and Deputy Mayor in upholding and developing the roles and responsibilities of the Mayoralty in the promotion of the Council's work, its programmes and strategic aims through a combination of visits, meetings and hospitality, and to maintain the Mayoralty as a focal point of local and London-wide activities.</p>			
MAJOR VARIATIONS			
<p>Pay and price increases have added £11,000 to the budget for 2011/12.</p> <p>Current service pension liability costs (FRS17), part of employee budgets, have increased by £23,000.</p>			

**COMMUNITY ENGAGEMENT, SERVICE IMPROVEMENT, PUBLIC CONSULTATION,
KENSINGTON AND CHELSEA PARTNERSHIP, PROGRAMME MANAGEMENT OFFICE**

BUSINESS UNIT P5740, P5743, P5744, P5745, P5749, P5753 and P5756

Cabinet Member for Service Improvement and Regeneration	<i>Actual</i>	Budget	Budget
	2009/2010	2010/2011	2011/2012
	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
EXPENDITURE			
Employees	1,253	1,257	1,250
Premises Related Expenditure	3	4	4
Transport Related Expenditure	4	2	2
Supplies and Services	110	95	90
Consultation Consultants	209	120	73
Area Initiatives	12	180	180
Total Direct Expenditure	1,591	1,658	1,599
Central Support Services Charges	362	356	350
TOTAL EXPENDITURE	1,953	2,014	1,949
INCOME			
Miscellaneous Income	3107	1	1
TOTAL INCOME	3107	1	1
NET EXPENDITURE	-1,154	2,013	1,948

DESCRIPTION OF SERVICE

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

Service Improvement Team is responsible for the Council's performance monitoring arrangements; produces key reports (such as the annual performance publication, biannual Vital Signs and Report to Taxpayers); and ensures that data quality standards are met. The team leads the Council's efforts to continually improve its services (including managing the Vital Improvements programme); monitoring and interpreting national policy developments; and managing discrete projects such as transparency. It produces the Cabinet business plan on an annual basis, as part of its role to coordinate the Council's business planning process.

The Consultation and Partnerships Team helps the Council to respond to residents by analysing and understanding the diverse nature of RBKC customers. The Team undertakes a range of consultation activities working closely with business groups, which in turn informs service improvement and design. The Team also oversees the Council's partnership work with organisations in the public, voluntary and private sectors, manages the Kensington and Chelsea Partnership and monitors the delivery of the Royal Borough's Community Strategy.

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

MAJOR VARIATIONS

Pay and price increases have added £17,000 to the budget for 2011/12.

Current service pension liability costs (FRS17), part of employee budgets, have increased by £91,000.

Management costs have been reduced by £93,000 by deleting two posts. A further cost reduction of £52,000 has been achieved by reducing consultancy costs for investigating trading opportunities. Efficiency savings of £21,000 have been made on general office costs. The miscellaneous income of £3,107,000 in 2009/10 is made up of a technical adjustment of £1,719,000 on recognition of one-off grant income, LAA reward grant of £1,321,000, and other DCLG grants of £67,000.

VOLUNTARY SECTOR SUPPORT AND CANALSIDE HOUSE			
BUSINESS UNITS P5710, P5747, P5760 and P6101			
Cabinet Member for Service Improvement and Regeneration	Actual	Budget	Budget
	2009/2010	2010/2011	2011/2012
	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
EXPENDITURE			
Employees	138	149	148
Premises Related Expenditure	177	143	144
Market rents for Voluntary Organisations in Council properties	234	234	234
Supplies and Services	261	14	14
Grants to Voluntary Organisations	2389	2,268	2082
Grant to Portobello Business Centre	108	108	108
Third Party Payments	21	2	2
Total Direct Expenditure	3,328	2,918	2,732
Central Support Services Charges	57	64	53
Capital Charges	18	18	30
TOTAL EXPENDITURE	3,403	3,000	2,815
INCOME			
Fees, Charges and Other Client Income	72	21	22
Rent received from organisations occupying Canalside House	96	107	109
TOTAL INCOME	168	128	131
NET EXPENDITURE	3,235	2,872	2,684
DESCRIPTION OF SERVICE			
<p>The Voluntary Sector Team is responsible for managing the Corporate Services grants programme.</p> <p>Other key tasks include leading a joined-up approach to the Councils work with the Third Sector and maintaining links with pan London agencies.</p> <p>Canalside House is managed through Property Services and provides office facilities to voluntary sector organisations.</p>			
MAJOR VARIATIONS			
<p>Pay and price increases have added £43,000 to the budget for 2011/12.</p> <p>Current service pension liability costs (FRS17), part of employee budgets, have increased by £13,000.</p> <p>There has been a reduction of £86,000 in grant available for the Voluntary Sector.</p> <p>The merger of a management post has enabled savings of £13,000.</p> <p>The LINK grant of £143,000 is no longer funded via the Area Based Grant.</p>			

ECONOMIC REGENERATION, BASELINE STUDIOS AND WESTWAY DEVELOPMENT TRUST			
BUSINESS UNITS P5201, P5762, P5763 and P9510 to P9516			
Cabinet Member for Service Improvement and Regeneration	Actual	Budget	Budget
	2009/2010	2010/2011	2011/2012
	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
EXPENDITURE			
Employees	212	182	198
Premises Related Expenditure	57	88	89
Supplies and Services	55	60	62
Ex ILEA Grant to Westway Development Trust for use of the Westway Sports Centre	210	220	120
Third Party Payments	2	13	10
Local Area Agreement projects	271	0	0
Efficiency Dividend and Local Business Support	3637	0	0
Total Direct Expenditure	4,444	563	479
Central Support Services Charges	128	130	96
Capital Charges	0	0	0
TOTAL EXPENDITURE	4,572	720	575
INCOME			
Local Area Agreement Delivery Fund	169	0	0
Local Authority Business Growth Initiative	477	0	0
Rent from Business Units	255	215	215
TOTAL INCOME	901	215	215
NET EXPENDITURE	3,671	478	360
DESCRIPTION OF SERVICE			
<p>The Economic Development Team's remit is to develop and co-ordinate economic development activities across the Council and its partners. Although the focus is on improving the employment prospects of residents, fostering enterprise and maintaining an attractive business environment in the Royal Borough, the Team will support all corporate regeneration activities, as and when required. The team takes a lead on partnership activity on worklessness and supports a wide variety of internal/external organisations on fundraising. Baseline studios provides commercial space for new businesses and an income stream to support economic development activity.</p> <p>Westway Development Trust was established to develop the land under Westway in North Kensington for Community use which has taken the form of commercial, industrial and recreational projects. The Management Committee consists of representatives of the local community, including Councillors.</p>			
MAJOR VARIATIONS			
<p>Pay and price increases have added £6,000 to the budget for 2011/12.</p> <p>Current service pension liability costs (FRS17), part of employee budgets, have increased by £18,000.</p> <p>The grant payment to Westway Development Trust has reduced by £100,000.</p>			

COMMUNITY SAFETY, DRUGS INTERVENTION PROGRAMME AND CONTINGENCY PLANNING

BUSINESS UNITS P2601, P5748, P5751, P5765, P5768, P5769 and P5772

Cabinet Member for Community Safety

	Actual 2009/2010	Budget 2010/2011	Budget 2011/2012
	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
EXPENDITURE			
Employees	633	617	676
Premises Related Expenditure	27	27	28
Supplies and Services	46	46	43
Safer and Stronger Communities Fund	350	0	0
Police Community Support Officers	1,576	1,683	1,719
Resilient Communities	0	175	0
Grant Funded Projects	1,263	1,377	1,087
Total Direct Expenditure	3,895	3,924	3,553
Central Support Services Charges	241	240	241
TOTAL EXPENDITURE	4,136	4,164	3,794
INCOME			
Community Safety Grants	67	57	62
Safer and Stronger Communities Fund	200	84	317
Metropolitan Police Authority Partnership Fund	50	50	45
Basic Command Unit	186	186	186
Drugs Intervention Programme	1,024	1,023	766
TOTAL INCOME	1,527	1,400	1,376
NET EXPENDITURE	2,609	2,764	2,418

DESCRIPTION OF SERVICE

Community Safety works to reduce crime and disorder and the misuse of drugs within the Royal Borough. This is achieved by regular analysis of crime data and working in partnership with local police and voluntary agencies. The team work to a 3 year community safety cycle, developing local strategies. Yearly programmes of actions are commissioned, monitored and evaluated which address reducing crime and the perceptions of crime within the borough. The Council's contribution to the costs of **Police Community Support Officers** (PCSOs) employed by the Metropolitan Police Authority provides a service in all wards.

The Drugs Intervention Programme is funded through the Home Office and is a locally managed project which ensures offenders with drug problems receive the appropriate treatment programme.

The Contingency Planning Team maintains and updates the Council's Contingency Management Plan for responding to emergencies affecting the community and business continuity disruptions faced by the Council, and co-ordinates the Council's response during an emergency. The team provides training for Council staff with specific emergency response roles, and exercises to test and validate the plans and training. The team also co-ordinates integrated emergency planning locally with other emergency responders, and chairs the Kensington and Chelsea Borough Resilience Forum.

MAJOR VARIATIONS

Pay and price increases have added £43,000 to the budget for 2011/12.

Current service pension liability costs (FRS17), part of employee budgets, have increased by £56,000.

The Government has ceased to make provision in Area Based Grant for resilient communities in 2011/12 resulting in a £175,000 reduction.

The Drugs Intervention Programme funding from the Home Office has reduced by £257,000 since 2009/10.

The Government has ceased to make provision in Area Based Grant for Safer and Stronger Communities in 2011/12 resulting in a £275,000 reduction.

CORPORATE SERVICES

Revenue Changes – Growth and Savings (Support services)

Ref No.	Department	Category	Details	2011/12 £'000	2012/13 £'000	2013/14 £'000
External Cost Pressures (Corporately Funded)						
1	Media and Communications		Permanent funding for Media and Communications initiatives (growth in budget)	50		
Total External Cost Pressures (Corporately Funded)				50		

Savings in year 2010/11 (continuing)						
2	Financial Services	Management / Admin costs reduced	Deletion of Finance post arising from management cost review	-35		
3	Financial Services	Improved economy / efficiency	Cease contribution into the Repairs and Renewals Fund for equipment replacement	-90		
4	Financial Services	Improved economy / efficiency	Reduction in budget for equipment replacement	-50		
5	Audit and Risk Management	Management / Admin costs reduced	Deletion of a Senior Auditor post	-50		
6	Information Systems	Management / Admin costs reduced	Deletion of a senior management post	-80		
7	Legal Services	Management / Admin costs reduced	Deletion of a Senior Solicitor post	-40		
8	All Departments	Employee pay and benefits reduced	Pay freeze for employees	-83		
Total Savings in year 2010/11 (continuing)				-428		

Savings 2011/12						
9	Financial Services	Management / Admin costs reduced	Deletion of part-time Accountancy Assistant post in Financial services due to better use of technology	-19		
10	Financial Services	Management / Admin costs reduced	Reduction in Directorate salary budget	-10		
11	Financial Services	Management / Admin costs reduced	Deletion of two posts in Group Finance incl as part of management costs review	-79	-3	

Ref No.	Department	Category	Details	2011/12 £'000	2012/13 £'000	2013/14 £'000
12	Audit and Risk Management	Management / Admin costs reduced	Reduced use of contractors and agency staff to undertake audits	-18		
13	Audit and Risk Management	Improved economy / efficiency	Reduction in Risk Management Initiatives budget	-3		
14	Customer Services	Management / Admin costs reduced	Deletion of one Customer Services Advisor post made possible with growth in service and staff cross-training	-30	-70	-70
15	Customer Services	Management / Admin costs reduced	Deletion of Customer Services management post, due to a review of processes	-50		
16	Revenues and Benefits	Improved economy / efficiency	Cancellation of outsourced cheque processing contract	-12		
17	Revenues and Benefits	Management / Admin costs reduced	Deletion of one post in Cash Collection	-20		
18	All Departments	Procurement saving	Reduced landline call charges due to renegotiated contract	-8		
19	Information Systems	Procurement saving	Change network security controls to new supplier	-5		
20	Information Systems	Procurement saving	Reduced cost of GIS software licences following system restructure	-10		
21	Information Systems	Improved economy / efficiency	Removal of rarely used dial-up network access and switch to broadband where necessary	-24		
22	All Departments	Procurement saving	Reduction in mobile telephone costs due to new contract	-10		
23	Information Systems	Management / Admin costs reduced	Removal of all consultancy budgets across Information Systems Department	-52		
24	Information Systems	Management / Admin costs reduced	Reduction in external training for staff	-14		
25	Legal Services	Management / Admin costs reduced	Deletion of Senior Contracts Lawyer post	-38		
26	Legal Services	Management / Admin costs reduced	Deletion of vacant Legal Officer (Land) post	-25		
27	Legal Services	Improved economy / efficiency	Reduction in books, publications and stationery budgets	-4		

Ref No.	Department	Category	Details	2011/12 £'000	2012/13 £'000	2013/14 £'000
28	Legal Services	Management / Admin costs reduced	Reduction in recruitment advertising costs	-3		
29	Legal Services	Procurement saving	Reduction in staff training, by using more free training provided by London Boroughs Legal Alliance	-10		
30	Legal Services	Management / Admin costs reduced	Reduction in agency staff budget	-11		
31	Governance	Management / Admin costs reduced	Deletion of part time Administrator post in Council/Scrutiny Team	-17		
32	Media and Communications	Management / Admin costs reduced	Deletion of half a post	-16	-16	-16
33	Human Resources	Management / Admin costs reduced	Deletion of Senior Personnel Officer post as part of departmental restructuring	-33		
34	Human Resources	Management / Admin costs reduced	Deletion of Personnel Officer post following review of payroll and as part of restructuring	-47		
35	Human Resources	Management / Admin costs reduced	Deletion of Response Handling Administrator post due to reduced work and as part of restructure	-14		
36	Human Resources	Management / Admin costs reduced	Salary savings from reorganisation of Personnel	-26		
37	Facilities Management	Procurement saving	Savings from energy costs through pan-London procurement	-80	-77	-80
38	Facilities Management	Improved economy / efficiency	Savings from reduced electricity consumption following the installation of voltage optimisation equipment	-64		
39	Facilities Management	Improved economy / efficiency	Savings in rent from relocating Records Management to Pembroke Road	-8		
40	All Departments	Procurement saving	Reduced cost of postal savings through London Councils joint tendering	-10		

Ref No.	Department	Category	Details	2011/12 £'000	2012/13 £'000	2013/14 £'000
41	All Departments	Procurement saving	Savings from reconfigured and renegotiated printing contracts	-9	-18	
42	Facilities Management	Management / Admin costs reduced	Deletion of one management post in Facilities Management, as part of management costs review	-53		
43	All Departments	Employee pay and benefits reduced	Employee Private Health Care Scheme - cessation of Council contribution	-123		
Total Savings 2011/12				-955	-184	-166
Support Services Total				-1,333	-184	-166

CORPORATE SERVICES
Revenue Changes – Growth and Savings (Central Services)

Ref No.	Department	Category	Details	2011/12 £'000	2012/13 £'000	2013/14 £'000
Savings in year 2010/11 (continuing)						
44	Policy and Partnerships Unit	Management / Admin costs reduced	Reduction on consultancy costs for investigating trading opportunities	-52		
45	All Departments	Employee pay and benefits reduced	Pay freeze for employees	-55		
Total Savings in year 2010/11 (continuing)				-107		

Savings 2011/12						
46	Financial Services	Improved economy/ efficiency	Reduction in Inspection Fees following abolition of Comprehensive Area Assessment	-40		
47	Audit and Risk Management	Increased income	Income from Registered Social Landlords to fund Housing Benefits Investigator post	-20		
48	Revenues and Benefits	Increased income	Increased Government contribution arising from Crossrail (less costs expected to be incurred by the Royal Borough)	-20		
49	Revenues and Benefits	Management / Admin costs reduced	Deletion of Assessment Officer post in Benefits Service	-36	-36	-36
50	Revenues and Benefits	Increased income	Introduce a charge for use of credit cards for payments to the council to cover transaction charges	-28	-12	
51	Revenues and Benefits	Management / Admin costs reduced	Deletion of three operational posts in Revenues following reorganisation of service	-114	-166	-166
52	Revenues and Benefits	Management / Admin costs reduced	Deletion of management post in Revenues following reorganisation of service (part of management costs review)	-50		

Ref No.	Department	Category	Details	2011/12 £'000	2012/13 £'000	2013/14 £'000
53	All Departments	Procurement saving	Reduced landline call charges due to renegotiated contract	-2		
54	All Departments	Procurement saving	Reduction in mobile telephone costs due to new contract	-3		
55	Property Services	Increased income	Increased income from commercial lettings due to new and revised leases	-100	-100	-100
56	Governance	Management / Admin costs reduced	Reduction in the number of Special Responsibility Allowances for members	-50		
57	Governance	Improved economy / efficiency	Reduction in the councillors' Information Technology budget	-18		
58	Policy and Partnerships Unit	Management / Admin costs reduced	Deletion of Kensington and Chelsea Partnership Support Manager post due to merger of posts (and partly as a result of Comprehensive Area Assessment abolition)	-43		
59	Policy and Partnerships Unit	Management / Admin costs reduced	Deletion of Policy Officer post (partly as a result of Comprehensive Area Assessment abolition)	-50		
60	Policy and Partnerships Unit	Management / Admin costs reduced	Deletion of Voluntary Sector Manager post due to merger of posts (as part of management costs review)	-13	-39	
61	Policy and Partnerships Unit	Service level change	Ceased payment to Westway Development Trust for sports facilities	-100	-110	
62	Voluntary Organisations	Service level change	Reduced grant funding for voluntary organisations	-86	-86	-86
63	All Departments	Procurement saving	Reduced cost of postal savings through London Councils joint tendering	-12		
64	All Departments	Procurement saving	Savings from reconfigured and renegotiated printing contracts	-4		

Ref No.	Department	Category	Details	2011/12 £'000	2012/13 £'000	2013/14 £'000
65	All Departments	Employee pay and benefits reduced	Employee Private Health Care Scheme - cessation of Council contribution	-60		
Total Savings 2011/12				-849	-549	-388
Spending adjustments in response to changes in specific grants						
66	Policy and Partnerships Unit	Area Based Grant reduction	End of LINKs grant formerly funded by Area Based Grant	-143		
67	Policy and Partnerships Unit	Specific grant reduction	End of Preventing Violent Extremism grant	-175		
68	Policy and Partnerships Unit	Area Based Grant reduction	End of Safer Stronger Communities grant formerly funded by Area Based Grant	-275		
69	Policy and Partnerships Unit	Specific grant reduction	Reduction in Drug Intervention Programme grant	-110		
Total spending reductions in response to loss of specific grants				-703		
Central Services Total				-1,659	-733	-554