

Finance Service

Budget Book 2011 - 12



BUDGET BOOK - 2011/12

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PART 1 - GENERAL BUDGET SUMMARY

INTRODUCTION

At their meeting on the 3rd March 2011 Full Council considered and agreed the Revenue Budget and Council Tax for 2011/12, a Capital Programme for 2011/12 funded from internal resources, a Capital Programme for 2011/12 funded from external resources and the Housing Revenue Account Budget including rents and charges for 2011/12.

This Budget Book sets out the full detail of the Council's Spending Plans across all Service Areas together with other relevant information relating to the Authority's resource position.

REVENUE SPENDING PROPOSALS

The detailed financial analysis of the approved revenue budgets across all service defined activities is set out in Part 3 of this document.

As approved by Council the Net Revenue Budget Requirement for 2011/12 is £200.6 million. This is a decrease of £9.5 million (4.5%) on the adjusted figure for the previous financial year. The net change in revenue spend is analysed as follows:

Reconciliation of Change in Net Budget Requirement	£ 000's
Net Budget Requirement 2010/11 (adjusted - see note .1)	<u>210,151</u>
Spending Increases	
- Inflation and Contingencies	940
- Change in Levies/Capital Financing	1,139
- Services Pressures/New Initiatives	7,064
- Other Adjustments	<u>3,147</u>
	12,290
Spending Reductions	
- 2010/11 In-Year Savings	-6,792
- Savings and Efficiencies	-11,337
- Changes in Income	<u>-3,682</u>
	-21,811
Net Budget Requirement 2011/12	<u>200,630</u>

Notes

^{.1} The requirement to restate the Council's Budget Requirement figure for 2010/11 arises as a consequence of the changes in central Government funding streams and the consolidation of a number of former specific grants (including elements of the Area Based Grant) into Formula Grant.

Gross Revenue Expenditure (i.e. before allowing the off-set of all forms of income [See Table 2 below]) across all services is analysed as follows:

Table 1 - Expenditure Analysis	£ 000's
Children's Services	342,914
Adult Social Services	87,814
Community Safety, Environment and Regeneration	31,507
Highways, Roads and Transportation	27,367
Housing Services [Non HRA]	188,430 ^{.2}
Culture, Sport and Community Learning	20,919
Corporate, Other Services and Adjustments	<u>26,231</u>
Total Gross Expenditure	<u><u>725,182</u></u>

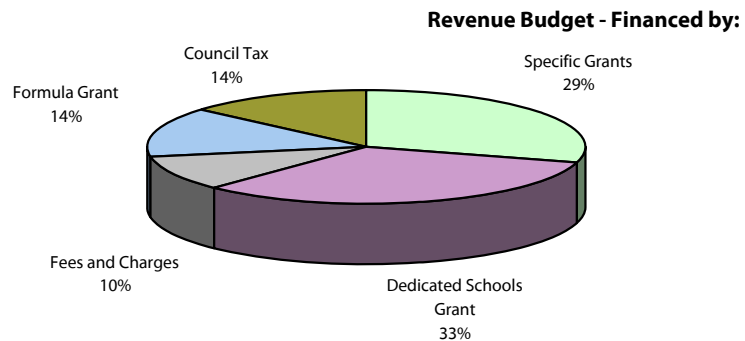
Notes

^{.2} Includes expenditure made in the form of housing and council tax benefit payments directly off-set from Grant received from the Department of Work and Pensions. This is estimated to be £158 million in 2011/12.

The table below sets out how the Council's gross revenue budget is funded. The single largest grant contribution received by the Council takes the form of the Dedicated Schools Grant that may only be used to fund the delivery of education services within the Borough.

Table 2 - Income Analysis

	£ 000's
Specific Grants	213,701
Dedicated Schools Grant	237,539
Fees and Charges	73,312
Formula Grant	101,086
Council Tax	99,544
Total	<u>725,182</u>



COUNCIL TAX

After taking into account all forms of income other than Council Tax the remaining cost of services is around £99.5 million. This equates to approximately 14% of the gross revenue expenditure incurred by Redbridge in delivering services across the Borough.

The number of assessed Average Band D properties determined for Redbridge in 2011/12, and used for the purposes of calculating the Council Tax figure, is 90,864, an increase of 492 properties (0.5%) compared to that for 2010/11.

This gives a figure for Council Tax of £1095.53 per Band D property.

In addition the Council is also required to collect Council Tax for the services provided by the Greater London Authority which adds a further £309.82 giving a total Council Tax figure for an average Band D property in Redbridge of £1,405.35.

Table 3 below sets out the Council Tax figures across each of the property valuation bands split between Redbridge services and the amount paid to the Greater London Authority (GLA) and the ratio of Band D chargeable.

Table 3 - Council Tax Bands

Bands	Value of Property	Ratio of Band D	Redbridge Only £	GLA Only £	Total £
A	Up to £40,000	6 : 9	730.35	206.55	936.90
B	£40,001 to £52,000	7 : 9	852.08	240.97	1,093.05
C	£52,001 to £68,000	8 : 9	973.80	275.40	1,249.20
D	£68,001 to £88,000	9 : 9	1,095.53	309.82	1,405.35
E	£88,001 to £120,000	11 : 9	1,338.98	378.67	1,717.65
F	£120,001 to £160,000	13 : 9	1,582.43	447.52	2,029.95
G	£160,001 to £320,000	15 : 9	1,825.88	516.37	2,342.25
H	More than £320,000	18 : 9	2,191.06	619.64	2,810.70

CAPITAL SPENDING PROPOSALS

The detailed financial analysis of the approved capital spending proposals across the relevant service area disciplines is set out in Part 4 of this document.

The Capital Budget for 2011/12, including on-going commitments, is £143.0 million. This includes approved schemes totalling £95 million to be funded from internal resources and £48 million to be funded from external resources. Tables 4 and 5 below set out how this expenditure will be funded and the services it will be spent on.

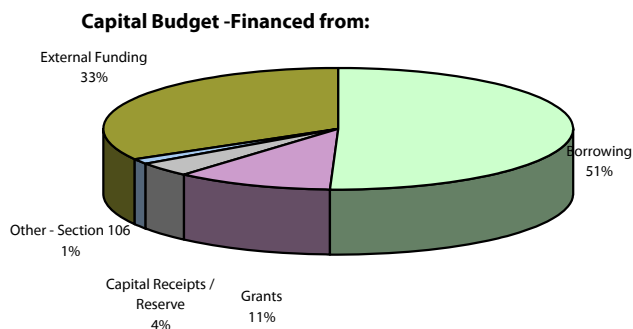
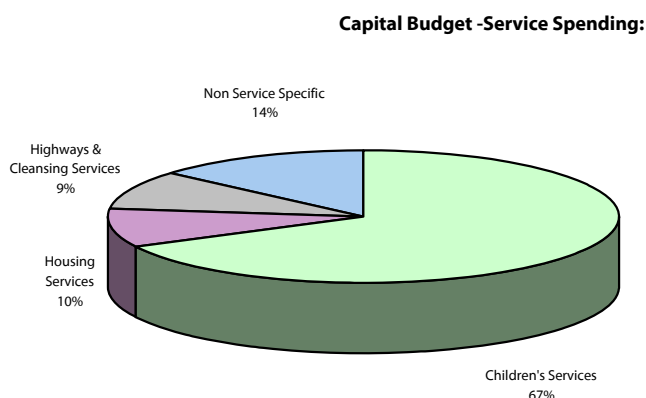


Table 4 - Capital Financing Analysis

	£ 000's
Borrowing	71,907
Grants	15,510
Capital Receipts / Reserve	5,465
Other - Section 106	2,080
External Funding	47,608
Total	142,570

Table 5 - Capital Spending Analysis

	£ 000's
Children's Services	96,244
Housing Services	13,559
Highways & Cleansing Services	13,237
Non Service Specific	19,530
Total	142,570



HOUSING REVENUE ACCOUNT

All local authorities are required to maintain a separate account known as the Housing Revenue Account, which sets out the expenditure and income arising from the provision of its Council housing stock.

The detailed Housing Revenue Account budget proposals can be found in Part 3 of this document. The income and expenditure summary is set out below.

HRA - Income and Expenditure Account

	2010/11 £ 000's	2011/12 £ 000's
Total Expenditure	23,760	24,484
Total Income	-23,262	-24,778
Surplus (-)/Deficit for the Year	498	-294
Surplus at Beginning of the Year	-2,397	-1,899
Cumulative Surplus at End of the Year	-1,899	-2,193

ANALYSIS OF REVENUE BUDGET CHANGES

The detailed changes in revenue budget spend, approved as part of the 2011/12 budget setting process, analysed across the key drivers for change that given rise to an increase or decrease in spending, are set out below:

APPROVED INCREASES IN SPENDING - DRIVERS FOR CHANGE

	£ 000's	%
Price Base		
- Inflation, NI Contributions and other priced based	940	7.6%
- ELWA and other Levying Bodies	982	8.0%
- Capital Financing Charges	157	1.3%
Demand, Demographics and New Initiatives		
- Service Demand/Demographic Increases	6,931	56.4%
- New Spending Initiatives	133	1.1%
Other Adjustments		
- Unavoidable Spending Commitments from grant fall-out and other base budget adjustments	2,840	23.1%
- Other Base Budget Adjustments	307	2.5%
	12,290	100%

Key areas of growth in spending include:

Price base changes in 2011/12 take account of inflationary increases only which there is an avoidable contractual commitment and other levy body increases.

Spending increases driven by the current economic climate take account of unavoidable spending commitments following the fall-out of specific grant funding and reduced income generated from fees and charges.

Demand and demographic increases relate in the main to the increasing demand for adult social care and pupil places within the Borough.

APPROVED DECREASES IN SPENDING - DRIVERS FOR CHANGE

	£ 000's	%
Savings		
- 2010/11 In-Year Savings	-6,792	31%
- Reduction in Service Provision	-2,109	10%
- Reduction in Back Office Services	-1,781	8%
- Service Efficiency/Improvement	-7,447	34%
Changes in Income		
- Fees and Charges	-1,193	5%
- Government Grants	-2,489	11%
	-21,811	100%

PART 2 - BUDGET SPENDING PROPOSALS

REDBRIDGE SPENDING 2011/12

Cluster (Service)	Budget 2010/11 £'000	Working Budget 2010/11 £'000	Forward Budget 2011/12 £'000
Children's Services Cluster			
Children's Services	57,464	57,441	52,364
Adult Social Services and Housing Cluster			
Community Care	54,345	53,439	52,082
Learning Disability Partnership	16,103	17,947	17,684
Housing (General Fund)	8,438	8,795	7,272
	78,886	80,181	77,038
Environment and Community Services Cluster			
Community Safety	6,810	6,632	5,638
Culture, Sport and Community Learning	15,898	16,094	2,004
Leisure Client	-188	-173	12,762
Highways and Cleansing Services	26,153	25,841	23,872
Planning and Regeneration	4,135	4,027	3,783
Property Services	-908	-1,056	-1,661
	51,900	51,365	46,398
Finance and Resources Cluster			
Finance	1,286	1,059	1,680
Human Resources	-179	-304	-323
Information and Communications Technology Services	82	-7	83
Payments, Benefits and Customer Services	11,906	11,736	12,366
	13,095	12,484	13,806
Chief Executive	461	461	447
Legal and Constitutional Services	3,790	3,684	3,699
Total Service Area Budgets	205,596	205,616	193,752
Other Service Related Budgets			
Judicial Services	205	205	215
Non Distributed Costs	23	23	71
Costs Associated with Pensions	1,503	1,503	1,503
Area Committees	446	446	446
Total Spending on Services	207,773	207,793	195,987

REDBRIDGE SPENDING 2011/12

	Budget 2010/11 £'000	Working Budget 2010/11 £'000	Forward Budget 2011/12 £'000
Total Spending on Services	207,773	207,793	195,987
Other Operating Income and Expenditure			
Net Interest Receipts	-8,833	-8,833	-12,363
Provisions/Markers/Inflation	5,719	6,203	7,110
Funded from Capital Resources	-3,176	-3,176	-3,176
Housing Planning Delivery Grant	-362	-362	0
Revenue Contribution to Capital Outlay	499	499	2,100
Use of LABGI/LPSA Funding	-250	-2,250	0
Levies:			
- East London Waste Authority	11,694	11,694	12,703
- London Pensions Fund Authority	345	345	310
- Environment Agency	180	180	179
- Lee Valley Regional Park Authority	276	276	269
Less: Area Based Grants ¹	-16,842	-15,346	0
Less: Council Tax Freeze Grant ²	0	0	-2,489
NET BUDGET REQUIREMENT	197,023	197,023	200,630

Funded by:

Government Funding - Formula Grant	98,018	98,018	101,086
Council Tax	99,005	99,005	99,544
	197,023	197,023	200,630

¹ Area Based Grant - This grant ended in 2010/11.

² Council Tax Freeze Grant - This new grant will be received by the Council for keeping Council Tax at the same level as 2010/11.

THREE-YEAR REVENUE PROJECTIONS

2011/12 - 2013/14

Cluster (Service)	2011/12 £'000	2012/13 £'000	2013/14 £'000
Children's Services Cluster			
Children's Services	52,364	50,050	47,904
Adult Social Services and Housing Cluster			
Community Care	52,082	50,656	50,504
Learning Disability Partnership	17,684	17,684	17,684
Housing (General Fund)	7,272	7,002	6,642
	77,038	75,342	74,830
Environment and Community Services Cluster			
Community Safety	5,638	5,358	5,078
Culture, Sport and Community Learning	2,004	0	0
Leisure Client	12,762	13,501	12,723
Highways and Cleansing Services	23,872	23,297	22,372
Planning and Regeneration	3,783	3,783	3,783
Property Services	-1,661	-1,745	-2,110
	46,398	44,194	41,846
Finance and Resources Cluster			
Finance	1,680	1,308	1,036
Human Resources	-323	-477	-1,111
Information and Communications Technology Services	83	-23	-253
Payments, Benefits and Customer Services	12,366	12,922	12,559
	13,806	13,730	12,231
Chief Executive	447	447	447
Legal and Constitutional Services	3,699	3,674	3,614
Total Service Area Budgets	193,752	187,437	180,872
Other Service Related Budgets			
Judicial Services	215	215	215
Non Distributed Costs	71	71	71
Costs Associated with Pensions	1,503	1,503	1,503
Area Committees	446	446	446
Total Spending on Services	195,987	189,672	183,107

	2011/12 £'000	2012/13 £'000	2013/14 £'000
Total Spending on Services	195,987	189,672	183,107
Other Operating Income and Expenditure			
Net Interest Receipts	-12,363	-10,912	-8,808
Provisions/Markers/Inflation	7,110	9,558	12,331
Funded from Capital Resources	-3,176	-3,176	-3,176
Revenue Contribution to Capital Outlay	2,100	0	0
Levies:			
- East London Waste Authority	12,703	13,827	15,145
- London Pensions Fund Authority	310	340	370
- Environment Agency	179	179	179
- Lee Valley Regional Park Authority	269	269	269
Less: Council Tax Freeze Grant	-2,489	-2,489	-2,489
Less: Home Bonus Scheme Grant	0	-964	-1,539
BUDGET REQUIREMENT	200,630	196,304	195,389
 ANNUAL PERCENTAGE INCREASE IN BUDGET REQUIREMENT	 1.8%	 -2.0%	 -0.7%

IMPACT ON COUNCIL TAX

	2011/12	2012/13	2013/14
<u>COUNCIL TAX - REDBRIDGE ONLY</u>			
INCREMENTAL INCREASE IN LBR COUNCIL TAX (£)	0.00	34.12	35.81
BAND D - COUNCIL TAX (£)	1,095.53	1,129.64	1,165.46
	0.0%	3.1%	3.2%
<u>COUNCIL TAX INCLUDING GREATER LONDON AUTHORITY PRECEPT</u>			
GLA PRECEPT - BAND D - PROPERTY AVERAGE (£)	309.82		
BAND D COUNCIL TAX INCLUDING GLA (£)	1,405.35		
OVERALL INCREASE IN COUNCIL TAX (%)	0.0%		

CALCULATION OF THE COUNCIL TAX 2011/12

	£'000	Band D Council Tax £
Budget Requirement	200,630	
Less: <u>Formula Grant</u>		
Revenue Support Grant	-23,868	
National Non-Domestic Rates	-77,218	
	99,544	
Council Tax Base (Band D Equivalentents)	90,864	
London Borough of Redbridge		1,095.53
Greater London Authority (Precepting Authority)		309.82
		1,405.35

**PART 3 - SERVICE AREA REVENUE
BUDGETS 2011/12**

**CHILDREN'S SERVICES
CLUSTER**

CHILDREN'S SERVICES

**CHILDREN'S SERVICES - SUMMARY
REVENUE BUDGET 2011/12**

	Budget 2010/11 £'000	Working Budget 2010/11 £'000	Forward Budget 2011/12 £'000
Children's Services - Non Trust - DSG	700	700	222
Children's Services - Non Trust - LEA	25,558	25,480	22,560
Children's Services - Children's Trust - DSG	0	0	0
Children's Services - Children's Trust - LEA	6,356	6,352	5,823
Children's Services - Children's Trust - Social Services	24,152	24,104	23,007
Children's Services - Children's Communication & Marketing	698	805	752
TOTAL SERVICE AREA BUDGET	57,464	57,441	52,364

**CHILDREN'S SERVICES - NON TRUST - DSG
REVENUE BUDGET 2011/12**

	Budget 2010/11 £'000	Working Budget 2010/11 £'000	Forward Budget 2011/12 £'000
SUMMARY			
Local Schools Budget			
Individual Schools Budget	175,320	173,013	196,536
Local Schools Budget - Central Items			
Schools Strategic Management	4,199	4,810	4,769
Non-Devolved School Grants	-184,218	-182,321	-213,772
Supporting Special Education Needs (SEN)	2,365	2,165	2,268
Assuring Access to Schools	1,034	1,034	1,009
Sub-Total	-176,620	-174,312	-205,726
Total Local Schools Budget - Central Items	-1,300	-1,299	-9,190
Schools Expenditure outside the LSB	1,989	1,988	1,989
School Improvements	0	0	362
Early Years	0	0	7,050
Corporate and Democratic Core			
Democratic Representation & Management	11	11	11
Total Service Area Budget - DSG	700	700	222

**CHILDREN'S SERVICES - NON TRUST - DSG
REVENUE BUDGET 2011/12**

	Budget 2010/11 £'000	Working Budget 2010/11 £'000	Forward Budget 2011/12 £'000
LOCAL SCHOOLS BUDGET - (LSB)			
Individual Schools Budget - (ISB)			
Primary Schools	89,514	89,514	103,122
Secondary Schools	76,274	73,967	83,229
Special Schools	9,532	9,532	10,185
Devolved Grants:			
Primary School - Expenditure	6,258	7,207	2,116
- Income	-6,258	-7,207	-2,116
Secondary School - Expenditure	5,767	6,642	1,394
- Income	-5,767	-6,642	-1,394
Special School - Expenditure	245	283	65
- Income	-245	-283	-65
Total Individual Schools Budget	175,320	173,013	196,536
Local Schools Budget - Central Items			
Schools Strategic Management			
School Contingencies Centrally Held	1,561	1,803	1,735
Cost of Schools Forum from DSG	25	25	25
School Causing Concern	205	205	205
Pedagogy Service	0	368	281
Prof. Assoc. & Trade Union Costs	98	98	98
Insurance	18	18	0
Schools' Resource Service	45	45	0
Ancillary Expenditure	14	15	0
Prudential Borrowing costs	524	524	524
Premature Retirement	854	854	854
Single Status costs	50	50	50
Employment Tribunal costs	144	144	94
Education Support Service (Administration)	661	661	903
Total Schools Strategic Management	4,199	4,810	4,769
Non-devolved School Grants			
Dedicated Schools Grant	-177,104	-175,207	-213,772
Standards Fund - Expenditure	2,292	2,292	0
Standards Fund - Grants Income	-2,133	-2,133	0
Non-Standards Fund Grants	-7,273	-7,273	0
Net Expenditure to be met by LEA	-184,218	-182,321	-213,772

**CHILDREN'S SERVICES - NON TRUST - DSG
REVENUE BUDGET 2011/12**

	Budget 2010/11 £'000	Working Budget 2010/11 £'000	Forward Budget 2011/12 £'000
LOCAL SCHOOLS BUDGET - (LSB)			
Supporting Special Education Needs (SEN)			
Special Units	2188	1,988	2091
Recharge to Children & Families	50	50	50
Support Service Charges	127	127	127
Total Special Education Provision	2,365	2,165	2,268
Assuring Access to Schools			
School Admissions/Supply of School Places	686	686	661
School Meals	97	97	97
Support Service Charges	251	251	251
Total Access to Education	1,034	1,034	1,009
SCHOOLS EXPENDITURE OUTSIDE THE LOCAL SCHOOLS BUDGET			
Inter-Authority Recoupment - (Net)	214	213	214
Revenue Contribution to Capital	463	463	463
Repairs & Maintenance	1,312	1,312	1,312
Total Schools Expenditure outside the LSB	1,989	1,988	1,989
SCHOOL IMPROVEMENTS			
Advice & Support to Schools	0	0	362
Total School Improvements	0	0	362
EARLY YEARS			
Early Years	0	0	7,050
Total Early Years	0	0	7,050

**CHILDREN'S SERVICES - NON TRUST - LEA
REVENUE BUDGET 2011/12**

	Budget 2010/11 £'000	Working Budget 2010/11 £'000	Forward Budget 2011/12 £'000
Summary			
Local Schools Budget			
Local Schools Budget - Central Items			
Schools Strategic Management	12,528	13,234	16,243
Facilitating School Improvements	1,973	1,867	846
Supporting Special Education Needs (SEN)	146	121	119
Assuring Access to Schools	2,906	2,530	1,987
Total Local Schools Budget - Central Items	17,553	17,752	19,195
Non School Funding			
Strategic Management of Non-School Services	357	357	223
Community Education	0	4	4
Youth Service and Community Education	5,601	5,411	2,013
Total Non-School Funding	5,958	5,772	2,240
Corporate Policy and Performance			
Business Support	0	71	61
Chief Strategic Services Officer	-8	314	124
Subscriptions to Local Authority Associations	251	253	181
Performance Team	789	554	439
Policy and Strategic Planning	541	374	300
Corporate Director	-6	0	0
Democratic Representation & Management	20	20	20
Other			
Customer Services	460	370	0
Total Service Area Budget LEA	25,558	25,480	22,560

**CHILDREN'S SERVICES - NON TRUST - LEA
REVENUE BUDGET 2011/12**

	Budget 2010/11 £'000	Working Budget 2010/11 £'000	Forward Budget 2011/12 £'000
LOCAL SCHOOLS BUDGET - (LSB)			
Local Schools Budget - Central Items			
Schools Strategic Management			
School-Specific Premature Retirements	244	244	244
I.T. Support Service	133	133	56
Capital Charges	9433	9434	11735
Education Support Service (Administration)	667	706	883
LSC 14-19 Advisors	304	304	314
Support Service Charges	1693	1693	2916
Teacher's Centre	50	49	-12
Redbridge I	4	4	4
Workforce Development & Business Support	0	667	103
Total Schools Strategic Management	12,528	13,234	16,243
Facilitating School Improvement			
Advisory & Inspection Service	1,315	1,093	307
Data Team	188	305	268
Ethnic Minority Achievement	58	58	59
Recruitment Service	31	31	-19
Capital Charges	8	8	13
Education Support Service (Administration)	191	190	102
Support Service Charges	182	182	116
Total School Improvements	1,973	1,867	846
Supporting Special Education Needs (SEN)			
Behaviour Support Plan	43	18	16
Social Care	103	103	103
Total Special Education Provision	146	121	119

**CHILDREN'S SERVICES - NON TRUST - LEA
REVENUE BUDGET 2011/12**

	Budget 2010/11 £'000	Working Budget 2010/11 £'000	Forward Budget 2011/12 £'000
LOCAL SCHOOLS BUDGET - (LSB)			
Assuring Access to Schools			
Asset Management	854	850	761
Home to School Transport	96	95	68
Pupil Support	2	2	2
Music Service - Delegated	853	852	615
- Non Delegated	35	34	33
Drama Centre - Delegated	265	264	235
- Non Delegated	30	29	28
Games Fields	55	55	24
Permanent Excluded Pupils	81	81	31
Extended Schools Start up	366	0	0
Capital Charges	75	75	68
Support Service Charges	194	193	122
Total Access to Education	2,906	2,530	1,987
NON SCHOOL FUNDING			
Strategic Management of Non-School Services			
Support Service Charges	357	357	223
Cost of Service	357	357	223
Community Education			
Community Use of Schools	0	4	4
Cost of Service	0	4	4
Youth Service and Community Education			
	1,378	1,292	998
Connexions	2,147	2,147	-566
Positive Activities For Young People	294	293	0
Youth Crime Prevention	207	207	296
Youth Offending Team	976	974	903
Drug Education & Training Service	14	36	0
Education Support Service	288	166	183
Young People's Substance Misuse	98	98	73
Support Service Charges	199	198	126
Cost of Service	5,601	5,411	2,013

**CHILDREN'S SERVICES - NON TRUST - LEA
REVENUE BUDGET 2011/12**

	Budget 2010/11 £'000	Working Budget 2010/11 £'000	Forward Budget 2011/12 £'000
BUSINESS SUPPORT (Corporate Management)			
Expenditure			
Supplies & Services	0	58	42
Support Services	0	4	13
Capital Charge	0	9	6
Cost of Service	0	71	61

CHIEF STRATEGIC SERVICES OFFICER (Corporate Management)

Expenditure			
Employee Costs	126	314	124
	126	314	124
Income			
Recharges to Strategic Services	134	0	0
	134	0	0
Cost of Service	-8	314	124

SUBSCRIPTIONS TO LOCAL AUTHORITY ASSOCIATIONS

Expenditure			
Subscriptions	251	253	181
Cost of Service	251	253	181

CORPORATE AND DEMOCRATIC CORE

Performance and Improvements			
Employee Costs	422	392	308
Supplies and Services	32	27	16
Support Service Charges	335	135	115
Cost of Service	789	554	439

**CHILDREN'S SERVICES - NON TRUST - LEA
REVENUE BUDGET 2011/12**

	Budget 2010/11 £'000	Working Budget 2010/11 £'000	Forward Budget 2011/12 £'000
Policy and Strategic Planning			
Employee Costs	262	232	188
Supplies & Services	74	70	48
Capital Charges	10	10	9
Support Services	195	62	55
Cost of Service	541	374	300

CUSTOMER SERVICES

Employee Costs	272	278	0
Supplies and Services	5	10	0
Support Services	150	49	0
Capital Charges	33	33	0
Cost of Service	460	370	0

**CHILDREN'S SERVICES - COMMUNICATIONS AND MARKETING
REVENUE BUDGET 2010/11**

	Budget 2010/11 £000s	Working Budget 2010/11 £000s	Forward Budget 2011/12 £000s
COMMUNICATIONS			
Expenditure			
Employee Costs	710	741	744
Supplies and Services	22	27	27
Third Party Payments	154	80	34
Support Services	136	260	260
Capital	56	56	51
Total Expenditure	1,078	1,164	1,116
Income			
Recharges to Services	389	389	299
Fees and Charges	11	11	11
	400	400	310
Cost of Service	677	764	806
DESIGN AND PRINT			
Expenditure			
Employee Costs	382	393	263
Transport	19	19	18
Supplies and Services	619	360	355
Support Services	102	122	116
Total Expenditure	1,122	894	752
Income			
Recharges to Services	88	20	20
Fees and Charges	1,013	833	786
	1,101	853	806
Cost of Service	21	41	-54

**CHILDREN'S SERVICES - CHILDREN'S TRUST -DSG
REVENUE BUDGET 2011/12**

	Budget 2010/11 £000s	Working Budget 2010/11 £000s	Forward Budget 2011/12 £000s
SUMMARY			
Local Schools Budget			
Individual Schools Budget	6,633	6,633	7,577
Local Schools Budget - Central Items			
Schools Strategic Management	205	205	335
Non Devolved Schools Grants	-18,933	-19,265	-17,025
Supporting Special Education Needs (SEN)	6,394	7,094	8,514
Assuring Access to Schools	364	364	445
Total Local Schools Budget - Central Items	-11,970	-11,602	-7,731
Non School Funding			
Pre-School Education	4,442	4,442	154
Childcare	895	527	0
Loxford Surestart	0	0	0
Total Non-School Funding	5,337	4,969	154
Total Service Area Budget	0	0	0

**CHILDREN'S SERVICES - CHILDREN'S TRUST -DSG
REVENUE BUDGET 2011/12**

	Budget 2010/11 £'000	Working Budget 2010/11 £'000	Forward Budget 2011/12 £'000
LOCAL SCHOOLS BUDGET - (LSB)			
Individual Schools Budget - (ISB)			
Annex K - Primary Schools	2,071	2,443	2,834
Annex K - Secondary Schools	1,092	1,527	1,764
Outreach Service	2,663	2,663	2,979
Annex K - Contingency	807	0	0
Total Individual Schools Budget	6,633	6,633	7,577
LEA Centrally Held School Funds:			
Schools Strategic Management			
CSA Management	205	205	335
Total Schools Strategic Management	205	205	335
Non - Devolved Schools Budget			
Dedicated Schools Grant	-18,933	-19,265	-17,025
Net Expenditure to be met by LEA	-18,933	-19,265	-17,025
Supporting Special Education Needs (SEN)			
Residential Placements	4,499	4,499	4,968
SEN Disagreements	90	3	4
SEN Assessment Team	469	485	485
Social Communication Primary	30	30	30
Social Communication Secondary	28	28	28
Spec Peripatetic Staff	59	43	43
SEN Recoupment	-166	-165	235
Speech & Language - Schools	160	160	160
Recharge to C&F	344	344	712
Contribution from C&F	237	237	538
Recharge to Ed Psych	196	196	196
LEA Init Spec Equipment	0	86	86
Support Service Charges	448	448	448
SEN Contingency	0	500	381
SEN Commissioning	0	200	200
Total Special Education Provision	6,394	7,094	8,514
LEA Centrally Held School Funds (continued):			
Assuring Access to Schools			
Exclusion Appeals	21	21	21
LAC/Foster Carers	343	343	424
Total Assuring Access to Schools	364	364	445

**CHILDREN'S SERVICES - CHILDREN'S TRUST -DSG
REVENUE BUDGET 2011/12**

	Budget 2010/11 £'000	Working Budget 2010/11 £'000	Forward Budget 2011/12 £'000
NON SCHOOL FUNDING			
Pre-school Education			
Early Years 3 Year Olds	2,963	2,963	0
Early Years 4 Year Olds	890	890	0
Support Service Charges	435	435	0
Lead Professional	154	154	154
Cost of Service	4,442	4,442	154
Childcare			
Expenditure	6,357	5,763	0
Grant Income	-5,596	-5,370	0
Subtotal	761	393	0
Support Service Charges	134	134	
Net Expenditure	895	527	0
Loxford Sure Start			
Expenditure	470	470	0
Grant Income	-470	-470	0
Net Expenditure	0	0	0

**CHILDREN'S SERVICES - CHILDREN'S TRUST - LEA
REVENUE BUDGET 2010/11**

	Budget 2010/11 £000s	Working Budget 2010/11 £000s	Forward Budget 2011/12 £000s
SUMMARY			
Local Schools Budget			
Local Schools Budget - Central Items			
Schools Strategic Management	214	211	218
Non Devolved School Grants	218	218	0
Supporting Special Education Needs (SEN)	668	667	629
Assuring Access to Schools	5,181	5,181	4,888
Total Local Schools Budget - Central Items	6,281	6,277	5,735
Non School Funding			
Childcare	75	75	88
Total Non-School Funding	75	75	88
Total Service Area Budget	6,356	6,352	5,823

**CHILDREN'S SERVICES - CHILDREN'S TRUST - LEA
REVENUE BUDGET 2011/12**

	Budget 2010/11 £'000	Working Budget 2010/11 £'000	Forward Budget 2011/12 £'000
LOCAL SCHOOLS BUDGET - (LSB)			
Local Schools Budget - Central Items			
Schools Strategic Management			
Management	90	90	91
Strategic Management	46	46	46
Diversity Programme	3	0	0
Support Service Charges	75	75	81
Total Schools Strategic Management	214	211	218
Non - Devolved School Budget			
Expenditure	517	278	0
Grant Income	-299	-60	0
Net Expenditure to be met by LEA	218	218	0
Supporting Special Education Needs (SEN)			
Parent Partnership	35	34	34
Speech and Language	11	11	11
Education Psychology	492	492	421
Capital Charges	12	12	35
Support Service Charges	118	118	128
Total Special Education Provision	668	667	629
Assuring Access to Schools			
Home to School Transport	3,932	3,932	3,723
Education Welfare	318	318	261
Interpretation Service	66	66	66
Vulnerable Children	402	402	340
Support Service Charges	463	463	498
Total Access to Education	5,181	5,181	4,888
Total Local Schools Budget - Central Items	6,281	6,277	5,735

**CHILDREN'S SERVICES - CHILDREN'S TRUST - LEA
REVENUE BUDGET 2011/12**

	Budget 2010/11 £'000	Working Budget 2010/11 £'000	Forward Budget 2011/12 £'000
NON SCHOOL FUNDING			
Childcare			
Loxford Sure Start 136-138 Ilford Lane	-32	-32	-32
Contribution from Children & Families	107	107	120
Total Childcare	75	75	88
Total Non School Funding	75	75	88

**CHILDREN'S SERVICES - CHILDREN'S TRUST - SOCIAL SERVICES
REVENUE BUDGET 2011/12**

	Budget 2010/11 £000s	Working Budget 2010/11 £000s	Forward Budget 2011/12 £000s
SUMMARY			
Service Strategy	38	130	38
Children's Services			
Commissioning and Social Work	11,272	9,800	9,399
Children Looked After			
Children's Homes	2,202	2,116	1,846
Secure Accommodation (Welfare)	103	0	0
Fostering	3,964	4,056	4,048
Other CLA Services	1,068	2,064	1,931
Family Support Services			
Services for Under 8's	23	23	23
Direct Payments	517	522	516
Home Care	958	962	805
Equipment & Adaptations	79	79	80
Other FSS Services	2,524	2,689	2,621
Services to Asylum Seekers			
Assessment and Care Management	123	123	119
Unaccompanied Children	385	548	592
Non-grant Funded	420	613	613
Other Children and Families Services			
Adoption Services	476	379	376
Other Children and Families Services	0	0	0
Total Service Area Budget	24,152	24,104	23,007

**CHILDREN'S SERVICES - CHILDREN'S TRUST - SOCIAL SERVICES
REVENUE BUDGET 2011/12**

	Budget 2010/11 £000s	Working Budget 2010/11 £000s	Forward Budget 2011/12 £000s
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SERVICE STRATEGY

Expenditure

Employee Costs	38	130	38
Cost of Service	38	130	38

CHILDREN'S SERVICES

COMMISSIONING AND SOCIAL WORK

Expenditure

Employee Costs	7,362	6,333	6,621
Premises	212	222	204
Transport	162	170	171
Supplies & Services	268	288	284
Agency & Contracted	988	1,914	1,789
Transfer Payments	216	235	233
Capital Charges	199	199	195
Support Services & Management	2,894	2,273	2,293
Total Expenditure	12,301	11,634	11,790

Income

Government Grants	471	1,146	1,752
Recharges	187	468	455
Other	371	220	184
Total Income	1,029	1,834	2,391

Cost of Service

	11,272	9,800	9,399
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**CHILDREN'S SERVICES - CHILDREN'S TRUST - SOCIAL SERVICES
REVENUE BUDGET 2011/12**

	Budget 2010/11 £000s	Working Budget 2010/11 £000s	Forward Budget 2011/12 £000s
CHILDREN LOOKED AFTER			
CHILDREN'S HOMES			
Expenditure			
Employee Costs	710	806	751
Premises	35	34	31
Transport	7	7	7
Supplies & Services	34	34	34
Agency & Contracted	1,632	1,885	1,885
Transfer Payments	16	16	16
Capital Charge	21	21	20
Support Services & Management	110	111	101
Total Expenditure	2,565	2,914	2,845
Income			
Recharges	293	728	929
Customer & Client	70	70	70
Total Income	363	798	999
Cost of Service	2,202	2,116	1,846
SECURE ACCOMMODATION			
Expenditure			
	103	0	0
Cost of Service	103	0	0

**CHILDREN'S SERVICES - CHILDREN'S TRUST - SOCIAL SERVICES
REVENUE BUDGET 2011/12**

	Budget 2010/11 £000s	Working Budget 2010/11 £000s	Forward Budget 2011/12 £000s
FOSTERING			
Expenditure			
Employee Costs	658	641	685
Transport	12	12	12
Supplies & Services	102	102	101
Agency & Contracted	1,428	1,546	1,546
Transfer Payments	1,813	1,819	1,819
Support Services & Management	195	211	222
Total Expenditure	4,208	4,331	4,385
Income			
Recharges	244	275	337
Total Income	244	275	337
Cost of Service	3,964	4,056	4,048
OTHER CHILDREN LOOKED AFTER SERVICES			
Expenditure			
Employee Costs	233	1,200	1,174
Premises	29	29	27
Transport	5	26	26
Supplies & Services	20	20	20
Agency & Contracted	702	707	707
Transfer Payments	40	40	40
Capital Charge	22	22	21
Support Services & Management	57	60	123
Total Expenditure	1,108	2,104	2,138
Income			
Recharges	0	0	167
Customer & Client	40	40	40
Total Income	40	40	207
Cost of Service	1,068	2,064	1,931

**CHILDREN'S SERVICES - CHILDREN'S TRUST - SOCIAL SERVICES
REVENUE BUDGET 2011/12**

	Budget 2010/11 £000s	Working Budget 2010/11 £000s	Forward Budget 2011/12 £000s
FAMILY SUPPORT SERVICES			
SERVICES FOR UNDER 8's			
Expenditure			
Agency & Contracted	22	22	22
Support Services & Management	1	1	1
Cost of Service	23	23	23
DIRECT PAYMENTS			
Expenditure			
Transfer Payments	453	455	456
Support Services & Management	64	67	60
Cost of Service	517	522	516
HOME CARE			
Expenditure			
Agency & Contracted	421	421	432
Transfer Payments	489	489	489
Support Services & Management	48	52	55
Total Expenditure	958	962	976
Income			
Government Grants	0	0	171
Total Income	0	0	171
Cost of Service	958	962	805

**CHILDREN'S SERVICES - CHILDREN'S TRUST - SOCIAL SERVICES
REVENUE BUDGET 2011/12**

	Budget 2010/11 £000s	Working Budget 2010/11 £000s	Forward Budget 2011/12 £000s
EQUIPMENT AND ADAPTATIONS			
Expenditure			
Supplies & Services	70	69	69
Support Services & Management	9	10	11
Cost of Service	79	79	80
OTHER FAMILY SUPPORT SERVICES			
Expenditure			
Employee Costs	1,118	1,580	1,534
Premises	121	115	110
Transport	30	31	31
Supplies & Services	385	281	440
Agency & Contracted	761	984	1,015
Transfer Payments	616	622	622
Central & Technical	3	3	3
Capital Charge	102	102	113
Support Services & Management	135	139	181
Total Expenditure	3,271	3,857	4,049
Income			
Government Grants	662	1,033	672
Recharges	0	0	719
Customer & Client	85	135	36
Other	0	0	1
Total Income	747	1,168	1,428
Cost of Service	2,524	2,689	2,621

**CHILDREN'S SERVICES - CHILDREN'S TRUST - SOCIAL SERVICES
REVENUE BUDGET 2011/12**

	Budget 2010/11 £000s	Working Budget 2010/11 £000s	Forward Budget 2011/12 £000s
SERVICES TO ASYLUM SEEKERS			
ASSESSMENT AND CARE MANAGEMENT			
Expenditure			
Employee Costs	480	480	481
Transport	1	1	1
Supplies, Services & Transport	21	21	16
Central & Technical	9	9	9
Total Expenditure	511	511	507
Income			
Government Grants	388	388	388
Total Income	388	388	388
Cost of Service	123	123	119
UNACCOMPANIED CHILDREN			
Expenditure			
Transfer Payments	1,161	1,324	1,368
Total Expenditure	1,161	1,324	1,368
Income			
Government Grants	776	776	776
Total Income	776	776	776
Cost of Service	385	548	592
NON GRANT FUNDED			
Employee Costs	80	80	80
Transfer Payments	340	533	533
Total Expenditure	420	613	613
Cost of Service	420	613	613

**CHILDREN'S SERVICES - CHILDREN'S TRUST - SOCIAL SERVICES
REVENUE BUDGET 2011/12**

	Budget 2010/11 £000s	Working Budget 2010/11 £000s	Forward Budget 2011/12 £000s
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OTHER CHILDREN AND FAMILIES SERVICES

ADOPTION SERVICES

Expenditure

Employee Costs	219	214	228
Transport	4	4	4
Supplies, Services & Transport	34	34	34
Agency & Contracted	112	26	26
Transfer Payments	123	123	123
Support Services & Management	65	70	73
Total Expenditure	557	471	488

Income

Recharges	81	92	112
Total Income	81	92	112

Cost of Service

476	379	376
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OTHER CHILDREN AND FAMILIES SERVICES

Expenditure

Employee Costs	36	36	36
Total Expenditure	36	36	36

Income

Other	36	36	36
Total Income	36	36	36

Cost of Service

0	0	0
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ADULT SOCIAL SERVICES AND HOUSING CLUSTER

COMMUNITY CARE SERVICES

**COMMUNITY CARE SERVICES
REVENUE BUDGET 2011/12**

	Budget 2010/11 £000's	Working Budget 2010/11 £000's	Forward Budget 2011/12 £000's
SUMMARY			
Service Strategy	325	325	279
Older People	30,258	29,677	28,739
Adults with Physical or Sensory Disabilities	7,416	7,300	7,377
Public Transport	308	308	317
Adults with Mental Health Needs	6,699	6,677	6,309
Other Adult Services	908	886	1,186
Supporting People	6,019	5,763	5,693
Supported Employment	30	29	28
Support Services	0	0	0
Corporate and Democratic Core	57	58	59
Partnerships & Strategic Grants	2,325	2,416	2,095
Total Service Area Budget	54,345	53,439	52,082

**COMMUNITY CARE SERVICES
REVENUE BUDGET 2011/12**

	Budget 2010/11 £000s	Working Budget 2010/11 £000s	Forward Budget 2011/12 £000s
SERVICE STRATEGY			
Expenditure			
Employees	212	211	159
Transport	1	1	1
Supplies & Services	16	16	15
Support Services	142	143	150
Expenditure Total	371	371	325
Income			
Recharges	46	46	46
Income Total	46	46	46
Cost of Service	325	325	279

OLDER PEOPLE

ASSESSMENT AND CARE MANAGEMENT

Expenditure			
Employees	3,689	3,695	3,267
Premises	57	61	58
Transport	54	58	41
Supplies & Services	168	144	135
Third Party Payments	46	39	38
Capital Charges	33	33	23
Support Services	564	566	594
Expenditure Total	4,611	4,596	4,156
Income			
Customer Clients & Receipts	15	15	15
Recharges	55	55	55
Income Total	70	70	70
Cost of Service	4,541	4,526	4,086

**COMMUNITY CARE SERVICES
REVENUE BUDGET 2011/12**

	Budget 2010/11 £000s	Working Budget 2010/11 £000s	Forward Budget 2011/12 £000s
OLDER PEOPLE			
NURSING HOME PLACEMENTS			
Expenditure			
Third Party Payments	5,623	5,464	5,578
Support Services	296	297	313
Expenditure Total	5,919	5,761	5,891
Income			
Other Grants, Reimbursements & Contributions	8	8	8
Customer Clients & Receipts	2,649	2,649	2,702
Income Total	2,657	2,657	2,710
Cost of Service	3,262	3,104	3,181

RESIDENTIAL CARE HOME PLACEMENTS

LBR Homes

Expenditure

Employees	274	125	0
Premises	40	39	3
Transport	1	1	0
Supplies & Services	16	16	0
Third Party Payments	1	2	0
Capital Charges	76	77	80
Support Services	110	110	0
Expenditure Total	518	370	83

Income

Customer Clients & Receipts	22	22	0
Income Total	22	22	0

Cost of Service

496	348	83
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**COMMUNITY CARE SERVICES
REVENUE BUDGET 2011/12**

	Budget 2010/11 £000s	Working Budget 2010/11 £000s	Forward Budget 2011/12 £000s
OLDER PEOPLE			
INDEPENDENT SECTOR PLACEMENTS			
Expenditure			
Transport	0	1	1
Third Party Payments	13,373	13,433	13,759
Support Services	566	567	713
Expenditure Total	13,939	14,001	14,473
Income			
Customer Clients & Receipts	5,388	5,388	5,496
Income Total	5,388	5,388	5,496
Cost of Service	8,551	8,613	8,977
Total Residential Care Home Placements	9,047	8,961	9,060

SUPPORTED AND OTHER ACCOMMODATION (Warden Service)

Expenditure			
Employees	47	193	129
Premises	62	62	63
Transport	3	3	3
Supplies & Services	83	83	78
Third Party Payments	62	62	12
Capital Charges	2	2	1
Support Services	128	128	135
Expenditure Total	387	533	421
Income			
Other Grants, Reimbursements & Contributions	0	170	170
Customer Clients & Receipts	36	13	15
Income Total	36	183	185
Cost of Service	351	350	236

**COMMUNITY CARE SERVICES
REVENUE BUDGET 2011/12**

	Budget 2010/11 £000s	Working Budget 2010/11 £000s	Forward Budget 2011/12 £000s
OLDER PEOPLE			
DIRECT PAYMENTS			
Expenditure			
Transfer Payments	702	686	1,251
Support Services	9	8	9
Expenditure Total	711	694	1,260
Income			
Customer Clients & Receipts	111	112	129
Income Total	111	112	129
Cost of Service	600	582	1,131
HOME CARE			
Redbridge Care			
Expenditure			
Employees	1,774	1,775	1,894
Premises	37	37	37
Transport	2	2	1
Supplies & Services	85	85	81
Capital Charges	2	2	0
Support Services	420	421	444
Expenditure Total	2,320	2,322	2,457
Income			
Customer Clients & Receipts	203	203	280
Income Total	203	203	280
Cost of Service	2,117	2,119	2,177

**COMMUNITY CARE SERVICES
REVENUE BUDGET 2011/12**

	Budget 2010/11 £000s	Working Budget 2010/11 £000s	Forward Budget 2011/12 £000s
OLDER PEOPLE			
INTERMEDIATE CARE			
Expenditure			
Employees	500	594	626
Transport	36	36	44
Supplies & Services	13	13	12
Third Party Payments	97	97	89
Capital Charges	1	1	1
Support Services	52	52	55
Expenditure Total	699	793	827
Income			
Government Grants	0	92	0
Income Total	0	92	0
Cost of Service	699	701	827
HOME CARE			
CARE PURCHASING			
Expenditure			
Employees	494	494	441
Supplies & Services	25	22	21
Third Party Payments	6,248	5,909	5,407
Capital Charges	13	0	13
Support Services	495	496	523
Expenditure Total	7,275	6,921	6,405
Income			
Other Grants, Reimbursements & Contributions	575	575	586
Customer Clients & Receipts	1,419	1,371	1,579
Income Total	1,994	1,946	2,165
Cost of Service	5,281	4,975	4,240

**COMMUNITY CARE SERVICES
REVENUE BUDGET 2011/12**

	Budget 2010/11 £000s	Working Budget 2010/11 £000s	Forward Budget 2011/12 £000s
OLDER PEOPLE			
COMMUNITY MEALS			
Expenditure			
Employees	331	331	325
Premises	29	29	28
Transport	44	44	55
Supplies & Services	449	450	424
Third Party Payments	20	20	20
Capital Charges	11	11	10
Support Services	287	288	303
Expenditure Total	1,171	1,173	1,165
Income			
Customer Clients & Receipts	385	385	461
Recharges	11	11	11
Income Total	396	396	472
Cost of Service	775	777	693
DAY CARE			
ELDERBERRIES			
Expenditure			
Employees	502	502	406
Premises	32	32	31
Transport	198	198	205
Supplies & Services	51	51	48
Capital Charges	53	53	30
Support Services	128	128	134
Expenditure Total	964	964	854
Income			
Customer Clients & Receipts	79	79	134
Income Total	79	79	134
Cost of Service	885	885	720

**COMMUNITY CARE SERVICES
REVENUE BUDGET 2011/12**

	Budget 2010/11 £000s	Working Budget 2010/11 £000s	Forward Budget 2011/12 £000s
OLDER PEOPLE			
RESOURCE CENTRE			
Expenditure			
Employees	473	473	391
Premises	21	21	21
Transport	25	25	26
Supplies & Services	32	32	31
Capital Charges	1	1	1
Support Services	118	118	124
Expenditure Total	670	670	594
Income			
Government Grants	7	7	9
Income Total	7	7	9
Cost of Service	663	663	585
OTHER REDBRIDGE DAY CARE CENTRES			
Expenditure			
Employees	463	463	349
Premises	47	47	46
Transport	242	243	251
Supplies & Services	71	69	65
Capital Charges	43	43	34
Support Services	175	176	185
Expenditure Total	1,041	1,041	930
Income			
Customer Clients & Receipts	73	74	124
Income Total	73	74	124
Cost of Service	968	967	806

**COMMUNITY CARE SERVICES
REVENUE BUDGET 2011/12**

	Budget 2010/11 £000s	Working Budget 2010/11 £000s	Forward Budget 2011/12 £000s
OLDER PEOPLE			
EXTERNAL PLACEMENTS			
Expenditure			
Premises	6	6	5
Transport	47	47	46
Third Party Payments	150	150	150
Capital Charges	3	3	2
Support Services	22	22	23
Expenditure Total	228	228	226
Income			
Customer Clients & Receipts	4	4	5
Income Total	4	4	5
Cost of Service	224	224	221
OTHER SERVICES TO OLDER PEOPLE			
Expenditure			
Employee Expenses	56	56	39
Supplies & Services	8	7	7
Third Party Payments	761	760	709
Support Services	20	20	21
Cost of Service	845	843	776
Total Services for Older People	30,258	29,677	28,739

**COMMUNITY CARE SERVICES
REVENUE BUDGET 2011/12**

	Budget 2010/11 £000s	Working Budget 2010/11 £000s	Forward Budget 2011/12 £000s
ADULTS WITH A PHYSICAL OR SENSORY IMPAIRMENT			
ASSESSMENT AND CARE MANAGEMENT			
Expenditure			
Employees	509	508	394
Premises	6	6	5
Transport	13	13	6
Supplies & Services	15	15	14
Third Party Payments	2	0	0
Capital Charges	5	5	3
Support Services	568	570	600
Expenditure Total	1,118	1,117	1,022
Income			
Recharges	51	51	51
Income Total	51	51	51
Cost of Service	1,067	1,066	971
NURSING HOME PLACEMENTS			
Expenditure			
Third Party Payments	618	722	745
Support Services	46	46	49
Expenditure Total	664	768	794
Income			
Other Grants, Reimbursements & Contributions	36	36	36
Customer Clients & Receipts	212	212	216
Income Total	248	248	252
Cost of Service	416	520	542

**COMMUNITY CARE SERVICES
REVENUE BUDGET 2011/12**

	Budget 2010/11 £000s	Working Budget 2010/11 £000s	Forward Budget 2011/12 £000s
ADULTS WITH A PHYSICAL OR SENSORY IMPAIRMENT			
RESIDENTIAL CARE HOME PLACEMENTS			
Expenditure			
Third Party Payments	1,006	986	1,014
Support Services	47	47	49
Expenditure Total	1,053	1,033	1,063
Income			
Other Grants, Reimbursements & Contributions	26	26	27
Customer Clients & Receipts	99	98	100
Income Total	125	124	127
Cost of Service	928	909	936
DIRECT PAYMENTS			
Expenditure			
Transfer Payments	1,007	970	1,294
Support Services	40	40	42
Expenditure Total	1,047	1,010	1,336
Income			
Customer Clients & Receipts	41	41	47
Income Total	41	41	47
Cost of Service	1,006	969	1,289

**COMMUNITY CARE SERVICES
REVENUE BUDGET 2011/12**

	Budget 2010/11 £000s	Working Budget 2010/11 £000s	Forward Budget 2011/12 £000s
ADULTS WITH A PHYSICAL OR SENSORY IMPAIRMENT			
HOME CARE			
Expenditure			
Employees	209	209	201
Premises	4	4	4
Supplies & Services	10	10	9
Third Party Payments	1,788	1,632	1,526
Support Services	116	117	123
Expenditure Total	2,127	1,972	1,863
Income			
Other Grants, Reimbursements & Contributions	601	510	520
Customer Clients & Receipts	95	94	114
Income Total	696	604	634
Cost of Service	1,431	1,368	1,229
DAY CARE			
Link Place			
Expenditure			
Employees	299	299	267
Premises	75	75	72
Transport	227	227	234
Supplies & Services	50	50	47
Capital Charges	55	55	44
Support Services	122	122	129
Expenditure Total	828	828	793
Income			
Other Grants, Reimbursements & Contributions	8	8	8
Customer Clients & Receipts	22	22	32
Income Total	30	30	40
Cost of Service	798	798	753

**COMMUNITY CARE SERVICES
REVENUE BUDGET 2011/12**

	Budget 2010/11 £000s	Working Budget 2010/11 £000s	Forward Budget 2011/12 £000s
ADULTS WITH A PHYSICAL OR SENSORY IMPAIRMENT			
EXTERNAL PLACEMENTS			
Expenditure			
Transport	15	15	16
Third Party Payments	145	115	117
Support Services	14	14	15
Cost of Service	174	144	148
Total Day Care	972	942	901
EQUIPMENT AND ADAPTATIONS			
Expenditure			
Employees	46	46	0
Premises	71	71	71
Transport	1	1	0
Supplies & Services	1,312	1,253	1,312
Third Party Payments	5	9	9
Capital Charges	0	5	5
Support Services	74	74	78
Expenditure Total	1,509	1,459	1,475
Income			
Other Grants, Reimbursements & Contributions	391	391	399
Income Total	391	391	399
Cost of Service	1,118	1,068	1,076
OTHER SERVICES TO ADULTS WITH PHYSICAL OR SENSORY IMPAIRMENTS			
Expenditure			
Third Party Payments	431	411	384
Transfer Payments	21	21	21
Support Services	26	26	28
Cost of Service	478	458	433
Total for Adults with a Physical or Sensory Impairment	7,416	7,300	7,377

**COMMUNITY CARE SERVICES
REVENUE BUDGET 2011/12**

	Budget 2010/11 £000s	Working Budget 2010/11 £000s	Forward Budget 2011/12 £000s
TRANSPORT RELATED COSTS			
TRANSPORT			
Expenditure			
Employees	22	22	22
Transport	270	270	279
Supplies & Services	19	19	18
Support Services	8	8	9
Expenditure Total	319	319	328
Income			
Customer Clients & Receipts	11	11	11
Income Total	11	11	11
Total For Transport Related Costs	308	308	317

**COMMUNITY CARE SERVICES
REVENUE BUDGET 2011/12**

	Budget 2010/11 £000s	Working Budget 2010/11 £000s	Forward Budget 2011/12 £000s
ADULTS WITH MENTAL HEALTH NEEDS			
ASSESSMENT AND CARE MANAGEMENT			
Expenditure			
Employees	1,875	1,956	1,691
Premises	38	38	38
Transport	41	43	38
Supplies & Services	85	90	84
Third Party Payments	53	49	45
Capital Charges	6	6	5
Support Services	431	432	455
Expenditure Total	2,529	2,614	2,356
Income			
Other Grants, Reimbursements & Contributions	45	212	217
Recharges	173	54	54
Income Total	218	266	271
Cost of Service	2,311	2,348	2,085
NURSING HOME PLACEMENTS			
Expenditure			
Third Party Payments	107	107	112
Support Services	5	5	5
Expenditure Total	112	112	117
Income			
Customer Clients & Receipts	4	4	4
Income Total	4	4	4
Cost of Service	108	108	113

**COMMUNITY CARE SERVICES
REVENUE BUDGET 2011/12**

	Budget 2010/11 £000s	Working Budget 2010/11 £000s	Forward Budget 2011/12 £000s
ADULTS WITH MENTAL HEALTH NEEDS			
RESIDENTIAL CARE HOME PLACEMENTS			
Expenditure			
Third Party Payments	2,941	2,941	2,923
Support Services	73	73	77
Expenditure Total	3,014	3,014	3,000
Income			
Customer Clients & Receipts	212	212	216
Income Total	212	212	216
Cost of Service	2,802	2,802	2,784

SUPPORTED AND OTHER ACCOMMODATION

ABURY HOUSE

Expenditure

Employees	306	306	281
Premises	22	22	21
Transport	3	3	3
Supplies & Services	12	12	11
Capital Charges	23	23	22
Support Services	75	76	80
Expenditure Total	441	442	418

Income

Government Grants	229	229	229
Customer Clients & Receipts	67	67	68
Income Total	296	296	297

Cost of Service

145	146	121
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**COMMUNITY CARE SERVICES
REVENUE BUDGET 2011/12**

	Budget 2010/11 £000s	Working Budget 2010/11 £000s	Forward Budget 2011/12 £000s
ADULTS WITH MENTAL HEALTH NEEDS			
OTHER SUPPORTED ACCOMMODATION			
Expenditure			
Third Party Payments	141	141	141
Transfer Payments	102	53	53
Capital Charges	7	7	7
Support Services	9	9	10
Cost of Service	259	210	211
Total Supported Accommodation	404	356	332
DIRECT PAYMENTS			
Expenditure			
Transfer Payments	144	140	132
Support Services	3	3	3
Expenditure Total	147	143	135
Income			
Customer Clients & Receipts	10	10	12
Income Total	10	10	12
Cost of Service	137	133	123
HOME CARE			
Expenditure			
Employees	104	104	100
Premises	2	2	2
Supplies & Services	5	5	5
Third Party Payments	213	206	193
Support Services	12	12	13
Expenditure Total	336	329	313
Income			
Customer Clients & Receipts	41	42	52
Income Total	41	42	52
Cost of Service	295	287	261

**COMMUNITY CARE SERVICE
REVENUE BUDGET 2011/12**

	Budget 2010/11 £000s	Working Budget 2010/11 £000s	Forward Budget 2011/12 £000s
ADULTS WITH MENTAL HEALTH NEEDS			
DAY CARE			
MENTAL HEALTH DAY CARE CENTRE			
Expenditure			
Employees	209	209	204
Transport	0	1	1
Supplies & Services	16	16	15
Capital Charges	1	0	0
Support Services	48	48	50
Expenditure Total	274	274	270
Income			
Other Grants, Reimbursements & Contributions	1	1	1
Customer Clients & Receipts	11	11	13
Income Total	12	12	14
Cost of Service	262	262	256
EXTERNAL PLACEMENTS			
Expenditure			
Third Party Payments	71	71	71
Support Services	5	5	5
Expenditure Total	76	76	76
Total Day Care	338	338	332

**COMMUNITY CARE SERVICE
REVENUE BUDGET 2011/12**

	Budget 2010/11 £000s	Working Budget 2010/11 £000s	Forward Budget 2011/12 £000s
ADULTS WITH MENTAL HEALTH NEEDS			
Other Services to Adults With Mental Health Needs			
Expenditure			
Third Party Payments	283	393	369
Support Services	21	21	22
Expenditure Total	304	414	391
Income			
Other Grants, Reimbursements & Contributions	0	109	112
Income Total	0	109	112
Cost of Service	304	305	279
Total for Adults with Mental Health Needs	6,699	6,677	6,309

**COMMUNITY CARE SERVICE
REVENUE BUDGET 2011/12**

	Budget 2010/11 £000s	Working Budget 2010/11 £000s	Forward Budget 2011/12 £000s
OTHER ADULT SERVICES			
ASSESSMENT AND CARE MANAGEMENT			
Expenditure			
Employees	0	154	138
Transport	0	2	1
Supplies & Services	0	9	7
Capital Charges	0	1	1
Expenditure Total	0	166	147
Income			
Recharges	0	13	13
Income Total	0	13	13
Cost of Service	0	153	134
HIV/AIDS			
Expenditure			
Employees	392	173	173
Transport	5	2	1
Supplies & Services	14	14	11
Third Party Payments	107	115	109
Transfer Payments	101	93	93
Capital Charges	1	0	0
Support Services	61	61	64
Expenditure Total	681	458	451
Income			
Government Grants	217	250	13
Customer Clients & Receipts	88	4	5
Income Total	305	254	18
Cost of Service	376	204	433

**COMMUNITY CARE SERVICE
REVENUE BUDGET 2011/12**

	Budget 2010/11 £000s	Working Budget 2010/11 £000s	Forward Budget 2011/12 £000s
OTHER ADULT SERVICES			
SUBSTANCE ABUSE			
Expenditure			
Employees	577	563	655
Premises	40	41	40
Transport	3	3	1
Supplies & Services	29	30	28
Third Party Payments	311	313	312
Transfer Payments (Direct Payments Alcohol)	12	0	0
Capital Charges	1	1	1
Support Services	109	112	118
Expenditure Total	1,082	1,063	1,155
Income			
Other Grants, Reimbursements & Contributions	0	54	55
Customer Clients & Receipts	22	22	23
Recharges	528	458	458
Income Total	550	534	536
Cost of Service	532	529	619
Total for Other Adult Services	908	886	1,186

**COMMUNITY CARE SERVICE
REVENUE BUDGET 2011/12**

	Budget 2010/11 £000s	Working Budget 2010/11 £000s	Forward Budget 2011/12 £000s
SUPPORTING PEOPLE			
Expenditure			
Employees	285	285	247
Transport	1	1	0
Supplies & Services	29	28	27
Third Party Payments	5,472	5,216	5,529
Support Services	232	233	245
Expenditure Total	6,019	5,763	6,048
Income			
Government Grants	0	0	355
Income Total	0	0	355
Total for Supporting People	6,019	5,763	5,693

SUPPORTED EMPLOYMENT

Expenditure			
Employees	117	116	117
Support Services	6	6	6
Expenditure Total	123	122	123
Income			
Government Grants	0	21	21
Customer Clients & Receipts	93	72	74
Income Total	93	93	95
Total for Supported Employment	30	29	28

CORPORATE AND DEMOCRATIC CORE

Expenditure			
Support Services	57	58	59
Total for Corporate and Democratic Core	57	58	59

**COMMUNITY CARE SERVICE
REVENUE BUDGET 2011/12**

	Budget 2010/11 £000s	Working Budget 2010/11 £000s	Forward Budget 2011/12 £000s
SUPPORT SERVICE AND MANAGEMENT			
COMMUNITY CARE EXECUTIVE			
Expenditure			
Employees	65	65	160
Transport	1	1	0
Supplies & Services	16	15	15
Expenditure Total	82	81	175
Cost of Service	82	81	175
BUSINESS AND DEVELOPMENT			
Expenditure			
Employees	1,217	1,269	1,101
Transport	4	4	4
Supplies & Services	282	356	377
Third Party Payments	51	51	51
Capital Charges	3	2	4
Expenditure Total	1,557	1,682	1,537
Income			
Government Grants	1,090	1,212	147
Recharges	65	65	65
Income Total	1,155	1,277	212
Cost of Service	402	405	1,325
SYSTEMS AND RESOURCES			
Expenditure			
Employees	1,136	1,138	1,269
Transport	1	2	1
Supplies & Services	289	289	273
Capital Charges	114	126	109
Expenditure Total	1,540	1,555	1,652
Income			
Other Grants, Reimbursements & Contributions	0	3	3
Income Total	0	3	3
Cost of Service	1,540	1,552	1,649

**COMMUNITY CARE SERVICE
REVENUE BUDGET 2011/12**

	Budget 2010/11 £000s	Working Budget 2010/11 £000s	Forward Budget 2011/12 £000s
SUPPORT SERVICE AND MANAGEMENT			
COMMISSIONING AND CONTRACTS			
Expenditure			
Employees	446	447	492
Transport	6	6	1
Supplies & Services	30	30	29
Cost of Service	482	483	522
TRADING ARRANGEMENTS WITH OTHER AREAS			
Expenditure			
Supplies & Services	130	130	130
Support Services	3,425	3,425	2,577
Expenditure Total	3,555	3,555	2,707
Recharges to Other Areas			
Income			
Recharges to Client Groups	5,684	5,699	6,001
Recharges	377	377	377
Income Total	6,061	6,076	6,378
Total for Support Services & Management	0	0	0

**PARTNERSHIPS & STRATEGIC GRANTS
REVENUE BUDGET 2011/12**

	Budget 2010/11 £000s	Working Budget 2010/11 £000s	Forward Budget 2011/12 £000s
BUSINESS SUPPORT (Corporate Management)			
Expenditure			
Employee Costs	168	0	34
Transport and Supplies & Services	87	0	14
Support Services	5	0	1
Capital Charge	9	0	33
	269	0	82
Income			
Recharges to Strategic Services	308	0	0
	308	0	0
Cost of Service	-39	0	82

PARTNERSHIP AND COMMUNITY DEVELOPMENT

Expenditure			
Employee Costs	264	264	264
Supplies & Services	8	113	21
Redbridge Strategic Partnership Support	8	0	0
Voluntary Sector Support	751	717	699
Community Fund	0	0	200
Support Services	193	141	108
Capital Charges	4	4	2
Cost of Service	1,228	1,239	1,294

**PARTNERSHIPS & STRATEGIC GRANTS
REVENUE BUDGET 2011/12**

	Budget 2010/11 £000s	Working Budget 2010/11 £000s	Forward Budget 2011/12 £000s
LONDON BOROUGH GRANTS COMMITTEE (Central Services to the Public)			
Grants	890	890	483
Support Services	0	0	16
Cost of Service	890	890	499
LOCAL INVOLVEMENT NETWORKS (LINKs)			
Grants	151	195	134
Cost of Service	151	195	134
EQUALITIES (Corporate Management)			
Expenditure			
Employee Costs	65	64	64
Supplies & Services	0	9	6
Support Services	30	19	16
Cost of Service	95	92	86
Total for Partnerships & Strategic Grants	2,325	2,416	2,095

LEARNING DISABILITY PARTNERSHIP

**LEARNING DISABILITY PARTNERSHIP
REVENUE BUDGET 2011/12**

	Budget 2010/11 £000s	Working Budget 2010/11 £000s	Forward Budget 2011/12 £000s
SUMMARY			
Service Strategy	46	46	46
Head of Service	63	57	95
Assessment & Care Management	903	855	971
Nursing Home Placements	70	78	67
Residential Care Home Placements	5,962	6,815	6,289
Supported and Other Accommodation	1,754	1,970	2,139
Direct Payments	1,109	1,170	1,402
Home Care	1,323	1,793	1,730
Internal Day Care	2,611	2,560	2,327
External Day Care Placements	1,723	2,080	2,277
Other Services to Adults with Learning Disabilities	539	523	341
TOTAL SERVICE AREA BUDGET	16,103	17,947	17,684

**LEARNING DISABILITY PARTNERSHIP
REVENUE BUDGET 2011/12**

	Budget 2010/11 £000s	Working Budget 2010/11 £000s	Forward Budget 2011/12 £000s
SERVICE STRATEGY			
Expenditure			
Director of Adult Social Services and Housing (proportion)	46	46	46
Net Cost of Service	46	46	46

HEAD OF SERVICE

Expenditure			
Employees	325	370	360
Supplies and Services	31	33	28
Transport and Capital Charges	1	1	3
Total Expenditure	357	404	391
Income			
Government Grants	0	0	290
Contributions from Partners	288	341	0
Other Income & Recharges	6	6	6
Total Income	294	347	296
Net Cost of Service	63	57	95

ASSESSMENT AND CARE MANAGEMENT

Expenditure			
Employees	580	567	715
Premises & Transport	5	3	4
Supplies and Services	9	6	9
Support Services	309	309	244
Total Expenditure	903	885	972
Income			
Other Local Authorities & Recharges	0	30	1
Total Income	0	30	1
Net Cost of Service	903	855	971

**LEARNING DISABILITY PARTNERSHIP
REVENUE BUDGET 2011/12**

	Budget 2010/11 £000s	Working Budget 2010/11 £000s	Forward Budget 2011/12 £000s
NURSING HOME PLACEMENTS			
Expenditure			
Agency Placements	84	86	88
Support Services	34	34	27
Total Expenditure	118	120	115
Income			
District Health Authority	27	27	27
Accommodation Charges	21	15	21
Total Income	48	42	48
Net Cost of Service	70	78	67

RESIDENTIAL CARE HOME PLACEMENTS

Expenditure			
Agency Placements	9,496	10,185	9,859
Support Services	195	195	154
Total Expenditure	9,691	10,380	10,013
Income			
District Health Authority	282	211	282
Care Package Charges	73	0	73
Accommodation Charges	462	442	470
NHS Transfer Funds	2,900	2,900	0
Government Grants	12	12	2,899
Total Income	3,729	3,565	3,724
Net Cost of Service	5,962	6,815	6,289

**LEARNING DISABILITY PARTNERSHIP
REVENUE BUDGET 2011/12**

	Budget 2010/11 £000s	Working Budget 2010/11 £000s	Forward Budget 2011/12 £000s
SUPPORTED AND OTHER ACCOMMODATION			
Expenditure			
Employees	39	40	30
Premises & Supplies	10	14	9
Agency Placements	1,678	1,977	2,095
Capital Charges	18	18	17
Support Services	126	126	99
Total Expenditure	1,871	2,175	2,250
Income			
Adult Family Placements (Supp Lodging)	10	10	0
Client Contributions	47	133	49
Other Income	60	62	62
Total Income	117	205	111
Net Cost of Service	1,754	1,970	2,139
DIRECT PAYMENTS			
Expenditure			
Direct Payments	1,098	1,159	1,393
Support Services	11	11	9
Net Cost of Service	1,109	1,170	1,402

**LEARNING DISABILITY PARTNERSHIP
REVENUE BUDGET 2011/12**

	Budget 2010/11 £000s	Working Budget 2010/11 £000s	Forward Budget 2011/12 £000s
HOME CARE			
Expenditure			
Agency Services	1,333	1,780	1,750
Support Services	34	34	27
Total Expenditure	1,367	1,814	1,777
Income			
Care Package Charges	44	21	47
Total Income	44	21	47
Net Cost of Service	1,323	1,793	1,730
INTERNAL DAY CARE			
Expenditure			
Employee costs	1,828	1,728	1,632
Premises	126	129	122
Transport	337	333	347
Supplies & Services	79	97	72
Transfer Payments	8	8	8
Capital Charge	108	108	93
Support Services	277	287	226
Total Expenditure	2,763	2,690	2,500
Income			
Client Contributions	79	79	96
Other Local Authorities & Recharges	73	51	77
Total Income	152	130	173
Net Cost of Service	2,611	2,560	2,327

**LEARNING DISABILITY PARTNERSHIP
REVENUE BUDGET 2011/12**

	Budget 2010/11 £000s	Working Budget 2010/11 £000s	Forward Budget 2011/12 £000s
EXTERNAL DAY CARE			
Expenditure			
Premises & Transport	287	214	293
Agency Placements	1,406	1,854	1,977
Capital Charges	22	22	21
Support Services	80	80	63
Total Expenditure	1,795	2,170	2,354
Income			
Health Contributions	16	16	16
Day Care Charges	4	22	8
NHS Transfer Funds	52	52	53
Total Income	72	90	77
Net Cost of Service	1,723	2,080	2,277

OTHER SERVICES TO ADULTS WITH LEARNING DISABILITIES

Expenditure			
Employees	219	204	50
Premises, Transport, and Capital Charges	4	3	3
Supplies & Services	201	201	198
Support Services	115	115	90
Net Cost of Service	539	523	341

RECHARGES AND SUPPORTED COSTS (apportioned within the figures above)

Expenditure			
Telephones	19	19	19
Non - SLA	432	432	432
Trading Arrangement	677	677	419
Other Support Services	19	19	34
Net Cost of Service	1,147	1,147	904

**HOUSING SERVICES
(GENERAL FUND)**

**HOUSING SERVICE
REVENUE BUDGET 2011/12**

	Budget 2010/11 £000s	Working Budget 2010/11 £000s	Forward Budget 2011/12 £000s
GENERAL FUND			
Housing Strategy and Development	707	692	714
Housing Advice	655	616	602
Homelessness	6,141	6,552	5,170
Private Sector Housing	784	784	682
Other Council Property	2	2	0
Corporate and Democratic Core	149	149	104
TOTAL SERVICE AREA BUDGET	8,438	8,795	7,272

**HOUSING SERVICE
REVENUE BUDGET 2011/12**

	Budget 2010/11 £000s	Working Budget 2010/11 £000s	Forward Budget 2011/12 £000s
HOUSING STRATEGY AND DEVELOPMENT			
Expenditure			
Employee Costs	616	601	614
Transport	4	4	4
Supplies and Services	80	150	144
Support Services	123	123	112
	823	878	874
Income			
Recharge - HRA	78	78	70
Fees & Charges	0	70	0
Grant Income	38	38	90
	116	186	160
Net Cost of Service	707	692	714

HOUSING ADVICE

Expenditure			
Employee Costs	360	360	373
Supplies & Services	216	216	206
Support Services	107	107	90
	683	683	669
Income			
Recharge - HRA	28	67	67
	28	67	67
Cost of Service	655	616	602

**HOUSING SERVICE
REVENUE BUDGET 2011/12**

	Budget 2010/11 £000s	Working Budget 2010/11 £000s	Forward Budget 2011/12 £000s
HOMELESSNESS			
Expenditure			
Employee Costs	3,511	3,483	3,142
Transport	3	3	3
Supplies & Services	1,557	1,557	1,424
Third Party Payments	20,516	21,016	23,612
Support Services	641	641	692
Capital Charges	99	99	27
	26,327	26,799	28,900
Income			
Grant Income	230	230	230
Recharge - HRA	0	61	61
Temporary Accommodation	19,956	19,956	23,439
	20,186	20,247	23,730
Cost of Service	6,141	6,552	5,170

PRIVATE SECTOR HOUSING

Expenditure			
Employee Costs	802	802	704
Transport	22	22	19
Supplies & Services	12	12	12
Support Services	140	140	129
	976	976	864
Income			
Fees and Charges	35	35	35
Recharges	157	157	147
	192	192	182
Cost of Service	784	784	682

**HOUSING SERVICE
REVENUE BUDGET 2011/12**

	Budget 2010/11 £000s	Working Budget 2010/11 £000s	Forward Budget 2011/12 £000s
Expenditure			
Employee Costs	16	16	16
Premises	33	33	32
	49	49	48
Income			
Charges	2	2	2
Rents	45	45	46
	47	47	48
Cost of Service	2	2	0
Corporate and Democratic Core	149	149	104

**HOUSING REVENUE ACCOUNT
SERVICES**

**HOUSING SERVICE
REVENUE BUDGET 2011/12**

	Budget 2010/11 £000s	Working Budget 2010/11 £000s	Forward Budget 2011/12 £000s
HOUSING REVENUE ACCOUNT			
HRA Expenditure			
General Repairs and Maintenance	5,248	5,248	5,337
Major Repairs (Revenue Funds):			
MRA	2,727	2,727	4,195
RCCO	1,282	1,282	1,265
Total (Excluding fees)	4,009	4,009	5,460
Supervision and Management:			
- General Management	1,530	1,529	1,553
- ALMO fee	5,875	5,875	5,566
- Special Services	998	998	998
Rents and Other Charges	23	23	23
Provision for Bad/Doubtful debts	150	150	150
Cost of Capital Charge	5	5	15
HRA Subsidy Payable	6,120	6,094	5,382
Total Expenditure	23,957	23,931	24,484
HRA Income			
Dwelling Rents	21,234	21,233	22,660
Non-Dwelling Rents:			
- Garages	300	300	349
- Ground Rents	23	23	23
Heating charges	408	408	408
Leaseholder Charges	1,511	1,511	1,243
Other income - Fees, Charges, etc.	48	48	48
Interest on Revenue Balances & Mortgages	47	47	47
Total Income	23,571	23,570	24,778
Surplus(-)/Deficit for the year	386	361	-294
Surplus at beginning of the year	-1,944	-2,397	-1,899
Cumulative Surplus at the End of the Year	-1,558	-2,036	-2,193

ENVIRONMENT & COMMUNITY SERVICES CLUSTER

COMMUNITY SAFETY SERVICES

**COMMUNITY SAFETY SERVICE AREA
REVENUE BUDGET 2011/12**

	Budget 2010/11 £000s	Working Budget 2010/11 £000s	Forward Budget 2011/12 £000s
SUMMARY			
Cemeteries			
Bereavement Services	68	87	84
Environmental Health			
Food Safety	344	346	288
Pollution Reduction	321	298	292
Pest Control	117	119	117
Public Health	221	251	244
Health & Safety	211	213	203
Licensing	482	350	309
Community Safety	1,162	1,146	1,077
Parks Police	597	597	543
Support Services Group	463	480	461
Central Service Management & Support Services	759	758	569
	4,677	4,558	4,103
Consumer Protection			
Trading Standards	522	507	444
Housing Management			
Communications Centre	194	198	180
Central Services to the Public			
Emergency Planning	476	445	364
Crime Reduction			
Safer Communities	713	677	303
Corporate and Democratic Core			
Corporate Management	80	80	80
Democratic Representation & Management	80	80	80
	160	160	160
TOTAL SERVICE AREA BUDGET	6,810	6,632	5,638

Note

Community Safety now includes Parks Police transferred from Culture, Sport and Community Learning from 1st April 2011

**COMMUNITY SAFETY SERVICE AREA
REVENUE BUDGET 2011/12**

	Budget 2010/11 £000s	Working Budget 2010/11 £000s	Forward Budget 2011/12 £000s
BEREAVEMENT SERVICES (Cemeteries)			
Expenditure			
Premises	6	9	9
Mortuary Contract	62	78	78
Capital Charge	30	30	30
Service Management & Support Services	10	11	9
Total Expenditure	108	128	126
Income			
Fees & Charges	40	41	42
Cost of Service	68	87	84

FOOD SAFETY (Environmental Health)

Expenditure			
Transport	9	9	8
Supplies & Services	5	5	5
Service Management & Support Services	335	337	280
Total Expenditure	349	351	293
Income			
Fees & Charges	5	5	5
Cost of Service	344	346	288

POLLUTION REDUCTION (Environmental Health)

Expenditure			
Supplies & Services	61	62	61
Service Management & Support Services	274	250	246
	335	312	307
Income			
Fees & Charges	14	14	15
Cost of Service	321	298	292

**COMMUNITY SAFETY SERVICE AREA
REVENUE BUDGET 2011/12**

	Budget 2010/11 £000s	Working Budget 2010/11 £000s	Forward Budget 2011/12 £000s
PEST CONTROL (Environmental Health)			
Expenditure			
Transport	16	15	16
Supplies & Services	49	60	61
Service Management & Support Services	62	63	59
Total Expenditure	127	138	136
Income			
Fees & Charges	10	19	19
Cost of Service	117	119	117

PUBLIC HEALTH (Environmental Health)

Expenditure			
Supplies & Services	3	7	7
Drainage	31	31	31
Service Management & Support Services	189	215	208
Total Expenditure	223	253	246
Income			
Fees & Charges	2	2	2
Cost of Service	221	251	244

HEALTH & SAFETY (Environmental Health)

Expenditure			
Supplies & Services	10	10	10
Service Management & Support Services	201	203	193
Cost of Service	211	213	203

**COMMUNITY SAFETY SERVICE AREA
REVENUE BUDGET 2011/12**

	Budget 2010/11 £000s	Working Budget 2010/11 £000s	Forward Budget 2011/12 £000s
LICENSING (Environmental Health)			
Expenditure			
Supplies & Services	24	25	23
Service Management & Support Services	702	601	567
Total Expenditure	726	626	590
Income			
Fees & Charges	244	276	281
Cost of Service	482	350	309

**COMMUNITY SAFETY
(Environmental Health)**

Expenditure			
Supplies & Services	89	82	82
Contract Services	158	134	134
Service Management & Support Services	1,071	1,098	1,030
Capital Charges	17	17	17
Total Expenditure	1,335	1,331	1,263
Income			
Fees & Charges	173	185	186
Cost of Service	1,162	1,146	1,077

PARKS POLICE

Expenditure			
Employee Costs	529	534	479
Premises	4	4	4
Transport	45	49	46
Supplies & Services	19	10	14
Cost of Service	597	597	543

**COMMUNITY SAFETY SERVICE AREA
REVENUE BUDGET 2011/12**

	Budget 2010/11 £000s	Working Budget 2010/11 £000s	Forward Budget 2011/12 £000s
SERVICE SUPPORT GROUP			
Expenditure			
Supplies & Services	22	23	23
Service Management & Support	441	457	438
Cost of Service	463	480	461
TRADING STANDARDS (Consumer Protection)			
Expenditure			
Supplies & Services	33	52	50
Service Management & Support Services	489	455	394
Cost of Service	522	507	444
COMMUNITY ALARMS			
Housing Management			
Expenditure			
Supplies & Services	106	111	110
Service Management & Support Services	668	670	657
Total Expenditure	774	781	767
Income			
Fees & Charges	315	311	311
Supporting People Grant	265	272	276
	580	583	587
Cost of Service	194	198	180

**COMMUNITY SAFETY SERVICE AREA
REVENUE BUDGET 2011/12**

	Budget 2010/11 £000s	Working Budget 2010/11 £000s	Forward Budget 2011/12 £000s
EMERGENCY PLANNING			
Central Services to the Public			
Expenditure			
Supplies & Services	258	183	144
Service Management & Support Services	218	262	220
Cost of Service	476	445	364
Safer Communities			
Expenditure			
Grants & Projects	1,697	1,718	1,363
Supplies & Services	84	84	50
Total Expenditure	1,781	1,802	1,413
Income			
Grant Income	1,068	1,125	1,110
Total Income	1,068	1,125	1,110
Cost of Service	713	677	303

**CULTURE, SPORT AND COMMUNITY
LEARNING**

**CULTURE, SPORT AND COMMUNITY LEARNING SERVICES
REVENUE BUDGET 2011/12**

	Budget 2010/11 £'000	Working Budget 2010/11 £'000	Forward Budget 2011/12 £'000
SUMMARY			
Culture, Sport and Community Learning	15,898	16,094	2,004
TOTAL SERVICE AREA BUDGET	15,898	16,094	2,004

Note:

With effect from the 20th May 2011 the Council entered into a new Trust agreement for the provision of a significant proportion of the activities that were managed by the Culture, Sport and Community Learning Service. These transferred services are now being undertaken by the Council's Trust organisation – Vision Redbridge Culture and Leisure Limited (VRCL). These budget pages set out at a summarised level the total aggregated budgets as they existed prior to the transfer of services.

The 2011/12 forward budget figures reflect a part year effect to 19th May 2011.

A new Leisure Client section has been added on pages 92 to 95 of this document which sets out the detail of the services that have remained within the direct control of the Council. This also includes the management fee that is payable to the VRCL as a third party payment.

**CULTURE, SPORT AND COMMUNITY LEARNING SERVICES
REVENUE BUDGET 2011/12**

	Budget 2010/11 £000s	Working Budget 2010/11 £000s	Forward Budget 2011/12 £000s
CULTURE, SPORT AND COMMUNITY LEARNING			
Expenditure			
Employee Costs	7,908	7,848	1,005
Premises	3,170	3,317	397
Transport	149	372	19
Supplies & Services	2,144	1,846	237
Third Party Payments	748	811	40
Central and Technical	2,212	2,166	225
Capital Financing	2,420	2,420	403
Total Expenditure	18,751	18,780	2,326
Income			
Grant Income	624	540	24
Fees & Charges	1,718	1,669	228
Recharges	511	459	70
Other	0	18	0
Total Income	2,853	2,686	322
Cost of Service	15,898	16,094	2,004

LEISURE CLIENT

**LEISURE CLIENT
REVENUE BUDGET 2011/12**

SUMMARY	Budget 2010/11 £000s	Working Budget 2010/11 £000s	Forward Budget 2011/12 £000s
Leisure Client	0	0	2,735
Hainault Golf Course	-366	-366	-375
Kenneth More Theatre	178	193	173
Adult Education	0	0	0
Grounds Maintenance	0	0	0
Vision Management Fee	0	0	10,229
Total Service Area Budget	-188	-173	12,762

Note:

These budget pages set out the detail of those service activities within the former Culture, Sport and Community Learning Service that have remained within the direct control of the Council. It also includes the management fee that is payable to the VRCL as a third party payment.

The 2011/12 forward budget figures reflect a part year effect from 20th May 2011.

**LEISURE CLIENT
REVENUE BUDGET 2011/12**

	Budget 2010/11 £000s	Working Budget 2010/11 £000s	Forward Budget 2011/12 £000s
LEISURE CLIENT			
Expenditure			
Employee Costs	0	0	197
Supplies & Services	0	0	65
Support Services	0	0	359
Capital Charges	0	0	2,215
Total Expenditure	0	0	2,836
Income			
Fees & Charges	0	0	100
Cost of Service	0	0	2,735

HAINAULT GOLF COURSE

Expenditure			
Third Party Payments	110	110	110
Total Expenditure	110	110	110
Income			
Fees & Charges	476	476	485
Cost of Service	-366	-366	-375

KENNETH MORE THEATRE

Expenditure			
Premises	9	0	0
Supplies & Services	45	0	0
Third Party Payments	148	193	173
Total Expenditure	202	193	173
Income			
Fees & Charges	24	0	0
Cost of Service	178	193	173

**LEISURE CLIENT
REVENUE BUDGET 2011/12**

	Budget 2010/11 £000s	Working Budget 2010/11 £000s	Forward Budget 2011/12 £000s
ADULT EDUCATION			
Expenditure			
Employee Costs	2,333	2,681	2,667
Premises	307	347	345
Supplies & Services	426	888	969
Support Services	30	30	31
Total Expenditure	3,096	3,946	4,012
Income			
Grant Income	2,228	2,773	2,779
Fees & Charges	868	998	1,058
Other	0	175	175
Total Income	3,096	3,946	4,012
Cost of Service	0	0	0

GROUNDS MAINTENANCE TEAM

Expenditure			
Employee Costs	898	869	867
Transport	233	233	241
Supplies & Services	248	216	216
Support Services	20	20	20
Total Expenditure	1,399	1,338	1,344
Income			
Customer and Client Receipts	1,399	1,338	1,344
Cost of Service	0	0	0

VISION MANAGEMENT FEE

Expenditure			
Third Party Payments	0	0	10,229
Cost of Service	0	0	10,229

HIGHWAYS & CLEANSING SERVICES

**HIGHWAYS AND CLEANSING SERVICE AREA
REVENUE BUDGET 2011/12**

	Budget 2010/11 £000s	Working Budget 2010/11 £000s	Forward Budget 2011/12 £000s
SUMMARY			
CLEANSING SERVICES	13,625	13,652	12,829
HIGHWAYS & ENGINEERING SERVICES	12,528	12,189	11,043
TOTAL SERVICE AREA BUDGET	26,153	25,841	23,872

**HIGHWAYS AND CLEANSING SERVICE AREA
REVENUE BUDGET 2011/12**

	Budget 2010/11 £000s	Working Budget 2010/11 £000s	Forward Budget 2011/12 £000s
SUMMARY			
CLEANSING			
Public Conveniences	999	954	592
Street Cleansing	4,791	4,908	4,636
Enforcement Officers	1,446	1,373	1,108
Refuse Collection	2,970	3,036	2,949
Recycling	3,008	3,017	3,192
Corporate and Democratic Core	22	22	22
	13,236	13,310	12,499
DIRECT SERVICES			
Street Cleansing Trading Team	0	0	0
Conveniences Trading Team	0	0	0
Staff and Civic Catering Trading Team	0	0	0
Transport Trading Team	0	0	0
	0	0	0
Staff and Civic Catering - Client	245	245	233
Client Contract Monitoring	144	97	97
Contract Consultancy Unit	0	0	0
TOTAL CLEANSING	13,625	13,652	12,829

HIGHWAYS AND CLEANSING SERVICE AREA REVENUE BUDGET 2011/12

	Budget 2010/11 £000s	Working Budget 2010/11 £000s	Forward Budget 2011/12 £000s
PUBLIC CONVENIENCES			
Expenditure			
Employee Costs (Management Allocation)	30	30	29
Support Services (Management Allocation)	52	53	44
Contractor Costs	714	666	352
Premises	125	130	112
Supplies and Services	11	8	8
Capital Charges	69	69	49
Total Expenditure	1,001	956	594
Income			
Rent	2	2	2
Total Income	2	2	2
Cost of Service	999	954	592
STREET CLEANSING			
Expenditure			
Employee Costs (Management Allocation)	168	170	163
Support Services (Management Allocation)	293	302	250
Contractor Costs	3,967	4,064	3,851
Premises	277	277	277
Transport	132	132	132
Supplies and Services	51	60	60
Total Expenditure	4,888	5,005	4,733
Income			
Recharges (Internal)	97	97	97
Total Income	97	97	97
Cost of Service	4,791	4,908	4,636

HIGHWAYS AND CLEANSING SERVICE AREA REVENUE BUDGET 2011/12

	Budget 2010/11 £000s	Working Budget 2010/11 £000s	Forward Budget 2011/12 £000s
ENFORCEMENT OFFICERS			
Expenditure			
Employee Costs (Management Allocation)	168	170	163
Support Services (Management Allocation)	293	302	250
Employee (Direct)	680	646	446
Contractor	300	250	252
Transport	37	37	30
Supplies & Services	48	48	48
Total Expenditure	1,526	1,453	1,189
Income			
Fines, Fees and Charges	80	80	81
Total Income	80	80	81
Cost of Service	1,446	1,373	1,108
REFUSE COLLECTION			
Expenditure			
Employee Costs (Management Allocation)	175	177	169
Support Services (Management Allocation)	306	314	261
Contractor Costs	2,931	2,903	2,914
Premises	583	517	485
	796	916	933
Supplies and Services	21	21	21
Total Expenditure	4,812	4,848	4,783
Income			
Fees and Charges	1,510	1,366	1,388
Recharges (Internal)	183	153	153
Rent	43	43	43
ELWA Collection	106	250	250
Total Income	1,842	1,812	1,834
Cost of Service	2,970	3,036	2,949

HIGHWAYS AND CLEANSING SERVICE AREA REVENUE BUDGET 2011/12

	Budget 2010/11 £000s	Working Budget 2010/11 £000s	Forward Budget 2011/12 £000s
RECYCLING			
Expenditure			
Employee Costs (Management Allocation)	175	177	169
Support Services (Management Allocation)	306	314	261
Contractor Costs	2,032	1,947	1,953
Transport	274	358	371
Supplies and Services	7	7	7
Capital Charges	262	262	479
Schools Initiative	10	10	10
Voluntary Recycling	2	2	2
Total Expenditure	3,068	3,077	3,252
Income			
Rent	60	60	60
Total Income	60	60	60
Cost of Service	3,008	3,017	3,192

**HIGHWAYS AND CLEANSING SERVICE AREA
REVENUE BUDGET 2011/12**

	Budget 2010/11 £000s	Working Budget 2010/11 £000s	Forward Budget 2011/12 £000s
CLEANSING SERVICES			
Employee Related Costs & Support Services (Management Allocation - for memorandum only)			
Expenditure			
Employee Related Expenditure			
Employee Costs	571	609	577
Transport	17	20	20
Supplies & Services	143	109	109
	<u>731</u>	<u>738</u>	<u>706</u>
Support Service Charges	1,194	1,270	1,074
Total Expenditure	<u>1,925</u>	<u>2,008</u>	<u>1,780</u>
Income			
Employee Related Expenditure			
Public Conveniences	30	30	29
Street Cleansing	168	170	163
Enforcement Officers	168	170	163
Refuse Collection	175	177	163
Recycling	175	177	169
Corporate & Democratic Core	15	15	15
	<u>731</u>	<u>739</u>	<u>702</u>
Support Service Charges			
Public Conveniences	51	53	44
Street Cleansing	288	302	250
Enforcement Officers	248	302	250
Refuse Collection	300	302	250
Recycling	300	328	272
Corporate & Democratic Core	7	7	7
	<u>1,194</u>	<u>1,294</u>	<u>1,073</u>
Net Cost of Service	<u>1,925</u>	<u>2,033</u>	<u>1,775</u>

HIGHWAYS AND CLEANSING SERVICE AREA REVENUE BUDGET 2011/12

	Budget 2010/11 £000s	Working Budget 2010/11 £000s	Forward Budget 2011/12 £000s
STREET CLEANSING DIRECT SERVICES TEAM			
Expenditure			
Employee Costs	3,424	3,424	3,426
Transport	669	669	693
Supplies and Services	184	184	184
Support Services	42	42	35
Total Expenditure	4,319	4,319	4,338
Income			
Customer and Client Receipts	4,319	4,319	4,338
Total Income	4,319	4,319	4,338
Cost of Service	0	0	0

CONVENIENCES DIRECT SERVICES TEAM

Expenditure			
Employee Costs	465	441	437
Transport	13	13	13
Supplies and Services	78	78	78
Support Services	11	11	9
Total Expenditure	567	543	537
Income			
Customer and Client Receipts	567	543	537
Total Income	567	543	537
Cost of Service	0	0	0

HIGHWAYS AND CLEANSING SERVICE AREA REVENUE BUDGET 2011/12

	Budget 2010/11 £000s	Working Budget 2010/11 £000s	Forward Budget 2011/12 £000s
STAFF AND CIVIC CATERING DIRECT SERVICES TEAM			
Expenditure			
Employee Costs	379	379	376
Transport	4	4	4
Supplies and Services	250	250	250
Support Services	11	11	5
Total Expenditure	644	644	635
Income			
Customer and Client Receipts	644	644	635
Total Income	644	644	635
Cost of Service	0	0	0

TRANSPORT DIRECT SERVICES TEAM

Expenditure			
Employee Costs	3,376	3,376	3,366
Supplies and Services	4,768	4,768	5,074
Support Services	127	127	109
Total Expenditure	8,271	8,271	8,549
Income			
Customer and Client Receipts	8,271	8,271	8,549
Total Income	8,271	8,271	8,549
Cost of Service	0	0	0

**HIGHWAYS AND CLEANSING SERVICE AREA
REVENUE BUDGET 2011/12**

	Budget 2010/11 £000s	Working Budget 2010/11 £000s	Forward Budget 2011/12 £000s
STAFF AND CIVIC CATERING - CLIENT MONITORING			
Expenditure			
Supplies & Services	180	180	180
Support Services	65	65	53
Total Expenditure	245	245	233
Net Cost of Service	245	245	233

CLIENT CONTRACT MONITORING

Expenditure			
Employee Costs	156	109	109
Supplies and Services	10	10	10
Total Expenditure	166	119	119
Income			
Fees and charges	22	22	22
Total Income	22	22	22
Cost of Service	144	97	97

CONTRACT CONSULTANCY UNIT

Expenditure			
Employee Costs	393	393	393
Premises	3	3	3
Supplies & Services	39	39	30
Capital Charges	6	6	6
Support Service Charges	63	63	52
Total Expenditure	504	504	484
Income			
Recharge to other Services			
General Fund Services	414	414	429
Schools	90	90	55
Total Income	504	504	484
Net Cost of Service	0	0	0

**HIGHWAYS AND CLEANSING SERVICE AREA
REVENUE BUDGET 2011/2012**

SUMMARY	Budget 2010/11 £000s	Working Budget 2010/11 £000s	Forward Budget 2011/12 £000s
HIGHWAYS			
Transport, Planning, Policy and Strategy	471	470	426
Construction	3,905	3,905	3,789
Structural Maintenance	1,482	1,364	1,320
Routine Maintenance	6,638	6,613	5,994
Traffic Management & Road Safety	2,734	2,694	2,663
Parking Services	-2,925	-3,080	-3,372
Corporate and Democratic Core	223	223	223
TOTAL HIGHWAYS	12,528	12,189	11,043

**HIGHWAYS AND CLEANSING SERVICE AREA
REVENUE BUDGET 2011/12**

	Budget 2010/11 £000s	Working Budget 2010/11 £000s	Forward Budget 2011/12 £000s
TRANSPORT PLANNING, POLICY AND STRATEGY			
Expenditure			
Employee Costs	766	766	752
Premises	2	2	2
Transport	4	4	4
Supplies and Services	233	233	208
Support Services	60	59	54
Total Expenditure	1,065	1,064	1,020
Income			
Customer and Client Receipts	594	594	594
	594	594	594
Net Cost of Service	471	470	426
CONSTRUCTION			
Expenditure			
Capital Charges	3,905	3,905	3,789
Net Cost of Service	3,905	3,905	3,789
STRUCTURAL MAINTENANCE			
Expenditure			
Employee Costs	272	272	262
Supplies and Services	748	748	658
Third Party Payments	647	647	429
Support Services	277	276	259
Capital Financing Costs	314	197	164
	2,258	2,140	1,772
Income			
Customer and client Receipts	776	776	452
	776	776	452
Net Cost of Service	1,482	1,364	1,320

**HIGHWAYS AND CLEANSING SERVICE AREA
REVENUE BUDGET 2011/12**

	Budget 2010/11 £000s	Working Budget 2010/11 £000s	Forward Budget 2011/12 £000s
ROUTINE MAINTENANCE			
ENVIRONMENTAL MAINTENANCE (Routine Maintenance)			
Expenditure			
Premises	27	27	25
Third Party Payments	648	650	621
	675	677	646
Income			
Recharges	19	21	21
	19	21	21
Net Cost of Service	656	656	625
WINTER MAINTENANCE			
Expenditure			
Premises	5	5	5
Transport	82	82	85
Supplies & Services	27	27	27
Third Party Payments	64	64	64
Net Cost of Service	178	178	181
LIGHTING			
Expenditure			
Transport	9	9	9
	1,356	1,339	1,332
Capital Financing Costs	30	30	30
	1,395	1,378	1,371
Income			
Recharges	1	1	0
	1	1	0
Net Cost of Service	1,394	1,377	1,371

**HIGHWAYS AND CLEANSING SERVICE AREA
REVENUE BUDGET 2011/12**

	Budget 2010/11 £000s	Working Budget 2010/11 £000s	Forward Budget 2011/12 £000s
SAFETY MANAGEMENT			
Expenditure			
Third Party Payments	888	905	932
	888	905	932
Income			
Customer and Client Receipts	68	68	156
	68	68	156
Net Cost of Service	820	837	776

ROUTINE REPAIRS

Expenditure			
Transport	10	10	10
Third Party Payments	2,122	2,289	2,076
	2,132	2,299	2,086
Income			
Customer and Client Receipts	41	20	20
Grants	0	124	395
Recharges	9	73	0
	50	217	415
Net Cost of Service	2,082	2,082	1,671

ROUTINE MAINTENANCE (SUMMARY)

Expenditure			
Environmental Maintenance	656	656	625
Winter Maintenance	178	178	181
Lighting	1,394	1,377	1,371
Safety Maintenance	820	837	776
Routine Maintenance	2,082	2,082	1,671
Employee Related Costs - Salaries	786	764	695
Support Services	722	719	675
Net Cost of Service	6,638	6,613	5,994

**HIGHWAYS AND CLEANSING SERVICE AREA
REVENUE BUDGET 2011/12**

	Budget 2010/11 £000s	Working Budget 2010/11 £000s	Forward Budget 2011/12 £000s
TRAFFIC MANAGEMENT AND ROAD SAFETY			
TRAFFIC MANAGEMENT			
Expenditure			
Employees	0	76	90
Supplies & Services	0	377	259
Third Party Payments	8	8	8
	8	461	357
Income			
Grants	0	431	305
	0	431	305
Net Cost of Service	8	30	52
ROAD SAFETY			
Expenditure			
Transport	4	4	4
Supplies & Services	52	52	52
Third Party Payments	4	4	4
Cost of Service	60	60	60
SCHOOL CROSSING PATROL SERVICE			
Expenditure			
Employee Costs - Wages	124	64	61
Supplies and Services	4	4	4
	128	68	65
Employee Costs - Salaries	792	792	762
Support Services	169	167	154
Capital Charges	1,577	1,577	1,570
Cost of Service	2,666	2,604	2,551
Total Traffic Management & Road Safety	2,734	2,694	2,663

**HIGHWAYS AND CLEANSING SERVICE AREA
REVENUE BUDGET 2011/12**

	Budget 2010/11 £000s	Working Budget 2010/11 £000s	Forward Budget 2011/12 £000s
PARKING SERVICES			
ON STREET PARKING			
Expenditure			
Employee Costs	821	821	797
Premises	19	19	19
Transport	10	10	11
Supplies & Services	217	324	267
Third Party Payments	1,527	1,567	1,666
Support Services	392	390	367
	2,986	3,131	3,127
Income			
Customer and Client Receipts	5,817	6,116	6,242
	5,817	6,116	6,242
Net Income *	-2,831	-2,985	-3,115
OFF STREET PARKING			
Expenditure			
Employee Costs	204	204	201
Premises	282	282	285
Transport	9	9	9
Supplies & Services	42	42	42
Third Party Payments	58	58	58
Support Services	144	143	134
Capital Charges	169	169	126
	908	907	855
Income			
Customer and Client Receipts	981	981	1,091
Recharges	21	21	21
	1,002	1,002	1,112
Net Income *	-94	-95	-257
Net Income	-2,925	-3,080	-3,372

* Net income from the Parking Service is used to off-set Highways costs as shown on the proceeding pages.

**PLANNING AND REGENERATION
SERVICES**

**PLANNING AND REGENERATION SERVICE AREA
REVENUE BUDGET 2011/2012**

	Budget 2010/11 £000s	Working Budget 2010/11 £000s	Forward Budget 2011/12 £000s
SUMMARY			
Building Control	336	257	200
Development Control	1,309	1,473	1,155
Policy, Information and Business Support	1,593	1,393	1,435
Economic Development	1,297	1,040	879
Planning Delivery Grant	-514	-250	0
Corporate and Democratic Core	114	114	114
TOTAL SERVICE AREA BUDGET	4,135	4,027	3,783

**PLANNING AND REGENERATION SERVICE AREA
REVENUE BUDGET 2011/2012**

	Budget 2010/11 £'000	Working Budget 2010/11 £000s	Forward Budget 2011/12 £000s
BUILDING CONTROL			
Expenditure			
Employee Related Costs	818	826	736
Transport	26	26	23
Supplies and Services	14	20	25
Service Management & Support Services	369	362	324
Total Expenditure	1,227	1,234	1,108
Income			
Other Grants, Reimbursements & Contributions	0	20	0
Customer and Client Receipts	891	957	908
Total Income	891	977	908
Cost of Service	336	257	200

DEVELOPMENT CONTROL

Expenditure			
Employee Related Costs	1,318	1,444	1,190
Transport	16	14	14
Supplies and Services	68	140	104
Service Management & Support Services	713	700	708
Total Expenditure	2,115	2,298	2,016
Income			
Customer and Client Receipts	724	743	779
Recharges	82	82	82
Total Income	806	825	861
Cost of Service	1,309	1,473	1,155

**PLANNING AND REGENERATION SERVICE AREA
REVENUE BUDGET 2011/2012**

	Budget 2010/11 £'000s	Working Budget 2010/11 £000s	Forward Budget 2011/12 £000s
POLICY, INFORMATION AND BUSINESS SUPPORT			
Expenditure			
Employee Related Costs	1,038	980	1,108
Premises	0	0	29
Transport	2	1	3
Supplies and Services	282	543	386
Service Management & Support Services	456	449	397
EDR Contribution	60	60	60
Total Expenditure	1,838	2,033	1,983
Income			
Other Grants, Reimbursements & Contributions	115	480	132
Customer and Client Receipts	1	22	43
Recharges	129	138	373
Total Income	245	640	548
Cost of Service	1,593	1,393	1,435
ECONOMIC DEVELOPMENT			
Expenditure			
Employee Costs	524	506	311
Premises	48	50	27
Supplies & Services	651	974	433
Service Management & Support Service Charges	232	228	344
Total Expenditure	1,455	1,758	1,115
Income			
Other Grants, Reimbursements and Contributions	143	652	205
Customer and Client receipts	11	18	27
Recharges	4	48	4
Total Income	158	718	236
Cost of Service	1,297	1,040	879

PROPERTY SERVICES

**PROPERTY SERVICE AREA
REVENUE BUDGET 2011/12**

	Budget 2010/11 £000s	Working Budget 2010/11 £000s	Forward Budget 2011/12 £000s
SUMMARY			
Asset and Property Management	-8	-50	0
Public Buildings and Facilities Management	7	-70	-45
Portfolio of Non Operational Land	-1,179	-1,178	-1,675
Public Halls	92	86	0
Building Services	-18	-36	0
Corporate and Other Support Costs	198	192	59
TOTAL SERVICE AREA BUDGET	-908	-1,056	-1,661

**PROPERTY SERVICE AREA
REVENUE BUDGET 2011/12**

	Budget 2010/11 £000s	Working Budget 2010/11 £000s	Forward Budget 2011/12 £000s
ASSET AND PROPERTY MANAGEMENT			
Expenditure			
Employee Related Costs	583	557	530
Transport	2	2	2
Supplies and Services	25	9	21
Service Management & Support Services	201	201	129
Total Expenditure	811	769	682
Income			
Recharges to Other Services			
General Fund Services	536	536	485
Democratic Representation & Management	57	57	4
Housing Revenue Account	91	91	91
Fees & Charges	135	135	102
Total Income	819	819	682
Cost of Service	-8	-50	0

PUBLIC BUILDINGS AND FACILITIES MANAGEMENT

Employee Related Costs	1,813	1,731	1,411
Premises	3,982	3,990	3,882
Transport	38	38	38
Supplies and Services	139	136	107
Capital Charges	755	755	737
Service Management & Support Services	435	435	717
Total Expenditure	7,162	7,085	6,892
Income			
Recharges Ley Street Depot	1,361	1,361	1,289
General Fund Services	5,645	5,645	5,495
HRA	16	16	16
Fees & Charges	133	133	137
Total Income	7,155	7,155	6,937
Cost of Service	7	-70	-45

**PROPERTY SERVICE AREA
REVENUE BUDGET 2011/12**

	Budget 2010/11 £000s	Working Budget 2010/11 £000s	Forward Budget 2011/12 £000s
PORTFOLIO OF NON-OPERATIONAL LAND			
Expenditure			
Employee Costs	21	21	21
Premises	287	288	283
Supplies and Services	128	128	68
Capital Charges	23	23	23
Service Management & Support Services	646	646	296
Total Expenditure	1,105	1,106	691
Income			
Fees & Charges	146	146	191
Gravel Extraction	347	347	347
Rents	1,791	1,791	1,828
Total Income	2,284	2,284	2,366
Cost of Service	-1,179	-1,178	-1,675

PUBLIC HALLS *

Expenditure			
Employee Related Costs	232	227	0
Premises	111	111	0
Supplies and Services	24	23	0
Capital Charges	35	35	0
Service Management & Support Services	220	220	0
Total Expenditure	622	616	0
Income			
Fees & Charges	530	530	0
Total Income	530	530	0
Cost of Service	92	86	0

* Public Halls transferred to Vision Redbridge Culture and Leisure Limited (VRCL from 1st April 2011)

**PROPERTY SERVICE AREA
REVENUE BUDGET 2011/12**

	Budget 2010/11 £000s	Working Budget 2010/11 £000s	Forward Budget 2011/12 £000s
BUILDING SERVICES			
Expenditure			
Employee Related Costs	2,601	2,585	2,547
Premises	8	8	8
Transport	54	54	50
Supplies and Services	188	186	186
Service Management & Support Services	688	688	653
Capital Charges	10	10	10
Total Expenditure	3,549	3,531	3,454
Income			
Recharges to Other Services			
General Fund Services	2,050	2,050	2,000
Schools	300	300	300
Democratic Representation & Management	67	67	0
Fees & Charges	248	248	252
Total Income	2,665	2,665	2,552
Net Expenditure	884	866	902
Funded by Capital resources	902	902	902
Net Expenditure	-18	-36	0

FINANCE AND RESOURCES CLUSTER

FINANCE SERVICES

**FINANCE SERVICE AREA
REVENUE BUDGET 2011/12**

	Budget 2010/11 £000s	Working Budget 2010/11 £000s	Forward Budget 2011/12 £000s
SUMMARY			
Trading Services	-76	-147	0
Corporate and Democratic - Banking	140	141	141
Corporate and Democratic - Audit Fees	532	532	531
Corporate and Democratic Core	690	690	1,008
Strategic Procurement	0	-157	0
TOTAL SERVICE AREA BUDGET	1,286	1,059	1,680

**FINANCE SERVICE AREA
REVENUE BUDGET 2011/12**

	Budget 2010/11 £000s	Working Budget 2010/11 £000s	Forward Budget 2011/12 £000s
TRADING SERVICES			
Expenditure			
Employee Costs	4,893	5,205	4,913
Transport	5	5	4
Supplies and Services	169	169	166
Support Services	679	679	792
Capital Charges	48	48	49
Total Expenditure	5,794	6,106	5,924
Recharges			
General Fund	3,998	4,381	3,579
Housing Revenue Account/Redbridge Homes	154	154	220
Direct Services	124	124	91
Insurance	364	364	366
Pension Fund	81	81	81
Schools	57	57	57
DSG	184	184	263
Loans Fund	44	44	44
Customer and Client Receipts	174	174	215
Corporate and Democratic Core	690	690	1,008
Total Income	5,870	6,253	5,924
Cost of Service	-76	-147	0

**FINANCE SERVICE AREA
REVENUE BUDGET 2011/12**

	Budget 2010/11 £000s	Working Budget 2010/11 £000s	Forward Budget 2011/12 £000s
CORPORATE AND DEMOCRATIC - BANKING			
Expenditure			
Third Party Payments - Bank Charges	15	14	14
Central Services - Banking	125	127	127
Cost of Service	140	141	141
CORPORATE AND DEMOCRATIC - AUDIT FEES			
Expenditure			
Audit and Best Value Fees	532	532	531
	532	532	531
STRATEGIC PROCUREMENT			
Expenditure			
Employee Costs	633	599	584
Supplies & Services	5	29	29
Capital Charge	83	83	85
Support Service Charges	390	243	183
	1,111	954	881
Income			
Recharges to Other Services			
General Fund Services	1,075	1,075	845
Redbridge Homes	20	20	20
Schools	16	16	16
	1,111	1,111	881
Cost of Service	0	-157	0

**HUMAN RESOURCES
SERVICES**

**HUMAN RESOURCES SERVICE AREA
REVENUE BUDGET 2011/2012**

	Budget 2010/11 £000s	Working Budget 2010/11 £000s	Forward Budget 2011/12 £000s
SUMMARY			
Trading Services	-101	-226	0
Trainees - Graduate	128	128	128
Trainees - Youth Training Scheme	140	140	140
Corporate and Democratic Core	64	64	19
	<hr/> 231	<hr/> 106	<hr/> 287
Agency staff	-410	-410	-610
TOTAL SERVICE AREA BUDGET	<hr/> -179 <hr/>	<hr/> -304 <hr/>	<hr/> -323 <hr/>

**HUMAN RESOURCES SERVICE AREA
REVENUE BUDGET 2011/2012**

	Budget 2010/11 £000s	Working Budget 2010/11 £000s	Forward Budget 2011/12 £000s
TRADING SERVICES			
Expenditure			
Employee Costs	3,660	3,536	3,302
Premises	2	2	2
Transport	7	7	7
Supplies and Services	296	296	295
Third Party Payments	79	79	80
Support Services	671	671	652
Capital Charges	187	187	175
Total Expenditure	4,903	4,778	4,513
Income			
Recharge to Other Services			
General Fund Services	3,799	3,799	3,353
Corporate and Democratic Core	64	64	19
DSG	125	125	125
Housing Revenue Account	40	40	40
Direct Services	75	75	75
Schools	475	475	475
Vision	15	15	15
Pensions	411	411	411
Total Income	5,004	5,004	4,513
Net Expenditure	-101	-226	0
Net Cost of Services	-101	-226	0

**INFORMATION & COMMUNICATIONS
TECHNOLOGY SERVICES**

**INFORMATION & COMMUNICATIONS TECHNOLOGY SERVICES
REVENUE BUDGET 2011/12**

	Budget 2010/11 £000s	Working Budget 2010/11 £000s	Forward Budget 2011/12 £000s
SUMMARY			
Trading Services	12	-77	0
Corporate and Democratic Core	70	70	83
TOTAL SERVICE AREA BUDGET	82	-7	83

**INFORMATION & COMMUNICATIONS TECHNOLOGY SERVICES
REVENUE BUDGET 2011/12**

	Budget 2010/11 £000s	Working Budget 2010/11 £000s	Forward Budget 2011/12 £000s
TRADING SERVICES			
Expenditure			
Employee Costs - Salaries	2,765	3,137	2,922
Premises	0	5	5
Transport	6	9	8
Supplies and Services	235	236	415
Third Party Payments - IT Equipment	1,282	935	917
Support Services	445	445	460
Capital Charges	583	583	882
Total Expenditure	5,316	5,350	5,609
Income			
Recharges			
General Fund	4,100	4,100	4,235
Redbridge Homes	151	177	152
Corporate and Democratic Core	70	70	83
Charges to LEA Schools	20	95	80
Customer and Client Receipts	160	151	49
Network Recoveries	703	703	710
Desktop Recharges	100	131	0
Recharges to Other Services	0	0	300
Total Income	5,304	5,427	5,609
Net Expenditure	12	-77	0
ICT Strategy	500	500	500
Funded from Capital Resources	-500	-500	-500
	0	0	0
Net Cost of Service	12	-77	0

**PAYMENTS, BENEFITS & CUSTOMER
SERVICES**

**PAYMENTS, BENEFITS AND CUSTOMER SERVICE AREA
REVENUE BUDGET 2011/2012**

	Budget 2010/11 £'000	Working Budget 2010/11 £'000	Forward Budget 2011/12 £'000
SUMMARY			
Central Services			
Council Tax Benefit Payments	554	554	672
Local Tax Collection	1,185	1,119	1,041
Education Services			
Student Awards	564	563	490
Highways, Roads and Transport Services			
Concessionary Fares Travel Permits	7,251	7,232	8,251
Housing Services			
Housing Benefit	-569	-569	-579
Housing Benefit Administration	959	916	612
Housing Advances	-4	-4	-11
HRA Rent Rebates	0	0	0
Social Services			
Welfare Benefits Team	324	284	283
Trading Services			
Cashiers, Income and Support	-2	-8	46
Performance Management Team	545	557	578
Face to Face Contact Services	575	540	449
Telephone Contact Services	460	470	519
Other Corporate Support Costs	64	82	16
TOTAL SERVICE AREA BUDGET	11,906	11,736	12,366

**PAYMENTS, BENEFITS AND CUSTOMER SERVICE AREA
REVENUE BUDGET 2011/2012**

	Budget 2010/11 £'000	Working Budget 2010/11 £'000	Forward Budget 2011/12 £'000
COUNCIL TAX BENEFIT PAYMENTS (Central Services)			
Expenditure			
Payments to Claimants	21,628	21,628	23,323
Administration Recharge	558	558	558
Support Services	166	166	284
Total Expenditure	22,352	22,352	24,165
Income			
Council Tax Benefit Subsidy	21,798	21,798	23,493
Total Income	21,798	21,798	23,493
Cost of Service	554	554	672

LOCAL TAX COLLECTION (Central Services)

Expenditure			
Employee Costs	1,450	1,338	1,472
Supplies and Services	396	442	371
Support Services	668	668	697
Total Expenditure	2,514	2,448	2,540
Income			
Court Costs Recovered	1,045	1,045	1,214
NNDR Collection Allowance	284	284	285
Total Income	1,329	1,329	1,499
Cost of Service	1,185	1,119	1,041

**PAYMENTS, BENEFITS AND CUSTOMER SERVICE AREA
REVENUE BUDGET 2011/2012**

	Forward Budget 2011/12 £'000	Working Budget 2010/11 £'000	Forward Budget 2011/12 £'000
STUDENT AWARDS (Support for Students)			
Expenditure			
Employee Costs	132	132	133
Supplies and Services	10	9	7
Transport of SEN Students	379	379	350
Support Services	43	43	0
Cost of Service	564	563	490
CONCESSIONARY FARES (Highways, Roads and Transport Services)			
Expenditure			
Employee Costs	36	36	37
Supplies and Services	56	38	56
Travel Permits	7,147	7,147	8,141
Support Services	12	11	17
Cost of Service	7,251	7,232	8,251
HOUSING BENEFIT (Housing Services)			
Expenditure			
Rent Allowance Payments	119,400	118,675	126,590
Total Expenditure	119,400	118,675	126,590
Income			
Recharge to Housing Advice Centre	800	75	75
Discretionary Housing Payments Grant	97	97	180
Rent Allowance Subsidy	119,072	119,072	126,914
Total Income	119,969	119,244	127,169
Cost of Service	-569	-569	-579

**PAYMENTS, BENEFITS AND CUSTOMER SERVICE AREA
REVENUE BUDGET 2011/2012**

	Forward Budget 2011/12 £'000	Working Budget 2010/11 £'000	Forward Budget 2011/12 £'000
HOUSING BENEFIT ADMINISTRATION (Housing Services)			
Expenditure			
Employee Costs	2,527	2,523	2,484
Supplies and Services	279	270	230
Support Services	768	768	464
Total Expenditure	3,574	3,561	3,178
Income			
Housing Benefit Administration Grant	2,025	2,055	1,975
Benefit Administration Penalties	32	32	33
Recharge Council Tax Benefit Administration	558	558	558
Total Income	2,615	2,645	2,566
Cost of Service	959	916	612
HOUSING ADVANCES (Housing Services)			
Expenditure			
Supplies and Services	10	8	0
Income			
Insurance Commission & other charges	2	1	0
Mortgage Interest	12	11	11
Total Income	14	12	11
Cost of Service	-4	-4	-11

**PAYMENTS, BENEFITS AND CUSTOMER SERVICE AREA
REVENUE BUDGET 2011/2012**

	Forward Budget 2011/12 £'000	Working Budget 2010/11 £'000	Forward Budget 2011/12 £'000
RENT REBATES (Housing Services)			
Expenditure			
Rent Rebate Payments	14,962	14,962	15,785
Total Expenditure	14,962	14,962	15,785
Income			
Recoverable Charges	68	68	68
Rent Rebates Subsidy	14,894	14,894	15,717
Total Income	14,962	14,962	15,785
Cost of Service	0	0	0
WELFARE BENEFITS TEAM (Social Services)			
Expenditure			
Employee Costs	276	236	233
Supplies and Services	6	6	6
Support Services	42	42	44
Cost of Service	324	284	283
CASHIERS, INCOME & SUPPORT (Trading Services)			
Expenditure			
Employee Costs	1,259	1,259	1,240
Supplies and Services	194	188	180
Capital Charges	128	128	124
Support Services	315	315	382
Total Expenditure	1,896	1,890	1,926
Income			
<u>Recharges to Other Services</u>			
General Fund Services	1,784	1,784	1,775
Redbridge Homes	30	30	28
Housing Revenue Account	34	34	34
DSO's	12	12	12
DSG Education Children's Services	38	38	31
Total Income	1,898	1,898	1,880
Cost of Service	-2	-8	46

**PAYMENTS, BENEFITS AND CUSTOMER SERVICE AREA
REVENUE BUDGET 2011/2012**

	Forward Budget 2011/12 £'000	Working Budget 2010/11 £'000	Forward Budget 2011/12 £'000
PERFORMANCE MANAGEMENT TEAM			
Expenditure			
Employee Costs	462	474	474
Supplies and Services	34	34	34
Support Services	49	49	70
Cost of Service	545	557	578
FACE TO FACE CONTACT SERVICES			
Expenditure			
Employee Costs	747	713	709
Supplies and Services	26	26	35
Support Services	237	236	140
Total Expenditure	1,010	975	884
SLA Recharges	435	435	435
Total Income	435	435	435
Cost of Service	575	540	449
TELEPHONE CONTACT SERVICES			
Expenditure			
Employee Costs	1,145	1,155	1,144
Supplies and Services	71	70	79
Support Services	129	130	182
Total Expenditure	1,345	1,355	1,405
SLA Recharges	885	885	886
Total Income	885	885	886
Cost of Service	460	470	519

CHIEF EXECUTIVE

**CHIEF EXECUTIVE
REVENUE BUDGET SUMMARY 2011/12**

	Budget 2011/12 £000s	Working Budget 2011/12 £000s	Forward Budget 2011/12 £000s
CENTRAL SERVICES - CORPORATE MANAGEMENT			
Chief Executive	461	461	447
TOTAL SERVICE AREA BUDGET	461	461	447

**CHIEF EXECUTIVE
REVENUE BUDGET SUMMARY 2011/12**

	Budget 2010/11 £000s	Working Budget 2010/11 £000s	Forward Budget 2011/12 £000s
CHIEF EXECUTIVE			
Expenditure			
Employee Costs	346	346	348
Supplies & Services	23	23	23
Capital Charges	11	11	11
Support Services	86	86	70
	466	466	452
Income			
Housing Revenue Account	5	5	5
	5	5	5
Cost of Service	461	461	447

**LEGAL AND CONSTITUTIONAL
SERVICES**

**LEGAL AND CONSTITUTIONAL SERVICES
REVENUE BUDGET 2011/12**

	Budget 2010/11 £000s	Working Budget 2010/11 £000s	Forward Budget 2011/12 £000s
SUMMARY			
Legal - Trading Services	-2	-25	0
Constitutional - Trading Services	-7	-78	0
Registration of Births, Deaths and Marriages	202	203	157
Elections	442	441	439
Local Land Charges	-140	-140	-150
<u>Corporate and Democratic Core</u>			
Democratic Representation:			
Members Services	2,158	2,124	2,111
Committee Services	787	787	851
Scrutiny Unit	303	325	266
Corporate Management (Legal Services)	47	47	25
TOTAL SERVICE AREA BUDGET	3,790	3,684	3,699

**LEGAL AND CONSTITUTIONAL SERVICES
REVENUE BUDGET 2011/12**

	Budget 2010/11 £000s	Working Budget 2010/11 £000s	Forward Budget 2011/12 £000s
LEGAL TRADING SERVICES			
Expenditure			
Employee Costs	1,773	1,755	1,555
Transport	1	1	1
Supplies and Services	119	114	110
Support Services	274	274	279
Capital Charges	32	32	29
Total Expenditure	2,199	2,176	1,974
Income			
Recharges			
General Fund Services	1,950	1,950	1,745
Corporate Management	47	47	25
Redbridge Homes	131	131	131
Fees & Charges	73	73	73
Total Income	2,201	2,201	1,974
Cost of Service	-2	-25	0

CONSTITUTIONAL- TRADING SERVICES

Expenditure			
Employee Costs	913	852	854
Premises	0	5	5
Transport	29	29	31
Supplies and Services	208	193	191
Capital Charge	2	2	5
Support Service Charges	154	154	159
Total Expenditure	1,306	1,235	1,245
Income			
Recharges			
General Fund Services	514	470	368
Democratic Representation and Management	787	787	851
Schools	0	44	14
Fees & Charges	12	12	12
Total Income	1,313	1,313	1,245
Cost of Service	-7	-78	0

**LEGAL AND CONSTITUTIONAL SERVICES
REVENUE BUDGET 2011/12**

	Budget 2010/11 £000s	Working Budget 2010/11 £000s	Forward Budget 2011/12 £000s
REGISTRATION OF BIRTHS, DEATHS AND MARRIAGES			
Expenditure			
Employee Costs	318	318	318
Supplies and Services	26	26	26
Support Services	217	217	186
Total Expenditure	560	561	530
Income			
Government Grants	9	2	2
Customer and Client Receipts	349	356	371
	358	358	373
Cost of Service	202	203	157
ELECTIONS			
Expenditure			
Employee Costs	230	230	231
Supplies and Services	93	92	92
Support Services	62	62	59
	60	60	60
Total Expenditure	445	444	442
Income			
Fees & Charges	3	3	3
Cost of Service	442	441	439
LOCAL LAND CHARGES			
Expenditure			
Employee Costs	115	115	115
Supplies and Services	12	12	12
Support Services	63	63	60
Total Expenditure	190	190	187
Income			
Fees & Charges	330	330	337
Cost of Service	-140	-140	-150

**LEGAL AND CONSTITUTIONAL SERVICES
REVENUE BUDGET 2011/12**

	Budget 2010/11 £000s	Working Budget 2010/11 £000s	Forward Budget 2011/12 £000s
CORPORATE MANAGEMENT - MEMBERS SERVICES			
Expenditure			
Employee Costs	257	257	258
Premises	15	15	14
Supplies and Services	109	129	109
Transport	69	69	72
Mayoralty/Civic Regalia	39	11	31
Members Allowance	1,209	1,184	1,184
Capital Charge	41	40	44
Support Services	419	419	399
Cost of Service	2,158	2,124	2,111

SCRUTINY UNIT

Expenditure			
Employee Costs	303	311	252
Supplies and Services	0	14	14
Cost of Service	303	325	266

NON-DISTRIBUTED COSTS

**NON DISTRIBUTED COSTS
REVENUE BUDGET 2011/12**

	Budget 2010/11 £000s	Revised Budget 2010/11 £000s	Forward Budget 2011/12 £000s
Non Distributed Costs	23	23	71
Costs Associated with Pensions	1,363	1,363	1,363

**PART 4 - CAPITAL PROGRAMME
2011/12**

CAPITAL PROGRAMME 2011/12 - 2015/16

INTERNALLY FUNDED CAPITAL SCHEMES

Service Areas	Slippage*	Original					
	C/fwd	Budget	Total				
	2010/11	2011/12	2011/12	2012/13	2013/14	2014/15	2015/16
	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's
FUNDED FROM REDBRIDGE RESOURCES							
Children's Services	9,909	22,865	32,774	34,806	7,651	2,833	905
Housing Services	2,195	2,567	4,762	0	0	0	0
Highways and Cleansing Services	0	3,205	3,205	400	200	0	0
Planning and Regeneration	0	150	150	0	0	0	0
Property Services	60	1,000	1,060	0	0	0	0
Sub Total - Services	12,164	29,787	41,951	35,206	7,851	2,833	905
Indirect Revenue Funding	0	3,176	3,176	3,176	3,176	3,176	3,176
ICT Strategy	367	500	867	500	500	500	500
TOTAL - INTERNALLY FUNDED	12,531	33,463	45,994	38,882	11,527	6,509	4,581
RESOURCES							
Less:							
Agreed Borrowing	0	27,737	27,737	21,109	0	0	0
Agreed Borrowing 10/11	12,531	0	12,531	0	0	0	0
Section 106 Contributions	0	1,400	1,400	660	20	0	0
Supported Capital (Grant)	0	14,543	14,543	570	0	0	0
Growth Funding B/Fwd	0	397	397	0	0	0	0
Capital Receipts	0	525	525	200	200	200	200
Capital Reserve	0	4,140	4,140	0	0	0	0
NEW RESOURCES ANNUAL INFLOWS	12,531	48,742	61,273	22,539	220	200	200
FUNDED FROM NEW BORROWING	0	0	0	1,064	11,307	0	0
(EXCESS)/ SHORTFALL PRIOR YEAR - B/FWD	0	0	0	-15,279	0	0	6,309
(EXCESS) / SHORTFALL CUMULATIVE - C/FWD	0	-15,279	-15,279	0	0	6,309	10,690

* 2010/11 Slippage subject to Cabinet approval

EXTERNALLY FUNDED CAPITAL SCHEMES

Service Areas	Slippage*		Total				
	C/fwd		2011/12	2012/13	2013/14	2014/15	2015/16
	2010/11	2011/12	2011/12	2012/13	2013/14	2014/15	2015/16
	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's
FUNDED FROM EXTERNAL RESOURCES							
Children's Services	3,856	18,041	21,897	7,750	823	285	285
Community Care	98	0	98	0	0	0	0
Housing Services	414	6,063	6,477	4,929	0	0	0
Highways and Cleansing Services	1,604	4,407	6,011	2,688	2,337	0	0
TOTAL - EXTERNALLY FUNDED	5,972	28,511	34,483	15,367	3,160	285	285

* 2010/11 Slippage subject to Cabinet approval

TOTAL APPROVED CAPITAL SPENDING PROPOSALS

TOTAL - INTERNALLY FUNDED SCHEMES	12,531	33,463	45,994	38,882	11,527	6,509	4,581
	GRAND TOTAL - INTERNALLY FUNDED						107,493
TOTAL - EXTERNALLY FUNDED SCHEMES	5,972	28,511	34,483	15,367	3,160	285	285
	GRAND TOTAL - EXTERNALLY FUNDED						53,580

**CHILDREN'S SERVICES
CLUSTER**

CHILDREN'S SERVICES

CHILDREN'S SERVICES
CAPITAL PROGRAMME 2011/12 - 2015/16

INTERNALLY FUNDED CAPITAL SCHEMES

Scheme	Slippage*	Original					
	C/fwd	Budget	Total				
	2010/11	2011/12	2011/12	2012/13	2013/14	2014/15	2015/16
	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's
Additional Primary School Places - Phase 1	1,770	9,959	11,729	9,042	1,585	1,950	115
Additional Primary School Places - Phase 2	0	704	704	6,562	1,592	561	87
Additional Secondary School Places - Phase 1	890	2,264	3,154	15,354	3,540	322	703
Fire Precaution Works	0	50	50	0	0	0	0
Improvements to Disabled Access to Primary / Secondary Schools	0	400	400	394	394	0	0
Project and Programme Management	0	120	120	0	0	0	0
Isaac Newton Academy Project	1,119	3,193	4,312	1,766	454	0	0
John Barker Relocation	1,397	700	2,097	700	86	0	0
Technology - One School Pathfinder Project	0	596	596	0	0	0	0
Hainault Forest High School - Major Suitability Improvements	299	2,889	3,188	167	0	0	0
Relocation of Newbridge Special School (Loxford Lane Campus)	2,495	559	3,054	272	0	0	0
Churchfields Junior School Replacement	1,889	831	2,720	499	0	0	0
School Boiler and Heating	0	500	500	0	0	0	0
Case Management System	50	100	150	50	0	0	0
Total - Internally Funded	9,909	22,865	32,774	34,806	7,651	2,833	905

* 2010/11 Slippage subject to Cabinet approval

**CHILDREN'S SERVICES
CAPITAL PROGRAMME 2011/12 - 2015/16**

EXTERNALLY FUNDED CAPITAL SCHEMES

Scheme	Slippage*	Original					
	C/fwd	Budget	Total				
	2010/11	2011/12	2011/12	2012/13	2013/14	2014/15	2015/16
	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's
Department for Education and Skills (DfES)							
Fire Precaution Works	0	13	13	0	0	0	0
Improvements to Disabled Access to Primary / Secondary Schools	0	100	100	131	131	0	0
Relocation of Newbridge Special School (Loxford Lane Campus)	60	60	120	0	0	0	0
Isaac Newton Academy Project	3,306	16,939	20,245	7,619	692	285	285
Devolved Formula Capital Grove Primary - School Contribution	400	929	1,329	0	0	0	0
Woodlands Infants School - Suitability Improvements	16	0	16	0	0	0	0
	74	0	74	0	0	0	0
Total - Externally Funded	3,856	18,041	21,897	7,750	823	285	285
TOTAL - CHILDREN'S SERVICES	13,765	40,906	54,671	42,556	8,474	3,118	1,190

* 2010/11 Slippage subject to Cabinet approval

ADULT SOCIAL SERVICES AND HOUSING CLUSTER

**COMMUNITY CARE
SERVICES**

**COMMUNITY CARE
CAPITAL PROGRAMME 2011/12 - 2015/16**

EXTERNALLY FUNDED CAPITAL SCHEMES

Scheme	Slippage*	Original	Total				
	C/fwd 2010/11 £ 000's	Budget 2011/12 £ 000's	2011/12 £ 000's	2012/13 £ 000's	2013/14 £ 000's	2014/15 £ 000's	2015/16 £ 000's
Department of Health (DoH)							
Social Care Reform Capital Grant	98	0	98	0	0	0	0
Total - Externally Funded	98	0	98	0	0	0	0
TOTAL - COMMUNITY CARE SERVICES	98	0	98	0	0	0	0

* 2010/11 Slippage subject to Cabinet approval

HOUSING SERVICES

HOUSING SERVICES
CAPITAL PROGRAMME 2011/12 - 2015/16

INTERNALLY FUNDED CAPITAL SCHEMES

Scheme	Slippage*	Original	Total	2012/13	2013/14	2014/15	2015/16
	C/fwd	Budget					
	2010/11	2011/12					
	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's
Capital Housing Grant - Empty Property Strategy	0	150	150	0	0	0	0
Capital Housing Grant - P&R Scheme	400	1,000	1,400	0	0	0	0
Private Sector Housing	0	1,267	1,267	0	0	0	0
Energy Efficiency grants for the elderly	139	150	289	0	0	0	0
Affordable Housing - New Build	1,392	0	1,392	0	0	0	0
Cash Incentive Scheme	70	0	70	0	0	0	0
Places of Change	194	0	194	0	0	0	0
Total - Internally Funded	2,195	2,567	4,762	0	0	0	0

EXTERNALLY FUNDED CAPITAL SCHEMES

Scheme	Slippage*	Original	Total	2012/13	2013/14	2014/15	2015/16
	C/fwd	Budget					
	2010/11	2011/12					
	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's
Department for Communities and Local Government (DCLG)							
Places of Change	410	0	410	0	0	0	0
Housing Planning Grant	4	0	4	0	0	0	0
Disabled Facility Grant	0	734	734	0	0	0	0
Total - Externally Funded	414	734	1,148	0	0	0	0
TOTAL - HOUSING SERVICES	2,609	3,301	5,910	0	0	0	0

* 2010/11 Slippage subject to Cabinet approval

HOUSING SERVICES
CAPITAL PROGRAMME 2011/12 - 2015/16

EXTERNALLY FUNDED CAPITAL SCHEMES

HOUSING REVENUE ACCOUNT SCHEMES	Slippage	Original	Total	2012/13	2013/14	2014/15	2015/16
	C/fwd	Budget					
	2010/11	2011/12	2011/12	2012/13	2013/14	2014/15	2015/16
	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's
Major Repairs Allowance	0	4,195	4,195	0	0	0	0
Capital Allowance	0	500	500	0	0	0	0
Section 106 Affordable Housing	0	500	500	4,929	0	0	0
Loft Conversions & Extensions	0	134	134	0	0	0	0
Total - Externally Funded	0	5,329	5,329	4,929	0	0	0
TOTAL - HOUSING REVENUE ACCOUNT SERVICES	0	5,329	5,329	4,929	0	0	0

ENVIRONMENT & COMMUNITY SERVICES CLUSTER

HIGHWAYS & CLEANSING SERVICES

HIGHWAYS AND CLEANSING SERVICE AREA CAPITAL PROGRAMME 2011/12 - 2015/16

SUMMARY	Slippage*	Original					
	C/fwd	Budget	Total				
	2010/11	2011/12	2011/12	2012/13	2013/14	2014/15	2015/16
	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's
CLEANSING SERVICES	680	851	1,531	0	0	0	0
HIGHWAYS & ENGINEERING SERVICES	924	6,761	7,685	3,088	2,537	0	0
TOTAL - HIGHWAYS AND CLEANSING SERVICE AREA	1,604	7,612	9,216	3,088	2,537	0	0

* 2010/11 Slippage subject to Cabinet approval

**HIGHWAYS AND CLEANSING SERVICE AREA
CAPITAL PROGRAMME 2011/12 - 2015/16**

INTERNALLY FUNDED CAPITAL PROGRAMME

HIGHWAY SCHEMES	Slippage*	Original					
	C/fwd	Budget	Total				
	2010/11	2011/12	2011/12	2012/13	2013/14	2014/15	2015/16
	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's
Highway Drainage Replacement/Renewal	0	50	50	0	0	0	0
Highways Preventative Maintenance	0	438	438	0	0	0	0
Major Resurfacing Borough Roads	0	1,526	1,526	0	0	0	0
Resources to Deliver Parking Strategy Objectives	0	700	700	400	200	0	0
Street Lighting Renewals	0	330	330	0	0	0	0
Transport and Traffic	0	300	300	0	0	0	0
Minor Works for People with Impaired Mobility	0	55	55	0	0	0	0
Less: Revenue Contribution	0	-194	-194	0	0	0	0
Total - Internally Funded	0	3,205	3,205	400	200	0	0

EXTERNALLY FUNDED CAPITAL SCHEMES

CLEANSING SCHEMES	Slippage*	Original					
	C/fwd	Budget	Total				
	2010/11	2011/12	2011/12	2012/13	2013/14	2014/15	2015/16
	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's
Vehicle Replacement Programme	680	851	1,531	0	0	0	0
Total - Cleansing Schemes	680	851	1,531	0	0	0	0

* 2010/11 Slippage subject to Cabinet approval

HIGHWAYS AND CLEANSING SERVICE AREA CAPITAL PROGRAMME 2011/12 - 2015/16

EXTERNALLY FUNDED CAPITAL SCHEMES

HIGHWAY SCHEMES	Slippage*	Original					
	C/fwd	Budget	Total	2012/13	2013/14	2014/15	2015/16
	2010/11	2011/12	2011/12	2012/13	2013/14	2014/15	2015/16
	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's
Section 106 Funding							
Section 106 Claybury	316	0	316	0	0	0	0
Section 106 Various	473	367	840	0	0	0	0
Total Section 106	789	367	1,156	0	0	0	0
Transport for London (TfL)							
Major Scheme:- South Woodford	0	365	365	0	0	0	0
Neighbourhood Scheme:- Ilford Town Centre	0	50	50	0	0	0	0
Radial Corridor 1:- A118 High Road	0	289	289	429	550	0	0
Gants Hill	0	100	100	200		0	0
Orbital Corridor 2:- A123/A1400/A104/A121	0	350	350	350	350	0	0
Orbital Corridor 1:- A104/A1199/A114/A116	0	200	200	200	300	0	0
Neighbourhood Scheme:- High Street Wanstead	0	300	300	0	0	0	0
Neighbourhood Scheme: - Chadwell Heath	0	279	279	221	0	0	0
Development Work for Major Project at Manford Way	0	155	155	100	0	0	0
Accident Remediation:- Local Safety	0	542	542	542	362	0	0
Smarter Travel:- School Travel	0	53	53	53	53	0	0
Principal Roads	0	431	431	431	431	0	0
Local Priority	0	100	100	100	100	0	0
Neighbourhood Scheme:- Seven Kings	105	0	105	0	0	0	0
Greenways	30	0	30	0	0	0	0
Ilford Eastern Gateway	0	0	0	50	138	0	0
Design of Future Schemes	0	0	0	12	53	0	0
Less: Revenue Contribution	0	-25	-25	0	0	0	0
Total - Transport For London	135	3,189	3,324	2,688	2,337	0	0
Total - Highways	924	3,556	4,480	2,688	2,337	0	0
Total - Externally Funded	1,604	4,407	6,011	2,688	2,337	0	0

* 2010/11 Slippage subject to Cabinet approval

**PLANNING AND REGENERATION
SERVICES**

**PLANNING AND REGENERATION SERVICES
CAPITAL PROGRAMME 2011/12 - 2015/16**

INTERNALLY FUNDED CAPITAL SCHEMES

Scheme	Slippage	Original					
	C/fwd	Budget	Total				
	2010/11	2011/12	2011/12	2012/13	2013/14	2014/15	2015/16
	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's
Access Improvement Programme	0	150	150	0	0	0	0
Total - Internally Funded	0	150	150	0	0	0	0
TOTAL - PLANNING AND REGENERATION	0	150	150	0	0	0	0

PROPERTY SERVICES

**PROPERTY SERVICES
CAPITAL PROGRAMME 2011/12 - 2015/16**

INTERNALLY FUNDED CAPITAL PROGRAMME

Scheme	Slippage*	Original					
	C/fwd	Budget	Total	2012/13	2013/14	2014/15	2015/16
	2010/11	2011/12	2011/12	2012/13	2013/14	2014/15	2015/16
	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's
Major Maintenance Works - Property Asset Base	60	1,000	1,060	0	0	0	0
Total - Internally Funded	60	1,000	1,060	0	0	0	0
TOTAL - PROPERTY SERVICES	60	1,000	1,060	0	0	0	0

* 2010/11 Slippage subject to Cabinet approval

PART 5 - GLOSSARY OF TERMS

GLOSSARY OF TERMS

Term	Definition
Accounting Period	The period of time covered by the Council's accounts. The Council's financial year is the period from 1st April to the following 31st March.
Agency and Contracted Services	Services provided by an external supplier, such as a private contractor or public authority.
Base Budget	<p>(Approved current years budget adjusted for approved in year changes).</p> <p>This is the starting point for each year's budget before Council has approved any proposed spending changes. It is based on the previous year's approved budget, updated for allocations from Contingencies and Reserves and other appropriate budget changes between services within overall resources.</p>
Billing Authority	A local authority empowered to set, and collect, council taxes and manage the Collection Fund on behalf of itself and precepting authorities in its area. London Boroughs and the City of London are billing authorities who collect precepts on behalf of the Greater London Authority.
Budget	A financial statement in terms of capital or revenue requirements which defines the Council's spending policies over a specified period of time, usually one accounting period. It is illegal for the Council to budget for a sum in excess of the resources available to it.
Budget Requirement	An amount calculated, in advance of each year, by each billing authority, and by each major precepting authority. It is broadly the authority's estimated net revenue expenditure after allowing for movement in General Fund reserves.
Change Management Fund	A fund to facilitate the "promotion of innovation, efficiencies and savings through the provision of pump priming funds" that will drive forward effective change management outcomes in the delivery of services across the Council. The source of funding has been drawn from one-off non ring-fenced grants received in the form of the Local Public Service Agreement (LPSA) 1st Generation Performance Reward Grant and the Local Area Business Growth Incentive (LABGI) Scheme Grant.

Capital Charges	Capital charges relate to all capital assets over £10,000 in value used by individual services, unlike capital financing costs which only relate to assets paid for by borrowing and leasing.
Capital Expenditure	(Acquisition / improvement of fixed assets) This is expenditure on the acquisition of fixed assets or expenditure, which adds to the value of existing fixed assets, which are tangible and yield benefit to the Authority for a period of more than one year. Some assets have an indeterminate life and, although valuable, do not have a realisable value e.g. roads, and some may have restrictions on their disposability e.g. parks or historic buildings.
Capital Receipts	The proceeds from the sale of land or other assets. Non-housing receipts may be used either to finance new capital expenditure or repay debt. On housing receipts Government rules require that only 25% of the receipt from disposal of homes and 50% of the receipts from disposal of other housing assets can be used for new capital expenditure. The balance of the housing receipts are paid over to the Government, under pooling arrangements.
Collection Fund	(Main account used in providing Council services) A Statutory Account which receives Council Tax, Community Charges, Non-Domestic Rates and Government Grant to cover the costs of services provided by the Council and its' Precepting Authorities.
Contingencies, Provisions and Reserves	(Setting aside resources for future items) Contingencies relate to monies set aside to meet the cost of unforeseen items of expenditure, or shortfalls in income and to provide for inflation, where this is not included in individual budgets. Provisions are for liabilities or losses that are likely or certain to be incurred, but the amounts or the dates on which they will arise are uncertain. Reserves are amounts set aside which do not fall within the definition of "Provisions" and include general reserves (or "Balances") which every Authority must maintain as a matter of prudence.
Corporate and Democratic Core (CDC)	The CDC relates to all activities that a local authority is engaged in because it is an elected and multi-purpose organisation. Costs comprise two categories of expenditure - Democratic Representation and Management and Corporate Management costs.

Council Tax	<p>A property tax based on the value of property, with a 25% discount for single adult households.</p> <p>It is based on the value of the property and the number of residents. The Valuation Office Agency assesses the properties in each district and assigns each property to one of eight valuation bands, A to H. The tax is calculated on the basis of the weighted number of properties, equated to Band D. Tax levels for dwellings in other bands are then set relative to the Band D amount.</p> <hr/>
Council Tax Benefit	<p>Financial help given to taxpayers whose income falls below prescribed amounts. The cost is substantially covered by specific government grant.</p> <hr/>
Dedicated Schools Grant	<p>The Dedicated Schools Grants was introduced in 2006/07 and comprises funding in respect of the individual Schools Budget and the Central Expenditure incurred by the Authority on behalf of Schools.</p> <p>This is a ring-fenced grant that may only be used for the purpose for which it has been provided and is the single largest grant received by the Authority.</p> <hr/>
Demand on Collection Fund	<p>The amount calculated by a billing authority to be transferable from its Collection Fund to its General Fund. Apart from any surplus or deficit in the Collection Fund, the amount is calculated as the authority's budget requirement less Government general grants.</p> <hr/>
Direct Revenue Funding	<p>Funding of capital expenditure directly from revenue as opposed to other forms of capital funding which spread the cost over a number of years.</p> <hr/>
Efficiency	<p>This arises through a measurable improvement in the quality of a service without corresponding increase in costs or a reduction in costs whilst maintaining service levels. Any gains can be used in improving front-line services or off-setting Council Tax increases.</p> <hr/>
Employee Overheads	<p>Costs of employing staff, employer's national insurance and superannuation contributions.</p> <hr/>
Fees and Charges	<p>Income received as payment for goods and services provided. These changes are reviewed annually as part of the annual budget process.</p> <hr/>

Financial Regulations	These are the rules adopted by the Council which establish the procedures by which it conducts its business. They are intended to provide a framework for the safe and efficient management of the Council's affairs.
Formula Grant	(Main Government Revenue Grant) Local Government revenue expenditure is funded largely through Government Grants and the Council Tax. Government Grants comprise the Formula Grant (made up of the Revenue Support Grant and a proportion of the national business rates pool), Specific Grants (which are ring-fenced for specific purposes).
Funding Capital Expenditure	(Ways used to fund capital expenditure) There are 3 main sources of funding: Borrowing: the main avenue for funding Capital expenditure is through borrowing. The extent of borrowing undertaken by the Authority is subject to the amount it can afford to meet the financing costs. Capital Receipts: which are generated by the sale of assets such as surplus land. Capital Grants: issued by Government Departments and various Agencies, usually on a bidding basis for specific purposes.
General Fund	This is the Council's main revenue account and covers the day-to-day spending requirements in providing services.
Gross Spending	The total cost of providing services before any income such as government grants, fees and charges and other income is deducted.
Housing Benefit	Financial help given to local authority or private tenants whose income falls below prescribed amounts.
Housing Revenue Account (HRA)	A statutory account which contains all the expenditure and income to fund council housing. The HRA must be kept entirely separate from the General Fund and the account must balance. Local authorities are not allowed to make up any shortfall on the HRA from the General Fund.
Indirect Employee Expenses	Includes costs incurred for staff training and for recruitment.
LEA	Local Education Authority. Since the Children Act 2004 each local education authority is also a Children's Services authority and responsibility for both functions is held by the Director of Children's Services.

Major Precepting Authority	The Greater London Authority makes a precept on the collection fund for services provided pan London-wide including for example the Metropolitan Police Authority, the London Fire and Emergency Planning Authority and Transport for London.
National Non-Domestic Rates (NNDR)	This is a nationally set rate on non-domestic properties. Local authorities collect the rate, as agents for central Government, which is paid into the Collection Fund and then passed to the Government's national pool. Money from the pool is distributed to local authorities on the basis of the number of people resident in their area.
Net Interest Receipts	(Difference between interest receivable and payable) This comprises interest received on the investment of surplus cash balances and interest payable on external borrowing (taken out to fund capital expenditure). Also included are the reversal of notional capital charges that are required to services for using the Authority's assets.
Net Budget Requirement	The Net Budget Requirement is the cost of services that must be funded from Formula Grant and, after taking into account any deficit or surplus on the Council Tax Collection Fund, Council Tax.
Precepts and Levies	(Charges levied by external authorities/bodies to finance their services. This is the charge made by a Precepting Authority (e.g. the Greater London Authority) on billing Authorities (e.g. Redbridge) requiring the latter to collect income from Council taxpayers on their behalf. Redbridge also has to pay levies to various other bodies in respect of services provided for its residents (e.g. the East London Waste Authority and the Lee Valley Regional Park Authority).
Premises Costs	Includes repairs and maintenance of fixed plant, maintenance of grounds, fuel, light, cleaning, water, fixtures and fittings, rent and rates and premise-related insurance.
Provisions	Amounts set aside generally as estimates of liabilities or losses already incurred but whose exact amount will be determined in the future e.g. bad debts.
Recharge	Money that a service can charge back to another service.

Reserves	Revenue account reserves can be amounts for general contingencies and to provide working balances, or they can be earmarked to specific future expenditure.
Revenue Spending	This is expenditure resulting from the day-to-day running costs of the Council. Under the Local Government and Housing Act 1989, all expenditure is regard as revenue unless it is specifically classified as capital.
Revenue Support Grant (RSG)	This represents central Government's general contribution to the Council's finances.
Section 106 (S106)	This was introduced in the Town and Country Planning Act 1990 and relates to an agreement between a Local Planning Authority (LPA) and a land developer. The LPA can impose obligations on the developer, restricting the use of the land, requiring the developer to carry out certain activities or to reimburse the authority financially.
Service Expenditure Analysis	An analysis of the budget by function/service such as schools, libraries, residential care homes, etc.
Specific Grant	These are grants paid by various Government departments for use on specific services, such as Education Standards Fund grants, housing benefit subsidies.
Supplies and Services	Includes equipment, furniture, materials, clothing, uniforms, laundry, printing, stationery, telephones, postage, computers, advertising (other than for recruitment), and grants to voluntary bodies.
Support Services	Services provided for departments within the Council and not directly to the public such as payroll, legal, personnel and computer services.
Tax Base	This is the number of band 'D' equivalent homes in the Borough.
Trading Services	Local authority services that are, or are generally intended to be financed mainly from charges levied on the users of the services.
Transfer Payments	A payment to a person or body who does not provide a reciprocal service to the Council in exchange for payment. The cost of such payments is normally fully or partially reimbursed by the Government, e.g. housing benefit payments, Council Tax benefit payments and mandatory student awards.

Non-Distributed Costs These are overheads for which no user now benefits and should not be apportioned to services.
They comprise:

- past service costs (if any)
- settlements (if any)
- curtailments (if any)
- the costs associated with unused shares of IT facilities
- the costs of shares of other long-term unused by realisable assets

Working Balances The surplus or deficit on any account at the end of an accounting period. This term is often used to refer to the surplus available to keep down the increase of the Council Tax. Also known as Reserves.

Working Budget During the course of the financial year it may be necessary unavoidably to amend the original budget. The budget as amended accordingly is termed the working budget.
