

**BUSINESS SUPPORT
OVERVIEW AND SCRUTINY COMMITTEE**

2 FEBRUARY 2010

**DRAFT CAPITAL AND REVENUE BUDGET
PROPOSALS 2010/2011**

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Summary

This report presents for consideration, the Cabinet's draft capital and revenue budgets for 2010/2011.

1. Budget and Policy Framework

- 1.1 In accordance with the constitution, Cabinet is required to develop initial budget proposals' approximately three months before finalising the budget and setting council tax levels in February 2010. These proposals should be submitted to Overview and Scrutiny Committees for their views.
- 1.2 The Council Plan is part of the Council's Policy Framework as set out in the constitution. The draft plan will be reported as a separate item on this agenda, prior to consideration by Cabinet and approval by Council.

2. Background

- 2.1 Cabinet's proposals, as agreed at the meeting on 24 November 2009, were reported in full to Business Support Overview and Scrutiny Committee on 10 December who agreed to pass the proposals on to the relevant overview and scrutiny committees, with comments to be channelled back through that committee on 2 February 2010.
- 2.2 However, as there was no appropriate committee to consider Business Support proposals, Members are requested to consider the budget implications insofar as they impact on this committee and forward comments direct to Cabinet on 16 February 2010.
- 2.3 As in previous years Cabinet's presentation is very much a 'work-in-progress' position with a revenue funding gap of some £8.1 million and some incomplete information in relation to capital funding opportunities.

- 2.4 The report to this committee on 10 December was a re-statement of the Cabinet report and identified the position for the Council as a whole as presented by Cabinet. This report moves the process on and concentrates on the impact upon the Business Support Department. However in doing so the opportunity is taken to update the overall position in respect of the capital and revenue announcements that have occurred subsequent to the meetings of Cabinet and Business Support Overview and Scrutiny in November and December.

3. Draft Capital Programme 2010/2011 and Beyond

- 3.1 The current forecast shows that almost half (£77 million of the current approved programme of £155 million will be delivered in future years and capital resources will either roll forward or new allocations become available. The majority of capital resources to support investment for the current financial year are part of the three year settlement announced in 2007 following the Government's Comprehensive Review (CSR 2007).
- 3.2 The provisional capital programme for 2010/2011 and future years incorporates schemes which are fully supported by borrowing, grant or other external contributions.
- 3.3 In addition to the supported programme there are commitments from the current capital programme and ongoing support of annual schemes which represent a demand for capital receipts, both General Fund and housing, in excess of £16 million by the end of 2011/2012 to provide funding for unsupported schemes.
- 3.4 In considering schemes for inclusion within the programme the revenue implications of new investment must always be assessed. This information forms a component of the prudential indicators of affordability. Consequently, individual schemes will be considered in detail before submission to Members for formal approval.
- 3.5 Schemes which require a draw on reserves or revenue funds cannot be considered due to severe budget constraints. Uncommitted general reserves were only £3.2 million at the end of March 2009 and £1.5 million of this balance is committed to fund revenue in 2009/2010 and over £330,000 committed to fund currently approved capital schemes as can be seen from Table 1.
- 3.6 In setting a programme of investment in the capital programme, Members must consider all financing options available and have regard to option appraisal, asset management planning, strategic planning and achievability of the Council's forward plan.
- 3.7 Table 1 lists currently approved schemes, funded from capital receipts or reserves that will continue into future years to the extent of the unused amount of the approval. Shaded figures relate to this committee.

Table 1(a) Unsupported existing approved Capital Schemes for 2009/2010

Scheme funded from Capital Receipts, and Reserves (General Fund)	Total Scheme Approval £000s	Forecast Spend to 31/03/10 £000s	2010/2011 and Future Years £000s
Business Support			
Building Maintenance Programme 6	2,580	600	1,980
Strood Riverside Land Compensation	1,330	1,330	0
ICT Strategic Fund	720	356	364
Civic Centre Demolition	687	500	187
St George's Centre Kitchen Extension	330	330	0
Medway Council New Website	250	150	100
Mercury Abatement	200	0	200
Gun Wharf Reception & Signage	100	100	0
Balance of Member's Priorities	76	76	0
Energy Efficiency – Carbon Trust	27	27	0
Department Total	6,300	3,469	2,831
Other Directorates			
Children and Adults	529	400	129
Regeneration Community & Culture	8,607	6,126	2,481
Total	15,436	9,995	5,441
Funding			
Reserves	332	322	10
Capital Receipts	15,104	9,673	5,431

3.8 For Member's information, Table 2 lists all approved schemes to date, funded from unsupported (prudential) borrowing with the revenue costs met from existing resources.

3.9 Table 3, although incomplete at this stage, indicates those core schemes or programmes which are funded by government grant or borrowing backed by Central government support over the three year life of CSR 2007

3.10 Apart from those schemes listed in Tables 1,2 and 3, there are no new proposals for inclusion in the capital programme for 2010/2011 and future years at this stage as the majority of provisional funding has already been allocated to existing schemes. New schemes proposed for inclusion in the capital programme have the potential to be included at any time, subject to full Council approval. The approval process for such schemes will need to have regard to their priority and funding mechanism and any impact on the revenue accounts.

Table 2 Unsupported Existing Approved Capital Schemes

Scheme funded from Unsupported Borrowing	Total Scheme Approval £000s	Forecast Spend 2009/2010 £000s	2010/2011 & Future Years £000s
Business Support			
Gun Wharf	21,300	2	0
Customer First	776	8	0
Mercury Abatement	488	0	488
Library management System	300	94	0
Department Total	22,864	104	488
Regeneration, Community & Culture	8,443	2,333	2,000
Total	31,307	2,437	2,488

Table 3 Summary of External Funding for 2008/2011 Programme

Directorate/Scheme	2008/2009 £000s	2009/2010 £000s	2010/2011 £000s
Business Support			
Housing Maintenance Programme (MRA)	2,156	2,212	tba
Decent Homes (SCE(R))	735	735	tba
Housing (General Fund)	649	985	903
Disabled facilities Grant	570	648	tba
Department Total	4,110	4,580	903
Other Directorates			
Children and Adults	15,046	20,918	26,912
Regeneration, Community & Culture	5,407	7,885	7,192
Total	24,563	33,383	35,007
Government Grant	13,289	21,914	26,512
Supported Borrowing	11,274	11,469	8,495

- 3.11 It is clear that outside of existent approvals and future supported projects, there is very little scope for adding to the capital programme at this time. Reserves are no longer available and the existing programme already stretches potential capital receipts against the current state of the property market.

4. Funding the Approved Programme

4.1 The capital programme is funded by several sources:

- Supported Borrowing (SCE(R))
- Major Repairs Allowance
- Government Grant (SCE(C))
- Capital Receipts
- Other Capital Grants
- Developer Funds/Specific Reserves

Confirmation of some of the indicative allocations has been received, and any additional allocations will be announced during the beginning of 2010.

4.2 Most central government support is allocated through the Single Capital Pot which comprises two components: Supported Capital Expenditure (Revenue), known as SCE(R) and Supported Capital Expenditure (Capital Grant), known as SCE(C). SCE(R) is the amount of expenditure towards which revenue support grant (RSG) will be paid to a local authority to reflect the costs of borrowing.

4.3 The majority of capital grants are current year allocations. However, school modernisation grants and some targeted capital funding has to be spent in 17 months aligned to the school year. Local transport plan (LTP) grants are allocated for the current year with indicative figures of a second year allocation. Devolved formula capital grants must be spent within three years. The CSR has demonstrated that there is a marked shift from SCE(R) to capital grant over the three year life.

4.4 Although, according to CLG, the individual elements of SCE(R) and some specific grants are not ringfenced, the Council has always applied this funding to relevant services as there is an expectation from individual Government departments that the full funding will be allocated appropriately. There is a risk that future funding could be jeopardised if this policy is not continued.

4.5 In keeping with the Council's clear policy objectives, further developer contributions will be secured throughout 2010/2011. These contributions will be applied to secure investment to match the objectives set out in the Community Plan, and other planning and development priorities.

5. Draft Revenue Budget 2010/2011

5.1 The monitoring report for September predicted an underspend on non Dedicated Schools Grant funded services of £625,000. However, it must be remembered that the 2009/2010 revenue budget contained a number of one-off funding options which cannot be sustained in future years.

5.2 The budget proposals for 2010/2011 are built using the current year's budget and spending as a starting point. Appendix 1 shows a forecast budget gap of just over £8.1 million that is largely driven by pressures already experienced and the continued growth in those pressures. A significant proportion of this pressure arises from the fact that the budget for 2009/2010 was dependent on the one off use of almost £3.4 million of reserve funding. This immediately creates an ongoing budget pressure for 2010/2011 and future years.

- 5.3 The Provisional Local Government Finance Settlement was announced on 26 November and launched the consultation period on the proposals that will end on 6 January 2010. The settlement confirmed the figures (both capital and revenue) already announced as part of CSR 2007 and reported to Cabinet in November 2009. The headline figures for Medway for 2010/2011 are:
- Formula Grant £ 85.130m, being an increase of 3.60%;
 - DSG £173.627m , a cash increase of 3.5% above the final DSG for 2009/2010 (representing £4,351 per pupil, an increase of 4.13%.
- 5.4 The indicative DSG allocation for 2010/2011 is based on Medway’s own estimate of the number of pupils in January 2010 (39,902) at the fixed Medway rate per pupil of £4,351.36. The number of pupils represents a reduction of 244 from the final number of pupils (40,146) as at January 2009, used for the final DSG allocation for 2009-2010. The allocation will be adjusted in due course to reflect the actual pupil numbers in January 2010 and the early years headcount. The final pupil numbers are normally verified by the DCSF in May and the final DSG allocation will not be known until then.
- 5.5 Unsurprisingly, the settlement does little to further the relatively poor funding position of the council in comparison to peer authorities with like authorities also receiving similarly beneficial increases. In addition, Barbara Follett, The Parliamentary Under Secretary of State, Communities and Local Government also included a statement that she expects the average increase in Council Tax to fall to the lowest increase in 16 years. She has also stated that she will not hesitate from using capping powers to protect taxpayers from excessive Council Tax increases. However she fell short of specifying what “excessive” would be. Last year the capping level was set at 5% against a background of an expressed desire for ‘low single figures’. A recent survey suggested that average Unitary rises would be 2.6% and in that context, and allowing for our low base, the draft budget suggestion of a 3% increase would not seem to be inconsistent with this announcement. However, to match the lowest increase in the last 16 years then that figure would be 2.1% achieved in 1994/1995.
- 5.6 Assuming a council tax increase of 3% for 2010/2011 and an increase in council tax base of 0.75% as predicted in the Medium Term Financial Plan considered by Cabinet last September, the resources available to the Council over the CSR 2007 period are summarised in the following table:

Table 4 Resources Summary

Details	2008/2009	2009/2010	2010/2011
	£000s	£000s	£000s
Formula Grant	79,120	82,225	85,130
Council Tax	88,955	94,048	97,600
DSG	163,918	167,759	173,627
Total	331,993	344,032	356,357

- 5.7 As indicated earlier, there is a shortfall compared to the anticipated resources of approximately £8.1 million. Appendix 1 summarises the overall Council requirement and highlights a £13.7 million growth in budget demand over and above inflation and incremental pressures. The overall growth in budget requirement is influenced by the following:
- Care for the elderly;
 - Care for disabled persons;
 - Looked after children;
 - School closures and mergers programme;
 - Additional SEN placements
 - Reduced income from car parks;
 - Reduced income from leisure facilities;
 - Reduced income from and land charges;
 - Reduced income from Council property and additional maintenance;
 - Increase in unsubsidized benefit payments;
 - Reduction in investment returns; and
 - One-off use of reserves in 2009/2010.
- 5.8 Appendix 2 provides an analysis of the Business Support Department's requirement with Appendix 3 providing more detail on budget pressures.
- 5.9 In respect of the pressures identified in the Appendix 3, to assist in understanding the nature of the identified pressures they have been classified as follows:
1. Cost of Current Services. The categories within this classification are the unavoidable increases as a result of pay and price increases, increments and the full year effect of pressures already impacting upon budgets and
 2. Changes to Service. These are the anticipated effects of changes to budgets in 2010/2011 that are not presently felt but will occur in 2010/2011 because of known events such as new legislation or regulation and the need for budget provision to cover estimated growth in service to compensate for a present shortfall or a reasonable estimate of future growth.
- 5.10 In building the budget requirement, due regard has been made to the revenue consequences of proposed capital schemes and, in particular, the impact of additional borrowing requirements. In 2010/2011 it is anticipated that new 'supported' borrowing of some £8.5 million will be taken to finance the capital programme predominantly for children's services and highway schemes. This follows on new borrowing undertaken in 2009/2010 of £11.5 million. Both of these sums exclude 'prudential borrowing' on an invest to save basis, and the temporary borrowing in advance of capital receipts. There will be a revenue cost associated with all borrowing arising from the interest paid upon the debt and the amount required to be set aside each year for repayment of the debt (MRP – minimum revenue provision). This additional cost, together with the reduction in investment rates, is the cause of the increase in costs for interest and financing in Appendix 1.

- 5.11 The Medium Term Financial Plan, considered by cabinet on 22 September 2009, did not identify any budget pressures specific to the Business Support Department although there is a pressure of £1 million relating to Interest and Financing. However during the detailed budget preparation process pressures of £561,000, predominantly from Housing & Corporate Services and Communications, Performance & Partnerships divisions have materialised and are reflected in the budget build. The full details of these pressures are set out in Appendix 3.

6. Council Plan 2010/2013

- 6.1 As with last year, the Council Plan is being developed alongside the budget setting process to ensure the link between resource planning and business planning is maintained. This link has been positively noted in the council's various inspection and assessment frameworks.
- 6.2 There will be some differences to the previous Council Plan. Most notably the current MTFP will require even greater focus on firm decisions being made about priorities and outcomes to be achieved. However, there is also no need for a complete redevelopment of the plan; it was originally designed as a rolling three year plan so many of the outcomes and actions from the plan will remain relevant and can be 'rolled forward'. Equally there are those outcomes and actions which need to be reviewed in the light of current performance and emerging issues such as legislation, national policy changes and the area's demographic profile. This process has already begun through discussions between officers and members.
- 6.3 In addition there are some important influences on the Council Plan 2010/2013. These include the refresh of the Community Plan into the Sustainable Community Strategy. This will review the vision and priorities which the Local Strategic Partnership sets itself, and, where appropriate, these changes will have to be reflected in the new Council Plan. In addition, the Council Plan will have to ensure it captures the learning from the first round of Comprehensive Area Assessment, including the Organisational Assessment of the Council. The council plan will also need to reflect the priorities of the Children's and Young People's Plan which are relevant to the council, as well as the recommendations of the inspection frameworks for children's services. The draft Council Plan 2010/2013 is considered as a separate item on this agenda.

7. Risk Management

- 7.1 The risks exposed by a failure to effectively manage the resource planning and allocation process to achieve priorities and maintain effective service delivery are great. The inevitability of elections at both national and local level during the period, the uncertainties about recovery from the current recession and the consequences in terms of future financial assistance and targets imposed by Government will make this process difficult.

- 7.2 In monetary terms the impact of the recession is having a significant effect upon Council resources with fees and charges representing a greater income stream than Council Tax and there is a clear risk that it will take longer than expected to see a return to pre-recession levels. Formula Grant and DSG are but one aspect of Government funding with a significantly greater sum being received through specific grants and Area Based Grant. All of these funding streams are at risk in the absence of clarity about the next spending review period.
- 7.3 With a total capital programme in excess of £100 million for 2010/2011 there is always a possibility that schemes may not be delivered on time thus not fulfilling the Council's strategic priorities and also schemes may not be delivered within approved external funding approvals thus straining the Council's limited capital resources. The Council has a good track record of managing capital schemes and identifying alternative sources of funding where schemes are subject to unforeseen and unavoidable additional costs.
- 7.4 The most significant risk facing delivery of the Council's capital programme is maximising external funding for regeneration and this is inherent in the report's restriction to funding announcements made in CSR 2007. The current economic climate is deterring investors from committing substantial sums for development at Rochester Riverside, for example, and some Government funding is currently being approved on a year to year basis rather than for the lifetime of the projects. In order to progress the Council's regeneration programme, officers are continually investigating alternative methods of delivery should external funding not be forthcoming.

8. Financial and Legal Implications

- 8.1 The reports as distributed to the individual Overview and Scrutiny Committees set out the financial position as proposed by Cabinet. Responses to those proposals are contained in this report.
- 8.2 The Constitution of the Council incorporated under the Local Government Act 2000 contains the budget and policy framework rules. The relevant parts of the Constitution are as follows:
- The budget and policy framework rules contained in the constitution specify that the Cabinet should produce initial proposals for the budget three months before the Council meeting that is scheduled to determine the budget and Council Tax. These initial proposals should then be submitted to the Overview and Scrutiny Committees. The Overview and Scrutiny Committees will advise the Cabinet of their views of the proposed budget, having six weeks to respond to the initial proposals of the Cabinet.
 - Under the constitution the Cabinet has complete discretion to either accept or reject the proposals emanating from the Overview and Scrutiny Committees. Ultimately it is the Cabinet's responsibility to present a budget to the Council, with a special meeting arranged for this purpose on 25 February. The statutory deadline for approving the Council Tax is 11 March 2010.

9. Recommendations

9.1 Members are requested to:

- a) consider the initial capital and revenue budgets, proposed by Cabinet on 24 November 2009 insofar as they affect this overview and scrutiny committee;
- b) consider the opportunities and implications of any other efficiencies or revenue generating measures for this committee;
- c) incorporate comments and suggestions arising from this item into the discussion of the Council's overall capital and revenue budget proposals for 2010/2011 considered later in this agenda.

10. Background papers

Medium Term Financial Plan 2010/2013 report to Cabinet 22 September 2009.
Capital Programme 2010/2011 and Beyond report to Cabinet 24 November
and Business Support Overview and Scrutiny Committee 10 December 2009.
Revenue Budget 2010/2011 report to Cabinet 24 November and Business
Support Overview and Scrutiny Committee 10 December 2009.

Appendices

1. Draft revenue budget summary 2010/2011
2. Directorate budget construction
3. Directorate budget pressures

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Draft Revenue Budget Summary 2010/2011

Directorate	Revised Base Budget 2009- 2010	Cost of Current Services			Changes to Services		2010/2011 Budget Requirement
		Inflation	Increments	Other	Legislation/ Regulation	Demographic	
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Childrens and Adults Services							
DSG Funded Services	166,262	3,490	77	2,380	6	176	172,391
General Fund Services	108,452	1,405	758	1,668	1,154	1,347	114,784
Regeneration, Community and Culture Services	46,198	26	345	2,026	27	0	48,622
Business Support Department	30,481	(70)	492	479	82	0	31,464
Public Health	373	4	11	0	0	0	388
Interest & Financing	13,450	0	0	1,000	0	0	14,450
Levies	882	18	0	0	0	0	900
Planned Use of Reserves	(3,351)	0	0	3,351	0	0	0
TOTAL BUDGET REQUIREMENT	362,747	4,873	1,683	10,904	1,269	1,523	382,999

Funding Analysis

Formula Grant	82,225	85,130
Council Tax (Assuming 3% increase)	94,048	97,600
Dedicated Schools Grant	167,759	173,627
Area Based Grant	17,689	17,689
PSA Reward Grant	1,026	830
	362,747	374,876

Funding Gap

	0	8,123
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BUSINESS SUPPORT DEPARTMENT - BUDGET BUILD 2010/2011

General Fund Activities	2009/2010 Budget £'000	Cost of current service			Changes to service		2010/2011 Draft Budget £'000
		Inflation £'000	Increments £'000	Other £'000	Legislation/ Regulation £'000	Demographic £'000	
Local Land Charges	(141)	(10)	3	87	0		(61)
Housing Strategy	407	3	6	4	0		421
Homelessness & Housing Options	2,338	(29)	29	16	0		2,354
Private Sector Housing	521	5	7	(3)	1		530
Housing Property Management	(188)	(12)	4	119	0		(78)
Housing Disabled Adaptations	115	0	3	(0)	0		118
Commercial Property	(1,097)	(40)	0	54	0		(1,083)
Licensing	(48)	(6)	3	(23)	0		(74)
Housing & Corporate Services	1,907	(90)	55	253	1	0	2,127
Benefit Payments	(46)	(7)	0	95	0		42
Revenues and Benefits Admin Total	1,024	8	53	(10)	0		1,074
NNDR Discretionary Relief	193	0	0	0	0		193
Rural Liaison Grants	75	0	0	0	0		75
Ward Improvements	165	0	0	0	0		165
Corporate Management	566	0	0	0	0		566
Non Distributed Costs	1,618	0	0	0	0		1,618
Corporate Provisions	611	0	0	0	0		611
Financial Services total	4,206	1	53	85	0	0	4,346
Democratic Services	717	5	12	0	0		734
Members and Mayoral Services	1,204	2	1	(3)	0		1,205
Electoral Services	441	1	3	(0)	0		445
Directorate Vacancy Target	(111)	0	0	0	0		(111)
Community Interpreters	(12)	(6)	0	(0)	0		(17)
Registration Services	141	16	9	0	0		166
Bereavement Services	(156)	(46)	16	23	0		(163)
Libraries	3,683	18	61	13	0		3,776
Democracy & Customer First total	5,907	(10)	104	33	0	0	6,034

BUSINESS SUPPORT DEPARTMENT - BUDGET BUILD 2010/2011

	2009/2010 Budget £'000	Cost of current service			Changes to service		2010/2011 Draft Budget £'000
		Inflation £'000	Increments £'000	Other £'000	Legislation / Regulation £'000	Demographic £'000	
Support Services							
Central Services & Procurement	439	(7)	4	171	3	0	610
Central Accommodation	3,304	5	8	93	0	0	3,409
Legal Services	1,089	4	15	1	0	0	1,109
Enforcement Strategy	259	2	7	(2)	0	0	266
Design and Surveying	(435)	(34)	14	(230)	0	0	(685)
Asset and Property Management	260	(2)	1	0	0	0	259
AD H&CS Vacancy	(132)	0	0	0	0	0	(132)
Housing & Corporate Services	4,783	(32)	49	33	3	0	4,836
Business Support Management Team	843	6	21	(1)	0	0	871
Financial Management	1,404	11	27	(16)	0	0	1,426
Cashier Services	187	1	1	(0)	0	0	189
Financial Systems	126	1	2	0	0	0	130
Financial Support	305	3	6	10	0	0	324
Creditors and Income Services	249	2	4	(3)	0	0	251
Audit Services	790	7	11	(7)	0	0	800
AD CFO Vacancy	(88)	0	0	0	0	0	(88)
Financial Services total	3,816	31	72	(18)	0	0	3,902
Customer First	2,250	17	41	(7)	0	0	2,300
AD CF, D&G Vacancy	(91)	0	0	0	0	0	(91)
Democracy & Customer First total	2,159	17	41	(7)	0	0	2,209
Research & Review	531	4	9	(1)	0	0	543
Management Information	392	3	11	(0)	0	0	406
Strategic Plan	0	0	0	0	0	0	0
Childrens Review Services	633	5	7	(8)	78	0	715
Communications and Improvement	1,089	(16)	19	65	0	0	1,157
AS CP&P Vacancy	(55)	0	0	0	0	0	(55)
Communications, Performance & Partnerships total	2,590	(4)	46	56	78	0	2,766
Human Resource Services	1,610	(3)	40	51	0	0	1,698
ICT	3,617	19	31	(7)	0	0	3,661
AD OS Vacancy	(114)	0	0	0	0	0	(114)
Organisational Services Total	5,113	17	71	44	0	0	5,245
Total for Business Support Department	30,481	(70)	492	479	82	0	31,464
DSG Income	(1,498)	0	0	0	0	0	(1,498)
GF Total for Business Support Department	28,983	(70)	492	479	82	0	29,966

BUSINESS SUPPORT DEPARTMENT

DRAFT REVENUE BUDGET 2010/2011

ANALYSIS OF PRESSURES AND SAVINGS

Service	Cost of current service £'000	Legislation / Regulation £'000	Demographic £'000	Total £'000	
Housing & Corporate Services					
Local Land Charges	82			82	Under-recovery of income against budget
Housing Property Management	119			119	Under-recovery of rental income against budget on shops & miscellaneous properties
Commercial Property	54			54	Under-recovery of rental income against budget
Central Services & Procurement	171			171	Under-recovery of income against budget for the Reprographics Unit
Central Accomodation	92			92	Excess running costs against budget - Civic Centre, Kingsley House, Gun Wharf, Riverside & St Georges. Savings against budget on Compass Centre.
Design & Surveying	(225)			(225)	One-off restructuring costs 2009/2010
General	(7)	4		(3)	Various headings
Total Housing & Corporate Services	286	4	0	290	
Financial Services					
Benefit Payments	95			95	Ongoing pressure in respect of unsubsidised benefit payments
General	(28)			(28)	Various headings
Total Financial Services	67	0	0	67	
Democracy & Customer First					
Bereavement Services	23			23	Increase gate locking costs £10,000, ground maintenance £5,000, less high value memorial sales £5,000
General	3			3	Various headings
Total Democracy & Customer First	26	0	0	26	
Communications, Performance & Partnerships					
Communication & Improvement	41			41	One-off CSP campaign costs £20,000, loss of LSP funding £21,000
Childrens Review Services		78		78	Additional posts emanating from Laming report
General	15			15	Various headings
Total Communications, Performance & Partnerships	56	78	0	134	
Organisational Services					
Human Resources	51			51	Cost of apprentices & other staffing issues
General	(7)			(7)	Various headings
Total Organisational Services	44	0	0	44	
Total for Department	479	82	0	561	