



City of Westminster

**Budget & Performance Task Group
Budget Scrutiny Slides
Monday 8th February 2016**



City of Westminster

Budget & Performance Task Group

2016/17 Budget overview

Steven Mair
City Treasurer

Executive Summary

£117m estimated savings target set for 2016/17 to 2018/19

2016/17 savings fully identified and budget balanced

What we have to address:

- 2015/16 budget in balance, slight underspend forecast
- 2016/17 gap of £33m
- 2017/18 gap of £34m
- 2018/19 gap of £50m



Executive Summary

Provisional settlement in December

Final settlement expected imminently, will confirm RSG reductions

We also have to generate efficiencies to fund:

- Demographic Pressures
- Contract and salary inflation
- Changing service demand priorities
- Pensions pressures
- Change in National Insurance
- Etc

Opportunity to accept a provisional four year funding settlement to 2019-20



Executive Summary – Capital Expenditure

Budgeted gross capital spend for 2016/17 of £344.04m, with income of £106.48m towards this – net spend of £237.56m excl HRA

Part of a five year plan for £1.7bn gross spend, £0.6bn net, excl HRA

Largest area of spend will be in Growth, Planning & Housing with £186m net planned for 2016/17, £443m over 5 years to 2020/21

Covers spend on development, investment and operational projects

Addresses a number of key strategic aims, for example:

- New affordable Housing units to help towards new home build targets and ease pressure on Temporary Accommodation

- Continued investment in highways and infrastructure

- Leisure Estate review

- Refurbishment of City Hall

- Investment in the West End and Church Street Renewal





City of Westminster

Budget & Performance Task Group Task Group Oversight

Councillor Gotz Mohindra



City of Westminster

Budget & Performance Task Group

City Treasurer

Steven Mair

City Treasurer

Executive Summary

In 2015/16 City Treasurer was allocated a gross controllable operational expenditure budget of £6.73m and a gross income budget of £0.39m (net £6.34m).

The budget envelope for 2016/17 is £5.27m.

The directorate has identified transformation, efficiencies, financing and commercial proposals totalling £7.38m.



2016/17 Key Issues

1.07m full-year staffing savings

Further budget savings £5.27m

Delivery of a balanced 2016/17 budget

Annual Accounts which are the best in the Country, exceeding those of the whole of the Local Government sector and 80% of FTSE100. Acting as the driver for financial standards improvement

A focus on business rate retention scheme, working with the DCLG

Comprehensive Staff Training and Development plan, ensuring highest professional and commercial standards with full staff engagement

A range of rigorous, implemented financial standards



City Treasurer Budget

The key controllable service area budgets for 2015/16 are broken down as follows:

Service Area	Income £m	Expenditure £m	Net Budget £m
City Treasurer	(0.02)	0.25	0.23
Corporate Finance	(0.02)	3.85	3.83
Commercial and Financial Management	(0.08)	2.35	2.27
Tri-Borough Treasury and Pensions	(0.27)	0.28	0.01
TOTAL BUDGET 2015/16	(0.39)	6.73	6.34



2016/17 Transformation, Efficiencies, Financing and Commercial Proposals

Key Initiatives	£m
Finance Service Restructure – Phase 2	1.07
Extension of the Revenue Services and Revenue Services Ancillary contracts	0.17
Increases in Council Tax Base	1.24
Increased Treasury Management Income	0.90
New Homes Bonus grant profiling	4.00
TOTAL	7.38



2016/17 Transformation, Efficiencies, Financing and Commercial Proposals (1)

Additional information on the key initiatives is provided below:

Finance Services Restructure Phase 2 (£1.07m) - Reduction in agency staff once new structure and new ways of working implemented and embedded. This combined with better budget management thus frees up approximately £1.07m that can further contribute to the MTP from April 2016.

Extension of the Revenue Services and Revenue Services Ancillary contracts (£0.17m) - Savings have been identified by extending and re negotiating the existing service contracts by 2 years.

Increases in Council Tax Base (£1.24m) - organic growth in the number of properties on the Council Tax Base.

Increased Treasury Management Income (£0.90m) - a review of the function and related matters including the investment strategy



2016/17 Transformation, Efficiencies, Financing and Commercial Proposals (2)

Additional information on the key initiatives is provided below:

New Homes Bonus grant profiling (£4.0m) - *Expected reversal of New Homes Bonus top-slicing to the LEP in 2015/16 (£3.0m) together with organic growth in the number of residential properties (£1.0m) is likely to give a net increase of £4.0m in 2016/17.*



2016/17 Estimated Pressures

No recurrent pressures.



City Treasurer Budget

The key controllable service area budgets for 2016/17 are broken down as follows:

Service Area	Income £m	Expenditure £m	Net Budget £m
City Treasurer	(0.02)	0.25	0.23
Corporate Finance	(0.02)	3.45	3.43
Commercial and Financial Management	(0.08)	1.68	1.60
Tri-Borough Treasury and Pensions	(0.27)	0.28	0.01
TOTAL BUDGET 2016/17	(0.39)	5.66	5.27



2016/17 Capital Expenditure

No capital expenditure was incurred in 2015/16.

No capital projects are planned in 2016/17.





City of Westminster

Budget & Performance Task Group

Chief Of Staff

Siobhan Coldwell

Chief of Staff

Executive Summary

In 2015/16 the Chief of Staff was allocated a gross controllable expenditure budget of £5.30m and a gross income budget of £2.58m (net £2.72m).

The projected outturn variance for 2015/16 is a break even position.

The directorate has identified transformation, efficiencies, financing and commercial proposals totalling £0.15m.



2016/17 Key Issues

Land Charges have been subject to a number of legal challenges. A reserve has been set aside. This should be resolved in 16/17.

Land Charges income is market-led. Current estimation is that it will hold at current levels for 16/17, given buoyance in the market. Longer term, the Land Registry is assuming responsibility for part of the system and HMRC are likely to ask us to charge VAT on some of the services we offer.

Complaints team remit may change, creating increased workload.



Chief of Staff Budget

The key controllable service area budgets for 2015/16 are broken down as follows:

Service Area	Income £m	Expenditure £m	Net Budget £m
Chief Executive Office	(0.00)	0.34	0.34
Chief of Staff	(0.00)	0.26	0.26
Corporate Management	(0.00)	0.39	0.39
Electoral Services, Coroners and Land Charges	(2.58)	1.66	(0.92)
Committee and Members Services	(0.00)	1.90	1.90
Complaints and Customers	(0.00)	0.26	0.26
Lord Mayor's Secretariat	(0.00)	0.49	0.49
TOTAL BUDGET 2015/16	(2.58)	5.30	2.72



2016/17 Transformation, Efficiencies, Financing and Commercial Proposals

Key Initiatives	£m
Service cost reductions	0.15
TOTAL	0.15



2016/17 Transformation, Efficiencies, Financing and Commercial Proposals

Additional information on the key initiatives is set out below:

Chief Of Staff service reductions (£0.15m) –

Rebasing budgets for Electoral Services, Complaints Team, Member Services, Lord Mayors Private Office and Chief Executives Office.



2016/17 Budget Pressures

No recurrent pressures.



Chief of Staff Budget

The key controllable service area budgets for 2016/17 are broken down as follows:

Service Area	Income £m	Expenditure £m	Net Budget £m
Chief Executive Office	(0.00)	0.34	0.34
Chief of Staff	(0.00)	0.26	0.26
Corporate Management	(0.00)	0.34	0.34
Electoral Services, Coroners and Land Charges	(2.58)	1.66	(0.92)
Committee and Members Services	(0.00)	1.80	1.80
Complaints and Customers	(0.00)	0.26	0.26
Lord Mayor's Secretariat	(0.00)	0.49	0.49
TOTAL BUDGET 2016/17	(2.58)	5.15	2.57



2016/17 Capital Expenditure

- No capital expenditure was incurred in 2015/16.
- No capital projects are planned in 2016/17 within the service





City of Westminster

Budget & Performance Task Group
8th February 2016

City Management & Communities

Stuart Love

Executive Director

Executive Summary

In 2015/16 City Management & Communities was allocated a gross controllable expenditure budget of £133.953m and a gross income budget of £110.129m (net controllable budget £23.824m)

The projected outturn variance for 2015/16 is a surplus of £3.347m.

The budget envelope for 2016/17 contains pressures of £1.25m

The directorate has identified transformation, efficiencies, financing and commercial proposals totalling £12.308m



2016/17 Key Issues

Delivery of digital programme transformation

Possible financial impact of the Leisure contract re-let

Code of Construction Practice – dependent on adoption of City Plan Basements Revision and successful consultation on other aspects of the new revised code

Waste disposal – bids due January 2016



City Management & Communities Budget 2015/16

The key controllable service area budgets for 2015/16 are broken down as follows:

Service Area	Income £m	Expenditure £m	Net Budget £m
Directorate central budgets	-	0.932	0.932
Public protection and licensing	(15.835)	24.266	8.431
Community services	(4.029)	4.489	0.460
Highways infrastructure & public realm	(0.096)	7.924	7.828
Waste and parks	(14.563)	55.028	40.465
Parking	(72.831)	31.254	(41.577)
Libraries and Culture	(2.775)	10.060	7.285
TOTAL Controllable Budget 2015/16	(110.129)	133.953	23.824

Budgets do not include corporate costs and recharges



2016/17 Transformation, Efficiencies, Financing and Commercial Proposals (1)

The directorate is proposing a series of initiatives to support balancing the 2016/17 budget. These total £12.308 million.

Key Initiatives (section 1 of 3)	£m
Digital transformation contribution from directorate	2.072
Code of Construction Practice expansion to basements	0.800
Street Trading Licensing Fees Income to recover costs	0.200
Service innovations and technology in Highways maintenance	0.160
Process changes to reduce reactive costs in Highways maintenance	0.210
Recognising capital expenditure in the Highways revenue budget	0.225
Area based working and City Management transformation	0.563



2016/17 Transformation, Efficiencies, Financing and Commercial Proposals (2)

Key Initiatives (section 2 of 3)	£m
Roads Management fees to recover costs	1.000
Public urinals and toilets re-procurement saving	0.125
Commercial waste service income growth from fees and demand	1.500
Energy efficient street lighting	0.020
Area Management – phase 2	0.250
Reflect current licensing levels of Houses in Multiple Occupation	0.015
Licensing fees to recover costs	0.330



2016/17 Transformation, Efficiencies, Financing and Commercial Proposals (3)

Key Initiatives (section 3 of 3)	£m
Sports & Leisure - Phase I	0.170
Registration Service income growth	0.100
Library stock procurement efficiencies	0.017
Parking Transformation Programme (second year)	0.801
Kerbside permissions charging review to manage demand	1.900
Review of On Street Parking charges to manage demand	1.850
TOTAL (3 sections)	£12.308



2016/17 Transformation, Efficiencies, Financing and Commercial Proposals (4)

Additional information on the key initiatives is provided below:

Digital transformation (£2.02m) consists of a programme that looks to drive customer contacts online, streamline business processes, thereby avoiding unnecessary and costly contacts and deliver process efficiencies to reduce running costs of services. The outcomes will be more efficient processes, digital by default customer contacts and an enhanced customer experience overall.

A review of fees in Roads Management (£1.0m) covering temporary traffic orders, licences for cranes, temporary structures and street works, combined with changes to Inspector deployment will allow greater focus on monitoring third-party activity to achieve better cost-recovery of officer time from works not completed to set standards.

Kerbside permissions (£1.9m) – to encourage shorter suspensions of parking bays, the Council is introducing a tiered charging structure for standard suspensions where charges increase by duration. Tiered charging structures have proved successful elsewhere in addressing such issues as deterring unnecessary suspensions and reducing the length of time that a bay is taken out of commission, thereby supporting wider transport and environmental benefits.



2016/17 Transformation, Efficiencies, Financing and Commercial Proposals (5)

Additional information on the key initiatives is set out below:

Commercial waste service (£1.5m) income growth is planned through a review of fees to ensure costs are fully recovered and an increase in sales and enforcement activity to mitigate against unpaid commercial waste.

Area Management phase 2 (£0.25m) represents the directorate's contribution to an overall £0.75m target shared with Growth, Planning and Housing. It constitutes a review of processes and activities in housing estates and the rest of the Council's assets and areas of responsibilities to reduce duplication of activity.

Area based working and city management transformation (£0.563m) is the remainder of the savings promised as a result of the 2015 restructure. Now that the new structure has been operational for over 9 months services are reviewing the new operating model, the need for further recruitment into vacant positions and considering where further efficiency savings may be made.



2016/17 Budget Pressures

Estimated pressures affecting 2016/17 that are built into the proposed budget are as follows:

Estimated Pressures	£m
Waste disposal increase in tonnage	0.23
Libraries declining income trends	0.02
Freedom Passes	1.00
TOTAL	1.25



City Management & Communities Budget 2016/17

The key controllable service area budgets for 2016/17 are broken down as follows:

Service Area	Income £m	Expenditure £m	Net Budget £m
Directorate central budgets	-	0.682	0.682
Public protection and licensing	(18.180)	22.169	3.989
Community services	(4.174)	4.464	0.290
Highways infrastructure & public realm	(0.096)	7.309	7.213
Waste and parks	(16.063)	55.133	39.070
Parking	(77.209)	32.081	(45.128)
Libraries and Culture	(2.856)	9.505	6.649
TOTAL Controllable Budget 2016/17	(118.578)	131.343	12.765

Budgets do not include corporate costs and recharges



2016/17 Capital Expenditure

The capital expenditure forecast for 2015/16 is £36.96m. The capital expenditure proposed for 2016/17 is £31.321m and includes the following major projects:

Capital Programme 2016/17	Gross Expenditure £m	Income £m	Net Budget £m
City Transport Advisory	6.903	(2.000)	4.903
Crime & Disorder CCTV	1.704	-	1.704
Moberly Sports Centre	3.900	-	3.900
Asset maintenance/improvements*	13.756	(0.150)	13.606
Combined other projects**	5.059	(3.742)	1.317
Capital Programme 2016/17	31.321	(5.892)	25.429

*Asset maintenance/improvements cover highways, footways, lighting, premises, parks.

**Other projects include public realm schemes, the majority of which are externally funded.





City of Westminster

Budget & Performance Task Group Growth Planning & Housing

Ed Watson

Executive Director

Executive Summary

- In 2015/16 Growth, Planning & Housing was allocated a gross expenditure budget of £349.7m and a gross income budget of £317.7m (net £32m)
- The projected controllable net outturn for 2015/16 is £32.3m
- The service has identified transformation, efficiencies, financing and commercial proposals for 2016/17 totalling £7.9m
- The budget for 2016/17 totals £30.9m and incorporates budget pressures of £6.7m



2016/17 Key Issues (1)

- **Business Engagement** – Continuing pro-active engagement of the business community to address both growth and social issues
- **Housing and Planning Bill** – Impact of new legislation and the introduction of accredited agents scheme on finances
- **Increase in Permitted Development Rights for applicants** – May lead to a reduction in applications and less income
- **Impact of strategic infrastructure schemes** – Continuing long term impacts of the cycle superhighway, HS2, and Crossrail 2



2016/17 Key Issues (2)

- **The Business Rates Mechanism** – Will this favour Westminster? This could be the most significant factor in terms of future infrastructure investment across the City
- **Financial variations in the Property Market** – Increase in interest rates and stamp duty, in addition to global and European uncertainty may have a direct impact upon the property market
- **A New Mayor for London** – Likely to have a number of impacts but may directly affect transportation related funding (LIP)
- **Continuing increased demand for Temporary Accommodation** - Partly driven by long term unemployment



Growth, Planning & Housing Budget 2015/16

The key controllable service area budgets for 2015/16 are broken down as follows:

Service Area..	Income £m	Expenditure £m	Net Budget £m
Directors Office	0.0	0.4	0.4
Strategic Projects	(0.1)	1.0	0.9
Corporate Property	(10.9)	13.4	2.4
Corporate Investments	(17.1)	13.2	(3.9)
Housing General Fund	(271.7)	297.4	25.7
Economy	(0.5)	4.8	4.3
Development Planning	(7.1)	9.1	2.1
WAES	(10.3)	10.4	0.1
TOTAL BUDGET 2015/16	(317.7)	349.7	32.0

Note: The above figures exclude inflation



2016/17 Transformation, Efficiencies, Financing and Commercial Proposals (1)

Key Initiatives	£m
Property & Strategic Projects	
Corporate Property Investment Strategy – Revenue	0.5
Property Rationalisation and Asset Management	0.7
Major Projects – Income and Cost Recovery	0.4
Corporate Property – Income from Telecommunications Masts	0.1
Sub Total – Property & Strategic Projects	1.7



2016/17 Transformation, Efficiencies, Financing and Commercial Proposals (2)

Key Initiatives	£m
Housing	
Re-procurement of Housing Options Services	0.6
Temporary Accommodation void disposal	1.2
Temporary Accommodation homes purchase	0.8
Rough Sleeping and Supported Housing	1.0
Sub Total – Housing	3.6



2016/17 Transformation, Efficiencies, Financing and Commercial Proposals (3)

Key Initiatives	£m
Planning	
Development Planning Transformation	0.4
Development Planning Income	0.5
Employment	
Employment and Skills Recharge	0.1
Other	
Alternative Savings – Digital Transformation	0.7
Area Management	0.5
Westminster Adult Education Service (WAES)	0.4
TOTAL – GPH	7.9



2016/17 Transformation, Efficiencies, Financing and Commercial Proposals (4)

Property

- **Property Investment, Rationalisation and Asset Management** – A programme focused upon seeking opportunities to invest in property across the City whilst maximising the use of our existing assets
- **Major Projects Income and Cost Recovery** – Aimed at recovering our costs associated with the major redevelopment sites at Cosway Street and Ebury Bridge
- **Income from Telecommunication Masts** – Enabling telecommunications companies to use our property assets for locating their equipment



2016/17 Transformation, Efficiencies, Financing and Commercial Proposals (5)

Housing

- **Housing Options** – This is a reshaping of the existing Housing Options Services contract with major changes due to start in October 2017.
- **Temporary Accommodation** – This involves two initiatives which propose to acquire more properties directly & therefore create an income stream for, rather than a cost to, the General Fund.
- **Rough Sleeping** – This is a reduction in the Councils Rough Sleeping budget which will be delivered through a blend of re-procurements, efficiencies, service redesign and reduction in service levels. Delivery of savings will be designed to minimise impact on other service areas.



2016/17 Transformation, Efficiencies, Financing and Commercial Proposals (6)

Planning

- **Transformation** – The planning application process was modernised in November 2015. As the process transforms these savings relate to the gradual reduction in overheads e.g. paper / postage etc.
- **New Income** – Revised charges have been introduced for pre application advice and planning performance agreements. These new charges will mean that our planning service moves to a cost neutral basis.

Employment

- **Employment Recharge** – The employment team will look to recover their costs from the work that is currently undertaken on behalf of external partners. This should move them to a cost neutral position.



2016/17 Transformation, Efficiencies, Financing and Commercial Proposals (7)

Other

- **Alternative Savings for Digital Transformation & Area Management** - In order to meet these Corporate savings target a series of alternative proposals have been pulled together from the existing GPH budgets. These include – realignment of existing HRA recharges, changes to the LINK service and salaries and pensions adjustments across GPH.



2016/17 Budget Pressures

Estimated pressures affecting 2016/17 that are built into the proposed budget are as follows:

Estimated Pressures	£m
Base Case Corporate Property	1.7
Temporary Accommodation	4.5
Employment and Skills Recharge	0.2
Westminster Adult Education Service (WAES)	0.3
TOTAL	6.7



Growth, Planning & Housing Budget 2016/17

The key controllable service area budgets for 2016/17 are broken down as follows:

Service Area	Income £m	Expenditure £m	Net Budget £m
Directors Office	0.0	0.1	0.1
Strategic Projects	(0.4)	1.0	0.5
Corporate Property	(11.0)	11.6	0.6
Corporate Investments	(17.1)	14.9	(2.1)
Housing General Fund	(272.0)	298.0	26.0
Economy	(0.5)	4.9	4.4
Development Planning	(7.6)	8.7	1.1
WAES	(9.9)	10.1	0.2
TOTAL BUDGET 2016/17	(318.6)	349.4	30.9



2016/17 Capital Expenditure – General Fund (1)

The capital expenditure forecast for 2015/16 is £45.9m.

The budget proposed for 2016/17 is £274.7m, including the following major projects:

Capital Projects	Expenditure £m	Income £m	Net Budget £m
T.A. Purchases	18.8	(8.8)	10.0
Affordable Housing Fund	32.7	(32.7)	-
Huguenot House	22.8	-	22.8
Leisure Estate Review	84.0	-	84.0
Dudley House	36.9	(26.1)	10.8
Property Investment Schemes	25.0	-	25.0
Registrars	1.9	-	1.9
Ebury UTC	7.4	(10.1)	(2.7)
Beachcroft	1.0	-	1.0



2016/17 Capital Expenditure – General Fund (2)

Capital Projects	Expenditure £m	Income £m	Net Budget £m
291 Harrow Road	12.0	(10.3)	1.7
City Hall Refurbishment	3.6	-	3.6
Coroners Court Improvements	2.5	-	2.5
Marylebone Library	16.5	-	16.5
Cavendish Square Car Park	1.5	-	1.5
Landlord Responsibilities	1.0	-	1.0
Lisson Grove	1.1	-	1.1
Mayfair Library	1.0	-	1.0
Lisson Grove Improvement	1.2	-	1.2
Other Projects	3.8	(0.9)	2.9
TOTAL BUDGET 2016/17	274.7	(88.9)	185.8



2016/17 Capital Expenditure – HRA

The HRA capital expenditure forecast for 2015/16 is £59.4m.

The budget proposed for 2016/17 is £80.4m, as follows:

Capital Projects	Expenditure £m	Income £m	Net Budget £m
Major Works	41.4	(0.0)	41.4
Lisson Arches	7.7	(2.2)	5.5
Ebury Bridge	16.6	(2.1)	14.5
Church Street Phase 2	4.2	(11.9)	(7.7)
Edgware Development	2.4	(0.0)	2.4
2 Ashbridge Street	2.5	(0.0)	2.0
Infill Schemes	2.0	(0.0)	1.8
Lisson Arches Bridge Improvement	1.8	(0.0)	2.5
Other Projects	1.8	(4.5)	(2.7)
TOTAL BUDGET 2016/17	80.4	(20.7)	59.7





City of Westminster

Budget & Performance Task Group

Children's Services

Andrew Christie
Executive Director

Executive Summary

- In 2015/16 Children's Services was allocated a gross controllable expenditure budget of £135.99m and a gross income budget of £97.16m (net £38.8m)
- The projected outturn for 2015/16 is a balanced budget position of £38.8m
- The budget envelope for 2016/17 includes transformation, efficiency, financing and commercial proposals amounting to £2.711m. Budget pressures are expected to be contained within the Children's Services portfolio.



2016/17 Key Issues

- OFSTED Inspection
- National funding Formula for Schools and Role of LA in Education;
- SEN: increased numbers of young people receiving an EHC plan and home school travel assistance due to the extension of the age range to 25
- Legislative Pressures on Placement Costs (Southwark, staying Put, etc.)
- Focus on Practice



Children's Services Budget 2015/16

The key controllable service area budgets for 2015/16 are broken down as follows:

Service Area	Income £m	Expenditure £m	Net Budget £m
Children's Services Commissioning	(15.20)	22.90	7.70
Family Services	(6.61)	30.24	23.64
Safeguarding, Review and Quality Assurance	(0.26)	1.27	1.01
Finance and Resources	(0.46)	3.26	2.80
Schools Commissioning and Education	(17.90)	21.50	3.60
Director of Children's Services	-	0.07	0.07
School Funding	(56.73)	56.74	0.01
TOTAL BUDGET 2015/16	(97.16)	135.99	38.83



2016/17 Transformation, Efficiencies, Financing and Commercial Approach (1)

Key Initiatives	£m
Children's Transformation – Commissioning contracts	0.564
Children's Transformation – Commissioning restructure	0.154
Children's Transformation – Early Help	1.388
Children's Transformation – Education	0.060
Children's Transformation – Finance & Resources	0.100
Children's Transformation – Focus on Practice	0.245
Children's Transformation – Other family services savings	0.200
TOTAL	2.711



2016/17 Transformation, Efficiencies, Financing and Commercial Approach (2)

Additional information on the key initiatives listed is provided below:

Commissioning Contracts:

Contract re-procurement and contract savings (**£0.6m**)

Staffing restructure (**£0.154m**)

Early Help (£1.329m)

- Reconfiguration of internal services including stretch (Early Help management and staff reduction)
- Re-modelling of Play Services
- Re-modelling of Youth services
- Re-modelling of Children Centre's – Best start in life
- Delivering Family Recovery service through mainstream service

Education Services:

Traded income and efficiencies (**£0.06m**)



2016/17 Transformation, Efficiencies, Financing and Commercial Approach (3)

Finance and Resources:

Staffing restructure (**£0.1m**)

Focus on Practice:

Staffing reductions as a result of reduced demand (**£0.245m**)

Family Services:

Placement savings from S17 placements & Residence Orders aging out (**£0.150m**)

Other Family Services Efficiencies (**£0.075m**)



2016/17 Estimated Pressures

Budget pressures are expected to be contained within the Children's Services portfolio in 2016/17



Children's Services Budget 2016/17

The key controllable service area budgets for 2016/17 are broken down as follows:

Service Area	Income £m	Expenditure £m	Net Budget £m
Children's Services Commissioning	(15.42)	21.98	6.56
Family Services	(7.01)	29.24	22.24
Safeguarding, Review and Quality Assurance	(0.26)	1.26	1.00
Finance and Resources	(0.46)	3.16	2.70
Schools Commissioning and Education	(17.95)	21.49	3.54
Director of Children's Services	-	0.07	0.07
School Funding	(56.73)	56.74	0.01
TOTAL BUDGET 2016/17	(97.83)	133.94	36.12



2016/17 Capital Expenditure

The capital expenditure forecast for 2015/16 is £7.660m.

The budget proposed for 2016/17 is £9.818m, including the following major projects:

Capital Projects	Gross Expenditure £m	Income £m	Net Budget £m
Christ Church Bentinck	1.307	(1.307)	0.000
St George's Academy	3.297	(3.297)	0.000
Westminster City	2.259	(2.259)	0.000
Other projects (7)	2.955	(2.522)	0.433
TOTAL BUDGET 2016/17	9.818	(9.385)	0.433

