



2007/2008 ESTIMATES

CORPORATE SUMMARIES

**CORPORATE GENERAL FUND
SUMMARY**

Service Area Analysis	CHANGE BETWEEN YEARS			
	2006/2007 Estimates (£000)	Inflation (£000)	Other Variations (£000)	2007/2008 Estimates (£000's)
Community Services	79,518	3,010	(7,978)	74,550
Customer First	2,434	96	1,901	4,431
Finance	2,122	228	711	3,061
Environment Services	43,189	573	(4,892)	38,870
Children's Services	56,463	1,112	(2,715)	54,860
Assistant Chief Executive	3,483	155	(920)	2,718
Central Items	964	86	22,606	23,656
TOTAL EXPENDITURE	188,173	5,260	8,713	202,146
Contingency / Other	6,513	958	(5,160)	2,311
Capital Financing Adjustment	(1,354)	0	(8,619)	(9,973)
Use of Balances / Reserves	(16,774)	0	2,471	(14,303)
NET EXPENDITURE	176,558	6,218	(2,595)	180,181

SUBJECTIVE ANALYSIS OF GENERAL FUND

FULL-TIME EQUIVALENTS (FTE)

Number of FTE Staff

2006/2007	2007/2008
6,471	6,161

SUBJECTIVE ANALYSIS OF ESTIMATES

Expenditure

	2006/2007 Estimates (£000's)	Inflation (£000's)	Other Variations (£000's)	2007/2008 Estimates (£000's)
Employee Expenses	218,025	3,136	5,670	226,831
Premises	29,307	227	(704)	28,830
Transport	13,265	1	(1,171)	12,095
Supplies and Services	84,694	559	(3,795)	81,458
Third Party Payments	99,574	2,413	14,813	116,800
Transfer Payments	137,826	117	6,790	144,733
Internal Recharges	30,139	0	(9,392)	20,747
Service Level Agreement Charges	22,909	0	8,752	31,661
Capital Financing Costs	56,318	0	(19,453)	36,865
Contingency / Other	6,513	958	(5,160)	2,311

GROSS EXPENDITURE

698,570	7,411	(3,650)	702,331
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Income

Government Grants	(266,468)	(278)	(21,942)	(288,688)
Other Reimbursements and Contributions	(18,295)	(55)	(10,009)	(28,359)
Customer and Client Receipts	(95,791)	(814)	2,546	(94,059)
Interest	(1,041)	0	(2,370)	(3,411)
Service Level Agreement Income	(18,910)	0	(12,703)	(31,613)
Internal Recharges Income	(104,733)	(46)	43,062	(61,717)
Use of Balances / Reserves	(16,774)	0	2,471	(14,303)

GROSS INCOME

(522,012)	(1,193)	1,055	(522,150)
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NET EXPENDITURE

176,558	6,218	(2,595)	180,181
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**HOUSING SERVICES DEPARTMENT (HRA)
SUMMARY**

FULL-TIME EQUIVALENTS

Number of FTE Staff

	2006/2007	2007/2008
	53	68
Total	53	68

SUBJECTIVE ANALYSIS OF ESTIMATES

Expenditure

Employee Expenses

Premises

Transport

Supplies and Services

Third Party Payments

Transfer Payments

Internal Recharges

Service Level Agreement Charges

Capital Financing Costs

	2006/2007 Estimates (£000's)	Inflation (£000's)	Other Variations (£000's)	2007/2008 Estimates (£000's)
	2,054	49	274	2,377
	18,368	941	4,424	23,733
	21	0	(4)	17
	3,764	160	(409)	3,515
	20,192	456	(357)	20,291
	390	3	1	394
	429	6	67	502
	1,141	0	0	1,141
	27,752	0	3,140	30,892
GROSS EXPENDITURE	74,111	1,615	7,136	82,862
Income				
Government Grants	(13,336)	0	(1,487)	(14,823)
Other Reimbursements and Contributions	(622)	(24)	(146)	(792)
Customer and Client Receipts	(59,519)	(2,929)	(49)	(62,497)
Interest	(634)	0	(260)	(894)
Service Level Agreement Income	0	0	0	0
Internal Recharges Income	0	(188)	(4,108)	(4,296)
Transfer to Reserves	0	0	440	440
GROSS INCOME	(74,111)	(3,141)	(5,610)	(82,862)
NET EXPENDITURE	0	(1,526)	1,526	0



2007/2008 ESTIMATES

COMMUNITY SERVICES DEPARTMENT

**COMMUNITY SERVICES DEPARTMENT
SUMMARY**

Service Area Analysis	CHANGE BETWEEN YEARS			2007/2008 Estimate (£000)
	2006/2007 Estimate (£000)	Inflation (£000)	Other Adjust. (£000)	
Resources	9,518	51	(1,098)	8,471
Head of Directorate & Support Services	3,831	18	(2,369)	1,480
Partnership & Procurement	4,319	640	(725)	4,234
Adult Social Care	41,370	1,709	208	43,287
Safer Communities	3,632	73	(431)	3,274
Regeneration	1,190	1	(411)	780
Housing & Community Support	15,658	518	(3,152)	13,024
TOTAL	79,518	3,010	(7,978)	74,550

**COMMUNITY SERVICES DEPARTMENT
SUMMARY**

FULL-TIME EQUIVALENTS

Number of FTE Staff

2006/2007	2007/2008
1,127	845
1,127	845

Total

SUBJECTIVE ANALYSIS OF ESTIMATES

Expenditure

Employee Expenses

Premises

Transport

Supplies and Services

Third Party Payments

Transfer Payments

Internal Recharges

Service Level Agreement Charges

Capital Financing Costs

	2006/2007 Estimates (£000's)	Inflation (£000's)	Other Variations (£000's)	2007/2008 Estimates (£000's)
	37,216	689	(1,623)	36,282
	11,495	189	(820)	10,864
	1,376	0	(234)	1,142
	23,754	464	4,370	28,588
	42,202	1,592	9,269	53,063
	116,730	117	(111,528)	5,319
	4,906	0	(812)	4,094
	1,958	0	811	2,769
	5,016	0	(2,979)	2,037
GROSS EXPENDITURE	244,653	3,051	(103,546)	144,158
Income				
Government Grants	(133,482)	0	104,747	(28,735)
Other Reimbursements and Contributions	(7,162)	0	(10,879)	(18,041)
Customer and Client Receipts	(23,524)	(41)	2,869	(20,696)
Interest	(10)	0	0	(10)
Service Level Agreement Income	0	0	0	0
Internal Recharges Income	(957)	0	(1,169)	(2,126)
GROSS INCOME	(165,135)	(41)	95,568	(69,608)
NET EXPENDITURE	79,518	3,010	(7,978)	74,550

**COMMUNITY SERVICES DEPARTMENT
RESOURCES DIVISON**

DESCRIPTION OF SERVICE

This division contains the following areas of activity: Finance, Receivership, Residential Care Charging, Human Resources and Training & Development. It also includes the Service Level Agreements (SLA's) charged to the Community Services Department.

FULL-TIME EQUIVALENTS

Number of FTE Staff

Total

2006/2007	2007/2008
75	60
75	60

SUBJECTIVE ANALYSIS OF ESTIMATES

Expenditure

	2006/2007 Estimates (£000's)	Inflation (£000's)	Other Variations (£000's)	2007/2008 Estimates (£000's)
Employee Expenses	3,739	51	(550)	3,240
Premises	22	0	(21)	1
Transport	9	0	(4)	5
Supplies and Services	3,499	0	(1,498)	2,001
Third Party Payments	0	0	0	0
Transfer Payments	0	0	0	0
Internal Recharges	29	0	34	63
Service Level Agreement Charges	1,958	0	811	2,769
Capital Financing Costs	331	0	(244)	87

GROSS EXPENDITURE

Income

	9,587	51	(1,472)	8,166
Government Grants	(1,195)	0	617	(578)
Other Reimbursements and Contributions	(84)	0	(6)	(90)
Customer and Client Receipts	(8)	0	4	(4)
Interest	0	0	0	0
Service Level Agreement Income	0	0	0	0
Internal Recharges Income	1,218	0	(241)	977

GROSS INCOME

NET EXPENDITURE

	(69)	0	374	305
	9,518	51	(1,098)	8,471

Other Variations are analysed as follows:

Major Items	£000's	fte's
IT Staff transfer to Bridge Partnership and MTFS efficiencies	(550)	(15)
IT budget transfers to Children's services and Finance Department	(1,498)	
SLA charges held centrally within Resources Division	811	
Removal of notional interest. Adjustment in accounting practice.	(244)	
Grant reductions.	617	
ISCIS budget transfer from Children's Services	(241)	
Other	7	
TOTAL	(1,098)	(15)

**COMMUNITY SERVICES DEPARTMENT
HEAD OF DIRECTORATE & SUPPORT SERVICE DIVISION**

DESCRIPTION OF SERVICE

This division contains the following areas of activity: Director's Office, Administrative Support for Social Work Teams, Building Management, Customer Care and Complaints.

FULL-TIME EQUIVALENTS

Number of FTE Staff

Total

2006/2007	2007/2008
170	29
170	29

SUBJECTIVE ANALYSIS OF ESTIMATES

Expenditure

Employee Expenses

Premises

Transport

Supplies and Services

Third Party Payments

Transfer Payments

Internal Recharges

Service Level Agreement Charges

Capital Financing Costs

2006/2007 Estimates (£000's)	Inflation (£000's)	Other Variations (£000's)	2007/2008 Estimates (£000's)
4,923	18	(3,935)	1,006
606	0	(375)	231
12	0	(8)	4
510	0	(319)	191
0	0	0	0
111,838	0	(111,832)	6
825	0	(811)	14
0	0	0	0
409	0	(329)	80
119,123	18	(117,609)	1,532
Income			
(110,691)	0	110,691	0
0	0	(9)	(9)
(3,067)	0	3,055	(12)
0	0	0	0
0	0	0	0
(1,534)	0	1,503	(31)
(115,292)	0	115,240	(52)
NET EXPENDITURE			
3,831	18	(2,369)	1,480

Other Variations are analysed as follows:

Major Items	£000's	fte's
Transfer of Housing Benefit Teams to Customer First/ MTFs efficiencies	(3,935)	(141)
Buildings and Premises budget transfer to Children's Services	(375)	
Supplies & Services budget transfer to Children's Services	(319)	
Housing Benefit payments transferred to Central Items	(111,832)	
Housing Benefit Subsidy transferred to Central Items	110,691	
Housing Benefit Overpayment recovery transferred to Central Items	3,055	
Other	346	
TOTAL	(2,369)	(141)

**COMMUNITY SERVICES DEPARTMENT
PARTNERSHIP & PROCUREMENT DIVISION**

DESCRIPTION OF SERVICE

The division contains the following areas of activity: P&P Headquarters, Better Government, Business Planning & Performance, Commissioning, Community Liaison and Procurement & Contracting and Supporting People.

FULL-TIME EQUIVALENTS

Number of FTE Staff

Total

2006/2007	2007/2008
59	53
59	53

SUBJECTIVE ANALYSIS OF ESTIMATES

Expenditure

	2006/2007 Estimates (£000's)	Inflation (£000's)	Other Variations (£000's)	2007/2008 Estimates (£000's)
Employee Expenses	2,835	58	275	3,168
Premises	238	0	36	274
Transport	156	0	(2)	154
Supplies and Services	16,259	458	(770)	15,947
Third Party Payments	1,399	125	2,447	3,971
Transfer Payments	29	0	2	31
Internal Recharges	3,186	0	520	3,706
Service Level Agreement Charges	0	0	0	0
Capital Financing Costs	1,035	0	(916)	119

GROSS EXPENDITURE

25,137 641 1,592 27,370

Income

Government Grants	(19,743)	0	729	(19,014)
Other Reimbursements and Contributions	(1,176)	0	(2,727)	(3,903)
Customer and Client Receipts	(90)	(1)	(25)	(116)
Interest	0	0	0	0
Service Level Agreement Income	0	0	0	0
Internal Recharges Income	191	0	(294)	(103)

GROSS INCOME

(20,818) (1) (2,317) (23,136)

NET EXPENDITURE

4,319 640 (725) 4,234

Other Variations are analysed as follows:

Major Items	£000's	fte's
Transfer to Children's Services and departmental reorganisations	227	(6)
Supporting people and other supplies and services expenditure	494	
Joint working with PCT	2,497	
Removal of notional interest. Adjustment in accounting practice.	(916)	
MTFS growth to offset reductions in government grants.	(112)	
Joint working with PCT.	(2,727)	
Other	(188)	
TOTAL	(725)	(6)

**COMMUNITY SERVICES DEPARTMENT
ADULT SOCIAL CARE DIVISION**

DESCRIPTION OF SERVICE

The division contains the following areas of activity: ASC Headquarters, Mental Health Services, Learning Disability Services, Intermediate care Services and Assessment & Care Management. The budgets in respect of Placements, Packages and Direct Payments for all client groups are within this division.

FULL-TIME EQUIVALENTS

Number of FTE Staff

2006/2007	2007/2008
266	248
266	248

Total

SUBJECTIVE ANALYSIS OF ESTIMATES

	2006/2007 Estimates (£000's)	Inflation (£000's)	Other Variations (£000's)	2007/2008 Estimates (£000's)
Expenditure				
Employee Expenses	10,913	217	(241)	10,889
Premises	194	0	49	243
Transport	435	0	21	456
Supplies and Services	453	0	(73)	380
Third Party Payments	36,462	1,379	8,925	46,766
Transfer Payments	4,661	113	159	4,933
Internal Recharges	38	0	437	475
Service Level Agreement Charges	0	0	0	0
Capital Financing Costs	225	0	(126)	99
GROSS EXPENDITURE	53,381	1,709	9,151	64,241
Income				
Government Grants	(1,740)	0	96	(1,644)
Other Reimbursements and Contributions	(5,424)	0	(8,144)	(13,568)
Customer and Client Receipts	(3,776)	0	(721)	(4,497)
Interest	0	0	0	0
Service Level Agreement Income	0	0	0	0
Internal Recharges Income	(1,071)	0	(174)	(1,245)
GROSS INCOME	(12,011)	0	(8,943)	(20,954)
NET EXPENDITURE	41,370	1,709	208	43,287

Other Variations are analysed as follows:

Major Items	£000's	fte's
Re-organisations within social work teams	(241)	(18)
Growth and joint working with the PCT related to care support	8,925	
Internal transfers including PFI establishments	437	
Removal of notional interest . Adjustment in accounting practice.	(126)	
Joint working with the PCT	(8,144)	
Additional customer & client receipts for residential care placements	(721)	
Other	78	
TOTAL	208	(18)

**COMMUNITY SERVICES DEPARTMENT
SAFER COMMUNITIES DIVISION**

DESCRIPTION OF SERVICE

This division works in partnership to progress the respect agenda and to reduce crime and the fear of crime, to deliver enforcement and to ensure emergency preparedness. The division includes CCTV and Security services, Civil Defence, Parks Constabulary, Street Wardens, the Safer Neighbourhoods Team and 24/7 Policing.

FULL-TIME EQUIVALENTS

Number of FTE Staff

2006/2007	2007/2008
121	109
121	109

Total

SUBJECTIVE ANALYSIS OF ESTIMATES

	2006/2007 Estimates (£000's)	Inflation (£000's)	Other Variations (£000's)	2007/2008 Estimates (£000's)
Expenditure				
Employee Expenses	4,263	77	(100)	4,240
Premises	0	0	0	0
Transport	121	0	(31)	90
Supplies and Services	758	0	787	1,545
Third Party Payments	0	0	10	10
Transfer Payments	0	0	0	0
Internal Recharges	433	0	(433)	0
Service Level Agreement Charges	0	0	0	0
Capital Financing Costs	32	0	(2)	30
GROSS EXPENDITURE	5,607	77	231	5,915
Income				
Government Grants	(44)	0	(665)	(709)
Other Reimbursements and Contributions	(3)	0	0	(3)
Customer and Client Receipts	(1,180)	(4)	46	(1,138)
Interest	0	0	0	0
Service Level Agreement Income	0	0	0	0
Internal Recharges Income	(748)	0	(43)	(791)
GROSS INCOME	(1,975)	(4)	(662)	(2,641)
NET EXPENDITURE	3,632	73	(431)	3,274

Other Variations are analysed as follows:

Major Items	£000's	fte's
Inclusion of externally funded posts less Transfer of Street Scene Enforcement Team to Environment Services	(100)	(12)
Growth for 24/7 Neighbourhood Policing	787	
Realignment of budget for support costs	(433)	
Inclusion of external funding sources	(665)	
Other	(20)	
TOTAL	(431)	(12)

**COMMUNITY SERVICES DEPARTMENT
REGENERATION DIVISION**

DESCRIPTION OF SERVICE

The Regeneration division works with its partners across West London to promote business growth, increase job creation and employment, attract inward investment and improve skill levels. The division provides and commissions training, employment services and business support, and promotes the borough's town centres and the local tourism industry. This work is supported by bidding for external regeneration funds for Hammersmith & Fulham.

FULL-TIME EQUIVALENTS

Number of FTE Staff

2006/2007	2007/2008
43	40
43	40

Total

SUBJECTIVE ANALYSIS OF ESTIMATES

	2006/2007 Estimates (£000's)	Inflation (£000's)	Other Variations (£000's)	2007/2008 Estimates (£000's)
Expenditure				
Employee Expenses	681	13	879	1,573
Premises	204	0	(30)	174
Transport	11	0	(4)	7
Supplies and Services	873	6	5,697	6,576
Third Party Payments	7	0	30	37
Transfer Payments	3	0	(1)	2
Internal Recharges	147	0	(112)	35
Service Level Agreement Charges	0	0	0	0
Capital Financing Costs	188	0	(178)	10
GROSS EXPENDITURE	2,114	19	6,281	8,414
Income				
Government Grants	0	0	(6,764)	(6,764)
Other Reimbursements and Contributions	(412)	0	72	(340)
Customer and Client Receipts	(369)	(18)	0	(387)
Interest	0	0	0	0
Service Level Agreement Income	0	0	0	0
Internal Recharges Income	(143)	0	0	(143)
GROSS INCOME	(924)	(18)	(6,692)	(7,634)
NET EXPENDITURE	1,190	1	(411)	780

Other Variations are analysed as follows:

Major Items	£000's	fte's
Inclusion of externally funded posts less impact of service restructure	879	(3)
Inclusion of externally funded expenditure on supplies and services	5,697	0
Realignment of budget for support costs	(112)	0
Removal of Notional Interest. Adjustment in Accounting Practice.	(178)	0
Inclusion of external funding sources	(6,764)	0
Other	67	0
TOTAL	(411)	(3)

**COMMUNITY SERVICES DEPARTMENT
HOUSING & COMMUNITY SUPPORT DIVISION**

DESCRIPTION OF SERVICE

This division covers five Housing service areas - Housing Assessment & Advice (which includes clients with no recourse to public funds and homeless projects), Community Support Services, Rehousing & Adaptations, Private Housing Services, and Temporary Accommodation (which includes Private Sector Landlords and Bed & Breakfast accommodation)

FULL-TIME EQUIVALENTS

Number of FTE Staff

2006/2007	2007/2008
393	306
393	306

Total

SUBJECTIVE ANALYSIS OF ESTIMATES

	2006/2007 Estimates (£000's)	Inflation (£000's)	Other Variations (£000's)	2007/2008 Estimates (£000's)
Expenditure				
Employee Expenses	9,862	255	2,049	12,166
Premises	10,231	189	(479)	9,941
Transport	632	0	(206)	426
Supplies and Services	1,402	0	546	1,948
Third Party Payments	4,334	88	(2,143)	2,279
Transfer Payments	199	4	144	347
Internal Recharges	248	0	(447)	(199)
Service Level Agreement Charges	0	0	0	0
Capital Financing Costs	2,796	0	(1,184)	1,612
GROSS EXPENDITURE	29,704	536	(1,720)	28,520
Income				
Government Grants	(69)	0	43	(26)
Other Reimbursements and Contributions	(63)	0	(65)	(128)
Customer and Client Receipts	(15,034)	(18)	510	(14,542)
Interest	(10)	0	0	(10)
Service Level Agreement Income	0	0	0	0
Internal Recharges Income	1,130	0	(1,920)	(790)
GROSS INCOME	(14,046)	(18)	(1,432)	(15,496)
NET EXPENDITURE	15,658	518	(3,152)	13,024

Other Variations are analysed as follows:

Major Items	£000's	fte's
Efficiencies in home care, temporary accommodation and private sector housing	(1,683)	(84)
Realignment of support cost budgets	(447)	
Removal of notional interest and deferred charges adjustment. Change in accounting policy	(1,184)	
Other (Including departmental transfers)	162	(3)
TOTAL	(3,152)	(87)



2007/2008 ESTIMATES

HOUSING REVENUE ACCOUNT

**HOUSING REVENUE ACCOUNT
SUMMARY**

Service Area Analysis	CHANGE BETWEEN YEARS						2007/2008 Estimate (£000)
	2006/2007 Estimate (£000)	Inflation (£000)	Redirected Resources (£000)	Efficiencies (£000)	Growth (£000)	Other Adjust. (£000)	
Almo Management Fee	19,995	456	(89)	(750)	0	494	20,106
Managed Estate Costs	3,823	435	(12)	(46)	67	78	4,345
Managed Repairs	15,466	381	0	0	0	(70)	15,777
Managed Rents and Charges	(58,672)	(2,953)	858	(1,139)	0	0	(61,906)
Housing and Community Support	225	41	205	(75)	0	(1)	395
Home Buy	0	0	0	0	128	0	128
Business Planning, Performance &	454	4	(73)	0	0	0	385
Safer Communities	0	0	616	0	0	1	617
Support Services	3,827	4	(17)	(446)	0	(2)	3,366
Housing Subsidy	(12,889)	0	(1,826)	0	0	(1)	(14,716)
Capital Charges	27,771	106	3,187	0	0	(1)	31,063
Transfer to Reserves	0	0	0	0	0	440	440
TOTAL	0	(1,526)	2,849	(2,456)	195	938	0

**HOUSING REVENUE ACCOUNT
SUMMARY**

FULL-TIME EQUIVALENTS

Number of FTE Staff

	2006/2007	2007/2008
Number of FTE Staff	53	68
Total	53	68

SUBJECTIVE ANALYSIS OF ESTIMATES

Expenditure

Employee Expenses

Premises

Transport

Supplies and Services

Third Party Payments

Transfer Payments

Internal Recharges

Service Level Agreement Charges

Capital Financing Costs

	2006/2007 Estimates (£000's)	Inflation (£000's)	Other Variations (£000's)	2007/2008 Estimates (£000's)
Employee Expenses	2,054	49	274	2,377
Premises	18,368	941	4,424	23,733
Transport	21	0	(4)	17
Supplies and Services	3,764	160	(409)	3,515
Third Party Payments	20,192	456	(357)	20,291
Transfer Payments	390	3	1	394
Internal Recharges	429	6	67	502
Service Level Agreement Charges	1,141	0	0	1,141
Capital Financing Costs	27,752	0	3,140	30,892
GROSS EXPENDITURE	74,111	1,615	7,136	82,862
Income				
Government Grants	(13,336)	0	(1,487)	(14,823)
Other Reimbursements and Contributions	(622)	(24)	(146)	(792)
Customer and Client Receipts	(59,519)	(2,929)	(49)	(62,497)
Interest	(634)	0	(260)	(894)
Service Level Agreement Income	0	0	0	0
Internal Recharges Income	0	(188)	(4,108)	(4,296)
Transfer to Reserves	0	0	440	440
GROSS INCOME	(74,111)	(3,141)	(5,610)	(82,862)
NET EXPENDITURE	0	(1,526)	1,526	0

**HOUSING REVENUE ACCOUNT
ALMO MANAGEMENT FEE**

DESCRIPTION OF SERVICE

This budget shows the fee paid by the Council to the ALMO for managing its housing stock

FULL-TIME EQUIVALENTS

Number of FTE Staff

	2006/2007	2007/2008
Number of FTE Staff	0	0
Total	0	0

SUBJECTIVE ANALYSIS OF ESTIMATES

	2007/2008 Estimates (£000's)	Inflation (£000's)	Other Variations (£000's)	2007/2008 Estimates (£000's)
Expenditure				
Employee Expenses	0	0	0	0
Premises	0	0	0	0
Transport	0	0	0	0
Supplies and Services	0	0	0	0
Third Party Payments	19,995	456	(345)	20,106
Transfer Payments	0	0	0	0
Internal Recharges	0	0	0	0
Service Level Agreement Charges	0	0	0	0
Capital Financing Costs	0	0	0	0
GROSS EXPENDITURE	19,995	456	(345)	20,106
Income				
Government Grants	0	0	0	0
Other Reimbursements and Contributions	0	0	0	0
Customer and Client Receipts	0	0	0	0
Interest	0	0	0	0
Service Level Agreement Income	0	0	0	0
Internal Recharges Income	0	0	0	0
GROSS INCOME	0	0	0	0
NET EXPENDITURE	19,995	456	(345)	20,106

Other Variations are analysed as follows:

Major Items	£000's	fte's
Efficiencies and improved working practices by H&F Homes	(750)	0
Pensions revaluation	500	0
Increase in SLA's	271	0
Re-instatement of Concierge reduction	250	0
Transfer of ASBU	(616)	0
TOTAL	(345)	0

**HOUSING REVENUE ACCOUNT
MANAGED ESTATE COSTS**

DESCRIPTION OF SERVICE

These budgets are managed by the ALMO on behalf of the Council. They include the costs of grounds maintenance, refuse removal, estate parking controls and assisting tenants to relocate.

FULL-TIME EQUIVALENTS

Number of FTE Staff

	2006/2007	2007/2008
Number of FTE Staff	0	0
Total	0	0

SUBJECTIVE ANALYSIS OF ESTIMATES

Expenditure

	2007/2008 Estimates (£000's)	Inflation (£000's)	Other Variations (£000's)	2007/2008 Estimates (£000's)
Employee Expenses	0	0	0	0
Premises	1,975	266	95	2,336
Transport	0	0	0	0
Supplies and Services	1,263	160	(6)	1,417
Third Party Payments	185	0	0	185
Transfer Payments	172	3	1	176
Internal Recharges	273	6	(3)	276
Service Level Agreement Charges	0	0	0	0
Capital Financing Costs	0	0	0	0

GROSS EXPENDITURE

3,868 435 87 4,390

Income

Government Grants	(45)	0	0	(45)
Other Reimbursements and Contributions	0	0	0	0
Customer and Client Receipts	0	0	0	0
Interest	0	0	0	0
Service Level Agreement Income	0	0	0	0
Internal Recharges Income	0	0	0	0

GROSS INCOME

(45) 0 0 (45)

NET EXPENDITURE

3,823 435 87 4,345

Other Variations are analysed as follows:

Major Items	£000's	fte's
Adjustments to budget to reflect actual expenditure levels	11	0
Disabled Adaptations unit costs transferred from H&F Homes	76	0
TOTAL	87	0

**HOUSING REVENUE ACCOUNT
MANAGED REPAIRS**

DESCRIPTION OF SERVICE

This represents the revenue repairs budget and is managed by the ALMO on behalf of the Council. It includes reactive repairs, change of tenancy works, gas servicing, communal repairs, lift maintenance and district heating repairs.

FULL-TIME EQUIVALENTS

Number of FTE Staff

	2006/2007	2007/2008
Number of FTE Staff	0	0
Total	0	0

SUBJECTIVE ANALYSIS OF ESTIMATES

	2007/2008 Estimates (£000's)	Inflation (£000's)	Other Variations (£000's)	2007/2008 Estimates (£000's)
Expenditure				
Employee Expenses	0	0	0	0
Premises	15,466	569	3,500	19,535
Transport	0	0	0	0
Supplies and Services	0	0	0	0
Third Party Payments	0	0	0	0
Transfer Payments	0	0	0	0
Internal Recharges	0	0	0	0
Service Level Agreement Charges	0	0	0	0
Capital Financing Costs	0	0	0	0
GROSS EXPENDITURE	15,466	569	3,500	19,535
Income				
Government Grants	0	0	0	0
Other Reimbursements and Contributions	0	0	(70)	(70)
Customer and Client Receipts	0	0	0	0
Interest	0	0	0	0
Service Level Agreement Income	0	0	0	0
Internal Recharges Income	0	(188)	(3,500)	(3,688)
GROSS INCOME	0	(188)	(3,570)	(3,758)
NET EXPENDITURE	15,466	381	(70)	15,777

Other Variations are analysed as follows:

Major Items	£000's	fte's
Budget for income from rechargeable repairs transferred from the ALMO	(70)	0
Expenditure budget adjusted to show repairs chargeable to Capital	3,500	0
Income budget adjusted to show recharge to capital	(3,500)	0
TOTAL	(70)	0

**HOUSING REVENUE ACCOUNT
MANAGED RENTS AND CHARGES**

DESCRIPTION OF SERVICE

These budgets are managed by the ALMO on behalf of the Council. They include rents from tenants, garage rents, central heating charges and service charges to leaseholders.

FULL-TIME EQUIVALENTS

Number of FTE Staff

	2006/2007	2007/2008
Number of FTE Staff	0	0
Total	0	0

SUBJECTIVE ANALYSIS OF ESTIMATES

	2007/2008 Estimates (£000's)	Inflation (£000's)	Other Variations (£000's)	2007/2008 Estimates (£000's)
Expenditure				
Employee Expenses	0	0	0	0
Premises	0	0	0	0
Transport	0	0	0	0
Supplies and Services	0	0	0	0
Third Party Payments	0	0	0	0
Transfer Payments	218	0	0	218
Internal Recharges	0	0	0	0
Service Level Agreement Charges	0	0	0	0
Capital Financing Costs	0	0	0	0
GROSS EXPENDITURE	218	0	0	218
Income				
Government Grants	0	0	0	0
Other Reimbursements and Contributions	(575)	(24)	0	(599)
Customer and Client Receipts	(58,315)	(2,929)	(281)	(61,525)
Interest	0	0	0	0
Service Level Agreement Income	0	0	0	0
Internal Recharges Income	0	0	0	0
GROSS INCOME	(58,890)	(2,953)	(281)	(62,124)
NET EXPENDITURE	(58,672)	(2,953)	(281)	(61,906)

Other Variations are analysed as follows:

Major Items	£000's	fte's
Adjustment of rent income for property disposals	858	0
53 week year	(1,139)	0
TOTAL	(281)	0

**HOUSING REVENUE ACCOUNT
HOUSING AND COMMUNITY SUPPORT**

DESCRIPTION OF SERVICE

The management costs and rent income for Hostels, and the HRA share of the Housing and Community Support Division.

FULL-TIME EQUIVALENTS

Number of FTE Staff

	2006/2007	2007/2008
Number of FTE Staff	34	31
Total	34	31

SUBJECTIVE ANALYSIS OF ESTIMATES

	2006/2007 Estimates (£000's)	Inflation (£000's)	Other Variations (£000's)	2007/2008 Estimates (£000's)
Expenditure				
Employee Expenses	1,057	41	(42)	1,056
Premises	476	0	41	517
Transport	20	0	(11)	9
Supplies and Services	332	0	(184)	148
Third Party Payments	12	0	(12)	0
Transfer Payments	0	0	0	0
Internal Recharges	0	0	36	36
Service Level Agreement Charges	0	0	0	0
Capital Financing Costs	0	0	0	0
GROSS EXPENDITURE	1,897	41	(172)	1,766
Income				
Government Grants	(477)	0	477	0
Other Reimbursements and Contributions	(5)	0	0	(5)
Customer and Client Receipts	(1,190)	0	232	(958)
Interest	0	0	0	0
Service Level Agreement Income	0	0	0	0
Internal Recharges Income	0	0	(408)	(408)
GROSS INCOME	(1,672)	0	301	(1,371)
NET EXPENDITURE	225	41	129	395

Other Variations are analysed as follows:

Major Items	£000's	fte's
Re-organisation of Hostels Management	(75)	(3)
Reduced activity level on Furnish Scheme	48	0
Re-alignment of budgets with actual costs	156	0
TOTAL	129	(3)

**HOUSING REVENUE ACCOUNT
HOME BUY**

DESCRIPTION OF SERVICE

This is the budget for a new unit set up to assist council tenants or those on the waiting list, key workers and first time buyers living or working in the Borough to purchase a home.

FULL-TIME EQUIVALENTS

Number of FTE Staff

2006/2007	2007/2008
0	4
0	4

Total

SUBJECTIVE ANALYSIS OF ESTIMATES

Expenditure

Employee Expenses

Premises

Transport

Supplies and Services

Third Party Payments

Transfer Payments

Internal Recharges

Service Level Agreement Charges

Capital Financing Costs

2007/2008 Estimates (£000's)	Inflation (£000's)	Other Variations (£000's)	2007/2008 Estimates (£000's)
0	0	118	118
0	0	0	0
0	0	0	0
0	0	10	10
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	128	128
Income			
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	128	128

GROSS EXPENDITURE

Income

Government Grants

Other Reimbursements and Contributions

Customer and Client Receipts

Interest

Service Level Agreement Income

Internal Recharges Income

GROSS INCOME

NET EXPENDITURE

Other Variations are analysed as follows:

Major Items	£000's	fte's
Creation of new Homebuy Unit	128	4
TOTAL	128	4

**HOUSING REVENUE ACCOUNT
BUSINESS PLANNING, PERFORMANCE & DEVELOPMENT**

DESCRIPTION OF SERVICE

This budget is for client management, performance monitoring and liaison with the ALMO (H&F Homes), management of functions not managed by the ALMO (e.g. rent increases), management of the introduction of new initiatives (e.g. Social Homebuy), the HRA element of housing strategy and the HRA element of voluntary sector grants

FULL-TIME EQUIVALENTS

Number of FTE Staff

	2006/2007	2007/2008
Number of FTE Staff	5	4
Total	5	4

SUBJECTIVE ANALYSIS OF ESTIMATES

	2007/2008 Estimates (£000's)	Inflation (£000's)	Other Variations (£000's)	2007/2008 Estimates (£000's)
Expenditure				
Employee Expenses	177	4	(14)	167
Premises	0	0	0	0
Transport	0	0	0	0
Supplies and Services	319	0	(29)	290
Third Party Payments	0	0	0	0
Transfer Payments	0	0	0	0
Internal Recharges	0	0	0	0
Service Level Agreement Charges	0	0	0	0
Capital Financing Costs	0	0	0	0
GROSS EXPENDITURE	496	4	(43)	457
Income				
Government Grants	0	0	0	0
Other Reimbursements and Contributions	(42)	0	(30)	(72)
Customer and Client Receipts	0	0	0	0
Interest	0	0	0	0
Service Level Agreement Income	0	0	0	0
Internal Recharges Income	0	0	0	0
GROSS INCOME	(42)	0	(30)	(72)
NET EXPENDITURE	454	4	(73)	385

Other Variations are analysed as follows:

Major Items	£000's	fte's
Transfer of Equalities employee to Corporate Services	(14)	(1)
Reduction in grants to voluntary organisations	(29)	0
Advertising revenue not previously in budget	(30)	0
TOTAL	(73)	(1)

**HOUSING REVENUE ACCOUNT
SAFER COMMUNITIES**

DESCRIPTION OF SERVICE

This budget is for the Anti Social Behaviour Unit which is now managed by the Council. This is a new budget as the service was previously run by the ALMO.

FULL-TIME EQUIVALENTS

Number of FTE Staff

	2006/2007	2007/2008
Number of FTE Staff	0	18
Total	0	18

SUBJECTIVE ANALYSIS OF ESTIMATES

Expenditure

Employee Expenses

Premises

Transport

Supplies and Services

Third Party Payments

Transfer Payments

Internal Recharges

Service Level Agreement Charges

Capital Financing Costs

	2007/2008 Estimates (£000's)	Inflation (£000's)	Other Variations (£000's)	2007/2008 Estimates (£000's)
Employee Expenses	0	0	635	635
Premises	0	0	7	7
Transport	0	0	7	7
Supplies and Services	0	0	13	13
Third Party Payments	0	0	0	0
Transfer Payments	0	0	0	0
Internal Recharges	0	0	0	0
Service Level Agreement Charges	0	0	0	0
Capital Financing Costs	0	0	0	0
GROSS EXPENDITURE	0	0	662	662
Income				
Government Grants	0	0	0	0
Other Reimbursements and Contributions	0	0	(45)	(45)
Customer and Client Receipts	0	0	0	0
Interest	0	0	0	0
Service Level Agreement Income	0	0	0	0
Internal Recharges Income	0	0	0	0
GROSS INCOME	0	0	(45)	(45)
NET EXPENDITURE	0	0	617	617

Other Variations are analysed as follows:

Major Items	£000's	fte's
Transfer of Unit from H&F Homes	617	18
TOTAL	617	18

**HOUSING REVENUE ACCOUNT
SUPPORT SERVICES**

DESCRIPTION OF SERVICE

This budget is for the cost of SLA's charged between central departments to the HRA and internal support services such as HR, IT, accountancy and office services. It also includes the cost to the HRA of Member's enquiries and the HRA element of Community Services management team.

FULL-TIME EQUIVALENTS

Number of FTE Staff

	2006/2007	2007/2008
Number of FTE Staff	14	11
Total	14	11

SUBJECTIVE ANALYSIS OF ESTIMATES

	2007/2008 Estimates (£000's)	Inflation (£000's)	Other Variations (£000's)	2007/2008 Estimates (£000's)
Expenditure				
Employee Expenses	820	4	(423)	401
Premises	(249)	0	382	133
Transport	1	0	0	1
Supplies and Services	1,802	0	(186)	1,616
Third Party Payments	0	0	0	0
Transfer Payments	0	0	0	0
Internal Recharges	156	0	34	190
Service Level Agreement Charges	1,141	0	0	1,141
Capital Financing Costs	178	0	(89)	89
GROSS EXPENDITURE	3,849	4	(282)	3,571
Income				
Government Grants	(18)	0	18	0
Other Reimbursements and Contributions	0	0	(1)	(1)
Customer and Client Receipts	(4)	0	0	(4)
Interest	0	0	0	0
Service Level Agreement Income	0	0	0	0
Internal Recharges Income	0	0	(200)	(200)
GROSS INCOME	(22)	0	(183)	(205)
NET EXPENDITURE	3,827	4	(465)	3,366

Other Variations are analysed as follows:

Major Items	£000's	fte's
Office Services budget not required on move from Riverview House	(105)	(1)
Planned HRA Central costs reductions	(321)	0
ALMO office rents charged directly to H&F Homes	370	0
Leasing charges budget overstated	(89)	0
DSD Surplus on Repairs work	(200)	0
Reduction in HR recharge	(50)	0
Transfer of staff to General Fund	(70)	(2)
TOTAL	(465)	(3)

**HOUSING REVENUE ACCOUNT
HOUSING SUBSIDY**

DESCRIPTION OF SERVICE

HRA subsidy paid by central government

FULL-TIME EQUIVALENTS

Number of FTE Staff

Total

	2006/2007	2007/2008
Number of FTE Staff	0	0
Total	0	0

SUBJECTIVE ANALYSIS OF ESTIMATES

Expenditure

Employee Expenses
Premises
Transport
Supplies and Services
Third Party Payments
Transfer Payments
Internal Recharges
Service Level Agreement Charges
Capital Financing Costs

GROSS EXPENDITURE

Income

Government Grants
Other Reimbursements and Contributions
Customer and Client Receipts
Interest
Service Level Agreement Income
Internal Recharges Income

GROSS INCOME

NET EXPENDITURE

	2007/2008 Estimates (£000's)	Inflation (£000's)	Other Variations (£000's)	2007/2008 Estimates (£000's)
Employee Expenses	0	0	0	0
Premises	0	0	0	0
Transport	0	0	0	0
Supplies and Services	0	0	0	0
Third Party Payments	0	0	0	0
Transfer Payments	0	0	0	0
Internal Recharges	0	0	0	0
Service Level Agreement Charges	0	0	0	0
Capital Financing Costs	0	0	0	0
GROSS EXPENDITURE	0	0	0	0
Government Grants	(12,889)	0	(1,827)	(14,716)
Other Reimbursements and Contributions	0	0	0	0
Customer and Client Receipts	0	0	0	0
Interest	0	0	0	0
Service Level Agreement Income	0	0	0	0
Internal Recharges Income	0	0	0	0
GROSS INCOME	(12,889)	0	(1,827)	(14,716)
NET EXPENDITURE	(12,889)	0	(1,827)	(14,716)

Other Variations are analysed as follows:

Major Items	£000's	fte's
Increase in subsidy for Capital charges	(4,037)	0
Reduction for notional rent increase	3,974	0
Introduction of rental constraint allowance	(1,764)	0
TOTAL	(1,827)	0

**HOUSING REVENUE ACCOUNT
CAPITAL CHARGES**

DESCRIPTION OF SERVICE

Capital financing costs incurred by the HRA in relation to capital expenditure, including the Decent Homes programme.

FULL-TIME EQUIVALENTS

Number of FTE Staff

	2006/2007	2007/2008
Number of FTE Staff	0	0
Total	0	0

SUBJECTIVE ANALYSIS OF ESTIMATES

	2007/2008 Estimates (£000's)	Inflation (£000's)	Other Variations (£000's)	2007/2008 Estimates (£000's)
Expenditure				
Employee Expenses	0	0	0	0
Premises	700	106	399	1,205
Transport	0	0	0	0
Supplies and Services	48	0	(27)	21
Third Party Payments	0	0	0	0
Transfer Payments	0	0	0	0
Internal Recharges	0	0	0	0
Service Level Agreement Charges	0	0	0	0
Capital Financing Costs	27,574	0	3,229	30,803
GROSS EXPENDITURE	28,322	106	3,601	32,029
Income				
Government Grants	93	0	(155)	(62)
Other Reimbursements and Contributions	0	0	0	0
Customer and Client Receipts	(10)	0	0	(10)
Interest	(634)	0	(260)	(894)
Service Level Agreement Income	0	0	0	0
Internal Recharges Income	0	0	0	0
GROSS INCOME	(551)	0	(415)	(966)
NET EXPENDITURE	27,771	106	3,186	31,063

Other Variations are analysed as follows:

Major Items	£000's	fte's
Reduction in recharge to RTB due to decrease in sales	399	0
Projects and Investment budget no longer required	(27)	0
Increase in capital charges due to Decent Homes programme	3,229	0
Rent Rebate Subsidy Limitation contribution no longer required	(155)	0
Additional interest on Working Balance	(315)	0
Reduction in interest receivable on RTB Mortgages	55	0
TOTAL	3,186	0



2007/2008 ESTIMATES

CUSTOMER FIRST

**CUSTOMER FIRST DIVISION
SUMMARY**

Service Area Analysis	CHANGE BETWEEN YEARS			
	2006/2007 Estimate (£000)	Inflation (£000)	Other Adjust. (£000)	2007/2008 Estimate (£000)
Customer First	1,319	30	(263)	1,086
Commercial Services	1,115	(1)	(605)	509
Housing Benefit Administration	0	67	2,769	2,836
TOTAL	2,434	96	1,901	4,431

**CUSTOMER FIRST DIVISION
SUMMARY**

FULL-TIME EQUIVALENTS

Number of FTE Staff

	2006/2007	2007/2008
Number of FTE Staff	90	200
Total	90	200

SUBJECTIVE ANALYSIS OF ESTIMATES

Expenditure

Employee Expenses

Premises

Transport

Supplies and Services

Third Party Payments

Transfer Payments

Internal Recharges

Service Level Agreement Charges

Capital Financing Costs

	2006/2007 Estimates (£000's)	Inflation (£000's)	Other Variations (£000's)	2007/2008 Estimates (£000's)
Employee Expenses	3,065	129	3,664	6,858
Premises	59	0	18	77
Transport	70	0	6	76
Supplies and Services	1,388	0	47	1,435
Third Party Payments	41	0	0	41
Transfer Payments	26	0	(26)	0
Internal Recharges	137	0	(137)	0
Service Level Agreement Charges	895	0	2,223	3,118
Capital Financing Costs	335	0	(5)	330
GROSS EXPENDITURE	6,016	129	5,790	11,935
Income				
Government Grants	0	0	(2,659)	(2,659)
Other Reimbursements and Contributions	(10)	(1)	0	(11)
Customer and Client Receipts	(753)	(32)	(34)	(819)
Interest	0	0	0	0
Service Level Agreement Income	(1,419)	0	(1,075)	(2,494)
Internal Recharges Income	(1,400)	0	(121)	(1,521)
GROSS INCOME	(3,582)	(33)	(3,889)	(7,504)
NET EXPENDITURE	2,434	96	1,901	4,431

**CUSTOMER FIRST DIVISION
CUSTOMER FIRST**

DESCRIPTION OF SERVICE

The Customer First Division is leading the transformation of the provision of customer services for the authority. Formed out of the Best Value Review of Customer Care, the Customer First programme is reviewing the way that services are organised and is leading the culture change about the way we deliver services, based around customer requirements. The Division is also responsible for the operational management and delivery of the Council's corporate contact centre.

FULL-TIME EQUIVALENTS

Number of FTE Staff

2006/2007	2007/2008
43	54
43	54

Total

SUBJECTIVE ANALYSIS OF ESTIMATES

	2006/2007 Estimates (£000's)	Inflation (£000's)	Other Variations (£000's)	2007/2008 Estimates (£000's)
Expenditure				
Employee Expenses	1,446	30	153	1,629
Premises	0	0	0	0
Transport	0	0	0	0
Supplies and Services	369	0	(132)	237
Third Party Payments	0	0	0	0
Transfer Payments	0	0	0	0
Internal Recharges	41	0	(41)	0
Service Level Agreement Charges	155	0	819	974
Capital Financing Costs	316	0	(46)	270
GROSS EXPENDITURE	2,327	30	753	3,110
Income				
Government Grants	0	0	0	0
Other Reimbursements and Contributions	0	0	0	0
Customer and Client Receipts	0	0	0	0
Interest	0	0	0	0
Service Level Agreement Income	(1,008)	0	(1,016)	(2,024)
Internal Recharges Income	0	0	0	0
GROSS INCOME	(1,008)	0	(1,016)	(2,024)
NET EXPENDITURE	1,319	30	(263)	1,086

Other Variations are analysed as follows:

Major Items	£000's	fte's
Employees - Contact Centre Growth & Full funding of establishment	153	11
Supplies & Services - IT now charged as an SLA & other efficiencies	(132)	
SLA Charges - IT Bridge Partnership & other adjustments	819	
Removal of Notional Interest - Adjustment in Accounting Practice	(46)	
SLA Income - Full recharge out of Contact Centre	(1,016)	
Other	(41)	
TOTAL	(263)	11

**CUSTOMER FIRST DIVISION
COMMERCIAL SERVICES**

DESCRIPTION OF SERVICE

Commercial Services includes the following areas: Hall Lettings, Hammerprint, Mail and Distribution and Registration of Births, Deaths and Marriages. Commercial Services transferred from the Policy and Administration Department to the new Customer First Division in the 2004/05 financial year. Hammerprint will be subject to market testing in 2007 and it is anticipated that significant savings will be realised as a result of this. The ability to achieve the full amount of budgeted savings will depend on the time taken to complete the market testing.

FULL-TIME EQUIVALENTS

Number of FTE Staff

	2006/2007	2007/2008
Number of FTE Staff	47	44
Total	47	44

SUBJECTIVE ANALYSIS OF ESTIMATES

Expenditure

	2006/2007 Estimates (£000's)	Inflation (£000's)	Other Variations (£000's)	2007/2008 Estimates (£000's)
Employee Expenses	1,619	32	(179)	1,472
Premises	59	0	(25)	34
Transport	70	0	(4)	66
Supplies and Services	1,019	0	(190)	829
Third Party Payments	41	0	0	41
Transfer Payments	26	0	(26)	0
Internal Recharges	96	0	(96)	0
Service Level Agreement Charges	740	0	21	761
Capital Financing Costs	19	0	(13)	6

GROSS EXPENDITURE

Income

Government Grants	0	0	0	0
Other Reimbursements and Contributions	(10)	(1)	1	(10)
Customer and Client Receipts	(753)	(32)	(34)	(819)
Interest	0	0	0	0
Service Level Agreement Income	(411)	0	(59)	(470)
Internal Recharges Income	(1,400)	0	(1)	(1,401)

GROSS INCOME

NET EXPENDITURE

GROSS EXPENDITURE	3,689	32	(512)	3,209
GROSS INCOME	(2,574)	(33)	(93)	(2,700)
NET EXPENDITURE	1,115	(1)	(605)	509

Other Variations are analysed as follows:

Major Items	£000's	fte's
Employees - Hammerprint and other productivity savings	(179)	(3)
Supplies & Services - IT now charged as an SLA & other efficiencies	(190)	
Internal Recharges - Change in accounting treatment (now SLA)	(96)	
SLA Income - Full cost recovery of Mail Service	(59)	
Other	(81)	
TOTAL	(605)	(3)

**CUSTOMER FIRST DIVISION
HOUSING BENEFIT ADMINISTRATION**

DESCRIPTION OF SERVICE

The Division undertakes the assessment and payment of Housing Benefit and Council Tax awards under the Social Security Act 1986 and subsequent determinations in respect of council tenants, private tenants and owner-occupiers. The section provides advice to current and potential claimants in addition to dealing with publicity and implementing regulation changes. The budgets set out are in respect of the cost of benefits administration.

FULL-TIME EQUIVALENTS

Number of FTE Staff

	2006/2007	2007/2008
Number of FTE Staff	0	102
Total	0	102

SUBJECTIVE ANALYSIS OF ESTIMATES

	2006/2007 Estimates (£000's)	Inflation (£000's)	Other Variations (£000's)	2007/2008 Estimates (£000's)
Expenditure				
Employee Expenses	0	67	3,690	3,757
Premises	0	0	43	43
Transport	0	0	10	10
Supplies and Services	0	0	369	369
Third Party Payments	0	0	0	0
Transfer Payments	0	0	0	0
Internal Recharges	0	0	0	0
Service Level Agreement Charges	0	0	1,383	1,383
Capital Financing Costs	0	0	54	54
GROSS EXPENDITURE	0	67	5,549	5,616
Income				
Government Grants	0	0	(2,659)	(2,659)
Other Reimbursements and Contributions	0	0	(1)	(1)
Customer and Client Receipts	0	0	0	0
Interest	0	0	0	0
Service Level Agreement Income	0	0	0	0
Internal Recharges Income	0	0	(120)	(120)
GROSS INCOME	0	0	(2,780)	(2,780)
NET EXPENDITURE	0	67	2,769	2,836

Other Variations are analysed as follows:

Major Items	£000's	fte's
Employees - Transfer of service to Customer First	3,690	102
Supplies & Services - Transfer of budget to Customer First	369	
SLA Charge - Transfer of budget to Customer First	1,383	
Government Grant - Admin Grant allocation for 2007/08	(2,659)	
Internal Recharge - Change in accounting treatment	(120)	
Other	106	
TOTAL	2,769	102



2007/2008 ESTIMATES

FINANCE

**FINANCE DEPARTMENT
SUMMARY**

Service Area Analysis	CHANGE BETWEEN YEARS			2007/2008 Estimate (£000)
	2006/2007 Estimate (£000)	Inflation (£000)	Other Adjust. (£000)	
Finance Department	1,954	138	(997)	1,095
I.T.Services	168	90	1,708	1,966
TOTAL	2,122	228	711	3,061

**FINANCE DEPARTMENT
SUMMARY**

FULL-TIME EQUIVALENTS

Number of FTE Staff

2006/2007	2007/2008
206	128
206	128

Total

SUBJECTIVE ANALYSIS OF ESTIMATES

Expenditure

Employee Expenses

Premises

Transport

Supplies and Services

Third Party Payments

Transfer Payments

Internal Recharges

Service Level Agreement Charges

Capital Financing Costs

	2006/2007 Estimates (£000's)	Inflation (£000's)	Other Variations (£000's)	2007/2008 Estimates (£000's)
	10,383	212	(5,107)	5,488
	22	0	(22)	0
	83	0	(73)	10
	7,742	0	(5,948)	1,794
	605	17	11,934	12,556
	0	0	0	0
	7,908	0	(6,789)	1,119
	1,944	0	1,644	3,588
	1,405	0	433	1,838
GROSS EXPENDITURE	30,092	229	(3,928)	26,393
Income				
Government Grants	(499)	0	0	(499)
Other Reimbursements and Contributions	(277)	(1)	167	(111)
Customer and Client Receipts	(791)	0	(1,333)	(2,124)
Interest	0	0	0	0
Service Level Agreement Income	(5,738)	0	(12,734)	(18,472)
Internal Recharges Income	(20,665)	0	18,539	(2,126)
GROSS INCOME	(27,970)	(1)	4,639	(23,332)
NET EXPENDITURE	2,122	228	711	3,061

**FINANCE DEPARTMENT
FINANCE**

DESCRIPTION OF SERVICE

The department is responsible for direct services such as collection of Council Tax and NNDR, as well as a range of financial support functions including accounting, internal audit, treasury management, risk and insurance management, collection of miscellaneous income and cashiers. It is also responsible for salaries payroll, payments to suppliers, pensions administration and for the Council's corporate financial systems and procedures.

FULL-TIME EQUIVALENTS

Number of FTE Staff

	2006/2007	2007/2008
Number of FTE Staff	126	123
Total	126	123

SUBJECTIVE ANALYSIS OF ESTIMATES

	2006/2007 Estimates (£000's)	Inflation (£000's)	Other Variations (£000's)	2007/2008 Estimates (£000's)
Expenditure				
Employee Expenses	5,489	121	(481)	5,129
Premises	0	0	0	0
Transport	4	0	2	6
Supplies and Services	2,131	0	(1,367)	764
Third Party Payments	605	17	33	655
Transfer Payments	0	0	0	0
Internal Recharges	1,046	0	73	1,119
Service Level Agreement Charges	1,298	0	1,640	2,938
Capital Financing Costs	662	0	(181)	481
GROSS EXPENDITURE	11,235	138	(281)	11,092
Income				
Government Grants	(499)	0	0	(499)
Other Reimbursements and Contributions	(135)	0	25	(110)
Customer and Client Receipts	(791)	0	100	(691)
Interest	0	0	0	0
Service Level Agreement Income	(5,738)	0	(833)	(6,571)
Internal Recharges Income	(2,118)	0	(8)	(2,126)
GROSS INCOME	(9,281)	0	(716)	(9,997)
NET EXPENDITURE	1,954	138	(997)	1,095

Other Variations are analysed as follows:

Major Items	£000's	fte's
Employees - Council Tax/Benefits Service Reconfiguration and Transfer out of Trent Team to Corporate Human Resources	(513)	(5)
Supplies & Services - IT now charged as an SLA	(904)	
Supplies & Services - E-Procurement (MTFS Efficiency)	(463)	
SLA Expenditure - Net increase including IT Bridge Partnership	1,640	
SLA Income - Increase including cost recovery of the Fraud Audit Team	(833)	
Other	76	2
TOTAL	(997)	(3)

**FINANCE DEPARTMENT
I.T.SERVICES**

DESCRIPTION OF SERVICE

The provision of IT services to departments has been transferred to the newly established Hammersmith & Fulham Bridge Partnership. The remaining budget covers the client side and residual Capital Financing costs not transferred.

FULL-TIME EQUIVALENTS

Number of FTE Staff

2006/2007	2007/2008
80	5
80	5

Total

SUBJECTIVE ANALYSIS OF ESTIMATES

	2006/2007 Estimates (£000's)	Inflation (£000's)	Other Variations (£000's)	2007/2008 Estimates (£000's)
Expenditure				
Employee Expenses	4,894	91	(4,626)	359
Premises	22	0	(22)	0
Transport	79	0	(75)	4
Supplies and Services	5,611	0	(4,581)	1,030
Third Party Payments	0	0	11,901	11,901
Transfer Payments	0	0	0	0
Internal Recharges	6,862	0	(6,862)	0
Service Level Agreement Charges	646	0	4	650
Capital Financing Costs	743	0	614	1,357
GROSS EXPENDITURE	18,857	91	(3,647)	15,301
Income				
Government Grants	0	0	0	0
Other Reimbursements and Contributions	(142)	(1)	142	(1)
Customer and Client Receipts	0	0	(1,433)	(1,433)
Interest	0	0	0	0
Service Level Agreement Income	0	0	(11,901)	(11,901)
Internal Recharges Income	(18,547)	0	18,547	0
GROSS INCOME	(18,689)	(1)	5,355	(13,335)
NET EXPENDITURE	168	90	1,708	1,966

Other Variations are analysed as follows:

Major Items	£000's	fte's
The residual budget represents the client side costs of IT services. All the budget variations relate to establishing the financial framework for the new operating arrangements for the Hammersmith & Fulham Bridge Partnership.	1,708	(75)
TOTAL	1,708	(75)



2007/2008 ESTIMATES

ENVIRONMENT SERVICES

**ENVIRONMENT SERVICES
SUMMARY**

Service Area Analysis	CHANGE BETWEEN YEARS			
	2006/2007 Estimate (£000)	Inflation (£000)	Other Adjust. (£000)	2007/2008 Estimate (£000)
Building Technical Services	671	124	(823)	(28)
Civic Services	1,195	(256)	(939)	0
Corporate Property Services	(473)	18	167	(288)
Public Protection & Safety	9,060	(33)	862	9,889
Fulham Palace	408	5	90	503
Highways	13,709	320	(2,838)	11,191
Parking Control	124	154	(537)	(259)
Planning Division	3,790	59	178	4,027
Waste Street & Grounds Maintenance	12,509	110	(339)	12,280
Service Management	2,196	72	(713)	1,555
TOTAL	43,189	573	(4,892)	38,870

**ENVIRONMENT SERVICES
SUMMARY**

FULL-TIME EQUIVALENTS

Number of FTE Staff

2006/2007	2007/2008
1,385	993
1,385	993

Total

SUBJECTIVE ANALYSIS OF ESTIMATES

Expenditure

	2006/2007 Estimates (£000's)	Inflation (£000's)	Other Variations (£000's)	2007/2008 Estimates (£000's)
Employee Expenses	47,516	915	(6,564)	41,867
Premises	9,229	22	(464)	8,787
Transport	8,156	0	(959)	7,197
Supplies and Services	27,762	2	(5,146)	22,618
Third Party Payments	26,735	271	(4,260)	22,746
Transfer Payments	0	0	0	0
Internal Recharges	8,350	0	421	8,771
Service Level Agreement Charges	8,446	0	205	8,651
Capital Financing Costs	10,956	0	(3,732)	7,224

GROSS EXPENDITURE

147,150	1,210	(20,499)	127,861
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Income

Government Grants	(240)	0	(36)	(276)
Other Reimbursements and Contributions	(2,080)	(16)	80	(2,016)
Customer and Client Receipts	(65,278)	(621)	13,790	(52,109)
Interest	(1)	0	0	(1)
Service Level Agreement Income	(8,734)	0	1,555	(7,179)
Internal Recharges Income	(27,628)	0	218	(27,410)

GROSS INCOME

(103,961)	(637)	15,607	(88,991)
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NET EXPENDITURE

43,189	573	(4,892)	38,870
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**ENVIRONMENT SERVICES
BUILDING TECHNICAL SERVICES**

DESCRIPTION OF SERVICE

This division provides a complete professional architectural, engineering and surveying service to all departments of the Council and Hammersmith and Fulham Housing Management Service. The division is involved in implementing the Council's various capital and revenue programmes, as well as organising day to day breakdowns, planned maintenance and energy conservation works. The division also provides the role of client agent for service departments. The workload for the year is not finalised until the year commences and may result in the recruitment of additional staff, with increased income and expenditure. The division also incorporates Borough Construction, an in house direct labour organisation, which undertakes day to day repairs, refurbishment and engineering servicing works to Council properties.

FULL-TIME EQUIVALENTS

Number of FTE Staff

	2006/2007	2007/2008
Number of FTE Staff	161	135
Total	161	135

SUBJECTIVE ANALYSIS OF ESTIMATES

	2006/2007 Estimates (£000's)	Inflation (£000's)	Other Variations (£000's)	2007/2008 Estimates (£000's)
Expenditure				
Employee Expenses	7,348	124	(230)	7,242
Premises	93	0	23	116
Transport	305	0	(44)	261
Supplies and Services	1,060	0	(400)	660
Third Party Payments	6,064	0	(1,241)	4,823
Transfer Payments	0	0	0	0
Internal Recharges	1,589	0	(436)	1,153
Service Level Agreement Charges	528	0	145	673
Capital Financing Costs	95	0	(58)	37
GROSS EXPENDITURE	17,082	124	(2,241)	14,965
Income				
Government Grants	0	0	0	0
Other Reimbursements and Contributions	(241)	0	(131)	(372)
Customer and Client Receipts	(10,508)	0	1,362	(9,146)
Interest	0	0	0	0
Service Level Agreement Income	0	0	0	0
Internal Recharges Income	(5,662)	0	187	(5,475)
GROSS INCOME	(16,411)	0	1,418	(14,993)
NET EXPENDITURE	671	124	(823)	(28)

Other Variations are analysed as follows:

Major Items	£000's	fte's
MTFS Efficiencies, removal of unbudgeted posts and productivity gains	(230)	(26)
Reduction in turnover	1,362	
Expenditure reductions consistent with reduction in turnover	(1,241)	
Supplies and Services - IT now charged as an SLA	(400)	
Removal of Notional Interest. Adjustment in Accounting Practice	(58)	
Reduction in support service costs	(345)	
Other	89	
TOTAL	(823)	(26)

**ENVIRONMENT SERVICES
CIVIC SERVICES**

DESCRIPTION OF SERVICE

This division includes a range of Parks and Community Services functions which have been transferred to Children's Services and Community Services.

FULL-TIME EQUIVALENTS

Number of FTE Staff

	2006/2007	2007/2008
Number of FTE Staff	299	0
Total	299	0

SUBJECTIVE ANALYSIS OF ESTIMATES

Expenditure

	2006/2007 Estimates (£000's)	Inflation (£000's)	Other Variations (£000's)	2007/2008 Estimates (£000's)
Employee Expenses	6,478	124	(6,602)	0
Premises	92	0	(92)	0
Transport	152	0	(152)	0
Supplies and Services	2,076	0	(2,076)	0
Third Party Payments	25	0	(25)	0
Transfer Payments	0	0	0	0
Internal Recharges	36	0	(36)	0
Service Level Agreement Charges	1,542	0	(1,542)	0
Capital Financing Costs	52	0	(52)	0

GROSS EXPENDITURE

10,453	124	(10,577)	0
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Income

Government Grants	0	0	0	0
Other Reimbursements and Contributions	(119)	(6)	125	0
Customer and Client Receipts	(7,996)	(374)	8,370	0
Interest	0	0	0	0
Service Level Agreement Income	0	0	0	0
Internal Recharges Income	(1,143)	0	1,143	0

GROSS INCOME

(9,258)	(380)	9,638	0
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NET EXPENDITURE

1,195	(256)	(939)	0
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Other Variations are analysed as follows:

Major Items	£000's	fte's
Transfer to Community Services and Children's Services	(939)	(299)
TOTAL	(939)	(299)

**ENVIRONMENT SERVICES
CORPORATE PROPERTY SERVICES**

DESCRIPTION OF SERVICE

The service divides under 2 functions. Valuation and Property Services Provides a comprehensive valuation and commercial estate management service on behalf of the council. The Facilities Management services is responsible for the accomodation within, and the maintenance of, the council buildings. It oversees running costs and maintenance budgets, ensuring that the most efficient use is made of the property portfolio.

FULL-TIME EQUIVALENTS

Number of FTE Staff

	2006/2007	2007/2008
Number of FTE Staff	19	18
Total	19	18

SUBJECTIVE ANALYSIS OF ESTIMATES

	2006/2007 Estimates (£000's)	Inflation (£000's)	Other Variations (£000's)	2007/2008 Estimates (£000's)
Expenditure				
Employee Expenses	896	18	(28)	886
Premises	6,336	0	(251)	6,085
Transport	5	0	0	5
Supplies and Services	347	0	(55)	292
Third Party Payments	880	0	(58)	822
Transfer Payments	0	0	0	0
Internal Recharges	91	0	204	295
Service Level Agreement Charges	55	0	0	55
Capital Financing Costs	1,455	0	(487)	968
GROSS EXPENDITURE	10,065	18	(675)	9,408
Income				
Government Grants	0	0	0	0
Other Reimbursements and Contributions	(22)	0	0	(22)
Customer and Client Receipts	(1,678)	0	(713)	(2,391)
Interest	0	0	0	0
Service Level Agreement Income	(8,734)	0	1,555	(7,179)
Internal Recharges Income	(104)	0	0	(104)
GROSS INCOME	(10,538)	0	842	(9,696)
NET EXPENDITURE	(473)	18	167	(288)

Other Variations are analysed as follows:

Major Items	£000's	fte's
Efficiencies arising from new income opportunities and remodeling of the depots	(580)	
Efficiency Saving - Review of space standards, hot desking, shared buildings, Cambridge House (vacated by Children's Services) and 145-155 King St	(500)	
Removal of Notional Interest - Adjustment in Accounting Practice	(487)	
SLA income adjustment - reduced charges to departments	1,555	
Increased energy costs	190	
Other	(11)	(1)
TOTAL	167	(1)

**ENVIRONMENT SERVICES
PUBLIC PROTECTION & SAFETY**

DESCRIPTION OF SERVICE

The Public Protection and Safety Division is responsible for many of the Council's statutory regulatory functions including environmental health, trading standards, licensing, street scene enforcement and building control. The division also includes waste management, corporate safety and departmental performance and complaint monitoring. The primary objective of the Division is to protect the health, safety and well being of people who live, work in or visit the borough and where necessary to effect improvements through intervention. The building control service enforces the national building regulations in the borough by scrutiny of plans of proposed building works and a responsive site inspection service. The waste management section leads on recycling and waste strategy for the borough. A large proportion of the budget is related to waste disposal costs.

FULL-TIME EQUIVALENTS

Number of FTE Staff

2006/2007	2007/2008
82	105
82	105

Total

SUBJECTIVE ANALYSIS OF ESTIMATES

	2006/2007 Estimates (£000's)	Inflation (£000's)	Other Variations (£000's)	2007/2008 Estimates (£000's)
Expenditure				
Employee Expenses	3,590	72	1,107	4,769
Premises	25	0	(1)	24
Transport	59	0	32	91
Supplies and Services	290	0	219	509
Third Party Payments	6,423	0	71	6,494
Transfer Payments	0	0	0	0
Internal Recharges	1,584	0	(334)	1,250
Service Level Agreement Charges	83	0	(64)	19
Capital Financing Costs	32	0	(28)	4
GROSS EXPENDITURE	12,086	72	1,002	13,160
Income				
Government Grants	0	0	0	0
Other Reimbursements and Contributions	0	0	(240)	(240)
Customer and Client Receipts	(2,288)	(105)	(354)	(2,747)
Interest	(1)	0	0	(1)
Service Level Agreement Income	0	0	0	0
Internal Recharges Income	(737)	0	454	(283)
GROSS INCOME	(3,026)	(105)	(140)	(3,271)
NET EXPENDITURE	9,060	(33)	862	9,889

Other Variations are analysed as follows:

Major Items	£000's	fte's
Streetscene Enforcement Section transferred from Community Services	640	16
Other transfers and restructuring	467	7
Additional income from Cemeteries and Building Control fees	(354)	
Removal of Notional Interest - Adjustment in Accounting Practice	(28)	
Other	137	
TOTAL	862	23

**ENVIRONMENT SERVICES
FULHAM PALACE**

DESCRIPTION OF SERVICE

Fulham Palace is a grade I listed building set in secluded grounds, whose restoration and up keep is the financial responsibility of the Council. The Palace's ground floor is operated as a heritage attraction comprising a Museum (run by the Fulham Palace Trust), a café and a gallery: it can also be hired as a venue for functions and events. The upper floors are let as commercial offices. Subject to funding there will be a second phase of major works during 2008-9 that will see the West Courtyard, outbuildings and gardens all fully restored.

FULL-TIME EQUIVALENTS

Number of FTE Staff

	2006/2007	2007/2008
Number of FTE Staff	11	9
Total	11	9

SUBJECTIVE ANALYSIS OF ESTIMATES

	2006/2007 Estimates (£000's)	Inflation (£000's)	Other Variations (£000's)	2007/2008 Estimates (£000's)
Expenditure				
Employee Expenses	241	5	28	274
Premises	79	0	28	107
Transport	0	0	4	4
Supplies and Services	142	0	94	236
Third Party Payments	0	0	45	45
Transfer Payments	0	0	0	0
Internal Recharges	99	0	402	501
Service Level Agreement Charges	0	0	0	0
Capital Financing Costs	12	0	97	109
GROSS EXPENDITURE	573	5	698	1,276
Income				
Government Grants	0	0	0	0
Other Reimbursements and Contributions	0	0	0	0
Customer and Client Receipts	(149)	0	(168)	(317)
Interest	0	0	0	0
Service Level Agreement Income	0	0	0	0
Internal Recharges Income	(16)	0	(440)	(456)
GROSS INCOME	(165)	0	(608)	(773)
NET EXPENDITURE	408	5	90	503

Other Variations are analysed as follows:

Major Items	£000's	fte's
Restructure as part of reopening	28	(2)
Revised Income and additional expenditure consistent with the Way Forward Strategy	(35)	
Other	97	
TOTAL	90	(2)

**ENVIRONMENT SERVICES
HIGHWAYS**

DESCRIPTION OF SERVICE

The Council is the statutory highway and traffic authority for all 212 kilometres of public roads within the borough except for those roads that are part of the Transport for London road network (A4, A40 & A3220). Highways and Engineering is the executive arm of the Council in respect of procuring and managing the Council's highways and traffic powers, duties and responsibilities. It also provides transport and parking policy advice and is responsible for the civil engineering service to the Council.

FULL-TIME EQUIVALENTS

Number of FTE Staff

	2006/2007	2007/2008
Number of FTE Staff	131	129
Total	131	129

SUBJECTIVE ANALYSIS OF ESTIMATES

	2006/2007 Estimates (£000's)	Inflation (£000's)	Other Variations (£000's)	2007/2008 Estimates (£000's)
Expenditure				
Employee Expenses	4,974	98	(76)	4,996
Premises	640	10	103	753
Transport	394	0	(10)	384
Supplies and Services	2,498	0	(640)	1,858
Third Party Payments	8,110	230	584	8,924
Transfer Payments	0	0	0	0
Internal Recharges	2,313	0	464	2,777
Service Level Agreement Charges	0	0	0	0
Capital Financing Costs	7,688	0	(2,553)	5,135
GROSS EXPENDITURE	26,617	338	(2,128)	24,827
Income				
Government Grants	0	0	0	0
Other Reimbursements and Contributions	(21)	0	0	(21)
Customer and Client Receipts	(8,711)	(18)	494	(8,235)
Interest	0	0	0	0
Service Level Agreement Income	0	0	0	0
Internal Recharges Income	(4,176)	0	(1,204)	(5,380)
GROSS INCOME	(12,908)	(18)	(710)	(13,636)
NET EXPENDITURE	13,709	320	(2,838)	11,191

Other Variations are analysed as follows:

Major Items	£000's	fte's
Staff restructure following the merger of the Highways Service	(76)	(2)
Re-assessment of Income levels	494	
Removal of Notional Interest - Adjustment in Accounting Practice	(2,553)	
Realignment of SLAs and Internal Recharges	(740)	
Other	37	
TOTAL	(2,838)	(2)

**ENVIRONMENT SERVICES
PARKING CONTROL**

DESCRIPTION OF SERVICE

The Parking Service administers and enforces policy on control of parking, and acts as client for the Parking Attendant Service. It also carries out enforcement of parking restrictions, bus lanes and moving traffic contraventions through the use of CCTV. Additionally, the service is responsible for parking permits administration, the maintenance of Pay and Display machines, the approval and implementation of Parking Bay suspensions and enforcement action in relation to abandoned and untaxed vehicles.

FULL-TIME EQUIVALENTS

Number of FTE Staff

	2006/2007	2007/2008
Number of FTE Staff	169	159
Total	169	159

SUBJECTIVE ANALYSIS OF ESTIMATES

Expenditure

	2006/2007 Estimates (£000's)	Inflation (£000's)	Other Variations (£000's)	2007/2008 Estimates (£000's)
Employee Expenses	5,782	109	(107)	5,784
Premises	531	12	2	545
Transport	123	0	0	123
Supplies and Services	15,621	0	(559)	15,062
Third Party Payments	4,840	34	(3,331)	1,543
Transfer Payments	0	0	0	0
Internal Recharges	1,256	0	(248)	1,008
Service Level Agreement Charges	131	0	485	616
Capital Financing Costs	26	0	(18)	8

GROSS EXPENDITURE

Income

Government Grants	0	0	0	0
Other Reimbursements and Contributions	(437)	0	437	0
Customer and Client Receipts	(27,749)	(1)	2,802	(24,948)
Interest	0	0	0	0
Service Level Agreement Income	0	0	0	0
Internal Recharges Income	0	0	0	0

GROSS INCOME

NET EXPENDITURE

	28,310	155	(3,776)	24,689
	(28,186)	(1)	3,239	(24,948)
	124	154	(537)	(259)

Other Variations are analysed as follows:

Major Items	£000's	fte's
Increased Income and Staffing Efficiencies	(300)	(10)
Other changes upon the consolidation of the Parking Enforcement Service into the Parking Control Account	(237)	
TOTAL	(537)	(10)

**ENVIRONMENT SERVICES
PLANNING**

DESCRIPTION OF SERVICE

The Planning Division provides an integrated policy function for planning, transportation and the environment. This includes responsibility for statutory plans and non-statutory plans; research; advising on planning applications and development of the council's own land; pre-application advice; and access. The division also manages a rolling programme of projects parks and open spaces, transportation projects, and restoration of Fulham Palace. The Development Management Services assesses all applications for planning permission to carry out new development, works to existing buildings and changes of use. The priorities are to deal effectively with major applications and development opportunities and to deal expeditiously with planning applications and appeals.

FULL-TIME EQUIVALENTS

Number of FTE Staff

	2006/2007	2007/2008
Number of FTE Staff	66	66
Total	66	66

SUBJECTIVE ANALYSIS OF ESTIMATES

	2006/2007 Estimates (£000's)	Inflation (£000's)	Other Variations (£000's)	2007/2008 Estimates (£000's)
Expenditure				
Employee Expenses	2,877	57	268	3,202
Premises	36	0	10	46
Transport	11	0	0	11
Supplies and Services	295	2	(14)	283
Third Party Payments	28	1	(29)	0
Transfer Payments	0	0	0	0
Internal Recharges	654	0	399	1,053
Service Level Agreement Charges	0	0	0	0
Capital Financing Costs	1,116	0	(332)	784
GROSS EXPENDITURE	5,017	60	302	5,379
Income				
Government Grants	0	0	(36)	(36)
Other Reimbursements and Contributions	(3)	0	2	(1)
Customer and Client Receipts	(644)	(1)	(71)	(716)
Interest	0	0	0	0
Service Level Agreement Income	0	0	0	0
Internal Recharges Income	(580)	0	(19)	(599)
GROSS INCOME	(1,227)	(1)	(124)	(1,352)
NET EXPENDITURE	3,790	59	178	4,027

Other Variations are analysed as follows:

Major Items	£000's	fte's
Internal transfer for Performance Supplement Scheme and Posts now funded by increased income	161	
Realignment of Support Service charges	399	
Removal of Notional Interest - Adjustment in Accounting Practice	(332)	
Other	(50)	
TOTAL	178	0

**ENVIRONMENT SERVICES
WASTE, STREET & GROUNDS MAINTENANCE**

DESCRIPTION OF SERVICE

This division includes the following functions: Refuse Collection and Recycling, Depot Management, Grounds Maintenance and Cemeteries, Street Cleansing, Home to School Transport and the Council's Transport Service, which covers the management of the fleet and the workshops. The services are principally located at the Bagleys Lane Depot. Waste Management is also included.

FULL-TIME EQUIVALENTS

Number of FTE Staff

	2006/2007	2007/2008
Number of FTE Staff	385	307
Total	385	307

SUBJECTIVE ANALYSIS OF ESTIMATES

	2006/2007 Estimates (£000's)	Inflation (£000's)	Other Variations (£000's)	2007/2008 Estimates (£000's)
Expenditure				
Employee Expenses	12,338	235	(1,179)	11,394
Premises	884	0	27	911
Transport	7,102	0	(788)	6,314
Supplies and Services	2,371	0	(598)	1,773
Third Party Payments	364	6	(276)	94
Transfer Payments	0	0	0	0
Internal Recharges	0	0	0	0
Service Level Agreement Charges	2,036	0	273	2,309
Capital Financing Costs	121	0	(17)	104
GROSS EXPENDITURE	25,216	241	(2,558)	22,899
Income				
Government Grants	0	0	0	0
Other Reimbursements and Contributions	(308)	(8)	(112)	(428)
Customer and Client Receipts	(5,310)	(123)	2,037	(3,396)
Interest	0	0	0	0
Service Level Agreement Income	0	0	0	0
Internal Recharges Income	(7,089)	0	294	(6,795)
GROSS INCOME	(12,707)	(131)	2,219	(10,619)
NET EXPENDITURE	12,509	110	(339)	12,280

Other Variations are analysed as follows:

Major Items	£000's	fte's
Education Transport transfer to Children's Services (net)	0	(44)
MTFS efficiency savings - Street Cleansing and Transport	(600)	(34)
Additional Income mainly Trade Waste Contracts	(112)	
Additional SLA Costs (net)	567	
Other	(194)	
TOTAL	(339)	(78)

**ENVIRONMENT SERVICES
SERVICE MANAGEMENT**

DESCRIPTION OF SERVICE

This Division comprises the Director's office and Policy Group as well as the support services provided by the Resources and Finance Groups. Within the Resources Group are contained the functions of Personnel, IT, Customer Information and Technical Support. Technical Support was devolved to other divisions during 2006/2007. Costs relating to the Coroner's Court, Mortuary Services and Cemeteries are also contained within this division.

FULL-TIME EQUIVALENTS

Number of FTE Staff

	2006/2007	2007/2008
Number of FTE Staff	63	65
Total	63	65

SUBJECTIVE ANALYSIS OF ESTIMATES

	2006/2007 Estimates (£000's)	Inflation (£000's)	Other Variations (£000's)	2007/2008 Estimates (£000's)
Expenditure				
Employee Expenses	2,992	73	255	3,320
Premises	513	0	(313)	200
Transport	5	0	(1)	4
Supplies and Services	3,062	0	(1,117)	1,945
Third Party Payments	1	0	0	1
Transfer Payments	0	0	0	0
Internal Recharges	728	0	6	734
Service Level Agreement Charges	4,071	0	908	4,979
Capital Financing Costs	359	0	(284)	75
GROSS EXPENDITURE	11,731	73	(546)	11,258
Income				
Government Grants	(240)	0	0	(240)
Other Reimbursements and Contributions	(929)	(2)	(1)	(932)
Customer and Client Receipts	(245)	0	35	(210)
Interest	0	0	0	0
Service Level Agreement Income	0	0	0	0
Internal Recharges Income	(8,121)	0	(197)	(8,318)
GROSS INCOME	(9,535)	(2)	(163)	(9,700)
NET EXPENDITURE	2,196	71	(709)	1,558

Other Variations are analysed as follows:

Major Items	£000's	fte's
Transfer of posts - net change	255	6
Efficiency Savings	(59)	
Transfer of energy budget	(313)	
Capital Financing charge reduction - change in accounting basis	(284)	
Increase in internal recharges	(197)	
Other changes including SLA, IT and DSD Business Unit redistribution	(111)	(4)
TOTAL	(709)	2



2007/2008 ESTIMATES

CHILDREN'S SERVICES

**CHILDREN'S SERVICES
SUMMARY**

Service Area Analysis	CHANGE BETWEEN YEARS			
	2006/2007 Estimate (£000)	Inflation (£000)	Other Adjust. (£000)	2007/2008 Estimate (£000)
Resources	4,062	68	(196)	3,934
SLA Costs	9,759	0	(2,569)	7,190
School Standards	3,891	57	(1,856)	2,092
DSG - School Block	(2,490)	0	2,490	0
Traded Services	14	(6)	480	488
Youth & Early Years	6,788	104	(2,502)	4,390
Adult Education	0	0	0	0
Libraries, Sports, Arts and Archives	0	0	0	0
Directors Office & Transport Ops	0	0	0	0
Commissioning, Perform & Partner	0	0	0	0
Complex Needs	0	0	0	0
Asylum	0	0	0	0
Stamford House	0	0	0	0
TOTAL	22,024	223	(4,153)	18,094

**CHILDREN'S SERVICES
SUMMARY**

FULL-TIME EQUIVALENTS

Number of FTE Staff

Total

2006/2007	2007/2008
3,512	3,852
3,512	3,852

SUBJECTIVE ANALYSIS OF ESTIMATES

Expenditure

Employee Expenses

Premises

Transport

Supplies and Services

Third Party Payments

Transfer Payments

Internal Recharges

Service Level Agreement Charges

Capital Financing Costs

2006/2007 Estimates (£000's)	Inflation (£000's)	Other Variations (£000's)	2007/2008 Estimates (£000's)
86,715	543	14,417	101,675
7,773	16	344	8,133
2,633	0	(2,482)	151
17,376	48	3,220	20,644
13,829	0	(302)	13,527
349	0	(70)	279
105	0	9	114
2,429	0	2,370	4,799
6,933	0	(3,084)	3,849
138,142	607	14,422	153,171
Income			
(108,502)	(278)	(10,403)	(119,183)
(4,037)	(26)	650	(3,413)
(822)	(34)	(7,540)	(8,396)
0	0	0	0
(264)	0	(184)	(448)
(2,493)	(46)	(1,098)	(3,637)
(116,118)	(384)	(18,575)	(135,077)
22,024	223	(4,153)	18,094

GROSS EXPENDITURE

Income

Government Grants

Other Reimbursements and Contributions

Customer and Client Receipts

Interest

Service Level Agreement Income

Internal Recharges Income

GROSS INCOME

NET EXPENDITURE

**CHILDREN'S SERVICES
RESOURCES**

DESCRIPTION OF SERVICE

This department provides the strategic direction and all policies in relation to the Children's Services Directorate and includes Finance, IT and HR support including Asset Management.

FULL-TIME EQUIVALENTS

Number of FTE Staff

Total

2006/2007	2007/2008
94	88
94	88

SUBJECTIVE ANALYSIS OF ESTIMATES

Expenditure

Employee Expenses

Premises

Transport

Supplies and Services

Third Party Payments

Transfer Payments

Internal Recharges

Service Level Agreement Charges

Capital Financing Costs

2006/2007 Estimates (£000's)	Inflation (£000's)	Other Variations (£000's)	2007/2008 Estimates (£000's)
4,058	87	698	4,843
208	0	70	278
13	0	(3)	10
603	0	83	686
0	0	0	0
0	0	0	0
62	0	(53)	9
0	0	0	0
0	0	0	0
4,944	87	795	5,826
Income			
(39)	0	(767)	(806)
0	0	(104)	(104)
(51)	(2)	1	(52)
0	0	0	0
(74)	0	(7)	(81)
(718)	(17)	(114)	(849)
(882)	(19)	(991)	(1,892)
4,062	68	(196)	3,934

GROSS EXPENDITURE

Income

Government Grants

Other Reimbursements and Contributions

Customer and Client Receipts

Interest

Service Level Agreement Income

Internal Recharges Income

GROSS INCOME

NET EXPENDITURE

Other Variations are analysed as follows:

Major Items	£000's	fte's
Transfer of HR staff from Community Services	339	6
Workforce remodelling and DS02 Staff Movement	566	4
Restructuring of Resources Division - Finance, Facilities, AM, IT, HR, SMS	(476)	(16)
Budget Realignment	269	
Government Grants PCT and DOH to support workforce reform	(360)	
DSG charge including cfwd	(409)	
Other	(125)	
TOTAL	(196)	(6)

**CHILDREN'S SERVICES
SLA COSTS**

DESCRIPTION OF SERVICE

This department includes costs which are budgeted for centrally which only have an indirect influence (e.g. Capital Finance Costs, SLA's, Insurance, NNDR etc.)

FULL-TIME EQUIVALENTS

Number of FTE Staff

Total

2006/2007	2007/2008
0	0
0	0

SUBJECTIVE ANALYSIS OF ESTIMATES

Expenditure

Employee Expenses
Premises
Transport
Supplies and Services
Third Party Payments
Transfer Payments
Internal Recharges
Service Level Agreement Charges
Capital Financing Costs

2006/2007 Estimates (£000's)	Inflation (£000's)	Other Variations (£000's)	2007/2008 Estimates (£000's)
408	0	(408)	0
163	0	26	189
0	0	0	0
158	0	58	216
0	0	0	0
0	0	0	0
0	0	0	0
2,429	0	889	3,318
6,933	0	(3,134)	3,799
10,091	0	(2,569)	7,522
Income			
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
(144)	0	0	(144)
(188)	0	0	(188)
(332)	0	0	(332)
9,759	0	(2,569)	7,190

GROSS EXPENDITURE

Income

Government Grants
Other Reimbursements and Contributions
Customer and Client Receipts
Interest
Service Level Agreement Income
Internal Recharges Income

GROSS INCOME

NET EXPENDITURE

Other Variations are analysed as follows:

Major Items	£000's	fte's
Removal of Notional Interest - Adjustment in Accounting Policy	(3,134)	
Reallocation of pension costs across all salaries budgets	(408)	
SLA realignments	889	
Minor variations	84	
TOTAL	(2,569)	0

**CHILDREN'S SERVICES
SCHOOL STANDARDS**

DESCRIPTION OF SERVICE

This department undertakes the provision of professional support , evaluation and inclusion to Schools within the Children's Service. This service area also includes other grants and external funding used to support the provision of services to Schools and Strategic Management of the department. In addition it includes, LAA, London Challenge, transport, clothing and music grants to students. Government funding for the Schools Standards Funds are also included in this service.

FULL-TIME EQUIVALENTS

Number of FTE Staff

Total

2006/2007	2007/2008
277	276
277	276

SUBJECTIVE ANALYSIS OF ESTIMATES

Expenditure

Employee Expenses

Premises

Transport

Supplies and Services

Third Party Payments

Transfer Payments

Internal Recharges

Service Level Agreement Charges

Capital Financing Costs

	2006/2007 Estimates (£000's)	Inflation (£000's)	Other Variations (£000's)	2007/2008 Estimates (£000's)
	15,591	221	37	15,849
	117	0	31	148
	15	0	2	17
	209	0	21	230
	134	0	0	134
	346	0	(70)	276
	0	0	0	0
	0	0	0	0
	0	0	0	0
GROSS EXPENDITURE	16,412	221	21	16,654
Income				
Government Grants	(11,572)	(138)	(1,987)	(13,697)
Other Reimbursements and Contributions	(191)	(6)	(33)	(230)
Customer and Client Receipts	(219)	(6)	52	(173)
Interest	0	0	0	0
Service Level Agreement Income	0	0	0	0
Internal Recharges Income	(539)	(14)	91	(462)
GROSS INCOME	(12,521)	(164)	(1,877)	(14,562)
NET EXPENDITURE	3,891	57	(1,856)	2,092

Other Variations are analysed as follows:

Major Items	£000's	fte's
Allocation to DSG for retained school block services (Standards Funds etc)	(1,987)	
MTFS Efficiencies	(45)	(1)
Reduction in other income replaced by DSG grant line	143	
Minor variations	33	
TOTAL	(1,856)	(1)

**CHILDREN'S SERVICES
DSG - SCHOOL BLOCK**

DESCRIPTION OF SERVICE

The direct costs of nursery, primary, secondary, and special schools are funded through the Dedicated Schools Grant. Also included are budgets which fall in the School Funding Block. This budget includes payments for pupils with statements of special needs in maintained schools, fees for placements in non-maintained schools, home programmes, and payments made to, and received from, other authorities in respect of inter authority recoupment.

FULL-TIME EQUIVALENTS

Number of FTE Staff*

Total

2006/2007	2007/2008
2,334	2,334
2,334	2,334

SUBJECTIVE ANALYSIS OF ESTIMATES

Expenditure

	2006/2007 Estimates (£000's)	Inflation (£000's)	Other Variations (£000's)	2007/2008 Estimates (£000's)
Employee Expenses	59,025	0	7,844	66,869
Premises	6,841	0	58	6,899
Transport	2,559	0	(2,559)	0
Supplies and Services	13,333	0	(333)	13,000
Third Party Payments	10,178	0	125	10,303
Transfer Payments	0	0	0	0
Internal Recharges	0	0	0	0
Service Level Agreement Charges	0	0	0	0
Capital Financing Costs	0	0	0	0

GROSS EXPENDITURE

Income

GROSS EXPENDITURE	91,936	0	5,135	97,071
Government Grants	(90,560)	0	(3,559)	(94,119)
Other Reimbursements and Contributions	(3,446)	0	919	(2,527)
Customer and Client Receipts	(28)	0	28	0
Interest	0	0	0	0
Service Level Agreement Income	0	0	0	0
Internal Recharges Income	(392)	0	(33)	(425)
GROSS INCOME	(94,426)	0	(2,645)	(97,071)
NET EXPENDITURE	(2,490)	0	2,490	0

Other Variations are analysed as follows:

* 2006/07 FTEs restated.

Major Items	£000's	fte's
Removal of Transport from DSG	(2,559)	
Charges from centrally retained elements into school block (BVACOP)	4,959	
Increase in DSG spending allocations 6.8%	5,321	
Increase in grant income	(5,321)	
Reduction in DSG income for Burlington Danes Academy	2,586	
Reduction in DSG Spending for Burlington Danes Academy	(2,586)	
Other adjustments	90	732
TOTAL	2,490	732

**CHILDREN'S SERVICES
TRADED SERVICES**

DESCRIPTION OF SERVICE

This area includes maintenance of non school building, cleaning, grounds maintenance, leisure management services and catering.

FULL-TIME EQUIVALENTS

Number of FTE Staff

Total

2006/2007	2007/2008
21	277
21	277

SUBJECTIVE ANALYSIS OF ESTIMATES

Expenditure

Employee Expenses
Premises
Transport
Supplies and Services
Third Party Payments
Transfer Payments
Internal Recharges
Service Level Agreement Charges
Capital Financing Costs

2006/2007 Estimates (£000's)	Inflation (£000's)	Other Variations (£000's)	2007/2008 Estimates (£000's)
462	9	5,918	6,389
39	0	58	97
11	0	69	80
97	0	1,921	2,018
0	0	10	10
0	0	0	0
0	0	36	36
0	0	1,481	1,481
0	0	0	0
609	9	9,493	10,111
Income			
0	0	(50)	(50)
0	0	(124)	(124)
0	0	(7,662)	(7,662)
0	0	0	0
0	0	(177)	(177)
(595)	(15)	(1,000)	(1,610)
(595)	(15)	(9,013)	(9,623)
14	(6)	480	488

GROSS EXPENDITURE

Income

Government Grants
Other Reimbursements and Contributions
Customer and Client Receipts
Interest
Service Level Agreement Income
Internal Recharges Income

GROSS INCOME

NET EXPENDITURE

Other Variations are analysed as follows:

Major Items	£000's	fte's
Transfer of staff from DSO	5,824	256
Transfer of other budgets from DSO works	3,669	
Income budgets from DSO	(9,013)	
TOTAL	480	256

**CHILDREN'S SERVICES
YOUTH & EARLY YEARS**

DESCRIPTION OF SERVICE

This service area covers unders 5's (non -school/centres) extended day cares, Play, Youth and Voluntary sector grants. Also included is the Early Years payments for 3 and 4 year olds in private, independent and voluntary sectors. This area is for services and activities relating to the Youth Offending Team.

FULL-TIME EQUIVALENTS

Number of FTE Staff

Total

2006/2007	2007/2008
203	193
203	193

SUBJECTIVE ANALYSIS OF ESTIMATES

Expenditure

Employee Expenses

Premises

Transport

Supplies and Services

Third Party Payments

Transfer Payments

Internal Recharges

Service Level Agreement Charges

Capital Financing Costs

2006/2007 Estimates (£000's)	Inflation (£000's)	Other Variations (£000's)	2007/2008 Estimates (£000's)
7,171	226	328	7,725
405	16	101	522
35	0	9	44
2,976	48	1,470	4,494
3,517	0	(437)	3,080
3	0	0	3
43	0	26	69
0	0	0	0
0	0	50	50
14,150	290	1,547	15,987
Income			
(6,331)	(140)	(4,040)	(10,511)
(400)	(20)	(8)	(428)
(524)	(26)	41	(509)
0	0	0	0
(46)	0	0	(46)
(61)	0	(42)	(103)
(7,362)	(186)	(4,049)	(11,597)
NET EXPENDITURE			
6,788	104	(2,502)	4,390

GROSS EXPENDITURE

Income

Other Variations are analysed as follows:

Major Items	£000's	fte's
Charge into DSG for Early Years expenditure	(2,463)	
Transfer in of Youth Offending Team and some Community Services budget	319	
MTFS Efficiencies	(264)	(10)
Increase in Grants held on Supplies pending spend classification	1,470	
Increase in grants income	(1,497)	
Other minor variations	(67)	
TOTAL	(2,502)	(10)

**CHILDREN'S SERVICES
ADULT EDUCATION**

DESCRIPTION OF SERVICE

The Adult Education service includes grant funding from the LSC for Adult and Community Learning (ACL) and Further Education (FE).

FULL-TIME EQUIVALENTS

Number of FTE Staff

Total

2006/2007	2007/2008
143	145
143	145

SUBJECTIVE ANALYSIS OF ESTIMATES

Expenditure

Employee Expenses

Premises

Transport

Supplies and Services

Third Party Payments

Transfer Payments

Internal Recharges

Service Level Agreement Charges

Capital Financing Costs

2006/2007 Estimates (£000's)	Inflation (£000's)	Other Variations (£000's)	2007/2008 Estimates (£000's)
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
Income			
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0

GROSS EXPENDITURE

Income

Government Grants

Other Reimbursements and Contributions

Customer and Client Receipts

Interest

Service Level Agreement Income

Internal Recharges Income

GROSS INCOME

NET EXPENDITURE

Other Variations are analysed as follows:

Major Items	£000's	fte's
Realignment of employee related budgets to work remodelling	(75)	2
Reduction in grant income	91	
Increased recharges to remove residents subsidy	(80)	
Other minor variations	1	
TOTAL	(63)	2

**CHILDREN'S SERVICES
LIBRARIES, SPORTS, ARTS & ARCHIVES**

DESCRIPTION OF SERVICE

The Library Service provides a wide range of materials from its six sites and one mobile library. The area is also responsible for the borough's archive and local history and under contract, the library in Wormwood Scrubs Prison. Included in this area are activities relating to sports and arts.

FULL-TIME EQUIVALENTS

Number of FTE Staff

Total

2006/2007	2007/2008
115	121
115	121

SUBJECTIVE ANALYSIS OF ESTIMATES

Expenditure

Employee Expenses
Premises
Transport
Supplies and Services
Third Party Payments
Transfer Payments
Internal Recharges
Service Level Agreement Charges
Capital Financing Costs

2006/2007 Estimates (£000's)	Inflation (£000's)	Other Variations (£000's)	2007/2008 Estimates (£000's)
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
Income			
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0

GROSS EXPENDITURE

Income

Government Grants
Other Reimbursements and Contributions
Customer and Client Receipts
Interest
Service Level Agreement Income
Internal Recharges Income

GROSS INCOME

NET EXPENDITURE

Other Variations are analysed as follows:

Major Items	£000's	fte's
Increase in grant funded staff	227	9
New Opportunities Fund for Sports Staff	(114)	
MTFS Efficiencies	(238)	(6)
Services transferred from Community Services	155	3
TOTAL	30	6

**CHILDREN'S SERVICES
DIRECTORS OFFICE ,OVERHEADS (SC) & TRANSPORT OPERATIONS**

DESCRIPTION OF SERVICE

This division contains the following areas of activity: The departmental social care specific overhead and SLA costs, the directors office and the Council's operational passenger transport services.

FULL-TIME EQUIVALENTS

Number of FTE Staff

Total

2006/2007	2007/2008
2	56
2	56

SUBJECTIVE ANALYSIS OF ESTIMATES

Expenditure

Employee Expenses
Premises
Transport
Supplies and Services
Third Party Payments
Transfer Payments
Internal Recharges
Service Level Agreement Charges
Capital Financing Costs

	2006/2007 Estimates (£000's)	Inflation (£000's)	Other Variations (£000's)	2007/2008 Estimates (£000's)
	0	0	0	0
	0	0	0	0
	0	0	0	0
	0	0	0	0
	0	0	0	0
	0	0	0	0
	0	0	0	0
	0	0	0	0
	0	0	0	0
	0	0	0	0
GROSS EXPENDITURE	0	0	0	0
Income				
Government Grants	0	0	0	0
Other Reimbursements and Contributions	0	0	0	0
Customer and Client Receipts	0	0	0	0
Interest	0	0	0	0
Service Level Agreement Income	0	0	0	0
Internal Recharges Income	0	0	0	0
GROSS INCOME	0	0	0	0
NET EXPENDITURE	0	0	0	0

Other Variations are analysed as follows:

Major Items	£000's	fte's
Previous FTE's only included the Director and his PA - this area now includes the operational passenger transport services staff	1,362	54
Operational passenger transport services running cost budgets	1,464	
Operational Passenger Transport service income target	(2,483)	
IT infrastructure budgets transferred from Community Services	901	
Transport and productivity savings as per MTFS	(450)	
Realignment of SLA recharges (including Asylum recharges)	136	
TOTAL	930	54

CHILDREN'S SERVICES
COMMISSIONING, PERFORMANCE & PARTNERSHIP

DESCRIPTION OF SERVICE

This division contains the following areas of activity: Information management, complaints, admissions and exclusions, strategic contracts, Local Safeguarding Childrens Board, Performance Management, Independent Reviews, Child Protection and various grants.

FULL-TIME EQUIVALENTS

Number of FTE Staff

Total

2006/2007	2007/2008
32	49
32	49

SUBJECTIVE ANALYSIS OF ESTIMATES

Expenditure

Employee Expenses

Premises

Transport

Supplies and Services

Third Party Payments

Transfer Payments

Internal Recharges

Service Level Agreement Charges

Capital Financing Costs

2006/2007 Estimates (£000's)	Inflation (£000's)	Other Variations (£000's)	2007/2008 Estimates (£000's)
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
Income			
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0

GROSS EXPENDITURE

Income

Government Grants

Other Reimbursements and Contributions

Customer and Client Receipts

Interest

Service Level Agreement Income

Internal Recharges Income

GROSS INCOME

NET EXPENDITURE

Other Variations are analysed as follows:

Major Items	£000's	fte's
Admissions and exclusions management transferred from EDU	690	16
Realigned Grants (Connexions, YPSM & Teenage Pregnancy)	1,007	6
Increase in grant income and establishment of new grant services	(1,007)	
Salaries efficiencies across the division	(197)	(4)
Transfer of complaints unit worker from Community Services	21	1
MTFS savings - staff efficiencies	(90)	(2)
TOTAL	424	17

**CHILDREN'S SERVICES
COMPLEX NEEDS**

DESCRIPTION OF SERVICE

This division contains the following areas of activity: Childrens care placement costs, social work teams, fostering & adoption and the commisioning budgets for Children's transport

FULL-TIME EQUIVALENTS

Number of FTE Staff

Total

2006/2007	2007/2008
264	294
264	294

SUBJECTIVE ANALYSIS OF ESTIMATES

Expenditure

Employee Expenses
Premises
Transport
Supplies and Services
Third Party Payments
Transfer Payments
Internal Recharges
Service Level Agreement Charges
Capital Financing Costs

2006/2007 Estimates (£000's)	Inflation (£000's)	Other Variations (£000's)	2007/2008 Estimates (£000's)
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
Income			
Government Grants	0	0	0
Other Reimbursements and Contributions	0	0	0
Customer and Client Receipts	0	0	0
Interest	0	0	0
Service Level Agreement Income	0	0	0
Internal Recharges Income	0	0	0
0	0	0	0
GROSS INCOME	0	0	0
NET EXPENDITURE	0	0	0

Other Variations are analysed as follows:

Major Items	£000's	fte's
Treatment foster care teams	429	17
Extra preventative & outreach services delivering placement efficiencies	423	18
SEN transport	2,227	
MTFS savings - placements, transport, ICSIS and social work efficiencies	(1,095)	(5)
Residents First - savings from customer access strategy	(275)	
Realignment of placement budgets in treatment foster care	(416)	
Budget vired to EDU for support functions	(136)	
TOTAL	1,157	30

**CHILDREN'S SERVICES
ASYLUM**

DESCRIPTION OF SERVICE

This division provides services to unaccompanied Asylum Seeking Children, and Care Leavers.

FULL-TIME EQUIVALENTS

Number of FTE Staff

Total

2006/2007	2007/2008
27	19
27	19

SUBJECTIVE ANALYSIS OF ESTIMATES

Expenditure

Employee Expenses
Premises
Transport
Supplies and Services
Third Party Payments
Transfer Payments
Internal Recharges
Service Level Agreement Charges
Capital Financing Costs

2006/2007 Estimates (£000's)	Inflation (£000's)	Other Variations (£000's)	2007/2008 Estimates (£000's)
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
Income			
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0

GROSS EXPENDITURE

Income

Government Grants
Other Reimbursements and Contributions
Customer and Client Receipts
Interest
Service Level Agreement Income
Internal Recharges Income

GROSS INCOME

NET EXPENDITURE

Other Variations are analysed as follows:

Major Items	£000's	fte's
Net effect of transfer of Adults & Families budget to Community Services	(350)	(5)
MTFS saving relating to 'all rights exhausted' cases	(60)	
MTFS saving - social work efficiencies	(119)	(3)
Reduction in support recharge	(202)	
TOTAL	(731)	(8)

**CHILDREN'S SERVICES
STAMFORD HOUSE**

DESCRIPTION OF SERVICE

This service is closed following the withdrawal of the Youth Justice Board contract which funded the placements

FULL-TIME EQUIVALENTS

Number of FTE Staff

Total

2006/2007	2007/2008
0	0
0	0

SUBJECTIVE ANALYSIS OF ESTIMATES

Expenditure

Employee Expenses

Premises

Transport

Supplies and Services

Third Party Payments

Transfer Payments

Internal Recharges

Service Level Agreement Charges

Capital Financing Costs

2006/2007 Estimates (£000's)	Inflation (£000's)	Other Variations (£000's)	2007/2008 Estimates (£000's)
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
Income			
Government Grants	0	0	0
Other Reimbursements and Contributions	0	0	0
Customer and Client Receipts	0	0	0
Interest	0	0	0
Service Level Agreement Income	0	0	0
Internal Recharges Income	0	0	0
0	0	0	0
NET EXPENDITURE	0	0	0

Other Variations are analysed as follows:

Major Items	£000's	fte's
Removal of notional interest - Adjustment in Accounting Policy	(322)	
Increase in business rates	13	
TOTAL	(309)	0



2007/2008 ESTIMATES

ASSISTANT CHIEF EXECUTIVE'S DEPARTMENT

**ASSISTANT CHIEF EXECUTIVE'S DEPARTMENT
SUMMARY**

Service Area Analysis	CHANGE BETWEEN YEARS			2007/2008 Estimate (£000)
	2006/2007 Estimate (£000)	Inflation (£000)	Other Adjust. (£000)	
Policy & Equality	26	0	(26)	0
Communications	1	0	(1)	0
Councillors' Services	(1)	0	0	(1)
Human Resources	0	0	0	0
Irish Centre	(26)	0	26	0
Legal Services	0	0	0	0
Electoral Registration	1	0	0	1
ACE Organisation & Development	0	0	0	0
Chief Executive's	0	7	(7)	0
TOTAL	1	7	(8)	0

**ASSISTANT CHIEF EXECUTIVE'S DEPARTMENT
SUMMARY**

FULL-TIME EQUIVALENTS

Number of FTE Staff

2006/2007	2007/2008
151	143
151	143

Total

SUBJECTIVE ANALYSIS OF ESTIMATES

Expenditure

Employee Expenses

Premises

Transport

Supplies and Services

Third Party Payments

Transfer Payments

Internal Recharges

Service Level Agreement Charges

Capital Financing Costs

	2006/2007 Estimates (£000's)	Inflation (£000's)	Other Variations (£000's)	2007/2008 Estimates (£000's)
	336	7	35	378
	(1)	0	1	0
	(1)	0	1	0
	23	0	51	74
	6	0	0	6
	0	0	0	0
	(17)	0	17	0
	51	0	0	51
	0	0	0	0
GROSS EXPENDITURE	397	7	105	509
Income				
Government Grants	0	0	0	0
Other Reimbursements and Contributions	0	0	1	1
Customer and Client Receipts	1	0	(1)	0
Interest	0	0	0	0
Service Level Agreement Income	0	0	0	0
Internal Recharges Income	(397)	0	(113)	(510)
GROSS INCOME	(396)	0	(113)	(509)
NET EXPENDITURE	1	7	(8)	0

**ASSISTANT CHIEF EXECUTIVE'S DEPARTMENT
POLICY & EQUALITY**

DESCRIPTION OF SERVICE

This Central Division provides policy support and advice to councillors and chief officers, particularly on strategic, legislative and corporate issues, and is responsible for relations with the local police service and health sector. The sector liaises with government departments and agencies as well as a wide range of regulatory and policy-making organisations in order to promote the Council's priorities. It comprises Shepherd's Bush Advice Centre, Equalities and the Policy Unit.

FULL-TIME EQUIVALENTS

Number of FTE Staff

Total

2006/2007	2007/2008
23	23
23	23

SUBJECTIVE ANALYSIS OF ESTIMATES

Expenditure

Employee Expenses

Premises

Transport

Supplies and Services

Third Party Payments

Transfer Payments

Internal Recharges

Service Level Agreements

Capital Financing Costs

2006/2007 Estimates (£000's)	Inflation (£000's)	Other Variations (£000's)	2007/2008 Estimates (£000's)
47	0	(47)	0
(1)	0	1	0
(1)	0	1	0
0	0	0	0
0	0	0	0
0	0	0	0
2	0	(2)	0
0	0	0	0
0	0	0	0
47	0	(47)	0
0	0	0	0
(21)	0	21	0
0	0	0	0
0	0	0	0
0	0	0	0
(21)	0	21	0
26	0	(26)	0

GROSS EXPENDITURE

Income

Government Grants

Other Reimbursements and Contributions

Customer and Client Receipts

Interest

Service Level Agreement Income

Internal Recharges Income

GROSS INCOME

NET EXPENDITURE

Other Variations are analysed as follows:

Major Items	£000's	fte's
Supplies & Services - IT now charged as an SLA	(118)	
Internal Recharges - reduction re Resource & Co-Ordination	(23)	
SLA - Net increase including IT Bridge Partnership	38	
Other	11	
TOTAL	(92)	0

**ASSISTANT CHIEF EXECUTIVE'S DEPARTMENT
COMMUNICATIONS**

DESCRIPTION OF SERVICE

Promotes and communicates council services and activities through the media, website, intranet and public information service. Also provides a graphic design service to other departments, along with support on video/AV presentations and co-ordination of location film activities.

FULL-TIME EQUIVALENTS

Number of FTE Staff

Total

2006/2007	2007/2008
15	18
15	18

SUBJECTIVE ANALYSIS OF ESTIMATES

Expenditure

Employee Expenses

Premises

Transport

Supplies and Services

Third Party Payments

Transfer Payments

Internal Recharges

Service Level Agreements

Capital Financing Costs

2006/2007 Estimates (£000's)	Inflation (£000's)	Other Variations (£000's)	2007/2008 Estimates (£000's)
1	0	(1)	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
1	0	(1)	0
Income			
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
1	0	(1)	0

GROSS EXPENDITURE

Income

Government Grants

Other Reimbursements and Contributions

Customer and Client Receipts

Interest

Service Level Agreement Income

Internal Recharges Income

GROSS INCOME

NET EXPENDITURE

Other Variations are analysed as follows:

Major Items	£000's	fte's
Employees-Departmental Press Officers transferred to Communications	126	3
Supplies & Services - IT now charged as an SLA	(53)	
Internal Recharges - reduction re Resource & Co-Ordination	(22)	
SLA Expenditure - Net increase including IT Bridge Partnership	92	
Income - Net Increase to Corporate & Democratic Core to reflect changes above	(150)	
Other	9	
TOTAL	2	3

**ASSISTANT CHIEF EXECUTIVE'S DEPARTMENT
COUNCILLORS SERVICES**

DESCRIPTION OF SERVICE

To provide a comprehensive range of services to support all councillors in their executive, scrutiny and representative roles. These services include secretarial, research, information and policy support. The estimates also include budgets for major corporate subscriptions, for example, to local government associations. All expenditure is recharged to CDC to comply with Best Value Accounting Code of Practice (BVACOP).

FULL-TIME EQUIVALENTS

Number of FTE Staff

2006/2007	2007/2008
31	18
31	18

Total

SUBJECTIVE ANALYSIS OF ESTIMATES

	2006/2007 Estimates (£000's)	Inflation (£000's)	Other Variations (£000's)	2007/2008 Estimates (£000's)
Expenditure				
Employee Expenses	(1)	0	0	(1)
Premises	0	0	0	0
Transport	0	0	0	0
Supplies and Services	0	0	0	0
Third Party Payments	0	0	0	0
Transfer Payments	0	0	0	0
Internal Recharges	(9)	0	9	0
Service Level Agreements	9	0	(9)	0
Capital Financing Costs	0	0	0	0
GROSS EXPENDITURE	(1)	0	0	(1)
Income				
Government Grants	0	0	0	0
Other Reimbursements and Contributions	0	0	0	0
Customer and Client Receipts	0	0	0	0
Interest	0	0	0	0
Service Level Agreement Income	0	0	0	0
Internal Recharges Income	0	0	0	0
GROSS INCOME	0	0	0	0
NET EXPENDITURE	(1)	0	0	(1)

Other Variations are analysed as follows:

Major Items	£000's	fte's
Employees - Reorganisation (MTFS Efficiency)	(635)	(13)
Supplies & Services - IT now charged as an SLA	(122)	
Internal Recharges - reduction re Resource & Co-Ordination	(24)	
SLA Expenditure - Net increase including IT Bridge Partnership	293	
Income - Net Reduction to Corporate & Democratic Core to reflect changes above	441	
TOTAL	(47)	(13)

**ASSISTANT CHIEF EXECUTIVE'S DEPARTMENT
HUMAN RESOURCES**

DESCRIPTION OF SERVICE

Corporate Human Resources provide a range of strategic HR functions for the Council including employee relations, employment, occupational health, occupational safety, personnel planning and remuneration. For 2007/08 the Resource & Co-Ordination division is included within Corporate Human Resources pending the completion of the HR review.

FULL-TIME EQUIVALENTS

Number of FTE Staff

Total

2006/2007	2007/2008
24	26
24	26

SUBJECTIVE ANALYSIS OF ESTIMATES

Expenditure

Employee Expenses

Premises

Transport

Supplies and Services

Third Party Payments

Transfer Payments

Internal Recharges

Service Level Agreements

Capital Financing Costs

2006/2007 Estimates (£000's)	Inflation (£000's)	Other Variations (£000's)	2007/2008 Estimates (£000's)
0	0	0	0
0	0	0	0
0	0	0	0
(1)	0	1	0
0	0	0	0
0	0	0	0
1	0	(1)	0
0	0	0	0
0	0	0	0
0	0	0	0
Income			
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0

GROSS EXPENDITURE

Income

Government Grants

Other Reimbursements and Contributions

Customer and Client Receipts

Interest

Service Level Agreement Income

Internal Recharges Income

GROSS INCOME

NET EXPENDITURE

Other Variations are analysed as follows:

Major Items	£000's	fte's
Employees - Efficiencies re Corporate HR Review and Childcare subsidy	(450)	
Employees - Transfer in of Trent Team and transfer out of Safety Officers	125	2
SLA Expenditure - Net increase including IT Bridge Partnership	(299)	
Income - Net Increase to Corporate & Democratic Core to reflect changes above	287	
Other	35	
TOTAL	(302)	2

**ASSISTANT CHIEF EXECUTIVE'S DEPARTMENT
IRISH CENTRE**

DESCRIPTION OF SERVICE

Provision of an extensive Irish cultural and events programme. The Centre also acts as a conference and hire facility for the Council and other borough residents.

FULL-TIME EQUIVALENTS

Number of FTE Staff

Total

2006/2007	2007/2008
5	5
5	5

SUBJECTIVE ANALYSIS OF ESTIMATES

Expenditure

Employee Expenses

Premises

Transport

Supplies and Services

Third Party Payments

Transfer Payments

Internal Recharges

Service Level Agreements

Capital Financing Costs

2006/2007 Estimates (£000's)	Inflation (£000's)	Other Variations (£000's)	2007/2008 Estimates (£000's)
(48)	0	48	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
(48)	0	48	0
0	0	0	0
21	0	(21)	0
1	0	(1)	0
0	0	0	0
0	0	0	0
0	0	0	0
22	0	(22)	0
(26)	0	26	0

GROSS EXPENDITURE

Income

Government Grants

Other Reimbursements and Contributions

Customer and Client Receipts

Interest

Service Level Agreement Income

Internal Recharges Income

GROSS INCOME

NET EXPENDITURE

Other Variations are analysed as follows:

Major Items	£000's	fte's
Internal Recharges - reduction re Resource & Co-Ordination	(15)	
SLA Expenditure - Net increase including IT Bridge Partnership	24	
Removal of notional interest - Adjustment in Accounting Practice	(29)	
Usage Review	(100)	
Other	(3)	
TOTAL	(123)	0

**ASSISTANT CHIEF EXECUTIVE'S DEPARTMENT
LEGAL SERVICES**

DESCRIPTION OF SERVICE

Provides a comprehensive legal service to all Departments of the Council on Housing, Planning , Prosecution, Child Care, Employment and general legal advice.

FULL-TIME EQUIVALENTS

Number of FTE Staff

Total

2006/2007	2007/2008
45	45
45	45

SUBJECTIVE ANALYSIS OF ESTIMATES

Expenditure

Employee Expenses
Premises
Transport
Supplies and Services
Third Party Payments
Transfer Payments
Internal Recharges
Service Level Agreements
Capital Financing Costs

GROSS EXPENDITURE

Income

Government Grants
Other Reimbursements and Contributions
Customer and Client Receipts
Interest
Service Level Agreement Income
Internal Recharges Income

GROSS INCOME

NET EXPENDITURE

2006/2007 Estimates (£000's)	Inflation (£000's)	Other Variations (£000's)	2007/2008 Estimates (£000's)
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0

Other Variations are analysed as follows:

Major Items	£000's	fte's
Supplies & Services - IT now charged as an SLA	(173)	
Internal Recharges - reduction re Resource & Co-Ordination	(47)	
SLA Expenditure - Net increase including IT Bridge Partnership	112	
Income - Reduction in use of Legal Services (MTFS efficiency)	(100)	
TOTAL	(208)	0

**ASSISTANT CHIEF EXECUTIVE'S DEPARTMENT
ELECTORAL REGISTRATION**

DESCRIPTION OF SERVICE

The Electoral Registration Service is responsible for the production and maintenance of the rolling Register of Electors for the Authority. The service also deals with electors' enquiries and ensures compliance with relevant legislation

FULL-TIME EQUIVALENTS

Number of FTE Staff

Total

2006/2007	2007/2008
5	5
5	5

SUBJECTIVE ANALYSIS OF ESTIMATES

Expenditure

Employee Expenses

Premises

Transport

Supplies and Services

Third Party Payments

Transfer Payments

Internal Recharges

Service Level Agreements

Capital Financing Costs

2006/2007 Estimates (£000's)	Inflation (£000's)	Other Variations (£000's)	2007/2008 Estimates (£000's)
1	0	(1)	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
(11)	0	11	0
11	0	(11)	0
0	0	0	0
1	0	(1)	0
Income			
0	0	0	0
0	0	1	1
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	1	1
1	0	0	1

GROSS EXPENDITURE

Income

Government Grants

Other Reimbursements and Contributions

Customer and Client Receipts

Interest

Service Level Agreement Income

Internal Recharges Income

GROSS INCOME

NET EXPENDITURE

Other Variations are analysed as follows:

Major Items	£000's	fte's
Supplies & Services - Removal of May 2006 election costs from Base Budget	(190)	
Supplies & Services - Stationery/ Printing (MTFS Efficiency)	(10)	
Supplies & Services - IT now charged as an SLA	(19)	
SLA Expenditure - Net increase including IT Bridge Partnership	55	
Internal Recharges - reduction re Resource & Co-Ordination	(5)	
Other	3	
TOTAL	(166)	0

**ASSISTANT CHIEF EXECUTIVE'S DEPARTMENT
ACE ORGANISATION & DEVELOPMENT**

DESCRIPTION OF SERVICE

The Head of Service, Head of Organisational Development and PA Support.

FULL-TIME EQUIVALENTS

Number of FTE Staff

Total

2006/2007	2007/2008
3	3
3	3

SUBJECTIVE ANALYSIS OF ESTIMATES

Expenditure

Employee Expenses
Premises
Transport
Supplies and Services
Third Party Payments
Transfer Payments
Internal Recharges
Service Level Agreements
Capital Financing Costs

GROSS EXPENDITURE

Income

Government Grants
Other Reimbursements and Contributions
Customer and Client Receipts
Interest
Service Level Agreement Income
Internal Recharges Income

GROSS INCOME

NET EXPENDITURE

2006/2007 Estimates (£000's)	Inflation (£000's)	Other Variations (£000's)	2007/2008 Estimates (£000's)
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0

Other Variations are analysed as follows:

Major Items	£000's	fte's
SLA Expenditure - Net increase including IT Bridge Partnership	19	
Other	4	
TOTAL	23	0

CHIEF EXECUTIVE'S

DESCRIPTION OF SERVICE

This small section provides personnel and administrative support to the Chief Executive as the Head of Paid Service and as the Manager and Principal Policy Advisor responsible for ensuring that the Council's policy objectives and targets are met.

FULL-TIME EQUIVALENTS

Number of FTE Staff

Total

2006/2007	2007/2008
4	4
4	4

SUBJECTIVE ANALYSIS OF ESTIMATES

Expenditure

Employee Expenses

Premises

Transport

Supplies and Services

Third Party Payments

Transfer Payments

Internal Recharges

Service Level Agreement Charges

Capital Financing Costs

2006/2007 Estimates (£000's)	Inflation (£000's)	Other Variations (£000's)	2007/2008 Estimates (£000's)
336	7	36	379
0	0	0	0
0	0	0	0
24	0	50	74
6	0	0	6
0	0	0	0
0	0	0	0
31	0	20	51
0	0	0	0
397	7	106	510
Income			
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
(397)	0	(113)	(510)
(397)	0	(113)	(510)
0	7	(7)	0

GROSS EXPENDITURE

Income

Government Grants

Other Reimbursements and Contributions

Customer and Client Receipts

Interest

Service Level Agreement Income

Internal Recharges Income

GROSS INCOME

NET EXPENDITURE

Other Variations are analysed as follows:

Major Items	£000's	fte's
Realignment of Base Budget	(7)	
TOTAL	(7)	0



2007/2008 ESTIMATES

CENTRAL ITEMS

**CENTRAL ITEMS
SUMMARY**

Service Area Analysis	CHANGE BETWEEN YEARS			
	2006/2007 Estimate (£000)	Inflation (£000)	Other Adjust. (£000)	2007/2008 Estimate (£000)
Pensions Administration	0	0	0	0
Misc. Expenditure & Income	0	0	0	0
Housing and Council Tax Benefits	0	0	137,546	137,546
Net Cost of Borrowing	0	0	22,257	22,257
TOTAL	0	0	159,803	159,803

**CENTRAL ITEMS
SUMMARY**

FULL-TIME EQUIVALENTS

Salaried Staff

2006/2007	2007/2008
0	0
0	0

Total

SUBJECTIVE ANALYSIS OF ESTIMATES

Expenditure

Employee Expenses

Premises

Transport

Supplies and Services

Third Party Payments

Transfer Payments

Internal Recharges

Service Level Agreement Charges

Capital Financing Costs

2006/2007 Estimates (£000's)	Inflation (£000's)	Other Variations (£000's)	2007/2008 Estimates (£000's)
0	0	0	0
0	0	0	0
0	0	0	0
(17,135)	0	0	0
0	0	0	0
17,135	0	118,281	137,546
0	0	0	0
0	0	0	0
0	0	31,138	31,138
0	0	149,419	168,684
Income			
0	0	0	0
0	0	0	0
0	0	0	0
0	0	(3,310)	(3,310)
0	0	0	0
0	0	(16,699)	(16,699)
0	0	(20,009)	(20,009)
0	0	129,410	148,675

GROSS EXPENDITURE

Income

Government Grants

Other Reimbursements and Contributions

Customer and Client Receipts

Interest

Service Level Agreement Income

Internal Recharges Income

GROSS INCOME

NET EXPENDITURE

**CENTRAL ITEMS
PENSIONS**

DESCRIPTION OF SERVICE

This service includes the provision of pensions and allowances to retired employees (excluding teachers). Except for the cost of "added years" for early retirements, these costs are recharged to the pension fund. The council-wide budget for severance and redundancy is also included under this service.

FULL-TIME EQUIVALENTS

Number of FTE Staff

2006/2007	2007/2008
0	0
0	0

Total

SUBJECTIVE ANALYSIS OF ESTIMATES

	2006/2007 Estimates (£000's)	Inflation (£000's)	Other Variations (£000's)	2007/2008 Estimates (£000's)
Expenditure				
Employee Expenses	0	0	0	0
Premises	0	0	0	0
Transport	0	0	0	0
Supplies and Services	0	0	0	0
Third Party Payments	0	0	0	0
Transfer Payments	0	0	0	0
Internal Recharges	0	0	0	0
Service Level Agreement Charges	0	0	0	0
Capital Financing Costs	0	0	0	0
GROSS EXPENDITURE	0	0	0	0
Income				
Government Grants	0	0	0	0
Other Reimbursements and Contributions	0	0	0	0
Customer and Client Receipts	0	0	0	0
Interest	0	0	0	0
Service Level Agreement Income	0	0	0	0
Internal Recharges Income	0	0	0	0
GROSS INCOME	0	0	0	0
NET EXPENDITURE	0	0	0	0

Other Variations are analysed as follows:

Major Items	£000's	fte's
TOTAL	0	0

**CENTRAL ITEMS
MISCELLANEOUS EXPENDITURE AND INCOME**

DESCRIPTION OF SERVICE

Central Items holds several miscellaneous accounts which cover Corporate and Democratic Core (CDC), SLA balances, bank fees, and the development of new financial systems. It also holds income from land searches.

FULL-TIME EQUIVALENTS

Number of FTE Staff

2006/2007	2007/2008
0	0
0	0

Total

SUBJECTIVE ANALYSIS OF ESTIMATES

	2006/2007 Estimates (£000's)	Inflation (£000's)	Other Variations (£000's)	2007/2008 Estimates (£000's)
Expenditure				
Employee Expenses	0	0	0	0
Premises	0	0	0	0
Transport	0	0	0	0
Supplies and Services	0	0	0	0
Third Party Payments	0	0	0	0
Transfer Payments	0	0	0	0
Internal Recharges	0	0	0	0
Service Level Agreement Charges	0	0	0	0
Capital Financing Costs	0	0	0	0
GROSS EXPENDITURE	0	0	0	0
Income				
Government Grants	0	0	0	0
Other Reimbursements and Contributions	0	0	0	0
Customer and Client Receipts	0	0	0	0
Interest	0	0	0	0
Service Level Agreement Income	0	0	0	0
Internal Recharges Income	0	0	0	0
GROSS INCOME	0	0	0	0
NET EXPENDITURE	0	0	0	0

Other Variations are analysed as follows:

Major Items	£000's	fte's
Premises - Transfer to Corporate Planned Maintenance Programme	(58)	
Internal Recharges/SLA - Adjustment in recharge to the Corporate & Democratic Core	(1,045)	
Interest - Transfer of Investment Income to Net Cost of Borrowing Account - Adjustment in Accounting Practice	940	
Capital Financing Costs - Adjustment in Accounting Practice	(71)	
Other	(70)	
TOTAL	(304)	0

**CENTRAL ITEMS
HOUSING AND COUNCIL TAX BENEFITS**

DESCRIPTION OF SERVICE

All payment of Housing and Council Tax Benefit, and the related grant receivable, is recorded within this budget. The administration of the Benefit payments is shown within the Customer First budget.

FULL-TIME EQUIVALENTS

Number of FTE Staff

2006/2007	2007/2008
0	0
0	0

Total

SUBJECTIVE ANALYSIS OF ESTIMATES

	2006/2007 Estimates (£000's)	Inflation (£000's)	Other Variations (£000's)	2007/2008 Estimates (£000's)
Expenditure				
Employee Expenses	0	0	0	0
Premises	0	0	0	0
Transport	0	0	0	0
Supplies and Services	(17,135)	0	0	0
Third Party Payments	0	0	0	0
Transfer Payments	17,135	0	118,281	137,546
Internal Recharges	0	0	0	0
Service Level Agreement Charges	0	0	0	0
Capital Financing Costs	0	0	0	0
GROSS EXPENDITURE	0	0	118,281	137,546
Income				
Government Grants	0	0	0	0
Other Reimbursements and Contributions	0	0	0	0
Customer and Client Receipts	0	0	0	0
Interest	0	0	0	0
Service Level Agreement Income	0	0	0	0
Internal Recharges Income	0	0	0	0
GROSS INCOME	0	0	0	0
NET EXPENDITURE	0	0	118,281	137,546

Other Variations are analysed as follows:

Major Items	£000's	fte's
Payment of Housing Benefit was previously shown within Community Services. The net movement of £0.652m reflects the transfer of such payments, and related government grant, to Central Items.	652	
TOTAL	652	0

**CENTRAL ITEMS
NET COST OF BORROWING**

DESCRIPTION OF SERVICE

The Asset Management Revenue Account (AMRA), detailed the charges for the use of assets and the cost of borrowing to fund the capital expenditure. Due to the requirements of the 2006 Statement of Recommended Practice, the AMRA has been replaced by the Net Cost of Borrowing. This encompasses the receipt and payment of interests, premiums and discounts and debt management expenses. It also includes the estimates for the repayment of the Council's debt.

FULL-TIME EQUIVALENTS

Number of FTE Staff

	2006/2007	2007/2008
Number of FTE Staff	0	0
Total	0	0

SUBJECTIVE ANALYSIS OF ESTIMATES

	2006/2007 Estimates (£000's)	Inflation (£000's)	Other Variations (£000's)	2007/2008 Estimates (£000's)
Expenditure				
Employee Expenses	0	0	0	0
Premises	0	0	0	0
Transport	0	0	0	0
Supplies and Services	0	0	0	0
Third Party Payments	0	0	0	0
Transfer Payments	0	0	0	0
Internal Recharges	0	0	0	0
Service Level Agreement Charges	0	0	0	0
Capital Financing Costs	0	0	31,138	31,138
GROSS EXPENDITURE	0	0	31,138	31,138
Income				
Government Grants	0	0	0	0
Other Reimbursements and Contributions	0	0	0	0
Customer and Client Receipts	0	0	0	0
Interest	0	0	(3,310)	(3,310)
Service Level Agreement Income	0	0	0	0
Internal Recharges Income	0	0	(16,699)	(16,699)
GROSS INCOME	0	0	(20,009)	(20,009)
NET EXPENDITURE	0	0	11,129	11,129

Other Variations are analysed as follows:

Major Items	£000's	fte's
MTFS Efficiencies:		
Debt Restructuring	(109)	
Debt Reduction Target	(480)	
Removal of Notional Interest - adjustment in accounting practice	11,983	
Depreciation - Shown in Corporate Summary	11,974	
Inclusion of investment income within net cost of borrowing	(940)	
Other	(171)	
TOTAL	22,257	0