

Revenue estimates and capital programme 2010/11

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Hammersmith & Fulham Council

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INTRODUCTION

Overall Revenue Budget

Hammersmith & Fulham has an integrated business cycle whereby the Medium Term Financial Strategy (MTFS) interlocks with departmental service planning as driven by local and national priorities. The overall revenue budget is built up on a departmental basis, with each Service's revenue estimates reviewed by the appropriate Scrutiny Committee. The consolidated estimates are presented before the Budget Council for approval.

The final product of this process is the Budget Book, otherwise known as the 'Revenue Estimates & Capital Programme.'

Other publications

The council also produces the following two publications which show different aspects of the council's finances:

- Council Tax and Business Rates booklet
- Statement of Accounts

Further details about these can be obtained from:

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REVENUE BUDGET SUMMARY

Background to the Budget Strategy

For 2010/11 the Council has received a 1.5% increase in central government funding. Under the current funding arrangements, central government grant provides around 65.5% of Hammersmith & Fulham's net resources with the remaining 34.5% coming from Council Tax. Every 1% increase in the Council's net expenditure that is not financed by central government equates to a 2.9% increase in Council Tax.

Since 2006/07, schools have been funded from the ring-fenced, Dedicated Schools Grant (DSG). The Government is now responsible for determining each local authority's 'Dedicated Schools Budget' (DSB) – the amount spent locally on schools and other services for pupils. Local authorities can opt to top-up such funding through additional contributions. Direct government funding of schools requires LBHF to exclude the DSB from the Council's budget requirement.

The Council facilitates the budget setting process through the implementation of a Medium Term Financial Strategy (MTFS). The MTFS identifies savings and growth items on a rolling three-year basis. These items have been evaluated for each department for 2010/11 and incorporated into the budget.

Under Section 25 of the Local Government Act 2003, the Director of Finance & Corporate Services is required to include in budget reports a statement of her view of the adequacy of the reserves for which the budget provides. In a report to Budget Council on 24 February 2010 the Director of Finance & Corporate Services confirmed her satisfaction that the level of the Council's balances, reserves and provisions proposed in the report for 2010/11 are adequate and sufficient to allow for the risks identified.

The Director of Finance & Corporate Services considers that the optimal level of balances should be set at £12 - £15m. It is expected that at the end of 2009/10 there will be approximately £12.7 in general reserves. This is 6.8% of the current budget requirement. There is no proposal to increase these reserves in 2010/11. This will leave them at 6.9% of the Council's 2010/11 budget requirement of £184.3m.

Under Section 25 of the Local Government Act 2003, the Director of Finance & Corporate Services is also required to include a statement of her view of the robustness of the estimates included in budget reports. At Budget Council on 24 February 2010 the Director of Finance & Corporate Services confirmed her satisfaction with the accuracy and robustness of the estimates included in the report.

The Budget Requirement

The Council's budget requirement is funded from Revenue Support Grant (RSG), redistributed Non-Domestic Rates (NDR), and Council Tax. RSG and NDR together are known as Formula Grant and this can be used by a local authority for any statutory purpose. In addition, local authorities receive specific grants for particular Government or Agency purposes. The budget requirement is presented net of such ringfenced grants.

Table 1 – Movement Between 2009/2010 and 2010/2011

	£000
2008/09 Budget Requirement	185,764
<i>Less</i> Contribution to General Reserves in 2009/10	(1,337)
<i>Add</i>	
Inflation	2,119
Growth	10,442
General Contingency	654
<i>Less</i>	
Efficiency Savings and Income Generation	(13,297)
Net 2010/11 Budget Requirement	
	£ 184,345

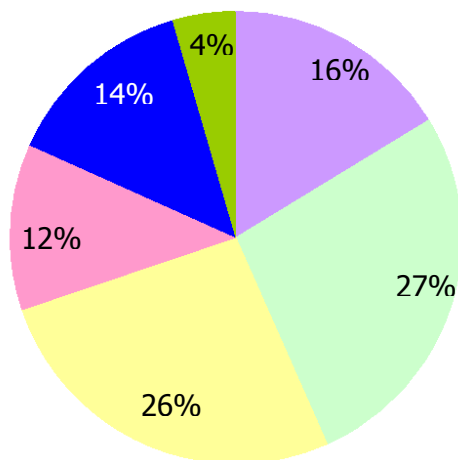
The Medium Term Financial Strategy

This rolling plan interconnects the council’s overall strategic priorities with appropriate funding levels and a challenge process that drives forth service innovations and finds efficiencies. This process has for the past three years enabled the council to cut council tax by 3% each year and deliver the same decrease this year.

The strategy identifies risks facing the Council and its objectives with plans to respond to these. Areas of risk include future inflation, demographic changes in the Borough, central government funding and debt management. The Council’s departments identified the following efficiency savings and areas of increased income as part of the MTFS process.

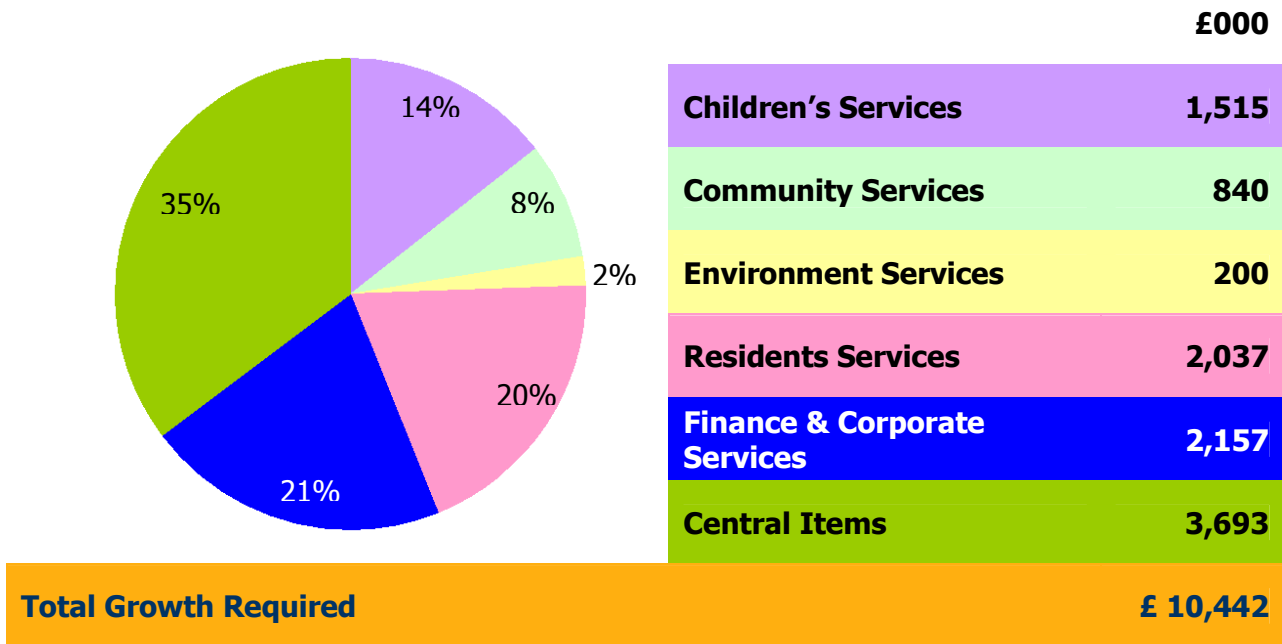
Table 2 – Departmental breakdown of Efficiency savings and Income generation

	£000
Children’s Services	(2,165)
Community Services	(3,604)
Environment Services	(3,516)
Residents Services	(1,562)
Finance & Corporate Services	(1,870)
Central Items	(580)
Total Efficiencies and Income generation	£ (13,297)



The Council's departments identified the following growth requirements in total during the MTFS process.

Table 3 – Departmental breakdown of Growth requirements



Formula Grant

Formula Grant is the collective term for the Revenue Support Grant and redistributed Non Domestic Rates paid by the government to local authorities. It is distributed on the basis of a four block model through the Local Government Finance Settlement. The four block model takes account of each local authority's relative needs, a central allocation, floor damping and their relative resources. Full details of how the calculations work are set out in the Local Government Finance Report as approved by Parliament each year.

The breakdown of the 2010/2011 Formula Grant allocation with a prior year comparison for Hammersmith & Fulham is as follows:

	2010/11 £000	2009/10 £000
Revenue Support Grant	15,332	22,345
Redistribution from Non Domestic Rates	105,590	96,808
Net Formula Grant	£ 120,922	£ 119,153

Under the current arrangements for Non Domestic Rates, often referred to as Business Rates, the council collects the rates from businesses within its boundaries. The NNDR is based upon local rateable values, which are then multiplied by a uniform 'multiplier' set by central government to provide the total amount due. The total amount due, less certain reliefs and other deductions, is paid into a central pool managed by the government, which in turn pays back to local authorities their share of the pool based on a standard amount per head of population.

From 2010-11, the Mayor of London will introduce a Supplementary Business Rate on non-domestic properties with a rateable value of over £55,000. This is calculated at 2 pence in the pound and will fund Crossrail, this being a new east-west rail link across London and beyond.

Council Tax

The Council is obliged by statute to set a balanced budget and has a responsibility to set Council Tax in accordance with the Local Government Act 1992. Council Tax is a tax on property. It is made equitable by classifying domestic properties into various valuation bands and subject to certain reliefs and discounts.

In London, not only does each Borough raise council tax, the Greater London Authority (GLA) also precepts council tax. The GLA is made up of London's Mayor and the Assembly, and it is responsible for budgets and strategy on London transport, spatial development, economic development, the Metropolitan Police and fire services. The combined bill from both organisations is the amount that residents see on their bills.

The resource to be raised by this local tax is calculated as follows:

	£000
Hammersmith & Fulham Budget Requirement	184,345
Greater London Authority	24,492
<i>less:</i> Formula Grant	(120,922)
<i>add:</i> Prior Year Collection Fund deficit	750
Council Tax Requirement	£ 88,665

There are eight bands from A to H, arranged in increasing property value. All property bands are expressed as ratios of Band D, A to C being smaller and E to H being larger. Band D is used as the middle band upon which the Council Tax demand is based and all other bands are converted to a 'Band D equivalent' by using the appropriate ratio.

The Tax Base for the council is the sum of all Band D equivalents multiplied by the tax collection rate. For 2010/11 the Council has formally agreed a Tax Base of 79,052 Band D equivalent properties.

The Council may exercise its power to reduce discounts previously given in respect of second homes and empty properties. Eligible residents will be assisted with bills through their access to Council Tax benefit. The movement in the Band D Council Tax amount is set out below:

	2009/10	2010/11	Change
Hammersmith & Fulham	£ 836.89	£ 811.78	£ (25.11)
Greater London Authority	£ 309.82	£ 309.82	nil
Total Council Tax	£ 1146.71	£ 1121.60	£ (25.11)

For the fourth successive year, Hammersmith & Fulham has reduced its element of the council tax charge by 3%. This gives residents the fifth lowest council tax in London which is also the fifth lowest in England.

Levies

Under various statutory Parliamentary Acts and Regulations, the Council is also levied by the following organisations:

	Purpose	2009/10	2010/11
Environment Agency	Flood Defence	138,744	157,246
Lee Valley Regional Park	Regional Park for all Londoners	245,150	241,201
London Pension Fund Authority	Pensions Liability from former Greater London Council	1,211,137	1,215,776

CAPITAL BUDGET SUMMARY

Introduction

This section sets out the 5 year capital programme for 2010/11 to 2014/15, which represents the Council's investment in a range of services from housing, schools, infrastructure, parks to IT in the Borough. The existing Capital Programme has been updated as part of the 2010/11 budget process and reflects the following:

- Updated capital forecasts, giving a more up-to-date assessment of the amount and timing of capital expenditure,
- The existence of any uncommitted schemes,
- The approval of any new schemes, subject to confirmation of specific funding

An important element of the capital programme is the Council's debt reduction strategy. Since 2006/07, the Council has put in place a debt reduction strategy which has enabled £24m of capital debt to be repaid by the end of 2008/09. By 2010/11, this will have delivered annual revenue savings of £2.9m. The capital programme will seek to consolidate these savings whilst funding essential new investment and key Council priorities. Opportunities for further debt reduction continue to be explored.

Investment in Services

The proposed capital programme and resource forecast is summarised in Table 4. The overall programme is forecast to be in surplus to the end of 2011/12 and move towards a cumulative deficit of £1.079m by the close of 2014/15. This level of potential future deficit is considered manageable given the overall size of the programme and opportunities for identifying future resources. A full breakdown of the general fund capital schemes is provided on page 111.

Table 4 – General Fund Capital Programme Summary

All figures in £000	2010/11	2010/11 – 2014/15
Expenditure		
Children's Services	10,893	18,193
Community Services	2,170	2,170
Environment Services	13,639	40,952
Finance and Corporate Services	1,773	7,973
Resident Services	4,293	6,293
Total Expenditure	32,768	75,581
Resourced by:		
Deficit brought forward from 2009/10	160	160
Capital Receipts	(10,804)	(29,944)
Government Grants	(14,428)	(14,428)
Section 106	(4,663)	(7,226)
Transport for London	(2,391)	(2,391)
Revenue Contributions	(1,000)	(5,000)
Borrowing (MRP)	0	(17,600)
Other Income	(231)	(231)
Total Resources	(33,357)	(76,660)
Cumulative Balance (Surplus)/ Deficit	(589)	1,079

Within the capital programme, the Council maintains a core rolling programme. These ensure that the Council continues to make a capital investment in key areas and are summarised in Table 5 below.

Table 5 – Core Rolling Programmes

All figures in £000	2010/11	2011/12	2012/13	2013/14	2014/15
Carriageways	1,350	1,350	1,350	1,350	1,350
Footways	750	750	750	750	750
Planned Maintenance	2,500	2,500	2,500	2,500	2,500
Disabled Access	250	250	250	250	250
Private Sector Housing Grants	450	450	450	450	450
Continued investment in Parks	500	500	500	500	500
IT Infrastructure	800	800	800	800	800
Pump priming projects	750	750	750	750	750
Total	7,350	7,350	7,350	7,350	7,350

Future Projects

The Council has embarked on a number of major projects that are likely to impact on the capital programme over the next five years. As these projects progress, further amendments will be made to the figures set out in Table 4. These include:

Building Schools for the future (BSF)

BSF is a largely government funded programme that is intended to deliver transformational teaching and learning environments to secondary age students. Based on pupil numbers, it has been estimated that the Council will eventually incur capital expenditure of £207m of which £190m will be funded by capital grant. The remaining £17m will be funded via a combination of prudential borrowing, Section 106 contributions and land disposals.

The BSF team within Children’s Services completed the Outline Business Case (OBS) on 7 October and are currently waiting approval from Partnership for Schools (PFS) in order to proceed to the procurement phase of the programme.

Primary and Special Schools Strategy

This strategy sets out a five year vision. The funding vehicle for implementation of the Primary Strategy is the government capital grant provided through the Primary Capital Programme (PCP). This is intended to provide capital funding for transformation of the primary estate from 2009/10 over a period of 15 years. The current funding allocation is £3.159m in 2009/10 and £5.537 in 2010/11.

King Street Regeneration

The Council is currently taking forward proposals for this scheme which includes a major change to the existing Civic Accommodation provision in Hammersmith. At present a developer has been appointed to take forward this scheme. It is hoped that the strategy can be delivered at net nil cost to the Council but this position, particularly in the light of the current economic conditions, will need to be kept under review.

White City Collaborative Care Centre (LIFT CO)

Work is expected to start during 2010 on the White City Collaborative Care Centre. The centre, based on the old Janet Adegoke Leisure Centre site, will be both a flagship joint health and social care service centre operated in conjunction with H&F Primary Care Trust (PCT).

As part of the Council's priority to increase home ownership in the borough, there will also be a major housing development. The planning permission, subject to the completion of a section 106 legal agreement, is for 175 residential units above the collaborative care centre, comprising of 105 market units and 70 affordable. The 70 affordable units will be a mixture of bed sizes from studio accommodation through to family sized dwellings. The affordable housing will be low cost home ownership tenures affordable to residents in the borough on low to moderate incomes

This scheme is expected to play a significant role in regenerating the physical environment in the north of the borough.

Decent Neighbourhoods

The Community Strategy set out the borough's ambitions to become a Borough of Opportunity and tackle deprivation through a regeneration programme. Options were developed in 2007/08 for the delivery of housing capital receipts to support these objectives. A summary of the five year forecast is set out in Table 6.

Table 6 – Regeneration Programme Summary

All figures in £000	2010/11	2010/11 - 2014/15
Planned Expenditure	6,826	7,747
Resourced By:		
Capital Receipts brought forward	(13,078)	(13,078)
Planned Capital Receipts	(7,435)	(11,336)
Reimbursement from the General Fund	(918)	(918)
Total Resources	(21,431)	(25,332)
Cumulative Balance (Surplus)/ Deficit	(14,605)	(17,585)

To date, the two most significant schemes approved are Watermeadow Court and the Pennard Road scheme. This represents HRA capital expenditure and will be accounted for accordingly. Other regeneration proposals are expected to be brought forward for consideration in the forthcoming months. In most instances the Council will need to incur some capital expenditure before sites can be brought forward for regeneration. A full breakdown of the planned schemes is provided on page 119.

Housing Revenue Account (HRA) Programme

The Council is continuing its work to eliminate all non-decent social housing by December 2010 in line with Government targets. The majority of resources are targeted towards this end. Other programmes of work, currently in the design stage such as fire safety improvements, may require some reallocation of resources once figures have been confirmed. From 2011/12 onwards, it is expected that the capital programme will largely be informed by an investment planning process, which is currently underway.

Table 7 – HRA Capital Programme Summary

All figures in £000	2010/11	2010/11 - 2013/14
Expenditure		
Decent Homes Standard Work	41,183	76,128
Major Voids	1,243	3,011
Internal Component Work (e.g. Lift Schemes)	1,394	8,279
Major Refurbishments	10,543	13,446
Planned Maintenance	1,450	24,544
Minor Works (e.g. water tanks, lighting)	3,443	6,023
Disabled Adaptations	800	4,000
Estates CCTV Programme	100	200
Other	93	93
Total Expenditure	60,254	135,723
Resourced By:		
Supported Borrowing	(10,755)	(10,755)
Major Repairs Allowance	(25,486)	(89,203)
Expensive Voids	(2,000)	(2,000)
Leasehold Contributions	(14,319)	(24,370)
Specific Funding	(7,694)	(9,395)
Total Resources	60,254	135,723
Cumulative Balance (Surplus)/ Deficit	0	0

A detailed breakdown of the HRA capital programme is provided on page 121.

TREASURY MANAGEMENT

Treasury Management encompasses the Council's investments, borrowings and cash flows, banking, money & capital market transactions.

The Treasury Management function is undertaken in line with the relevant Accounting Codes of Practice and legislation. A key concern is to ensure that all investments are subject to proper levels of security and liquidity. Provided such proper levels are met the Council will seek to achieve the highest possible rate of return. Any borrowings undertaken will only be for an underlying capital purpose and will be in line with the prudential indicators set out in the Council's annual Treasury Management Strategy.

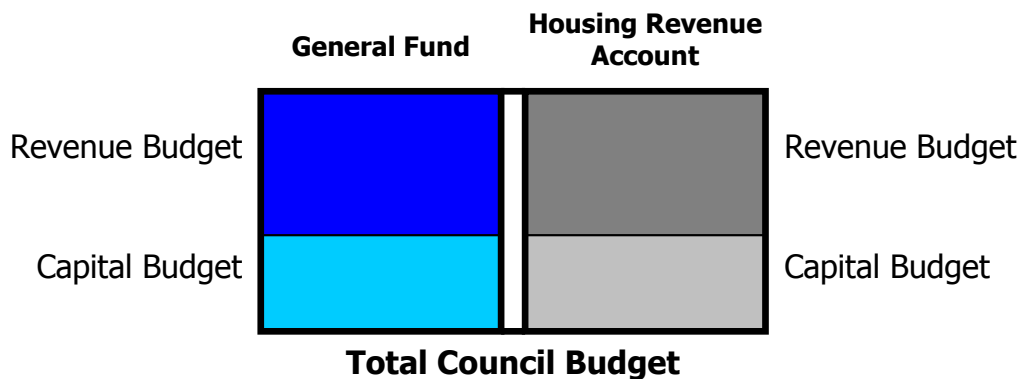
Given the economic events of the past two years and economists' predictions for the near future, the Treasury Management Strategy has been updated to respond to current conditions and anticipate future changes. This includes choosing when to reschedule the Council's portfolio of loans and whether to borrow in advance of need to lock-in low interest rates.

BUDGET BOOK GUIDANCE

The Council structure

From a budgeting perspective, the council is principally divided into the General Fund and the Housing Revenue Account. Each of these budgets is set independently. This is to ensure that council rents are ringfenced to the council's housing stock and that council tax funds all the other services the Council provides.

Within the General Fund and the Housing Revenue Account, there is both revenue expenditure and capital expenditure. The former is mainly for day-to-day operations and the latter for investment in assets. This can be understood diagrammatically:



There are seven departments presented in the Budget Book, Children's Services, Community Services, Environment Services, Finance & Corporate Services, Residents Services, Central Items and the Housing Revenue Account.

Each department contains a number of divisions which are coherent groups of staff who provide a set of services.

How to read the budget book

High level summaries of the General Fund and the Housing Revenue Account are presented on pages 13 and 98.

The budgets are presented in a standard 'subjective analysis' format according to best practice guidelines from CIPFA. At this level of detail, budgets are summarised into one of 15 categories including 'Employee Expenses,' 'Supplies & Services,' and 'Customer & Client Receipts.'

This is followed by departmental summaries which show the budget movements from 2009/10 to 2010/11 for each division.

Subsequent to each departmental summary is a divisional page which groups together a coherent set of services.

Each divisional page gives you a description of that service and an itemised list of major movements in budgets and staffing between 2009/10 and 2010/11.

2010/2011 ESTIMATES

CORPORATE SUMMARY



**GENERAL FUND
SUMMARY**

Service Area	2009/2010 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Adjustments £000	2010/2011 Estimates £000
Children's Services	59,482	469	10	(2,025)	1,534	1,854	61,324
Community Services	75,840	1,167	(266)	(3,605)	914	11,569	85,616
Environment Services	3,884	363	(592)	(3,516)	237	51	427
Residents Services	33,580	(35)	453	(1,562)	2,098	2,473	37,006
Finance & Corporate Services	9,266	155	1,290	(1,133)	2,757	(607)	11,730
Central Items	29,807	0	934	(1,457)	2,904	(5,314)	26,876
Total Departmental Expenditure	211,859	2,119	1,829	(13,298)	10,444	10,026	222,979
Capital Financing	(13,964)	0	0	0	0	312	(13,652)
Use of Balances	516	0	(589)	0	0	(2,270)	(2,343)
General Grant	(12,647)	0	0	0	0	(9,992)	(22,639)
Net Expenditure	185,764	2,119	1,240	(13,298)	10,444	(1,924)	184,345

**GENERAL FUND
SUMMARY**

2009/2010	2010/2011
5,534	5,244

Number of Full Time Equivalent staff

SUBJECTIVE ANALYSIS OF ESTIMATES

	2009/2010 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2010/2011 Estimates £000
Expenditure							
Employee Expenses	227,878	101	609	(5,294)	3,060	225	226,579
Premises Related Expenditure	39,087	435	(45)	(1,516)	191	(812)	37,340
Transport Related Expenditure	6,076	0	(69)	(21)	0	3,169	9,155
Supplies and Services	91,273	212	(120)	(982)	2,166	(5,160)	87,389
Third Party Payments	129,466	1,320	433	(1,858)	2,885	3,295	135,541
Transfer Payments	164,334	143	0	0	1,502	2,414	168,393
Support Services	24,018	0	1,235	0	0	28,959	54,212
Capital Charges	47,114	0	(12)	0	0	(835)	46,267
GROSS EXPENDITURE	729,246	2,211	2,031	(9,671)	9,804	31,255	764,876
Service Level Agreement Recharges	(61,665)	0	(71)	0	0	(41,108)	(102,844)
Income							
Internal Recharge Income	(51,591)	(2)	(272)	(952)	0	11,459	(41,358)
Government Grants	(293,950)	0	0	(210)	400	5,000	(288,760)
Other Reimbursements & Contributions	(46,921)	(1)	(127)	(90)	0	256	(46,883)
Customer & Client Receipts	(61,327)	(89)	0	(2,225)	240	2,157	(61,244)
Interest & Other	(16,626)	0	0	0	0	1,861	(14,765)
Use of Balances & Reserves	1,245	0	(320)	(150)	0	(2,814)	(2,039)
General Grant	(12,647)	0	0	0	0	(9,992)	(22,639)
GROSS INCOME	(481,817)	(92)	(719)	(3,627)	640	7,927	(477,688)
NET EXPENDITURE	185,764	2,119	1,240	(13,298)	10,444	(1,924)	184,345

CHILDREN'S SERVICES

Description of service

Children's Services comprises five divisions which reflect the priorities of school improvement; prevention and early intervention; high quality services for those with the most complex needs; strategic commissioning and service development backed by strong quality assurance; all supported by efficient logistical services. In addition a separate project team has been established to deliver the ambitions of the Building Schools for the Future programme.

Children's Services is committed to delivering the corporate priorities of a top quality education for all and aims to create good quality local schools of choice for local children. Similarly it recognises the importance of working with other departments to deliver cross cutting priorities such as tackling crime and reducing anti-social behaviour.

Statement of Core Business

Children's Services continues its clear focus on the government's 'Every Child Matters' agenda and the priorities that have been outlined in the government's Children's Plan. The department aims for standards that are consistent with those set out in the UN Convention on the rights of the child.

The aim of the department is to create a ladder of opportunity which enables young people to pursue happy and full lives, achieving economic wellbeing. The Workforce Development Strategy and the training plan outline how the department will ensure that Hammersmith and Fulham possesses a valued, skilled and sustainable workforce which is well placed to meet the needs of the local community.

Prime objectives of the department

Children's Services has set out its vision to 'Create a ladder of opportunity which enables children to lead happy and full lives, achieving economic wellbeing'. This will be achieved in partnership with other statutory, voluntary and private sector agencies. Its eight aims are:

- Improving the health and wellbeing of children and young people
- Protecting children by providing a safe environment
- Identifying need early, working with families before problems escalate
- Improving the quality of nurseries and schools for local children
- Encouraging young people to lead active and purposeful lives
- Improving the health and wellbeing of children and young people
- Maximising the opportunities open to young people when moving on from school
- Achieving best use of resources

These have been formed to help us meet identified need, deliver corporate priorities and achieve the goals that are being set out by the Department for Children, Schools and Families through the Government Office for London and the Local Area Agreement.

The Children and Young People's Partnership Board (CYPPB) leads on the corresponding block of the Local Area Agreement. This overarching multi-agency plan sets out how we will continually improve outcomes and services for children and young people in the borough. The CYPPB is chaired by the lead member for Children's Services and comprises representatives from West London Mental Health Trust, the Primary Care Trust, the Metropolitan Police, the Learning & Skills Council and local head teachers.

2010/2011 ESTIMATES

CHILDREN'S SERVICES



**CHILDREN'S SERVICES
CHANGE BETWEEN YEARS**

Service Area Analysis	2009/2010 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Adjustments £000	2010/2011 Estimates £000
Asylum Seekers	891	64	0	0	0	108	1,063
Building Schools for the Future	917	0	71	(100)	(22)	575	1,440
Commissioning, Performance & Partnership	5,318	2	37	(479)	(20)	221	5,079
Complex Needs	30,533	326	22	(277)	1,231	5,515	37,350
Children's Services Overheads	13,119	0	71	(98)	325	(7,528)	5,889
Resources, Strategy & Policy	0	0	0	0	0	0	0
School Improvement & Standards	4,139	74	0	(298)	7	1,360	5,282
School Funding	20	0	(276)	0	0	256	0
Traded Services	708	0	88	(273)	0	(325)	198
Youth & Community	3,837	3	(2)	(500)	13	1,673	5,024
TOTAL	59,482	469	10	(2,025)	1,534	1,854	61,324

**CHILDREN'S SERVICES
SUMMARY**

2009/10	2010/11
Number of Full Time Equivalent staff	3,536
3,536	3,346

Number of Full Time Equivalent staff

SUBJECTIVE ANALYSIS OF ESTIMATES

	2009/2010 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2010/2011 Estimates £000
Expenditure							
Employee Expenses	132,812	101	39	(1,631)	850	2,385	134,556
Premises Related Expenditure	9,944	0	0	(35)	19	1,700	11,628
Transport Related Expenditure	2,167	0	0	0	0	2,891	5,058
Supplies and Services	28,131	0	(194)	(155)	465	(7,611)	20,637
Third Party Payments	29,116	365	0	(105)	0	3,871	33,246
Transfer Payments	1,949	3	0	0	0	(164)	1,788
Support Services	(4,086)	0	0	0	0	13,223	9,137
Capital Charges	3,320	0	0	0	0	(199)	3,121
GROSS EXPENDITURE	203,352	469	(155)	(1,925)	1,334	16,096	219,171
Service Level Agreement Recharges	(508)	0	0	0	0	(11,185)	(11,693)
Income							
Internal Recharge Income	(2,547)	0	0	0	0	642	(1,905)
Government Grants	(125,642)	0	0	0	200	(3,240)	(128,682)
Other Reimbursements & Contributions	(11,265)	0	165	(50)	0	(2,210)	(13,359)
Customer & Client Receipts	(3,980)	0	0	(50)	0	1,624	(2,406)
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	72	0	0	0	0	126	198
GROSS INCOME	(143,362)	0	165	(100)	200	(3,057)	(146,155)
NET EXPENDITURE	59,482	469	10	(2,025)	1,534	1,854	61,324

**CHILDREN'S SERVICES
ASYLUM SEEKERS**

This Division provides services including social work, accommodation, subsistence and support to Unaccompanied Asylum Seeking Children (UASC), and former UASC leaving care.

2009/2010	2010/2011
12	12

Full Time Equivalents

Subjective Analysis of Estimates

	2009/2010 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2010/2011 Estimates £000
Expenditure							
Employees	428	0	0	0	0	64	492
Premises	0	0	0	0	0	0	0
Transport	5	0	0	0	0	(3)	2
Supplies & Services	9	0	0	0	0	(2)	6
Third Party Payments	2,276	64	0	0	0	(764)	1,576
Transfer Payments	428	0	0	0	0	(100)	328
Support Services	0	0	0	0	0	132	132
Capital Charges	0	0	0	0	0	0	0
Gross Expenditure	3,145	64	0	0	0	(673)	2,536
Service Level Agreement Recharges	0	0	0	0	0	0	0
Income							
Internal Recharge Income	0	0	0	0	0	0	0
Government Grants	(1,764)	0	0	0	0	782	(982)
Reimbursements & Contributions	(491)	0	0	0	0	0	(491)
Customer & Client Receipts	0	0	0	0	0	0	0
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0
Gross Income	(2,255)	0	0	0	0	782	(1,473)
Net Expenditure/ (Income)	891	64	0	0	0	108	1,063

Explanation of major items above	£000	FTE
Realignment of MTFs saving	60	nil
Pension growth	4	nil
Other adjustments	44	nil
Total	108	0

**CHILDREN'S SERVICES
CHILDREN'S SOCIAL CARE**

This Division contains the following service areas: Contact and Assessment, Family Support and Child Protection, Permanency, Family Assist, Adolescent Services, Disabilities, Fostering, Safeguarding and Quality Assurance, and Sensory Language and Impairment Team.

2009/2010	2010/2011
320	312

Full Time Equivalents

Subjective Analysis of Estimates

	2009/2010 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2010/2011 Estimates £000
Expenditure							
Employees	14,929	24	50	(132)	535	711	16,117
Premises	160	0	0	0	31	900	1,091
Transport	584	0	0	0	0	2,203	2,787
Supplies & Services	4,368	0	(28)	0	465	(153)	4,652
Third Party Payments	11,504	298	0	(95)	0	(82)	11,625
Transfer Payments	1,169	3	0	0	0	(68)	1,104
Support Services	(51)	0	0	0	0	2,411	2,360
Capital Charges	121	0	0	0	0	(121)	0
Gross Expenditure	32,783	326	22	(227)	1,031	5,801	39,736
Service Level Agreement Recharges	0	0	0	0	0	0	0
Income							
Internal Recharge Income	0	0	0	0	0	0	0
Government Grants	(1,105)	0	0	0	200	(293)	(1,198)
Reimbursements & Contributions	(663)	0	0	0	0	(187)	(850)
Customer & Client Receipts	(483)	0	0	(50)	0	194	(339)
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0
Gross Income	(2,250)	0	0	(50)	200	(286)	(2,386)
Net Expenditure/ (Income)	30,533	326	22	(277)	1,231	5,515	37,350

Explanation of major items above	£000	FTE
Transfer to Complex Needs of Safeguarding and Quality Assurance from Commissioning, Performance & Partnership	nil	13
MTFS Efficiency and Growth Proposals	954	nil
Apportionment of Service Level Agreements (SLAs)	5,317	nil
New Children's Workforce Development Council Team (grant funded)	nil	6
Budget Recovery Plan Allocation	340	nil
Capital financing (-120) and Pension growth (97)	(23)	nil
Virtual School staffing budget transferred from Complex Needs to Virtual school	(134)	(6)
Other adjustments (inc Educational Psychologists (21))	36	(21)
Total	6,490	(8)

**CHILDREN'S SERVICES
COMMISSIONING, PERFORMANCE & PARTNERSHIP (CPP)**

This Division contains the following areas of activity: Commissioning, Grants, and Local Safeguarding Children's Board. Services in this division to be transferred to Overheads: Information Management and Performance Management.

2009/2010	2010/2011
71	60

Full Time Equivalents

Subjective Analysis of Estimates

	2009/2010 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2010/2011 Estimates £000
Expenditure							
Employees	2,814	2	37	(326)	(20)	7	2,513
Premises	40	0	0	0	0	138	178
Transport	6	0	0	0	0	3	9
Supplies & Services	1,460	0	0	(143)	0	485	1,802
Third Party Payments	1,725	0	0	(10)	0	(19)	1,696
Transfer Payments	4	0	0	0	0	6	10
Support Services	64	0	0	0	0	240	304
Capital Charges	0	0	0	0	0	0	0
Gross Expenditure	6,114	2	37	(479)	(20)	859	6,513
Service Level Agreement Recharges	0	0	0	0	0	0	0
Income							
Internal Recharge Income	0	0	0	0	0	0	0
Government Grants	(435)	0	0	0	0	(559)	(994)
Reimbursements & Contributions	(169)	0	0	0	0	(251)	(421)
Customer & Client Receipts	(191)	0	0	0	0	171	(20)
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0
Gross Income	(796)	0	0	0	0	(639)	(1,434)
Net Expenditure/ (Income)	5,318	2	37	(479)	(20)	221	5,079

	£000	FTE
Explanation of major items above		
Transfer of Safeguarding and Quality Assurance to Children's Social Care; Complaints and Allegations to School Improvement & Standards (SIS)	nil	(17)
MTFS Efficiency and Growth Proposals	(499)	nil
Apportionment of SLAs (730); Pension growth (17), redirection of grant (102)	645	nil
Adjustment to accounting treatment of Childrens & Adolscent Mental Health Services Area Based Grant	(752)	nil
Budgets transferred for Family Information Service within 2009/10	(193)	(2)
Movement of Youth Commissioning into CPP (491)	491	12
Other adjustments & transfer of Extended Schools to Children, Youth & Communities Division	66	(4)
Total	(242)	(11)

**CHILDREN'S SERVICES
CHILDREN'S SERVICES OVERHEADS**

This Division includes the departmental costs of Accountancy, Director's Office and Frameworki Support & Development. Also included are Departmental SLA's & Capital Financing.

2009/2010	2010/2011
47	35

Full Time Equivalents

Subjective Analysis of Estimates

	2009/2010 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2010/2011 Estimates £000
Expenditure							
Employees	2,523	0	(118)	(60)	335	627	3,307
Premises	1,843	0	0	(35)	(10)	224	2,023
Transport	1	0	0	0	0	0	1
Supplies & Services	4,519	0	189	(4)	0	(603)	4,102
Third Party Payments	30	0	0	0	0	(30)	0
Transfer Payments	18	0	0	0	0	(18)	0
Support Services	2,042	0	0	0	0	1,982	4,024
Capital Charges	3,183	0	0	0	0	(62)	3,121
Gross Expenditure	14,159	0	71	(98)	325	2,120	16,577
Service Level Agreement Recharges	(71)	0	0	0	0	(9,725)	(9,796)
Income							
Internal Recharge Income	0	0	0	0	0	0	0
Government Grants	(36)	0	0	0	0	36	0
Reimbursements & Contributions	(394)	0	0	0	0	(81)	(475)
Customer & Client Receipts	(538)	0	0	0	0	121	(417)
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0
Gross Income	(968)	0	0	0	0	76	(892)
Net Expenditure/ (Income)	13,119	0	71	(98)	325	(7,528)	5,889

Explanation of major items above

	£000	FTE
Reorganisation of Finance Division (MTFS saving), restructure of Frameworki Team & Transfer of Reception & Student Support	(159)	(11)
Finance post to Finance & Corporate Services	nil	(1)
Apportionment of Service Level Agreements (SLAs) (-9,026); Capital financing adjustment (-78)	(9,026)	nil
Pensions adjustment, SLA adjustments and redirection of MTFS Efficiencies	1,211	nil
SLA adjustment and budget recovery plan	430	nil
MTFS Efficiency and Growth Proposals	227	nil
Capital adjustment (-78); Pension growth (16); Area Based Grant adjustment (5)	(57)	nil
Other adjustments	144	nil
Total	(7,230)	(12)

**CHILDREN'S SERVICES
RESOURCES**

This division no longer exists in 2010/11. Services transferred to other divisions: Facilities, School Management Support, Relief School Keepers, and Planning Development

2009/2010	2010/2011
58	0

Full Time Equivalents

Subjective Analysis of Estimates

	2009/2010 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2010/2011 Estimates £000
Expenditure							
Employees	0	0	0	0	0	0	0
Premises	0	0	0	0	0	0	0
Transport	0	0	0	0	0	0	0
Supplies & Services	0	0	0	0	0	0	0
Third Party Payments	0	0	0	0	0	0	0
Transfer Payments	0	0	0	0	0	0	0
Support Services	0	0	0	0	0	0	0
Capital Charges	0	0	0	0	0	0	0
Gross Expenditure	0	0	0	0	0	0	0
Service Level Agreement Recharges	0	0	0	0	0	0	0
Income							
Internal Recharge Income	0	0	0	0	0	0	0
Government Grants	0	0	0	0	0	0	0
Reimbursements & Contributions	0	0	0	0	0	0	0
Customer & Client Receipts	0	0	0	0	0	0	0
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0
Gross Income	0	0	0	0	0	0	0
Net Expenditure/ (Income)	0	0	0	0	0	0	0

Explanation of major items above	£000	FTE
Facilities Support	nil	(9)
School Management Support	nil	(11)
Planning and Development	nil	(2)
Relief School Keeper	nil	(36)
Total	0	(58)

**CHILDREN'S SERVICES
BUILDING SCHOOLS FOR THE FUTURE (BSF), SCHOOL AND RESOURCES DIVISION**

This service provides the lead for the Building Schools for the Future Government Grant currently estimated at circa £207, it also manages the strategy and prioritisation of the Primary / Grant funded and Revenue Maintenance Programmes for the Schools and Children's Services buildings. This service also includes the management of the Dedicated Schools Grant and following some re-organisations in Children's Services some of the traded services to schools.

2009/2010	2010/2011
9	24

Full Time Equivalents

Subjective Analysis of Estimates

	2009/2010 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2010/2011 Estimates £000
Expenditure							
Employees	1,368	0	71	(50)	0	25	1,414
Premises	728	0	0	0	(22)	31	737
Transport	1	0	0	0	0	0	1
Supplies & Services	722	0	0	0	0	116	838
Third Party Payments	0	0	0	0	0	0	0
Transfer Payments	0	0	0	0	0	0	0
Support Services	(846)	0	0	0	0	181	(665)
Capital Charges	0	0	0	0	0	0	0
Gross Expenditure	1,974	0	71	(50)	(22)	353	2,325
Service Level Agreement Recharges	0	0	0	0	0	0	0
Income							
Internal Recharge Income	(19)	0	0	0	0	12	(6)
Government Grants	(50)	0	0	0	0	50	0
Reimbursements & Contributions	(498)	0	0	(50)	0	50	(498)
Customer & Client Receipts	(490)	0	0	0	0	110	(380)
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0
Gross Income	(1,057)	0	0	(50)	0	222	(885)
Net Expenditure/ (Income)	917	0	71	(100)	(22)	575	1,440

Explanation of major items above	£000	FTE
Transfer of Asset Management and School Management Support from Resources	nil	15
Apportionment of Service Level Agreements (SLAs)	395	nil
Standards Fund and Dedicated Schools Grant (DSG) contribution to BSF, adjustment for School Management Support	170	nil
Funding for IT Post (redirected from Finance & Corporate Services)	nil	1
MTFS Efficiency and Growth Proposals	(122)	(1)
Other adjustments	80	nil
Total	523	15

**CHILDREN'S SERVICES
SCHOOL FUNDING**

The funding to support all pupil related spend is reported through this service and includes the Dedicated Schools Grants, the Learning Skills council funding for sixth form, and the Schools Standards Grants. This budget includes payments for pupils education that is not being provided within maintained schools in LBHF, e.g. Independent Schools, and payments made to, and received from, other authorities in respect of cross borough Special Needs provision.

2009/2010	2010/2011
2,344	2,344

Full Time Equivalents

Subjective Analysis of Estimates

	2009/2010 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2010/2011 Estimates £000
Expenditure							
Employees	76,609	0	0	0	0	7,747	84,356
Premises	6,460	0	0	0	0	0	6,460
Transport	0	0	0	0	0	0	0
Supplies & Services	9,415	0	(276)	0	0	(5,927)	3,212
Third Party Payments	10,731	0	0	0	0	(4,570)	6,161
Transfer Payments	0	0	0	0	0	0	0
Support Services	0	0	0	0	0	6,555	6,555
Capital Charges	0	0	0	0	0	0	0
Gross Expenditure	103,216	0	(276)	0	0	3,805	106,745
Service Level Agreement Recharges	0	0	0	0	0	0	0
Income							
Internal Recharge Income	0	0	0	0	0	0	0
Government Grants	(99,891)	0	0	0	0	(3,444)	(103,335)
Reimbursements & Contributions	(2,770)	0	0	0	0	(105)	(2,875)
Customer & Client Receipts	(733)	0	0	0	0	0	(733)
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	198	0	0	0	0	0	198
Gross Income	(103,196)	0	0	0	0	(3,548)	(106,745)
Net Expenditure/ (Income)	20	0	(276)	0	0	256	0

Explanation of major items above	£000	FTE
Adjustment to accounting treatment of insurance	276/(276)	nil
Other adjustments	(20)	nil
Total	(20)	0

**CHILDREN'S SERVICES
SCHOOL IMPROVEMENT & STANDARDS**

This Division undertakes the evaluation and inclusion to Schools within the Childrens' Service. This service area also includes other grants and external funding used to support the provision of services to Schools and the Strategic Management of the department. In addition it includes transport and music services to schools and government funding for School Standards Funds and ABG.

2009/2010	2010/2011
277	287

Full Time Equivalents

Subjective Analysis of Estimates

Expenditure

	2009/2010 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2010/2011 Estimates £000
Employees	17,968	74	0	(290)	0	(1,175)	16,578
Premises	118	0	0	0	7	281	407
Transport	27	0	0	0	0	9	36
Supplies & Services	1,442	0	0	(8)	0	1,199	2,633
Third Party Payments	9	0	0	0	0	(8)	1
Transfer Payments	127	0	0	0	0	10	137
Support Services	(2,257)	0	0	0	0	369	(1,888)
Capital Charges	0	0	0	0	0	0	0
Gross Expenditure	17,434	74	0	(298)	7	685	17,903
Service Level Agreement Recharges	0	0	0	0	0	0	0

Income

Internal Recharge Income	(6)	0	0	0	0	(1)	(7)
Government Grants	(12,117)	0	0	0	0	327	(11,791)
Reimbursements & Contributions	(644)	0	0	0	0	247	(397)
Customer & Client Receipts	(529)	0	0	0	0	102	(427)
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0
Gross Income	(13,296)	0	0	0	0	674	(12,621)
Net Expenditure/ (Income)	4,139	74	0	(298)	7	1,360	5,282

Explanation of major items above

	£000	FTE
MTFS Efficiency and Growth Proposals	(291)	(2)
Apportionment of Service Level Agreements (SLAs)	1,000	nil
Area Based Grant adjustment (26); Pension growth (35)	61	nil
Transfer of Virtual School from Children's Social Care, Complaints and Allegations, Vulnerable Children (ABG), and Lilla Huset Centre	315	12
Other adjustments	(16)	nil
Total	1,069	10

**CHILDREN'S SERVICES
TRADED SERVICES SUMMARY**

This area includes Catering Contract Management, Passenger Transport which includes the provision of transport services for Day Centres, SEN, and site care support.

2009/2010	2010/2011
282	109

Full Time Equivalents

Subjective Analysis of Estimates

	2009/2010 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2010/2011 Estimates £000
Expenditure							
Employees	8,151	0	0	(273)	0	(5,462)	2,416
Premises	215	0	0	0	0	111	326
Transport	962	0	0	0	0	58	1,019
Supplies & Services	2,313	0	(77)	0	0	(1,586)	650
Third Party Payments	221	0	0	0	0	5,007	5,228
Transfer Payments	4	0	0	0	0	(4)	0
Support Services	(3,163)	0	0	0	0	3,186	23
Capital Charges	0	0	0	0	0	0	0
Gross Expenditure	8,704	0	(77)	(273)	0	1,309	9,663
Service Level Agreement Recharges	(437)	0	0	0	0	(1,353)	(1,790)
Income							
Internal Recharge Income	(1,982)	0	0	0	0	1,501	(482)
Government Grants	(50)	0	0	0	0	(50)	(100)
Reimbursements & Contributions	(5,088)	0	165	0	0	(2,111)	(7,035)
Customer & Client Receipts	(438)	0	0	0	0	380	(58)
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0
Gross Income	(7,558)	0	165	0	0	(281)	(7,675)
Net Expenditure/ (Income)	708	0	88	(273)	0	(325)	198

Explanation of major items above	£000	FTE
Cleaning and catering contracts transfer to external provider	nil	(209)
Transfer of Relief Site Care from Resources	nil	36
MTFS substitution	(170)	nil
Apportionment of Service Level Agreements (SLAs)	236	nil
Change in accounting treatment for new catering and cleaning contracts (SLA adjustments)	(404)	nil
MTFS Efficiency and Growth Proposals	(273)	nil
Other adjustments	101	nil
Total	(510)	(173)

**CHILDREN'S SERVICES
CHILDREN, YOUTH AND COMMUNITIES**

This service area covers childcare, Children's Centres, Integrated Youth Services (including Youth Offending), and services to schools. Also included are the Early Years payments for 3 and 4 year olds in private, independent, and voluntary sector provision.

2009/2010	2010/2011
174	163

Full Time Equivalents

Subjective Analysis of Estimates

	2009/2010 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2010/2011 Estimates £000
Expenditure							
Employees	8,022	0	0	(500)	0	(158)	7,364
Premises	379	0	0	0	13	14	406
Transport	581	0	0	0	0	622	1,203
Supplies & Services	3,882	0	(2)	0	0	(1,139)	2,741
Third Party Payments	2,620	3	0	0	0	4,337	6,960
Transfer Payments	199	0	0	0	0	10	209
Support Services	124	0	0	0	0	(1,833)	(1,709)
Capital Charges	16	0	0	0	0	(16)	0
Gross Expenditure	15,823	3	(2)	(500)	13	1,837	17,174
Service Level Agreement Recharges	0	0	0	0	0	(107)	(107)
Income							
Internal Recharge Income	(540)	0	0	0	0	(870)	(1,410)
Government Grants	(10,195)	0	0	0	0	(89)	(10,284)
Reimbursements & Contributions	(547)	0	0	0	0	228	(318)
Customer & Client Receipts	(579)	0	0	0	0	547	(32)
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	(126)	0	0	0	0	126	0
Gross Income	(11,986)	0	0	0	0	(58)	(12,044)
Net Expenditure/ (Income)	3,837	3	(2)	(500)	13	1,673	5,024

Explanation of major items above	£000	FTE
Area Based Grant accounting treatment adjustment	420	nil
Apportionment of Service Level Agreements (SLAs)	1,342	nil
MTFS Efficiency and Growth Proposals	(487)	nil
Pension growth	43	nil
Transfer of Youth Commissioning to Commissioning, Performance & Partnership (CPP)	(492)	(12)
Transfer of Family Information Service budget from CPP, Facilities support & Reception Service from Resources	193	10
In-year Allocation of Area Based Grant from Overheads (Positive Activities for Young People - PAYP)	180	nil
MTFS staff reductions and other adjustments	(15)	(9)
Total	1,184	(11)

COMMUNITY SERVICES

Description of service

The purpose of the Community Services Department is to deliver high quality assessment, care co-ordination, social work and specialist community services to disabled and older adults and their carers. This includes a strong focus on the need to ensure the safety of vulnerable adults living within the borough and using services.

The Department commissions and procures a range of housing management, support and social care services within a robust strategic and performance management framework; and ensures that services that are commissioned meet the needs of service users and is of the highest possible quality whilst representing value for money. The department leads on all third sector funding and developments.

Statement of Core Business

The core business of the Adult Social Care Division of Community Services is to ensure that the council fulfils its statutory duties in respect of vulnerable adults under the National Assistance Act 1948 and subsequent related legislation. This act requires the council to act as a last resort for people in need. The division fulfils this duty in a manner which is consistent with the priorities of the council. In particular, the division plays a key role in working to make this a borough of opportunity for residents who need our assistance.

The purpose of the Resources Division is firstly to provide effective, high quality, and professional support and advice to the Community Services Department and its internal and external partners, and maximise the value for money delivered from the Department's financial, human resources, IT, project management, and property resources. Secondly, the Resources Division provides learning and development (training) for the whole Community Services Department, plus Meals on Wheels, Clinical Waste and Removals services in accordance with the priorities of the council.

The purpose of the Quality, Commissioning and Procurement division is to build the department's ability to understand and respond to the aspirations of local residents by analysing information and using evidence to design services, implement changes and evaluate their effectiveness, and to monitor the performance of the Department.

Prime objectives of the department

- Continue the improvements made in relation to the Safeguarding of Vulnerable Adults.
- Roll-out the quality assurance framework to cover all services and ensure consistency of practise, and continue to commission services of the highest possible quality and value for money
- Widen the implementation of "Supporting Your Choice" and personalised budgets following the pilot of the "100 Club".
- Widen the scope of re-ablement services from a hospital discharge service to one that covers all assessments for care in the home.
- Develop a preventative services strategy with colleagues in the Primary Care Trust, and continue with the implementation of the Third Sector review.
- Maximise the benefits in terms of service delivery and re-design in light of integration with the Primary Care Trust – including the development of Poly-Systems to ensure the most effective and targeted interventions for vulnerable people in the borough.
- Continue to meet and identify efficiency savings in light of the Medium Term Financial Strategy and a reducing financial settlement from Central Government.
- To improve the support provided by our internal services such as HR, IT, finance, programme management, learning and development, performance and information.

2010/2011 ESTIMATES

COMMUNITY SERVICES DEPARTMENT



**COMMUNITY SERVICES DEPARTMENT
CHANGE BETWEEN YEARS**

Service Area Analysis	2009/2010 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Adjustments £000	2010/2011 Estimates £000
Head of Directorate	243	0	53	0	0	(68)	229
Resources	11,435	3	(177)	(323)	20	(9,180)	1,777
Quality, Commissioning & Procurement	9,865	210	(120)	(247)	1	10,232	19,941
Adult Social Care	48,842	787	(303)	(2,210)	839	6,609	54,563
Housing Options	4,525	166	(2)	(775)	0	1,734	5,648
Regeneration and Housing Strategy	453	1	283	(50)	54	846	1,584
New Deal for Communities	477	0	0	0	0	1,396	1,874
TOTAL	75,840	1,167	(266)	(3,605)	914	11,569	85,616

**COMMUNITY SERVICES DEPARTMENT
SUMMARY**

2009/2010	2010/2011
673	636

Number of Full Time Equivalent staff

SUBJECTIVE ANALYSIS OF ESTIMATES

	2009/2010 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2010/2011 Estimates £000
Expenditure							
Employee Expenses	31,852	0	255	(1,719)	0	(841)	29,543
Premises Related Expenditure	10,374	135	(28)	(137)	74	(1,661)	8,757
Transport Related Expenditure	923	0	(66)	0	0	(3)	855
Supplies and Services	27,221	205	(219)	(281)	0	1,339	28,268
Third Party Payments	49,757	691	(200)	(1,348)	650	356	49,906
Transfer Payments	6,876	140	0	0	190	320	7,524
Support Services	5,916	0	0	0	0	8,184	14,100
Capital Charges	998	0	0	0	0	1,422	2,419
GROSS EXPENDITURE	133,917	1,171	(258)	(3,485)	914	9,116	141,372
Service Level Agreement Recharges	(118)	0	0	0	0	(11,860)	(11,978)
Income							
Internal Recharge Income	(502)	0	0	0	0	(43)	(545)
Government Grants	(18,004)	0	0	40	0	9,023	(8,942)
Other Reimbursements & Contributions	(25,342)	0	(8)	(10)	0	2,401	(22,960)
Customer & Client Receipts	(14,111)	(4)	0	(150)	0	2,799	(11,464)
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	133	133
GROSS INCOME	(57,959)	(4)	(8)	(120)	0	14,313	(43,778)
NET EXPENDITURE	75,840	1,167	(266)	(3,605)	914	11,569	85,616

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

The division contains the following area of activity - Director's Office.

2009/2010	2010/2011
1	1

Full Time Equivalents

Subjective Analysis of Estimates

	2009/2010 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2010/2011 Estimates £000
Expenditure							
Employees	222	0	53	0	0	(67)	208
Premises	1	0	0	0	0	1	2
Transport	1	0	0	0	0	0	1
Supplies & Services	50	0	0	0	0	(15)	36
Third Party Payments	0	0	0	0	0	0	0
Transfer Payments	0	0	0	0	0	0	0
Support Services	(31)	0	0	0	0	13	(18)
Capital Charges	0	0	0	0	0	0	0
Gross Expenditure	243	0	53	0	0	(68)	229
Service Level Agreement Recharges	0	0	0	0	0	0	0
Income							
Internal Recharge Income	0	0	0	0	0	0	0
Government Grants	0	0	0	0	0	0	0
Reimbursements & Contributions	0	0	0	0	0	0	0
Customer & Client Receipts	0	0	0	0	0	0	0
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0
Gross Income	0	0	0	0	0	0	0
Net Expenditure/ (Income)	243	0	53	0	0	(68)	229

Explanation of major items above

Contingency allocation for costs previously charged to Housing Revenue Account
Transfer of Customer Care and Complaints budget to Regeneration and Resources

	£000	FTE
	53	nil
	(68)	nil
Total	(15)	0

**COMMUNITY SERVICES DEPARTMENT
RESOURCES**

The division contains the following areas of activity: Finance, Programme Management, Executive Office, Training Administration, Meals Service, Removals and Building costs. Corporate Support & Information Technology (SLA's) and other centralised budgets which are fully apportioned to front line services are also reflected in this division.

2009/2010	2010/2011
88	82

Full Time Equivalents

Subjective Analysis of Estimates

Expenditure

	2009/2010 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2010/2011 Estimates £000
Employees	4,532	0	(82)	(273)	0	(458)	3,718
Premises	2,353	1	(28)	0	20	(1,811)	535
Transport	165	0	(1)	0	0	(5)	159
Supplies & Services	4,174	2	(58)	(50)	0	(3,183)	885
Third Party Payments	0	0	0	0	0	40	40
Transfer Payments	5	0	0	0	0	0	5
Support Services	3,643	0	0	0	0	2,755	6,398
Capital Charges	7	0	0	0	0	56	63
Gross Expenditure	14,879	3	(169)	(323)	20	(2,606)	11,803
Service Level Agreement Recharges	(118)	0	0	0	0	(8,912)	(9,030)
Income							
Internal Recharge Income	0	0	0	0	0	0	0
Government Grants	(250)	0	0	0	0	181	(69)
Reimbursements & Contributions	(519)	0	(8)	0	0	502	(25)
Customer & Client Receipts	(2,557)	0	0	0	0	1,655	(902)
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0
Gross Income	(3,326)	0	(8)	0	0	2,338	(996)
Net Expenditure/ (Income)	11,435	3	(177)	(323)	20	(9,180)	1,777

Explanation of major items above

	£000	FTE
Transfer of budgets to Environment Services for Facilities Management	(130)	nil
MTFS efficiencies in staffing	(273)	(6)
MTFS efficiencies from change to mail deliveries and contribution towards cross cutting supplies and services efficiencies	(50)	nil
Re-allocation of internal and external support costs to services (previously held in the Resources Division and now held in Service Divisions)	(9,207)	nil
Total	(9,660)	(6)

**COMMUNITY SERVICES DEPARTMENT
QUALITY, COMMISSIONING & PROCUREMENT (Q,C&P)**

The division contains the following areas of activity: Q,C&P Headquarters, Commissioning, Procurement & Contracts, Community Liaison, Information & Performance and Self Directed Support (SDS).

2009/2010	2010/2011
62	58

Full Time Equivalents

Subjective Analysis of Estimates

	2009/2010 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2010/2011 Estimates £000
Expenditure							
Employees	3,059	0	0	(157)	0	329	3,231
Premises	310	0	0	0	1	242	554
Transport	8	0	0	0	0	0	8
Supplies & Services	20,027	201	(120)	(50)	0	1,350	21,408
Third Party Payments	1,531	8	0	(40)	0	54	1,553
Transfer Payments	37	1	0	0	0	40	77
Support Services	1,006	0	0	0	0	344	1,350
Capital Charges	102	0	0	0	0	(74)	28
Gross Expenditure	26,080	210	(120)	(247)	1	2,285	28,209
Service Level Agreement Recharges	0	0	0	0	0	(2,948)	(2,948)
Income							
Internal Recharge Income	0	0	0	0	0	0	0
Government Grants	(14,261)	0	0	0	0	11,744	(2,517)
Reimbursements & Contributions	(1,931)	0	0	0	0	(818)	(2,749)
Customer & Client Receipts	(23)	0	0	0	0	(31)	(54)
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0
Gross Income	(16,215)	0	0	0	0	10,895	(5,320)
Net Expenditure/ (Income)	9,865	210	(120)	(247)	1	10,232	19,941

Explanation of major items above	£000	FTE
Staffing efficiencies in procurement and commissioning	(157)	(4)
MTFS savings through new contract arrangements	(90)	nil
Health Gain expenditure for Mental Health and Carers Services.	818	nil
Accounting adjustment to transfer the Supporting People Main Programme grant into the Area Based Grant	11,465	nil
Health Gain funding for Mental Health and Carers Services	(818)	nil
Transfer of Transport budget to Children's Services	(100)	nil
Re-allocation of internal and external support costs to services (previously held in the Resources Division) and transfer of 3rd sector budgets to service departments	(1,252)	nil
Total	9,866	(4)

**COMMUNITY SERVICES DEPARTMENT
ADULT SOCIAL CARE (ASC)**

The division contains the following areas of activity: ASC Headquarters, Review & Quality Assurance, Community Assessment & Social Care Services, Hospital Assessment & Disability Services, Learning Disability Services and Mental Health Services.

2009/2010	2010/2011
317	296

Full Time Equivalents

Subjective Analysis of Estimates

Expenditure

	2009/2010 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2010/2011 Estimates £000
Employees	15,021	0	0	(940)	0	(942)	13,137
Premises	435	6	0	0	(1)	691	1,131
Transport	723	0	(65)	0	0	3	661
Supplies & Services	819	1	(38)	(62)	0	1,685	2,405
Third Party Payments	46,760	658	(200)	(1,198)	650	169	46,839
Transfer Payments	6,071	126	0	0	190	437	6,824
Support Services	408	0	0	0	0	3,910	4,318
Capital Charges	309	0	0	0	0	24	333
Gross Expenditure	70,546	791	(303)	(2,200)	839	5,977	75,648
Service Level Agreement Recharges	0	0	0	0	0	0	0

Income

Internal Recharge Income	(502)	0	0	0	0	(43)	(545)
Government Grants	(1,310)	0	0	0	0	202	(1,108)
Reimbursements & Contributions	(18,612)	0	0	(10)	0	293	(18,330)
Customer & Client Receipts	(1,280)	(4)	0	0	0	47	(1,235)
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	133	133
Gross Income	(21,704)	(4)	0	(10)	0	632	(21,085)
Net Expenditure/ (Income)	48,842	787	(303)	(2,210)	839	6,609	54,563

Explanation of major items above

	£000	FTE
Net MTFs Management and Staffing efficiencies and creation of Hospital at Home Service	(940)	(21)
MTFS savings through re-ablement and management of provider market.	(1,198)	nil
MTFS growth for placements, packages and direct payments	840	nil
Transfer of Transport Budget to Children's Services	(65)	nil
Transfer of Mental Health budget to Corporate Finance	(200)	nil
Re-allocation of internal and external support costs to services (previously held in the Resources Division)	6,498	nil
Total	4,935	(21)

**COMMUNITY SERVICES DEPARTMENT
HOUSING OPTIONS**

This division covers three Housing service areas - Housing Options Central (which includes divisional management, the enhanced housing options project, the adaptations & occupational therapy team, and the H&F Advice Centre), Accommodation Services (made up of temporary accommodation, housing support, and rehousing) Assessment & Advice (including the homebuy service, the PATHS team and various other homeless projects)

2009/2010	2010/2011
117	109

Full Time Equivalents

Subjective Analysis of Estimates

Expenditure

	2009/2010 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2010/2011 Estimates £000
Employees	4,776	0	0	(299)	0	262	4,739
Premises	6,847	128	0	(137)	0	(764)	6,074
Transport	21	0	0	0	0	0	21
Supplies & Services	541	0	(2)	(119)	0	675	1,096
Third Party Payments	1,392	25	0	(110)	0	63	1,371
Transfer Payments	640	13	0	0	0	(49)	603
Support Services	438	0	0	0	0	759	1,197
Capital Charges	38	0	0	0	0	30	68
Gross Expenditure	14,693	166	(2)	(665)	0	976	15,169

Service Level Agreement Recharges

0	0	0	0	0	0	0	0
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Income

Internal Recharge Income	0	0	0	0	0	0	0
Government Grants	(441)	0	0	40	0	(659)	(1,061)
Reimbursements & Contributions	(796)	0	0	0	0	352	(444)
Customer & Client Receipts	(8,931)	0	0	(150)	0	1,065	(8,016)
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0
Gross Income	(10,168)	0	0	(110)	0	758	(9,521)

Net Expenditure/ (Income)

4,525	166	(2)	(775)	0	1,734	5,648
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Explanation of major items above

	£000	FTE
MTFS efficiencies in Temporary Accommodation (relating to procurement, void reduction, staffing, management and repairs)	(404)	(5)
MTFS efficiencies from review of Homebuy and Housing Support Services	(150)	(3)
Increased capital contributions towards the costs of the Occupational Therapy service	(100)	nil
MTFS efficiencies resulting from a newly procured contract relating to joint equipment provider	(50)	nil
Other efficiencies	(71)	nil
Reallocation of internal and central overheads formerly held in CSD Resources Division	1,732	nil
Total	957	(8)

**COMMUNITY SERVICES DEPARTMENT
REGENERATION & HOUSING STRATEGY**

The Regeneration division provides physical, social and economic initiatives with its partners across West London to promote business growth, increase job creation and employment, attract inward investment and improve skill levels. This work is supported by bidding for external regeneration funds for Hammersmith & Fulham.

2009/2010	2010/2011
88	90

Full Time Equivalents

Subjective Analysis of Estimates

Expenditure

	2009/2010 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2010/2011 Estimates £000
Employees	3,701	0	284	(50)	0	376	4,311
Premises	368	0	0	0	54	13	434
Transport	4	0	0	0	0	0	4
Supplies & Services	743	1	(1)	0	0	1,074	1,817
Third Party Payments	74	0	0	0	0	30	103
Transfer Payments	40	0	0	0	0	(40)	0
Support Services	452	0	0	0	0	403	855
Capital Charges	65	0	0	0	0	(10)	54
Gross Expenditure	5,447	1	283	(50)	54	1,846	7,578

Service Level Agreement Recharges

	0	0	0	0	0	0	0
Gross Expenditure/ (Income)	453	1	283	(50)	54	846	1,584

Income

Internal Recharge Income	0	0	0	0	0	0	0
Government Grants	(148)	0	0	0	0	(3,177)	(3,325)
Reimbursements & Contributions	(3,484)	0	0	0	0	2,072	(1,412)
Customer & Client Receipts	(1,362)	0	0	0	0	105	(1,257)
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0
Gross Income	(4,994)	0	0	0	0	(1,000)	(5,994)

Net Expenditure/ (Income)

	453	1	283	(50)	54	846	1,584
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Explanation of major items above

	£000	FTE
MTFS net savings derived from restructuring the Economic Regeneration function	(50)	(10)
Recruitment of Staff and Apprentices as part of the Work Matters Programme	244/(244)	12
Funding for Strategic Regeneration from corporate savings made by utilising capital receipts related to the Decent Neighbourhoods Programme in the corporate debt reduction programme	283	nil
Reallocation of corporate and departmental overheads formerly held in CSD Resources Division	846	nil
Corporate allocation to fund NNDR payable on Council properties	54	nil
Total	1,133	2

**COMMUNITY SERVICES DEPARTMENT
NEW DEAL FOR COMMUNITIES**

The Council acts as the accountable body in working with the North Fulham New Deal for Communities (NDC). This is a Government funded programme which focuses on generating beneficial economic, health, and environmental outcomes for local residents. The current programme is set to continue until 2011.

2009/2010	2010/2011
0	0

Full Time Equivalents

Subjective Analysis of Estimates

Expenditure

	2009/2010 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2010/2011 Estimates £000
Employees	541	0	0	0	0	(341)	199
Premises	60	0	0	0	0	(33)	27
Transport	1	0	0	0	0	(1)	1
Supplies & Services	867	0	0	0	0	(247)	621
Third Party Payments	0	0	0	0	0	0	0
Transfer Payments	83	0	0	0	0	(68)	15
Support Services	0	0	0	0	0	0	0
Capital Charges	477	0	0	0	0	1,396	1,873
Gross Expenditure	2,029	0	0	0	0	706	2,736

Service Level Agreement Recharges

	0	0	0	0	0	0	0
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Income

Internal Recharge Income	0	0	0	0	0	0	0
Government Grants	(1,594)	0	0	0	0	732	(862)
Reimbursements & Contributions	0	0	0	0	0	0	0
Customer & Client Receipts	42	0	0	0	0	(42)	0
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0
Gross Income	(1,552)	0	0	0	0	690	(862)

Net Expenditure/ (Income)

	477	0	0	0	0	1,396	1,874
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Explanation of major items above

Increase in deferred charges which relates to capital schemes within the NDC programme where expenditure is planned on non-Council property. This is a notional charge and there is no overall cost to the Council. The Council is the accountable body for the NDC and the post employed are external to the Council's establishment.						£000	FTE
						1,396	nil
Total						1,396	0

ENVIRONMENT SERVICES

Description of service

The Environment Services Department delivers a wide range of technical, regulatory and enforcement services, including some of the 'universal' services used by everyone who lives, works in or visits the borough. Recognising the importance of delivering these services effectively, courteously and with understanding of our customers' needs, we aim to continually improve standards, and help shape residents' perceptions of living and working in the borough.

The department works collaboratively with others and uses existing expertise to develop new solutions to some of the most pressing environmental issues and to link into local, national and international agendas to help effect positive change. This has involved specific work relating to reducing the impact of Council operations on carbon dioxide emissions. A climate change project management board has been established.

Statement of Core Business

The department will play a core role in delivering more efficient use of council property assets, particularly office accommodation. We lead on the centralisation of improved facilities management services, the accommodation programme and will provide a key input to the smart working programme for which the director is the corporate sponsor. The department will continue to seek more efficient service delivery options and will continue to drive down costs.

The department will further develop performance management and expansion of its use of staff performance incentives to raise productivity levels and reduce net costs. Most of our services have already obtained ISO 9001:2000 Quality Accreditation. The Department is IiP accredited, has Chartermark status for all Parking services and NICIEC and CORGI registration within Building Technical Services.

Prime objectives of the department

The following objectives help us to achieve our over-riding purpose:

- Planning and transport to support regeneration and decent neighbourhoods
- MTFS efficiency savings
- Market testing
- Optimising capital assets
- Providing council buildings used by the public with step free access and wheelchair accessible toilets

2010/11 ESTIMATES

ENVIRONMENT SERVICES DEPARTMENT



**ENVIRONMENT SERVICES DEPARTMENT
CHANGE BETWEEN YEARS**

Service Area Analysis	2009/2010 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Adjustments £000	2010/2011 Estimates £000
Highways & Engineering Services	9,897	258	(497)	(385)	0	(891)	8,382
Parking	(14,384)	28	(176)	(195)	17	303	(14,408)
Planning	2,753	(2)	(6)	(61)	200	1,106	3,991
Public Protection & Safety	5,870	(8)	(5)	(140)	0	(1,316)	4,400
Building & Property Management	(405)	87	95	(2,421)	19	766	(1,857)
Resources	153	0	(3)	(314)	1	83	(81)
TOTAL	3,884	363	(592)	(3,516)	237	51	427

**ENVIRONMENT SERVICES DEPARTMENT
SUMMARY**

2009/2010	2010/2011
536	519

Number of Full Time Equivalent staff

SUBJECTIVE ANALYSIS OF ESTIMATES

	2009/2010 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2010/2011 Estimates £000
Expenditure							
Employee Expenses	25,336	0	73	(487)	0	(893)	24,031
Premises Related Expenditure	10,849	300	0	(1,289)	37	(791)	9,106
Transport Related Expenditure	580	0	(3)	0	0	(31)	547
Supplies and Services	10,596	4	(662)	(41)	0	(941)	8,957
Third Party Payments	7,974	106	0	(130)	0	(919)	7,031
Transfer Payments	1	0	0	0	0	0	1
Support Services	4,425	0	0	0	0	1,720	6,146
Capital Charges	7,573	0	0	0	0	(840)	6,733
GROSS EXPENDITURE	67,334	410	(592)	(1,947)	37	(2,695)	62,552
Service Level Agreement Recharges	(7,016)	0	0	0	0	(7,800)	(14,817)
Income							
Internal Recharge Income	(20,185)	0	0	(75)	0	9,030	(11,230)
Government Grants	(276)	0	0	0	200	36	(40)
Other Reimbursements & Contributions	(1,597)	0	0	0	0	(58)	(1,656)
Customer & Client Receipts	(34,366)	(47)	0	(1,494)	0	1,522	(34,388)
Interest & Other	(10)	0	0	0	0	16	6
Use of Balances & Reserves	0	0	0	0	0	0	0
GROSS INCOME	(56,434)	(47)	0	(1,569)	200	10,546	(47,308)
NET EXPENDITURE	3,884	363	(592)	(3,516)	237	51	427

**ENVIRONMENT SERVICES DEPARTMENT
HIGHWAYS & ENGINEERING SERVICES**

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.

2009/2010	2010/2011
105	102

Full Time Equivalents

Subjective Analysis of Estimates

	2009/2010 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2010/2011 Estimates £000
Expenditure							
Employees	4,726	0	0	0	0	(67)	4,660
Premises	923	171	0	0	0	(59)	1,036
Transport	155	0	0	0	0	2	157
Supplies & Services	1,969	4	(497)	0	0	(81)	1,395
Third Party Payments	5,129	90	0	(135)	0	(1,287)	3,797
Transfer Payments	0	0	0	0	0	0	0
Support Services	761	0	0	0	0	270	1,031
Capital Charges	3,946	0	0	0	0	(1,124)	2,823
Gross Expenditure	17,609	265	(497)	(135)	0	(2,346)	14,899
Service Level Agreement Recharges	0	0	0	0	0	0	0
Income							
Internal Recharge Income	(3,203)	0	0	0	0	113	(3,090)
Government Grants	(36)	0	0	0	0	36	0
Reimbursements & Contributions	(1,176)	0	0	0	0	(58)	(1,235)
Customer & Client Receipts	(3,297)	(7)	0	(250)	0	1,364	(2,192)
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0
Gross Income	(7,712)	(7)	0	(250)	0	1,455	(6,517)
Net Expenditure/ (Income)	9,897	258	(497)	(385)	0	(891)	8,382

Explanation of major items above	£000	FTE
MTFS Efficiencies	(385)	(3)
Supplies & services - clawback of insurance budgets for incorporation within the Service Level Agreement model	(491)	nil
Capital Charges reduction	(1,124)	nil
Highways Maintenance (Transfer Payment) accounting adjustment	(1,310)	nil
Highways Maintenance (Customer & Client Receipts) accounting adjustment	1,310	nil
Other adjustments	227	nil
Total	(1,773)	(3)

**ENVIRONMENT SERVICES DEPARTMENT
PARKING**

The Parking Service Budget covers the activities of the Borough Wide Parking Area under the Road Traffic Act 1991 and the London Local Authority Acts, together with the enforcement of controlled Parking Zones and the White City and Wormwood Scrubs Off Street Car Parks. Other functions include direct responsibility for the Parking Attendant Service, enforcement of parking restrictions, bus lanes and moving traffic contraventions, collection of monies from pay and display machines and the approval and implementation of parking bay suspensions.

2009/2010	2010/2011
146	143

Full Time Equivalents

Subjective Analysis of Estimates

	2009/2010 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2010/2011 Estimates £000
Expenditure							
Employees	5,022	0	(97)	0	0	52	4,977
Premises	994	12	0	0	17	(112)	911
Transport	212	0	0	0	0	(5)	207
Supplies & Services	1,910	0	(79)	0	0	(16)	1,814
Third Party Payments	1,541	16	0	5	0	20	1,582
Transfer Payments	0	0	0	0	0	0	0
Support Services	1,109	0	0	0	0	324	1,433
Capital Charges	332	0	0	0	0	68	400
Gross Expenditure	11,120	28	(176)	5	17	331	11,324
Service Level Agreement Recharges	0	0	0	0	0	0	0
Income							
Internal Recharge Income	0	0	0	0	0	0	0
Government Grants	0	0	0	0	0	0	0
Reimbursements & Contributions	0	0	0	0	0	0	0
Customer & Client Receipts	(25,504)	0	0	(200)	0	(44)	(25,748)
Interest & Other	0	0	0	0	0	16	16
Use of Balances & Reserves	0	0	0	0	0	0	0
Gross Income	(25,504)	0	0	(200)	0	(28)	(25,732)
Net Expenditure/ (Income)	(14,384)	28	(176)	(195)	17	303	(14,408)

Explanation of major items above	£000	FTE
MTFS Efficiencies	(195)	nil
Transfer of Parking Permit Admin staff to Finance & Corporate Services	(176)	(3)
Growth in NNDR	17	nil
Other Adjustments	303	nil
Total	(51)	(3)

**ENVIRONMENT SERVICES DEPARTMENT
PLANNING**

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 Development Management Services assesses all applications for planning permission to carry out new development, works to existing buildings and changes of use.

2009/2010	2010/2011
56	55

Full Time Equivalents

Subjective Analysis of Estimates

	2009/2010 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2010/2011 Estimates £000
Expenditure							
Employees	2,792	0	0	(50)	0	21	2,762
Premises	164	0	0	0	0	1	165
Transport	6	0	0	0	0	0	7
Supplies & Services	547	0	(6)	(11)	0	(35)	496
Third Party Payments	0	0	0	0	0	0	0
Transfer Payments	0	0	0	0	0	0	0
Support Services	562	0	0	0	0	58	620
Capital Charges	46	0	0	0	0	1,063	1,109
Gross Expenditure	4,117	0	(6)	(61)	0	1,108	5,159
Service Level Agreement Recharges	0	0	0	0	0	0	0
Income							
Internal Recharge Income	(192)	0	0	0	0	0	(192)
Government Grants	(240)	0	0	0	200	0	(40)
Reimbursements & Contributions	(67)	0	0	0	0	0	(67)
Customer & Client Receipts	(865)	(2)	0	0	0	(2)	(869)
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0
Gross Income	(1,364)	(2)	0	0	200	(2)	(1,168)
Net Expenditure/ (Income)	2,753	(2)	(6)	(61)	200	1,106	3,991

Explanation of major items above	£000	FTE
MTFS Efficiencies	(61)	(1)
MTFS Growth - Planning Delivery Grant reduction	200	nil
Capital Charges - Deferred Grants written out	1,063	nil
Other Adjustments	37	nil
Total	1,239	(1)

**ENVIRONMENT SERVICES DEPARTMENT
PUBLIC PROTECTION & SAFETY**

The Public Protection and Safety Division is responsible for many of the Council's statutory regulatory functions including environmental health, trading standards and licensing. The division also includes corporate safety, 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.

2009/2010	2010/2011
66	62

Full Time Equivalents

Subjective Analysis of Estimates

	2009/2010 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2010/2011 Estimates £000
Expenditure							
Employees	3,541	0	0	(140)	0	26	3,427
Premises	132	0	0	0	0	(25)	106
Transport	44	0	0	0	0	0	44
Supplies & Services	496	0	(5)	0	0	29	521
Third Party Payments	77	0	0	0	0	0	77
Transfer Payments	0	0	0	0	0	0	0
Support Services	719	0	0	0	0	91	810
Capital Charges	2,109	0	0	0	0	(1,362)	747
Gross Expenditure	7,118	0	(5)	(140)	0	(1,241)	5,732
Service Level Agreement Recharges	(222)	0	0	0	0	(81)	(303)
Income							
Internal Recharge Income	(26)	0	0	0	0	0	(26)
Government Grants	0	0	0	0	0	0	0
Reimbursements & Contributions	(149)	0	0	0	0	0	(149)
Customer & Client Receipts	(841)	(8)	0	0	0	6	(844)
Interest & Other	(10)	0	0	0	0	0	(10)
Use of Balances & Reserves	0	0	0	0	0	0	0
Gross Income	(1,026)	(8)	0	0	0	6	(1,029)
Net Expenditure/ (Income)	5,870	(8)	(5)	(140)	0	(1,316)	4,400

Explanation of major items above	£000	FTE
MTFS Efficiencies	(140)	(4)
Capital Charges Adjustment - Deferred Charges Written Out (Improvement Grants)	(1,362)	nil
Other Adjustments	41	nil
Total	(1,461)	(4)

**ENVIRONMENT SERVICES DEPARTMENT
BUILDING & PROPERTY MANAGEMENT**

This division provides a complete professional architectural, engineering, facilities management and surveying service to all departments of the Council and Hammersmith and Fulham Homes. The division also incorporates an in house direct labour works practice, undertaking day to day repairs, refurbishment and engineering servicing works to Council properties. The Building control service enforces the national Building Regulations in the borough. Valuation and Property Services provides a comprehensive valuation and commercial estate management service on behalf of the council. Facilities Management oversees running costs and maintenance budgets, ensuring that the most efficient use is made of the property portfolio.

2009/2010	2010/2011
136	130

Full Time Equivalents

Subjective Analysis of Estimates

	2009/2010 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2010/2011 Estimates £000
Expenditure							
Employees	7,315	0	170	(213)	0	(776)	6,497
Premises	7,292	117	0	(1,289)	19	(219)	5,921
Transport	162	0	(3)	0	0	(28)	131
Supplies & Services	1,821	0	(72)	0	0	(209)	1,540
Third Party Payments	1,227	0	0	0	0	348	1,575
Transfer Payments	1	0	0	0	0	0	1
Support Services	890	0	0	0	0	233	1,123
Capital Charges	1,135	0	0	0	0	511	1,646
Gross Expenditure	19,843	117	95	(1,502)	19	(140)	18,434
Service Level Agreement Recharges	(1,195)	0	0	0	0	(6,658)	(7,853)
Income							
Internal Recharge Income	(15,213)	0	0	(75)	0	7,366	(7,922)
Government Grants	0	0	0	0	0	0	0
Reimbursements & Contributions	(5)	0	0	0	0	0	(5)
Customer & Client Receipts	(3,835)	(30)	0	(844)	0	198	(4,511)
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0
Gross Income	(19,053)	(30)	0	(919)	0	7,564	(12,438)
Net Expenditure/ (Income)	(405)	87	95	(2,421)	19	766	(1,857)

Explanation of major items above	£000	FTE
MTFS Efficiencies	(2,421)	(4)
Enhanced Role of Facilities Management Team	170	nil
Other employee reductions due to Building Control activity related to economic climate	(286)	nil
Reduction in Building Control income due to economic climate	286	nil
Reduction in Borough Construction salaries due to outsourcing	(64)	(2)
Adjustments relating to SLA Recovery	708	nil
Other Adjustments (including NNDR growth of £19k)	66	nil
Total	(1,541)	(6)

**ENVIRONMENT SERVICES DEPARTMENT
RESOURCES**

This division comprises the Director's office as well as the support services provided by the Resources and Finance Groups. Corporate support costs, Information Technology and other centralised budgets which are fully allocated to front-line services are also reflected in this area.

2009/2010	2010/2011
27	27

Full Time Equivalents

Subjective Analysis of Estimates

Expenditure

	2009/2010 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2010/2011 Estimates £000
Employees	1,940	0	0	(84)	0	(149)	1,708
Premises	1,344	0	0	0	1	(377)	967
Transport	1	0	0	0	0	0	1
Supplies & Services	3,853	0	(3)	(30)	0	(629)	3,191
Third Party Payments	0	0	0	0	0	0	0
Transfer Payments	0	0	0	0	0	0	0
Support Services	384	0	0	0	0	744	1,129
Capital Charges	5	0	0	0	0	4	8
Gross Expenditure	7,527	0	(3)	(114)	1	(407)	7,004
Service Level Agreement Recharges	(5,599)	0	0	0	0	(1,061)	(6,661)

Income

Internal Recharge Income	(1,551)	0	0	0	0	1,551	0
Government Grants	0	0	0	0	0	0	0
Reimbursements & Contributions	(200)	0	0	0	0	0	(200)
Customer & Client Receipts	(24)	0	0	(200)	0	0	(224)
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0
Gross Income	(1,775)	0	0	(200)	0	1,551	(424)

Net Expenditure / (Income)

153	0	(3)	(314)	1	83
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Explanation of major items above

	£000	FTE
MFTS Efficiencies	(314)	nil
Finance & Accountancy efficiencies budget adjustment for FTE reductions reported last year	(159)	nil
NINDR growth	1	nil
Other Adjustments	239	nil
Total	(233)	nil

RESIDENTS SERVICES

Description of service

Residents Services is a new department created from 1 April 2009 that brings together for the first time the universal services of the Council that have a major impact on the daily lives of the residents of Hammersmith & Fulham.

The purpose of the Residents Services Department is to bring together services that help deliver a cleaner, greener, healthier and safer borough. Through our cultural services our purpose is to provide a range of activities that add to the enjoyment and sense of well-being in the community. Through our emergency services our purpose is to work with other emergency partners to ensure business continuity across the Council in response to external events that may cause disruption to the delivery of Council services. Our waste and street scene services ensure that the environment in which our residents both work and live is clean and pleasant.

Statement of Core Business

The department supports the Decent Neighbourhood agenda and enables local residents to gain experience and opportunities that ultimately help them achieve their aspirations in life. Five of the Council's main priorities are the drivers for our work:

- Tackling Crime and Anti-Social Behaviour
- Delivering High Quality, Value for Money Services
- Creating a cleaner, greener borough
- Setting the framework for a healthy borough
- Regenerating the most deprived areas of the borough

Prime objectives of the department

The purpose of Residents Services is to deliver its core business outcomes- achieving continuous improvement and higher resident satisfaction levels at each stage- by implementing coordinated plans and actions at departmental, divisional, service and team level. In summary the primary objectives are:

- Improving residents' satisfaction with services through customer engagement
- Providing high quality, value for money services for residents
- Tackling crime and anti-social behaviour for a safer environment
- Reducing waste, fly-tipping, fly-posting, graffiti and litter and increasing recycling
- Developing our commercial waste services
- Delivering a new sports and physical activity offer for the borough
- Delivering on the Parks & Open Spaces Strategy objectives
- Improve parks & open spaces and grounds maintenance
- Defining a programme of 2012 activities for the borough
- Redefining and providing a modern and comprehensive public library service
- Support the arts and creative industry development
- Deliver excellent services and facilities which enhance the quality of life in the borough

2010/2011 ESTIMATES

RESIDENTS SERVICES DEPARTMENT



**RESIDENTS SERVICES DEPARTMENT
CHANGE BETWEEN YEARS**

Service Area Analysis	2009/2010 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Adjustments £000	2010/2011 Estimates £000
Directors Office	0	0	0	0	0	0	0
Cleaner & Greener Neighbourhoods	17,836	1	(8)	(489)	1,535	(97)	18,778
Safer Neighbourhoods	4,197	(1)	627	(312)	163	1,807	6,481
Parks & Culture	11,546	(35)	(106)	(692)	280	754	11,747
Resources	0	0	(60)	(69)	120	9	0
TOTAL	33,579	(35)	453	(1,562)	2,098	2,473	37,006

**RESIDENTS SERVICES DEPARTMENT
SUMMARY**

2009/2010	2010/2011
338	325

Number of Full Time Equivalent staff

SUBJECTIVE ANALYSIS OF ESTIMATES

	2009/2010 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2010/2011 Estimates £000
Expenditure							
Employee Expenses	13,026	0	46	(756)	270	579	13,165
Premises Related Expenditure	2,925	0	0	(56)	61	1,725	4,655
Transport Related Expenditure	2,346	0	0	(21)	0	312	2,637
Supplies and Services	4,750	1	(181)	(114)	0	2,032	6,488
Third Party Payments	24,486	5	589	(275)	1,567	(195)	26,177
Transfer Payments	0	0	0	0	0	0	0
Support Services	3,369	0	0	0	0	3,376	6,745
Capital Charges	839	0	0	0	0	(89)	750
GROSS EXPENDITURE	51,741	6	453	(1,222)	1,898	7,740	60,617
Service Level Agreement Recharges	(3,479)	0	0	0	0	(4,660)	(8,139)
Income							
Internal Recharge Income	(5,985)	(2)	0	0	0	1,851	(4,136)
Government Grants	(22)	0	0	0	0	(489)	(511)
Other Reimbursements & Contributions	(2,058)	(1)	0	(30)	0	405	(1,684)
Customer & Client Receipts	(6,617)	(38)	0	(310)	200	(2,373)	(9,138)
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0
GROSS INCOME	(14,682)	(41)	0	(340)	200	(606)	(15,469)
NET EXPENDITURE	33,580	(35)	453	(1,562)	2,098	2,473	37,006

**RESIDENTS SERVICES DEPARTMENT
DIRECTOR'S OFFICE**

The Director's Office consists of the Director of Residents Services and the related administrative support overhead that is allocated across the Service areas or, in the case of the Director, part allocated to the costs of CDC.

2009/2010	2010/2011
1	1

Full Time Equivalents

Subjective Analysis of Estimates

Expenditure

	2009/2010 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2010/2011 Estimates £000
Employees	157	0	0	0	0	40	197
Premises	0	0	0	0	0	19	19
Transport	1	0	0	0	0	(1)	0
Supplies & Services	33	0	0	0	0	(15)	18
Third Party Payments	0	0	0	0	0	0	0
Transfer Payments	0	0	0	0	0	0	0
Support Services	0	0	0	0	0	8	8
Capital Charges	0	0	0	0	0	0	0
Gross Expenditure	191	0	0	0	0	51	242
Service Level Agreement Recharges	(191)	0	0	0	0	(51)	(242)

Income

Internal Recharge Income	0	0	0	0	0	0	0
Government Grants	0	0	0	0	0	0	0
Reimbursements & Contributions	0	0	0	0	0	0	0
Customer & Client Receipts	0	0	0	0	0	0	0
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0
Gross Income	0	0	0	0	0	0	0

Net Expenditure/ (Income)

Net Expenditure/ (Income)	0	0	0	0	0	0	0
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Explanation of major items above

	£000	FTE
All budget movements are due to SLAs and a corresponding increase in the Director recharge to RSD services	nil	nil
Total	nil	nil

**RESIDENTS SERVICES DEPARTMENT
PARKS & CULTURE**

The Parks & Culture Division brings together a range of 'universal' services for the residents of Hammersmith & Fulham, which together contribute to the enjoyment, learning, well-being and daily life of the people in the borough. The Services consist of Libraries & Archives, Arts & Events, and Parks & Recreation. The Division also has responsibility for the delivery of the Grounds Maintenance Contract and leisure contracts.

2009/2010	2010/2011
162	154

Full Time Equivalents

Subjective Analysis of Estimates

Expenditure

	2009/2010 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2010/2011 Estimates £000
Employees	6,222	0	(22)	(351)	0	(5)	5,844
Premises	1,807	0	0	(55)	30	318	2,100
Transport	128	0	0	0	0	0	128
Supplies & Services	2,150	1	(84)	(25)	0	214	2,256
Third Party Payments	4,062	0	0	(125)	50	85	4,072
Transfer Payments	0	0	0	0	0	0	0
Support Services	1,775	0	0	0	0	348	2,123
Capital Charges	612	0	0	0	0	47	659
Gross Expenditure	16,756	1	(106)	(556)	80	1,007	17,182

Service Level Agreement Recharges

	0	0	0	0	0	0	0
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Income

Internal Recharge Income	(1,596)	0	0	0	0	1,034	(562)
Government Grants	0	0	0	0	0	(75)	(75)
Reimbursements & Contributions	(367)	(1)	0	(30)	0	114	(284)
Customer & Client Receipts	(3,247)	(35)	0	(106)	200	(1,326)	(4,514)
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0
Gross Income	(5,210)	(36)	0	(136)	200	(253)	(5,435)

Net Expenditure / (Income)

	11,546	(35)	(106)	(692)	280	754	11,747
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Explanation of major items above

	£000	FTE
Redirected Resources - Insurance Claw back (£84k) Transfer 0.5 FTE post to Facilities Management (ENV) for Internal Hall Hire (£22k)	(106)	nil
Efficiencies - Restructure and Review of Library & Archives Service (£301k & 12 FTEs), Fulham Palace (1.06k), Review Divisional Management Structure (£68k), Registration Services (£15k), Partnership working with leisure contractors (£100k), Events (£5k), Community Sports Review (£29k) Grounds maintenance contract management (£68k)	(692)	(12)
Growth Items - Under achievement of income from events due to licensing restrictions (£200k), addition to Grounds Maintenance Contract for Normand Park (£50k), NNDR Growth (£30k)	280	nil
Other Variations - Pensions growth (£43k), Contribution to AD Customer & Commercial Services post (£-10k), SLA movement (£318k Premises + £348k Support Services), Capital charges (£47k), Other (£8k)	754	nil
Total	236	(12)

RESIDENTS SERVICES DEPARTMENT RESOURCES

The Resources Division has responsibility for the development of the Department's financial and performance systems to meet corporate and legal requirements together with the preparation and monitoring of the Department's revenue and capital budgets. It provides appropriate professional HR advice and guidance to managers and staff and has responsibility for all aspects of Information Technology within the Department. The Division also has responsibility for coordinating and implementing the Corporate Health & Safety and Complaints frameworks.

2009/2010	2010/2011
12	16

Full Time Equivalents

Subjective Analysis of Estimates

Expenditure

	2009/2010 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2010/2011 Estimates £000
Employees	585	0	(50)	(39)	120	340	956
Premises	29	0	0	0	0	1,359	1,388
Transport	0	0	0	0	0	0	0
Supplies & Services	937	0	(10)	(30)	0	985	1,882
Third Party Payments	0	0	0	0	0	0	0
Transfer Payments	0	0	0	0	0	0	0
Support Services	805	0	0	0	0	1,871	2,676
Capital Charges	0	0	0	0	0	0	0
Gross Expenditure	2,356	0	(60)	(69)	120	4,555	6,902
Service Level Agreement Recharges	(2,356)	0	0	0	0	(4,546)	(6,902)

Gross Expenditure

	0	0	0	0	0	0	0
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Service Level Agreement Recharges

	0	0	0	0	0	0	0
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Income

Internal Recharge Income	0	0	0	0	0	0	0
Government Grants	0	0	0	0	0	0	0
Reimbursements & Contributions	0	0	0	0	0	0	0
Customer & Client Receipts	0	0	0	0	0	0	0
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0
Gross Income	0	0	0	0	0	0	0

Net Expenditure/ (Income)

	0	0	(60)	(69)	120	9	0
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Explanation of major items above

	£000	FTE
Redirected Resources - Redirection of post (£-50k), Claw back of Insurance Budgets (-£10k)	(60)	(1)
Efficiencies - Reorganisation of Resources Team Roles (-£39k & 1 FTE), Review of Supplies & Services (-£30k)	(69)	(1)
Growth Items - Cross Cutting Programme Director for Transforming the Customer Experience (120k)	120	1
Other Variations - Transfer of Finance staff from ENV and CSD following Council Reorganisation (£248k + 5FTE), contribution for AD Customer & Commercial Services post (£10k), Pensions growth (£43k), SLA movement, Capital charges (£47), Increase Recharges to RSD services (£-339k)	9	5
Total	0	4

**RESIDENTS SERVICES DEPARTMENT
SAFER COMMUNITIES**

This division works in collaboration with others to reduce crime, fear of crime and anti-social behaviour and ensures busioness continuity and emergency preparedness. This division includes the CCTV and Security Services, Street And Estate Wardens, Parks Constabulary, the Community Safety unit, Emergency Services, Coroners and Mortuary Services and the Anti-Social Behaviour unit. The FTE figures below include 26 HRA funded staff. The costs associated with these staff are included in the HRA budget book pages and are not included below.

2009/2010	2010/2011
115	110

Full Time Equivalents

Subjective Analysis of Estimates

	2009/2010 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2010/2011 Estimates £000
Expenditure							
Employees	4,146	0	70	(266)	150	77	4,177
Premises	460	0	0	0	13	57	530
Transport	74	0	0	(8)	0	(1)	65
Supplies & Services	978	0	(31)	(13)	0	859	1,793
Third Party Payments	1,752	0	589	0	0	(280)	2,061
Transfer Payments	0	0	0	0	0	0	0
Support Services	77	0	0	0	0	1,180	1,257
Capital Charges	79	0	0	0	0	(34)	45
Gross Expenditure	7,566	0	628	(287)	163	1,858	9,928
Service Level Agreement Recharges	(932)	0	0	0	0	(63)	(995)
Income							
Internal Recharge Income	(559)	0	0	0	0	116	(443)
Government Grants	(22)	0	0	0	0	(414)	(436)
Reimbursements & Contributions	(1,691)	0	0	0	0	291	(1,400)
Customer & Client Receipts	(167)	(1)	0	(25)	0	20	(173)
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0
Gross Income	(2,439)	(1)	0	(25)	0	13	(2,452)
Net Expenditure/ (Income)	4,195	(1)	628	(312)	163	1,808	6,481

Explanation of major items above

Redirected Resources - Draw down from 24/7 Policing Appropriation (£589k), budget increase to manage security single status (£74k), Removal of budgets for insurance & CNMs (-£35k)
Efficiencies - Emergency Services Review and Reorganisation (£95k, -1FTE), Review of security contract (£46k, -2FTE), Warden & Anti Social Behaviour Services Review (£158k, -1FTE), Cross Division expenditure efficiencies (£13k)
Growth - Realignment of security budgets (£150k), NDR growth (£13k)
Other Variations - Pensions growth (£27k), Transfer of 1 FTE PA post to Resources Team (-£36k), SLA movement (£286k Premises + £416k supplies & service (IT & security) + £1180k Support Services) - large movement as SLAs not loaded into original budgets in 2009/10 but held centrally instead, Capital charges (-£34k), Other (-£31k)

Total

**RESIDENTS SERVICES DEPARTMENT
CLEANER & GREENER NEIGHBOURHOODS**

The purpose of the Cleaner and Greener Neighbourhoods Division is to provide excellent street based services whilst increasing customer satisfaction and growing our income base. Specifically, we deliver the following services; Management and monitoring of the Refuse, Recycling and Street Cleansing contract; Waste disposal arrangements via the Western Riverside Waste Authority; Street Scene Enforcement; Graffiti Removal and Enviro-crime; Licensing and enforcement of Street Trading and Market Management ; Enforcement of skips, materials, tables and chairs on the highway; Fleet Management and Management of Bagley's Lane Depot.

2009/2010	2010/2011
48	44

Full Time Equivalents

Subjective Analysis of Estimates

	2009/2010 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2010/2011 Estimates £000
Expenditure							
Employees	1,916	0	48	(100)	0	127	1,991
Premises	629	0	0	(1)	18	(28)	618
Transport	2,143	0	0	(13)	0	314	2,444
Supplies & Services	652	0	(56)	(46)	0	(11)	539
Third Party Payments	18,672	5	0	(150)	1,517	0	20,044
Transfer Payments	0	0	0	0	0	0	0
Support Services	712	0	0	0	0	(31)	681
Capital Charges	148	0	0	0	0	(102)	46
Gross Expenditure	24,872	5	(8)	(310)	1,535	269	26,363
Service Level Agreement Recharges	0	0	0	0	0	0	0
Income							
Internal Recharge Income	(3,833)	(2)	0	0	0	701	(3,134)
Government Grants	0	0	0	0	0	0	0
Reimbursements & Contributions	0	0	0	0	0	0	0
Customer & Client Receipts	(3,203)	(2)	0	(179)	0	(1,067)	(4,451)
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0
Gross Income	(7,036)	(4)	0	(179)	0	(366)	(7,585)
Net Expenditure/ (Income)	17,836	1	(8)	(489)	1,535	(97)	18,778

Explanation of major items above

	£000	FTE
Redirected Resources - Corporate funding for shortfall on Assistant Director post (£48k), IT Growth (-£53k), Insurance Claw back (-£3k)	(8)	nil
Efficiencies - Trade Refuse Income (£200k), Waste Management & Admin (£125k), Street Scene & Graffiti (£130k), Transport (£34k)	(489)	(4)
Growth Items - Increased waste disposal and landfill costs (£1,342k), Additions to Waste Management Contract (£175k), NNDR (£18k)	1,535	nil
Other Variations - SLA movement (-£26k), Pensions growth (£13k), Capital charges (-£102k), Street Scene Establishment (£35k), and other (-£17k)	(97)	nil
Total	941	(4)

FINANCE & CORPORATE SERVICES

Description of service

The purpose of the Finance & Corporate Services Department is to provide the corporate framework for the delivery of high quality value for money public services, enabling the achievement of the Council's vision of being a borough of opportunity.

Value for Money is the core value of the whole department. All teams within the department recognise that their key purpose is to increase the efficiency of the Council, both directly and indirectly, by assisting other departments to increase their efficiency.

Finance & Corporate Services Department also makes a huge contribution to 'joining up' the Council. All our teams work closely and constructively with all other departments in the Council to ensure the corporate priorities are being addressed, especially the delivery of value for money.

Statement of Core Business

The Finance & Corporate Services Department seeks to:

- Champion strong governance, financial management, performance management and customer service.
- Enable effective corporate management and leadership, providing strategic advice and leadership on communication.
- Deliver excellent, cost effective and responsive corporate services internally and externally.
- Enable effective people management and leadership, helping the Council to be an 'employer of choice', in accordance with our values.
- Provide the framework for improving efficiency, effectiveness and VFM across the Council and its partners

Prime objectives of the department

- To drive the Medium Term Financial Strategy (MTFS) process and support the delivery of the Council's MTFS priorities of lower Council Tax and greater value for money
- To manage the performance and governance framework to enable successful programme and project delivery.
- To drive specified cultural and transformational change throughout the Council, which delivers great resident and customer satisfaction through one Council
- To ensure adequate Human Resources and Organisational Development capacity to deliver the Council's objectives and priorities
- To work proactively to mitigate the impact of the economic downturn on the borough and the Council by identifying a suite of indicators to measure the impact. Also by ensuring that the budget strategy takes account of the impact on the Council's services and that pressures are adequately budgeted for
- To play a key role in supporting managers responsible for delivery of the projects within the market testing programme, many of whom have no experience of putting services out to competition or developing in-house bids. The successful delivery of this programme is key to the delivery of the Council's financial strategy.
- To manage the collection and recovery of income to the Council whilst maximising benefit subsidy – in ways that promote the customer service agenda and improve resident satisfaction

2010/2011 ESTIMATES

FINANCE & CORPORATE SERVICES DEPARTMENT



FINANCE & CORPORATE SERVICES DEPARTMENT
CHANGE BETWEEN YEARS

Service Area Analysis	2009/2010 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Adjustments £000	2010/2011 Estimates £000
Business Transformation Team	(37)	0	0	0	0	33	(4)
Electoral Services	656	0	(2)	(10)	250	46	940
Corporate Human Resources	45	0	(21)	(166)	250	(100)	8
Service Level Agreement Balances	0	0	(2)	0	0	(115)	(117)
Executive Services	86	0	28	(31)	0	(46)	37
Communications	278	0	(18)	(255)	0	86	91
Legal Services	(396)	0	(1)	(142)	0	135	(404)
Councillors Services	(1)	0	(109)	(95)	15	189	(1)
Finance	(5)	0	76	(188)	0	207	90
Business Technology & Bridge Partnership	(19)	155	1,118	0	350	(1,819)	(215)
Strategy, Policy & Procurement	0	0	101	(20)	0	68	149
H&F Direct	8,660	0	122	(158)	1,892	639	11,155
Organisational Development	(1)	0	(2)	(68)	0	70	(1)
TOTAL	9,266	155	1,290	(1,133)	2,757	(607)	11,728

**FINANCE & CORPORATE SERVICES DEPARTMENT
SUMMARY**

2009/2010	2010/2011
451	419

Number of Full Time Equivalent staff

SUBJECTIVE ANALYSIS OF ESTIMATES

	2009/2010 Estimates	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2010/2011 Estimates £000
Expenditure							
Employee Expenses	21,936	0	196	(701)	940	(6)	22,365
Premises Related Expenditure	2,565	0	(17)	0	0	313	2,861
Transport Related Expenditure	60	0	0	0	0	0	60
Supplies and Services	12,222	2	(26)	(331)	115	1,900	13,882
Third Party Payments	16,144	153	44	0	350	182	16,873
Transfer Payments	4,352	0	0	0	1,312	0	5,664
Support Services	5,089	0	1,164	0	0	3,113	9,366
Capital Charges	1,229	0	0	0	0	(593)	636
GROSS EXPENDITURE	63,597	155	1,361	(1,032)	2,717	4,909	71,707
Service Level Agreement Recharges	(46,272)	0	(71)	0	0	(5,489)	(51,832)
Income							
Internal Recharge Income	(40)	0	0	0	0	0	(40)
Government Grants	(3,023)	0	0	0	0	85	(2,938)
Other Reimbursements & Contributions	(1,305)	0	0	0	0	(112)	(1,417)
Customer & Client Receipts	(3,866)	0	0	(101)	40	0	(3,927)
Interest & Other	175	0	0	0	0	0	175
Use of Balances & Reserves	0	0	0	0	0	0	0
GROSS INCOME	(8,059)	0	0	(101)	40	(27)	(8,147)
NET EXPENDITURE	9,266	155	1,290	(1,133)	2,757	(607)	11,728

**FINANCE & CORPORATE SERVICES DEPARTMENT
BUSINESS TRANSFORMATION TEAM**

The Business Transformation Team works across the Council with departments on projects and programmes to improve the quality of services and reduce costs.

2009/2010	2010/2011
9	8

Full Time Equivalents

Subjective Analysis of Estimates

Expenditure

	2009/2010 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2010/2011 Estimates £000
Employees	898	0	0	0	0	118	1,016
Premises	18	0	0	0	0	6	24
Transport	0	0	0	0	0	0	0
Supplies & Services	88	0	0	0	0	(3)	85
Third Party Payments	0	0	0	0	0	0	0
Transfer Payments	0	0	0	0	0	0	0
Support Services	50	0	0	0	0	23	73
Capital Charges	0	0	0	0	0	0	0
Gross Expenditure	1,054	0	0	0	0	144	1,198

Service Level Agreement Recharges

Income

Internal Recharge Income	0	0	0	0	0	0	0
Government Grants	0	0	0	0	0	0	0
Reimbursements & Contributions	(1,092)	0	0	0	0	(112)	(1,204)
Customer & Client Receipts	0	0	0	0	0	0	0
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0
Gross Income	(1,092)	0	0	0	0	(112)	(1,204)

Net Expenditure/ (Income)

	(37)	0	0	0	0	33	(4)
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Explanation of major items above

The other variations arise from a net change in pensions and SLAs
Reduction of 1 FTE on the Trading Account within this division

	£000	FTE
	33	nil
	nil	(1)
Total	33	(1)

**FINANCE & CORPORATE SERVICES DEPARTMENT
ELECTORAL SERVICES**

This area is responsible for the production of the rolling Register of Electors for the Authority. The service also deals with electors' queries and ensures compliance with relevant legislation.

2009/2010	2010/2011
7	7

Full Time Equivalents

Subjective Analysis of Estimates

Expenditure

	2009/2010 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2010/2011 Estimates £000
Employees	451	0	0	(10)	150	3	594
Premises	26	0	(2)	0	0	7	31
Transport	0	0	0	0	0	0	0
Supplies & Services	115	0	0	0	100	7	222
Third Party Payments	0	0	0	0	0	0	0
Transfer Payments	0	0	0	0	0	0	0
Support Services	64	0	0	0	0	29	93
Capital Charges	0	0	0	0	0	0	0
Gross Expenditure	656	0	(2)	(10)	250	46	940

Service Level Agreement Recharges

	0	0	0	0	0	0	0
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Income

Internal Recharge Income	0	0	0	0	0	0	0
Government Grants	0	0	0	0	0	0	0
Reimbursements & Contributions	0	0	0	0	0	0	0
Customer & Client Receipts	0	0	0	0	0	0	0
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0
Gross Income	0	0	0	0	0	0	0

Net Expenditure/ (Income)

	656	0	(2)	(10)	250	46	940
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Explanation of major items above

	£000	FTE
Net Efficiencies and Growth arising from the Medium Term Financial Strategy	240	nil
Transfer to Environment Services for Facilities Management Services	(2)	nil
Other variations relate to the net growth in pensions and SLA movements	46	nil
Total	284	nil

**FINANCE & CORPORATE SERVICES DEPARTMENT
CORPORATE HUMAN RESOURCES**

This area provides a range of strategic Human Resource functions for the council including employee relations, employment, occupational health, occupational safety, personnel planning and remuneration. This division provides a council-wide service from a single point-of-contact.

2009/2010	2010/2011
63	58

Full Time Equivalents

Subjective Analysis of Estimates

	2009/2010 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2010/2011 Estimates £000
Expenditure							
Employees	3,225	0	0	(80)	250	311	3,706
Premises	164	0	0	0	0	21	185
Transport	1	0	0	0	0	0	1
Supplies & Services	944	0	(21)	(56)	0	22	889
Third Party Payments	325	0	0	0	0	0	325
Transfer Payments	0	0	0	0	0	0	0
Support Services	1,106	0	0	0	0	(605)	501
Capital Charges	182	0	0	0	0	(47)	135
Gross Expenditure	5,947	0	(21)	(136)	250	(298)	5,742
Service Level Agreement Recharges	(5,726)	0	0	0	0	198	(5,528)
Income							
Internal Recharge Income	0	0	0	0	0	0	0
Government Grants	0	0	0	0	0	0	0
Reimbursements & Contributions	(212)	0	0	0	0	0	(212)
Customer & Client Receipts	(169)	0	0	(30)	0	0	(199)
Interest & Other	205	0	0	0	0	0	205
Use of Balances & Reserves	0	0	0	(30)	0	0	0
Gross Income	(176)	0	0	(30)	0	0	(206)
Net Expenditure/ (Income)	45	0	(21)	(166)	250	(100)	8

Explanation of major items above

Net Efficiencies and Growth arising from the Medium Term Financial Strategy
The redirected resources and other variations arise from the following:

	£000	FTE
Pensions	84	nil
SLA Changes	25	nil
Capital Financing	(364)	(8)
Permanent virements during the year for Trent system, Support Staff and Relationship Managers	(47)	nil
Transfer of Insurance budget for inclusion within the SLA model	286	3
Total	(37)	(5)

**FINANCE & CORPORATE SERVICES DEPARTMENT
SERVICE LEVEL AGREEMENT BALANCES**

This area records the budgets relating to contracts between various departments and partners for internal services usually between support functions and frontline service delivery departments. Expenditure budgets are recharged out during budget-setting. When these are passed into other support services, there results a second wave of expenditure allocation. Such budgets are kept centrally during budget setting and charged out during the year in accordance with BVACOP.

2009/2010	2010/2011
0	0

Full Time Equivalents

Subjective Analysis of Estimates

	2009/2010 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2010/2011 Estimates £000
Expenditure							
Employees	0	0	0	0	0	0	0
Premises	1,133	0	0	0	0	168	1,301
Transport	0	0	0	0	0	0	0
Supplies & Services	2,381	0	(2)	0	0	1,749	4,128
Third Party Payments	0	0	0	0	0	0	0
Transfer Payments	0	0	0	0	0	0	0
Support Services	1,480	0	0	0	0	3,001	4,481
Capital Charges	0	0	0	0	0	0	0
Gross Expenditure	4,994	0	(2)	0	0	4,918	9,910
Service Level Agreement Recharges	(4,994)	0	0	0	0	(5,033)	(10,027)
Income							
Internal Recharge Income	0	0	0	0	0	0	0
Government Grants	0	0	0	0	0	0	0
Reimbursements & Contributions	0	0	0	0	0	0	0
Customer & Client Receipts	0	0	0	0	0	0	0
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0
Gross Income	0	0	0	0	0	0	0
Net Expenditure/ (Income)	0	0	(2)	0	0	(115)	(117)

Explanation of major items above

The redirected resources and other variations arise from SLA balance movements

	£000	FTE
	(117)	nil
Total	(117)	nil

**FINANCE & CORPORATE SERVICES DEPARTMENT
EXECUTIVE SERVICES**

This division provides personnel and administrative support to the Leader of the Council and the Chief Executive who are responsible for ensuring that the Council's policy objectives and targets are met. The division also includes the Complaints officers and administrative support for the Finance & Corporate Services Department.

2009/2010	2010/2011
14	14

Full Time Equivalents

Subjective Analysis of Estimates

	2009/2010 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2010/2011 Estimates £000
Expenditure							
Employees	857	0	0	(31)	0	7	833
Premises	49	0	0	0	0	3	52
Transport	0	0	0	0	0	0	0
Supplies & Services	244	0	0	0	0	(98)	146
Third Party Payments	6	0	0	0	0	0	6
Transfer Payments	0	0	0	0	0	0	0
Support Services	162	0	0	0	0	42	204
Capital Charges	0	0	0	0	0	0	0
Gross Expenditure	1,318	0	0	(31)	0	(46)	1,241
Service Level Agreement Recharges	(1,232)	0	28	0	0	0	(1,204)
Income							
Internal Recharge Income	0	0	0	0	0	0	0
Government Grants	0	0	0	0	0	0	0
Reimbursements & Contributions	0	0	0	0	0	0	0
Customer & Client Receipts	0	0	0	0	0	0	0
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0
Gross Income	0	0	0	0	0	0	0
Net Expenditure/ (Income)	86	0	28	(31)	0	(46)	37

Explanation of major items above

Net Efficiencies arising from the Medium Term Financial Strategy
The redirected resources and other variations arise from pensions and SLA movements

	£000	FTE
	(31)	nil
	(18)	nil
Total	(49)	nil

**FINANCE & CORPORATE SERVICES DEPARTMENT
COMMUNICATIONS**

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 Video/ Audio-visual presentations and co-ordination of location film activities.

2009/2010	2010/2011
21	21

Full Time Equivalents

Subjective Analysis of Estimates

	2009/2010 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2010/2011 Estimates £000
Expenditure							
Employees	1,042	0	0	(9)	0	9	1,042
Premises	118	0	(15)	0	0	(2)	101
Transport	1	0	0	0	0	0	1
Supplies & Services	1,597	0	(3)	(175)	0	12	1,431
Third Party Payments	0	0	0	0	0	0	0
Transfer Payments	0	0	0	0	0	0	0
Support Services	178	0	0	0	0	48	226
Capital Charges	91	0	0	0	0	(85)	6
Gross Expenditure	3,027	0	(18)	(184)	0	(18)	2,807
Service Level Agreement Recharges	(1,027)	0	0	0	0	104	(923)
Income							
Internal Recharge Income	0	0	0	0	0	0	0
Government Grants	0	0	0	0	0	0	0
Reimbursements & Contributions	0	0	0	0	0	0	0
Customer & Client Receipts	(1,722)	0	0	(71)	0	0	(1,793)
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0
Gross Income	(1,722)	0	0	(71)	0	0	(1,793)
Net Expenditure/ (Income)	278	0	(18)	(255)	0	86	91

Explanation of major items above

Net Efficiencies arising from the Medium Term Financial Strategy
The redirected resources and other variations arise from the following:

	£000	FTE
Pensions	(255)	nil
SLA movements	9	nil
Capital Financing	162	nil
Transfer to Environment Services for Facilities Management Services	(85)	nil
	(18)	nil
Total	(187)	nil

**FINANCE & CORPORATE SERVICES DEPARTMENT
LEGAL SERVICES**

This area provides a comprehensive legal service to all departments of the Council on housing, planning, prosecution, childcare, employment and general legal advice.

2009/2010	2010/2011
46	44

Full Time Equivalents

Subjective Analysis of Estimates

	2009/2010 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2010/2011 Estimates £000
Expenditure							
Employees	2,411	0	0	(132)	0	18	2,297
Premises	107	0	0	0	0	50	157
Transport	4	0	0	0	0	0	4
Supplies & Services	353	0	(1)	(10)	0	(11)	331
Third Party Payments	0	0	0	0	0	0	0
Transfer Payments	0	0	0	0	0	0	0
Support Services	136	0	0	0	0	78	214
Capital Charges	0	0	0	0	0	0	0
Gross Expenditure	3,011	0	(1)	(142)	0	135	3,003
Service Level Agreement Recharges	(3,365)	0	0	0	0	0	(3,365)
Income							
Internal Recharge Income	(40)	0	0	0	0	0	(40)
Government Grants	0	0	0	0	0	0	0
Reimbursements & Contributions	0	0	0	0	0	0	0
Customer & Client Receipts	(2)	0	0	0	0	0	(2)
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0
Gross Income	(42)	0	0	0	0	0	(42)
Net Expenditure/ (Income)	(396)	0	(1)	(142)	0	135	(404)

Explanation of major items above

Net Efficiencies arising from the Medium Term Financial Strategy

The redirected resources and other variations arise from the following:

	£000	FTE
Pensions	(142)	nil
SLA movements	18	nil
Staff Reorganisation	117	nil
Other minor variation	0	(2)
	(1)	nil
Total	(8)	(2)

**FINANCE & CORPORATE SERVICES DEPARTMENT
COUNCILLORS SERVICES**

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 such as local government associations. All expenditure is recharged to the Corporate & Democratic Core to comply with the Best Value Accounting Code of Practice.

2009/2010	2010/2011
14	14

Full Time Equivalents

Subjective Analysis of Estimates

	2009/2010 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2010/2011 Estimates £000
Expenditure							
Employees	637	0	0	(25)	0	117	729
Premises	308	0	0	0	0	81	389
Transport	32	0	0	0	0	0	32
Supplies & Services	1,724	0	(10)	(70)	15	(61)	1,598
Third Party Payments	0	0	0	0	0	0	0
Transfer Payments	10	0	0	0	0	0	10
Support Services	154	0	0	0	0	52	206
Capital Charges	0	0	0	0	0	0	0
Gross Expenditure	2,865	0	(10)	(95)	15	189	2,964
Service Level Agreement Recharges	(2,866)	0	(99)	0	0	0	(2,965)
Income							
Internal Recharge Income	0	0	0	0	0	0	0
Government Grants	0	0	0	0	0	0	0
Reimbursements & Contributions	0	0	0	0	0	0	0
Customer & Client Receipts	0	0	0	0	0	0	0
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0
Gross Income	0	0	0	0	0	0	0
Net Expenditure/ (Income)	(1)	0	(109)	(95)	15	189	(1)

Explanation of major items above

Net Efficiencies and Growth arising from the Medium Term Financial Strategy
The redirected resources and other variations arise from the following:

	£000	FTE
Pensions	(80)	nil
SLA movements	5	nil
Virement for Corporate Subscriptions	159	nil
Transfer of Insurance budget for inclusion within the SLA model	25	nil
Reduced Corporate & Democratic Core costs to Central Items	(10)	nil
	(99)	nil
Total	0	nil

**FINANCE & CORPORATE SERVICES DEPARTMENT
FINANCE**

This division includes Corporate Accountancy, Business Support, Insurance, Internal Audit and Anti-Fraud.

2009/2010	2010/2011
68.2	69

Full Time Equivalents

Subjective Analysis of Estimates

	2009/2010 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2010/2011 Estimates £000
Expenditure							
Employees	3,408	0	118	(188)	0	88	3,426
Premises	83	0	0	0	0	18	101
Transport	3	0	0	0	0	0	3
Supplies & Services	786	0	(42)	0	0	130	874
Third Party Payments	394	0	0	0	0	0	394
Transfer Payments	0	0	0	0	0	0	0
Support Services	887	0	0	0	0	(212)	675
Capital Charges	43	0	0	0	0	(43)	0
Gross Expenditure	5,604	0	76	(188)	0	(19)	5,473
Service Level Agreement Recharges	(5,539)	0	0	0	0	226	(5,313)
Income							
Internal Recharge Income	0	0	0	0	0	0	0
Government Grants	0	0	0	0	0	0	0
Reimbursements & Contributions	0	0	0	0	0	0	0
Customer & Client Receipts	(40)	0	0	0	0	0	(40)
Interest & Other	(30)	0	0	0	0	0	(30)
Use of Balances & Reserves	0	0	0	0	0	0	0
Gross Income	(70)	0	0	0	0	0	(70)
Net Expenditure/ (Income)	(5)	0	76	(188)	0	207	90

Explanation of major items above

Net Efficiencies arising from the Medium Term Financial Strategy
The redirected resources and other variations arise from the following:
Budget virement from Strategic, Policy and Procurement division with net change in posts declared here
Transfer of Insurance budget for inclusion within the SLA model
SLA, capital and pensions variations
Transfer of salary budget from Childrens Services

**FINANCE & CORPORATE SERVICES DEPARTMENT
BUSINESS TECHNOLOGY & BRIDGE PARTNERSHIP**

The division includes Information Management, Contract Monitoring of the Bridge Partnership and the Project Management Office.

2009/2010	2010/2011
10	11

Full Time Equivalents

Subjective Analysis of Estimates

	2009/2010 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2010/2011 Estimates £000
Expenditure							
Employees	538	0	(1)	0	0	104	641
Premises	104	0	0	0	0	(43)	61
Transport	4	0	0	0	0	0	4
Supplies & Services	1,027	2	20	0	0	(202)	847
Third Party Payments	15,418	153	44	0	350	182	16,147
Transfer Payments	0	0	0	0	0	0	0
Support Services	(1,053)	0	1,055	0	0	4	6
Capital Charges	439	0	0	0	0	(230)	209
Gross Expenditure	16,477	155	1,118	0	350	(185)	17,915
Service Level Agreement Recharges	(15,511)	0	0	0	0	(1,634)	(17,145)
Income							
Internal Recharge Income	0	0	0	0	0	0	0
Government Grants	0	0	0	0	0	0	0
Reimbursements & Contributions	(1)	0	0	0	0	0	(1)
Customer & Client Receipts	(984)	0	0	0	0	0	(984)
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0
Gross Income	(985)	0	0	0	0	0	(985)
Net Expenditure/ (Income)	(19)	155	1,118	0	350	(1,819)	(215)

Explanation of major items above	£000	FTE
MTFS Growth	350	nil
The redirected resources and other variations arise from the following:		
Pensions	7	nil
SLA movements	(575)	nil
Programme Management Officer Post	97	1
Changes to Capital Financing charges	(230)	nil
Total	(351)	1

**FINANCE & CORPORATE SERVICES DEPARTMENT
STRATEGY, POLICY & PROCUREMENT**

This division provides policy support and advice to councillors and chief officers, particularly in strategic, legislative and corporate issues. It is responsible for relations with the health sector and manages the Council's market testing and procurement programmes.

2009/2010	2010/2011
18	15.6

Full Time Equivalents

Subjective Analysis of Estimates

	2009/2010 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2010/2011 Estimates £000
Expenditure							
Employees	1,087	0	0	0	0	(53)	1,034
Premises	38	0	0	0	0	(10)	28
Transport	4	0	0	0	0	0	4
Supplies & Services	536	0	(8)	(20)	0	83	591
Third Party Payments	0	0	0	0	0	0	0
Transfer Payments	0	0	0	0	0	0	0
Support Services	(97)	0	109	0	0	226	238
Capital Charges	287	0	0	0	0	(196)	91
Gross Expenditure	1,855	0	101	(20)	0	50	1,986
Service Level Agreement Recharges	(1,831)	0	0	0	0	18	(1,813)
Income							
Internal Recharge Income	0	0	0	0	0	0	0
Government Grants	0	0	0	0	0	0	0
Reimbursements & Contributions	0	0	0	0	0	0	0
Customer & Client Receipts	(24)	0	0	0	0	0	(24)
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0
Gross Income	(24)	0	0	0	0	0	(24)
Net Expenditure/ (Income)	0	0	101	(20)	0	68	149

Explanation of major items above

Net Efficiencies arising from the Medium Term Financial Strategy
Budget virement to Finance with transfer of posts

The redirected resources and other variations arise from the following:

	£000	FTE
Pensions	(20)	nil
SLA movements	(108)	(2)
Capital financing	8	nil
Area Based Grant movement	382	nil
	(196)	nil
	83	nil
Total	149	(2)

**FINANCE & CORPORATE SERVICES DEPARTMENT
H&F DIRECT**

Hammersmith & Fulham Direct includes the Council's transactional services - Housing Benefits, Council Tax, Pay and Park, Children's Services Welfare Benefits, together with the Blue Badge (parking concessions) and the Freedom Pass (concessionary passes for disabled and elderly people) services.

2009/2010	2010/2011
162	146

Full Time Equivalents

Subjective Analysis of Estimates

	2009/2010 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2010/2011 Estimates £000
Expenditure							
Employees	5,889	0	147	(158)	540	(258)	6,160
Premises	360	0	0	0	0	11	371
Transport	11	0	0	0	0	0	11
Supplies & Services	2,298	0	(25)	0	0	303	2,576
Third Party Payments	1	0	0	0	0	0	1
Transfer Payments	4,342	0	0	0	1,312	0	5,654
Support Services	1,951	0	0	0	0	451	2,402
Capital Charges	187	0	0	0	0	8	195
Gross Expenditure	15,039	0	122	(158)	1,852	515	17,370
Service Level Agreement Recharges	(2,483)	0	0	0	0	39	(2,444)
Income							
Internal Recharge Income	0	0	0	0	0	0	0
Government Grants	(3,023)	0	0	0	0	85	(2,938)
Reimbursements & Contributions	0	0	0	0	0	0	0
Customer & Client Receipts	(873)	0	0	0	40	0	(833)
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0
Gross Income	(3,896)	0	0	0	40	85	(3,771)
Net Expenditure/ (Income)	8,660	0	122	(158)	1,892	639	11,155

Explanation of major items above

Net Efficiencies and Growth arising from the Medium Term Financial Strategy

Virement between Central Items and Finance & Corporate Services for Housing Benefit/ Council Tax Benefit Grant

The redirected resources and other variations arise from the following:

	£000	FTE
Pensions	1,734	nil
SLA movements	85	nil
Transfer of budget from Environment Services for Parking Services	50	nil
Transfer of budget from Residents Services for Support Services	496	nil
Transfer of Insurance budget for inclusion within the SLA model	97	3
Movement in Capital financing charges	50	1
Transfer of call centre staff due to internal reorganisation	(25)	nil
	8	nil
Total	2,495	(20)

**FINANCE & CORPORATE SERVICES DEPARTMENT
ORGANISATIONAL DEVELOPMENT**

To improve the overall effectiveness of Hammersmith & Fulham council and its ability to respond to an evolving environment. By doing this, we can ensure that staff satisfaction is improved, productivity is increased, customers receive an excellent and individual experience and ensure that we are positively contributing to our council-wide ambitions.

2009/2010	2010/2011
19	11

Full Time Equivalents

Subjective Analysis of Estimates

	2009/2010 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2010/2011 Estimates £000
Expenditure							
Employees	1,493	0	(68)	(68)	0	(470)	887
Premises	57	0	0	0	0	3	60
Transport	0	0	0	0	0	0	0
Supplies & Services	129	0	66	0	0	(31)	164
Third Party Payments	0	0	0	0	0	0	0
Transfer Payments	0	0	0	0	0	0	0
Support Services	71	0	0	0	0	(24)	47
Capital Charges	0	0	0	0	0	0	0
Gross Expenditure	1,750	0	(2)	(68)	0	(522)	1,158
Service Level Agreement Recharges	(1,699)					592	(1,107)
Income							
Internal Recharge Income	0	0	0	0	0	0	0
Government Grants	0	0	0	0	0	0	0
Reimbursements & Contributions	0	0	0	0	0	0	0
Customer & Client Receipts	(52)	0	0	0	0	0	(52)
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0
Gross Income	(52)	0	0	0	0	0	(52)
Net Expenditure/ (Income)	(1)	0	(2)	(68)	0	70	(1)

Explanation of major items above

Net Efficiencies arising from the Medium Term Financial Strategy
The redirected resources and other variations arise from the following:

Pensions 1

Budget Virement to Childrens' Services for relationship managers (196)

Budget Virement to Childrens' Services and Community Services for training budgets (275)

SLA movements 538

CENTRAL ITEMS

Description of service

This budget covers corporate financial costs and income. This includes management of borrowings, pensions administration, the corporate and democratic core, levy payments, external audit function and housing & council tax benefit payments.

The Corporate & Democratic Core is set out by CIPFA and constitutes the following two strands:

Democratic Representation & Management – this relates to policy-making and all Member related activities including their support and advice costs.

Corporate Management – this relates to the general running of a Council and the provision of an infrastructure that allows services to be provided.

Statement of Core Business

The staff who work manage these costs and income largely report within the Finance & Corporate Services Department. However, the items in this department are collated here to facilitate clearer accounting. The remit is to:

- Manage borrowings by anticipating fiscal and money market changes and maximising the opportunity presented by these to meet the council's needs based on the Medium-Term financial plan
- Monitoring the return on the pension fund and ensuring that it is able to meet future obligations based on current actuarial projections
- Managing the costs of the Corporate & Democratic Core whilst ensuring that customer satisfaction and needs are met.
- Monitoring and influencing the cost of levies
- Managing the audit regime for both grants audits and the final Statement of Accounts
- Properly pay Housing & Council Tax benefits based on a thorough understanding of benefit claimants' needs and current legislation and minimise the net cost, after subsidy, to the Council.

Prime objectives of the department

- Driving forward the Medium Term Financial Strategy as it applies to the area
- To ensure that the pension fund accounting arrangements and level of funding is adequate to meet current and future obligations
- Holding budget managers for the Corporate & Democratic Core to account for their costs and benchmarking this against similar London Boroughs
- Understanding the cost drivers for levies and working in partnership with other London Boroughs where applicable to drive these costs down
- Continuously improving the audit regime and driving down costs for both grants audits and the final Statement of Accounts
- Continuous improvement in Housing & Council Tax benefits processing and accuracy

2010/2011 ESTIMATES

CENTRAL ITEMS



**CENTRAL ITEMS
CHANGE BETWEEN YEARS**

Service Area Analysis	2009/2010 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Adjustments £000	2010/2011 Estimates £000
Corporate & Democratic Core	7,908	0	71	(60)	0	(785)	7,134
Levies	1,989	0	0	0	318	0	2,307
Pensions	2,916	0	0	0	1,000	(1,000)	2,916
Housing & Council Tax Benefits	869	0	0	(250)	0	0	619
Net Cost of Borrowing	9,070	0	(284)	(877)	0	(258)	7,651
Miscellaneous Items	7,055	0	1,147	(270)	1,586	(3,271)	6,249
TOTAL	29,807	0	934	(1,457)	2,904	(5,314)	26,876

**CENTRAL ITEMS
SUMMARY**

2009/2010	2010/2011
0	0

Number of Full Time Equivalent staff

SUBJECTIVE ANALYSIS OF ESTIMATES

	2009/2010 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2010/2011 Estimates £000
Expenditure							
Employee Expenses	2,916	0	0	0	1,000	(999)	2,917
Premises Related Expenditure	2,430	0	0	0	0	(2,098)	332
Transport Related Expenditure	0	0	0	0	0	0	0
Supplies and Services	8,353	0	1,162	(60)	1,586	(1,880)	9,161
Third Party Payments	1,989	0	0	0	318	0	2,307
Transfer Payments	151,156	0	0	0	0	2,258	153,414
Support Services	9,305	0	71	0	0	(657)	8,721
Capital Charges	33,156	0	(12)	0	0	(536)	32,608
GROSS EXPENDITURE	209,305	0	1,221	(60)	2,904	(3,912)	209,460
Service Level Agreement Recharges	(4,272)	0	0	0	0	(115)	(4,386)
Income							
Internal Recharge Income	(22,332)	0	(272)	(877)	0	(21)	(23,502)
Government Grants	(146,983)	0	0	(250)	0	(415)	(147,648)
Other Reimbursements & Contributions	(5,354)	0	(284)	0	0	(170)	(5,808)
Customer & Client Receipts	1,613	0	0	(120)	0	(1,415)	78
Interest & Other	(3,097)	0	0	0	0	1,534	(1,563)
Use of Balances & Reserves	927	0	269	(150)	0	(801)	245
GROSS INCOME	(175,226)	0	(287)	(1,397)	0	(1,288)	(178,199)
NET EXPENDITURE	29,807	0	934	(1,457)	2,904	(5,314)	26,876

**CENTRAL ITEMS
CORPORATE & DEMOCRATIC CORE (CDC)**

This budget provides for democratic representation & management costs and corporate management costs. The main elements include Member costs, subscriptions to local authority associations, officer support to Members centrally and from departments, external audit and inspections. The majority of expenditure consists of a recharge from other budget headings.

2009/2010	2010/2011
0	0

Full Time Equivalents

Subjective Analysis of Estimates

Expenditure	2009/2010 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2010/2011 Estimates £000
Employees	0	0	0	0	0	0	0
Premises	18	0	0	0	0	3	21
Transport	0	0	0	0	0	0	0
Supplies & Services	876	0	0	(60)	0	0	815
Third Party Payments	0	0	0	0	0	0	0
Transfer Payments	0	0	0	0	0	0	0
Support Services	7,842	0	71	0	0	(314)	7,599
Capital Charges	0	0	0	0	0	0	0
Gross Expenditure	8,736	0	71	(60)	0	(314)	8,435
Service Level Agreement Recharges	(828)	0	0	0	0	(474)	(1,301)
Income							
Internal Recharge Income	0	0	0	0	0	0	0
Government Grants	0	0	0	0	0	0	0
Reimbursements & Contributions	0	0	0	0	0	0	0
Customer & Client Receipts	0	0	0	0	0	0	0
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0
Gross Income	0	0	0	0	0	0	0
Net Expenditure/ (Income)	7,908	0	71	(60)	0	(785)	7,134

Explanation of major items above (excludes inflation)

Explanation of major items above (excludes inflation)	£000	FTE
The £60k efficiency arises from improvements in working papers for external auditors and a consequent reduction in their fee	(60)	nil
The other variations arise from a reworking of the Service Level Agreement model for the council and a subsequent reduction in the recharge to CDC	(785)	nil
The £71k for redirected resources arises from a realignment of budgets from the Finance & Corporate Services department	71	nil
Total	(774)	0

**CENTRAL ITEMS
LEVIES**

The council pays levies to various third parties including the London Pension Fund Authority, the Environment Agency, Lee Valley Park and the Financial Reporting Council.

2009/2010	2010/2011
0	0

Full Time Equivalents

Subjective Analysis of Estimates

Expenditure

	2009/2010 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2010/2011 Estimates £000
Employees	0	0	0	0	0	0	0
Premises	0	0	0	0	0	0	0
Transport	0	0	0	0	0	0	0
Supplies & Services	0	0	0	0	0	0	0
Third Party Payments	1,989	0	0	0	318	0	2,307
Transfer Payments	0	0	0	0	0	0	0
Support Services	0	0	0	0	0	0	0
Capital Charges	0	0	0	0	0	0	0
Gross Expenditure	1,989	0	0	0	318	0	2,307

Service Level Agreement Recharges

	0	0	0	0	0	0	0
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Income

Internal Recharge Income	0	0	0	0	0	0	0
Government Grants	0	0	0	0	0	0	0
Reimbursements & Contributions	0	0	0	0	0	0	0
Customer & Client Receipts	0	0	0	0	0	0	0
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0
Gross Income	0	0	0	0	0	0	0

Net Expenditure/ (Income)

	1,989	0	0	0	318	0	2,307
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Explanation of major items above (excludes inflation)

	£000	FTE
The £318k growth item arises from an increased levy to the London Pensions Fund Authority	318	nil
Total	318	0

**CENTRAL ITEMS
PENSIONS**

This budget provides for the cost of 'added-years' that are payable to the pensions fund for early retirement

2009/2010	2010/2011
0	0

Full Time Equivalents

Subjective Analysis of Estimates

	2009/2010 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2010/2011 Estimates £000
Expenditure							
Employees	2,916	0	0	0	1,000	(1,000)	2,916
Premises	0	0	0	0	0	0	0
Transport	0	0	0	0	0	0	0
Supplies & Services	0	0	0	0	0	0	0
Third Party Payments	0	0	0	0	0	0	0
Transfer Payments	0	0	0	0	0	0	0
Support Services	0	0	0	0	0	0	0
Capital Charges	0	0	0	0	0	0	0
Gross Expenditure	2,916	0	0	0	1,000	(1,000)	2,916
Service Level Agreement Recharges	0	0	0	0	0	0	0
Income							
Internal Recharge Income	0	0	0	0	0	0	0
Government Grants	0	0	0	0	0	0	0
Reimbursements & Contributions	0	0	0	0	0	0	0
Customer & Client Receipts	0	0	0	0	0	0	0
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0
Gross Income	0	0	0	0	0	0	0
Net Expenditure/ (Income)	2,916	0	0	0	1,000	(1,000)	2,916

Explanation of major items above (excludes inflation)

No change		£000	FTE
	Total	0	0

**CENTRAL ITEMS
HOUSING & COUNCIL TAX BENEFITS**

All payments of Housing and Council tax benefits as well as the grant receivable from the Department for Work & Pensions are recorded within this budget. The administration of the Hammersmith & Fulham Tax Benefits are shown with H&F Direct within Finance & Corporate Services.

2009/2010	2010/2011
0	0

Full Time Equivalents

	2009/2010 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2010/2011 Estimates £000
Subjective Analysis of Estimates							
Expenditure							
Employees	0	0	0	0	0	0	0
Premises	0	0	0	0	0	0	0
Transport	0	0	0	0	0	0	0
Supplies & Services	0	0	0	0	0	0	0
Third Party Payments	0	0	0	0	0	0	0
Transfer Payments	150,983	0	0	0	0	2,258	153,241
Support Services	0	0	0	0	0	0	0
Capital Charges	0	0	0	0	0	0	0
Gross Expenditure	150,983	0	0	0	0	2,258	153,241
Service Level Agreement Recharges	0	0	0	0	0	0	0
Income							
Internal Recharge Income	0	0	0	0	0	0	0
Government Grants	(146,983)	0	0	(250)	0	(415)	(147,648)
Reimbursements & Contributions	(5,354)	0	0	0	0	(170)	(5,524)
Customer & Client Receipts	2,223	0	0	0	0	(1,673)	550
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0
Gross Income	(150,114)	0	0	(250)	0	(2,258)	(152,622)
Net Expenditure/ (Income)	869	0	0	(250)	0	0	619

Explanation of major items above (excludes inflation)

The efficiency of £250k arises from savings in the Housing Benefits and Council Tax Benefits administration.

The other variations are budget movements to ensure that income and expenditure and reported in the correct way and sum to nil

		£000	FTE
		(250)	nil
Total		(250)	0

CENTRAL ITEMS
NET COST OF BORROWING

This area encompasses the receipt and payment of interest on investment and loans, premiums and discounts and debt management expenses. It also includes the estimates for the repayment of the Council's debt.

2009/2010	2010/2011
0	0

Full Time Equivalents

Subjective Analysis of Estimates

Expenditure

	2009/2010 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2010/2011 Estimates £000
Employees	0	0	0	0	0	0	0
Premises	0	0	0	0	0	0	0
Transport	0	0	0	0	0	0	0
Supplies & Services	0	0	0	0	0	0	0
Third Party Payments	0	0	0	0	0	0	0
Transfer Payments	0	0	0	0	0	0	0
Support Services	0	0	0	0	0	0	0
Capital Charges	33,156	0	(12)	0	0	(546)	32,598
Gross Expenditure	33,156	0	(12)	0	0	(546)	32,598

Service Level Agreement Recharges

	0	0	0	0	0	0	0
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Income

Internal Recharge Income	(22,332)	0	(272)	(877)	0	(21)	(23,502)
Government Grants	0	0	0	0	0	0	0
Reimbursements & Contributions	0	0	0	0	0	0	0
Customer & Client Receipts	0	0	0	0	0	0	0
Interest & Other	(1,754)	0	0	0	0	309	(1,445)
Use of Balances & Reserves	0	0	0	0	0	0	0
Gross Income	(24,086)	0	(272)	(877)	0	288	(24,948)

Net Expenditure/ (Income)

	9,070	0	(284)	(877)	0	(258)	7,651
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Explanation of major items above (excludes inflation)

	£000	FTE
Allocation of investment income from the Decent Neighbourhoods programme to fund Strategic Regeneration	(284)	nil
Efficiencies regarding the debt reduction strategy and loan restructuring	(877)	nil
Realignment of income target	(258)	nil
Total	(1,419)	0

**CENTRAL ITEMS
MISCELLANEOUS ITEMS**

These budgets hold Service-Level Agreement balances, NDR Discretionary Relief, Debt Management budgets and Contingencies

2009/2010	2010/2011
0	0

Full Time Equivalents

	2009/2010 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2010/2011 Estimates £000
Subjective Analysis of Estimates							
Expenditure							
Employees	0	0	0	0	0	1	1
Premises	1,701	0	0	0	0	(1,390)	311
Transport	0	0	0	0	0	0	0
Supplies & Services	7,206	0	1,162	0	1,586	(1,726)	8,228
Third Party Payments	0	0	0	0	0	0	0
Transfer Payments	173	0	0	0	0	0	173
Support Services	1,216	0	0	0	0	18	1,237
Capital Charges	0	0	0	0	0	10	10
Gross Expenditure	10,296	0	1,162	0	1,586	(3,087)	9,960
Service Level Agreement Recharges	(3,440)	0	0	0	0	359	(3,082)
Income							
Internal Recharge Income	0	0	0	0	0	0	0
Government Grants	0	0	0	0	0	0	0
Reimbursements & Contributions	0	0	(284)	0	0	0	(284)
Customer & Client Receipts	(610)	0	0	(120)	0	258	(472)
Interest & Other	(118)	0	0	0	0	0	(118)
Use of Balances & Reserves	927	0	269	(150)	0	(801)	245
Gross Income	199	0	(15)	(270)	0	(543)	(629)
Net Expenditure/ (Income)	7,055	0	1,147	(270)	1,586	(3,271)	6,249

Explanation of major items above (excludes inflation)

	£000	FTE
The redirected resources column mainly arises from a clawback of insurance budgets across the council and their incorporation within the Service Level Agreement (SLA) model	1,147	nil
The efficiencies are for a Customer Experience income target and a reduction in contributions to the Insurance Fund	(270)	nil
A contingency amount set-aside for a potential grant reduction for Concessionary Fares	1,182	nil
The other variations arise mainly from a reworking of the council's SLA budgets, bringing them up-to-date for 2010-11	(2,867)	nil
Total	(808)	0

HOUSING REVENUE ACCOUNT

Description of service

The Housing Revenue Account (HRA) is a ring-fenced account within the Council's General Fund and is required under statute to account separately for local authority housing provision. The account contains solely the costs arising from the management of the Council's housing stock, funded by tenant rents and service charges, housing subsidy, leaseholder service charges and other housing-related income. Responsibility for delivering HRA services to tenants and leaseholders sits with a number of departments across the Council and with the Council's arms-length management organisation H&F Homes.

The ring-fence was introduced in Part IV of the Local Government and Housing Act 1989, and was designed to ensure that rents paid by local authority tenants accurately reflected the cost of associated services as well as exclusively funding those services. This ring-fence also means that rents cannot be used to subsidise Council Tax. The items that can be credited and debited to the HRA are prescribed by statute, and the Council has no general discretion to transfer items into and out of the HRA.

Statement of Core Business

H&F Homes is responsible for the management of the Council's housing stock. This includes responsibility for providing a complete housing management service to estate residents, delivering the Decent Homes improvement programme, ensuring a responsive repairs service, and administering all rental income collection.

Within the Council, the Housing Options division is responsible for the provision of temporary accommodation, preventing homelessness, developing an enhanced housing service and tackling overcrowding in the borough. The Housing Strategy division delivers the Council's Housing Strategy with the intention of creating a "ladder of housing opportunity". Safer Communities focuses on ensuring the Council's housing estates are safe places to live, and the Regeneration division is delivering a major programme of estate renewal covering some of the most deprived areas in the borough.

The HRA Budget

The HRA continues to be under pressure as resources are constrained through Central Government's rent restructuring and subsidy regime, which influences the level of resources available to the HRA. Key objectives for the medium term are:

- To further increase satisfaction levels by improving the services provided to Council tenants and leaseholders
- To maintain balances at a minimum of 4% of gross revenue expenditure
- To generate sufficient efficiencies to allow significant investment in service improvements in line with the Council's priorities
- To bring performance on repairs and service charge collection in line with the best in London
- To maintain performance on rent collection at current top quartile levels

2010/2011 ESTIMATES

HOUSING REVENUE ACCOUNT



**HOUSING REVENUE ACCOUNT
CHANGE BETWEEN YEARS**

Service Area Analysis	2009/2010 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Adjustments £000	2010/2011 Estimates £000
HFH Management Fee	26,461	0	0	(2,582)	0	(210)	23,669
Managed Rents and Charges	(67,879)	0	0	0	0	1,700	(66,180)
Managed Repairs	16,450	0	0	(789)	0	(1,208)	14,453
Housing Options	683	0	0	(50)	0	(28)	605
Housing Strategy	426	0	0	(15)	0	(64)	348
Strategic Regeneration	0	0	0	(61)	0	61	0
Safer Neighbourhoods	1,002	0	0	(60)	0	(93)	849
Support Services	3,256	0	0	0	0	509	3,764
Holding Codes	0	0	0	0	0	152	152
Housing Subsidy	(12,277)	0	0	0	0	(974)	(13,250)
Capital Charges	34,730	0	0	0	0	1,286	36,016
Transfer from Reserves	(2,852)	0	0	0	0	2,425	(426)
TOTAL	0	0	0	(3,557)	0	3,557	0

HOUSING REVENUE ACCOUNT SUMMARY

2009/2010	2010/2011
68	58

Number of Full Time Equivalent staff

SUBJECTIVE ANALYSIS OF ESTIMATES

Expenditure

Employee Expenses	2,582	0	0	0	0	0	15	2,431
Premises Related Expenditure	24,396	0	0	(166)	0	0	(4,094)	19,513
Transport Related Expenditure	34	0	0	(789)	0	0	(2)	32
Supplies and Services	2,026	0	0	0	0	0	532	2,558
Third Party Payments	26,551	0	0	(2,602)	0	0	(222)	23,727
Transfer Payments	220	0	0	0	0	0	(56)	164
Support Services	1,248	0	0	0	0	0	(33)	1,215
Capital Charges	11,825	0	0	0	0	0	344	12,169

GROSS EXPENDITURE

Service Level Agreement Recharges

Income

Internal Recharge Income	0	0	0	0	0	0	(45)	(45)
Government Grants	(12,758)	0	0	0	0	0	(685)	(13,443)
Other Reimbursements & Contributions	(7,374)	0	0	0	0	0	5,943	(1,431)
Customer & Client Receipts	(67,956)	0	0	0	0	0	(1,710)	(69,666)
Interest & Other	22,062	0	0	0	0	0	1,144	23,206
Use of Balances & Reserves	(2,852)	0	0	0	0	0	2,425	(427)

GROSS INCOME

NET EXPENDITURE

	2009/2010 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2010/2011 Estimates £000
	68,882	0	0	(3,557)	0	(3,516)	61,809
	(4)	0	0	0	0	0	(4)
	0	0	0	0	0	(45)	(45)
	(12,758)	0	0	0	0	(685)	(13,443)
	(7,374)	0	0	0	0	5,943	(1,431)
	(67,956)	0	0	0	0	(1,710)	(69,666)
	22,062	0	0	0	0	1,144	23,206
	(2,852)	0	0	0	0	2,425	(427)
GROSS INCOME	(68,878)	0	0	0	0	7,072	(61,806)
NET EXPENDITURE	0	0	0	(3,557)	0	3,557	0

**HOUSING REVENUE ACCOUNT
ALMO MANAGEMENT FEE**

This budget shows the fee paid by the Council to Hammersmith & Fulham Homes (HFH) for managing its housing stock.

	2009/2010	2010/2011
Full Time Equivalents	0	0

	2009/2010 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2010/2011 Estimates £000
Subjective Analysis of Estimates							
Expenditure							
Employees	0	0	0	0	0	0	0
Premises	0	0	0	0	0	0	0
Transport	0	0	0	0	0	0	0
Supplies & Services	0	0	0	0	0	0	0
Third Party Payments	26,461	0	0	(2,582)	0	(210)	23,669
Transfer Payments	0	0	0	0	0	0	0
Support Services	0	0	0	0	0	0	0
Capital Charges	0	0	0	0	0	0	0
Gross Expenditure	26,461	0	0	(2,582)	0	(210)	23,669
Service Level Agreement Recharges	0	0	0	0	0	0	0
Income							
Internal Recharge Income	0	0	0	0	0	0	0
Government Grants	0	0	0	0	0	0	0
Reimbursements & Contributions	0	0	0	0	0	0	0
Customer & Client Receipts	0	0	0	0	0	0	0
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0
Gross Income	0	0	0	0	0	0	0
Net Expenditure/ (Income)	26,461	0	0	(2,582)	0	(210)	23,669

	£000	FTE
Explanation of major items above		
Stepped efficiencies initiated in 2009/10	(1,629)	nil
Reduction in 2009/10 Invest to Save growth	(385)	nil
Review of support & finance functions	(150)	nil
Further Value for Money programme initiatives	(418)	nil
Centralisation of IT budgets; transferred to Support Services	(150)	nil
Other 2009/10 adjustments	(60)	nil
Total	(2,792)	nil

HOUSING REVENUE ACCOUNT MANAGED RENTS & CHARGES

These budgets are managed by H&F Homes on behalf of the Council. They include rents from tenants, commercial property rents, central heating charges and service charges to leaseholders.

	2009/2010	2010/2011
Full Time Equivalents	0	0

Subjective Analysis of Estimates

Expenditure

	2009/2010 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2010/2011 Estimates £000
Employees	0	0	0	0	0	0	0
Premises	0	0	0	0	0	0	0
Transport	0	0	0	0	0	0	0
Supplies & Services	0	0	0	0	0	0	0
Third Party Payments	0	0	0	0	0	0	0
Transfer Payments	190	0	0	0	0	(56)	134
Support Services	0	0	0	0	0	0	0
Capital Charges	0	0	0	0	0	0	0
Gross Expenditure	190	0	0	0	0	(56)	134

Service Level Agreement Recharges

	0	0	0	0	0	0	0
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Income

Internal Recharge Income	0	0	0	0	0	0	0
Government Grants	0	0	0	0	0	0	0
Reimbursements & Contributions	(778)	0	0	0	0	(158)	(937)
Customer & Client Receipts	(67,291)	0	0	0	0	1,914	(65,378)
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0
Gross Income	(68,069)	0	0	0	0	1,756	(66,315)

Net Expenditure/ (Income)

	(67,879)	0	0	0	0	1,700	(66,181)
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Explanation of major items above

	£000	FTE
Increase in dwelling rents in line with Central Government's rent restructuring policy	(1,182)	nil
Inclusion of income from HAFFTRA tenants' levy	(150)	nil
Reduction in 2009/10 guideline rent increase from 6.2% to 3.1% as a result of Central Government's amending subsidy determination	1,782	nil
Reduction in commercial rent budgets following deterioration in economic climate	400	nil
Reduction in dwelling rents income due to increased voids as a result of the Decent Homes programme	500	nil
Reduction in Leaseholder Service Charges achievable	240	nil
Reduction in Sheltered Housing Income due to fall in Supporting People grant funding	170	nil
Other adjustments	(60)	nil
Total	1,700	nil

HOUSING REVENUE ACCOUNT MANAGED REPAIRS

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

	2009/2010	2010/2011
Full Time Equivalents	0	0

Subjective Analysis of Estimates	2009/2010	Inflation	Redirected	Efficiencies	Growth	Other	2010/2011
	Estimates £000	£000	Resources £000	£000	£000	Variations £000	Estimates £000
Expenditure							
Employees	0	0	0	0	0	0	0
Premises	22,878	0	0	(789)	0	(7,707)	14,382
Transport	0	0	0	0	0	0	0
Supplies & Services	31	0	0	0	0	41	72
Third Party Payments	0	0	0	0	0	0	0
Transfer Payments	0	0	0	0	0	0	0
Support Services	0	0	0	0	0	0	0
Capital Charges	0	0	0	0	0	0	0
Gross Expenditure	22,909	0	0	(789)	0	(7,666)	14,454
Service Level Agreement Recharges	0	0	0	0	0	0	0
Income							
Internal Recharge Income	0	0	0	0	0	0	0
Government Grants	0	0	0	0	0	0	0
Reimbursements & Contributions	(6,458)	0	0	0	0	6,458	0
Customer & Client Receipts	(1)	0	0	0	0	0	(1)
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0
Gross Income	(6,459)	0	0	0	0	6,458	(1)
Net Expenditure/ (Income)	16,450	0	0	(789)	0	(1,208)	14,453

Explanation of major items above	£000	FTE
Efficiencies on responsive repairs achieved through enhanced contractor management	(789)	nil
Additional capitalisation of repairs	(1,160)	nil
Reallocation of joint equipment budget to Housing Options within the HIRA	(48)	nil
Total	(1,997)	nil

**HOUSING REVENUE ACCOUNT
HOUSING OPTIONS**

This budget includes the management costs and rent income for Hostels and the HRA share of the Housing Management Division, together with the Homebuy Team which focuses on assisting Council tenants or those on the waiting list, key workers and first time buyers living or working in the Borough to purchase a home.

2009/2010	2010/2011
31	20

Full Time Equivalents

Subjective Analysis of Estimates

	2009/2010 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2010/2011 Estimates £000
Expenditure							
Employees	1,138	0	0	(30)	0	(288)	821
Premises	394	0	0	0	0	(118)	275
Transport	6	0	0	0	0	(2)	4
Supplies & Services	110	0	0	0	4		114
Third Party Payments	20	0	0	(20)	0	48	48
Transfer Payments	30	0	0	0	0	0	30
Support Services	0	0	0	0	0	0	0
Capital Charges	0	0	0	0	0	0	0
Gross Expenditure	1,698	0	0	(50)	0	(356)	1,292
Service Level Agreement Recharges	0	0	0	0	0	0	0
Income							
Internal Recharge Income	0	0	0	0	0	0	0
Government Grants	(419)	0	0	0	0	289	(130)
Reimbursements & Contributions	(92)	0	0	0	0	(12)	(104)
Customer & Client Receipts	(504)	0	0	0	0	51	(453)
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0
Gross Income	(1,015)	0	0	0	0	328	(687)
Net Expenditure/ (Income)	683	0	0	(50)	0	(28)	605

	£000	FTE
Explanation of major items above		
Reorganisation of Home Buy Service	(107)	(4)
Efficiencies arising from staffing reorganisations and policy changes	(50)	(1)
Reallocation of joint equipment budget from Managed Repairs	48	nil
Reallocation of Right to Buy Technical Officers Fees from HFH Management Fee	39	nil
Reallocation of Executive Support budgets to Support Services	(8)	nil
Rehousing Occupancy Team funded by Overcrowding Grant	(170)/170	3
Termination of Housing Support contracts funded by Supporting People Grant	(370)/370	(9)
Total	(78)	(11)

HOUSING REVENUE ACCOUNT HOUSING STRATEGY

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 housing initiatives (e.g. Tenant Incentives), the HRA element of housing strategy and the HRA element of voluntary sector grants.

2009/2010	2010/2011
4	4

Full Time Equivalents

Subjective Analysis of Estimates

	2009/2010 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2010/2011 Estimates £000
Expenditure							
Employees	167	0	0	(15)	0	45	197
Premises	0	0	0	0	0	0	0
Transport	0	0	0	0	0	0	0
Supplies & Services	339	0	0	0	0	(49)	291
Third Party Payments	70	0	0	0	0	(60)	10
Transfer Payments	0	0	0	0	0	0	0
Support Services	0	0	0	0	0	0	0
Capital Charges	0	0	0	0	0	0	0
Gross Expenditure	576	0	0	(15)	0	(64)	498
Service Level Agreement Recharges	0	0	0	0	0	0	0
Income							
Internal Recharge Income	0	0	0	0	0	0	0
Government Grants	0	0	0	0	0	0	0
Reimbursements & Contributions	0	0	0	0	0	0	0
Customer & Client Receipts	(150)	0	0	0	0	0	(150)
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0
Gross Income	(150)	0	0	0	0	0	(150)
Net Expenditure/ (Income)	426	0	0	(15)	0	(64)	348

Explanation of major items above

Use of hoardings income to fund Strategic Regeneration core staff costs

Capitalisation of direct contribution of staff to Strategic Development projects (Decent Neighbourhoods Programme)

	£000	FTE
	(64)	
	(15)	
Total	(79)	0

**HOUSING REVENUE ACCOUNT
STRATEGIC REGENERATION**

The Strategic Regeneration team is responsible for the delivery and co-ordination of the Decent Neighbourhoods programme. This includes planning for the long term future of the Council's own housing stock especially in terms of the quality and mix of the physical stock, tackling socio-economic deprivation, and the quality of estates as places for people to live.

2009/2010	2010/2011
0	6

Full Time Equivalents

Subjective Analysis of Estimates

Expenditure

	2009/2010 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2010/2011 Estimates £000
Employees	0	0	0	(61)	0	406	345
Premises	0	0	0	0	0	0	0
Transport	0	0	0	0	0	0	0
Supplies & Services	0	0	0	0	0	0	0
Third Party Payments	0	0	0	0	0	0	0
Transfer Payments	0	0	0	0	0	0	0
Support Services	0	0	0	0	0	0	0
Capital Charges	0	0	0	0	0	0	0
Gross Expenditure	0	0	0	(61)	0	406	345

Service Level Agreement Recharges

Income

Internal Recharge Income	0	0	0	0	0	0	0
Government Grants	0	0	0	0	0	0	0
Reimbursements & Contributions	0	0	0	0	0	(345)	(345)
Customer & Client Receipts	0	0	0	0	0	0	0
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0
Gross Income	0	0	0	0	0	(345)	(345)

Net Expenditure/ (Income)

	0	0	0	(61)	0	61	0
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Explanation of major items above

	£000	FTE
Funding for core staff sourced from Section 106 funding agreements and use of hoardings rental income	406	6
Use of Section 106 funding	(345)	nil
Efficiency derived from funding core staff costs from external resources	(61)	nil

Total	0	6
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**HOUSING REVENUE ACCOUNT
SAFER NEIGHBOURHOODS**

This budget is for the Anti Social Behaviour Unit and Estate Wardens service, both of which are managed by the Council.

2009/2010	2010/2011
28	25

Full Time Equivalents

Subjective Analysis of Estimates

	2009/2010 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2010/2011 Estimates £000
Expenditure							
Employees	978	0	0	(60)	0	(93)	825
Premises	6	0	0	0	0	0	6
Transport	28	0	0	0	0	0	28
Supplies & Services	36	0	0	0	0	0	36
Third Party Payments	0	0	0	0	0	0	0
Transfer Payments	0	0	0	0	0	0	0
Support Services	0	0	0	0	0	0	0
Capital Charges	0	0	0	0	0	0	0
Gross Expenditure	1,048	0	0	(60)	0	(93)	895
Service Level Agreement Recharges	0	0	0	0	0	0	0
Income							
Internal Recharge Income	0	0	0	0	0	0	0
Government Grants	0	0	0	0	0	0	0
Reimbursements & Contributions	(46)	0	0	0	0	0	(46)
Customer & Client Receipts	0	0	0	0	0	0	0
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0
Gross Income	(46)	0	0	0	0	0	(46)
Net Expenditure/ (Income)	1,002	0	0	(60)	0	(93)	849

	£000	FTE
Explanation of major items above		
Efficiency generated through restructuring of Wardens service	(60)	(1)
Deletion of 2 posts in 2009/10	(93)	(2)
Total	(153)	(3)

**HOUSING REVENUE ACCOUNT
SUPPORT SERVICES**

This budget covers the cost of SLAs charged from central departments to the HRA and internal support services including accountancy, executive support and management.

2009/2010	2010/2011
5	3

Full Time Equivalents

Subjective Analysis of Estimates

	2009/2010 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2010/2011 Estimates £000
Expenditure							
Employees	299	0	0	0	0	(55)	244
Premises	212	0	0	0	0	61	273
Transport	0	0	0	0	0	0	0
Supplies & Services	1,501	0	0	0	0	536	2,036
Third Party Payments	0	0	0	0	0	0	0
Transfer Payments	0	0	0	0	0	0	0
Support Services	1,248	0	0	0	0	(33)	1,215
Capital Charges	0	0	0	0	0	0	0
Gross Expenditure	3,260	0	0	0	0	509	3,768
Service Level Agreement Recharges	(4)	0	0	0	0	0	(4)
Income							
Internal Recharge Income	0	0	0	0	0	0	0
Government Grants	0	0	0	0	0	0	0
Reimbursements & Contributions	0	0	0	0	0	0	0
Customer & Client Receipts	0	0	0	0	0	0	0
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0
Gross Income	0	0	0	0	0	0	0
Net Expenditure/ (Income)	3,256	0	0	0	0	509	3,764

Explanation of major items above	£000	FTE
Transfer of senior management support costs to General Fund	(55)	(2)
Increase in corporate support recharges	100	nil
Increase in IT support costs (including transfer of H&F Homes IT support costs to Support Services)	464	nil
Total	509	(2)

**HOUSING REVENUE ACCOUNT
HOLDING CODES**

This part of the HRA holds the income and expenditure for tenants' water rates, tenants' insurances, tied accommodation.

2009/2010	2010/2011
0	0

Full Time Equivalents

Subjective Analysis of Estimates

	2009/2010 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2010/2011 Estimates £000
Expenditure							
Employees	0	0	0	0	0	0	0
Premises	0	0	0	0	0	3,872	3,872
Transport	0	0	0	0	0	0	0
Supplies & Services	0	0	0	0	0	0	0
Third Party Payments	0	0	0	0	0	0	0
Transfer Payments	0	0	0	0	0	0	0
Support Services	0	0	0	0	0	0	0
Capital Charges	0	0	0	0	0	0	0
Gross Expenditure	0	0	0	0	0	3,872	3,872
Service Level Agreement Recharges	0	0	0	0	0	0	0
Income							
Internal Recharge Income	0	0	0	0	0	(45)	(45)
Government Grants	0	0	0	0	0	0	0
Reimbursements & Contributions	0	0	0	0	0	0	0
Customer & Client Receipts	0	0	0	0	0	(3,675)	(3,675)
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0
Gross Income	0	0	0	0	0	(3,720)	(3,720)
Net Expenditure/ (Income)	0	0	0	0	0	152	152

Explanation of major items above	£000	FTE
Deficit of expenditure over income on Water Rates	152	nil
Total	152	nil

**HOUSING REVENUE ACCOUNT
HOUSING SUBSIDY**

HRA subsidy paid by central Government to support the provision of Social Housing at affordable rents.

2009/2010	2010/2011
0	0

Full Time Equivalents

Subjective Analysis of Estimates

	2009/2010 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2010/2011 Estimates £000
Expenditure							
Employees	0	0	0	0	0	0	0
Premises	0	0	0	0	0	0	0
Transport	0	0	0	0	0	0	0
Supplies & Services	0	0	0	0	0	0	0
Third Party Payments	0	0	0	0	0	0	0
Transfer Payments	0	0	0	0	0	0	0
Support Services	0	0	0	0	0	0	0
Capital Charges	0	0	0	0	0	0	0
Gross Expenditure	0	0	0	0	0	0	0
Service Level Agreement Recharges	0	0	0	0	0	0	0
Income							
Internal Recharge Income	0	0	0	0	0	0	0
Government Grants	(12,277)	0	0	0	0	(974)	(13,250)
Reimbursements & Contributions	0	0	0	0	0	0	0
Customer & Client Receipts	0	0	0	0	0	0	0
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0
Gross Income	(12,277)	0	0	0	0	(974)	(13,250)
Net Expenditure/ (Income)	(12,277)	0	0	0	0	(974)	(13,250)

Explanation of major items above	£000	FTE
Net reduction in Management and Maintenance Allowances	29	nil
Increase in subsidy due to Guideline Rent reduction	(272)	nil
Increase in the Major Repairs Allowance	(344)	nil
Increase in subsidy due to changes to Capital Charges	(665)	nil
Decrease in subsidy due to expiry of leased properties	278	nil
Total	(974)	nil

**HOUSING REVENUE ACCOUNT
CAPITAL CHARGES**

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

	2009/2010	2010/2011
Full Time Equivalents	0	0

Subjective Analysis of Estimates

	2009/2010 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2010/2011 Estimates £000
Expenditure							
Employees	0	0	0	0	0	0	0
Premises	906	0	0	0	0	(202)	703
Transport	0	0	0	0	0	0	0
Supplies & Services	9	0	0	0	0	0	9
Third Party Payments	0	0	0	0	0	0	0
Transfer Payments	0	0	0	0	0	0	0
Support Services	0	0	0	0	0	0	0
Capital Charges	11,825	0	0	0	0	344	12,169
Gross Expenditure	12,740	0	0	0	0	142	12,881
Service Level Agreement Recharges	0	0	0	0	0	0	0
Income							
Internal Recharge Income	0	0	0	0	0	0	0
Government Grants	(62)	0	0	0	0	0	(62)
Reimbursements & Contributions	0	0	0	0	0	0	0
Customer & Client Receipts	(10)	0	0	0	0	0	(10)
Interest & Other	22,062	0	0	0	0	1,144	23,206
Use of Balances & Reserves	0	0	0	0	0	0	0
Gross Income	21,990	0	0	0	0	1,144	23,134
Net Expenditure/ (Income)	34,730	0	0	0	0	1,286	36,016

	£000	FTE
Explanation of major items above		
Reduction in payments due to expiry of select 20 year lease agreements	(301)	nil
Increase in Major Repairs Allowance for Depreciation Charge	344	nil
Increase in capital financing costs due to increases in interest rates and borrowing	1,124	nil
Net reduction in capital charges on premiums & discounts	(424)	nil
Reduction in interest receivable on balances	444	nil
Reduction in income from capitalisation of technical officer fees related to reduction in Right to Buy completions	99	nil
Total	1,286	nil



2010/2011 CAPITAL PROGRAMME

GENERAL FUND

GENERAL FUND CAPITAL PROGRAMME 2010/11 TO 2014/15.											
Ref	Schemes (Funding Stream in Bracket)	Description	Prior Year Expenditure £000's	2010/11 Budget £000's	2011/12 Budget £000's	2012/13 Budget £000's	2013/14 Budget £000's	2014/15 Budget £000's	Total Future Expenditure £000's	Total Scheme Expenditure £000's	
Children's Services Capital Programme.											
CHS1	Henry Compton School (Mainstream Funded)	The construction of a new independent performing arts block providing internally flexible performing arts auditorium with a professional stage lighting and audio system.	1,674	26	0	0	0	0	26	1,700	
CHS2	Devolved Formula Capital (Government Grant)	Gives maintained schools direct funding to help support the capital needs of their buildings. It is initially allocated to local education authorities who are then required to allocate the funding directly to schools.	10,576	1,368	0	0	0	0	1,368	11,944	
CHS3	Youth Capital Fund (Government Grant)	This Grant, funded by the DCSF, has been developed to allow young people between 13-19 years old to apply for funding to develop projects that increase the number of 'places to go and things to do'.	176	88	0	0	0	0	88	264	
CHS4	Short Breaks Funding allocation (Government Grant)	This capital grant is yet to be allocated. It is to be used to secure equipment, building adaptations, and new facilities that will support disabled children's short break provision.	95	221	0	0	0	0	221	316	
CHS5	Primary Capital Programme (Government Grant)	This capital grant has been allocated to individual schools to improve the facilities on offer. Expenditure on these programmes are reported on an individual project basis.	Rec'd £2.5m in 09/10	5,537	0	0	0	0	5,537	5,537	
CHS6	Modernisation Grant (Government Grant)	To improve the infrastructure of the school estate.	883	92	0	0	0	0	92	975	
CHS7	Extended Schools (Government Grant)	This supports the development of extended schools which will offer access to a range of services for children, young people, their families and communities often beyond the school day	490	130	0	0	0	0	130	620	
CHS8	Early Years and Child Care (Government Grant)	To improve the quality of the environment in early years and child care settings both to support higher quality experience and ensure that all children can access services.	1,057	1,263	0	0	0	0	1,263	2,320	
CHS9	Harnessing Technology (Government Grant)	To support schools in delivering the priorities of the government's Harnessing Technology strategy.	654	394	0	0	0	0	394	1,048	
CHS10	School Expansion Plan (S106/Mainstream)	Expansion of Primary places in September 2009.	300	0	1,700	0	0	0	1,700	2,000	

GENERAL FUND CAPITAL PROGRAMME 2010/11 TO 2014/15.											
Ref	Schemes (Funding Stream in Bracket)	Description	Prior Year Expenditure £000's	2010/11 Budget £000's	2011/12 Budget £000's	2012/13 Budget £000's	2013/14 Budget £000's	2014/15 Budget £000's	Total Future Expenditure £000's	Total Scheme Expenditure £000's	
Children's Services Capital Programme.											
CHS11	LA Basic Needs (Government Grant)	LA Basic Needs	0	1,235	0	0	0	0	1,235	1,235	
CHS12	Schools Access Initiative (Government Grant)	Schools Access Initiative	0	149	0	0	0	0	149	149	
CHS13	Locally Coordinated VA Programme (Government Grant)	Locally Coordinated VA Programme	0	390	0	0	0	0	390	390	
CHS14	Building Schools for the Future (Prudential Borrowing)	Prudential Borrowing - BSF	0	0	5,600	0	0	0	5,600	5,600	
Total			15,905	10,893	7,300	0	0	0	18,193	34,098	
Children's Services Financing Summary											
	Mainstream			26	1,250	0	0	0	1,276		
	Government Grants			10,867	0	0	0	0	10,867		
	Section 106			0	450	0	0	0	450		
	Prudential Borrowing			0	5,600	0	0	0	5,600		
				10,893	7,300	0	0	0	18,193		

GENERAL FUND CAPITAL PROGRAMME 2010/11 TO 2014/15.										
Ref	Schemes (Funding Stream in Bracket)	Description	Prior Year Expenditure £000's	2010/11 Budget £000's	2011/12 Budget £000's	2012/13 Budget £000's	2013/14 Budget £000's	2014/15 Budget £000's	Total Future Expenditure £000's	Total Scheme Expenditure £000's
Community Services Capital Programme.										
CSD1	Social Enterprise Legacy (NDC Grant)	NDC Legacy Project	1,826	1,190	0	0	0	0	1,190	3,016
CSD2	Mental Health SCE (Government Grant)	To enable adults with mental health problems to retain work and to better access services and improve opportunities for social participation	15	124	0	0	0	0	124	139
CSD3	Adult Social Care SCE (Government Grant)	General Capital Expenditure on the adult social care category - programme yet to be determined	210	107	0	0	0	0	107	317
CSD4	Sports and Health Initiative (NDC Grant)	Construct a floodlit artificial turf facility at the Lillie Road recreation ground, as part of the wider refurbishment of the park.	180	160	0	0	0	0	160	340
CSD5	Social Care IT Infrastructure Capital Grant (Government Grant)	To develop IT infrastructure in order to roll out the Common Assessment Framework from 2011	125	68	0	0	0	0	68	193
CSD6	Shepherds Bush Training Centre (NDC Grant)	Shepherds Bush Training Centre	0	400	0	0	0	0	400	400
CSD7	BEC Building (NDC Grant)	Capital improvement to BEC Building	0	100	0	0	0	0	100	100
CSD8	Management and Admin (NDC Grant)	Costs incurred as part of the NDC Capital Programme	0	21	0	0	0	0	21	21
Total				2,170	0	0	0	0	2,170	4,526
Community Services Financing Summary										
	Mainstream			0	0	0	0	0	0	
	Government Grants			299	0	0	0	0	299	
	NDC Grants			1,871	0	0	0	0	1,871	
				2,170	0	0	0	0	2,170	

GENERAL FUND CAPITAL PROGRAMME 2010/11 TO 2014/15.											
Ref	Schemes (Funding Stream in Bracket)	Description	Prior Year Expenditure £000's	2010/11 Budget £000's	2011/12 Budget £000's	2012/13 Budget £000's	2013/14 Budget £000's	2014/15 Budget £000's	Total Future Expenditure £000's	Total Scheme Expenditure £000's	
Environment Services Capital Programme.											
ENV1	Air Pollution dispersion Model (Other)		0	8	0	0	0	0	8	8	
ENV2	Carriageways (Mainstream)	Borough wide planned maintenance of carriageways.	Rolling Programme: £1.4m in 09/10	1,350	1,350	1,350	1,350	1,350	Rolling Programme	Rolling Programme	
ENV3	Highways and Footways (Revenue Contributions)	Highways and streetlighting improvements	715	1,000	1,000	1,000	1,000	1,000	5,000	5,715	
ENV4	Footways (Mainstream)	Borough wide planned maintenance of footways.	Rolling Programme: £0.8m in 09/10	750	750	750	750	750	3,750	3,750	
ENV5	Repairs to Thames River Wall (Mainstream)	Repair damage to river wall - need to demolish and reconstruct	105	327	0	0	0	0	327	432	
ENV6	Shepherds Bush Common Improvements (S106)	Shepherds Bush Common Improvements	711	2,169	1,902	18	0	0	4,089	4,800	
ENV7	Normand Park Development (S106)	The improvement of Normand Park is major priority for residents of the North Fulham area and the project has been identified as a key flagship regeneration project within the areas NDC programme	2,917	2	0	0	0	0	2	2,919	
ENV8	54-108 Uxbridge Road - Improvement (S106)	Grant support for improvements to new shop-fronts, re-instatement of original architectural features and other works.	103	1,039	0	0	0	0	1,039	1,142	
ENV9	Imperial Wharf- Traffic Calming (S106)	Imperial Wharf- Traffic Calming	516	334	0	0	0	0	334	850	
ENV10	Pedestrian & Cycle 1 (S106)	Pedestrian & Cycle 1	142	109	0	0	0	0	109	251	
ENV11	Fulham Palace Road Subway (S106)	Fulham Palace Road Subway	85	95	0	0	0	0	95	180	
ENV12	168-186 Fulham Palace Road (S106)	168-186 Fulham Palace Road	0	85	0	0	0	0	85	85	
ENV13	Hammersmith Town Centre Improvement (S106)	Hammersmith Town Centre Improvement	30	470	0	0	0	0	470	500	
ENV14	Ariel Way Traffic Management Measures (S106)	Ariel Way Traffic Management Measures	57	250	193	0	0	0	443	500	
ENV15	Fulham Road Footways Works (S106)	Fulham Road Footways Works	0	110	0	0	0	0	110	110	
ENV16	Planned Maintenance (Mainstream)	This is an annual programme of works to be carried out to council properties excluding Housing and Schools. This includes the refurbishment or the replacement of plant and equipment to buildings and arises from building surveys and bids from departments.	Rolling Programme: £2.5m in 09/10	2,500	2,500	2,500	2,500	2,500	Rolling Programme	Rolling Programme	

GENERAL FUND CAPITAL PROGRAMME 2010/11 TO 2014/15.										
Ref	Schemes (Funding Stream in Bracket)	Description	Prior Year Expenditure £000's	2010/11 Budget £000's	2011/12 Budget £000's	2012/13 Budget £000's	2013/14 Budget £000's	2014/15 Budget £000's	Total Future Expenditure £000's	Total Scheme Expenditure £000's
Environment Services Capital Programme.										
ENV17	Disabled Access to Office Buildings (Mainstream)	Making Council Buildings accessible in compliance with Disability discrimination Act 1995.	Rolling Programme: £0.25m in 09/10	250	250	250	250	250	Rolling Programme	Rolling Programme
ENV18	Renovation Grants (Mainstream)	Discretionary grants to carry out repairs and improvement works to bring private properties up to the decent homes standard, to improve/ repair the common parts of buildings containing one or more flats and to bring empty homes back into use	Rolling Programme: £0.45m in 09/10	450	450	450	450	450	Rolling Programme	Rolling Programme
ENV19	Corridors (TFL)	The high level objective for corridors is to develop holistic schemes for key corridors that address issues relating to the smoothing of traffic flow, bus reliability, safety, cycling (including parking), public realm and removal of clutter.	0	1,246	0	0	0	0	1,246	1,246
ENV20	Neighbourhoods (TFL)	The high level objective for neighbourhoods is to carry out local area improvements and also work on Legible London, shared space, reduction of street clutter, and an expansion of electric charging points.	0	798	0	0	0	0	798	798
ENV21	Smart Travel (TFL)	Smart Travel		297	0	0	0	0	297	297
Total				13,639	8,395	6,318	6,300	6,300		23,583
Environment Services Financing Summary										
	Mainstream			5,627	5,300	5,300	5,300	5,300	26,827	
	Transport for London			2,341	0	0	0	0	2,341	
	Section 106			4,663	2,095	18	0	0	6,776	
	Revenue Contributions			1,000	1,000	1,000	1,000	1,000	5,000	
	Other Grants & Contributions			8	0	0	0	0	8	
				13,639	8,395	6,318	6,300	6,300	40,952	

GENERAL FUND CAPITAL PROGRAMME 2010/11 TO 2014/15.										
Ref	Schemes (Funding Stream in Bracket)	Prior Year Expenditure £000's	2010/11 Budget £000's	2011/12 Budget £000's	2012/13 Budget £000's	2013/14 Budget £000's	2014/15 Budget £000's	Total Future Expenditure £000's	Total Scheme Cost £000's	
Finance & Corporate Services Capital Programme.										
FCS1	Smart Working (Invest to Save) To deliver the Council's Smarter Working Programme	361	223	0	0	0	0	223	584	
FCS2	IT Infrastructure (Mainstream Funding) IT Infrastructure	Rolling Programme - new in 10/11	800	800	800	800	800	Rolling Programme	Rolling Programme	
FCS3	Contribution to Invest to Save Fund (Mainstream Funding) Contribution to Invest to Save Fund	Rolling Programme - new in 10/11	750	750	750	750	750	Rolling Programme	Rolling Programme	
Total			1,773	1,550	1,550	1,550	1,550		584	
Finance & Corporate Services Financing Summary										
	Mainstream		1,550	1,550	1,550	1,550	1,550	7,750		
	Invest to Save Fund		223	0	0	0	0	223		
			1,773	1,550	1,550	1,550	1,550	7,973		

GENERAL FUND CAPITAL PROGRAMME 2010/11 TO 2014/15.										
Ref	Schemes (Funding Stream in Bracket)	Description	Prior Year Expenditure £000's	2010/11 Budget £000's	2011/12 Budget £000's	2012/13 Budget £000's	2013/14 Budget £000's	2014/15 Budget £000's	Total Future Expenditure £000's	Total Scheme Cost £000's
Residents Services Capital Programme.										
RSD1	Ravenscourt Park (Government Grant)	Provision for park improvements	96	250	0	0	0	0	250	346
RSD2	Park Investments (Mainstream Funding)	Expenditure to improve the parks.	Rolling Programme - new in 10/11	500	500	500	500	500	Rolling Programme	Rolling Programme
RSD3	Bishops Park (Stage 2 and 3) (Mainstream Funding/Government Grant)	Bishops Park (Stage 2 and 3)	413	2,272	0	0	0	0	2,272	2,685
RSD4	Safer Communities Fund (Government Grant)	To deliver crime and disorder reduction activities and act against drugs misuse	152	91	0	0	0	0	91	243
RSD5	Play Builder (Government Grant)	Delivery of 22 new natural and adventurous play areas for 8-13 year olds	290	1,085	0	0	0	0	1,085	1,375
RSD6	Waste and Recycling Efficiency (Government Grant)	Waste and Recycling Efficiency	50	95	0	0	0	0	95	145
Total				4,293	500	500	500	500	500	4,794
Residents Services Financing Summary										
	Mainstream			2,852	500	500	500	500	4,852	
	TFL Grant			50	0	0	0	0	50	
	DEFRA			95	0	0	0	0	95	
	Criminal Justice Intervention Grant			91	0	0	0	0	91	
	Department for Children, Schools and Families			1,135	0	0	0	0	1,135	
	English Heritage			65	0	0	0	0	65	
	Heritage for London			5	0	0	0	0	5	
				4,293	500	500	500	500	6,293	



2010/2011 CAPITAL PROGRAMME

DECENT NEIGHBOURHOODS

DECENT NEIGHBOURHOODS CAPITAL PROGRAMME 2010/11 TO 2014/15											
Ref	Schemes	Description	Prior Years					2010/11 to 2014/15			Total Scheme Cost
			£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's
			2010/11 Budget	2011/12 Budget	2012/13 Budget	2013/14 Budget	2014/15 Budget				
Decent Neighbourhoods Capital Programme.											
DNC1	Decanting Costs/Misc.	Decanting of tenants and leaseholders	1,080	0	0	0	0	0	0	0	1,080
DNC2	Sulgrave Gardens	Decanting of tenants and leaseholders	1,467	0	0	0	0	0	0	0	1,467
DNC3	Watermeadow Court	Decanting of tenants and leaseholders	5,000	1,500	0	0	0	0	0	0	6,500
DNC4	Pennard Road	Land Acquisition for wider regeneration programme	4,880	0	0	0	0	0	0	0	4,880
DNC5	Fulham Court	Fulham Court Estate Improvement Strategy: Phase 1 Physical Improvements	385	3,201	885	36	0	0	0	0	4,507
DNC6	Travellers Site	Match Funding to RBK&C to improve the Stable Way Travellers Site	0	125	0	0	0	0	0	0	125
DNC7	Decent Homes (general)	Resource Transfer for Decent Homes Programme.	2,946	2,000	0	0	0	0	0	0	4,946
DNC8	Pooling Costs	Provision for Pooling payment to Department for Communities and Local Government.	600	0	0	0	0	0	0	0	600
Total			16,358	6,826	885	36	0	0	0	0	24,105



2010/2011 CAPITAL PROGRAMME

HOUSING REVENUE ACCOUNT

Housing Revenue Account (HRA) Capital Programme 2010/11 to 2014/15 by Scheme												
Schemes	DESCRIPTION	2010/11	2011/12	2012/13	2013/14	2014/15	EXPENDITURE					
		£ '000	£ '000	£ '000	£ '000	£ '000	£ '000	£ '000	£ '000	£ '000	Total Future Expenditure £ '000	
SUPPLY INITIATIVES: MAJOR VOIDS												
Decent Homes Voids	Internal refurbishment of void properties to decent homes standard	1,243	0	1,768	0	0						3,011
INTERNAL COMPONENT RENEWAL												
Energy Schemes	Installation and improvements to central heating systems.	790	510	600	600	600						3,100
Lift Schemes	Modernisation and repairs to lifts	604	570	1,000	1,500	1,500						5,174
Total Internal Component Renewal		1,394	1,080	1,600	2,100	2,100						8,274
MAJOR REFURBISHMENTS												
Edward Woods - Regeneration Project	Overcladding and associated works to 3 tower blocks at Edward Woods Estate and provision of Controlled Parking Zones.	9,601	2,000	403	0	0						12,004
Capitalised Repairs	Responsive repairs of a capital nature	942	500	0	0	0						1,442
Total Major Refurbishments		10,543	2,500	403	0	0						13,446
PLANNED MAINTENANCE												
Preventative Planned Maintenance	Cyclical painting and pre-paint repairs	1,450	2,500	2,336	9,129	9,129						24,544
MINOR PROGRAMMES												
Minor Programmes	Improvement to estates in respect of the environment, communal water tanks and staff costs associated with major capital works.	3,443	870	570	570	570						6,023
PRE PARTNERING SCHEMES												
Flora Gardens, 161-197	External refurbishment including roofs, windows and doors	93	0	0	0	0						93

Schemes	DESCRIPTION	EXPENDITURE							Total Future Expenditure £ '000
		2010/11 £ '000	2011/12 £ '000	2012/13 £ '000	2013/14 £ '000	2014/15 £ '000			
DECENT HOMES PARTNERING									
Framework Area 1 - Hammersmith North	Internal refurbishment and external refurbishment including doors, windows and roofs	969	0	0	0	0	0	0	969
Framework Area 2 - Shepherds Bush	Internal refurbishment and external refurbishment including doors, windows and roofs.	2,291	0	0	0	0	0	0	2,291
Framework Area 3 - Hammersmith Central	Internal refurbishment and external refurbishment including doors, windows and roofs.	10,109	0	0	0	0	0	0	10,109
Framework Area 4 - Fulham North	Internal refurbishment and external refurbishment including doors, windows and roofs.	19,770	2,138	0	0	0	0	0	21,908
Framework Area 5 - Fulham Central	Internal refurbishment and external refurbishment including doors, windows and roofs.	1,322	0	0	0	0	0	0	1,322
Framework Area 6 - Sands End	Internal refurbishment and external refurbishment including doors, windows and roofs.	4,993	309	0	0	0	0	0	5,302
Framework Area 7 - Sheltered Housing	Internal refurbishment and external refurbishment including windows	1,734	0	0	0	0	0	0	1,734
Additional Decent Homes Expenditure	Expenditure incurred on street properties, sheltered windows and contingency items	0	10,560	11,490	5,022	5,425			32,497
TOTAL DECENT HOMES PARTNERING		41,188	13,007	11,490	5,022	5,425			76,132
GRAND TOTAL HRA		59,354	19,957	18,167	16,821	17,224			131,523
LBHF MANAGED									
CCTV Programme	Installation of CCTV on Council Estates within the Borough	100	100	0	0	0	0	0	200
Disabled Adaptations	Adaptations to council-owned dwellings	800	800	800	800	800	800	800	4,000
Total HRA Capital		60,254	20,857	18,967	17,621	18,024			135,723

GLOSSARY

AREA BASED GRANT (ABG)

A new general grant introduced in 2008-09 which replaced a number of specific grants that were paid by a range of government departments. Accounting policies require the grant income to be shown corporately. Expenditure is shown within departmental budgets.

ACCOUNTING PERIOD

The timescale during which accounts are prepared. Local authority accounts have an overall accounting period of one year from 1st April to 31st March.

ARMS LENGTH MANAGEMENT ORGANISATION (ALMO)

This is a company owned by the council and set up to deliver management services in relation to its housing stock. The council's ALMO is called Hammersmith & Fulham Homes.

BALANCES

The amount of money left over at the end of the year after allowing for all expenditure and income that has taken place. These are also known as financial reserves.

BEST VALUE ACCOUNTING CODE OF PRACTICE (BVACOP)

BVACOP sets the financial reporting guidelines for local authorities. It supplements the principles and practice set out in the Code of Practice on Local Authority Accounting (known as the SORP), by establishing practice for consistent reporting. It provides guidance in three key areas

- The definition of total cost
- Trading accounts
- Service expenditure analysis

BUDGET

This is a statement of planned spends for the year as aligned with council, local and national priorities

CAPITAL EXPENDITURE

Expenditure on the purchase, construction and enhancement of Council assets such as houses, offices, schools and roads. Expenditure can only be treated as 'capital' if it meets the statutory definitions and is in accordance with accounting practice and regulations.

CIPFA

Chartered Institute of Public Finance & Accountancy.

CAPITAL FINANCING

This term describes the method of financing capital expenditure, the principal methods now being loan financing, leasing, capital receipts and Capital Resource Funds.

DEPRECIATION

A provision made in the accounts to reflect the value of assets consumed during the year. Depreciation forms part of the capital charge made to service revenue accounts.

DEDICATED SCHOOLS GRANT

This is a specific grant that provides the majority of funding for education in schools. It is disbursed on the basis of a basic per pupil amount plus funding for central government priorities.

EARMARKED RESERVES

These are reserves set aside for a specific purpose or a particular service, or type of expenditure.

GENERAL FUND

The council's main revenue account that covers the net cost of all services other than the provision of council housing for rent.

GROSS EXPENDITURE, GROSS INCOME AND NET EXPENDITURE

Gross Expenditure and Gross Income arise from the provision of services as shown in the General Fund and exclude the Direct Services/Labour Organisation accounts. Net Expenditure is the cost of service provision after the income is taken into account.

HOUSING REVENUE ACCOUNT (HRA)

A statutory account that contains all expenditure and income on the provision of Council housing for rent. The HRA must be kept entirely separate from the General Fund and the account must balance. Local authorities are not allowed to make up any deficit on the HRA from the General Fund.

MEDIUM TERM FINANCIAL STRATEGY (MTFS)

This is a financial plan over the medium term whose purpose is to set out how the Council will respond to changes and challenges over that timeframe and to set a context in which improved services and value-for-money will be delivered.

NON-DOMESTIC RATE (NDR)

The rates paid by businesses. The amount paid is based on the rateable value set by the Inland Revenue multiplied by a rate in the £ set by the government which is the same throughout the country. The rates are collected by local authorities and paid over to the government. They are then redistributed to local authorities on the basis of relevant population.

PRECEPT

A levy made by a body that does not collect local taxation itself, but by statute can require other bodies to collect the required income from local taxpayers on their behalf. In London the precepting body is the Greater London Authority (GLA).

RESERVES

The amounts held by way of balances and funds that are free from specific liabilities or commitments. The council is able to earmark some of its reserves towards specific projects, whilst leaving some free to act as a working balance.

REVENUE EXPENDITURE

Expenditure on day to day items such as salaries, wages and running costs. These items are paid for from service income, Formula Grant and Council Tax. Under the Local Government Finance Act all expenditure is deemed to be revenue unless it is specifically classified as capital.

SERVICE LEVEL AGREEMENT (SLA)

This is a formal contract between Council departments and partners for internal services. These are mostly between support functions and frontline service delivery departments.

TRANSFER PAYMENTS

These are payments to individuals for which no goods or services are received in return by the local authority. Examples include council tax benefits, rent rebates and direct payments to health and social care clients.

Acknowledgement for photos

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