



# Revenue estimates and capital programme 2011/12

**Jane West** - DIRECTOR OF FINANCE & CORPORATE SERVICES

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:

Jane West  
Director of Finance & Corporate Services  
London Borough of Hammersmith & Fulham  
Town Hall, King Street  
Hammersmith  
W6 9JU

## List of Contacts

<b>Children's Services</b>	<b>Dave McNamara</b>	<b>020 8753 3404</b>
<b>Community Services</b>	<b>Mark Jones</b>	<b>020 8753 5006</b>
<b>Environment Services</b>	<b>Dave McNamara</b>	<b>020 8753 3404</b>
<b>Housing Options &amp; Regeneration</b>	<b>Kathleen Corbett</b>	<b>020 8753 3031</b>
<b>Residents Services</b>	<b>Kathleen Corbett</b>	<b>020 8753 3031</b>
<b>Finance &amp; Corporate Services</b>	<b>Pat Gough</b>	<b>020 8753 2542</b>
<b>Housing Revenue Account</b>	<b>Kathleen Corbett</b>	<b>020 8753 3031</b>

# REVENUE BUDGET SUMMARY

## Background to the Budget Strategy

Last year Britain's fiscal deficit was the largest in its peacetime history – the state borrowed one pound for every four that it spent. The new Coalition Government have announced that they aim to tackle this deficit over the next four years whilst also shifting power away from central government by giving local authorities greater control over the resources made available to them. The Council's budget proposals address these twin challenges. The Council is playing its part in tackling the fiscal deficit whilst focusing available resources on key local priorities.

The following table summarises how various grant funding streams have been treated by Government and shows a net reduction to us of just under £23m (14% against the comparable 2010/11 allocation).

	2010/11 Settlement £m	2010/11 Adjusted for comparison £m	2011/12 Settlement £m	Increase/ Decrease £m
Formula Grant	120.922	140.373	124.510	-15.863
Area Based Grant	22.668	4.038	0	- 4.038
Core Revenue Grants	8.634	19.459	20.141	+ 1.776
Specific Grants	29.426	4.797	0	- 4.797
Total	181.650	168.667	144.651	- 22.922

Under the current funding arrangements, central government grant provides around 65.8% of Hammersmith & Fulham's net resources with the remaining 34.2% 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.

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 23 February 2011 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 2011/12 are adequate and sufficient to allow for the risks identified. The Director of Finance & Corporate Services also confirmed her satisfaction with the accuracy and robustness of the estimates included in the report.

The Director of Finance & Corporate Services considers that the optimal level of balances should be set at £10 - £17m. It is expected that at the end of 2010/11 there will be approximately £15.0m in general reserves. This is 7.9% of the 2011/12 budget requirement.

**Table 1 – Movement Between 2010/2011 and 2011/2012**

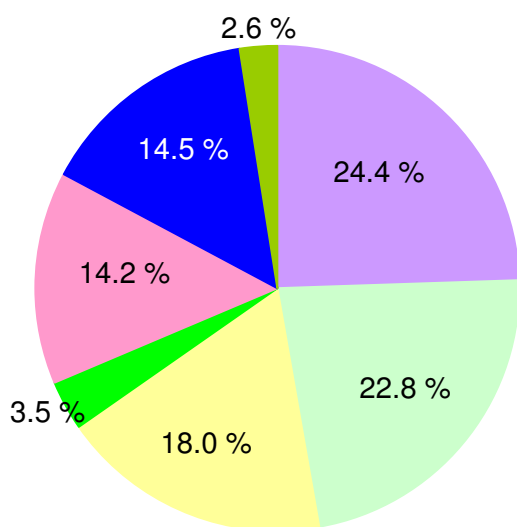
	£000
<b>2010/11 Budget Requirement</b>	<b>184,345</b>
<i>Add</i> <b>Net grant funded expenditure due to change in funding from central government</b>	<b>18,918</b>
<i>Less</i> <b>Adjustment made for Economic Slowdown</b>	<b>(850)</b>
<i>Add</i>	
<b>Inflation</b>	<b>2,721</b>
<b>Growth</b>	<b>11,797</b>
<b>Unallocated Core Revenue grants</b>	<b>2,409</b>
<i>Less</i>	
<b>Efficiency Savings and Income Generation</b>	<b>(26,709)</b>
<b>Net Drawdown from Earmarked Reserves</b>	<b>(3,342)</b>

**Net 2010/11 Budget Requirement** **£ 189,289**

### 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 enabled the council to cut council tax by 3% in each of the four years until 2010/11 and deliver a freeze to council tax in 2011/12. 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
<b>Children's Services</b>	<b>(6,515)</b>
<b>Community Services</b>	<b>(6,103)</b>
<b>Environment Services</b>	<b>(4,802)</b>
<b>Housing Options &amp; Regeneration</b>	<b>(923)</b>
<b>Residents Services</b>	<b>(3,791)</b>
<b>Finance &amp; Corporate Services</b>	<b>(3,876)</b>
<b>Centrally Managed Budgets</b>	<b>(700)</b>

**Total Efficiencies and Income generation** **£ (26,709)**

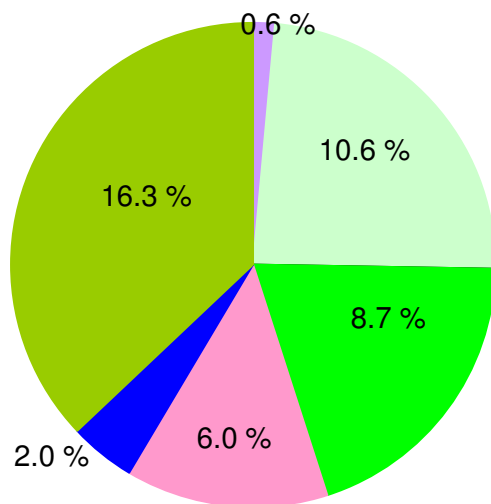
The level of savings required to balance the budget is unprecedented. As far as possible the Council has tried to protect front-line services. A categorisation of the savings is shown below. Estimated job losses are 339. Action will be taken to keep redundancies to a minimum by focusing on vacant posts, controlling recruitment, improving redeployment procedures and releasing agency staff but a significant number of redundancies are unavoidable.

### Analysis of the 2011/12 Savings

Type of Saving	£'000s
Efficiencies	(4,354)
Staffing / Productivity	(4,801)
Commissioning	(856)
Procurement/Market Testing	(2,841)
Commercialisation / Income	(3,996)
Family Support Services Restructuring	(3,260)
Transformation Projects	(1,936)
Alternative Funding Regimes / Miscellaneous	(1,383)
Reconfiguration/Rationalisation of Services	(911)
Voluntary Sector Grants	(500)
Debt Reduction	(700)
Buildings	(665)
Sharing Services with Royal Borough of Kensington & Chelsea and City of Westminster	(506)
<b>Total</b>	<b>(26,709)</b>
Job Reductions (Full-Time Equivalents)	<b>(339)</b>

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

**Table 4 – Departmental breakdown of Growth requirements**



	£000
Children's Services	150
Community Services	2,837
Environment Services	0
Housing Options & Regeneration	2,313
Residents Services	1,600
Finance & Corporate Services	547
Centrally Managed Budgets	4,350

**Total Growth Required**

**£ 11,797**

## 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 2011/2012 Formula Grant allocation with prior year comparisons (a 11.3% reduction) for Hammersmith & Fulham is as follows:

	2010/11 £000	2010/11 £000	2011/12 £000
Revenue Support Grant	15,332	Adjusted	29,399
Redistribution from Non Domestic Rates	105,590	Baseline	95,111
<b>Formula Grant</b>	<b>£ 120,922</b>	<b>£ 140.373</b>	<b>£124,510</b>

Under the current arrangements for National 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 introduced 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 it funds 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	189,289
Greater London Authority	24,723
<i>less:</i> Formula Grant	(124,510)
<b>Council Tax Requirement</b>	<b>£ 89,502</b>

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 2011/12 the Council has formally agreed a Tax Base of 79,799 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	2011/12
Hammersmith & Fulham	£ 836.89	£ 811.78	£ 811.78
Greater London Authority	£ 309.82	£ 309.82	£ 309.82
<b>Total Council Tax</b>	<b>£ 1146.71</b>	<b>£ 1121.60</b>	<b>£1121.60</b>

Council tax has been frozen for 2011/12 after four successive years of 3% reductions in its element of the council tax charge. This gives residents the fourth lowest council tax in London which is also the fourth lowest in England.

## Levies

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

		2010/11	2011/12
		£000	£000
Environment Agency	Flood Defence	157	157
Lee Valley Regional Park	Regional Park for all Londoners	241	236
London Pension Fund Authority	Pensions Liability from former Greater London Council	1,216	1,167

# 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.

# CAPITAL BUDGET SUMMARY

## Introduction

This section sets out the 5 year capital programme for 2011/12 to 2015/16, 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 2011/12 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 £36m of capital debt to be repaid by the end of 2009/10. By 2011/12, this will have delivered annual revenue savings of £3.6m. 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 surplus of £46.747m by the close of 2015/16. A full breakdown of the general fund capital schemes is provided on page 119.

**Table 4 – General Fund Capital Programme Summary**

All figures in £000	2011/12	2011/12 – 2015/16
<b>Expenditure</b>		
Children's Services	14,120	14,120
Community Services	300	300
Regeneration and Housing Options	450	2,250
Environment Services	11,672	37,995
Finance and Corporate Services	750	3,750
Resident Services	4,639	6,639
<b>Total Expenditure</b>	<b>31,931</b>	<b>65,054</b>
<b>Resourced by:</b>		
Balance brought forward	(3,141)	(3,141)
Capital Receipts	(25,039)	(82,540)
Government Grants	(8,057)	(8,057)
Section 106	(4,478)	(4,709)
Transport for London	(2,086)	(5,778)
Revenue Contributions	(1,000)	(5,000)
Prudential Borrowing	(5,373)	(5,373)
Other Income	(344)	(344)
<b>Total Resources</b>	<b>(46,377)</b>	<b>(114,942)</b>
<b>Cumulative Balance (Surplus)/ Deficit</b>	<b>(17,587)</b>	<b>(49,888)</b>

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	2011/12	2012/13	2013/14	2014/15	2015/16
Carriageways	<b>1,350</b>	1,350	1,350	1,350	1,350
Footways	<b>750</b>	750	750	750	750
Planned Maintenance	<b>2,500</b>	2,500	2,500	2,500	2,500
Private Sector Housing Grants	<b>450</b>	450	450	450	450
Continued investment in Parks	<b>500</b>	500	500	500	500
Pump priming projects	<b>750</b>	750	750	750	750
<b>Total</b>	<b>6,300</b>	<b>6,300</b>	<b>6,300</b>	<b>6,300</b>	<b>6,300</b>

### **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:

### **Schools Capital Programme**

The scheme specific resources include an allowance of £5.4m for prudential borrowing to support capital investment in schools and new capital grant awards for schools investment of £7.6m for 2011/12. Following the abandonment of the Building Schools for the Future programme the Government announced that a review would be taken of future education capital funding. This is expected to be complete in early 2011. The future schools capital programme for the council will be determined once the outcome of the Government review is known.

### **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 and a planning application submitted. 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 Health and Care Centre**

Work is expected to start on site during 2013 on the White City Health and Care Centre. The centre will be both a flagship joint health and social care service centre operated in conjunction with H&F PCT, and a major housing development delivering on the Council's priority to increase home ownership in the borough. It is also expected to play a significant role in regenerating the physical environment in the north of the borough.

The council side of the project will be delivered via a LIFT Co arrangement, a health finance vehicle with similarities to a PFI deal, where the Council will take a lease- plus interest in the building for a period of 25 years. The cost of the lease plus agreement will be met by freeing up various satellite premises as teams move into the new centre. The Collaborative Care Centre is based on the old Janet Adegoke Leisure Centre site, incorporating the Children's Services site at Sawley Road.

The Council awaits the outcome of a PFI credits bid of £4.5m to fund its ongoing running costs. 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.

### Earls Court

The council is in discussions with other landowners (Transport for London and Capital & Counties) regarding the potential redevelopment of Earls Court after 2012. This is intended to bring substantial benefits to the wider area, including more and better quality homes, new jobs and improved open spaces. The plans could include the West Kensington and Gibbs Green Estate and a key concern for the Council is that any scheme must provide new homes for these 1,650 residents in the same area as they are living. To date the Council has approved expenditure of £0.650m regarding planning and transport studies. This has been funded from section 106 (planning) and developer contributions.

### White City/Shepherds Bush Market

White City is a major development area with potential for up to 5,000 new homes being built. Most of those are being earmarked for land east of Wood Lane with detailed proposals likely to emerge in the next few years. The council has also set out a new vision to protect Shepherds Bush Market. This includes the relocation of the Bush Theatre to the old Shepherds Bush library for which capital resources (funded from section 106 resources) of £1m have been identified to secure the release of a restrictive covenant from the church commissioners. The council has also agreed an option for the potential future sale, at market value, of the old laundry site at Pennard road, to developers, Orion Shepherd Bush Market Limited. This is subject to the developer assembling the rest of the land needed to come-up with a viable scheme for redeveloping the market that ultimately gets planning consent and is in accordance with the council's planning brief.

### 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	2011/12	2011/12 - 2015/16
<b>Planned Expenditure</b>	<b>18,801</b>	18,837
Schemes under consideration	<b>11,861</b>	8,361
Resourced By:		
Capital Receipts brought forward	<b>(928)</b>	(928)
Planned Capital Receipts	<b>(32,547)</b>	(116,448)
Total Resources	<b>(33,475)</b>	(117,376)
<b>Cumulative Balance (Surplus)/ Deficit</b>	<b>(2,813)</b>	(90,178)

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 funding for the decent homes programme came to an end in 2010/11. The proposed future programme maintains the condition and fitness for purpose of the stock including ensuring homes are maintained at a decent standard and remain in a condition suitable for letting, addresses our statutory and health and safety obligations, improves energy efficiency, addresses residual backlog works which were outside the scope of the decent homes programme and meets resident priorities such as security and environmental improvements. As previously noted mainstream resources are insufficient to cover the program and a draw down has been made from the Decent Neighbourhoods pot of £14.9m in 2011/12.

**Table 7 – HRA Capital Programme Summary**

All figures in £000	2011/12	2011/12 - 2015/16
<b>Expenditure</b>		
Committed Expenditure	<b>31,792</b>	62,183
Statutory requirements, Health and Safety.	<b>7,668</b>	16,829
Stock Investment (new).	<b>3,719</b>	80,323
<b>Total Expenditure</b>	<b>43,179</b>	<b>159,335</b>
<b>Resourced By:</b>		
Major Repairs Allowance	<b>(12,648)</b>	(65,248)
Capital receipts	<b>(5,103)</b>	(5,103)
Leasehold Contributions	<b>(7,880)</b>	(23,436)
Specific Funding	<b>(2,681)</b>	(2,681)
Contribution from decent neighbourhoods pot	<b>(14,867)</b>	(14,867)
<b>Total Resources</b>	<b>(43,179)</b>	<b>(111,335)</b>
<b>Cumulative Balance (Surplus)/ Deficit</b>	<b>0</b>	<b>48,000</b>

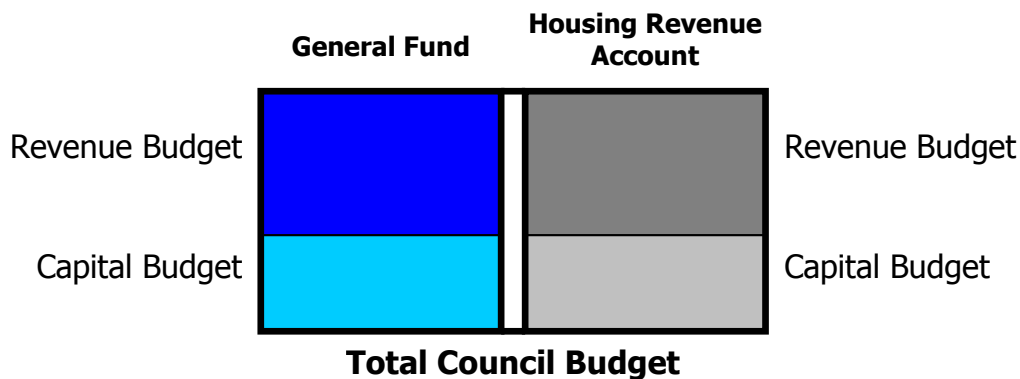
The Housing Capital programme indicates that it will be in deficit of £48m by 2015/16. Options will be explored to balance the programme from 2012/13 once the proposals for the new Housing Subsidy regime are known. A detailed breakdown of the HRA capital programme is provided on page 129.

# 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 eight departments presented in the Budget Book, Children's Services, Community Services, Environment Services, Housing Options & Regeneration Services, Residents Services, Finance & Corporate Services, Centrally Managed Budgets 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 15 and 105.

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 2010/11 to 2011/12 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 2010/11 and 2011/12.





# **2011/2012 ESTIMATES**

# **CORPORATE SUMMARY**



**GENERAL FUND  
SUMMARY**

<b>Service Area</b>	<b>2009/2010 Estimates £000</b>	<b>Inflation £000</b>	<b>Redirected Resources £000</b>	<b>Efficiencies £000</b>	<b>Growth £000</b>	<b>Other Adjustments £000</b>	<b>2011/2012 Estimates £000</b>
Children's Services	61,462	293	5,603	(6,516)	0	1,140	61,988
Community Services	77,581	596	4,086	(6,284)	2,837	1,296	80,112
Environment Services	475	320	250	(4,802)	423	6,935	3,601
Housing Options & Regeneration	7,693	134	802	(923)	2,313	488	10,507
Residents Services	37,201	265	(1,585)	(3,792)	2,450	918	35,457
Finance & Corporate Services	11,728	478	2,478	(3,136)	582	1,352	13,482
Centrally Managed Budgets	26,874	636	130	(1,440)	3,092	(1,415)	27,877
<b>Total Departmental Expenditure</b>	<b>223,014</b>	<b>2,722</b>	<b>11,764</b>	<b>(26,893)</b>	<b>11,697</b>	<b>10,714</b>	<b>233,018</b>
Capital Financing	(13,652)	0	0	0	0	(7,675)	(21,327)
Use of Balances	(2,378)	0	1,345	0	100	(1,328)	(2,261)
General Grant	(22,639)	0	(13,109)	0	0	15,607	(20,141)
<b>Net Expenditure</b>	<b>184,345</b>	<b>2,722</b>	<b>0</b>	<b>(26,893)</b>	<b>11,797</b>	<b>17,318</b>	<b>189,289</b>

**GENERAL FUND  
SUMMARY**

	2010/2011	2011/2012
Number of Full Time Equivalent staff	5,175	4,896

**SUBJECTIVE ANALYSIS OF ESTIMATES**

	2010/2011 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2011/2012 Estimates £000
<b>Expenditure</b>							
Employee Expenses	226,576	71	(244)	(11,146)	1,700	(3,566)	213,391
Premises Related Expenditure	24,463	635	210	(1,142)	431	1,062	25,659
Transport Related Expenditure	9,157	0	0	(148)	0	(172)	8,837
Supplies and Services	58,360	222	(285)	(2,252)	1,404	(1,874)	55,575
Third Party Payments	135,541	1,787	(1,743)	(5,071)	6,499	(690)	136,323
Transfer Payments	168,392	85	582	(437)	661	2,857	172,140
Support Services	38,944	0	558	0	0	(256)	39,246
Capital Charges	46,265	0	(250)	0	150	6,213	52,378
<b>GROSS EXPENDITURE</b>	<b>707,698</b>	<b>2,800</b>	<b>(1,172)</b>	<b>(20,196)</b>	<b>10,845</b>	<b>3,574</b>	<b>703,549</b>
Service Level Agreement Recharges	(44,948)	0	(558)	0	0	(1,963)	(47,469)
<b>Income</b>							
Internal Recharge Income	(41,201)	0	26	(100)	0	1,839	(39,436)
Government Grants	(288,764)	0	9,314	(267)	186	5,531	(274,000)
Other Reimbursements & Contributions	(46,892)	(32)	3,870	(486)	0	746	(42,794)
Customer & Client Receipts	(62,073)	(46)	0	(4,611)	666	70	(65,994)
Interest & Other	(1,382)	0	284	(900)	0	919	(1,079)
Use of Balances & Reserves	576	0	0	(333)	0	0	243
General Grant & Capital Financing	(38,669)	0	0	0	0	(5,063)	(43,732)
<b>GROSS INCOME</b>	<b>(478,405)</b>	<b>(78)</b>	<b>13,494</b>	<b>(6,697)</b>	<b>852</b>	<b>4,042</b>	<b>(466,792)</b>
<b>NET EXPENDITURE</b>	<b>184,345</b>	<b>2,722</b>	<b>11,764</b>	<b>(26,893)</b>	<b>11,697</b>	<b>5,653</b>	<b>189,289</b>



# 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.





# **2011/2012 ESTIMATES**

# **CHILDREN'S SERVICES**

**CHILDREN'S SERVICES  
CHANGE BETWEEN YEARS**

<b>Service Area Analysis</b>	<b>2010/2011 Estimates £000</b>	<b>Inflation £000</b>	<b>Redirected Resources £000</b>	<b>Efficiencies £000</b>	<b>Growth £000</b>	<b>Other Adjustments £000</b>	<b>2011/2012 Estimates £000</b>
School Resources And Capital Programme Team	773	0	0	(225)	0	(105)	443
Asylum Seekers	1,063	17	0	0	0	49	1,128
Children's Social Care	35,520	267	(18)	(1,800)	0	(3,833)	30,138
Commissioning	3,585	0	0	(834)	0	1,001	3,753
Children's Services Overheads	5,392	0	(98)	(559)	0	619	5,356
Resources, Strategy & Policy	702	0	0	0	0	(163)	541
School Improvement & Standards	3,561	0	0	(494)	0	4,163	7,231
School Funding	4,289	2	319	(8)	0	(3,413)	1,186
Youth & Community	6,577	7	5,400	(2,596)	0	2,822	12,212
<b>TOTAL</b>	<b>61,462</b>	<b>293</b>	<b>5,603</b>	<b>(6,516)</b>	<b>0</b>	<b>1,140</b>	<b>61,988</b>

**CHILDREN'S SERVICES  
SUMMARY**

	2010/2011	2011/2012
Number of Full Time Equivalent staff	3,298	3,190

**SUBJECTIVE ANALYSIS OF ESTIMATES**

**Expenditure**

	2010/2011 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2011/2012 Estimates £000
Employee Expenses	134,218	0	(22)	(4,660)	0	215	129,753
Premises Related Expenditure	9,680	0	(34)	(528)	0	(1,756)	7,364
Transport Related Expenditure	4,989	0	0	(60)	0	40	4,970
Supplies and Services	16,919	0	(20)	(443)	0	(6,832)	9,625
Third Party Payments	31,162	301	0	(634)	0	(2,098)	28,731
Transfer Payments	1,789	24	0	(116)	0	1,194	2,889
Support Services	9,133	0	0	0	0	586	9,719
Capital Charges	3,121	0	0	0	0	646	3,767

**GROSS EXPENDITURE**

<b>211,011</b>	<b>325</b>	<b>(76)</b>	<b>(6,441)</b>	<b>0</b>	<b>(8,005)</b>	<b>196,818</b>
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Service Level Agreement Recharges	(4,819)	0	0	0	0	4,819	0
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**Income**

Internal Recharge Income	(1,593)	0	0	0	0	12	(1,581)
Government Grants	(128,684)	0	5,679	0	0	3,216	(119,787)
Other Reimbursements & Contributions	(12,245)	(32)	0	(75)	0	777	(11,573)
Customer & Client Receipts	(2,406)	0	0	0	0	321	(2,085)
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	198	0	0	0	0	0	198

**GROSS INCOME**

<b>(144,730)</b>	<b>(32)</b>	<b>5,679</b>	<b>(75)</b>	<b>0</b>	<b>4,351</b>	<b>(134,830)</b>
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**NET EXPENDITURE**

<b>61,462</b>	<b>293</b>	<b>5,603</b>	<b>(6,516)</b>	<b>0</b>	<b>1,165</b>	<b>61,988</b>
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**CHILDREN'S SERVICES  
SCHOOL RESOURCES AND CAPITAL PROGRAMME TEAM**

This service manages the strategy and development of the School Capital Programmes including School Expansions, Basic Needs Projects and Free Schools. It also deals with the Revenue Maintenance Programmes for the Schools and other buildings within Children's Services. 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

	2010/2011	2011/2012
Full Time Equivalents	24	21

**Subjective Analysis of Estimates**

**Expenditure**

	2010/2011 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2011/2012 Estimates £000
Employees	829	0	0	(225)	0	(50)	554
Premises	60	0	0	0	0	(60)	0
Transport	0	0	0	0	0	0	0
Supplies & Services	678	0	0	0	0	(50)	628
Third Party Payments	0	0	0	0	0	0	0
Transfer Payments	0	0	0	0	0	0	0
Support Services	(794)	0	0	0	0	55	(739)
Capital Charges	0	0	0	0	0	0	0

**Gross Expenditure**

**Service Level Agreement Recharges**

**Income**

<b>Gross Expenditure</b>	<b>773</b>	<b>0</b>	<b>0</b>	<b>(225)</b>	<b>0</b>	<b>(105)</b>	<b>443</b>
<b>Service Level Agreement Recharges</b>	0	0	0	0	0	0	0
<b>Income</b>							
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**

**Net Expenditure/ (Income)**

Explanation of major items above (excluding inflation)	£000	FTE
MTFS Savings for School Resources	(225)	(2)
Transfer of staff to departmental Executive Support team	(50)	(1)
Service Level Agreement Apportionment adjustment	(55)	-
<b>Total</b>	<b>(330)</b>	<b>(3)</b>

**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.

	2010/2011	2011/2012
Full Time Equivalents	12	8.5

**Subjective Analysis of Estimates**

**Expenditure**

	2010/2011 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2011/2012 Estimates £000
Employees	492	0	0	0	0	(85)	407
Premises	0	0	0	0	0	0	0
Transport	2	0	0	0	0	0	2
Supplies & Services	6	0	0	0	0	2	9
Third Party Payments	1,576	11	0	0	0	(1,019)	567
Transfer Payments	328	6	0	0	0	444	777
Support Services	132	0	0	0	0	245	377
Capital Charges	0	0	0	0	0	0	0
<b>Gross Expenditure</b>	<b>2,536</b>	<b>17</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(413)</b>	<b>2,139</b>
<b>Service Level Agreement Recharges</b>	0	0	0	0	0	0	0
<b>Income</b>							
Internal Recharge Income	0	0	0	0	0	0	0
Government Grants	(982)	0	0	0	0	(29)	(1,011)
Reimbursements & Contributions	(491)	0	0	0	0	491	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
<b>Gross Income</b>	<b>(1,473)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>462</b>	<b>(1,011)</b>
<b>Net Expenditure/ (Income)</b>	<b>1,063</b>	<b>17</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>49</b>	<b>1,128</b>

**Explanation of major items above (excluding inflation)**

	£000	FTE
Legal charges budget moved to central Children's Social Care Legal cost centre	(2)	-
Corporate Service Level Agreement Adjustments	51	-
Reduction in staff in line with reduction in UASC numbers - nil effect on budget	0	(3.5)
<b>Total</b>	<b>49</b>	<b>(3.5)</b>

**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 and Safeguarding and Quality Assurance.

	2010/2011	2011/2012
Full Time Equivalents	290	264

**Subjective Analysis of Estimates**

**Expenditure**

	2010/2011 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2011/2012 Estimates £000
Employees	14,579	0	0	(1,015)	0	(90)	13,474
Premises	1,093	0	(18)	0	0	(930)	145
Transport	2,766	0	0	(60)	0	(1,610)	1,097
Supplies & Services	4,410	0	0	(165)	0	(1,484)	2,761
Third Party Payments	11,511	249	0	(444)	0	(798)	10,518
Transfer Payments	1,107	18	0	(116)	0	781	1,789
Support Services	2,058	0	0	0	0	200	2,258
Capital Charges	0	0	0	0	0	0	0

**Gross Expenditure**

**Service Level Agreement Recharges**

**Income**

<b>Gross Expenditure</b>	<b>37,524</b>	<b>267</b>	<b>(18)</b>	<b>(1,800)</b>	<b>0</b>	<b>(3,931)</b>	<b>32,042</b>
<b>Service Level Agreement Recharges</b>	0	0	0	0	0	0	0
<b>Income</b>							
Internal Recharge Income	0	0	0	0	0	0	0
Government Grants	(1,051)	0	0	0	0	(180)	(1,230)
Reimbursements & Contributions	(594)	0	0	0	0	208	(385)
Customer & Client Receipts	(359)	0	0	0	0	70	(289)
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0

**Gross Income**

**Net Expenditure/ (Income)**

<b>Gross Income</b>	<b>(2,004)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>98</b>	<b>(1,904)</b>
<b>Net Expenditure/ (Income)</b>	<b>35,520</b>	<b>267</b>	<b>(18)</b>	<b>(1,800)</b>	<b>0</b>	<b>(3,833)</b>	<b>30,138</b>
<b>Explanation of major items above (excluding inflation)</b>						<b>£000</b>	<b>FTE</b>
Transfer of the Special Educational Needs transport contract cost from Childrens Social Care to School Improvement and Standards						(1,654)	-
Residual training budget moving to Overhead cost centre						(167)	-
Parents and Carers Together (PACT) Service transfer from Children, Youth and Communities to Children's Social Care						117	1
Divisional support post moved to Children, Youth and Communities						(44)	(1)
Corporate SLA adjustments						(2,151)	-
MTFS Efficiency proposals						(1,800)	(26)
Other						48	-
<b>Total</b>						<b>(5,651)</b>	<b>(26)</b>

**CHILDREN'S SERVICES  
COMMISSIONING**

This Division contains the following areas of activity: Commissioning, Grants, and Local Safeguarding Children's Board.

	2010/2011	2011/2012
Full Time Equivalents	35	33

**Subjective Analysis of Estimates**

**Expenditure**

	2010/2011 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2011/2012 Estimates £000
Employees	1,529	0	0	(612)	0	(465)	452
Premises	69	0	0	0	0	(50)	19
Transport	11	0	0	0	0	(10)	2
Supplies & Services	940	0	0	(222)	0	(632)	86
Third Party Payments	1,696	0	0	0	0	636	2,332
Transfer Payments	2	0	0	0	0	0	2
Support Services	151	0	0	0	0	797	948
Capital Charges	0	0	0	0	0	0	0
<b>Gross Expenditure</b>	<b>4,398</b>	<b>0</b>	<b>0</b>	<b>(834)</b>	<b>0</b>	<b>276</b>	<b>3,841</b>
<b>Service Level Agreement Recharges</b>	0	0	0	0	0	0	0
<b>Income</b>							
Internal Recharge Income	0	0	0	0	0	0	0
Government Grants	(492)	0	0	0	0	492	0
Reimbursements & Contributions	(321)	0	0	0	0	233	(88)
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
<b>Gross Income</b>	<b>(813)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>725</b>	<b>(88)</b>
<b>Net Expenditure/ (Income)</b>	<b>3,585</b>	<b>0</b>	<b>0</b>	<b>(834)</b>	<b>0</b>	<b>1,001</b>	<b>3,753</b>

**Explanation of major items above (excluding inflation)**

	£000	FTE
Transfer of Youth Management to Commissioning	938	16
Transfer of Children and Adolescents with Mental Health Needs (CAMHS) grant from Youth Offending back to CAMHS commissioning	36	-
Transfer of staff member to Children, Youth and Communities Executive Support Team	(44)	(1)
Increased Service Level Agreement apportionments	36	-
Transfer of budgets to Youth & Community as part of locality teams	(278)	-
MTFS efficiencies	(832)	(17)
Other	311	-
<b>Total</b>	<b>167</b>	<b>(2)</b>

**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.

	2010/2011	2011/2012
Full Time Equivalents	35	35

**Subjective Analysis of Estimates**

**Expenditure**

	2010/2011 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2011/2012 Estimates £000
Employees	2,842	0	(62)	(31)	0	(330)	2,420
Premises	290	0	(16)	(528)	0	(135)	(388)
Transport	1	0	0	0	0	0	1
Supplies & Services	718	0	(20)	0	0	(567)	131
Third Party Payments	0	0	0	0	0	0	0
Transfer Payments	0	0	0	0	0	0	0
Support Services	4,024	0	0	0	0	(4,007)	17
Capital Charges	3,121	0	0	0	0	646	3,767

**Gross Expenditure**

**Service Level Agreement Recharges**

**Income**

<b>Gross Expenditure</b>	<b>10,996</b>	<b>0</b>	<b>(98)</b>	<b>(559)</b>	<b>0</b>	<b>(4,393)</b>	<b>5,948</b>
<b>Service Level Agreement Recharges</b>	<b>(4,712)</b>	0	0	0	0	4,712	0
<b>Income</b>							
Internal Recharge Income	0	0	0	0	0	0	0
Government Grants	0	0	0	0	0	0	0
Reimbursements & Contributions	(475)	0	0	0	0	(117)	(592)
Customer & Client Receipts	(417)	0	0	0	0	417	0
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0

**Gross Income**

**Net Expenditure/ (Income)**

<b>Gross Income</b>	<b>(892)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>300</b>	<b>(592)</b>	
<b>Net Expenditure/ (Income)</b>	<b>5,392</b>	<b>0</b>	<b>(98)</b>	<b>(559)</b>	<b>0</b>	<b>619</b>	<b>5,356</b>	
<b>Explanation of major items above (excluding inflation)</b>							<b>£000</b>	<b>FTE</b>
Redirected to corporate as part of the Mail and distribution direction of travel.							(20)	-
Redirected to corporate as part of the department's maternity savings.							(62)	-
Increased Capital charges and amortisation of capital assets.							646	-
Increased Service Level Agreement Apportionments.							22	-
MTFS efficiencies							(559)	-
Other							(65)	-
<b>Total</b>							<b>(38)</b>	<b>0</b>

**CHILDREN'S SERVICES  
RESOURCES, STRATEGY & POLICY**

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

	2010/2011	2011/2012
Full Time Equivalents	0	0

**Subjective Analysis of Estimates**

**Expenditure**

	2010/2011 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2011/2012 Estimates £000
Employees	585	0	0	0	0	0	585
Premises	711	0	0	0	0	(34)	678
Transport	1	0	0	0	0	0	1
Supplies & Services	160	0	0	0	0	(72)	88
Third Party Payments	0	0	0	0	0	0	0
Transfer Payments	0	0	0	0	0	0	0
Support Services	129	0	0	0	0	(57)	73
Capital Charges	0	0	0	0	0	0	0
<b>Gross Expenditure</b>	<b>1,586</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(163)</b>	<b>1,425</b>
<b>Service Level Agreement Recharges</b>	0	0	0	0	0	0	0
<b>Income</b>							
Internal Recharge Income	(6)	0	0	0	0	0	(6)
Government Grants	0	0	0	0	0	0	0
Reimbursements & Contributions	(498)	0	0	0	0	0	(498)
Customer & Client Receipts	(380)	0	0	0	0	0	(380)
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0
<b>Gross Income</b>	<b>(884)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(884)</b>
<b>Net Expenditure/ (Income)</b>	<b>702</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(163)</b>	<b>541</b>

**Explanation of major items above (excluding inflation)**

All changes in the Resources Strategy and Policy division are in relation to reductions in SLA apportionments.

	£000	FTE
	(163)	-
<b>Total</b>	<b>(163)</b>	<b>0</b>

**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 Area Based Grant (ABG).

	2010/2011	2011/2012
Full Time Equivalents	287	292

**Subjective Analysis of Estimates**

**Expenditure**

	2010/2011 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2011/2012 Estimates £000
Employees	5,854	0	0	(391)	0	1,709	7,172
Premises	381	0	0	0	0	(223)	158
Transport	38	0	0	0	0	1,639	1,677
Supplies & Services	1,179	0	0	(28)	0	(609)	542
Third Party Payments	1	0	0	0	0	0	1
Transfer Payments	10	0	0	0	0	0	10
Support Services	(1,793)	0	0	0	0	1,127	(666)
Capital Charges	0	0	0	0	0	0	0
<b>Gross Expenditure</b>	<b>5,670</b>	<b>0</b>	<b>0</b>	<b>(419)</b>	<b>0</b>	<b>3,643</b>	<b>8,894</b>
<b>Service Level Agreement Recharges</b>	0	0	0	0	0	0	0
<b>Income</b>							
Internal Recharge Income	(7)	0	0	0	0	0	(7)
Government Grants	(1,073)	0	0	0	0	682	(390)
Reimbursements & Contributions	(629)	0	0	(75)	0	4	(700)
Customer & Client Receipts	(400)	0	0	0	0	(166)	(566)
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0
<b>Gross Income</b>	<b>(2,109)</b>	<b>0</b>	<b>0</b>	<b>(75)</b>	<b>0</b>	<b>520</b>	<b>(1,663)</b>
<b>Net Expenditure/ (Income)</b>	<b>3,561</b>	<b>0</b>	<b>0</b>	<b>(494)</b>	<b>0</b>	<b>4,163</b>	<b>7,231</b>

**Explanation of major items above (excluding inflation)**

	£000	FTE
Movement of the Education Data team from Youth and Community division and other locality team budgets, post 16 Commissioning	501	3
Movement of the Special Educational Needs (SEN) Transport contract from Childrens Social Care to this division.	1,654	-
Movement of School Grants from School Funding Division	1,317	-
Movement of SEN Policy Grant from school funding to this division	159	3
Movement of Executive Support to the new executive support team	(46)	(1)
Service Level Agreement apportionment changes	578	-
MTFS Savings	(494)	-
<b>Total</b>	<b>3,669</b>	<b>5</b>

**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.

	2010/2011	2011/2012
Full Time Equivalents	2344	2344

**Subjective Analysis of Estimates**

**Expenditure**

	2010/2011 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2011/2012 Estimates £000
Employees	96,020	0	0	0	0	643	96,663
Premises	6,460	0	0	0	0	0	6,460
Transport	0	0	0	0	0	1	1
Supplies & Services	4,984	0	0	(8)	0	(263)	4,713
Third Party Payments	11,513	34	0	0	0	621	12,168
Transfer Payments	0	0	0	0	0	0	0
Support Services	6,505	0	0	0	0	(2,177)	4,327
Capital Charges	0	0	0	0	0	0	0

**Gross Expenditure**

**Service Level Agreement Recharges**

**Income**

	<b>125,482</b>	<b>34</b>	<b>0</b>	<b>(8)</b>	<b>0</b>	<b>(1,175)</b>	<b>124,332</b>
	0	0	0	0	0	0	0
Internal Recharge Income	0	0	0	0	0	0	0
Government Grants	(114,557)	0	319	0	0	(1,986)	(116,226)
Reimbursements & Contributions	(6,101)	(32)	0	0	0	(252)	(6,384)
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**

**Net Expenditure/ (Income)**

	<b>(121,193)</b>	<b>(32)</b>	<b>319</b>	<b>0</b>	<b>0</b>	<b>(2,238)</b>	<b>(123,146)</b>
	<b>4,289</b>	<b>2</b>	<b>319</b>	<b>(8)</b>	<b>0</b>	<b>(3,413)</b>	<b>1,186</b>
<b>Explanation of major items above (excluding inflation)</b>	<b>£000</b>	<b>FTE</b>					
Movement of school grant funding to School Improvement and Standards (SIS)	(1,476)	-					
Service Level Agreement Apportionment changes.	(187)	-					
Permanent Virements in year, including movement of funding for the 3 and 4 yr old offer, and catering from Youth & Communities	(1,716)	-					
Reallocation of Sure Start funding	(34)	-					
Pupil premium for 4,945 pupils eligible for free school meals @ £430 each	2,126	-					
Pupil Premium Income	(2,126)	-					
Other	311	-					
<b>Total</b>	<b>(3,102)</b>	<b>0</b>					



**CHILDREN'S SERVICES  
YOUTH & COMMUNITY**

This service area covers childcare, Children's Centres, Integrated Youth Services (including Youth Offending). Also included are Passenger Transport which includes the provision of transport services for Day Centres, SEN, and site care support.

	2010/2011	2011/2012
Full Time Equivalents	271	192

**Subjective Analysis of Estimates**

**Expenditure**

	2010/2011 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2011/2012 Estimates £000
Employees	11,488	0	40	(2,386)	0	(1,117)	8,026
Premises	616	0	0	0	0	(324)	292
Transport	2,170	0	0	0	0	20	2,189
Supplies & Services	3,844	0	0	(20)	0	(3,157)	667
Third Party Payments	4,865	7	0	(190)	0	(1,538)	3,145
Transfer Payments	342	0	0	0	0	(31)	311
Support Services	(1,279)	0	0	0	0	4,403	3,124
Capital Charges	0	0	0	0	0	0	0

**Gross Expenditure**

**Service Level Agreement Recharges**

**Income**

<b>Gross Expenditure</b>	<b>22,046</b>	<b>7</b>	<b>40</b>	<b>(2,596)</b>	<b>0</b>	<b>(1,744)</b>	<b>17,754</b>
<b>Service Level Agreement Recharges</b>	<b>(107)</b>	0	0	0	0	107	0
<b>Income</b>							
Internal Recharge Income	(1,580)	0	0	0	0	12	(1,568)
Government Grants	(10,529)	0	5,360	0	0	4,237	(931)
Reimbursements & Contributions	(3,136)	0	0	0	0	210	(2,926)
Customer & Client Receipts	(117)	0	0	0	0	0	(117)
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0

**Gross Income**

**Net Expenditure/ (Income)**

<b>Gross Income</b>	<b>(15,362)</b>	<b>0</b>	<b>5,360</b>	<b>0</b>	<b>0</b>	<b>4,459</b>	<b>(5,542)</b>
<b>Net Expenditure/ (Income)</b>	<b>6,577</b>	<b>7</b>	<b>5,400</b>	<b>(2,596)</b>	<b>0</b>	<b>2,822</b>	<b>12,212</b>

**Explanation of major items above (excluding inflation)**

	£000	FTE
Budget transfers between School Improvement, youth & community and Commissioning for locality teams	(777)	(16)
Transfer of Parents and Carers Together (PACT) contract to Children's Social Care	(117)	-
Transfer of CAMHS grant from Youth Offending back to CAMHS commissioning	(36)	-
Permanent Virements in year, including movement of funding for the 3 and 4 yr old offer, and catering to Schools fund	1,812	-
Service Level Agreement apportionment changes	1,842	-
Allocation of new Executive support team from other divisions and reallocation of Sure Start grant	98	5
Early Intervention Grant allocated into base budget	5,400	-
MTFS efficiencies	(2,596)	(68)
<b>Total</b>	<b>5,626</b>	<b>(79)</b>

# 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 supported housing, 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. It also leads on all third sector funding and developments; and oversees the performance of the Department.

## **Statement of Core Business**

The Community Services Department is formed of three divisions. 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 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.

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, commission and procure 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.
- Focus on Quality - 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 personalised budgets following the pilot of the "100 Club" to 30% of users by April 2011.
- Extend reablement services from a hospital discharge service to one that covers all assessments for care in the home.
- Build on our framework for preventative services with colleagues in the Primary Care Trust, including implementation of the Third Sector review.
- Maximise the benefits in terms of service delivery and re-design in light of merger with Westminster City Council and the Royal Borough of Kensington and Chelsea and integration with NHS provider services.
- Continue to meet and identify efficiency savings in light of the Medium Term Financial Strategy and a reducing financial settlement from Central Government.





# **2011/2012 ESTIMATES**

# **COMMUNITY SERVICES**

**COMMUNITY SERVICES  
CHANGE BETWEEN YEARS**

<b>Service Area Analysis</b>	<b>2010/2011 Estimates £000</b>	<b>Inflation £000</b>	<b>Redirected Resources £000</b>	<b>Efficiencies £000</b>	<b>Growth £000</b>	<b>Other Adjustments £000</b>	<b>2011/2012 Estimates £000</b>
Head Of Directorate	229	0	0	0	0	(36)	192
Resources	1,262	3	(32)	(446)	1,294	446	2,526
Quality, Commissioning & Procurement (Qc&P)	19,863	100	425	(2,336)	0	(150)	17,902
Adult Social Care (Asc)	56,227	493	3,693	(3,502)	1,543	1,036	59,492
<b>TOTAL</b>	<b>77,581</b>	<b>596</b>	<b>4,086</b>	<b>(6,284)</b>	<b>2,837</b>	<b>1,296</b>	<b>80,112</b>

**COMMUNITY SERVICES  
SUMMARY**

	2010/2011	2011/2012
Number of Full Time Equivalent staff	437	400

**SUBJECTIVE ANALYSIS OF ESTIMATES**

**Expenditure**

	2010/2011 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2011/2012 Estimates £000
Employee Expenses	20,880	0	(171)	(1,605)	0	(1,540)	17,566
Premises Related Expenditure	2,005	0	(6)	0	0	(1,183)	817
Transport Related Expenditure	821	0	0	(25)	0	4	801
Supplies and Services	24,677	104	(5)	(1,239)	1,294	(2,984)	21,845
Third Party Payments	49,285	446	0	(2,661)	1,468	1,853	50,392
Transfer Payments	6,906	46	0	(71)	75	307	7,262
Support Services	6,929	0	0	0	0	1,835	8,763
Capital Charges	319	0	0	0	0	882	1,201

**GROSS EXPENDITURE**

	<b>111,822</b>	<b>596</b>	<b>(182)</b>	<b>(5,601)</b>	<b>2,837</b>	<b>(826)</b>	<b>108,647</b>
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Service Level Agreement Recharges

	(6,168)	0	0	0	0	2,400	(3,769)
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**Income**

Internal Recharge Income	(545)	0	0	0	0	0	(545)
Government Grants	(3,709)	0	398	0	0	579	(2,732)
Other Reimbursements & Contributions	(21,639)	0	3,870	(300)	0	(789)	(18,858)
Customer & Client Receipts	(2,313)	0	0	(250)	0	(68)	(2,631)
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	133	0	0	(133)	0	0	0

**GROSS INCOME**

	<b>(28,073)</b>	<b>0</b>	<b>4,268</b>	<b>(683)</b>	<b>0</b>	<b>(278)</b>	<b>(24,766)</b>
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**NET EXPENDITURE**

	<b>77,581</b>	<b>596</b>	<b>4,086</b>	<b>(6,284)</b>	<b>2,837</b>	<b>1,296</b>	<b>80,112</b>
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**COMMUNITY SERVICES  
HEAD OF DIRECTORATE**

The division contains the following areas of activity: Director's Office.

	2010/2011	2011/2012
Full Time Equivalents	1	1

**Subjective Analysis of Estimates**

**Expenditure**

	2010/2011 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2011/2012 Estimates £000
Employees	208	0	0	0	0	0	209
Premises	2	0	0	0	0	(2)	0
Transport	1	0	0	0	0	(1)	0
Supplies & Services	36	0	0	0	0	(28)	7
Third Party Payments	0	0	0	0	0	0	0
Transfer Payments	0	0	0	0	0	0	0
Support Services	(18)	0	0	0	0	(5)	(24)
Capital Charges	0	0	0	0	0	0	0

**Gross Expenditure**

**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	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**

**Net Expenditure/ (Income)**

Explanation of major items above (excluding inflation)	£000	FTE
Reallocation of corporate and departmental overheads.	(36)	-
<b>Total</b>	<b>(36)</b>	<b>0</b>

**COMMUNITY SERVICES  
RESOURCES**

The division contains the following areas of activity: Finance, Programme Management, Executive Office, Training Administration, Meals Service and Removals. Corporate Support & Information Technology and other centralised budgets which are fully apportioned to front line services.

	2010/2011	2011/2012
Full Time Equivalents	82	67

**Subjective Analysis of Estimates**

**Expenditure**

	2010/2011 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2011/2012 Estimates £000
Employees	3,737	0	(28)	(425)	0	(92)	3,192
Premises	279	0	0	0	0	(20)	259
Transport	142	0	0	(20)	0	5	127
Supplies & Services	744	3	(4)	(1)	1,294	(230)	1,806
Third Party Payments	0	0	0	0	0	0	0
Transfer Payments	5	0	0	0	0	(3)	1
Support Services	628	0	0	0	0	(2,665)	(2,037)
Capital Charges	(42)	0	0	0	0	81	39
<b>Gross Expenditure</b>	<b>5,493</b>	<b>3</b>	<b>(32)</b>	<b>(446)</b>	<b>1,294</b>	<b>(2,924)</b>	<b>3,387</b>
<b>Service Level Agreement Recharges</b>	<b>(3,220)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,220</b>	<b>0</b>
<b>Income</b>							
Internal Recharge Income	0	0	0	0	0	0	0
Government Grants	(69)	0	0	0	0	69	0
Reimbursements & Contributions	(63)	0	0	0	0	29	(34)
Customer & Client Receipts	(879)	0	0	0	0	52	(827)
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0
<b>Gross Income</b>	<b>(1,011)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>150</b>	<b>(861)</b>
<b>Net Expenditure/ (Income)</b>	<b>1,262</b>	<b>3</b>	<b>(32)</b>	<b>(446)</b>	<b>1,294</b>	<b>446</b>	<b>2,526</b>

<b>Explanation of major items above (excluding inflation)</b>	<b>£000</b>	<b>FTE</b>
MTFS staffing headcount reduction and running cost efficiencies in the Resources Division	(446)	(13)
MTFS growth allocated to fund various pressures within the Adult Social Care services (funded from earmarked reserves).	1,294	-
Transfer of two budgets to Finance & Corporate Resources - Maternity and Employee Assistance	(28)	-
Recovery of internal support costs to Adult Social Care Services in line with Best Value Accounting Code of Practice.	(2,665)	-
Reallocation of external support costs with costs allocated directly to Adult Social Care services.	3,220	-
Net transfer of budgets to Environment for Facilities Management.	(230)	-
Net transfer of staffing to Regeneration and Housing Divisions.	(92)	(2)
Various income budget adjustments and other changes.	209	-
<b>Total</b>	<b>1,262</b>	<b>(15)</b>



**COMMUNITY SERVICES  
QUALITY, COMMISSIONING & PROCUREMENT (QC&P)**

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

	2010/2011	2011/2012
Full Time Equivalents	58	39

**Subjective Analysis of Estimates**

**Expenditure**

	2010/2011 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2011/2012 Estimates £000
Employees	3,232	0	(143)	(530)	0	(429)	2,130
Premises	554	0	(6)	0	0	(335)	214
Transport	8	0	0	(5)	0	0	3
Supplies & Services	21,332	100	(1)	(1,177)	0	(1,006)	19,247
Third Party Payments	1,553	0	0	(622)	0	257	1,189
Transfer Payments	77	0	0	(2)	0	0	75
Support Services	1,347	0	0	0	0	1,442	2,790
Capital Charges	28	0	0	0	0	86	114

**Gross Expenditure**

<b>28,131</b>	<b>100</b>	<b>(150)</b>	<b>(2,336)</b>	<b>0</b>	<b>15</b>	<b>25,762</b>
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**Service Level Agreement Recharges**

<b>(2,948)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(820)</b>	<b>(3,769)</b>
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**Income**

Internal Recharge Income	0	0	0	0	0	0	0
Government Grants	(2,517)	0	398	0	0	388	(1,731)
Reimbursements & Contributions	(2,749)	0	177	0	0	387	(2,186)
Customer & Client Receipts	(54)	0	0	0	0	(120)	(174)
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0

**Gross Income**

<b>(5,320)</b>	<b>0</b>	<b>575</b>	<b>0</b>	<b>0</b>	<b>655</b>	<b>(4,091)</b>
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**Net Expenditure/ (Income)**

<b>19,863</b>	<b>100</b>	<b>425</b>	<b>(2,336)</b>	<b>0</b>	<b>(150)</b>	<b>17,902</b>
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**Explanation of major items above (excluding inflation)**

	£000	FTE
MTFS staffing efficiencies and headcount reduction in this division ( Net General Fund reduction).	(530)	(11)
MTFS efficiencies relating to re-prioritisation of 3rd sector Investment Fund	(1,177)	-
MTFS efficiencies relating to procurement and contract management.	(629)	-
Transfer of residual Advice Service responsibilities to Regeneration & Housing Options services	(150)	-
Net re-allocation of internal and external support costs to services.	622	-
Net reduction in supplies and services budgets in line with funding programme.	(230)	-
Net reduction in employees in line with funding programme.	(429)	(8)
Accounting adjustment to transfer the HIV/AIDS grant which is mainstream into Formula Funding.	398	-
Net other adjustments.	64	-
<b>Total</b>	<b>(2,061)</b>	<b>(19)</b>

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

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

	2010/2011	2011/2012
Full Time Equivalents	296	293

**Subjective Analysis of Estimates**

**Expenditure**

	2010/2011 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2011/2012 Estimates £000
Employees	13,703	0	0	(650)	0	(1,019)	12,035
Premises	1,170	0	0	0	0	(826)	344
Transport	670	0	0	0	0	0	671
Supplies & Services	2,565	1	0	(61)	0	(1,720)	785
Third Party Payments	47,732	446	0	(2,039)	1,468	1,596	49,203
Transfer Payments	6,824	46	0	(69)	75	310	7,186
Support Services	4,972	0	0	0	0	3,063	8,034
Capital Charges	333	0	0	0	0	715	1,048

**Gross Expenditure**

<b>77,969</b>	<b>493</b>	<b>0</b>	<b>(2,819)</b>	<b>1,543</b>	<b>2,119</b>	<b>79,306</b>
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**Service Level Agreement Recharges**

0	0	0	0	0	0	0
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**Income**

Internal Recharge Income	(545)	0	0	0	0	0	(545)
Government Grants	(1,123)	0	0	0	0	122	(1,001)
Reimbursements & Contributions	(18,827)	0	3,693	(300)	0	(1,205)	(16,638)
Customer & Client Receipts	(1,380)	0	0	(250)	0	0	(1,630)
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	133	0	0	(133)	0	0	0

**Gross Income**

<b>(21,742)</b>	<b>0</b>	<b>3,693</b>	<b>(683)</b>	<b>0</b>	<b>(1,083)</b>	<b>(19,814)</b>
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**Net Expenditure/ (Income)**

<b>56,227</b>	<b>493</b>	<b>3,693</b>	<b>(3,502)</b>	<b>1,543</b>	<b>1,036</b>	<b>59,492</b>
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**Explanation of major items above (excluding inflation)**

	£000	FTE
Accounting adjustment to transfer the Learning Disability grant (Previously funded by Health).	3,870	-
MTFS staffing efficiencies and headcount reduction from social work productivity and process re-engineering.	(650)	(12)
MTFS efficiencies relating to smarter procurement in the Home Care market and providing alternative home support for out of borough placements.	(2,169)	(3)
MTFS efficiencies through increased income in residential charging and careline.	(550)	-
MTFS efficiency by reducing the Private Finance Initiative (PFI) subsidy.	(133)	-
Growth in Adult Social Care market due to demographic and cost pressures	1,543	-
Reallocation of direct employees costs budgets into 3rd party payments and transfer payments.	(709)	-
Transfer of Occupational Therapist and adaptation service from Housing to Adult Social Care and Benefit Advisors to Resource Division. (Budget shown in the original estimate)	0	15
Reallocation of external support costs previously shown in premises, supplies and services and increased in external support costs.	517	-
Increased expenditure mainly funded by joint working with NHS Hammersmith and Fulham.	1,596	-
Increased in depreciation charges principally related to PFI nursing homes.	715	-
Increased contributions from joint working with NHS HF	(1,205)	-
Other changes	(55)	-
<b>Total</b>	<b>2,770</b>	<b>1</b>



# 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





# **2011/2012 ESTIMATES**

# **ENVIRONMENT SERVICES**

**ENVIRONMENT SERVICES  
SUMMARY**

	2010/2011	2011/2012
Number of Full Time Equivalent staff	519	489

**SUBJECTIVE ANALYSIS OF ESTIMATES**

	2010/2011 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2011/2012 Estimates £000
<b>Expenditure</b>							
Employee Expenses	24,260	0	(38)	(266)	0	(1,213)	22,743
Premises Related Expenditure	1,037	74	262	(533)	0	6,594	7,433
Transport Related Expenditure	612	0	0	0	0	(1)	613
Supplies and Services	6,610	4	0	0	0	(1,459)	5,155
Third Party Payments	9,057	256	0	(643)	423	(315)	8,778
Transfer Payments	1	0	0	0	0	0	1
Support Services	6,023	0	0	0	0	16	6,036
Capital Charges	6,838	0	0	0	0	6,090	12,928
<b>GROSS EXPENDITURE</b>	<b>54,438</b>	<b>334</b>	<b>224</b>	<b>(1,442)</b>	<b>423</b>	<b>9,712</b>	<b>63,687</b>
Service Level Agreement Recharges	(5,382)	0	0	0	0	(3,404)	(8,785)
<b>Income</b>							
Internal Recharge Income	(11,541)	0	26	(100)	0	577	(11,039)
Government Grants	(40)	0	0	0	0	0	(40)
Other Reimbursements & Contributions	(2,598)	0	0	(85)	0	101	(2,582)
Customer & Client Receipts	(34,408)	(14)	0	(3,175)	0	(51)	(37,648)
Interest & Other	6	0	0	0	0	0	6
Use of Balances & Reserves	0	0	0	0	0	0	0
<b>GROSS INCOME</b>	<b>(48,581)</b>	<b>(14)</b>	<b>26</b>	<b>(3,360)</b>	<b>0</b>	<b>627</b>	<b>(51,303)</b>
<b>NET EXPENDITURE</b>	<b>475</b>	<b>320</b>	<b>250</b>	<b>(4,802)</b>	<b>423</b>	<b>6,935</b>	<b>3,599</b>

**ENVIRONMENT SERVICES  
CHANGE BETWEEN YEARS**

<b>Service Area Analysis</b>	<b>2010/2011 Estimates £000</b>	<b>Inflation £000</b>	<b>Redirected Resources £000</b>	<b>Efficiencies £000</b>	<b>Growth £000</b>	<b>Other Adjustments £000</b>	<b>2011/2012 Estimates £000</b>
Highways & Engineering Services	8,348	227	0	(858)	159	4,492	12,367
Parking	(14,373)	41	0	(1,900)	0	(293)	(16,524)
Planning	3,959	(2)	0	(130)	0	512	4,338
Public Protection & Safety	4,382	(5)	0	(85)	0	437	4,726
Building & Property Management	(1,760)	59	288	(1,108)	264	1,486	(771)
Resources	(81)	0	(38)	(721)	0	301	(537)
<b>TOTAL</b>	<b>475</b>	<b>320</b>	<b>250</b>	<b>(4,802)</b>	<b>423</b>	<b>6,935</b>	<b>3,599</b>



**ENVIRONMENT SERVICES  
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.

	2010/2011	2011/2012
Full Time Equivalents	100	93

**Subjective Analysis of Estimates**

**Expenditure**

	2010/2011 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2011/2012 Estimates £000
Employees	4,586	0	0	(130)	0	(280)	4,175
Premises	1,036	10	0	0	0	(201)	845
Transport	143	0	0	0	0	11	155
Supplies & Services	1,381	4	0	0	0	(605)	780
Third Party Payments	3,797	219	0	(643)	159	(37)	3,495
Transfer Payments	0	0	0	0	0	0	0
Support Services	928	0	0	0	0	479	1,406
Capital Charges	2,823	0	0	0	0	4,827	7,650
<b>Gross Expenditure</b>	<b>14,694</b>	<b>233</b>	<b>0</b>	<b>(773)</b>	<b>159</b>	<b>4,194</b>	<b>18,506</b>
<b>Service Level Agreement Recharges</b>	0	0	0	0	0	0	0
<b>Income</b>							
Internal Recharge Income	(3,090)	0	0	0	0	46	(3,044)
Government Grants	0	0	0	0	0	0	0
Reimbursements & Contributions	(1,065)	0	0	(85)	0	5	(1,144)
Customer & Client Receipts	(2,191)	(6)	0	0	0	247	(1,951)
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0
<b>Gross Income</b>	<b>(6,346)</b>	<b>(6)</b>	<b>0</b>	<b>(85)</b>	<b>0</b>	<b>298</b>	<b>(6,139)</b>
<b>Net Expenditure/ (Income)</b>	<b>8,348</b>	<b>227</b>	<b>0</b>	<b>(858)</b>	<b>159</b>	<b>4,492</b>	<b>12,367</b>

**Explanation of major items above (excluding inflation)**

	£000	FTE
MTFS efficiencies	(858)	(3)
Flood Risk Assessment Grant	159	-
Capital charges and Service Level Agreement adjustments	4,649	-
Network Management restructure reduction in budgeted posts, offset against income (-£280k+£46k+£247k)	13	-
Reductions to Winter Maintenance, Traffic Management, License costs, support services	(150)	-
Project Manager moving from Highways to Public Protection and Safety	(56)	(1)
Reception team disbanded, budget removed last year	0	(3)
Other	37	-
<b>Total</b>	<b>3,794</b>	<b>(7)</b>

**ENVIRONMENT SERVICES  
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.

	2010/2011	2011/2012
Full Time Equivalents	145	145

**Subjective Analysis of Estimates**

**Expenditure**

	2010/2011 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2011/2012 Estimates £000
Employees	5,051	0	0	0	0	0	5,051
Premises	911	20	0	0	0	(119)	813
Transport	220	0	0	0	0	0	220
Supplies & Services	1,828	0	0	0	0	(553)	1,275
Third Party Payments	1,582	21	0	0	0	(204)	1,399
Transfer Payments	0	0	0	0	0	0	0
Support Services	1,536	0	0	0	0	412	1,948
Capital Charges	401	0	0	0	0	1	402
<b>Gross Expenditure</b>	<b>11,529</b>	<b>41</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(463)</b>	<b>11,108</b>
<b>Service Level Agreement Recharges</b>	0	0	0	0	0	0	0
<b>Income</b>							
Internal Recharge Income	0	0	0	0	0	0	0
Government Grants	0	0	0	0	0	0	0
Reimbursements & Contributions	(170)	0	0	0	0	170	0
Customer & Client Receipts	(25,748)	0	0	(1,900)	0	0	(27,648)
Interest & Other	16	0	0	0	0	0	16
Use of Balances & Reserves	0	0	0	0	0	0	0
<b>Gross Income</b>	<b>(25,902)</b>	<b>0</b>	<b>0</b>	<b>(1,900)</b>	<b>0</b>	<b>170</b>	<b>(27,632)</b>
<b>Net Expenditure/ (Income)</b>	<b>(14,373)</b>	<b>41</b>	<b>0</b>	<b>(1,900)</b>	<b>0</b>	<b>(293)</b>	<b>(16,524)</b>

**Explanation of major items above (excluding inflation)**

	£000	FTE
MTFS efficiencies	(1,900)	-
Others (including Capital Charges)	(293)	-
<b>Total</b>	<b>(2,193)</b>	<b>0</b>

## ENVIRONMENT SERVICES PLANNING

The Planning Division provides an integrated policy function for planning, transportation and the environment. This includes responsibility for statutory 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.

	2010/2011	2011/2012
Full Time Equivalents	55	53

### Subjective Analysis of Estimates

#### Expenditure

	2010/2011 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2011/2012 Estimates £000
Employees	2,762	0	0	(30)	0	8	2,740
Premises	165	0	0	0	0	(128)	36
Transport	7	0	0	0	0	0	7
Supplies & Services	471	0	0	0	0	(227)	244
Third Party Payments	0	0	0	0	0	0	0
Transfer Payments	0	0	0	0	0	0	0
Support Services	620	0	0	0	0	205	825
Capital Charges	1,102	0	0	0	0	654	1,756
<b>Gross Expenditure</b>	<b>5,127</b>	<b>0</b>	<b>0</b>	<b>(30)</b>	<b>0</b>	<b>512</b>	<b>5,608</b>
<b>Service Level Agreement Recharges</b>	0	0	0	0	0	0	0
<b>Income</b>							
Internal Recharge Income	(192)	0	0	(100)	0	0	(292)
Government Grants	(40)	0	0	0	0	0	(40)
Reimbursements & Contributions	(67)	0	0	0	0	0	(67)
Customer & Client Receipts	(869)	(2)	0	0	0	0	(871)
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0
<b>Gross Income</b>	<b>(1,168)</b>	<b>(2)</b>	<b>0</b>	<b>(100)</b>	<b>0</b>	<b>0</b>	<b>(1,270)</b>
<b>Net Expenditure/ (Income)</b>	<b>3,959</b>	<b>(2)</b>	<b>0</b>	<b>(130)</b>	<b>0</b>	<b>512</b>	<b>4,338</b>

#### Explanation of major items above (excluding inflation)

	£000	FTE
MTFS efficiencies	(130)	(2)
Capital Charges	654	-
Other adjustments (including SLA movements)	(142)	-
<b>Total</b>	<b>382</b>	<b>(2)</b>

**ENVIRONMENT SERVICES  
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.

	2010/2011	2011/2012
Full Time Equivalents	62	61

**Subjective Analysis of Estimates**

**Expenditure**

	2010/2011 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2011/2012 Estimates £000
Employees	3,318	0	0	(85)	0	83	3,315
Premises	106	0	0	0	0	(100)	5
Transport	41	0	0	0	0	0	41
Supplies & Services	537	0	0	0	0	(294)	243
Third Party Payments	18	0	0	0	0	0	18
Transfer Payments	0	0	0	0	0	0	0
Support Services	791	0	0	0	0	598	1,388
Capital Charges	754	0	0	0	0	9	763
<b>Gross Expenditure</b>	<b>5,565</b>	<b>0</b>	<b>0</b>	<b>(85)</b>	<b>0</b>	<b>296</b>	<b>5,773</b>
<b>Service Level Agreement Recharges</b>	<b>(303)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>141</b>	<b>(162)</b>
<b>Income</b>							
Internal Recharge Income	(26)	0	0	0	0	0	(26)
Government Grants	0	0	0	0	0	0	0
Reimbursements & Contributions	0	0	0	0	0	0	0
Customer & Client Receipts	(844)	(5)	0	0	0	0	(849)
Interest & Other	(10)	0	0	0	0	0	(10)
Use of Balances & Reserves	0	0	0	0	0	0	0
<b>Gross Income</b>	<b>(880)</b>	<b>(5)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(885)</b>
<b>Net Expenditure/ (Income)</b>	<b>4,382</b>	<b>(5)</b>	<b>0</b>	<b>(85)</b>	<b>0</b>	<b>437</b>	<b>4,726</b>

<b>Explanation of major items above (excluding inflation)</b>	<b>£000</b>	<b>FTE</b>
MTFS efficiencies	(85)	(2)
Project Manager moving from Highways to Public Protection and Safety	56	1
SLA related movements	432	-
Other adjustments	(51)	-
<b>Total</b>	<b>352</b>	<b>(1)</b>

**ENVIRONMENT SERVICES  
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.

	2010/2011	2011/2012
Full Time Equivalents	130	114

**Subjective Analysis of Estimates**

**Expenditure**

	2010/2011 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2011/2012 Estimates £000
Employees	6,835	0	0	0	0	(992)	5,844
Premises	(1,258)	44	262	(533)	0	7,201	5,715
Transport	200	0	0	0	0	(12)	189
Supplies & Services	1,890	0	0	0	0	588	2,478
Third Party Payments	3,660	16	0	0	264	(74)	3,866
Transfer Payments	1	0	0	0	0	0	1
Support Services	1,019	0	0	0	0	657	1,675
Capital Charges	1,750	0	0	0	0	587	2,337

**Gross Expenditure**

**Service Level Agreement Recharges**

**Income**

<b>Gross Expenditure</b>	<b>14,097</b>	<b>60</b>	<b>262</b>	<b>(533)</b>	<b>264</b>	<b>7,955</b>	<b>22,105</b>
<b>Service Level Agreement Recharges</b>	<b>(1,996)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(6,628)</b>	<b>(8,623)</b>
<b>Income</b>							
Internal Recharge Income	(8,233)	0	26	0	0	531	(7,677)
Government Grants	0	0	0	0	0	0	0
Reimbursements & Contributions	(1,096)	0	0	0	0	(74)	(1,171)
Customer & Client Receipts	(4,532)	(1)	0	(575)	0	(298)	(5,405)
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0

**Gross Income**

**Net Expenditure/ (Income)**

<b>Gross Expenditure</b>	<b>(13,861)</b>	<b>(1)</b>	<b>26</b>	<b>(575)</b>	<b>0</b>	<b>159</b>	<b>(14,253)</b>
<b>Net Expenditure/ (Income)</b>	<b>(1,760)</b>	<b>59</b>	<b>288</b>	<b>(1,108)</b>	<b>264</b>	<b>1,486</b>	<b>(771)</b>
<b>Explanation of major items above (excluding inflation)</b>	<b>£000</b>	<b>FTE</b>					
MTFS efficiencies	(1,108)	-					
Carbon Reduction Commitment (cost of carbon trading)	264	-					
Building & Technical Services Outsourcing (salaries reduction)	(1,000)	(16)					
Building & Technical Services Outsourcing (increased contractor payments)	1,000	-					
Premises (SLA adjustment due to centralisation of properties under Facilities Management)	956	-					
Other SLA adjustments	189	-					
Others (inc Capital Charges)	629	-					
<b>Total</b>	<b>930</b>	<b>(16)</b>					

**ENVIRONMENT SERVICES  
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.

	2010/2011	2011/2012
Full Time Equivalents	27	23

**Subjective Analysis of Estimates**

**Expenditure**

	2010/2011 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2011/2012 Estimates £000
Employees	1,708	0	(38)	(21)	0	(32)	1,618
Premises	77	0	0	0	0	(59)	19
Transport	1	0	0	0	0	0	1
Supplies & Services	503	0	0	0	0	(368)	135
Third Party Payments	0	0	0	0	0	0	0
Transfer Payments	0	0	0	0	0	0	0
Support Services	1,129	0	0	0	0	(2,335)	(1,206)
Capital Charges	8	0	0	0	0	12	20
<b>Gross Expenditure</b>	<b>3,426</b>	<b>0</b>	<b>(38)</b>	<b>(21)</b>	<b>0</b>	<b>(2,782)</b>	<b>587</b>
<b>Service Level Agreement Recharges</b>	<b>(3,083)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,083</b>	<b>0</b>
<b>Income</b>							
Internal Recharge Income	0	0	0	0	0	0	0
Government Grants	0	0	0	0	0	0	0
Reimbursements & Contributions	(200)	0	0	0	0	0	(200)
Customer & Client Receipts	(224)	0	0	(700)	0	0	(924)
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0
<b>Gross Income</b>	<b>(424)</b>	<b>0</b>	<b>0</b>	<b>(700)</b>	<b>0</b>	<b>0</b>	<b>(1,124)</b>
<b>Net Expenditure/ (Income)</b>	<b>(81)</b>	<b>0</b>	<b>(38)</b>	<b>(721)</b>	<b>0</b>	<b>301</b>	<b>(537)</b>

Explanation of major items above (excluding inflation)	£000	FTE
MTFS efficiencies / Deletion of posts	(721)	(4)
Other Adjustments (including alignment of support service budgets)	263	
<b>Total</b>	<b>(458)</b>	<b>(4)</b>



# HOUSING OPTIONS & REGENERATION

## **Description of service**

Housing Options & Regeneration Services is responsible for delivering a programme of physical and economic regeneration across the borough, enhancing housing services and housing opportunities for residents, and providing housing-related preventative interventions to reduce the demand for access to acute services. The department is focussed on creating successful neighbourhoods, providing a platform for economic prosperity, increasing the quality and quantity of social housing and improving opportunities for all residents.

## **Statement of Core Business**

Within the Housing Options division, the Assessment & Advice service works with partners to meet housing demand by assessing homelessness applications and promoting early interventions in order to reduce the likelihood of a person becoming homeless. The service also promotes the Council's range of low cost home ownership products. H&F Advice is a customer-facing service which provides information about housing options including advising on sheltered housing to support people independently, accessible housing for people with disabilities, and housing register applications. Accommodation Services manages all temporary accommodation, provides support to vulnerable tenants and is responsible for facilitating permanent re-housing through choice-based lettings and making best use of the Council's stock by working with households who are under-occupying or who are overcrowded. The Central Programmes team focuses on project and change management (such as dealing with the impact of the Government's reforms to Housing Benefit) and achieving excellence in service delivery.

The Regeneration division includes the Economic Development function which works with partners across West London to promote business growth, increase job creation and employment, attract inward investment and improve skill levels. The service provides a number of apprenticeship schemes; commissions training, employment services and business support; and promotes the borough's town centres and the local tourism industry. This work is supported by successfully bidding for external regeneration funds. The Adult Learning & Skills Service provides vocational, mentoring and other courses for over 8,000 students in the borough, and the Council is the first in London to become a Beacon borough for adult learning in recognition of its promotion and pursuit of excellence. The Housing Strategy unit is responsible for developing housing policies and initiatives. The Strategic Regeneration team is responsible for delivering the Council's Decent Neighbourhoods Programme which focuses on regenerating and renewing five development areas within the borough.

## **Prime objectives of the department**

- Continue to develop a major programme of estate renewal covering some of the most deprived areas in the borough
- To improve the economic wellbeing of residents, and to improve their life chances by offering them a range of employment, training, educational and housing opportunities
- Promote opportunity through the Enhanced Housing Options approach enabling residents to pursue low cost home ownership, access training and support to improve long-term housing and life opportunities
- Tackle under-occupation and over-crowding by making better use of the Council's existing stock with a personalised advice and support service
- Prevent Homelessness by developing effective strategies to resolve and reduce the main causes of homelessness, including close partnership working and support for clients in financial difficulty as a result of the current economic climate
- Reduce the use of temporary accommodation, and manage all forms of temporary accommodation in a cost efficient and tenant-focused way







# **2011/2012 ESTIMATES**

# **HOUSING OPTIONS & REGENERATION SERVICES**

## HOUSING OPTIONS & REGENERATION SERVICES CHANGE BETWEEN YEARS

Service Area Analysis	2010/2011 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Adjustments £000	2011/2012 Estimates £000
Housing Options	3,585	134	947	(330)	1,963	137	6,431
New Deal For Communities	1,874	0	0	0	0	(1,873)	0
Housing Strategy & Regeneration	1,584	0	(136)	(561)	350	2,256	3,494
Regeneration & Housing Finance Division	650	0	(9)	(32)	0	(32)	577
<b>TOTAL</b>	<b>7,693</b>	<b>134</b>	<b>802</b>	<b>(923)</b>	<b>2,313</b>	<b>488</b>	<b>10,502</b>

**HOUSING OPTIONS AND REGENERATION SERVICES  
SUMMARY**

	2010/2011	2011/2012
Number of Full Time Equivalent staff	174	163

**SUBJECTIVE ANALYSIS OF ESTIMATES**

	2010/2011 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2011/2012 Estimates £000
<b>Expenditure</b>							
Employee Expenses	8,703	0	(156)	(605)	350	(469)	7,824
Premises Related Expenditure	6,514	110	0	0	0	583	7,206
Transport Related Expenditure	20	0	0	0	0	(6)	13
Supplies and Services	3,564	0	9	(52)	0	(1,673)	1,847
Third Party Payments	640	9	0	0	1,947	(300)	2,297
Transfer Payments	618	15	0	0	0	15	648
Support Services	1,470	0	0	0	0	1,564	3,034
Capital Charges	1,995	0	0	0	0	(2)	1,992
<b>GROSS EXPENDITURE</b>	<b>23,524</b>	<b>134</b>	<b>(147)</b>	<b>(657)</b>	<b>2,297</b>	<b>(288)</b>	<b>24,861</b>
Service Level Agreement Recharges	0	0	0	0	0	0	0
<b>Income</b>							
Internal Recharge Income	0	0	0	0	0	0	0
Government Grants	(5,233)	0	949	(266)	0	1,274	(3,277)
Other Reimbursements & Contributions	(1,469)	0	0	0	0	(10)	(1,479)
Customer & Client Receipts	(9,129)	0	0	0	16	(488)	(9,603)
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0
<b>GROSS INCOME</b>	<b>(15,831)</b>	<b>0</b>	<b>949</b>	<b>(266)</b>	<b>16</b>	<b>776</b>	<b>(14,359)</b>
<b>NET EXPENDITURE</b>	<b>7,693</b>	<b>134</b>	<b>802</b>	<b>(923)</b>	<b>2,313</b>	<b>488</b>	<b>10,502</b>

**HOUSING OPTIONS & REGENERATION SERVICES  
HOUSING OPTIONS**

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

	2010/2011	2011/2012
Full Time Equivalents	89	77

**Subjective Analysis of Estimates**

**Expenditure**

	2010/2011 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2011/2012 Estimates £000
Employees	3,810	0	(2)	(34)	0	(244)	3,530
Premises	6,033	110	0	0	0	715	6,857
Transport	15	0	0	0	0	(3)	12
Supplies & Services	946	0	0	(30)	0	(511)	405
Third Party Payments	537	9	0	0	1,947	(274)	2,219
Transfer Payments	603	15	0	0	0	5	623
Support Services	540	0	0	0	0	806	1,346
Capital Charges	68	0	0	0	0	(56)	11

**Gross Expenditure**

**Service Level Agreement Recharges**

**Income**

	<b>12,552</b>	<b>134</b>	<b>(2)</b>	<b>(64)</b>	<b>1,947</b>	<b>438</b>	<b>15,003</b>
	0	0	0	0	0	0	0
Internal Recharge Income	0	0	0	0	0	0	0
Government Grants	(1,046)	0	949	(266)	0	141	(223)
Reimbursements & Contributions	(49)	0	0	0	0	(42)	(91)
Customer & Client Receipts	(7,872)	0	0	0	16	(400)	(8,258)
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0

**Gross Income**

**Net Expenditure/ (Income)**

Explanation of major items above (excluding inflation)	£000	FTE
MTFS Efficiencies resulting from reallocation of Homelessness Prevention grant (£266k), and review of storage, interpretation, and business communication costs	(330)	(6)
MTFS growth arising from implementation of caps on Housing Benefit subsidy (Local Housing Allowance)	1,963	-
Temporary Accommodation net extra cost on premises to reflect the extra units on Private Sector Leasing scheme & Bed and Breakfasts	441	-
Temporary Accommodation net income from tenants to reflect the extra units on PSL scheme & B&B.	(442)	-
Reapportionment of internal & central overheads and capital charges	239	-
Reduction of Government grant from Communities & Local Government (CLG)	141	-
Reduction and termination of grant funded projects	(244)	(6)
Mainstreaming of Homelessness Prevention grant allocation	949	-
<b>Total</b>	<b>2,717</b>	<b>(12)</b>

**HOUSING OPTIONS & REGENERATION SERVICES  
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.

	2010/2011	2011/2012
Full Time Equivalents	0	0

**Subjective Analysis of Estimates**

**Expenditure**

	2010/2011 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2011/2012 Estimates £000
Employees	199	0	0	0	0	(199)	0
Premises	27	0	0	0	0	(27)	0
Transport	1	0	0	0	0	0	0
Supplies & Services	621	0	0	0	0	(621)	0
Third Party Payments	0	0	0	0	0	0	0
Transfer Payments	15	0	0	0	0	(15)	0
Support Services	0	0	0	0	0	0	0
Capital Charges	1,873	0	0	0	0	(1,873)	0

**Gross Expenditure**

**Service Level Agreement Recharges**

**Income**

Internal Recharge Income	0	0	0	0	0	0	0
Government Grants	(862)	0	0	0	0	862	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**

**Net Expenditure/ (Income)**

Explanation of major items above (excluding inflation)	£000	FTE
Cessation of NDC programme: reversal of income and expenditure budgets	862/(862)	-
Transfer of capital charges budgets to Regeneration	(1,873)	-
<b>Total</b>	<b>(1,873)</b>	<b>0</b>

**HOUSING OPTIONS & REGENERATION SERVICES  
HOUSING STRATEGY & REGENERATION**

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.

	2010/2011	2011/2012
Full Time Equivalents	79	81

**Subjective Analysis of Estimates**

**Expenditure**

	2010/2011 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2011/2012 Estimates £000
Employees	4,311	0	(145)	(539)	350	(17)	3,961
Premises	434	0	0	0	0	(102)	332
Transport	4	0	0	0	0	(3)	1
Supplies & Services	1,817	0	9	(22)	0	(361)	1,442
Third Party Payments	103	0	0	0	0	(26)	78
Transfer Payments	0	0	0	0	0	25	25
Support Services	855	0	0	0	0	593	1,448
Capital Charges	54	0	0	0	0	1,927	1,981
<b>Gross Expenditure</b>	<b>7,578</b>	<b>0</b>	<b>(136)</b>	<b>(561)</b>	<b>350</b>	<b>2,036</b>	<b>9,268</b>
<b>Service Level Agreement Recharges</b>	0	0	0	0	0	0	0
<b>Income</b>							
Internal Recharge Income	0	0	0	0	0	0	0
Government Grants	(3,325)	0	0	0	0	271	(3,054)
Reimbursements & Contributions	(1,412)	0	0	0	0	37	(1,375)
Customer & Client Receipts	(1,257)	0	0	0	0	(88)	(1,345)
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0
<b>Gross Income</b>	<b>(5,994)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>220</b>	<b>(5,774)</b>
<b>Net Expenditure/ (Income)</b>	<b>1,584</b>	<b>0</b>	<b>(136)</b>	<b>(561)</b>	<b>350</b>	<b>2,256</b>	<b>3,494</b>

**Explanation of major items above (excluding inflation)**

	£000	FTE
Transfer to Economic Development of Shepherd's Bush Advice Centre budget to One Place Job Centre Plus service	149	3
Transfer of Strategic Regeneration debt reduction savings budget	(284)	
MTFS Efficiency: Reorganisation of Development & Regeneration function: Contribution from HRA	(426)	(6)
MTFS Efficiency: Reorganisation of Economic Development	(100)	-
MTFS Efficiency: Administrative cost savings	(35)	-
MTFS Growth: Expiry of Strategic Regeneration funding arrangements	350	-
Reapportionment of internal & central overheads and capital charges	2,255	-
Net effect of cessation and commencement of apprenticeship schemes	220/(220)	5
<b>Total</b>	<b>1,909</b>	<b>2</b>

**HOUSING OPTIONS & REGENERATION SERVICES  
REGENERATION & HOUSING FINANCE**

The Regeneration & Housing Finance Division provides a comprehensive financial support service to the department. These budgets are due to be transferred to Finance & Corporate Services in line with the World Class Financial Management programme from 2011/12.

	2010/2011	2011/2012
Full Time Equivalents	6	5

**Subjective Analysis of Estimates**

**Expenditure**

	2010/2011 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2011/2012 Estimates £000
Employees	383	0	(9)	(32)	0	(9)	333
Premises	20	0	0	0	0	(3)	17
Transport	0	0	0	0	0	0	0
Supplies & Services	180	0	0	0	0	(180)	0
Third Party Payments	0	0	0	0	0	0	0
Transfer Payments	0	0	0	0	0	0	0
Support Services	75	0	0	0	0	165	240
Capital Charges	0	0	0	0	0	0	0

**Gross Expenditure**

**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	(8)	0	0	0	0	(5)	(13)
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**

**Net Expenditure/ (Income)**

Explanation of major items above (excluding inflation)	£000	FTE
MTFS: World Class Financial Management Efficiency	(32)	(1)
Realignment of maternity budget allocation	(9)	-
Apportionment of internal and central overheads	(32)	-
<b>Total</b>	<b>(73)</b>	<b>(1)</b>





# RESIDENTS SERVICES

## **Description of service**

Residents Services brings together the universal services of the Council that have a major impact on the daily lives of the residents of Hammersmith & Fulham.

The purpose of Residents Services is to bring together functions that help deliver a cleaner, greener, healthier and safer borough. We support 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 warden services ensure that the environment in which our residents both work and live is safe, clean and pleasant. Our core business - achieving better value for money and higher resident satisfaction levels by implementing more commercial and customer-based, services - is described in more detail below.

Working closely with partner agencies we will continue to improve the street scene, promote decent, safer and mixed neighbourhoods, and work across other departments to deliver key corporate strategies such as transforming neighbourhoods, health and care, regeneration, better asset management, commercialisation and smarter working.

## **Statement of Core Business**

The department supports the Borough of Opportunity agenda and enables local residents to gain experience and opportunities that ultimately help them achieve their aspirations in life. Some of the key Council 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

The department has ambitious targets and objectives which reflect what our residents have told us are important and are therefore a priority.

## **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.

- 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 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
- Redefining and providing a modern and welcoming public library service
- Deliver excellent services and facilities which enhance the quality of life in the Borough





# **2011/2012 ESTIMATES**

# **RESIDENTS SERVICES**

**RESIDENTS SERVICES  
SUMMARY**

	2010/2011	2011/2012
Number of Full Time Equivalent staff	327.9	268.8

**SUBJECTIVE ANALYSIS OF ESTIMATES**

	2010/2011 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2011/2012 Estimates £000
<b>Expenditure</b>							
Employee Expenses	13,232	0	8	(1,902)	0	(506)	10,831
Premises Related Expenditure	3,334	0	(12)	(81)	0	(1,318)	1,924
Transport Related Expenditure	2,654	0	0	(63)	0	(214)	2,379
Supplies and Services	3,719	0	264	(283)	0	(987)	2,713
Third Party Payments	26,217	297	(1,743)	(723)	2,450	170	26,667
Transfer Payments	0	0	0	0	0	0	0
Support Services	5,369	0	(102)	0	0	243	5,510
Capital Charges	750	0	0	0	0	393	1,142
<b>GROSS EXPENDITURE</b>	<b>55,275</b>	<b>297</b>	<b>(1,585)</b>	<b>(3,052)</b>	<b>2,450</b>	<b>(2,219)</b>	<b>51,166</b>
Service Level Agreement Recharges	(2,748)	0	0	0	0	1,674	(1,074)
<b>Income</b>							
Internal Recharge Income	(3,980)	0	0	0	0	706	(3,273)
Government Grants	(512)	0	0	(1)	0	461	(52)
Other Reimbursements & Contributions	(1,716)	0	0	(26)	0	50	(1,692)
Customer & Client Receipts	(9,118)	(32)	0	(713)	0	246	(9,616)
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0
<b>GROSS INCOME</b>	<b>(15,326)</b>	<b>(32)</b>	<b>0</b>	<b>(740)</b>	<b>0</b>	<b>1,463</b>	<b>(14,633)</b>
<b>NET EXPENDITURE</b>	<b>37,201</b>	<b>265</b>	<b>(1,585)</b>	<b>(3,792)</b>	<b>2,450</b>	<b>918</b>	<b>35,459</b>

**RESIDENTS SERVICES  
CHANGE BETWEEN YEARS**

<b>Service Area Analysis</b>	<b>2010/2011 Estimates £000</b>	<b>Inflation £000</b>	<b>Redirected Resources £000</b>	<b>Efficiencies £000</b>	<b>Growth £000</b>	<b>Other Adjustments £000</b>	<b>2011/2012 Estimates £000</b>
Directors Office	0	0	(102)	0	0	102	0
Market Management & Commissioning	28,243	275	(12)	(1,879)	850	669	28,150
Operations	7,352	(2)	(1,459)	(996)	1,600	418	6,912
Commercial Services	1,606	(8)	0	(739)	0	(462)	397
Resources	0	0	(12)	(178)	0	191	0
<b>TOTAL</b>	37,201	265	(1,585)	(3,792)	2,450	918	<b>35,459</b>

**RESIDENTS SERVICES  
DIRECTORS OFFICE**

The Director's Office consists of the Director of Residents Services and the related administrative support. The Assistant Director for Customer Transformation, which is a corporate post but sits on the Residents Services Management Team is also included in the Director's Office. The costs of the Division are allocated across the Divisional service areas and in the case of the costs for the Director and Assistant Director for Customer Transformation, part allocated to the Corporate and Democratic Core (CDC).

	2010/2011	2011/2012
Full Time Equivalents	1	4

**Subjective Analysis of Estimates**

**Expenditure**

	2010/2011 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2011/2012 Estimates £000
Employees	197	0	0	0	0	216	413
Premises	19	0	0	0	0	(19)	0
Transport	0	0	0	0	0	0	0
Supplies & Services	18	0	0	0	0	(12)	6
Third Party Payments	0	0	0	0	0	0	0
Transfer Payments	0	0	0	0	0	0	0
Support Services	(234)	0	(102)	0	0	(83)	(419)
Capital Charges	0	0	0	0	0	0	0

**Gross Expenditure**

**Service Level Agreement Recharges**

**Income**

<b>Gross Expenditure</b>	<b>0</b>	<b>0</b>	<b>(102)</b>	<b>0</b>	<b>0</b>	<b>102</b>	<b>0</b>
<b>Service Level Agreement Recharges</b>	0	0	0	0	0	0	0
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**

**Net Expenditure/ (Income)**

Explanation of major items above (excluding inflation)	£000	FTE
<b>Redirected Resources</b> - Recharge element of posts to Corporate and Democratic Core (Centrally Managed Budgets)	(102)	-
<b>Other Variations</b> -Transfer Assistant Director Customer Transformation post from Resources (£120k), overheads adjustment (-£74k), Transfer of Personal Assistant posts (£87k), Corporate Service Level Agreement (SLA) Movement (-£32k), Other (£1k).	102	3
<b>Total</b>	<b>0</b>	<b>3</b>

**RESIDENTS SERVICES  
MARKET MANAGEMENT & COMMISSIONING**

The Market Management & Commissioning Division brings together a range of commissioned services provided on behalf of the Residents Services Department. The Division has responsibility for the management of the following key commissioned services - Waste Management, Disposal and Street Cleansing, Grounds and Parks Maintenance, Leisure and Heritage Services. Also included in this Division are Libraries, Sports Operations and Development and the management of the Council's vehicle fleet.

	2010/2011	2011/2012
Full Time Equivalents	152.7	117.9

**Subjective Analysis of Estimates**

**Expenditure**

	2010/2011 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2011/2012 Estimates £000
Employees	6,252	0	0	(852)	0	(884)	4,516
Premises	1,926	0	(12)	(81)	0	(159)	1,674
Transport	2,568	0	0	(62)	0	(211)	2,296
Supplies & Services	2,058	0	0	(75)	0	(889)	1,095
Third Party Payments	24,042	297	0	(448)	850	(2,295)	22,446
Transfer Payments	0	0	0	0	0	0	0
Support Services	1,767	0	0	0	0	625	2,392
Capital Charges	705	0	0	0	0	331	1,036

**Gross Expenditure**

**Service Level Agreement Recharges**

**Income**

<b>Gross Expenditure</b>	<b>39,318</b>	<b>297</b>	<b>(12)</b>	<b>(1,518)</b>	<b>850</b>	<b>(3,482)</b>	<b>35,455</b>
<b>Service Level Agreement Recharges</b>	<b>(156)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>15</b>	<b>(141)</b>
<b>Income</b>							
Internal Recharge Income	(3,200)	0	0	0	0	1,022	(2,177)
Government Grants	(75)	0	0	(1)	0	76	0
Reimbursements & Contributions	(284)	0	0	0	0	6	(278)
Customer & Client Receipts	(7,360)	(22)	0	(360)	0	3,032	(4,709)
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0

**Gross Income**

**Net Expenditure/ (Income)**

<b>Gross Income</b>	<b>(10,919)</b>	<b>(22)</b>	<b>0</b>	<b>(361)</b>	<b>0</b>	<b>4,136</b>	<b>(7,164)</b>
<b>Net Expenditure/ (Income)</b>	<b>28,243</b>	<b>275</b>	<b>(12)</b>	<b>(1,879)</b>	<b>850</b>	<b>669</b>	<b>28,150</b>

**Explanation of major items above (excluding inflation)**

	£000	FTE
<b>Redirected Resources</b> - Removal of Corporate planned building maintenance budget from Fulham Palace as transferring to Fulham Palace Trust in 2011/12 (-£12k)	(12)	-
<b>Efficiencies</b> - Review contract delivery and monitoring (-£516k 1.0 FTE), Review of library service (-£342k), Growth in new and existing income streams (-£313k), Reduction in RSD senior management (-£258k 1.0 FTE Assistant Director & 1.0 Head of Service), Parks & Recreation service review (-£172k -3.0 FTE), Leisure contract review (-£100k 2.0 FTE), Rationalise Archives service (-£88k 2.0 FTE), Reduction in Transport Insurance Premium (-£50k), Graffiti and clinical waste service review (-£30k 1.0 FTE), Other (-£10k)	(1,879)	(11)
<b>Growth</b> - Increase in the cost of Waste disposal (£850k)	850	-
<b>Other Variations</b> - Transfer Trade Waste Income to Commercial Services (£2,440k), Reduction in Transport Leases (£71k), Write out of Leisure Income targets as part of Parks & Recreation (offset with reduction in spend) (£199k), Remove Garden Waste income budget (offset with reduction in contract spend) (£162k), Reduce Bulky Waste income (£70k), Transfer Serco Contract to Commercial Services, (-£2,426k), Permanent Corporate Contribution for uncontrollable budget pressures identified in 2010/11 (£422k), 2010/11 Grounds Maintenance contract inflation received in year (£71k), Contribution to Departmental Admin Team (-£225k), Movement in Corporate SLAs (-£205k), Movement in Capital Financing (£331k), Overhead movements (-£223k), Other (-£18k)	669	(23.8)
<b>Total</b>	<b>(372)</b>	<b>(34.8)</b>



**RESIDENTS SERVICES  
OPERATIONS**

This division works in collaboration with others to provide excellent street based services, reduce crime, fear of crime and anti-social behaviour and ensures business continuity and emergency preparedness. This division includes the CCTV and Security Services, Neighbourhood Wardens, Parks Constabulary, the Community Safety unit, Emergency Services, Coroners and Mortuary Services and the Anti-Social Behaviour unit. The FTE figures below include 27 HRA funded staff. The costs associated with these staff are included in the HRA budget book pages and are not included below.

	2010/2011	2011/2012
Full Time Equivalents	122.2	106.4

**Subjective Analysis of Estimates**

**Expenditure**

	2010/2011 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2011/2012 Estimates £000
Employees	4,790	0	20	(533)	0	(389)	3,887
Premises	529	0	0	0	0	(287)	243
Transport	74	0	0	(1)	0	(2)	72
Supplies & Services	899	0	264	(118)	0	322	1,366
Third Party Payments	2,098	0	(1,743)	(275)	1,600	62	1,742
Transfer Payments	0	0	0	0	0	0	0
Support Services	1,423	0	0	0	0	1,374	2,798
Capital Charges	45	0	0	0	0	62	106
<b>Gross Expenditure</b>	<b>9,858</b>	<b>0</b>	<b>(1,459)</b>	<b>(927)</b>	<b>1,600</b>	<b>1,142</b>	<b>10,214</b>
<b>Service Level Agreement Recharges</b>	0	0	0	0	0	(881)	(881)
<b>Income</b>							
Internal Recharge Income	(440)	0	0	0	0	(52)	(492)
Government Grants	(437)	0	0	0	0	385	(52)
Reimbursements & Contributions	(1,400)	0	0	(26)	0	12	(1,414)
Customer & Client Receipts	(229)	(2)	0	(43)	0	(188)	(463)
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0
<b>Gross Income</b>	<b>(2,506)</b>	<b>(2)</b>	<b>0</b>	<b>(69)</b>	<b>0</b>	<b>157</b>	<b>(2,421)</b>
<b>Net Expenditure/ (Income)</b>	<b>7,352</b>	<b>(2)</b>	<b>(1,459)</b>	<b>(996)</b>	<b>1,600</b>	<b>418</b>	<b>6,912</b>

**Explanation of major items above (excluding inflation)**

	£000	FTE
<b>Redirected Resources</b> - Mainstream 24/7 policing funding (-£1,742k), Transfer of Rough Sleepers Initiative Funding into mainstream budgets (£283k)	(1,459)	0
<b>Efficiencies</b> - Rationalise street based services through Eyes and Ears review (-£300k 8.0 FTE), Rationalise enhanced policing model (-£275k), Targeted 15% underspend across all former Area Based Grants (-£108k), Out of hours service review (-£99k 3.0 FTE), Growth in new and existing income streams (-£68k), Reduction in RSD senior management (-£53k 1.0 FTE), Relocation of Emergency Services team (-£40k), Reduction in security costs (-£40k), Safer Neighbourhoods supplies and services review (-£10k), Cross cutting contract renegotiation (-£4k)	(996)	0
<b>Growth</b> - Provision of 24/7 Policing (£1,600k)	1,600	0
<b>Other Variations</b> - Realignment of income budgets in line with sales plans (-£201k), Contribution to Eyes & Ears (street based services) programme (-£53k), Contribution to Departmental Admin Review (-£40k), Departmental Overheads Adjustment (-£171k), Corporate SLA adjustment (£852k), Movement in Capital Financing (£62k), Other (-£31k)	418	0
<b>Total</b>	<b>(437)</b>	<b>0</b>

**RESIDENTS SERVICES  
COMMERCIAL SERVICES**

The Customer & Commercial Services Division has the primary purpose of leading the development of an entrepreneurial approach to commercial opportunities across the Department. This programme is supported by a Customer Experience framework, putting the customer at the heart of everything we do. Leveraging all commercial opportunities within the Department has been a key priority since 2010/2011 and the drive to increase income will be a significant strategy for delivering efficiency savings going forward. Operational responsibility within the Division includes Trade Waste, Street Markets, External Events, Registrar Services, Customer Experience and Performance Reporting.

	2010/2011	2011/2012
Full Time Equivalents	37	35

**Subjective Analysis of Estimates**

**Expenditure**

	2010/2011 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2011/2012 Estimates £000
Employees	1,038	0	0	(339)	0	872	1,571
Premises	812	0	0	0	0	(805)	7
Transport	12	0	0	0	0	(1)	11
Supplies & Services	657	0	0	(90)	0	(326)	241
Third Party Payments	77	0	0	0	0	2,403	2,479
Transfer Payments	0	0	0	0	0	0	0
Support Services	879	0	0	0	0	257	1,136
Capital Charges	0	0	0	0	0	0	0

**Gross Expenditure**

**Service Level Agreement Recharges**

**Income**

	<b>3,475</b>	<b>0</b>	<b>0</b>	<b>(429)</b>	<b>0</b>	<b>2,400</b>	<b>5,445</b>
	0	0	0	0	0	0	0
Internal Recharge Income	(340)	0	0	0	0	(264)	(604)
Government Grants	0	0	0	0	0	0	0
Reimbursements & Contributions	0	0	0	0	0	0	0
Customer & Client Receipts	(1,529)	(8)	0	(310)	0	(2,598)	(4,444)
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0

**Gross Income**

**Net Expenditure/ (Income)**

Explanation of major items above (excluding inflation)	£000	FTE
<b>Efficiencies</b> - Growth in new and existing income streams (-316k), Review of Admin across RSD (-253k 4.5FTE ), Commercialise events programme (-130k 3.0 FTE), Remove internal catering service (-40k 2.5 FTE)	(739)	(10)
<b>Other Variations</b> - Realignment of income budgets in line with sales plans (-£168k), Transfer of Trade Waste income target from Market Management (-£2,440k), Transfer of Trade Waste contract from Market Management (£2,426k), Centralise Departmental Admin Budgets within Commercial Services (£360k), Transfer of Assistant Director post into Commercial Services (£131k), Departmental Overheads adjustment (£19k), Corporate SLA Adjustment (-£729k), Other (-£61k).	(462)	8
<b>Total</b>	<b>(1,201)</b>	<b>(2)</b>

**RESIDENTS SERVICES  
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. The overall cost of this support function is fully recharged to client services.

	2010/2011	2011/2012
Full Time Equivalents	15	5.5

**Subjective Analysis of Estimates**

**Expenditure**

	2010/2011 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2011/2012 Estimates £000
Employees	955	0	(12)	(178)	0	(321)	444
Premises	48	0	0	0	0	(48)	0
Transport	0	0	0	0	0	0	0
Supplies & Services	87	0	0	0	0	(82)	5
Third Party Payments	0	0	0	0	0	0	0
Transfer Payments	0	0	0	0	0	0	0
Support Services	1,534	0	0	0	0	(1,930)	(397)
Capital Charges	0	0	0	0	0	0	0

**Gross Expenditure**

**Service Level Agreement Recharges**

**Income**

<b>Gross Expenditure</b>	<b>2,624</b>	<b>0</b>	<b>(12)</b>	<b>(178)</b>	<b>0</b>	<b>(2,381)</b>	<b>52</b>
<b>Service Level Agreement Recharges</b>	<b>(2,592)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,540</b>	<b>(52)</b>
<b>Income</b>							
Internal Recharge Income	0	0	0	0	0	0	0
Government Grants	0	0	0	0	0	0	0
Reimbursements & Contributions	(32)	0	0	0	0	32	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**

**Net Expenditure/ (Income)**

Explanation of major items above (excluding inflation)	£000	FTE
<b>Redirected Resources</b> - Corporate reduction in maternity allocation (-£9k), contribution to new Employee Assistance Scheme (-£3k)	(12)	-
<b>Efficiencies</b> - Reduction in Assistant Director resources post (-£65k), finance team reorganisation (-£113k)	(178)	(2.5)
<b>Other Variations</b> - Corporate SLA movement (-£202k), transfer Personal Assistant posts and Assistant Director Customer Transformation to Director's Office and 2 support posts to new RSD Admin team under Commercial Services (-£288k), overheads movement (£726k), other (-£46k)	191	(7)
<b>Total</b>	<b>1</b>	<b>(9.5)</b>

# 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 and sharing of services with other Councils. All our teams work closely and constructively with internal and external stakeholders 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 process and support the delivery of the Council's priorities of a zero increase in Council Tax and greater value for money
- To manage the performance and governance framework to enable successful service, programme and project delivery and ensuring that s151 and monitoring officer requirements are met.
- To drive specified cultural and transformational change throughout the Council, which delivers great resident and customer satisfaction through one Council
- To embrace the Council's Transformation agenda with significant savings being delivered from the World Class Financial Management project and Lean Reviews of H&F Direct and Business Support e.g. reconfiguring administrative tasks
- To build capability of our staff to streamline services and processes (e.g. Raising End Value events) driving better customer service whilst reducing cost
- To embrace tri-borough working of corporate services, with Legal services and parts of Finance leading the way and providing support, e.g. legal and HR support, to other areas of the Council involved in tri-borough working
- To collaborate with other boroughs if appropriate e.g. Communications with Wandsworth
- To ensure adequate Human Resources and Organisation Development capacity to deliver the Council's objectives and priorities
- To play a key role in supporting managers responsible for delivery of the projects within the market testing programme. 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

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# **2011/2012 ESTIMATES**

# **FINANCE & CORPORATE SERVICES**

**FINANCE & CORPORATE SERVICES  
SUMMARY**

	2010/2011	2011/2012
Number of Full Time Equivalent staff	419	386

**SUBJECTIVE ANALYSIS OF ESTIMATES**

**Expenditure**

	2010/2011 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2011/2012 Estimates £000
Employee Expenses	22,366	0	135	(1,958)	(150)	(53)	20,340
Premises Related Expenditure	1,561	0	0	0	0	(1,526)	35
Transport Related Expenditure	61	0	0	0	0	5	67
Supplies and Services	(6,290)	0	31	(195)	(40)	10,728	4,234
Third Party Payments	16,873	478	0	(410)	0	0	16,941
Transfer Payments	5,664	0	582	0	586	1,377	8,209
Support Services	1,160	0	0	0	0	(2,951)	(1,790)
Capital Charges	634	0	0	0	0	(334)	300

**GROSS EXPENDITURE**

<b>42,029</b>	<b>478</b>	<b>748</b>	<b>(2,563)</b>	<b>396</b>	<b>7,246</b>	<b>48,336</b>
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Service Level Agrerement Recharges	(22,154)	0	(558)	0	0	(7,255)	(29,967)
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**Income**

Internal Recharge Income	(40)	0	0	0	0	0	(40)
Government Grants	(2,938)	0	2,288	0	186	0	(464)
Other Reimbursements & Contributions	(1,417)	0	0	0	0	501	(916)
Customer & Client Receipts	(3,927)	0	0	(473)	0	860	(3,540)
Interest & Other	175	0	0	(100)	0	0	75
Use of Balances & Reserves	0	0	0	0	0	0	0

**GROSS INCOME**

<b>(8,147)</b>	<b>0</b>	<b>2,288</b>	<b>(573)</b>	<b>186</b>	<b>1,361</b>	<b>(4,885)</b>
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**NET EXPENDITURE**

<b>11,728</b>	<b>478</b>	<b>2,478</b>	<b>(3,136)</b>	<b>582</b>	<b>1,352</b>	<b>13,484</b>
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**FINANCE & CORPORATE SERVICES  
CHANGE BETWEEN YEARS**

<b>Service Area Analysis</b>	<b>2010/2011 Estimates £000</b>	<b>Inflation £000</b>	<b>Redirected Resources £000</b>	<b>Efficiencies £000</b>	<b>Growth £000</b>	<b>Other Adjustments £000</b>	<b>2011/2012 Estimates £000</b>
Communications	239	0	0	(578)	0	56	(283)
Councillors Services	1	0	(1)	(120)	(15)	(751)	(886)
Electoral Services	939	0	0	0	(175)	138	902
Executive Services	37	0	0	(168)	0	(292)	(423)
Finance	91	0	135	(788)	0	(341)	(903)
H&F Direct	11,155	0	2,870	(660)	772	3,631	17,770
Corporate Human Resources	(110)	0	(526)	(264)	0	974	74
Procurement & It Strategy	(216)	478	0	(458)	0	(1,371)	(1,567)
Legal Services	(404)	0	0	(100)	0	(582)	(1,086)
Organisational Development &	(4)	0	0	0	0	(110)	(114)
<b>TOTAL</b>	<b>11,728</b>	<b>478</b>	<b>2,478</b>	<b>(3,136)</b>	<b>582</b>	<b>1,352</b>	<b>13,484</b>



**FINANCE & CORPORATE SERVICES  
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. Includes Hammerprint, which provides in-house and external printing services. The division also incorporates the policy unit, which provides policy support and advice to councillors and chief officers, particularly on strategic, legislative and corporate issues.

	2010/2011	2011/2012
Full Time Equivalents	27.6	23

**Subjective Analysis of Estimates**

**Expenditure**

	2010/2011 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2011/2012 Estimates £000
Employees	1,375	0	0	(233)	0	5	1,147
Premises	102	0	0	0	0	(102)	0
Transport	5	0	0	0	0	0	5
Supplies & Services	1,667	0	0	(5)	0	(883)	779
Third Party Payments	0	0	0	0	0	0	0
Transfer Payments	0	0	0	0	0	0	0
Support Services	358	0	0	0	0	(226)	132
Capital Charges	5	0	0	0	0	(5)	0

**Gross Expenditure**

**Service Level Agreement Recharges**

**Income**

	<b>3,512</b>	<b>0</b>	<b>0</b>	<b>(238)</b>	<b>0</b>	<b>(1,211)</b>	<b>2,063</b>
	(1,456)	0	0	0	0	564	(892)
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	(1,817)	0	0	(340)	0	703	(1,454)
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0
<b>Gross Income</b>	<b>(1,817)</b>	<b>0</b>	<b>0</b>	<b>(340)</b>	<b>0</b>	<b>703</b>	<b>(1,454)</b>
<b>Net Expenditure/ (Income)</b>	<b>239</b>	<b>0</b>	<b>0</b>	<b>(578)</b>	<b>0</b>	<b>56</b>	<b>(283)</b>

**Explanation of major items above (excluding inflation)**

	£000	FTE
Efficiencies arising from Medium Term Financial Strategy	(578)	(4.6)
Other Variations:		
Changes to Service Level Agreements	61	-
Capital Financing Adjustments	(5)	-
<b>Total</b>	<b>(522)</b>	<b>(4.6)</b>

**FINANCE & CORPORATE SERVICES  
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.

	2010/2011	2011/2012
Full Time Equivalents	14	11.6

**Subjective Analysis of Estimates**

**Expenditure**

	2010/2011 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2011/2012 Estimates £000
Employees	730	0	0	(27)	0	0	703
Premises	389	0	0	0	0	(389)	0
Transport	32	0	0	0	0	14	46
Supplies & Services	1,598	0	(1)	(93)	(15)	(279)	1,210
Third Party Payments	0	0	0	0	0	0	0
Transfer Payments	10	0	0	0	0	(8)	2
Support Services	(2,758)	0	0	0	0	(89)	(2,847)
Capital Charges	0	0	0	0	0	0	0
<b>Gross Expenditure</b>	<b>1</b>	<b>0</b>	<b>(1)</b>	<b>(120)</b>	<b>(15)</b>	<b>(751)</b>	<b>(886)</b>
<b>Service Level Agreement Recharges</b>	0	0	0	0	0	0	0
<b>Income</b>							
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
<b>Gross Income</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Expenditure/ (Income)</b>	<b>1</b>	<b>0</b>	<b>(1)</b>	<b>(120)</b>	<b>(15)</b>	<b>(751)</b>	<b>(886)</b>

**Explanation of major items above (excluding inflation)**

	£000	FTE
Minor Redirected Resources	(1)	-
Efficiencies arising from Medium Term Financial Strategy	(120)	(2.4)
Removal of the MTFs Growth related to Councillors' briefings after the 2010 elections	(15)	-
Other Variations: Changes to Service Level Agreements	(751)	-
<b>Total</b>	<b>(887)</b>	<b>(2.4)</b>

**FINANCE & CORPORATE SERVICES  
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.

	2010/2011	2011/2012
Full Time Equivalents	7	7

**Subjective Analysis of Estimates**

**Expenditure**

	2010/2011 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2011/2012 Estimates £000
Employees	593	0	0	0	(150)	0	443
Premises	31	0	0	0	0	(29)	2
Transport	0	0	0	0	0	0	0
Supplies & Services	222	0	0	0	(25)	(39)	158
Third Party Payments	0	0	0	0	0	0	0
Transfer Payments	0	0	0	0	0	0	0
Support Services	93	0	0	0	0	206	299
Capital Charges	0	0	0	0	0	0	0
<b>Gross Expenditure</b>	<b>939</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(175)</b>	<b>138</b>	<b>902</b>
<b>Service Level Agreement Recharges</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Income</b>							
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
<b>Gross Income</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Expenditure/ (Income)</b>	<b>939</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(175)</b>	<b>138</b>	<b>902</b>

**Explanation of major items above (excluding inflation)**

	£000	FTE
Removal of the MTFs Growth relating to local election funding being retracted in 2010	(175)	-
Other Variations: Changes to Service Level Agreements	138	-
<b>Total</b>	<b>(37)</b>	<b>0</b>

**FINANCE & CORPORATE SERVICES  
EXECUTIVE SERVICES**

The 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.

	2010/2011	2011/2012
Full Time Equivalents	14	14.8

**Subjective Analysis of Estimates**

**Expenditure**

	2010/2011 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2011/2012 Estimates £000
Employees	833	0	0	(168)	0	26	691
Premises	52	0	0	0	0	(52)	0
Transport	0	0	0	0	0	0	0
Supplies & Services	146	0	0	0	0	(69)	77
Third Party Payments	6	0	0	0	0	0	6
Transfer Payments	0	0	0	0	0	0	0
Support Services	(1,000)	0	0	0	0	(197)	(1,197)
Capital Charges	0	0	0	0	0	0	0
<b>Gross Expenditure</b>	<b>37</b>	<b>0</b>	<b>0</b>	<b>(168)</b>	<b>0</b>	<b>(292)</b>	<b>(423)</b>
<b>Service Level Agreement Recharges</b>	0	0	0	0	0	0	0
<b>Income</b>							
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
<b>Gross Income</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Expenditure/ (Income)</b>	<b>37</b>	<b>0</b>	<b>0</b>	<b>(168)</b>	<b>0</b>	<b>(292)</b>	<b>(423)</b>

**Explanation of major items above (excluding inflation)**

	£000	FTE
Efficiencies arising from Medium Term Financial Strategy - Corporate Business Support review	(168)	-
Other Variations:		
Changes to Service Level Agreements	(318)	-
Virement from Environment for Complaints Post	26	0.8
<b>Total</b>	<b>(460)</b>	<b>0.8</b>

**FINANCE & CORPORATE SERVICES**  
**FINANCE**

This division incorporates Business Support, Corporate Accountancy, Insurance, Internal Audit, Anti-Fraud and Risk Management.

	2010/2011	2011/2012
Full Time Equivalents	59	54.8

**Subjective Analysis of Estimates**

**Expenditure**

	2010/2011 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2011/2012 Estimates £000
Employees	3,426	0	135	(591)	0	69	3,039
Premises	101	0	0	0	0	(101)	0
Transport	3	0	0	0	0	0	3
Supplies & Services	875	0	0	(17)	0	(666)	192
Third Party Payments	394	0	0	(110)	0	0	284
Transfer Payments	0	0	0	0	0	0	0
Support Services	(63)	0	0	0	0	(462)	(525)
Capital Charges	0	0	0	0	0	0	0
<b>Gross Expenditure</b>	<b>4,736</b>	<b>0</b>	<b>135</b>	<b>(718)</b>	<b>0</b>	<b>(1,160)</b>	<b>2,993</b>
<b>Service Level Agreement Recharges</b>	<b>(4,575)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>819</b>	<b>(3,756)</b>
<b>Income</b>							
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	(70)	0	0	(110)
Interest & Other	(30)	0	0	0	0	0	(30)
Use of Balances & Reserves	0	0	0	0	0	0	0
<b>Gross Income</b>	<b>(70)</b>	<b>0</b>	<b>0</b>	<b>(70)</b>	<b>0</b>	<b>0</b>	<b>(140)</b>
<b>Net Expenditure/ (Income)</b>	<b>91</b>	<b>0</b>	<b>135</b>	<b>(788)</b>	<b>0</b>	<b>(341)</b>	<b>(903)</b>

**Explanation of major items above (excluding inflation)**

	£000	FTE
Virement from Departments for the second tranche of Corporate Maternity savings	135	-
Efficiencies arising from Medium Term Financial Strategy including World Class Financial Management and Slicker Business Targets	(788)	(3.2)
Other Variations:		
Changes to Service Level Agreements	(424)	-
Virement from departments for Maternity Efficiency within Finance and Corporate Service base budget for 2010/11	149	-
Virement of one post to Project Management Office, within Organisational Development Division	(66)	(1)
<b>Total</b>	<b>(994)</b>	<b>(4.2)</b>

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

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

	2010/2011	2011/2012
Full Time Equivalents	146	136.3

**Subjective Analysis of Estimates**

**Expenditure**

	2010/2011 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2011/2012 Estimates £000
Employees	6,161	0	0	(547)	0	125	5,739
Premises	370	0	0	0	0	(370)	0
Transport	11	0	0	0	0	(9)	3
Supplies & Services	2,576	0	0	(40)	0	(1,338)	1,198
Third Party Payments	1	0	0	0	0	0	1
Transfer Payments	5,654	0	582	0	586	1,385	8,207
Support Services	2,401	0	0	0	0	3,039	5,441
Capital Charges	195	0	0	0	0	(42)	153

**Gross Expenditure**

	<b>17,369</b>	<b>0</b>	<b>582</b>	<b>(587)</b>	<b>586</b>	<b>2,790</b>	<b>20,742</b>
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**Service Level Agreement Recharges**

**Income**

Internal Recharge Income	0	0	0	0	0	0	0
Government Grants	(2,938)	0	2,288	0	186	0	(464)
Reimbursements & Contributions	0	0	0	0	0	(6)	(6)
Customer & Client Receipts	(833)	0	0	(73)	0	105	(801)
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0

**Gross Income**

**Net Expenditure/ (Income)**

	£000	FTE
<b>Gross Expenditure</b>	<b>17,369</b>	
<b>Gross Income</b>	<b>(3,771)</b>	
<b>Net Expenditure/ (Income)</b>	<b>11,155</b>	
<b>Explanation of major items above (excluding inflation)</b>		
Redirected Resources: Housing Benefit Admin Grant transferred to Centrally Managed Budgets	2,288	-
Redirected Resources: Concessionary fares budget transferred from Centrally Managed Budgets	582	-
Efficiencies arising from Medium Term Financial Strategy	(660)	(9.7)
Concessionary Fares Growth	586	-
Housing Benefit Administration Grant Growth	186	-
Changes to Service Level Agreements & Capital Financing costs	2,040	-
Budget transfer from Environment Services Department for parking permit administration	111	-
Further Concessionary Fares funding to reflect funding source built into Formula Grant base	1,480	-
<b>Total</b>	<b>6,613</b>	<b>(9.7)</b>

**FINANCE & CORPORATE SERVICES  
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 remunerations. The division provides a Council-wide service from a single point of contact.

	2010/2011	2011/2012
Full Time Equivalents	58	58

**Subjective Analysis of Estimates**

**Expenditure**

	2010/2011 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2011/2012 Estimates £000
Employees	3,706	0	0	(154)	0	0	3,552
Premises	185	0	0	0	0	(185)	0
Transport	1	0	0	0	0	0	1
Supplies & Services	887	0	32	(40)	0	(619)	260
Third Party Payments	325	0	0	0	0	0	325
Transfer Payments	0	0	0	0	0	0	0
Support Services	4,984	0	0	0	0	(4,740)	244
Capital Charges	135	0	0	0	0	(25)	110

**Gross Expenditure**

<b>Gross Expenditure</b>	<b>10,223</b>	<b>0</b>	<b>32</b>	<b>(194)</b>	<b>0</b>	<b>(5,569)</b>	<b>4,492</b>
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**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	(212)	0	0	0	0	227	15
Customer & Client Receipts	(199)	0	0	30	0	0	(169)
Interest & Other	205	0	0	(100)	0	0	105
Use of Balances & Reserves	0	0	0	0	0	0	0

**Gross Income**

**Net Expenditure/ (Income)**

	£000	FTE
<b>Net Expenditure/ (Income)</b>	<b>(110)</b>	<b>0</b>
<b>Explanation of major items above (excluding inflation)</b>		
Redirected Resources: Pensions recharge to Pensions Fund	(558)	-
Redirected Resources: Employee Welfare Service recharged to departments	32	-
Efficiencies arising from Medium Term Financial Strategy	(264)	-
Other Variations:		
Transfer of grant budget to Childrens' Services	227	-
Changes to Service Level Agreements	772	-
Capital Financing adjustments	(25)	-
<b>Total</b>	<b>184</b>	<b>0</b>

**FINANCE & CORPORATE SERVICES  
PROCUREMENT & IT STRATEGY**

The division includes information management, contract monitoring of the Bridge Partnership and procurement.

	2010/2011	2011/2012
Full Time Equivalents	16	14

**Subjective Analysis of Estimates**

**Expenditure**

	2010/2011 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2011/2012 Estimates £000
Employees	1,138	0	0	(138)	0	3	1,003
Premises	89	0	0	0	0	(89)	0
Transport	5	0	0	0	0	0	5
Supplies & Services	(14,840)	0	0	0	0	15,016	176
Third Party Payments	16,147	478	0	(300)	0	0	16,325
Transfer Payments	0	0	0	0	0	0	0
Support Services	169	0	0	0	0	(146)	23
Capital Charges	299	0	0	0	0	(262)	37

**Gross Expenditure**

**Service Level Agreement Recharges**

**Income**

<b>Gross Expenditure</b>	<b>3,007</b>	<b>478</b>	<b>0</b>	<b>(438)</b>	<b>0</b>	<b>14,522</b>	<b>17,569</b>
<b>Service Level Agreement Recharges</b>	<b>(2,238)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(15,893)</b>	<b>(18,131)</b>
<b>Income</b>							
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	(20)	0	0	(1,004)
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0

**Gross Income**

**Net Expenditure/ (Income)**

<b>Gross Income</b>	<b>(985)</b>	<b>0</b>	<b>0</b>	<b>(20)</b>	<b>0</b>	<b>0</b>	<b>(1,005)</b>
<b>Net Expenditure/ (Income)</b>	<b>(216)</b>	<b>478</b>	<b>0</b>	<b>(458)</b>	<b>0</b>	<b>(1,371)</b>	<b>(1,567)</b>
<b>Explanation of major items above (excluding inflation)</b>	<b>£000</b>	<b>FTE</b>					
Efficiencies arising from Medium Term Financial Strategy	(458)	(2)					
Other Variations:							
Changes to the Change Control Notices and Application Charges	57	-					
Changes to Service Level Agreements	(1,164)	-					
Capital Finance adjustments	(264)	-					
<b>Total</b>	<b>(1,829)</b>	<b>(2)</b>					



**FINANCE & CORPORATE SERVICES  
LEGAL SERVICES**

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

	2010/2011	2011/2012
Full Time Equivalents	44	42.5

**Subjective Analysis of Estimates**

**Expenditure**

	2010/2011 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2011/2012 Estimates £000
Employees	2,297	0	0	(100)	0	0	2,197
Premises	157	0	0	0	0	(157)	0
Transport	4	0	0	0	0	0	4
Supplies & Services	331	0	0	0	0	(211)	120
Third Party Payments	0	0	0	0	0	0	0
Transfer Payments	0	0	0	0	0	0	0
Support Services	(3,151)	0	0	0	0	(214)	(3,365)
Capital Charges	0	0	0	0	0	0	0
<b>Gross Expenditure</b>	<b>(362)</b>	<b>0</b>	<b>0</b>	<b>(100)</b>	<b>0</b>	<b>(582)</b>	<b>(1,044)</b>
<b>Service Level Agreement Recharges</b>	0	0	0	0	0	0	0
<b>Income</b>							
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
<b>Gross Income</b>	<b>(42)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(42)</b>
<b>Net Expenditure/ (Income)</b>	<b>(404)</b>	<b>0</b>	<b>0</b>	<b>(100)</b>	<b>0</b>	<b>(582)</b>	<b>(1,086)</b>

**Explanation of major items above (excluding inflation)**

	£000	FTE
Efficiencies arising from Medium Term Financial Strategy	(100)	(1.5)
Other Variations: Changes to Service Level Agreements	(582)	-
<b>Total</b>	<b>(682)</b>	<b>(1.5)</b>

**FINANCE & CORPORATE SERVICES  
ORGANISATIONAL DEVELOPMENT & TRANSFORMATION**

The objective of Organisational Development is to improve the overall effectiveness of Hammersmith & Fulham Council and its ability to respond to an evolving environment. By doing this, the division ensures that staff satisfaction is improved, productivity is increased and customers receive an excellent and individual experience. This division also incorporates the Programme Management Office, and the Business Transformation Team, which works with departments across the Council on projects and programmes to improve the quality of services and reduce costs.

	2010/2011	2011/2012
Full Time Equivalents	33	24

**Subjective Analysis of Estimates**

**Expenditure**

	2010/2011 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2011/2012 Estimates £000
Employees	2,107	0	0	0	0	(281)	1,826
Premises	85	0	0	0	0	(52)	33
Transport	0	0	0	0	0	0	0
Supplies & Services	248	0	0	0	0	(184)	64
Third Party Payments	0	0	0	0	0	0	0
Transfer Payments	0	0	0	0	0	0	0
Support Services	127	0	0	0	0	(122)	5
Capital Charges	0	0	0	0	0	0	0
<b>Gross Expenditure</b>	<b>2,567</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(639)</b>	<b>1,928</b>
<b>Service Level Agreement Recharges</b>	<b>(1,315)</b>	0	0	0	0	197	<b>(1,118)</b>
<b>Income</b>							
Internal Recharge Income	0	0	0	0	0	0	0
Government Grants	0	0	0	0	0	0	0
Reimbursements & Contributions	(1,204)	0	0	0	0	280	(924)
Customer & Client Receipts	(52)	0	0	0	0	52	0
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0
<b>Gross Income</b>	<b>(1,256)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>332</b>	<b>(924)</b>
<b>Net Expenditure/ (Income)</b>	<b>(4)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(110)</b>	<b>(114)</b>

Explanation of major items above (excluding inflation)	£000	FTE
Changes to Service Level Agreements	(95)	-
Transfer to Environment Departments of training budget	(15)	-
Business Transformation Team reduced trading account activity	0	(9)
<b>Total</b>	<b>(110)</b>	<b>(9)</b>



# CENTRALLY MANAGED BUDGETS

## **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





# **2011/2012 ESTIMATES**

# **CENTRALLY MANAGED BUDGETS**

**CENTRALLY MANAGED BUDGETS  
SUMMARY**

	2010/2011	2011/2012
Number of Full Time Equivalent staff	0	0

**SUBJECTIVE ANALYSIS OF ESTIMATES**

	2010/2011 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2011/2012 Estimates £000
<b>Expenditure</b>							
Employee Expenses	2,917	71	0	(150)	1,500	0	4,338
Premises Related Expenditure	332	451	0	0	431	(332)	882
Transport Related Expenditure	0	0	0	0	0	0	0
Supplies and Services	9,161	114	(564)	(40)	150	1,333	10,153
Third Party Payments	2,307	0	0	0	211	0	2,518
Transfer Payments	153,414	0	0	(250)	0	(36)	153,128
Support Services	8,860	0	660	0	0	(1,549)	7,972
Capital Charges	32,608	0	(250)	0	150	(1,462)	31,046
<b>GROSS EXPENDITURE</b>	<b>209,599</b>	<b>636</b>	<b>(154)</b>	<b>(440)</b>	<b>2,442</b>	<b>(2,046)</b>	<b>210,037</b>
Service Level Agreement Recharges	(3,677)	0	0	0	0	(197)	(3,874)
<b>Income</b>							
Internal Recharge Income	(23,502)	0	0	0	0	543	(22,959)
Government Grants	(147,648)	0	0	0	0	0	(147,648)
Other Reimbursements & Contributions	(5,808)	0	0	0	0	116	(5,692)
Customer & Client Receipts	(772)	0	0	0	650	(750)	(872)
Interest & Other	(1,563)	0	284	(800)	0	919	(1,160)
Use of Balances & Reserves	245	0	0	(200)	0	0	45
<b>GROSS INCOME</b>	<b>(179,048)</b>	<b>0</b>	<b>284</b>	<b>(1,000)</b>	<b>650</b>	<b>828</b>	<b>(178,286)</b>
<b>NET EXPENDITURE</b>	<b>26,874</b>	<b>636</b>	<b>130</b>	<b>(1,440)</b>	<b>3,092</b>	<b>(1,415)</b>	<b>27,877</b>

**CENTRALLY MANAGED BUDGETS  
CHANGE BETWEEN YEARS**

<b>Service Area Analysis</b>	<b>2010/2011 Estimates £000</b>	<b>Inflation £000</b>	<b>Redirected Resources £000</b>	<b>Efficiencies £000</b>	<b>Growth £000</b>	<b>Other Adjustments £000</b>	<b>2011/2012 Estimates £000</b>
Corporate & Democratic Core	7,133	0	102	(40)	0	(347)	6,849
Levies	2,307	0	0	0	211	0	2,518
Net Cost Of Borrowing	7,651	0	34	(800)	150	0	7,035
Housing & Council Tax Benefits	619	0	0	(150)	0	0	469
Pension & Redundancy Costs	2,916	71	558	(150)	1,500	(516)	4,379
Other Corporate Items	6,248	565	(564)	(300)	1,231	(552)	6,627
<b>TOTAL</b>	<b>26,874</b>	<b>636</b>	<b>130</b>	<b>(1,440)</b>	<b>3,092</b>	<b>(1,415)</b>	<b>27,877</b>



**CENTRALLY MANAGED BUDGETS  
CORPORATE & DEMOCRATIC CORE**

This budget provides for democratic representation 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.

	2010/2011	2011/2012
Full Time Equivalents	0	0

**Subjective Analysis of Estimates**

**Expenditure**

	2010/2011 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2011/2012 Estimates £000
Employees	0	0	0	0	0	0	0
Premises	21	0	0	0	0	(21)	0
Transport	0	0	0	0	0	0	0
Supplies & Services	815	0	0	(40)	0	(1)	774
Third Party Payments	0	0	0	0	0	0	0
Transfer Payments	0	0	0	0	0	0	0
Support Services	6,892	0	102	0	0	(382)	6,613
Capital Charges	0	0	0	0	0	0	0
<b>Gross Expenditure</b>	<b>7,728</b>	<b>0</b>	<b>102</b>	<b>(40)</b>	<b>0</b>	<b>(404)</b>	<b>7,387</b>
<b>Service Level Agreement Recharges</b>	<b>(595)</b>	0	0	0	0	57	<b>(538)</b>
<b>Income</b>							
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
<b>Gross Income</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Expenditure/ (Income)</b>	<b>7,133</b>	<b>0</b>	<b>102</b>	<b>(40)</b>	<b>0</b>	<b>(347)</b>	<b>6,849</b>

**Explanation of major items above (excluding inflation)**

	£000	FTE
Efficiency: Reduction in Audit Commission Fee	(40)	-
Increase in the recharge to Corporate & Democratic Core Costs	102	-
Other Variations: Changes in the Service Level Agreement charges	(347)	-
<b>Total</b>	<b>(285)</b>	<b>0</b>

**CENTRALLY MANAGED BUDGETS  
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.

	2010/2011	2011/2012
Full Time Equivalents	0	0

**Subjective Analysis of Estimates**

**Expenditure**

	2010/2011 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2011/2012 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	2,307	0	0	0	211	0	2,518
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
<b>Gross Expenditure</b>	<b>2,307</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>211</b>	<b>0</b>	<b>2,518</b>
<b>Service Level Agreement Recharges</b>	0	0	0	0	0	0	0
<b>Income</b>							
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
<b>Gross Income</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Expenditure/ (Income)</b>	<b>2,307</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>211</b>	<b>0</b>	<b>2,518</b>

Explanation of major items above (excluding inflation)	£000	FTE
Growth in London Pension Fund Authority Levy	211	-
<b>Total</b>	<b>211</b>	<b>0</b>

**CENTRALLY MANAGED BUDGETS  
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 provision for the repayment of the Council's debt.

	2010/2011	2011/2012
Full Time Equivalents	0	0

**Subjective Analysis of Estimates**

**Expenditure**

	2010/2011 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2011/2012 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	32,598	0	(250)	0	150	(1,462)	31,036

**Gross Expenditure**

**Service Level Agreement Recharges**

**Income**

Internal Recharge Income	(23,502)	0	0	0	0	543	(22,959)
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	(1,445)	0	284	(800)	0	919	(1,042)
Use of Balances & Reserves	0	0	0	0	0	0	0

**Gross Income**

**Net Expenditure/ (Income)**

<b>Gross Expenditure</b>	<b>32,598</b>	<b>0</b>	<b>(250)</b>	<b>0</b>	<b>150</b>	<b>(1,462)</b>	<b>31,036</b>
<b>Service Level Agreement Recharges</b>	0	0	0	0	0	0	0
<b>Gross Income</b>	<b>(24,947)</b>	<b>0</b>	<b>284</b>	<b>(800)</b>	<b>0</b>	<b>1,462</b>	<b>(24,001)</b>
<b>Net Expenditure/ (Income)</b>	<b>7,651</b>	<b>0</b>	<b>34</b>	<b>(800)</b>	<b>150</b>	<b>0</b>	<b>7,035</b>

**Explanation of major items above (excluding inflation)**

	£000	FTE
Efficiencies: Corporate debt reduction and debt restructuring	(800)	-
Growth: Prudential Borrowing for Secondary Schools Capital Investment	150	-
Redirected Resources: Mainstreaming of Strategic Regeneration (formerly funded by revenue from Investment Income)	284	-
Redirected Resources: Transfer of budget to Environment Services for MTFs asset disposal efficiency	(250)	-
Other Variations: Budget realignment to reflect actual income and expenditure assumptions	0	-
<b>Total</b>	<b>(616)</b>	<b>0</b>

**CENTRALLY MANAGED BUDGETS  
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.

	2010/2011	2011/2012
Full Time Equivalents	0	0

**Subjective Analysis of Estimates**

**Expenditure**

	2010/2011 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2011/2012 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	0	0	0	0	0	0	0

**Gross Expenditure**

<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
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**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	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**

<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
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**Net Expenditure/ (Income)**

<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
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**Explanation of major items above (excluding inflation)**

	£000	FTE
Efficiency: Improved Housing Benefit Administration	(150)	-
<b>Total</b>	<b>(150)</b>	<b>0</b>

**CENTRALLY MANAGED BUDGETS  
PENSION & REDUNDANCY COSTS**

This budget provides for the cost of 'added-years' that are payable to the pensions fund for early retirement. This budget also has provision to meet the costs of future restructuring and downsizing.

	2010/2011	2011/2012
Full Time Equivalents	0	0

**Subjective Analysis of Estimates**

**Expenditure**

	2010/2011 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2011/2012 Estimates £000
Employees	2,916	71	0	(150)	1,500	0	4,337
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	850	0	558	0	0	(516)	892
Capital Charges	0	0	0	0	0	0	0

**Gross Expenditure**

<b>3,766</b>	<b>71</b>	<b>558</b>	<b>(150)</b>	<b>1,500</b>	<b>(516)</b>	<b>5,229</b>
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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	(850)	0	0	0	0	0	(850)
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0

**Gross Income**

<b>(850)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(850)</b>
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**Net Expenditure/ (Income)**

<b>2,916</b>	<b>71</b>	<b>558</b>	<b>(150)</b>	<b>1,500</b>	<b>(516)</b>	<b>4,379</b>
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**Explanation of major items above (excluding inflation)**

	£000	FTE
Redirected Resources/ Other: Net increase in Service Level Agreement charges	42	-
Saving: Reduction in Added Years Payments	(150)	-
Growth: Allowance for downsizing and restructuring	1,500	-
<b>Total</b>	<b>1,392</b>	<b>0</b>

**CENTRALLY MANAGED BUDGETS  
OTHER CORPORATE ITEMS**

These budgets hold the Council's insurance premiums, contingency balances, business rate discretionary relief as well as other non-distributable corporate SLA costs.

	2010/2011	2011/2012
Full Time Equivalents	0	0

**Subjective Analysis of Estimates**

**Expenditure**

	2010/2011 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2011/2012 Estimates £000
Employees	1	0	0	0	0	0	1
Premises	311	451	0	0	431	(311)	882
Transport	0	0	0	0	0	0	0
Supplies & Services	8,346	114	(564)	0	150	1,334	9,379
Third Party Payments	0	0	0	0	0	0	0
Transfer Payments	173	0	0	(100)	0	(36)	37
Support Services	1,118	0	0	0	0	(651)	467
Capital Charges	10	0	0	0	0	0	10
<b>Gross Expenditure</b>	<b>9,959</b>	<b>565</b>	<b>(564)</b>	<b>(100)</b>	<b>581</b>	<b>336</b>	<b>10,776</b>
<b>Service Level Agreement Recharges</b>	<b>(3,082)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(254)</b>	<b>(3,336)</b>
<b>Income</b>							
Internal Recharge Income	0	0	0	0	0	0	0
Government Grants	0	0	0	0	0	0	0
Reimbursements & Contributions	(284)	0	0	0	0	116	(168)
Customer & Client Receipts	(472)	0	0	0	650	(750)	(572)
Interest & Other	(118)	0	0	0	0	0	(118)
Use of Balances & Reserves	245	0	0	(200)	0	0	45
<b>Gross Income</b>	<b>(629)</b>	<b>0</b>	<b>0</b>	<b>(200)</b>	<b>650</b>	<b>(634)</b>	<b>(813)</b>
<b>Net Expenditure/ (Income)</b>	<b>6,248</b>	<b>565</b>	<b>(564)</b>	<b>(300)</b>	<b>1,231</b>	<b>(552)</b>	<b>6,627</b>

**Explanation of major items above (excluding inflation)**

	£000	FTE
Growth: Increase in Business Rate due to multiplier and revaluation	431	-
Growth: Increase in rental and service charges	150	-
Growth: Impact of legal review on land charges income	650	-
Savings: Reduction in Contribution to the Insurance Fund	(200)	-
Savings: Reduction in Discretionary Rate Relief	(100)	-
Budget realignment of Concessionary Fares Costs to Finance and Corporate Services	(582)	-
Changes in the Service Level Agreement charges	(534)	-
<b>Total</b>	<b>(185)</b>	<b>0</b>



# 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 until recently, the Council's arms-length management organisation (ALMO), H&F Homes. Following the completion of the Decent Homes programme, the ALMO is to be returned to direct Council management from 2011/12.

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**

The Housing Management Service with the Housing & Regeneration department is responsible for the management of the Council's housing stock. This includes responsibility for providing a complete housing management service to estate residents, administering all rental income collection, ensuring a responsive repairs service and maintaining the legacy of the Decent Homes improvement programme.

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 Neighbourhoods 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 retain balances at a minimum of 5% of gross revenue expenditure
- To generate sufficient efficiencies to allow significant investment in service improvements and in property held within the HRA 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







# **2011/2012 ESTIMATES**

## **HOUSING REVENUE ACCOUNT (HRA)**

**HOUSING REVENUE ACCOUNT  
SUMMARY**

	2010/2011	2011/2012
Number of Full Time Equivalent staff	58	62

**SUBJECTIVE ANALYSIS OF ESTIMATES**

	2010/2011 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2011/2012 Estimates £000
<b>Expenditure</b>							
Employee Expenses	2,432	0	0	0	705	(178)	2,959
Premises Related Expenditure	19,511	0	0	(413)	0	703	19,801
Transport Related Expenditure	32	0	0	0	0	1	33
Supplies and Services	2,558	0	0	0	0	(1,847)	711
Third Party Payments	23,727	0	0	(1,515)	368	(388)	22,192
Transfer Payments	164	0	0	0	0	(54)	110
Support Services	1,215	0	0	0	0	1,369	2,584
Capital Charges	12,169	0	0	0	0	480	12,649
<b>GROSS EXPENDITURE</b>	<b>61,808</b>	<b>0</b>	<b>0</b>	<b>(1,928)</b>	<b>1,073</b>	<b>86</b>	<b>61,039</b>
Service Level Agreement Recharges	(4)	0	0	0	0	4	0
<b>Income</b>							
Internal Recharge Income	(45)	0	0	0	0	18	(27)
Government Grants	(13,442)	0	0	0	0	3,067	(10,375)
Other Reimbursements & Contributions	(1,432)	0	0	0	0	340	(1,092)
Customer & Client Receipts	(69,665)	0	0	13	0	(3,097)	(72,749)
Interest & Other	23,206	0	0	0	0	(94)	23,112
Use of Balances & Reserves	(426)	0	0	0	0	519	92
<b>GROSS INCOME</b>	<b>(61,804)</b>	<b>0</b>	<b>0</b>	<b>13</b>	<b>0</b>	<b>753</b>	<b>(61,039)</b>
<b>NET EXPENDITURE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(1,915)</b>	<b>1,073</b>	<b>843</b>	<b>0</b>

## HOUSING REVENUE ACCOUNT CHANGE BETWEEN YEARS

Service Area Analysis	2010/2011 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Adjustments £000	2011/2012 Estimates £000
Operational Housing Management Services (Formerly H&F Homes Management Fee)	23,669	0	0	(1,515)	368	(388)	22,133
Housing Options	605	0	0	0	127	0	732
Housing Strategy	348	0	0	0	0	77	425
Managed Rents & Charges	(66,180)	0	0	0	0	(1,677)	(67,857)
Managed Repairs	14,453	0	0	(400)	0	0	14,053
Safer Neighbourhoods	849	0	0	0	0	0	849
Strategic Regeneration	0	0	0	0	578	0	578
Support Services	3,764	0	0	0	0	(172)	3,592
Area Holding Codes	152	0	0	0	0	(152)	0
Housing Subsidy	(13,250)	0	0	0	0	2,875	(10,375)
Capital Charges	36,016	0	0	0	0	(236)	35,778
Transfers to Reserves	(426)	0	0	0	0	518	92
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(1,915)</b>	<b>1,072</b>	<b>843</b>	<b>0</b>

**HOUSING REVENUE ACCOUNT**  
**OPERATIONAL HOUSING MANAGEMENT SERVICES (FORMERLY H&F HOMES MANAGEMENT FEE)**

This represents the operational cost of the housing management service, formerly the fee paid to Hammersmith & Fulham Homes for managing the Council's housing stock. The increase in FTEs below is due to the integration of H&F Homes whereby all their staff will become employees of the council.

	2010/2011	2011/2012
Full Time Equivalents	0	370

**Subjective Analysis of Estimates**

**Expenditure**

	2010/2011 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2011/2012 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	23,669	0	0	(1,515)	368	(388)	22,133
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**

**Service Level Agreement Recharges**

**Income**

<b>Gross Expenditure</b>	<b>23,669</b>	<b>0</b>	<b>0</b>	<b>(1,515)</b>	<b>368</b>	<b>(388)</b>	<b>22,133</b>
<b>Service Level Agreement Recharges</b>	0	0	0	0	0	0	0
<b>Income</b>							
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**

**Net Expenditure/ (Income)**

<b>Gross Income</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Expenditure/ (Income)</b>	<b>23,669</b>	<b>0</b>	<b>0</b>	<b>(1,515)</b>	<b>368</b>	<b>(388)</b>	<b>22,133</b>
<b>Explanation of major items above</b>						<b>£000</b>	<b>FTE</b>
Stepped efficiencies initiated in 2009/10						(390)	-
Value for Money programme efficiencies						(297)	-
Efficiencies deriving from the reintegration of the ALMO into the Council						(828)	-
Housing Management Services contingency provision						368	-
Utility and other contract inflation						248	-
Transfer of communal heating expenditure budgets to Holding Codes						(680)	-
Other minor budget transfers						44	-
<b>Total</b>						<b>(1,535)</b>	<b>0</b>

**HOUSING REVENUE ACCOUNT  
HOUSING OPTIONS**

This budget includes the management costs and rental income for Hostels and the HRA share of Housing Options Management costs, 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. This budget includes the HRA share of the Rehousing Options and Housing Solutions teams.

	2010/2011	2011/2012
Full Time Equivalents	20	20

**Subjective Analysis of Estimates**

**Expenditure**

	2010/2011 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2011/2012 Estimates £000
Employees	821	0	0	0	127	(144)	804
Premises	275	0	0	0	0	6	281
Transport	4	0	0	0	0	1	5
Supplies & Services	114	0	0	0	0	13	127
Third Party Payments	48	0	0	0	0	0	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
<b>Gross Expenditure</b>	<b>1,292</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>127</b>	<b>(124)</b>	<b>1,295</b>
<b>Service Level Agreement Recharges</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Income</b>							
Internal Recharge Income	0	0	0	0	0	0	0
Government Grants	(130)	0	0	0	0	130	0
Reimbursements & Contributions	(104)	0	0	0	0	12	(92)
Customer & Client Receipts	(453)	0	0	0	0	(19)	(471)
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0
<b>Gross Income</b>	<b>(687)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>124</b>	<b>(563)</b>
<b>Net Expenditure/ (Income)</b>	<b>605</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>127</b>	<b>0</b>	<b>732</b>

**Explanation of major items above**

	£000	FTE
Growth to fund Housing Solutions team under-occupation / over-crowding initiatives	127	-
Reduction in Central Government funding for under-occupation / over-crowding initiatives	117/(117)	-
Reorganisation of Hostel staff management	(27)	-
Increase in Temporary On Licence property operating costs due to increase in client turnover rate	16	-
Reduction in Temporary On Licence property management fee income due to reduction in client numbers	11	-
<b>Total</b>	<b>127</b>	<b>0</b>

**HOUSING REVENUE ACCOUNT  
HOUSING STRATEGY**

This budget is for client management, performance monitoring and liaison with H&F Homes, management of functions not managed by H&F Homes (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.

	2010/2011	2011/2012
Full Time Equivalents	4	5

**Subjective Analysis of Estimates**

**Expenditure**

	2010/2011 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2011/2012 Estimates £000
Employees	197	0	0	0	0	70	267
Premises	0	0	0	0	0	9	9
Transport	0	0	0	0	0	0	0
Supplies & Services	291	0	0	0	0	(2)	289
Third Party Payments	10	0	0	0	0	0	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**

**Service Level Agreement Recharges**

**Income**

<b>Gross Expenditure</b>	<b>498</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>77</b>	<b>575</b>
<b>Service Level Agreement Recharges</b>	0	0	0	0	0	0	0
<b>Income</b>							
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**

**Net Expenditure/ (Income)**

Explanation of major items above	£000	FTE
Reorganisation of Housing Strategy function	77	1
<b>Total</b>	<b>77</b>	<b>1</b>

**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 and service charges to leaseholders.

	2010/2011	2011/2012
Full Time Equivalents	0	0

**Subjective Analysis of Estimates**

**Expenditure**

	2010/2011 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2011/2012 Estimates £000
Employees	0	0	0	0	0	0	0
Premises	0	0	0	0	0	26	26
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	134	0	0	0	0	(54)	80
Support Services	0	0	0	0	0	0	0
Capital Charges	0	0	0	0	0	0	0

**Gross Expenditure**

**Service Level Agreement Recharges**

**Income**

<b>Gross Expenditure</b>	<b>134</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(28)</b>	<b>106</b>
<b>Service Level Agreement Recharges</b>	0	0	0	0	0	0	0
<b>Internal Recharge Income</b>	0	0	0	0	0	(27)	(27)
<b>Government Grants</b>	0	0	0	0	0	0	0
<b>Reimbursements &amp; Contributions</b>	(937)	0	0	0	0	(63)	(1,000)
<b>Customer &amp; Client Receipts</b>	(65,378)	0	0	0	0	(1,559)	(66,936)
<b>Interest &amp; Other</b>	0	0	0	0	0	0	0
<b>Use of Balances &amp; Reserves</b>	0	0	0	0	0	0	0

**Gross Income**

**Net Expenditure/ (Income)**

<b>Gross Income</b>	<b>(66,315)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(1,649)</b>	<b>(67,963)</b>
<b>Net Expenditure/ (Income)</b>	<b>(66,180)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(1,677)</b>	<b>(67,857)</b>
<b>Explanation of major items above</b>						<b>£000</b>	<b>FTE</b>
Increase in dwelling rents in line with Central Government's rent restructuring policy						(3,235)	-
Increase in voids in line with rent increase						65	-
Increase in commercial rent budgets based on inflation clause on lease renewal						(159)	-
Transfer of communal heating income budgets to Holding Codes						1,319	-
Increase in provision for bad debt due to rising trend in arrears levels						302	-
Other adjustments						31	-
<b>Total</b>						<b>(1,677)</b>	<b>0</b>



**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.

	2010/2011	2011/2012
Full Time Equivalents	0	0

**Subjective Analysis of Estimates**

**Expenditure**

	2010/2011 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2011/2012 Estimates £000
Employees	0	0	0	0	0	0	0
Premises	14,382	0	0	(413)	0	80	14,049
Transport	0	0	0	0	0	0	0
Supplies & Services	72	0	0	0	0	(66)	6
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**

**Service Level Agreement Recharges**

**Income**

<b>Gross Expenditure</b>	<b>14,454</b>	<b>0</b>	<b>0</b>	<b>(413)</b>	<b>0</b>	<b>14</b>	<b>14,055</b>
<b>Service Level Agreement Recharges</b>	0	0	0	0	0	0	0
<b>Income</b>							
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)	0	0	13	0	(14)	(2)
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0

**Gross Income**

**Net Expenditure/ (Income)**

Explanation of major items above	£000	FTE
Value for Money programme: market testing of repairs function	(400)	-
<b>Total</b>	<b>(400)</b>	<b>0</b>

**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.

	2010/2011	2011/2012
Full Time Equivalents	25	25

**Subjective Analysis of Estimates**

**Expenditure**

	2010/2011 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2011/2012 Estimates £000
Employees	825	0	0	0	0	222	1,047
Premises	6	0	0	0	0	(6)	0
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	(262)	(262)
Capital Charges	0	0	0	0	0	0	0

**Gross Expenditure**

**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	(46)	0	0	0	0	46	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**

**Net Expenditure/ (Income)**

Explanation of major items above	£000	FTE
ASB and Wardens: realignment of staffing budgets	222	-
ASB and Wardens: realignment of General Fund recharge	(262)	-
Correction of income recharge adjustments	40	-
<b>Total</b>	<b>0</b>	<b>0</b>

## 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.

	2010/2011	2011/2012
Full Time Equivalents	6	9

### Subjective Analysis of Estimates

#### Expenditure

	2010/2011 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2011/2012 Estimates £000
Employees	345	0	0	0	578	(345)	578
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

	<b>345</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>578</b>	<b>(345)</b>	<b>578</b>
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#### 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	(345)	0	0	0	0	345	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

#### Net Expenditure/ (Income)

Explanation of major items above	£000	FTE
Expiry of Section 106 funding arrangements	345/(345)	(6)
Temporary funding of core staffing pending developer contributions and capitalisation opportunities	578	9
<b>Total</b>	<b>578</b>	<b>3</b>

**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.

	2010/2011	2011/2012
Full Time Equivalents	3	3

**Subjective Analysis of Estimates**

**Expenditure**

	2010/2011 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2011/2012 Estimates £000
Employees	244	0	0	0	0	19	263
Premises	273	0	0	0	0	(44)	229
Transport	0	0	0	0	0	0	0
Supplies & Services	2,036	0	0	0	0	(1,782)	255
Third Party Payments	0	0	0	0	0	0	0
Transfer Payments	0	0	0	0	0	0	0
Support Services	1,215	0	0	0	0	1,631	2,846
Capital Charges	0	0	0	0	0	0	0

**Gross Expenditure**

**Service Level Agreement Recharges**

**Income**

<b>Gross Expenditure</b>	<b>3,768</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(176)</b>	<b>3,593</b>
<b>Service Level Agreement Recharges</b>	<b>(4)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4</b>	<b>0</b>
<b>Income</b>							
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**

**Net Expenditure/ (Income)**

Explanation of major items above	£000	FTE
Realignment of senior management support costs	20	-
Decrease in corporate support recharges	(135)	-
Reductions in insurance premium charges	(57)	-
<b>Total</b>	<b>(172)</b>	<b>0</b>

**HOUSING REVENUE ACCOUNT  
AREA HOLDING CODES**

This part of the HRA holds the income and expenditure for tenants' water rates, communal heating charges, and tenants' insurances.

	2010/2011	2011/2012
Full Time Equivalents	0	0

**Subjective Analysis of Estimates**

**Expenditure**

	2010/2011 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2011/2012 Estimates £000
Employees	0	0	0	0	0	0	0
Premises	3,872	0	0	0	0	1,317	5,190
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**

**Service Level Agreement Recharges**

**Income**

Internal Recharge Income	(45)	0	0	0	0	45	0
Government Grants	0	0	0	0	0	0	0
Reimbursements & Contributions	0	0	0	0	0	0	0
Customer & Client Receipts	(3,675)	0	0	0	0	(1,515)	(5,190)
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0

**Gross Income**

**Net Expenditure/ (Income)**

Explanation of major items above	£000	FTE
Transfer of communal heating charges expenditure budgets from Management Fee	680	-
Increase in water rates charges payable by the Council	196	-
Increase in charge to tenants' to recover water rates charges	(349)	-
Transfer of communal heating charges income budgets from Managed Income budgets	(1,319)	-
Realignment of communal heating income and expenditure budgets: contribution from working balance	639	-
<b>Total</b>	<b>(153)</b>	<b>0</b>

**HOUSING REVENUE ACCOUNT  
HOUSING SUBSIDY**

Housing subsidy paid by central government to support the provision of social housing at affordable rents.

	2010/2011	2011/2012
Full Time Equivalents	0	0

**Subjective Analysis of Estimates**

**Expenditure**

	2010/2011 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2011/2012 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	0	0	0	0	0	0	0

**Gross Expenditure**

**Service Level Agreement Recharges**

**Income**

Internal Recharge Income	0	0	0	0	0	0	0
Government Grants	(13,250)	0	0	0	0	2,875	(10,375)
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**

**Net Expenditure/ (Income)**

Explanation of major items above	£000	FTE
Increase in management and maintenance allowances	(543)	-
Decrease in subsidy due to guideline rent increase	3,105	-
Increase in the major repairs allowance	(480)	-
Decrease in subsidy due to changes to capital charges	254	-
Decrease in subsidy due to expiry of property leases	539	-
<b>Total</b>	<b>2,875</b>	<b>0</b>

**HOUSING REVENUE ACCOUNT  
CAPITAL CHARGES**

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

	2010/2011	2011/2012
Full Time Equivalents	0	0

**Subjective Analysis of Estimates**

**Expenditure**

	2010/2011 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2011/2012 Estimates £000
Employees	0	0	0	0	0	0	0
Premises	703	0	0	0	0	(685)	18
Transport	0	0	0	0	0	0	0
Supplies & Services	9	0	0	0	0	(9)	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	12,169	0	0	0	0	480	12,649

**Gross Expenditure**

**Service Level Agreement Recharges**

**Income**

Internal Recharge Income	0	0	0	0	0	0	0
Government Grants	(62)	0	0	0	0	62	0
Reimbursements & Contributions	0	0	0	0	0	0	0
Customer & Client Receipts	(10)	0	0	0	0	10	0
Interest & Other	23,206	0	0	0	0	(94)	23,112
Use of Balances & Reserves	(426)	0	0	0	0	519	92
<b>Gross Income</b>	<b>22,708</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>497</b>	<b>23,204</b>

**Net Expenditure/ (Income)**

	£000	FTE
Reduction in payments due to expiry of property lease agreements	(623)	-
Increase in major repairs allowance (used a proxy for depreciation charge)	480	-
Increase in capital financing costs due to increases in average borrowing	51	-
Net reduction in capital charges on premiums & discounts	(299)	-
Reduction in interest receivable on balances	155	-
Reduction in contribution from working balance	519	-
<b>Total</b>	<b>283</b>	<b>0</b>



# **2011/2012 CAPITAL PROGRAMME**

## **GENERAL FUND**



## General Fund Capital Programme Summary 2011/12 to 2015/16

<b>Department</b>	<b>2011/12</b>	<b>2012/13</b>	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>Total</b>
Children's Services	14,120	0	0	0	0	<b>14,120</b>
Community Services	300	0	0	0	0	<b>300</b>
Environment Services	11,672	7,819	7,304	5,600	5,600	<b>37,995</b>
Finance & Corporate Services	750	750	750	750	750	<b>3,750</b>
Regeneration & Housing Options	450	450	450	450	450	<b>2,250</b>
Residents Services	4,639	500	500	500	500	<b>6,639</b>
<b>Total Expenditure</b>	<b>31,931</b>	<b>9,519</b>	<b>9,004</b>	<b>7,300</b>	<b>7,300</b>	<b>65,054</b>

GENERAL FUND CAPITAL PROGRAMME 2010/11 TO 2014/15.										
Ref	Schemes (Funding Stream in Bracket)	Description	Prior Year Expenditure £000's	2011/12 Budget £000's	2012/13 Budget £000's	2013/14 Budget £000's	2014/15 Budget £000's	2015/16 Budget £000's	Total Future Expenditure £000's	Total Scheme Expenditure £000's
<b>Children's Services Capital Programme.</b>										
CHS1	Fulham Cross School - New Foreign Language Block	Construction of a new independent block providing a state of the art IT language teaching facility.	2,074	10	0	0	0	0	10	2,084
CHS2	Henry Compton School - New Performance Arts Building (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.	1,767	46	0	0	0	0	46	1,813
CHS3	Jack Tizzard School - hydrotherapy pool	This pool will provide therapy and recreation opportunities for disabled children and young people at the school, and for those living locally.	1,494	50	0	0	0	0	50	1,544
CHS4	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.	n/a	452	0	0	0	0	452	452
CHS5	School Expansion Plan (S106/Mainstream)	Expansion of Primary places	n/a	970	0	0	0	0	970	970
CHS6	Wendell Park School Expansion		710	20	0	0	0	0	20	730
CHS7	LA Basic Needs (Government Grant)	Borough allocation - plans to be brought forward on how it is applied.	n/a	4,026	0	0	0	0	4,026	4,026
CHS8	Capital Maintenance (Government Grant)	Borough allocation - plans to be brought forward on how it is applied.	n/a	3,173	0	0	0	0	3,173	3,173
CHS9	Investment in Schools	Capital contribution to school investment funded from Council prudential borrowing.	340	5,373	0	0	0	0	5,373	5,713
<b>Total</b>			<b>6,385</b>	<b>14,120</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>14,120</b>	<b>20,505</b>
<b>Children's Services Financing Summary</b>										
	Mainstream			990		0	0	0	990	
	Government Grants			7,757		0	0	0	7,757	
	Prudential Borrowing			5,373		0	0	0	5,373	
				<b>14,120</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>14,120</b>	

<b>GENERAL FUND CAPITAL PROGRAMME 2011/12 TO 2015/16.</b>											
Ref	Schemes (Funding Stream in Bracket)	Description	Prior Year Expenditure £000's	2011/12 Budget £000's	2012/13 Budget £000's	2013/14 Budget £000's	2014/15 Budget £000's	2015/16 Budget £000's	Total Future Expenditure £000's	Total Scheme Expenditure £000's	
<b>Community Services Capital Programme.</b>											
CSD1	Adult Social Care Grant (Government Grant)	General Capital Expenditure on the adult social care category - programme yet to be determined	147	250	0	0	0	0	250	397	
CSD2	Social Care IT Infrastructure Capital Grant (Government Grant)	To develop IT infrastructure in order to roll out the Common Assessment Framework from 2011	33	50	0	0	0	0	50	83	
<b>Total</b>				<b>300</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>300</b>	<b>480</b>	
<b>Community Services Financing Summary</b>											
	Government Grants			300	0	0	0	0	300		
				<b>300</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>300</b>		

GENERAL FUND CAPITAL PROGRAMME 2011/12 TO 2015/16.										
Ref	Schemes (Funding Stream in Bracket)	Description	Prior Year Expenditure	2011/12 Budget	2012/13 Budget	2013/14 Budget	2014/15 Budget	2015/16 Budget	Total Future Expenditure	Total Scheme Expenditure
			£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's
<b>Environment Services Capital Programme.</b>										
ENV1	Carriageways (Mainstream)	Borough wide planned maintenance of carriageways.	Rolling Programme	1,549	1,350	1,350	1,350	1,350	6,949	6,949
ENV2	Highways and Footways (Mainstream)	Highways and street lighting Improvements	Rolling Programme	750	750	750	750	750	3,750	3,750
ENV3	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	3,500	2,500	2,500	2,500	2,500	13,500	13,500
ENV4	Corridors (TFL)	Works that address issues relating to the smoothing of traffic flow, bus reliability, safety, cycling (including parking) public realm and removal of clutter.	1,187	2,072	1,988	1,704	0	0	5,764	6,951
ENV5	Controlled Parking Zones (Parking Reserve)	Review and enhancement of Controlled Parking Zones in line with Member priorities.	492	1,344	1,000	1,000	1,000	1,000	5,344	5,836
ENV 6	54-108 Uxbridge Road - Improvement (s106)	Grant support for improvements to new shop-fronts, re-instatement of original architectural features and other works.	138	1,009	0	0	0	0	1,009	1,147
ENV 7	Imperial Wharf - Traffic Calming (s106)	Programme of traffic calming measures	591	137	122	0	0	0	259	850
ENV8	Imperial Wharf - Pedestrian and Cycle Lane (s106)	Programme of pedestrian and cycle improvements.	142	0	109	0	0	0	109	251
ENV9	168-186 Fulham Palace Road (s106)	Street smart improvements from site to Hammersmith Town Centre.	0	85	0	0	0	0	85	85

GENERAL FUND CAPITAL PROGRAMME 2011/12 TO 2015/16.										
Ref	Schemes (Funding Stream in Bracket)	Description	Prior Year Expenditure	2011/12 Budget	2012/13 Budget	2013/14 Budget	2014/15 Budget	2015/16 Budget	Total Future Expenditure	Total Scheme Expenditure
			£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's
<b>Environment Services Capital Programme.</b>										
ENV10	White City Controlled Parking Zone	Changes subsequent to the Westfield Development	393	57	0	0	0	0	57	450
ENV11	Hammersmith Town Centre Improvements (s106)	Infrastructure improvements	23	477	0	0	0	0	477	500
ENV12	Westfield Traffic Management Measures (s106)	Changes subsequent to the Westfield Development	14	486	0	0	0	0	486	500
ENV13	Fulham Palace Road - Slip Road	Highways Improvement	0	100	0	0	0	0	100	100
ENV14	Scrubs Lane/Hythe Road Junction (TFL)	Junction Improvement	85	32	0	0	0	0	32	117
ENV15	Wandsworth Bridge Road	Highways Improvement	1	29	0	0	0	0	29	30
ENV16	280-284 Munster Road		0	10	0	0	0	0	10	10
ENV17	Residual Payments / Minor Works	Minor payments outstanding on bridge strengthening, cycling and Hammersmith Grove	2,311	35	0	0	0	0	35	2,346
<b>Total</b>			<b>5,377</b>	<b>11,672</b>	<b>7,819</b>	<b>7,304</b>	<b>5,600</b>	<b>5,600</b>	<b>37,995</b>	<b>43,372</b>
<b>Environment Services Financing Summary</b>										
	Mainstream			5,799	4,600	4,600	4,600	4,600	24,199	
	Transport for London			2,086	1,988	1,704	0	0	5,778	
	Section 106			2,443	231	0	0	0	2,674	
	Revenue Contributions			1,344	1,000	1,000	1,000	1,000	5,344	
<b>Total</b>				<b>11,672</b>	<b>7,819</b>	<b>7,304</b>	<b>5,600</b>	<b>5,600</b>	<b>37,995</b>	

<b>GENERAL FUND CAPITAL PROGRAMME 2011/12 TO 2015/16.</b>											
Ref	Schemes (Funding Stream in Bracket)			Prior Year Expenditure	2011/12 Budget	2012/13 Budget	2013/14 Budget	2014/15 Budget	2015/16 Budget	Total Future Expenditure	Total Scheme Cost
				£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's
<b>Finance &amp; Corporate Services Capital Programme.</b>											
FCS3	Contribution to Invest to Save Fund (Mainstream Funding)		Contribution to Invest to Save Fund	Rolling Programme	750	750	750	750	750	Rolling Programme	Rolling Programme
<b>Total</b>					<b>750</b>	<b>750</b>	<b>750</b>	<b>750</b>	<b>750</b>	<b>3,750</b>	
<b>Finance &amp; Corporate Services Financing Summary</b>											
	Mainstream				750	750	750	750	750		
					<b>750</b>	<b>750</b>	<b>750</b>	<b>750</b>	<b>750</b>	<b>3,750</b>	

**GENERAL FUND CAPITAL PROGRAMME 2011/12 TO 2015/16.**

Ref	Schemes (Funding Stream in Bracket)	Description	Prior Year Expenditure	2011/12 Budget	2012/13 Budget	2013/14 Budget	2014/15 Budget	2015/16 Budget	Total Future Expenditure	Total Scheme Cost
			£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's
<b>REGENERATION &amp; HOUSING OPTIONS Capital Programme.</b>										
RHO1	Renovation Grants (mainstream)		Rolling Programme	450	450	450	450	450	2,250	Rolling Programme
<b>Total</b>				<b>450</b>	<b>450</b>	<b>450</b>	<b>450</b>	<b>450</b>	<b>2,250</b>	
<b>Regeneration and Housing Options Financing Summary</b>										
	Mainstream			450	450	450	450	450	2,250	
				<b>450</b>	<b>450</b>	<b>450</b>	<b>450</b>	<b>450</b>	<b>2,250</b>	

<b>GENERAL FUND CAPITAL PROGRAMME 2011/12 TO 2015/16.</b>										
Ref	Schemes (Funding Stream in Bracket)	Description	Prior Year Expenditure	2011/12 Budget	2012/13 Budget	2013/14 Budget	2014/15 Budget	2015/16 Budget	Total Future Expenditure	Total Scheme Cost
			£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's
<b>Residents Services Capital Programme.</b>										
RSD1	Park Investments (Mainstream Funding)	Expenditure to improve the parks.	Rolling Programme	500	500	500	500	500	2,500	Rolling Programme
RSD2	Bishops Park (Mainstream Funding/Government Grant)	Major restoration including part of Fulham Palace Grounds.	4,951	2,104	0	0	0	0	2,104	7,055
RSD3	Shepherds Bush Common (s106)	Major redesign and enhancement	2,765	2,035	0	0	0	0	2,035	4,800
<b>Total</b>				<b>4,639</b>	<b>500</b>	<b>500</b>	<b>500</b>	<b>500</b>	<b>6,639</b>	<b>11,855</b>
<b>Residents Services Financing Summary</b>										
	Mainstream			2,604	500	500	500	500	4,604	
	Developer Contributions			2,035	0	0	0	0	2,035	
				<b>4,639</b>	<b>500</b>	<b>500</b>	<b>500</b>	<b>500</b>	<b>6,639</b>	





# **2011/2012 CAPITAL PROGRAMME**

## **DECENT NEIGHBOURHOODS**

DECENT NEIGHBOURHOODS CAPITAL PROGRAMME 2011/12 TO 2015/16									
Ref	Schemes	Description	Prior Years	2011/12 Budget	2012/13 Budget	2013/14 Budget	2014/15 Budget	2015/16 Budget	Total Scheme Cost
			£000's	£000's	£000's	£000's	£000's	£000's	£000's
<b>Decent Neighbourhoods Capital Programme.</b>									
DNC1	Fulham Court	Fulham Court Estate Improvement Strategy: Phase 1 Physical Improvements	677	3,809	36	0	0	0	4,522
DNC2	Travellers Site	Match Funding to RBK&C to improve the Stable Way Travellers Site	0	125	0	0	0	0	125
<b>Total</b>			<b>677</b>	<b>3,934</b>	<b>36</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4,647</b>



# **2011/2012 CAPITAL PROGRAMME**

# **HOUSING REVENUE ACCOUNT**

<b>Housing Revenue Account (HRA) Capital Programme 2011/12 to 2015/16 by Scheme</b>						
	<b>EXPENDITURE</b>					
<b>Schemes</b>	<b>2011/12</b>	<b>2012/13</b>	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>Total Future Expenditure</b>
	<b>£ '000</b>	<b>£ '000</b>	<b>£ '000</b>	<b>£ '000</b>	<b>£ '000</b>	<b>£ '000</b>
Decent Neighbourhoods Partnering Framework	12,576	0	0	0	0	12,576
Edward Woods Estate Regeneration	8,526	617	0	0	0	9,143
Other Committed Expenditure	3,240	0	174	0	0	3,414
Capitalisation - Works	5,700	5,650	5,650	5,650	5,650	28,300
Capitalisation - Salaries/IT	1,750	1,750	1,750	1,750	1,750	31,714
<b>Contractual Commitments &amp; Capitalised Expenditure</b>	<b>31,792</b>	<b>8,017</b>	<b>7,574</b>	<b>7,400</b>	<b>7,400</b>	<b>62,183</b>
Robert Owen House Fire Reinstatement	800	0	0	0	0	800
Fire Safety Improvements	750	1,000	1,000	0	0	2,750
Water Tank Replacements	730	630	560	590	590	3,100
Disabled Adaptations	800	800	800	800	800	4,000
Emergency Lighting	100	0	0	0	0	100
Warden Call System upgrade	509	13	0	0	0	522
Open Flued Boiler Replacement Programme	270	200	0	0	0	470
Water Pressure Boosters	243	0	0	0	0	243
Landlord's Electrical Installations	100	100	100	100	100	500
Fire Alarm Upgrade Sheltered Housing	163	163	0	0	0	326
Digital TV Systems	750	715	0	0	0	1,465
Sheltered Housing Windows	2,453	100	0	0	0	2,553
<b>Statutory Requirements / Health &amp; Safety Enhancements / Core Prioritiies</b>	<b>7,668</b>	<b>3,721</b>	<b>2,460</b>	<b>1,490</b>	<b>1,490</b>	<b>16,829</b>
Stock Investment (New)	3,719	17,597	19,070	19,968	19,969	80,323
<b>Stock Investment (New)</b>	<b>3,719</b>	<b>17,597</b>	<b>19,070</b>	<b>19,968</b>	<b>19,969</b>	<b>80,323</b>
						0
<b>Total HRA Capital</b>	<b>43,179</b>	<b>29,335</b>	<b>29,104</b>	<b>28,858</b>	<b>28,859</b>	<b>159,335</b>



# 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.

## **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.

## **NATIONAL NON-DOMESTIC RATE (NNDR)**

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).

## **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 REPORTING CODE OF PRACTICE (SerCOP)**

This replaces the former Best Value Accounting Code of Practice. It 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

## **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.