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INTRODUCTION

The Budget Book

This book sets out the Hammersmith and Fulham approved Revenue budget for 2012/13 and highlights the 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. http://www.lbhf.gov.uk/Images/FINAL_01_03_12_Bk%20FD%20Council%20Tax%20012-2013_tcm21-169730.pdf
- Statement of Accounts. http://www.lbhf.gov.uk/Images/Statement_of_Accounts_2010-2011_FINAL_tcm21-161458.pdf

Further details about these can be obtained from:

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| Housing Options & Regeneration | Kathleen Corbett | 020 8753 3031 |
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REVENUE BUDGET SUMMARY

Background to the Budget Strategy

Last year Britain's fiscal deficit was the largest in its peacetime history. In the 2011 Autumn statement the Chancellor of the Exchequer confirmed plans to eliminate the deficit by 2016/17.

The Council's budget strategy is to play its part in tackling the fiscal deficit whilst also focusing available resources on key local priorities and reducing the burden on local council tax payers. The Council Tax charge will be cut by 3.75% in 2012/13.

The following table summarises the changes in the councils core external funding for 2012/13, showing a net reduction to us of just over £6.4m (4.4% against the comparable 2011/12 allocation).

| | 2011/12 Settlement £m | 2012/13 Settlement £m | Increase/ Decrease £m |
|-------------------------|-----------------------------|-----------------------------|-----------------------------|
| Formula Grant | 124.510 | 114.921 | (9.589) |
| Core Revenue Grants* | 20.141 | 23.322 | 3.181 |
| Total | 144.651 | 138.243 | (6.408) |

*Includes on-going council tax freeze grant

Under the current funding arrangements, central government grants provides around 68.8% of Hammersmith & Fulham's net resources with the remaining 31.2% coming from Council Tax. Every 1% increase in the Council's net expenditure that is not financed by central government equates to a 3.2% 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.

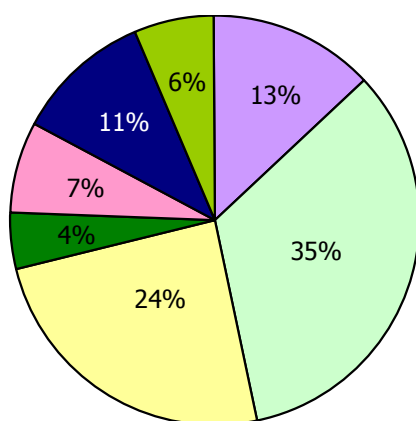
In a report to Budget Council on 29th February 2012 the Executive Director of Finance & Corporate Governance confirmed her satisfaction with the accuracy and robustness of the estimates included in the report. **Table 1 – Council Tax Requirement.**

| | £000 |
|---|------------------|
| 2011/12 Base budget Rolled Forward | 214,585 |
| <i>Plus</i> | |
| Inflation | 3,617 |
| Growth | 3,719 |
| General Contingency | 1,584 |
| <i>Less</i> | |
| Efficiency Savings and Income Generation | (22,687) |
| Gross Council Budget 2012/13 | 200,818 |
| <i>Less</i> | |
| Core Revenue Grants | (23,322) |
| Formula Grant | (114,921) |
| 2012/13 Council Tax Requirement | £62,575 |

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 has enabled the council to cut council tax by 3.75% in 2012/13. The Council's departments identified the following efficiency savings and areas of increased income as part of the MTFS process.

Table 2 – Departmental breakdown of Efficiency savings and Income generation



| | £000 |
|--|----------------|
| Children's Services | (2,955) |
| Adult Social Care | (7,647) |
| Transport & Technical Services | (5,550) |
| Housing Options & Regeneration | (956) |
| Environment Leisure and Resident Services | (1,643) |
| Finance & Corporate Services | (2,465) |
| Centrally Managed Budgets | (1,471) |

Total Efficiencies and Income generation

£ (22,687)

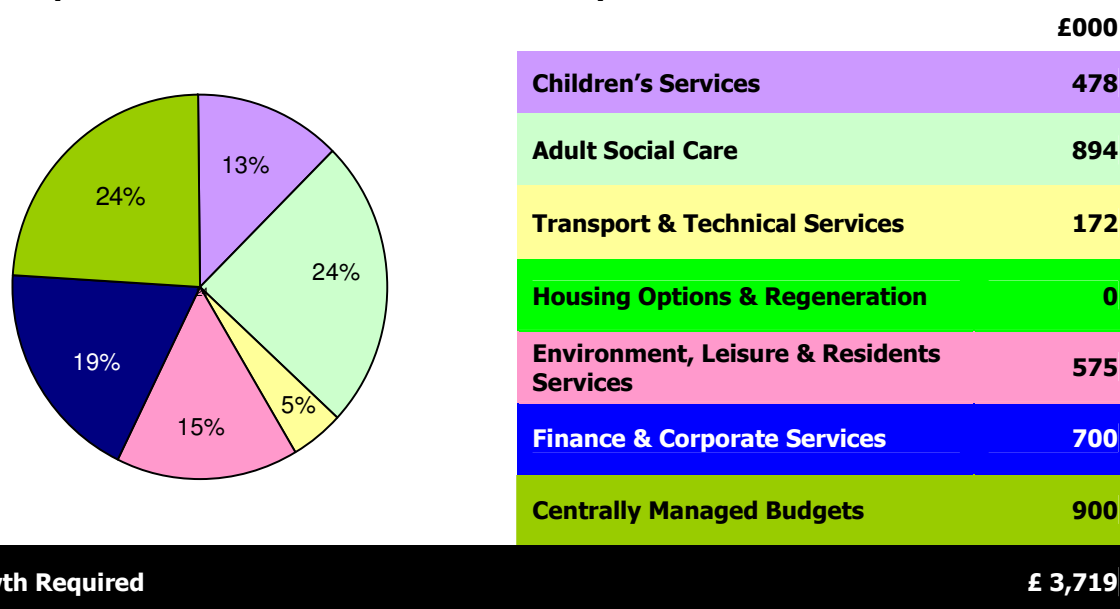
The level of savings required to balance the budget is significant, but as far as possible the Council has tried to protect front line services. A categorisation of the savings is shown below.

Analysis of the 2012/13 Savings

| Type of Saving | £'000s |
|---|-----------------|
| Tri- Borough | (3,105) |
| Staffing / Productivity | (1,586) |
| Commissioning | (3,316) |
| Procurement/Market Testing | (345) |
| Commercialisation / Income | (5,472) |
| Transforming Business Portfolio | (1,190) |
| Market Management Transformation Portfolio | (903) |
| Customer Access Transformation Portfolio | (1,591) |
| Reconfiguration/Rationalisation of Services | (2,195) |
| NHS PCT Partnership | (2,984) |
| Total | (22,687) |

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

Table 4 – Departmental breakdown of Growth requirements



Formula Grant

The breakdown of the 2012/2013 Formula Grant allocation with prior year comparisons (a 7.7% reduction) for Hammersmith & Fulham is as follows:

| | 2011/12 £000 | 2012/13 £000 |
|--|------------------|-----------------|
| Revenue Support Grant | 29,399 | 2,220 |
| Redistribution from Non Domestic Rates | 95,111 | 112,701 |
| Formula Grant | £ 124,510 | £114,921 |

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. This has continued in 2012/13.

Council Tax

The Council is obliged by statute to calculate the council tax requirement and set a balanced budget. 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.

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 2012/13 the Council has formally agreed a Tax Base of 80,087 for Band D equivalent properties.

The movement in the Band D Council Tax amount is set out below:

| | 2011/12 | 2012/13 | Reduction In Council Tax |
|--------------------------|------------------|-----------------|-----------------------------|
| Hammersmith & Fulham | £ 811.78 | £ 781.34 | (3.75%) |
| Greater London Authority | £ 309.82 | £ 306.72 | (1%) |
| Total Council Tax | £ 1121.60 | £1088.06 | (3%) |

This gives residents the third lowest council tax in London which is also the third lowest in England.

CAPITAL BUDGET SUMMARY

Introduction

This section sets out the 5 year capital programme for 2012/13 to 2016/17, which represents the Council's investment in a range of services from housing, schools, infrastructure, and parks to IT in the Borough. The existing Capital Programme has been updated as part of the 2012/13 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 £46m of capital debt to be repaid by the end of 2010/11. By 2012/13, this will have delivered cumulative annual revenue savings of £4m. 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 2012/13 and move towards a cumulative surplus of £30.330m by the close of 2016/17. In accordance with Council's debt reduction strategy this surplus will, in the first instance, be earmarked for the repaying of debt. A full breakdown of the general fund capital schemes is provided on page 121.

Table 4 – General Fund Capital Programme Summary

| All figures in £000 | 2012/13 | 2012/13 – 2016/17 |
|--|-----------------|-------------------|
| Expenditure | | |
| Children's Services | 57,174 | 59,583 |
| Adult Social Care | 1,467 | 3,267 |
| Transport & Technical Services | 9,645 | 33,800 |
| Finance and Corporate Services | 750 | 3,750 |
| Environment, Leisure & Residents Services | 3,686 | 5,686 |
| Total Expenditure | 72,722 | 106,086 |
| Resourced by: | | |
| Capital Receipts | (37,344) | (73,615) |
| Government Grants | (36,974) | (36,974) |
| Section 106 | (6,028) | (6,043) |
| Transport for London | (3,529) | (6,484) |
| Grants from the Art Council | (3,050) | (4,500) |
| Revenue Contributions | (700) | (3,500) |
| Prudential Borrowing | (4,970) | (5,300) |
| Total Resources | (92,595) | (136,416) |
| Cumulative Balance (Surplus)/ Deficit | (19,873) | (30,330) |

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 | 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 |
|--|----------------|--------------|--------------|--------------|--------------|
| Carriageways | 1,350 | 1,350 | 1,350 | 1,350 | 1,350 |
| Footways | 750 | 750 | 750 | 750 | 750 |
| Corporate Planned Maintenance | 2,500 | 2,500 | 2,500 | 2,500 | 2,500 |
| Private Sector Housing Grants | 450 | 450 | 450 | 450 | 450 |
| Parks Development | 500 | 500 | 500 | 500 | 500 |
| Contributions to Invest to Save | 750 | 750 | 750 | 750 | 750 |
| Re-provision of services from Sands End Community Centre | 220 | 0 | 0 | 0 | 0 |
| Total | 6,520 | 6,300 | 6,300 | 6,300 | 6,300 |

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 £5.3m for prudential borrowing to support capital investment in schools and the Lyric Theatre. Additional funding of £15.072m was received from the government late in 2011 to address the need for statutory school places. A new capital funding for 2012/13 of £16.6m was awarded to the council for funding additional pupil places and maintenance of school premises.

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 Collaborative Care Centre

The centre will be both a flagship joint health and social care service centre operated in conjunction with H&F and the PCT, and a major housing development delivering on the Council's priority to increase home ownership in 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. PFI Credits worth £335,200 per year over 25 years were approved in April 2011 however the project is still subject to full financial close (expected January 2012). Should this be approved, development can expected to commence shortly thereafter.

Earls Court

The council is in discussions with other landowners (Transport for London and Capital & Counties) regarding the potential redevelopment of Earl's 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 760 new homes for the residents. The council recently received £15m from Capital and Counties (CapCo) for signing an exclusivity agreement relating to the Earl's Court Regeneration site. Of this receipt, £10m is refundable should a conditional land sale agreement (CLSA) not be possible; the remaining £5m is not refundable under any circumstances.

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 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.

A Local Housing Company

The Council is exploring options for establishing two housing companies - a development company that would provide new housing, including housing for sale, and a company with charitable aims that would subsequently hold any rented or intermediate housing (such as shared ownership). The Council has identified a number of sites in its ownership which could, if developed, represent a significant opportunity to develop new homes through innovative delivery arrangements.

Park Royal City International (Old Oak Common Opportunity Area)

As part of developing the business case for a High Speed 2 / Crossrail interchange at Old Oak Common, preliminary discussions have been held with Transport for London, Crossrail and Network Rail to promote oversite development as part of the potential first phase of development. If these proposals come to fruition, this may involve the Council considering underwriting circa £30 million to ensure that preliminary infrastructure is installed to facilitate subsequent oversite development, as part of the initial £300 million investment for phase 1 works.

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 | 2012/13 | 2012/13 - 2016/17 |
|----------------------------|---------------|-------------------|
| Planned Expenditure | 13,043 | 14,790 |

| | | |
|--|-----------------|-----------|
| Schemes under consideration | 14,570 | 19,645 |
| Resourced By: | | |
| Capital Receipts brought forward | (9,873) | (9,873) |
| Planned Capital Receipts | (31,874) | (127,282) |
| Total Resources | (41,747) | (137,155) |
| Cumulative Balance (Surplus)/ Deficit | (14,134) | (102,720) |

To date, the two most significant schemes approved are Fulham Court development including the provision of a Children's Centre and Hostel Improvements. 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 127.

Housing Revenue Account (HRA) Programme

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 £8.820m in 2012/13.

Table 7 – HRA Capital Programme Summary

| All figures in £000 | 2012/13 | 2012/13 - 2016/17 |
|------------------------------|-----------------|-------------------|
| Expenditure | | |
| Expenditure | 37,420 | 157,344 |
| Resourced By: | | |
| Major Repairs Allowance | (15,178) | (81,205) |
| Capital receipts | (5,103) | (5,103) |
| Leasehold Contributions | (6,692) | (21,574) |
| Decent neighbourhoods pot | (10,447) | (18,714) |
| Revenue Contributions | (0) | (30,748) |
| Total Resources | (37,420) | (157,344) |

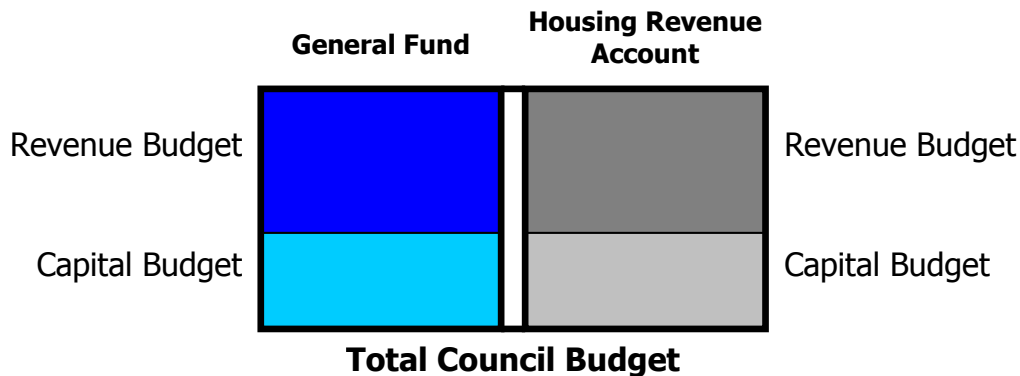
The Government announced draft determinations to implement self-financing of the HRA from April 2012. A detailed breakdown of the HRA capital programme is provided on page 129.

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, Adult Social Care, Transport & Technical Services, Housing Options & Regeneration Services, Environment Leisure and 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 13 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 2011/12 to 2012/13 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 2011/12 and 2012/13.



2012/13 ESTIMATES

CORPORATE SUMMARY

GENERAL FUND SUMMARY

| Service Area | 2011/12 Estimates £000 | Inflation £000 | Redirected Resources £000 | Efficiencies £000 | Growth £000 | Other Adjustments £000 | 2012/2013 Estimates £000 |
|---|------------------------------|-------------------|---------------------------------|----------------------|----------------|------------------------------|--------------------------------|
| Children's Services | 61,981 | 369 | (281) | (2,956) | 478 | (853) | 58,739 |
| Adult Social Care | 79,937 | 849 | (564) | (7,646) | 894 | (732) | 72,741 |
| Transport & Technical Services | 3,597 | 572 | (1,419) | (5,550) | 172 | 1,644 | (984) |
| Finance & Corporate Services | 13,485 | 681 | 138 | (2,466) | 700 | 3,298 | 15,837 |
| Regeneration and Housing | 10,679 | 296 | (1,635) | (956) | 0 | (840) | 7,544 |
| Environment Leisure & Residents Services | 35,461 | 339 | 442 | (1,643) | 575 | 351 | 35,522 |
| Centrally Managed Budgets | 27,877 | 513 | (325) | (1,471) | 900 | 1,379 | 28,872 |
| Total Departmental Expenditure | 233,017 | 3,619 | (3,644) | (22,688) | 3,719 | 4,247 | 218,270 |
| Capital Financing | (21,325) | 0 | 3,644 | 0 | 0 | (1,227) | (18,908) |
| Use of Balances | (2,261) | 0 | 0 | 0 | 0 | 3,711 | 1,450 |
| General Grant | (20,141) | 0 | 0 | 0 | 0 | (1,556) | (21,697) |
| Net Expenditure | 189,290 | 3,619 | 0 | (22,688) | 3,719 | 5,175 | 179,115 |

GENERAL FUND SUMMARY

| | | |
|--------------------------------------|------------------|------------------|
| | 2011/2012 | 2012/2013 |
| | 4,896 | 4,486 |
| Number of Full Time Equivalent staff | | |

SUBJECTIVE ANALYSIS OF ESTIMATES

Expenditure

| | 2011/2012 Estimates £000 | Inflation £000 | Redirected Resources £000 | Efficiencies £000 | Growth £000 | Other Variations £000 | 2012/2013 Estimates £000 |
|-------------------------------|---|---------------------------|--|------------------------------|------------------------|--------------------------------------|---|
| Employee Expenses | 213,392 | 117 | 106 | (6,966) | 0 | 4,241 | 210,890 |
| Premises Related Expenditure | 25,211 | 752 | (109) | 0 | 150 | (724) | 25,280 |
| Transport Related Expenditure | 8,843 | 4 | 0 | (65) | 0 | (1,589) | 7,193 |
| Supplies and Services | 56,022 | 156 | (301) | (3,385) | 1,050 | (2,291) | 51,251 |
| Third Party Payments | 135,296 | 2,550 | 202 | (2,790) | 1,416 | (1,231) | 135,443 |
| Transfer Payments | 172,136 | 223 | 16 | (120) | 700 | 21,422 | 194,377 |
| Support Services | 39,245 | 1 | (75) | 0 | 0 | 129 | 39,300 |
| Capital Charges | 52,376 | 0 | (3,667) | (316) | 0 | (22,074) | 26,319 |

GROSS EXPENDITURE

| | | | | | | | |
|--|----------------|--------------|----------------|-----------------|--------------|----------------|----------------|
| | 702,521 | 3,803 | (3,828) | (13,642) | 3,316 | (2,117) | 690,053 |
|--|----------------|--------------|----------------|-----------------|--------------|----------------|----------------|

| | | | | | | | |
|-----------------------------------|----------|---|---|---|---|-------|----------|
| Service Level Agreement Recharges | (47,469) | 0 | 0 | 0 | 0 | (313) | (47,782) |
|-----------------------------------|----------|---|---|---|---|-------|----------|

Income

| | | | | | | | |
|--------------------------------------|-----------|------|-------|---------|-----|----------|-----------|
| Internal Recharge Income | (39,437) | 0 | 295 | 0 | 144 | 25,728 | (13,270) |
| Government Grants | (274,001) | 0 | 0 | 0 | 200 | (21,260) | (295,061) |
| Other Reimbursements & Contributions | (42,792) | (87) | (250) | (3,450) | 0 | (3,568) | (50,147) |
| Customer & Client Receipts | (65,997) | (97) | 139 | (5,596) | 0 | 5,022 | (66,529) |
| Interest & Other | (51) | 0 | 0 | 0 | 59 | 369 | 377 |
| Use of Balances & Reserves | (2,261) | 0 | 0 | 0 | | 4,097 | 1,836 |
| General Grants & Capital Financing | (41,223) | 0 | | 0 | 0 | 861 | (40,362) |

GROSS INCOME

| | | | | | | | |
|--|------------------|--------------|------------|----------------|------------|---------------|------------------|
| | (465,762) | (184) | 184 | (9,046) | 403 | 11,249 | (463,156) |
|--|------------------|--------------|------------|----------------|------------|---------------|------------------|

NET EXPENDITURE

| | | | | | | | |
|--|----------------|--------------|----------------|-----------------|--------------|--------------|----------------|
| | 189,290 | 3,619 | (3,644) | (22,688) | 3,719 | 8,819 | 179,115 |
|--|----------------|--------------|----------------|-----------------|--------------|--------------|----------------|

CHILDREN'S SERVICES

Description of service

Children's Services are a significant part of the new Tri-borough working arrangements with the Royal Borough of Kensington and Chelsea and Westminster City Council. The aim is to combine services – where there is a strong case to do so – to protect front line services, improve service effectiveness and reduce costs. However, there is an unwavering commitment to the vision and priorities for Hammersmith & Fulham, based upon the particular needs of its residents as determined by the Council.

Tri-borough Children's Services is directed by a single Senior Leadership Team and contains a number of combined and borough-based services. School improvement is supported by local teams within the Tri-borough schools commissioning division. Family services are delivered locally, with responsibility for protecting children, supporting families and delivering early help in the most efficient manner possible. Some specialist services, such as the Youth Offending Service, have been combined to share expertise and costs. A combined commissioning unit will arrange services for early years, young people, social care, health, disability, workforce development and others.

Statement of Core Business

Children's Services is dedicated to the protection, education, health and wellbeing of all the children and young people in the borough. The department aims for standards that are consistent with those set out in the UN Convention on the rights of the child.

Children's Services is a crucial Council department in ensuring that Hammersmith & Fulham is a 'Borough of Opportunity' for all. It aims to create a ladder of opportunity which enables young people to pursue purposeful and full lives, becoming responsible citizens who achieve economic wellbeing.

Prime objectives of the department

The Hammersmith & Fulham Mandate outlines the specific priorities for children and young people in the borough, in order to create a 'ladder of opportunity'. Its nine aims are:

- Protecting children and providing a safe environment
- Improving the health and wellbeing of children and young people
- Tackling the causes and impact of child poverty
- Identifying need early, working with families before problems arise
- Improving the quality of education for children and young people
- Ensuring every child has the opportunity to reach his or her full potential
- Encouraging young people to lead active and purposeful lives
- Maximising the opportunities open to young people as they move on from school or college
- 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 Education. These will be achieved through Tri-borough working and in partnership with other statutory, voluntary and private sector agencies.

An overarching multi-agency plan is overseen by the Children's Trust Board (CTB) and sets out how we will continually improve outcomes and services for children and young people in the borough. The CTB 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, education, probation, and the Local Safeguarding Children's Board.



2012/2013 ESTIMATES

CHILDREN'S SERVICES

**CHILDREN'S SERVICES
CHANGE BETWEEN YEARS**

| Service Area Analysis | 2011/2012 Estimates £000 | Inflation £000 | Redirected Resources £000 | Efficiencies £000 | Growth £000 | Other Adjustments £000 | 2012/2013 Estimates £000 |
|--|---|---------------------------|--|------------------------------|------------------------|---------------------------------------|---|
| School Resources And Capital Programme Team | 443 | 0 | 0 | (50) | 0 | (135) | 259 |
| Asylum Seekers | 1,128 | 19 | 0 | 0 | 200 | (51) | 1,296 |
| Children'S Social Care | 30,483 | 331 | 0 | (1,546) | 0 | 1,139 | 30,408 |
| Commissioning | 914 | 0 | 0 | (97) | 0 | (17) | 802 |
| Children's Services Overheads | 5,007 | 0 | (52) | (76) | 0 | 940 | 5,817 |
| Resources, Strategy & Policy | 539 | 1 | 0 | (50) | 0 | (99) | 391 |
| School Improvement & Standards | 7,108 | 0 | 0 | (495) | 0 | 242 | 6,855 |
| School Funding | 894 | 6 | 0 | 0 | 0 | (272) | 629 |
| Youth & Community | 15,465 | 12 | (229) | (642) | 278 | (2,600) | 12,282 |
| TOTAL | 61,981 | 369 | (281) | (2,956) | 478 | (853) | 58,739 |

**CHILDREN'S SERVICES
SUMMARY**

| | 2011/2012 | 2012/2013 |
|--------------------------------------|-----------|-----------|
| Number of Full Time Equivalent staff | 3,139 | 2,879 |

SUBJECTIVE ANALYSIS OF ESTIMATES

Expenditure

| | 2011/2012 Estimates £000 | Inflation £000 | Redirected Resources £000 | Efficiencies £000 | Growth £000 | Other Variations £000 | 2012/2013 Estimates £000 |
|-------------------------------|--------------------------------|-------------------|---------------------------------|----------------------|----------------|-----------------------------|--------------------------------|
| Employee Expenses | 129,750 | 0 | (20) | (1,825) | 0 | 4,668 | 132,574 |
| Premises Related Expenditure | 7,365 | 7 | (52) | 0 | 0 | 969 | 8,289 |
| Transport Related Expenditure | 4,970 | 4 | 0 | (64) | 0 | (1,522) | 3,388 |
| Supplies and Services | 9,622 | 31 | (2) | (337) | 0 | (94) | 9,220 |
| Third Party Payments | 28,731 | 400 | 0 | (610) | 278 | (1,062) | 27,737 |
| Transfer Payments | 2,888 | 14 | (207) | (120) | 0 | 87 | 2,664 |
| | 9,717 | 0 | 0 | 0 | 0 | (853) | 8,864 |
| Capital Charges | 3,767 | 0 | 0 | 0 | 0 | 824 | 4,590 |

GROSS EXPENDITURE

| | | | | | | |
|----------------|------------|--------------|----------------|------------|--------------|----------------|
| 196,810 | 456 | (281) | (2,956) | 278 | 3,017 | 197,326 |
|----------------|------------|--------------|----------------|------------|--------------|----------------|

Service Level Agreement Recharges

| | | | | | | |
|---|---|---|---|---|---|---|
| 0 | 0 | 0 | 0 | 0 | 0 | 0 |
|---|---|---|---|---|---|---|

Income

| | | | | | | | |
|--------------------------------------|-----------|------|---|---|-----|---------|-----------|
| Internal Recharge Income | (1,581) | 0 | 0 | 0 | 0 | 1,517 | (65) |
| Government Grants | (119,788) | 0 | 0 | 0 | 200 | (6,866) | (126,452) |
| Other Reimbursements & Contributions | (11,573) | (87) | 0 | 0 | 0 | 667 | (10,995) |
| Customer & Client Receipts | (2,085) | 0 | 0 | 0 | 0 | 372 | (1,713) |
| Interest & Other | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Use of Balances & Reserves | 198 | 0 | 0 | 0 | 0 | 440 | 638 |

GROSS INCOME

| | | | | | | |
|------------------|-------------|----------|----------|------------|----------------|------------------|
| (134,829) | (87) | 0 | 0 | 200 | (3,870) | (138,587) |
|------------------|-------------|----------|----------|------------|----------------|------------------|

NET EXPENDITURE

| | | | | | | |
|---------------|------------|--------------|----------------|------------|--------------|---------------|
| 61,981 | 369 | (281) | (2,956) | 478 | (853) | 58,739 |
|---------------|------------|--------------|----------------|------------|--------------|---------------|

**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.

| | 2011/2012 | 2012/2013 |
|-----------------------|-----------|-----------|
| Full Time Equivalents | 11 | 8 |

Subjective Analysis of Estimates

Expenditure

| | 2011/2012 Estimates £000 | Inflation £000 | Redirected Resources £000 | Efficiencies £000 | Growth £000 | Other Variations £000 | 2012/2013 Estimates £000 |
|--|--------------------------------|-------------------|---------------------------------|----------------------|----------------|-----------------------------|--------------------------------|
| Employees | 554 | 0 | 0 | (50) | 0 | (71) | 434 |
| Premises | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transport | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Supplies & Services | 628 | 0 | 0 | 0 | 0 | (364) | 264 |
| Third Party Payments | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfer Payments | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Support Services | (739) | 0 | 0 | 0 | 0 | 300 | (439) |
| Capital Charges | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Gross Expenditure | 443 | 0 | 0 | (50) | 0 | (135) | 259 |
| Service Level Agreement Recharges | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Income | | | | | | | |
| Internal Recharge Income | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Government Grants | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Reimbursements & Contributions | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Customer & Client Receipts | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Interest & Other | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Use of Balances & Reserves | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Gross Income | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Net Expenditure/ (Income) | 443 | 0 | 0 | (50) | 0 | (135) | 259 |

Explanation of major items above

| | £000 | FTE |
|---|--------------|------------|
| Efficiencies: Staffing efficiencies, £50K. | (50) | (2) |
| Other Variations: Passenger Transport Manager transferred. | (71) | (1) |
| Other Variations: Reduction in SLA costs and recharging. (£364k-£300k) | (64) | |
| Total | (185) | (3) |

**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.

| | | |
|-----------------------|-----------|-----------|
| | 2011/2012 | 2012/2013 |
| Full Time Equivalents | 8.5 | 8.5 |

Subjective Analysis of Estimates

Expenditure

| | 2011/2012 Estimates £000 | Inflation £000 | Redirected Resources £000 | Efficiencies £000 | Growth £000 | Other Variations £000 | 2012/2013 Estimates £000 |
|--|-----------------------------|-------------------|---------------------------------|----------------------|----------------|-----------------------------|--------------------------------|
| Employees | 407 | 0 | 0 | 0 | 0 | 0 | 407 |
| Premises | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transport | 2 | 0 | 0 | 0 | 0 | (1) | 1 |
| Supplies & Services | 9 | 0 | 0 | 0 | 0 | 0 | 9 |
| Third Party Payments | 567 | 15 | 0 | 0 | 0 | (190) | 392 |
| Transfer Payments | 777 | 4 | 0 | 0 | 0 | 271 | 1,052 |
| Support Services | 377 | 0 | 0 | 0 | 0 | (377) | 0 |
| Capital Charges | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Gross Expenditure | 2,139 | 19 | 0 | 0 | 0 | (297) | 1,861 |
| Service Level Agreement Recharges | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Income | | | | | | | |
| Internal Recharge Income | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Government Grants | (1,011) | 0 | 0 | 0 | 200 | 246 | (565) |
| 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 | (1,011) | 0 | 0 | 0 | 200 | 246 | (565) |
| Net Expenditure/ (Income) | 1,128 | 19 | 0 | 0 | 200 | (51) | 1,296 |

| Explanation of major items above | £000 | FTE |
|--|------------|----------|
| Growth: Growth received to alleviate budget pressure due to adverse changes to the Home Office Grant regulation. Home office Grant regulation changes, requires growth to alleviate budget pressure, £200K. | 200 | |
| Other Variations: Reduction in Unaccompanied Asylum Seeking Children and Leaving Care Grants. | 246 | |
| Other Variations: Corresponding reduction in transfer and third party payments. | (246) | |
| Other Variations: SLA adjustments. | (51) | |
| Total | 149 | 0 |

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

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

| | | |
|-----------------------|-----------|-----------|
| | 2011/2012 | 2012/2013 |
| Full Time Equivalents | 264 | 258.5 |

Subjective Analysis of Estimates

Expenditure

| | 2011/2012 Estimates £000 | Inflation £000 | Redirected Resources £000 | Efficiencies £000 | Growth £000 | Other Variations £000 | 2012/2013 Estimates £000 |
|----------------------|--------------------------------|-------------------|---------------------------------|----------------------|----------------|-----------------------------|--------------------------------|
| Employees | 13,875 | 0 | 0 | (456) | 0 | (370) | 13,051 |
| Premises | 145 | 3 | 0 | 0 | 0 | 44 | 192 |
| Transport | 1,097 | 0 | 0 | (60) | 0 | (12) | 1,024 |
| Supplies & Services | 2,761 | 31 | 0 | (300) | 0 | (203) | 2,289 |
| Third Party Payments | 10,518 | 287 | 0 | (610) | 0 | 334 | 10,529 |
| Transfer Payments | 1,789 | 10 | 0 | (120) | 0 | (176) | 1,503 |
| Support Services | 2,244 | 0 | 0 | 0 | 0 | 1,320 | 3,564 |
| Capital Charges | 0 | 0 | 0 | 0 | 0 | 0 | 0 |

Gross Expenditure

Service Level Agreement Recharges

Income

| | | | | | | | |
|--------------------------------|----------------|------------|----------|----------------|----------|------------|----------------|
| | 32,429 | 331 | 0 | (1,546) | 0 | 937 | 32,152 |
| | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Internal Recharge Income | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Government Grants | (1,230) | 0 | 0 | 0 | 0 | 102 | (1,129) |
| Reimbursements & Contributions | (425) | 0 | 0 | 0 | 0 | 31 | (395) |
| Customer & Client Receipts | (289) | 0 | 0 | 0 | 0 | 69 | (220) |
| Interest & Other | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Use of Balances & Reserves | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Gross Income | (1,944) | 0 | 0 | 0 | 0 | 202 | (1,744) |

Net Expenditure/ (Income)

| Explanation of major items above | £000 | FTE |
|--|----------------|--------------|
| Redirected Resources: | | |
| Efficiencies: As part of the MTFS programme £531K savings delivered through tri borough and £1,015K through existing MTFS projects. | (1,546) | (3.50) |
| Other Variations: Closure of Dalling road Children's home and transfer of this budget to Third party payments. | (370) | (4.0) |
| Other Variations: SLA adjustments both in year and for 2012/13. | 1,320 | 2 |
| Other Variations: Increase in third party payments due to the closure of Dalling Rd. | 189 | |
| Total | (407.0) | (5.5) |

**CHILDREN'S SERVICES
COMMISSIONING**

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

| | | |
|-----------------------|-----------|-----------|
| | 2011/2012 | 2012/2013 |
| Full Time Equivalents | 5.5 | 1.87 |

Subjective Analysis of Estimates

Expenditure

| | 2011/2012 Estimates £000 | Inflation £000 | Redirected Resources £000 | Efficiencies £000 | Growth £000 | Other Variations £000 | 2012/2013 Estimates £000 |
|----------------------|--------------------------------|-------------------|---------------------------------|----------------------|----------------|-----------------------------|--------------------------------|
| Employees | 274 | 0 | 0 | (79) | 0 | (35) | 160 |
| Premises | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transport | 2 | 0 | 0 | (1) | 0 | 0 | 1 |
| Supplies & Services | 53 | 0 | 0 | (17) | 0 | 12 | 48 |
| Third Party Payments | 370 | 0 | 0 | 0 | 0 | 140 | 511 |
| Transfer Payments | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Support Services | 290 | 0 | 0 | 0 | 0 | (159) | 132 |
| Capital Charges | 0 | 0 | 0 | 0 | 0 | 0 | 0 |

Gross Expenditure

Service Level Agreement Recharges

Income

| | | | | | | | |
|--|------------|----------|----------|-------------|----------|-------------|------------|
| Gross Expenditure | 989 | 0 | 0 | (97) | 0 | (42) | 852 |
| Service Level Agreement Recharges | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Income | | | | | | | |
| Internal Recharge Income | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Government Grants | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Reimbursements & Contributions | (75) | 0 | 0 | 0 | 0 | 25 | (50) |
| 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 |
|---|--------------|--------------|
| Efficiencies: Reduction in commissioning staffign due to tri borough reorganisation. | (97.0) | (2.1) |
| Other Variations: Local Safeguarding Childrens Board budget transferred following Tri-borough re-organisation. | (23.0) | (1.0) |
| Other Variations: SLA apportionments reduced. | (159.0) | |
| Other Variations: Movement of the West London Mental Health Team team back in to the division. | 165.00 | |
| Other Variations: Tri-borough adjustment to the Assistant director post. | | (0.5) |
| Total | (114) | (3.6) |

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

This Division includes the departmental costs of Accountancy, Director's Office and Framework Support & Development. Capital Financing is also included.

| | | |
|-----------------------|-----------|-----------|
| | 2011/2012 | 2012/2013 |
| Full Time Equivalents | 35 | 6.3 |

Subjective Analysis of Estimates

Expenditure

| | 2011/2012 Estimates £000 | Inflation £000 | Redirected Resources £000 | Efficiencies £000 | Growth £000 | Other Variations £000 | 2012/2013 Estimates £000 |
|--|--------------------------------|-------------------|---------------------------------|----------------------|----------------|-----------------------------|--------------------------------|
| Employees | 2,019 | 0 | 0 | (76) | 0 | (1,268) | 674 |
| Premises | (388) | 0 | (52) | 0 | 0 | 636 | 195 |
| Transport | 1 | 0 | 0 | 0 | 0 | 0 | 1 |
| Supplies & Services | 131 | 0 | 0 | 0 | 0 | 101 | 232 |
| Third Party Payments | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfer Payments | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Support Services | 31 | 0 | 0 | 0 | 0 | 647 | 677 |
| Capital Charges | 3,767 | 0 | 0 | 0 | 0 | 824 | 4,590 |
| Gross Expenditure | 5,561 | 0 | (52) | (76) | 0 | 940 | 6,369 |
| Service Level Agreement Recharges | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Income | | | | | | | |
| Internal Recharge Income | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Government Grants | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Reimbursements & Contributions | (552) | 0 | 0 | 0 | 0 | 0 | (552) |
| 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 | (552) | 0 | 0 | 0 | 0 | 0 | (552) |
| Net Expenditure/ (Income) | 5,009 | 0 | (52) | (76) | 0 | 940 | 5,817 |

Explanation of major items above

| | £000 | FTE |
|---|------------|---------------|
| Redirected Resources: | | |
| Efficiencies: Description: Tri borough savings in Director posts. | (76) | (1.7) |
| Other Variations: SLA reapportionment of costs. | 84 | |
| Other Variations: Transfer of finance budget as part of World Class Financial Management. | (1,196) | (27.0) |
| Other Variations: Unachievable 11/12 Transformational savings written down. | 513 | |
| Other Variations: Capital charges adjustment. | 824 | |
| Other Variations: Dedicated Schools Grant internal recharges reduced. | 369 | |
| Other Variations: Redistribution of budgets to include Cleaning to Environment and transfers between School standards and Youth. | 346 | |
| Total | 864 | (28.7) |

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

The Division provides, Facilities Management, Planning and Development and School Management Support.

| | | |
|-----------------------|-----------|-----------|
| | 2011/2012 | 2012/2013 |
| Full Time Equivalents | 0 | 0 |

Subjective Analysis of Estimates

Expenditure

| | 2011/2012 Estimates £000 | Inflation £000 | Redirected Resources £000 | Efficiencies £000 | Growth £000 | Other Variations £000 | 2012/2013 Estimates £000 |
|--|--------------------------------|-------------------|---------------------------------|----------------------|----------------|-----------------------------|--------------------------------|
| Employees | 585 | 0 | 0 | (50) | 0 | 0 | 535 |
| Premises | 678 | 1 | 0 | 0 | 0 | 0 | 679 |
| Transport | 1 | 0 | 0 | 0 | 0 | 0 | 1 |
| Supplies & Services | 88 | 0 | 0 | 0 | 0 | 0 | 88 |
| Third Party Payments | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfer Payments | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Support Services | 73 | 0 | 0 | 0 | 0 | (99) | (28) |
| Capital Charges | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Gross Expenditure | 1,425 | 1 | 0 | (50) | 0 | (99) | 1,275 |
| Service Level Agreement Recharges | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Income | | | | | | | |
| 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 |
| Gross Income | (884) | 0 | 0 | 0 | 0 | 0 | (884) |
| Net Expenditure/ (Income) | 541 | 1 | 0 | (50) | 0 | (99) | 391 |

| Explanation of major items above | £000 | FTE |
|---|--------------|----------|
| Efficiencies: Mutual set up efficiencies, £50K. | (50) | |
| Other Variations: SLA adjustments. | 16 | |
| Other Variations: Transfer of costs following Mutualisation. | (115) | |
| ** Please note the Employee budget includes a central budget for redundancy and maternity costs ** | | |
| Total | (149) | 0 |

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

This Division undertakes the evaluation and inclusion of 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 education service. In addition it includes transport and music services to schools and government funding for School Standards Funds and ABG.

| | | |
|-----------------------|-----------|-----------|
| | 2011/2012 | 2012/2013 |
| Full Time Equivalents | 282 | 88.7 |

Subjective Analysis of Estimates

Expenditure

| | 2011/2012 Estimates £000 | Inflation £000 | Redirected Resources £000 | Efficiencies £000 | Growth £000 | Other Variations £000 | 2012/2013 Estimates £000 |
|--|--------------------------------|-------------------|---------------------------------|----------------------|----------------|-----------------------------|--------------------------------|
| Employees | 7,147 | 0 | 0 | (495) | 0 | (1,107) | 5,546 |
| Premises | 158 | 0 | 0 | 0 | 0 | 0 | 158 |
| Transport | 1,676 | 0 | 0 | 0 | 0 | 0 | 1,676 |
| Supplies & Services | 519 | 0 | 0 | 0 | 0 | 823 | 1,342 |
| Third Party Payments | 1 | 0 | 0 | 0 | 0 | 160 | 161 |
| Transfer Payments | 10 | 0 | 0 | 0 | 0 | 0 | 10 |
| Support Services | (740) | 0 | 0 | 0 | 0 | 419 | (321) |
| Capital Charges | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Gross Expenditure | 8,771 | 0 | 0 | (495) | 0 | 295 | 8,572 |
| Service Level Agreement Recharges | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Income | | | | | | | |
| Internal Recharge Income | (7) | 0 | 0 | 0 | 0 | 4 | (4) |
| Government Grants | (390) | 0 | 0 | 0 | 0 | 28 | (361) |
| Reimbursements & Contributions | (700) | 0 | 0 | 0 | 0 | (28) | (729) |
| Customer & Client Receipts | (566) | 0 | 0 | 0 | 0 | (57) | (623) |
| Interest & Other | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Use of Balances & Reserves | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Gross Income | (1,663) | 0 | 0 | 0 | 0 | (53) | (1,717) |
| Net Expenditure/ (Income) | 7,108 | 0 | 0 | (495) | 0 | 242 | 6,855 |

Explanation of major items above

| | £000 | FTE |
|---|--------------|----------------|
| Efficiencies: Reorganisation of School standards as part of the tri borough rationalisation. | (495) | (8.5) |
| Other Variations: Tri borough reorganisation and transfer of City Learning Centre technicians move to social enterprise. | | (183.8) |
| Other Variations: DSG allocation adjustment. | (81) | |
| Other Variations: Communications team transferred to Corporate Communications. | (37) | (1.0) |
| Other Variations: Childrens services internal budget transfers. | (140) | |
| Other Variations: SLA adjustments | 500 | |
| Total | (253) | (193.3) |

**CHILDREN'S SERVICES
SCHOOL FUNDING**

The funding to support all pupil related spend is reported through this service and includes the Dedicated Schools Grant and the Young People's Learning Agency funding for sixth form. 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.

| | | |
|-----------------------|-----------|-----------|
| | 2011/2012 | 2012/2013 |
| Full Time Equivalents | 2344 | 2344 |

Subjective Analysis of Estimates

Expenditure

| | 2011/2012 Estimates £000 | Inflation £000 | Redirected Resources £000 | Efficiencies £000 | Growth £000 | Other Variations £000 | 2012/2013 Estimates £000 |
|----------------------|-----------------------------|-------------------|---------------------------------|----------------------|----------------|-----------------------------|--------------------------------|
| Employees | 96,663 | 0 | 0 | 0 | 0 | 7,922 | 104,585 |
| Premises | 6,460 | 0 | 0 | 0 | 0 | 439 | 6,899 |
| Transport | 1 | 0 | 0 | 0 | 0 | 0 | 1 |
| Supplies & Services | 4,713 | 0 | 0 | 0 | 0 | (84) | 4,628 |
| Third Party Payments | 11,885 | 93 | 0 | 0 | 0 | (774) | 11,204 |
| Transfer Payments | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Support Services | 4,318 | 0 | 0 | 0 | 0 | (719) | 3,599 |
| Capital Charges | 0 | 0 | 0 | 0 | 0 | 0 | 0 |

Gross Expenditure

Service Level Agreement Recharges

Income

| | | | | | | | |
|--------------------------------|----------------|-----------|----------|----------|----------|--------------|----------------|
| | 124,040 | 93 | 0 | 0 | 0 | 6,784 | 130,916 |
| | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Internal Recharge Income | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Government Grants | (116,226) | 0 | 0 | 0 | 0 | (7,578) | (123,803) |
| Reimbursements & Contributions | (6,384) | (87) | 0 | 0 | 0 | (161) | (6,632) |
| Customer & Client Receipts | (733) | 0 | 0 | 0 | 0 | 243 | (490) |
| Interest & Other | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Use of Balances & Reserves | 198 | 0 | 0 | 0 | 0 | 440 | 638 |

Gross Income

Net Expenditure/ (Income)

Explanation of major items above

| | £000 | FTE |
|--|--------------|----------|
| Other Variations: Realignment of dedicated schools grant, £7,578K / (£7,578K) | 0 | |
| Other Variations: Budget transfer of clothing grant from benefits to Children's services. | 95 | |
| Other Variations: SLA adjustments. | 21 | |
| Other Variations: CHS internal budget transfer. | (88) | |
| Other Variations: Re-alignment of service costs to correct divisions outside the Dedicated Schools Grant. | (300) | |
| ** Note Budget remaining includes General Fund responsible services related to schools, i.e. catering equipment, G/F capital ** | | |
| Total | (272) | 0 |

**CHILDREN'S SERVICES
YOUTH & COMMUNITY**

This service area covers childcare, Children's Centres, Integrated Youth Services (including Youth Offending). Also included are Site Care Support and Passenger Transport which includes the provision of transport services for Day Centres and Special Educational Need.

| | | |
|-----------------------|-----------|-----------|
| | 2011/2012 | 2012/2013 |
| Full Time Equivalents | 189 | 163.49 |

Subjective Analysis of Estimates

Expenditure

| | 2011/2012 Estimates £000 | Inflation £000 | Redirected Resources £000 | Efficiencies £000 | Growth £000 | Other Variations £000 | 2012/2013 Estimates £000 |
|----------------------|--------------------------------|-------------------|---------------------------------|----------------------|----------------|-----------------------------|--------------------------------|
| Employees | 8,228 | 0 | (20) | (619) | 0 | (403) | 7,185 |
| Premises | 312 | 3 | 0 | 0 | 0 | (150) | 164 |
| Transport | 2,190 | 4 | 0 | (3) | 0 | (1,509) | 682 |
| Supplies & Services | 722 | 0 | (2) | (20) | 0 | (379) | 321 |
| Third Party Payments | 5,390 | 5 | 0 | 0 | 278 | (732) | 4,941 |
| Transfer Payments | 313 | 0 | (207) | 0 | 0 | (8) | 99 |
| Support Services | 3,865 | 0 | 0 | 0 | 0 | (2,185) | 1,680 |
| Capital Charges | 0 | 0 | 0 | 0 | 0 | 0 | 0 |

Gross Expenditure

Service Level Agreement Recharges

Income

| | | | | | | | |
|--------------------------------|---------------|-----------|--------------|--------------|------------|----------------|---------------|
| | 21,020 | 12 | (229) | (642) | 278 | (5,366) | 15,072 |
| | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Internal Recharge Income | (1,568) | 0 | 0 | 0 | 0 | 1,513 | (55) |
| Government Grants | (931) | 0 | 0 | 0 | 0 | 336 | (595) |
| Reimbursements & Contributions | (2,939) | 0 | 0 | 0 | 0 | 800 | (2,140) |
| Customer & Client Receipts | (117) | 0 | 0 | 0 | 0 | 117 | 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)

| | | | | | | | |
|---|----------------|-----------|--------------|--------------|------------|------------------|----------------|
| | (5,555) | 0 | 0 | 0 | 0 | 2,766 | (2,790) |
| | 15,465 | 12 | (229) | (642) | 278 | (2,600) | 12,282 |
| Explanation of major items above | | | | | | £000 | FTE |
| Efficiencies: Youth offending team savings £270K, Youth and early years reorganisation £372K. | | | | | | (642) | (10.50) |
| Other Variations: Transport expenditure and recharging reduced. (£1,509)/£1,509. | | | | | | 0 | |
| Other Variations: Renegotiations of Connexions contract. | | | | | | (250) | |
| Other Variations: SLA apportionment changes. | | | | | | (2,146) | |
| Other Variations: DSG allocation adjustment. | | | | | | 127 | |
| Other Variations: Health and safety post transferred to Environment. | | | | | | (60) | (1.0) |
| Other Variations: Restructure and team moves within CHS between social care and education and overheads divisions. | | | | | | (271) | (14.0) |
| Total | | | | | | (3,242.0) | (25.5) |

Adult Social Care

Tri - Borough Adult Social Care

Description of service

The purpose of the Adult Social Care (ASC) Department (previously called Community Services) 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 is part of the Tri-Borough initiatives. The aim of the department for 2012/13 is to deliver the mandate that has been agreed by the council to work together to achieve 'better for less' by delivering savings that we signed up to, sustaining partnerships with health services and others to support vulnerable and high risk individuals. We aim to do this by simplifying systems to reduce bureaucracy, joining up with NHS to deliver better services; working together with supplies and community organisations to deliver a high standard quality of care for our clients.

Statement of Core Business

The Adult Social Care Department is formed of 6 divisions with the PCT joint commissioning team working alongside the Tri- Borough teams.

The core of the business of the ASC Operations and Provided & Mental Health Partnership divisions 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. These divisions fulfil this duty in a manner which is consistent with the priorities of the council. In particular, the divisions play a key role in working to make this a borough of opportunity for residents who need our assistance.

The purpose of the Commissioning 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.

The purpose of the Procurement and Business Intelligence division is to be the hub of ASC, monitoring the performance of the Department, providing work force development for internal and external providers and project management facilities.

The purpose of the Finance Division is to provide effective, high quality, and professional support, advice and maximise the value for money delivered from the Department's financial resources.

Prime objectives of the department

- Maximising the benefits of integration as 3 Boroughs and with Health – including the development of Continuity of Care to ensure that health and social care processes are integrated to deliver improved prevention, reablement and a rapid response to care needs.
- Continuing personalised budgets for all service users and extending reablement services from a hospital discharge service to one that covers all assessments for care in the home.
- Continue the improvements made in relation to the Safeguarding of Vulnerable Adults.
- Developing extra care sheltered home arrangements to replace costly care homes.
- Continue to meet and identify efficiency savings required by the Medium Term Financial Strategy and reducing financial settlement from Central Government.



2012/2013 ESTIMATES

Adult Social Care

**Adult Social Care
Tri-Borough Adult Social Care Service
CHANGE BETWEEN YEARS**

| Service Area Analysis | 2011/2012 Estimates £000 | Inflation £000 | Redirected Resources £000 | Efficiencies £000 | Growth £000 | Other Adjustments £000 | 2012/2013 Estimates £000 |
|-------------------------------------|---|---------------------------|--|------------------------------|--------------------|---------------------------------------|---|
| Tri - Borough Executive Director | 193 | 0 | 0 | (232) | 0 | 137 | 97 |
| Finance | 1,827 | (0) | (16) | (461) | 0 | (570) | 781 |
| Procurement & Business Intelligence | 32 | 0 | (254) | (358) | 0 | 611 | 32 |
| Commissioning | 60,917 | 830 | (235) | (2,771) | 750 | (1,468) | 58,022 |
| Provider Services | 4,539 | 13 | (26) | (490) | 144 | 302 | 4,481 |
| Operations | 12,428 | 6 | (31) | (3,334) | 0 | 260 | 9,328 |
| TOTAL | 79,936 | 848 | (562) | (7,647) | 894 | (729) | 72,741 |

**Adult Social Care
Tri-Borough Adult Social Care Services.
SUMMARY**

| 2011/2012 | 2012/2013 |
|-----------|-----------|
| 395 | 340 |

Number of Full Time Equivalent staff

SUBJECTIVE ANALYSIS OF ESTIMATES

| | 2011/2012 Estimates £000 | Inflation £000 | Redirected Resources £000 | Efficiencies £000 | Growth £000 | Other Variations £000 | 2012/2013 Estimates £000 |
|--------------------------------------|--------------------------------|-------------------|---------------------------------|----------------------|----------------|-----------------------------|--------------------------------|
| Expenditure | | | | | | | |
| Employee Expenses | 17,565 | 0 | (250) | (1,402) | 0 | (1,775) | 14,137 |
| Premises Related Expenditure | 816 | 5 | (45) | 0 | 0 | (62) | 713 |
| Transport Related Expenditure | 801 | 0 | 0 | (1) | 0 | 80 | 880 |
| Supplies and Services | 21,841 | 10 | (284) | (2,256) | 300 | (950) | 18,660 |
| Third Party Payments | 50,392 | 726 | 4 | (604) | 450 | (1,085) | 49,883 |
| Transfer Payments | 7,103 | 112 | (4) | 0 | 0 | 482 | 7,693 |
| Support Services | 8,754 | 0 | 16 | 0 | 0 | 628 | 9,397 |
| Capital Charges | 1,201 | 0 | 0 | 0 | 0 | (39) | 1,163 |
| GROSS EXPENDITURE | 108,471 | 852 | (562) | (4,263) | 750 | (2,722) | 102,527 |
| Service Level Agreement Recharges | (3,769) | 0 | 0 | 0 | 0 | 149 | (3,619) |
| Income | | | | | | | |
| Internal Recharge Income | (545) | 0 | 0 | 0 | 144 | (149) | (550) |
| Government Grants | (2,731) | 0 | 0 | 0 | 0 | 341 | (2,391) |
| Other Reimbursements & Contributions | (18,858) | 0 | 0 | (3,184) | 0 | 778 | (21,264) |
| Customer & Client Receipts | (2,632) | (4) | 0 | (200) | 0 | 874 | (1,962) |
| Interest & Other | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Use of Balances & Reserves | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| GROSS INCOME | (24,766) | (4) | 0 | (3,384) | 144 | 1,844 | (26,166) |
| NET EXPENDITURE | 79,936 | 848 | (562) | (7,647) | 894 | (729) | 72,741 |

**Adult Social Care
Tri - Borough Executive Director**

This division contains the budget for Tri-Borough Executive Director and Executive Support Assistants to Directors.

| | | |
|-----------------------|-----------|-----------|
| | 2011/2012 | 2012/2013 |
| Full Time Equivalents | 4 | 4 |

Subjective Analysis of Estimates

Expenditure

| | 2011/2012 Estimates £000 | Inflation £000 | Redirected Resources £000 | Efficiencies £000 | Growth £000 | Other Variations £000 | 2012/2013 Estimates £000 |
|----------------------|--------------------------------|-------------------|---------------------------------|----------------------|----------------|-----------------------------|--------------------------------|
| Employees | 369 | 0 | 0 | (232) | 0 | 0 | 137 |
| Premises | 2 | 0 | 0 | 0 | 0 | 0 | 2 |
| Transport | 1 | 0 | 0 | 0 | 0 | 0 | 1 |
| Supplies & Services | 23 | 0 | 0 | 0 | 0 | 0 | 23 |
| Third Party Payments | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfer Payments | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Support Services | (201) | 0 | 0 | 0 | 0 | 137 | (65) |
| Capital Charges | 0 | 0 | 0 | 0 | 0 | 0 | 0 |

Gross Expenditure

| | | | | | | | |
|--|------------|----------|----------|--------------|----------|------------|-----------|
| | 193 | 0 | 0 | (232) | 0 | 137 | 97 |
|--|------------|----------|----------|--------------|----------|------------|-----------|

Service Level Agreement Recharges

| | | | | | | | |
|--|---|---|---|---|---|---|---|
| | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
|--|---|---|---|---|---|---|---|

Income

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

Gross Income

| | | | | | | | |
|--|----------|----------|----------|----------|----------|----------|----------|
| | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
|--|----------|----------|----------|----------|----------|----------|----------|

Net Expenditure/ (Income)

| | | | | | | | |
|--|------------|----------|----------|--------------|----------|------------|-----------|
| | 193 | 0 | 0 | (232) | 0 | 137 | 97 |
|--|------------|----------|----------|--------------|----------|------------|-----------|

| Explanation of major items above | £000 | FTE |
|---|-------------|----------|
| Tri-borough Director (£139k) and Executive Support (£93k) efficiencies. (Efficiencies have been allocated here but need to be reworked when the Tri Borough budgets are recalculated) | (232) | |
| Reallocation of departmental overheads. | 137 | |
| Total | (95) | 0 |

**Adult Social Care
Finance**

This division contains the budget for Client Affairs team and departmental budget for Redundancy and Planned Maintenance.

| | | |
|-----------------------|-----------|-----------|
| | 2011/2012 | 2012/2013 |
| Full Time Equivalents | 31 | 4 |

Subjective Analysis of Estimates

Expenditure

| | 2011/2012 Estimates £000 | Inflation £000 | Redirected Resources £000 | Efficiencies £000 | Growth £000 | Other Variations £000 | 2012/2013 Estimates £000 |
|--|--------------------------------|-------------------|---------------------------------|----------------------|----------------|-----------------------------|--------------------------------|
| Employees | 1,772 | 0 | 0 | 0 | 0 | (1,359) | 413 |
| Premises | 160 | 0 | 0 | 0 | 0 | 0 | 160 |
| Transport | 3 | 0 | 0 | 0 | 0 | 0 | 3 |
| Supplies & Services | 1,483 | 0 | (16) | (461) | 0 | (596) | 411 |
| Third Party Payments | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfer Payments | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Support Services | (1,499) | 0 | 0 | 0 | 0 | 1,327 | (171) |
| Capital Charges | 0 | 0 | 0 | 0 | 0 | 27 | 27 |
| Gross Expenditure | 1,920 | 0 | (16) | (461) | 0 | (600) | 843 |
| Service Level Agreement Recharges | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Income | | | | | | | |
| Internal Recharge Income | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Government Grants | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Reimbursements & Contributions | (88) | 0 | 0 | 0 | 0 | 30 | (58) |
| Customer & Client Receipts | (5) | (0) | 0 | 0 | 0 | 0 | (5) |
| Interest & Other | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Use of Balances & Reserves | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Gross Income | (93) | (0) | 0 | 0 | 0 | 30 | (63) |
| Net Expenditure/ (Income) | 1,827 | (0) | (16) | (461) | 0 | (570) | 781 |

Explanation of major items above

| | £000 | FTE |
|---|----------------|-------------|
| Claw back of NNDR and Internal hall recharge budget. | (16) | |
| MTFS Prior year growth for impact of end of Independent Living Fund no longer required | (461) | |
| As part of World Class Financial Management phase 1, departmental Finance team centralised to corporate finance | (1,359) | (27) |
| Reallocation and adjustment to corporate and departmental overheads. | 731 | |
| Other changes | 58 | |
| Total | (1,047) | (27) |

**Adult Social Care
Procurement & Business Intelligence**

This division contains ASC Tri-Borough Contracting and Procurement and Business Intelligence, Planning and Workforce.

| | | |
|-----------------------|-----------|-----------|
| | 2011/2012 | 2012/2013 |
| Full Time Equivalents | 29 | 16 |

Subjective Analysis of Estimates

Expenditure

| | 2011/2012 Estimates £000 | Inflation £000 | Redirected Resources £000 | Efficiencies £000 | Growth £000 | Other Variations £000 | 2012/2013 Estimates £000 |
|--|--------------------------------|-------------------|---------------------------------|----------------------|----------------|-----------------------------|--------------------------------|
| Employees | 1,569 | 0 | (249) | (358) | 0 | 106 | 1,068 |
| Premises | 1 | 0 | 0 | 0 | 0 | 0 | 1 |
| Transport | 2 | 0 | 0 | 0 | 0 | (1) | 1 |
| Supplies & Services | 182 | 0 | (5) | 0 | 0 | (23) | 155 |
| Third Party Payments | 30 | 0 | 0 | 0 | 0 | 0 | 30 |
| Transfer Payments | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Support Services | (1,716) | 0 | 0 | 0 | 0 | 560 | (1,156) |
| Capital Charges | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Gross Expenditure | 68 | 0 | (254) | (358) | 0 | 642 | 98 |
| Service Level Agreement Recharges | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Income | | | | | | | |
| Internal Recharge Income | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Government Grants | (1) | 0 | 0 | 0 | 0 | 0 | (1) |
| Reimbursements & Contributions | (34) | 0 | 0 | 0 | 0 | (13) | (47) |
| Customer & Client Receipts | 0 | 0 | 0 | 0 | 0 | (18) | (18) |
| Interest & Other | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Use of Balances & Reserves | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Gross Income | (35) | 0 | 0 | 0 | 0 | (31) | (66) |
| Net Expenditure/ (Income) | 32 | 0 | (254) | (358) | 0 | 611 | 32 |

Explanation of major items above

| | £000 | FTE |
|--|------------|-------------|
| MTFS Efficiencies on In-house services (Programme Management) (£203k) and Procurement Team (£155k). | (358) | (7) |
| Redirected Across - Transfer of Performance & Information Team to Corporate Finance. | (254) | (6) |
| Reallocation of Internal overheads. | 560 | |
| Other Changes. | 51 | |
| Total | (1) | (13) |

**Adult Social Care
Commissioning**

This division contains ASC Tri-Borough Commissioning, Community Investment Team, Safeguarding and the Services budget for Placement, Home care, Extra Care Sheltered, Direct Payment and Supporting People.

| | 2011/2012 | 2012/2013 |
|-----------------------|-----------|-----------|
| Full Time Equivalents | 29 | 24 |

Subjective Analysis of Estimates

Expenditure

| | 2011/2012 Estimates £000 | Inflation £000 | Redirected Resources £000 | Efficiencies £000 | Growth £000 | Other Variations £000 | 2012/2013 Estimates £000 |
|----------------------|-----------------------------|-------------------|---------------------------------|----------------------|----------------|-----------------------------|-----------------------------|
| Employees | 1,814 | 0 | (1) | (372) | 0 | (54) | 1,387 |
| Premises | 218 | 1 | (19) | 0 | 0 | (49) | 151 |
| Transport | 296 | 0 | 0 | (1) | 0 | 179 | 474 |
| Supplies & Services | 19,305 | 0 | (232) | (1,795) | 300 | (539) | 17,040 |
| Third Party Payments | 49,433 | 726 | 4 | (604) | 450 | (350) | 49,659 |
| Transfer Payments | 6,706 | 103 | (4) | 0 | 0 | 573 | 7,378 |
| Support Services | 6,789 | 0 | 16 | 0 | 0 | (1,584) | 5,221 |
| Capital Charges | 792 | 0 | 0 | 0 | 0 | (50) | 743 |

Gross Expenditure

Service Level Agreement Recharges

Income

| | | | | | | | |
|--------------------------------|-----------------|------------|--------------|----------------|------------|----------------|-----------------|
| | 85,354 | 830 | (235) | (2,771) | 750 | (1,874) | 82,053 |
| | (3,769) | 0 | 0 | 0 | 0 | 149 | (3,619) |
| Internal Recharge Income | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Government Grants | (2,238) | 0 | 0 | 0 | 0 | 101 | (2,136) |
| Reimbursements & Contributions | (17,242) | 0 | 0 | 0 | 0 | (235) | (17,477) |
| Customer & Client Receipts | (1,189) | (0) | 0 | 0 | 0 | 391 | (798) |
| Interest & Other | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Use of Balances & Reserves | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Gross Income | (20,668) | (0) | 0 | 0 | 0 | 257 | (20,411) |

Net Expenditure/ (Income)

Explanation of major items above

| | £000 | FTE |
|---|----------------|------------|
| Efficiency measures from Alternative support for out of borough clients and 3rd Sector review. | (604) | |
| Tri Borough Adult Social Care combined management efficiencies | (372) | (5) |
| Supporting People efficiency from reprocurement and shared management costs and other service commissioning savings | (1,795) | |
| MTFS Growth to deliver NHS Funded for Social care to deliver efficiencies and investment in prevention | 750 | |
| Transfer of Home Care budgets to Direct Payments due to change in activity | 223 | |
| Realignment of income budgets to reflect income collection | 492 | |
| Transfer of European Social Fund to Housing & Regeneration for supporting residents to secure employment | (215) | |
| Re-allocation of corporate and departmental overheads | (1,584) | |
| Other Changes | 210 | |
| Total | (2,895) | (5) |

**Adult Social Care
Provider Services**

The division contains the following areas of activity: In house residential and day care provision, meals service and removals.

| | | |
|-----------------------|-----------|-----------|
| | 2011/2012 | 2012/2013 |
| Full Time Equivalents | 111 | 100 |

Subjective Analysis of Estimates

Expenditure

| | 2011/2012 Estimates £000 | Inflation £000 | Redirected Resources £000 | Efficiencies £000 | Growth £000 | Other Variations £000 | 2012/2013 Estimates £000 |
|--|-----------------------------|-------------------|---------------------------------|----------------------|----------------|-----------------------------|-----------------------------|
| Employees | 3,735 | 0 | 0 | (290) | 0 | (335) | 3,110 |
| Premises | 153 | 4 | (26) | 0 | 0 | 0 | 131 |
| Transport | 249 | 0 | 0 | 0 | 0 | 35 | 283 |
| Supplies & Services | 477 | 9 | (0) | 0 | 0 | (22) | 464 |
| Third Party Payments | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfer Payments | 10 | 0 | 0 | 0 | 0 | (3) | 8 |
| Support Services | 2,223 | 0 | 0 | 0 | 0 | (64) | 2,159 |
| Capital Charges | 113 | 0 | 0 | 0 | 0 | (42) | 71 |
| Gross Expenditure | 6,958 | 13 | (26) | (290) | 0 | (430) | 6,225 |
| Service Level Agreement Recharges | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Income | | | | | | | |
| Internal Recharge Income | (545) | 0 | 0 | 0 | 144 | (149) | (550) |
| Government Grants | (478) | 0 | 0 | 0 | 0 | 239 | (239) |
| Reimbursements & Contributions | (200) | 0 | 0 | 0 | 0 | 122 | (78) |
| Customer & Client Receipts | (1,197) | 0 | 0 | (200) | 0 | 519 | (877) |
| Interest & Other | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Use of Balances & Reserves | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Gross Income | (2,420) | 0 | 0 | (200) | 144 | 732 | (1,744) |
| Net Expenditure/ (Income) | 4,539 | 13 | (26) | (490) | 144 | 302 | 4,481 |

Explanation of major items above

| | £000 | FTE |
|--|-------------|-------------|
| Efficiencies in Mental Health Day Provision | (290) | (11) |
| Maximising Revenue from new and existing Careline Products. | (200) | |
| Reduction in Supporting People Funding for Careline | 478 | |
| Closure of Tamworth residential care home | (335) | |
| Ending of supporting people funding for Tamworth residential care home | 239 | |
| Ending of Housing Benefit funding for Tamworth residential care home | 77 | |
| Other Changes | (26) | |
| Total | (57) | (11) |

**Adult Social Care
Operations**

The division contains the following areas of activity: Assessment and care management.

| | | |
|-----------------------|-----------|-----------|
| | 2011/2012 | 2012/2013 |
| Full Time Equivalents | 191 | 192 |

Subjective Analysis of Estimates

Expenditure

| | 2011/2012 Estimates £000 | Inflation £000 | Redirected Resources £000 | Efficiencies £000 | Growth £000 | Other Variations £000 | 2012/2013 Estimates £000 |
|----------------------|-----------------------------|-------------------|---------------------------------|----------------------|----------------|-----------------------------|-----------------------------|
| Employees | 8,306 | 0 | (1) | (150) | 0 | (133) | 8,022 |
| Premises | 282 | 0 | (0) | 0 | 0 | (13) | 269 |
| Transport | 250 | 0 | 0 | 0 | 0 | (132) | 118 |
| Supplies & Services | 370 | 0 | (30) | 0 | 0 | 229 | 569 |
| Third Party Payments | 929 | 0 | 0 | 0 | 0 | (736) | 194 |
| Transfer Payments | 386 | 9 | 0 | 0 | 0 | (89) | 307 |
| Support Services | 3,158 | 0 | 0 | 0 | 0 | 252 | 3,410 |
| Capital Charges | 297 | 0 | 0 | 0 | 0 | 26 | 322 |

Gross Expenditure

Service Level Agreement Recharges

Income

| | | | | | | | |
|--------------------------------|----------------|------------|-------------|----------------|----------|--------------|----------------|
| | 13,979 | 10 | (31) | (150) | 0 | (596) | 13,210 |
| | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Internal Recharge Income | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Government Grants | (15) | 0 | 0 | 0 | 0 | 0 | (15) |
| Reimbursements & Contributions | (1,294) | 0 | 0 | (3,184) | 0 | 874 | (3,604) |
| Customer & Client Receipts | (242) | (4) | 0 | 0 | 0 | (18) | (264) |
| Interest & Other | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Use of Balances & Reserves | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Gross Income | (1,551) | (4) | 0 | (3,184) | 0 | 856 | (3,883) |

Net Expenditure/ (Income)

| Explanation of major items above | £000 | FTE |
|---|----------------|------------|
| Efficiencies in the support planning & community independence services, and ending of PCT funding for drugs & alcohol team | (283) | |
| NHS Funding for social care | (3,184) | |
| PCT Learning Disability Community Team expenditure budget transferred to Central London Community Health Care Trust (CLCHT) | (736) | |
| PCT Learning Disability Community Team income budget transferred to CLCHT | 874 | |
| Re-alignment of Transport budgets within Community Services Department | (132) | |
| Reallocation of corporate overheads | 252 | |
| Other Changes | 109 | 1 |
| Total | (3,100) | 1 |

TRANSPORT AND TECHNICAL SERVICES

The Transport and Technical Services (TTS) Department is the new name for the Environment Department, following the sharing of senior managers for Environmental Health and Transport and Highways services with the Royal Borough of Kensington and Chelsea. This is known as Bi-Borough working. Building and Property Management, and Planning services are still managed within TTS on a single borough basis only.

TTS 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.

Statement of Core Business

The department plays 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 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.

The department will be using the new bi-borough arrangements to develop closer working relations and to improve efficiency.

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



2012/2013 ESTIMATES

TRANSPORT & TECHNICAL SERVICES

**TRANSPORT & TECHNICAL SERVICES
CHANGE BETWEEN YEARS**

| Service Area Analysis | 2011/2012 Estimates £000 | Inflation £000 | Redirected Resources £000 | Efficiencies £000 | Growth £000 | Other Adjustments £000 | 2012/2013 Estimates £000 |
|---------------------------------|---|---------------------------|--|------------------------------|------------------------|---------------------------------------|---|
| Highways & Engineering Services | 12,372 | 335 | (1) | (305) | 172 | 642 | 13,215 |
| Parking | (16,524) | 49 | (17) | (4,750) | 0 | 1,143 | (20,099) |
| Planning | 4,376 | (15) | (1,040) | (130) | 0 | (403) | 2,788 |
| Public Protection & Safety | 4,686 | (11) | (737) | (35) | 0 | (204) | 3,699 |
| Building & Property Management | (776) | 213 | 376 | (330) | 0 | 285 | (232) |
| Resources | (537) | 1 | 0 | 0 | 0 | 181 | (355) |
| TOTAL | 3,597 | 572 | (1,419) | (5,550) | 172 | 1,644 | (984) |

**TRANSPORT & TECHNICAL SERVICES
SUMMARY**

| | 2011/2012 | 2012/2013 |
|--------------------------------------|-----------|-----------|
| Number of Full Time Equivalent staff | 471 | 453 |

SUBJECTIVE ANALYSIS OF ESTIMATES

| | 2011/2012 Estimates £000 | Inflation £000 | Redirected Resources £000 | Efficiencies £000 | Growth £000 | Other Variations £000 | 2012/2013 Estimates £000 |
|--------------------------------------|--------------------------------|-------------------|---------------------------------|----------------------|----------------|-----------------------------|--------------------------------|
| Expenditure | | | | | | | |
| Employee Expenses | 22,742 | 0 | (2) | (460) | 0 | (1,299) | 20,981 |
| Premises Related Expenditure | 7,433 | 277 | 344 | 0 | 0 | (876) | 7,178 |
| Transport Related Expenditure | 613 | 0 | 0 | 0 | 0 | (98) | 515 |
| Supplies and Services | 5,154 | 7 | (42) | 0 | 0 | (178) | 4,941 |
| Third Party Payments | 8,778 | 338 | 0 | (270) | 172 | (735) | 8,283 |
| Transfer Payments | 1 | 0 | 0 | 0 | 0 | 0 | 1 |
| Support Services | 6,039 | 0 | 0 | 0 | 0 | 2,162 | 8,201 |
| Capital Charges | 12,928 | 0 | (1,772) | 0 | 0 | (463) | 10,693 |
| GROSS EXPENDITURE | 63,688 | 622 | (1,472) | (730) | 172 | (1,487) | 60,793 |
| Service Level Agreement Recharges | (8,785) | 0 | 0 | 0 | 0 | (167) | (8,952) |
| Income | | | | | | | |
| Internal Recharge Income | (11,039) | 0 | 53 | 0 | 0 | 1,615 | (9,371) |
| Government Grants | (40) | 0 | 0 | 0 | 0 | 40 | 0 |
| Other Reimbursements & Contributions | (2,582) | 0 | 0 | 0 | 0 | 1,044 | (1,538) |
| Customer & Client Receipts | (37,651) | (50) | 0 | (4,820) | 0 | 589 | (41,932) |
| Interest & Other | 6 | 0 | 0 | 0 | 0 | 10 | 16 |
| Use of Balances & Reserves | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| GROSS INCOME | (51,306) | (50) | 53 | (4,820) | 0 | 3,298 | (52,825) |
| NET EXPENDITURE | 3,597 | 572 | (1,419) | (5,550) | 172 | 1,644 | (984) |

**TRANSPORT & TECHNICAL 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.

| | | |
|-----------------------|-----------|-----------|
| | 2011/2012 | 2012/2013 |
| Full Time Equivalents | 83 | 80 |

Subjective Analysis of Estimates

Expenditure

| | 2011/2012 Estimates £000 | Inflation £000 | Redirected Resources £000 | Efficiencies £000 | Growth £000 | Other Variations £000 | 2012/2013 Estimates £000 |
|----------------------|--------------------------------|-------------------|---------------------------------|----------------------|----------------|-----------------------------|--------------------------------|
| Employees | 4,175 | 0 | (1) | 0 | 0 | (439) | 3,735 |
| Premises | 849 | 75 | 0 | 0 | 0 | (3) | 921 |
| Transport | 155 | 0 | 0 | 0 | 0 | (98) | 57 |
| Supplies & Services | 780 | 7 | 0 | 0 | 0 | (203) | 584 |
| Third Party Payments | 3,495 | 259 | 0 | (270) | 172 | (38) | 3,618 |
| Transfer Payments | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Support Services | 1,408 | 0 | 0 | 0 | 0 | 657 | 2,065 |
| Capital Charges | 7,650 | 0 | 0 | 0 | 0 | (188) | 7,462 |

Gross Expenditure

Service Level Agreement Recharges

Income

| | | | | | | | |
|--------------------------------|---------|-----|---|------|---|------|---------|
| | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Internal Recharge Income | (3,044) | 0 | 0 | 0 | 0 | 44 | (3,000) |
| Government Grants | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Reimbursements & Contributions | (1,144) | 0 | 0 | 0 | 0 | 940 | (204) |
| Customer & Client Receipts | (1,952) | (6) | 0 | (35) | 0 | (30) | (2,023) |
| 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)

| | | | | | | | |
|--|----------------|------------|------------|--------------|------------|--------------|----------------|
| | 18,512 | 341 | (1) | (270) | 172 | (312) | 18,442 |
| | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | (6,140) | (6) | 0 | (35) | 0 | 954 | (5,227) |
| | 12,372 | 335 | (1) | (305) | 172 | 642 | 13,215 |

Explanation of major items above

| | £000 | FTE |
|---|------------|------------|
| Contract inflation (£270k), Utilities inflation (£70k), License fee inflation (-£6k) | 335 | |
| Efficiencies | (50) | |
| Rationalise the Highway Emergency Vehicle Service working hours | (70) | |
| Carrageway Planned Maintenance efficiency savings 5% | (150) | |
| One-off Footway Planned Maintenance saving (33%) in lieu of developer funded renewals | (35) | |
| E-services programme | 172 | |
| Growth | 336 | |
| Additional flood responsibilities | (120) | (3) |
| SLA and Capital Charge movements | 425 | |
| Movement of staff to technical support team | | |
| Others | | |
| Total | 843 | (3) |

**TRANSPORT & TECHNICAL 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.

| | | |
|-----------------------|-----------|-----------|
| | 2011/2012 | 2012/2013 |
| Full Time Equivalents | 140 | 146 |

Subjective Analysis of Estimates

Expenditure

| | 2011/2012 Estimates £000 | Inflation £000 | Redirected Resources £000 | Efficiencies £000 | Growth £000 | Other Variations £000 | 2012/2013 Estimates £000 |
|----------------------|--------------------------------|-------------------|---------------------------------|----------------------|----------------|-----------------------------|--------------------------------|
| Employees | 5,051 | 0 | 0 | (500) | 0 | 0 | 4,551 |
| Premises | 813 | 29 | 0 | 0 | 0 | 0 | 842 |
| Transport | 220 | 0 | 0 | 0 | 0 | 0 | 220 |
| Supplies & Services | 1,275 | 0 | (17) | 0 | 0 | (170) | 1,088 |
| Third Party Payments | 1,399 | 20 | 0 | 0 | 0 | 171 | 1,590 |
| Transfer Payments | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Support Services | 1,948 | 0 | 0 | 0 | 0 | 1,134 | 3,082 |
| Capital Charges | 402 | 0 | 0 | 0 | 0 | 13 | 415 |

Gross Expenditure

Service Level Agreement Recharges

Income

| | | | | | | | |
|--|---------------|-----------|-------------|--------------|----------|--------------|---------------|
| Gross Expenditure | 11,108 | 49 | (17) | (500) | 0 | 1,148 | 11,788 |
| Service Level Agreement Recharges | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Income | | | | | | | |
| Internal Recharge Income | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Government Grants | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Reimbursements & Contributions | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Customer & Client Receipts | (27,648) | 0 | 0 | (4,250) | 0 | (5) | (31,903) |
| Interest & Other | 16 | 0 | 0 | 0 | 0 | 0 | 16 |
| 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 income budget to reflect current performance and income arising from enhanced enforcement activity from the digitised CCTV suite | (4,000) | 6 |
| Full effect of previous increase in Pay and Display charges | (250) | |
| Joint Parking Office - Subject to the ongoing Capital Ambition funded project with RBK&C | (500) | |
| SLA adjustments | 1,134 | |
| Other | 41 | |
| Total | (3,575) | 6 |

**TRANSPORT & TECHNICAL 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.

| | | |
|-----------------------|-----------|-----------|
| | 2011/2012 | 2012/2013 |
| Full Time Equivalents | 50 | 46 |

Subjective Analysis of Estimates

Expenditure

| | 2011/2012 Estimates £000 | Inflation £000 | Redirected Resources £000 | Efficiencies £000 | Growth £000 | Other Variations £000 | 2012/2013 Estimates £000 |
|--|--------------------------------|-------------------|---------------------------------|----------------------|----------------|-----------------------------|--------------------------------|
| Employees | 2,740 | 0 | 0 | 70 | 0 | (133) | 2,677 |
| Premises | 36 | 0 | 0 | 0 | 0 | (36) | 0 |
| Transport | 7 | 0 | 0 | 0 | 0 | (1) | 6 |
| Supplies & Services | 270 | 0 | (1) | 0 | 0 | 138 | 407 |
| Third Party Payments | 0 | 0 | 0 | 0 | 0 | 3 | 3 |
| Transfer Payments | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Support Services | 828 | 0 | 0 | 0 | 0 | 579 | 1,407 |
| Capital Charges | 1,767 | 0 | (1,039) | 0 | 0 | 1 | 729 |
| Gross Expenditure | 5,648 | 0 | (1,040) | 70 | 0 | 551 | 5,229 |
| Service Level Agreement Recharges | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Income | | | | | | | |
| Internal Recharge Income | (292) | 0 | 0 | 0 | 0 | (11) | (303) |
| Government Grants | (40) | 0 | 0 | 0 | 0 | 40 | 0 |
| Reimbursements & Contributions | (67) | 0 | 0 | 0 | 0 | 17 | (50) |
| Customer & Client Receipts | (873) | (15) | 0 | (200) | 0 | (1,000) | (2,088) |
| Interest & Other | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Use of Balances & Reserves | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Gross Income | (1,272) | (15) | 0 | (200) | 0 | (954) | (2,441) |
| Net Expenditure/ (Income) | 4,376 | (15) | (1,040) | (130) | 0 | (403) | 2,788 |

Explanation of major items above

| | £000 | FTE |
|---|----------------|------------|
| Redirected resource within to Building Services | (709) | |
| External funding attracted for Planning Post - no longer received | 70 | |
| E-services programme | (200) | |
| Movement of staff to technical support team | (133) | (4) |
| SLA and Capital Charges adjustments | (460) | |
| Others | (156) | |
| Total | (1,588) | (4) |

**TRANSPORT & TECHNICAL 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.

| | | |
|----------------------|-----------|-----------|
| | 2011/2012 | 2012/2013 |
| Full Time Equivalent | 61 | 83 |

Subjective Analysis of Estimates

Expenditure

| | 2011/2012 Estimates £000 | Inflation £000 | Redirected Resources £000 | Efficiencies £000 | Growth £000 | Other Variations £000 | 2012/2013 Estimates £000 |
|----------------------|--------------------------------|-------------------|---------------------------------|----------------------|----------------|-----------------------------|--------------------------------|
| Employees | 3,314 | 0 | (1) | 0 | 0 | 971 | 4,284 |
| Premises | 5 | 0 | 0 | 0 | 0 | 0 | 5 |
| Transport | 41 | 0 | 0 | 0 | 0 | 0 | 41 |
| Supplies & Services | 217 | 0 | (3) | 0 | 0 | 8 | 222 |
| Third Party Payments | 18 | 0 | 0 | 0 | 0 | 0 | 18 |
| Transfer Payments | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Support Services | 1,386 | 0 | 0 | 0 | 0 | (1,108) | 278 |
| Capital Charges | 752 | 0 | (733) | 0 | 0 | (17) | 2 |

Gross Expenditure

Service Level Agreement Recharges

Income

| | | | | | | | |
|--|--------------|----------|--------------|----------|----------|--------------|--------------|
| Gross Expenditure | 5,733 | 0 | (737) | 0 | 0 | (146) | 4,850 |
| Service Level Agreement Recharges | (162) | 0 | 0 | 0 | 0 | (58) | (220) |
| Income | | | | | | | |
| 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 | (849) | (11) | 0 | (35) | 0 | (10) | (905) |
| Interest & Other | (10) | 0 | 0 | 0 | 0 | 10 | 0 |
| Use of Balances & Reserves | 0 | 0 | 0 | 0 | 0 | 0 | 0 |

Gross Income

Net Expenditure/ (Income)

| | | | | | | | |
|--|--------------|-------------|--------------|-------------|----------|--------------|--------------|
| Gross Income | (885) | (11) | 0 | (35) | 0 | 0 | (931) |
| Net Expenditure/ (Income) | 4,686 | (11) | (737) | (35) | 0 | (204) | 3,699 |
| Explanation of major items above | | | | | | £000 | FTE |
| Fees and charges inflation | | | | | | (11) | |
| Saving through the E-services programme | | | | | | (35) | |
| Technical support team moved to Public Protection and Safety | | | | | | 971 | 22 |
| SLA and Capital Charges adjustments | | | | | | (1,858) | |
| Other | | | | | | (54) | |
| Total | | | | | | (987) | 22 |

**TRANSPORT & TECHNICAL 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.

| | 2011/2012 | 2012/2013 |
|-----------------------|-----------|-----------|
| Full Time Equivalents | 114 | 96 |

Subjective Analysis of Estimates

Expenditure

| | 2011/2012 Estimates £000 | Inflation £000 | Redirected Resources £000 | Efficiencies £000 | Growth £000 | Other Variations £000 | 2012/2013 Estimates £000 |
|--|--------------------------------|-------------------|---------------------------------|----------------------|----------------|-----------------------------|--------------------------------|
| Employees | 5,844 | 0 | 0 | (30) | 0 | (703) | 5,111 |
| Premises | 5,711 | 172 | 344 | 0 | 0 | (837) | 5,390 |
| Transport | 189 | 0 | 0 | 0 | 0 | 1 | 190 |
| Supplies & Services | 2,477 | 0 | (21) | 0 | 0 | 59 | 2,515 |
| Third Party Payments | 3,866 | 59 | 0 | 0 | 0 | (871) | 3,054 |
| Transfer Payments | 1 | 0 | 0 | 0 | 0 | 0 | 1 |
| Support Services | 1,675 | 0 | 0 | 0 | 0 | 444 | 2,119 |
| Capital Charges | 2,337 | 0 | 0 | 0 | 0 | (272) | 2,065 |
| Gross Expenditure | 22,100 | 231 | 323 | (30) | 0 | (2,179) | 20,445 |
| Service Level Agreement Recharges | (8,623) | 0 | 0 | 0 | 0 | (109) | (8,732) |
| Income | | | | | | | |
| Internal Recharge Income | (7,677) | 0 | 53 | 0 | 0 | 1,582 | (6,042) |
| Government Grants | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Reimbursements & Contributions | (1,171) | 0 | 0 | 0 | 0 | 87 | (1,084) |
| Customer & Client Receipts | (5,405) | (18) | 0 | (300) | 0 | 904 | (4,819) |
| Interest & Other | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Use of Balances & Reserves | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Gross Income | (14,253) | (18) | 53 | (300) | 0 | 2,573 | (11,945) |
| Net Expenditure/ (Income) | (776) | 213 | 376 | (330) | 0 | 285 | (232) |

Explanation of major items above

| | £000 | FTE |
|--|------------|-------------|
| Redirected resource within from planning | 709 | |
| Accommodation savings (£500k less £200k PCT) | (300) | |
| E-services programme - Building Control | (30) | |
| Planned maintenance inflation | 172 | |
| Movement of support staff to technical support team | (696) | (12) |
| Reduction in FTEs following Building Services reorganisation | | (6) |
| SLA and other adjustments | 689 | |
| Total | 544 | (18) |

**TRANSPORT & TECHNICAL SERVICES
RESOURCES**

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

| | | |
|-----------------------|-----------|-----------|
| | 2011/2012 | 2012/2013 |
| Full Time Equivalents | 23 | 2 |

Subjective Analysis of Estimates

Expenditure

| | 2011/2012 Estimates £000 | Inflation £000 | Redirected Resources £000 | Efficiencies £000 | Growth £000 | Other Variations £000 | 2012/2013 Estimates £000 |
|--|--------------------------------|-------------------|---------------------------------|----------------------|----------------|-----------------------------|--------------------------------|
| Employees | 1,618 | 0 | 0 | 0 | 0 | (995) | 623 |
| Premises | 19 | 1 | 0 | 0 | 0 | 0 | 20 |
| Transport | 1 | 0 | 0 | 0 | 0 | 0 | 1 |
| Supplies & Services | 135 | 0 | 0 | 0 | 0 | (10) | 125 |
| Third Party Payments | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfer Payments | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Support Services | (1,206) | 0 | 0 | 0 | 0 | 456 | (750) |
| Capital Charges | 20 | 0 | 0 | 0 | 0 | 0 | 20 |
| Gross Expenditure | 587 | 1 | 0 | 0 | 0 | (549) | 39 |
| Service Level Agreement Recharges | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Income | | | | | | | |
| Internal Recharge Income | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Government Grants | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Reimbursements & Contributions | (200) | 0 | 0 | 0 | 0 | 0 | (200) |
| Customer & Client Receipts | (924) | 0 | 0 | 0 | 0 | 730 | (194) |
| Interest & Other | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Use of Balances & Reserves | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Gross Income | (1,124) | 0 | 0 | 0 | 0 | 730 | (394) |
| Net Expenditure/ (Income) | (537) | 1 | 0 | 0 | 0 | 181 | (355) |

| Explanation of major items above | £000 | FTE |
|--|-------------|-------------|
| Removal of finance staff to a central budget | (814) | (18) |
| Removal of transformation savings target | 630 | |
| Removal of admin staff moved to technical support team | (163) | (3) |
| SLA and other adjustments | 529 | |
| Total | 182 | (21) |

HOUSING OPTIONS & REGENERATION

Description of service

The Housing & Regeneration department within the General Fund is responsible for delivering a programme of physical regeneration and economic development 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 focused on creating safe and sustainable neighbourhoods, providing a platform for economic prosperity, increasing the quality and quantity of social housing and improving life 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. 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. The Allocations & Home Buy service promotes the Council's range of low cost home ownership products, and provides an allocation service and delivers support to vulnerable tenants. The Temporary Accommodation Service manages all temporary housing needs, and ensures that the Council achieves value for money in procuring properties. The function 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 Regeneration division includes the Economic Development, Learning & Skills 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 quality of delivery of vocational, mentoring and other adult learning courses for over 8,000 students in the borough has earned Beacon status for the Learning & Skills unit. The Housing Strategy team is responsible for developing housing policies and initiatives and the Strategic Regeneration team is responsible for renewing deprived neighbourhoods within the borough's three London Plan Opportunity Areas, with key developments including Earl's Court and Park Royal City.

Prime objectives of the department

- Develop safe and sustainable communities: through provision of housing advice, implementation of strategies to reduce homelessness, improve housing and employment opportunities, and the regeneration of neighbourhoods
- Give people a future: investing in residents' economic wellbeing through offering a range of employment, training, educational and housing options including enabling residents to pursue low cost home ownership and reducing the use of temporary accommodation, as well as delivering major regeneration programmes creating job opportunities, accessible housing and neighbourhood improvements
- Satisfying our customers: through direct engagement and involvement with tenants and residents to ensure expectations are met and exceeded in all aspects of delivery
- Improving value for money and reducing costs: including delivering MTFs targets, managing all forms of temporary accommodation in a cost efficient manner, and driving initiatives such as the White City Neighbourhood Budget plan



2012/2013 ESTIMATES

HOUSING OPTIONS & REGENERATION SERVICES

HOUSING OPTIONS & REGENERATION CHANGE BETWEEN YEARS

| Service Area Analysis | 2011/2012 Estimates £000 | Inflation £000 | Redirected Resources £000 | Efficiencies £000 | Growth £000 | Other Adjustments £000 | 2012/2013 Estimates £000 |
|------------------------------------|---|---------------------------|--|------------------------------|------------------------|---------------------------------------|---|
| Housing Options | 6,608 | 287 | (5) | (783) | 0 | 91 | 6,198 |
| New Deals For Communities | 0 | 0 | (1,871) | 0 | 0 | 1,871 | 0 |
| Housing Strategy & Regeneration | 3,494 | 9 | 241 | (173) | 0 | (2,626) | 945 |
| Finance & Resources | 577 | 0 | 0 | 0 | 0 | (176) | 401 |
| TOTAL | 10,679 | 296 | (1,635) | (956) | 0 | (840) | 7,544 |

HOUSING OPTIONS & REGENERATION SUMMARY

| | 2011/2012 | 2012/2013 |
|--------------------------------------|-----------|-----------|
| Number of Full Time Equivalent staff | 163 | 141 |

SUBJECTIVE ANALYSIS OF ESTIMATES

Expenditure

| | 2011/2012 Estimates £000 | Inflation £000 | Redirected Resources £000 | Efficiencies £000 | Growth £000 | Other Variations £000 | 2012/2013 Estimates £000 |
|-------------------------------|--------------------------------|-------------------|---------------------------------|----------------------|----------------|-----------------------------|--------------------------------|
| Employee Expenses | 7,824 | 0 | 75 | (655) | 0 | (319) | 6,925 |
| Premises Related Expenditure | 7,208 | 139 | (52) | 0 | 0 | (583) | 6,712 |
| Transport Related Expenditure | 13 | 0 | 0 | 0 | 0 | 1 | 14 |
| Supplies and Services | 1,853 | 0 | (2) | 0 | 0 | (121) | 1,730 |
| Third Party Payments | 2,297 | 60 | 215 | (185) | 0 | 373 | 2,760 |
| Transfer Payments | 808 | 97 | 0 | 0 | 0 | 246 | 1,151 |
| Support Services | 3,043 | 0 | 0 | 0 | 0 | (662) | 2,381 |
| Capital Charges | 1,992 | 0 | (1,871) | 0 | 0 | (21) | 100 |

GROSS EXPENDITURE

Service Level Agreement Recharges

Income

| | | | | | | |
|--------------------------------------|------------|----------------|--------------|----------|----------------|---------------|
| 25,038 | 296 | (1,635) | (840) | 0 | (1,086) | 21,773 |
| 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Internal Recharge Income | 0 | 0 | 0 | 0 | 0 | 0 |
| Government Grants | (3,277) | 0 | 0 | 0 | 0 | 99 |
| Other Reimbursements & Contributions | (1,479) | 0 | 0 | (94) | 0 | (63) |
| Customer & Client Receipts | (9,603) | 0 | 0 | (22) | 0 | 264 |
| Interest & Other | 0 | 0 | 0 | 0 | 0 | 0 |
| Use of Balances & Reserves | 0 | 0 | 0 | 0 | 0 | (54) |

GROSS INCOME

NET EXPENDITURE

| | | | | | | |
|-----------------|------------|----------------|--------------|----------|--------------|-----------------|
| (14,359) | 0 | 0 | (116) | 0 | 246 | (14,229) |
| 10,679 | 296 | (1,635) | (956) | 0 | (840) | 7,544 |

HOUSING OPTIONS & REGENERATION HOUSING OPTIONS

The division covers three Housing service areas - Advice & Assessment Services (which includes H&F Advice, Housing Assessment and Review, and Placement and Assessment team for homeless singles), Allocation and Home Buy Services, and Temporary Accommodation Services (including Housing Benefit Assist team).

| | | |
|-----------------------|-----------|-----------|
| | 2011/2012 | 2012/2013 |
| Full Time Equivalents | 77 | 68 |

Subjective Analysis of Estimates

Expenditure

| | 2011/2012 Estimates £000 | Inflation £000 | Redirected Resources £000 | Efficiencies £000 | Growth £000 | Other Variations £000 | 2012/2013 Estimates £000 |
|--|--------------------------------|-------------------|---------------------------------|----------------------|----------------|-----------------------------|--------------------------------|
| Employees | 3,530 | 0 | 0 | (504) | 0 | 63 | 3,089 |
| Premises | 6,859 | 130 | (4) | 0 | 0 | (545) | 6,440 |
| Transport | 12 | 0 | 0 | 0 | 0 | 2 | 14 |
| Supplies & Services | 411 | 0 | (1) | 0 | 0 | 39 | 449 |
| Third Party Payments | 2,219 | 60 | 0 | (185) | 0 | 236 | 2,330 |
| Transfer Payments | 783 | 97 | 0 | 0 | 0 | 214 | 1,094 |
| Support Services | 1,355 | 0 | 0 | 0 | 0 | 12 | 1,367 |
| Capital Charges | 11 | 0 | 0 | 0 | 0 | (9) | 2 |
| Gross Expenditure | 15,180 | 287 | (5) | (689) | 0 | 12 | 14,785 |
| Service Level Agreement Recharges | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Income | | | | | | | |
| Internal Recharge Income | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Government Grants | (223) | 0 | 0 | 0 | 0 | 34 | (189) |
| Reimbursements & Contributions | (91) | 0 | 0 | (94) | 0 | (112) | (297) |
| Customer & Client Receipts | (8,258) | 0 | 0 | 0 | 0 | 211 | (8,047) |
| Interest & Other | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Use of Balances & Reserves | 0 | 0 | 0 | 0 | 0 | (54) | (54) |
| Gross Income | (8,572) | 0 | 0 | (94) | 0 | 79 | (8,587) |
| Net Expenditure/ (Income) | 6,608 | 287 | (5) | (783) | 0 | 91 | 6,198 |

Explanation of major items above

| | £000 | FTE |
|---|--------------|------------|
| Redirection relating to re-alignment of internal recharges | (5) | |
| MTFS efficiency: reorganisation of Housing Options division | (783) | (14) |
| Reduction in client units in Temporary Accommodation leading to a net reduction in rental income and costs | (211)/211 | |
| HB Assist Team funded by reserves/grant to mitigate Housing Benefit Subsidy Loss on Temporary Accommodation clients | 200/(200) | 5 |
| Redirection of No Recourse to Public Funds budgets transferred from Community Services department | 88 | |
| Reapportionment of internal & central overheads and capital charges | 3 | |
| Total | (697) | (9) |

**HOUSING OPTIONS & REGENERATION
NEW DEALS FOR COMMUNITIES**

The New Deals for Communities scheme was a 10 year neighbourhood renewal scheme funded by central government. This area based initiative was directed at the North Fulham community and the scheme was completed in 2011/12.

| | | |
|-----------------------|-----------|-----------|
| | 2011/2012 | 2012/2013 |
| Full Time Equivalents | 0 | 0 |

Subjective Analysis of Estimates

Expenditure

| | 2011/2012 Estimates £000 | Inflation £000 | Redirected Resources £000 | Efficiencies £000 | Growth £000 | Other Variations £000 | 2012/2013 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 | (1,871) | 0 | 0 | 1,871 | 0 |
| Gross Expenditure | 0 | 0 | (1,871) | 0 | 0 | 1,871 | 0 |
| Service Level Agreement Recharges | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Income | | | | | | | |
| Internal Recharge Income | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Government Grants | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Reimbursements & Contributions | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Customer & Client Receipts | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Interest & Other | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Use of Balances & Reserves | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Gross Income | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Net Expenditure/ (Income) | 0 | 0 | (1,871) | 0 | 0 | 1,871 | 0 |

Explanation of major items above

| | £000 | FTE |
|--|-------------|----------|
| Notional capital charges transferred to corporate budgets following cessation of New Deals for Communities activities in 2011/12 | (1871)/1871 | |
| Total | 0 | 0 |

**HOUSING OPTIONS & REGENERATION
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 and Fulham.

| | | |
|-----------------------|-----------|-----------|
| | 2011/2012 | 2012/2013 |
| Full Time Equivalents | 81 | 73 |

Subjective Analysis of Estimates

Expenditure

| | 2011/2012 Estimates £000 | Inflation £000 | Redirected Resources £000 | Efficiencies £000 | Growth £000 | Other Variations £000 | 2012/2013 Estimates £000 |
|--------------------------|--------------------------------|-------------------|---------------------------------|----------------------|----------------|-----------------------------|--------------------------------|
| Employees | 3,961 | 0 | 75 | (151) | 0 | (141) | 3,744 |
| Premises | 332 | 9 | (48) | 0 | 0 | (38) | 255 |
| Transport | 1 | 0 | 0 | 0 | 0 | (1) | 0 |
| Supplies & Services | 1,442 | 0 | (1) | 0 | 0 | (160) | 1,281 |
| Third Party Payments | 78 | 0 | 215 | 0 | 0 | 137 | 430 |
| Transfer Payments | 25 | 0 | 0 | 0 | 0 | 32 | 57 |
| Support Services | 1,448 | 0 | 0 | 0 | 0 | (731) | 717 |
| Capital Charges | 1,981 | 0 | 0 | 0 | 0 | (1,883) | 98 |
| Gross Expenditure | 9,268 | 9 | 241 | (151) | 0 | (2,785) | 6,582 |

Service Level Agreement Recharges

Income

| | | | | | | | |
|--------------------------------|----------------|----------|----------|-------------|----------|------------|----------------|
| Internal Recharge Income | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Government Grants | (3,054) | 0 | 0 | 0 | 0 | 65 | (2,989) |
| Reimbursements & Contributions | (1,375) | 0 | 0 | 0 | 0 | 41 | (1,334) |
| Customer & Client Receipts | (1,345) | 0 | 0 | (22) | 0 | 53 | (1,314) |
| Interest & Other | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Use of Balances & Reserves | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Gross Income | (5,774) | 0 | 0 | (22) | 0 | 159 | (5,637) |

Net Expenditure/ (Income)

| | | | | | | | |
|--|--------------|----------|------------|--------------|----------|----------------|------------|
| | 3,494 | 9 | 241 | (173) | 0 | (2,626) | 945 |
|--|--------------|----------|------------|--------------|----------|----------------|------------|

Explanation of major items above

| | £000 | FTE |
|--|----------------|------------|
| MTFS Efficiency: Reduction in senior management posts | (68) | (1) |
| MTFS Efficiency: administrative savings and income generation opportunities following launch of online adult learning bookings service | (105) | (2) |
| Transfer of 3SIF Employment Support funding from CSD to Economic Development | 241 | |
| Realignment of capital charges | (1,883) | |
| Cessation and commencement of apprenticeship schemes | (66) | (5) |
| Reapportionment of internal and central overheads | (677) | |
| Total | (2,558) | (8) |

**HOUSING OPTIONS & REGENERATION
FINANCE & RESOURCES**

This division holds maternity, redundancy and other overhead budgets.

| | | |
|-----------------------|-----------|-----------|
| | 2011/2012 | 2012/2013 |
| Full Time Equivalents | 5 | 0 |

Subjective Analysis of Estimates

Expenditure

| | 2011/2012 Estimates £000 | Inflation £000 | Redirected Resources £000 | Efficiencies £000 | Growth £000 | Other Variations £000 | 2012/2013 Estimates £000 |
|----------------------|--------------------------------|-------------------|---------------------------------|----------------------|----------------|-----------------------------|--------------------------------|
| Employees | 333 | 0 | 0 | 0 | 0 | (241) | 92 |
| Premises | 17 | 0 | 0 | 0 | 0 | 0 | 17 |
| 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 | 240 | 0 | 0 | 0 | 0 | 57 | 297 |
| 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 | (13) | 0 | 0 | 0 | 0 | 8 | (5) |
| 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 |
|---|--------------|------------|
| Redirection of finance staffing budgets to Finance & Corporate Services in line with World Class Financial Management programme | (241) | (5) |
| Apportionment of corporate support service recharges | 65 | |
| Total | (176) | (5) |

ENVIRONMENT, LEISURE & RESIDENTS SERVICES

Environment, Leisure & Residents Services (ELRS) brings together the universal services of the Council that have a major impact on the daily lives of the residents of Hammersmith & Fulham and Kensington & Chelsea.

The purpose of the ELRS Department 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 to “achieve 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 ELRS is to deliver its core business outcome of achieving better value for money and higher resident satisfaction levels by implementing more commercial and customer-based services. The prime objectives of the department are:

- Improving residents satisfaction with services through customer engagement
- Providing high quality, value for money services for residents
- Tackling crime and anti-social behaviour for a safer environment
- Reducing waste, fly-tipping, fly-posting, graffiti and litter and increasing recycling
- Developing our commercial services
- Delivering a new sports and physical activity offer for the borough
- Improving and delivering on the objectives of the Parks & Open Spaces Strategy
- Redefining and providing a modern and welcoming public library service
- Delivering excellent services and facilities which enhance quality of life within the borough



2012/2013 ESTIMATES

ENVIRONMENT, LEISURE & RESIDENTS SERVICES DEPARTMENT

**ENVIRONMENT, LEISURE & RESIDENTS SERVICES
CHANGE BETWEEN YEARS**

| Service Area Analysis | 2011/2012 Estimates £000 | Inflation £000 | Redirected Resources £000 | Efficiencies £000 | Growth £000 | Other Adjustments £000 | 2012/2013 Estimates £000 |
|--------------------------------------|---|---------------------------|--|------------------------------|------------------------|---------------------------------------|---|
| Directors Office & Resources | (143) | 0 | (12) | (128) | 0 | 314 | 32 |
| Safer Neighbourhoods | 7,205 | 14 | 122 | (614) | 0 | (189) | 6,539 |
| Cleaner, Greener & Cultural Services | 28,398 | 325 | 332 | (901) | 575 | 222 | 28,951 |
| TOTAL | 35,461 | 339 | 442 | (1,643) | 575 | 348 | 35,522 |

**ENVIRONMENT, LEISURE & RESIDENTS SERVICES DEPARTMENT
SUMMARY**

| | 2011/2012 | 2012/2013 |
|--------------------------------------|--------------|--------------|
| Number of Full Time Equivalent staff | 268.8 | 241.0 |

SUBJECTIVE ANALYSIS OF ESTIMATES

| | 2011/2012 Estimates £000 | Inflation £000 | Redirected Resources £000 | Efficiencies £000 | Growth £000 | Other Variations £000 | 2012/2013 Estimates £000 |
|--------------------------------------|--------------------------------|-------------------|---------------------------------|----------------------|----------------|-----------------------------|--------------------------------|
| Expenditure | | | | | | | |
| Employee Expenses | 10,830 | 0 | 0 | (924) | 0 | (733) | 9,173 |
| Premises Related Expenditure | 1,924 | 37 | 10 | 0 | 0 | (167) | 1,804 |
| Transport Related Expenditure | 2,378 | 0 | 0 | 0 | 0 | (24) | 2,354 |
| Supplies and Services | 2,714 | 0 | 59 | (24) | 0 | (266) | 2,482 |
| Third Party Payments | 26,668 | 313 | (7) | (122) | 575 | (160) | 27,268 |
| Transfer Payments | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Support Services | 5,511 | 0 | 0 | 0 | 0 | 150 | 5,660 |
| Capital Charges | 1,143 | 0 | 0 | 0 | 0 | 659 | 1,802 |
| GROSS EXPENDITURE | 51,167 | 350 | 62 | (1,070) | 575 | (542) | 50,543 |
| Service Level Agreement Recharges | (1,074) | 0 | 0 | 0 | 0 | 54 | (1,020) |
| Income | | | | | | | |
| Internal Recharge Income | (3,273) | 0 | 241 | 0 | 0 | (214) | (3,246) |
| Government Grants | (52) | 0 | 0 | 0 | 0 | 34 | (18) |
| Other Reimbursements & Contributions | (1,693) | 0 | 0 | (172) | 0 | (95) | (1,959) |
| Customer & Client Receipts | (9,615) | (11) | 139 | (401) | 0 | 1,111 | (8,778) |
| Interest & Other | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Use of Balances & Reserves | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| GROSS INCOME | (14,632) | (11) | 380 | (573) | 0 | 835 | (14,001) |
| NET EXPENDITURE | 35,461 | 339 | 442 | (1,643) | 575 | 348 | 35,522 |

**ENVIRONMENT, LEISURE & RESIDENTS SERVICES DEPARTMENT
DIRECTORS OFFICE & RESOURCES**

The Director's Office consists of the Director of Residents Services and the related administrative support. Also included is the Customer Experience Team and the departmental budget for maternity and redundancy. The costs of the Director and related administrative support are allocated to Divisional service areas and in the case of the Director costs, part allocated to the Corporate and Democratic Core (CDC).

| | | |
|-----------------------|-----------|-----------|
| | 2011/2012 | 2012/2013 |
| Full Time Equivalents | 12.5 | 5.0 |

Subjective Analysis of Estimates

Expenditure

| | 2011/2012 Estimates £000 | Inflation £000 | Redirected Resources £000 | Efficiencies £000 | Growth £000 | Other Variations £000 | 2012/2013 Estimates £000 |
|----------------------|--------------------------------|-------------------|---------------------------------|----------------------|----------------|-----------------------------|--------------------------------|
| Employees | 1,096 | 0 | 0 | (30) | 0 | (361) | 705 |
| Premises | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transport | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Supplies & Services | 29 | 0 | (12) | 0 | 0 | 14 | 31 |
| Third Party Payments | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfer Payments | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Support Services | (1,004) | 0 | 0 | 0 | 0 | 493 | (512) |
| 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 | (263) | 0 | 0 | (98) | 0 | 169 | (193) |
| 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 |
|--|------------|--------------|
| Redirected Resources - Removal of internal hall hire budget (-£12k) | (12) | 0.0 |
| Efficiencies - Admin Support Review (-£30k, -1 FTE), New Sponsorship Income (-£98k) | (128) | (1.0) |
| Other - Centralisation of Finance Budgets (-£369k & -5.5 FTE), Transfer of AD Customer Transformation post to FCS dept (-1 FTE), Realignment of Corporate and Departmental Overheads (£506k), Departmental Income Realignment (£151k), Other (£26k) | 314 | (6.5) |
| Total | 174 | (7.5) |

**ENVIRONMENT, LEISURE & RESIDENTS SERVICES DEPARTMENT
SAFER NEIGHBOURHOODS**

The BiBorough Safer Neighbourhoods division has two sections. Community Safety & Operations aims to provide excellent street based services, reduce crime, fear of crime & anti-social behaviour by deploying & effectively managing the Neighbourhood Wardens, Street Scene Enforcement, the Community Safety & Anti-social Behaviour units for LBHF and the BiBorough Parks Constabulary & CCTV teams when they are combined. The Business Support section provides support for the whole department and also includes Emergency Services for LBHF & Coroners & Mortuary Services for both Boroughs. 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.

| | 2011/2012 | 2012/2013 |
|-----------------------|-----------|-----------|
| Full Time Equivalents | 122.4 | 120.1 |

| Subjective Analysis of Estimates | 2011/2012 Estimates £000 | Inflation £000 | Redirected Resources £000 | Efficiencies £000 | Growth £000 | Other Variations £000 | 2012/2013 Estimates £000 |
|--|---|---------------------------|--|------------------------------|------------------------|--------------------------------------|---|
| Expenditure | | | | | | | |
| Employees | 4,372 | 0 | 0 | (389) | 0 | 192 | 4,175 |
| Premises | 492 | 14 | (5) | 0 | 0 | (4) | 498 |
| Transport | 2,228 | 0 | 0 | 0 | 0 | (1) | 2,227 |
| Supplies & Services | 1,374 | 0 | (7) | (24) | 0 | (46) | 1,297 |
| Third Party Payments | 1,742 | 0 | 0 | 0 | 0 | (282) | 1,460 |
| Transfer Payments | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Support Services | 3,815 | 0 | 0 | 0 | 0 | (656) | 3,159 |
| Capital Charges | 126 | 0 | 0 | 0 | 0 | 423 | 549 |
| Gross Expenditure | 14,149 | 14 | (12) | (413) | 0 | (374) | 13,365 |
| Service Level Agreement Recharges | (1,074) | 0 | 0 | 0 | 0 | 54 | (1,020) |
| Income | | | | | | | |
| Internal Recharge Income | (2,598) | 0 | 134 | 0 | 0 | (45) | (2,509) |
| Government Grants | (52) | 0 | 0 | 0 | 0 | 34 | (18) |
| Reimbursements & Contributions | (1,408) | 0 | 0 | (172) | 0 | (126) | (1,706) |
| Customer & Client Receipts | (1,813) | (1) | 0 | (29) | 0 | 269 | (1,574) |
| Interest & Other | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Use of Balances & Reserves | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Gross Income | (5,870) | (1) | 134 | (201) | 0 | 131 | (5,807) |
| Net Expenditure/ (Income) | 7,205 | 14 | 122 | (614) | 0 | (189) | 6,539 |

| Explanation of major items above | £000 | FTE |
|--|--------------|--------------|
| Redirected Resources - Removal of internal recharges (£122k) | 122 | 0.0 |
| Efficiencies - Application of existing income to Enhanced Policing (-£167k), Review of Security Operation (-£120k, -2 FTE), Review of Community Safety (-£100k, -1 FTE), Rationalise Enforcement Team (-£95k, -1.5 FTE), Review or Registrar Service (-£74k, -0.4 FTE), Cross Cutting Income Growth (-£34k), Contract Savings (-£24k) | (614) | (4.9) |
| Other - Capital Financing Adjustment (£423k), Realignment of Corporate & Departmental Overheads (-£736k), Transfer in of Sales Support Team from Cleaner, Greener & Cultural Services (£127k + 2.6 FTEs), Other (-£2k) | (189) | 2.6 |
| Total | (681) | (2.3) |

**ENVIRONMENT, LEISURE & RESIDENTS SERVICES DEPARTMENT
CLEANER, GREENER & CULTURAL SERVICES**

The Cleaner, Greener and Cultural Services Division is now part of the wider Bi Borough ELRS Department operating across both LBHF and RB Kensington & Chelsea. The aim of these services remains to achieve consistently cleaner streets, achieve 10 green flags for our parks and open spaces, move towards leisure provision at zero cost to the council tax payer, increase levels of recycling and improve levels of customer satisfaction.

| | |
|-----------|-----------|
| 2011/2012 | 2012/2013 |
| 133.9 | 115.9 |

Full Time Equivalents

Subjective Analysis of Estimates

Expenditure

| | 2011/2012 Estimates £000 | Inflation £000 | Redirected Resources £000 | Efficiencies £000 | Growth £000 | Other Variations £000 | 2012/2013 Estimates £000 |
|----------------------|--------------------------------|-------------------|---------------------------------|----------------------|----------------|-----------------------------|-----------------------------|
| Employees | 5,363 | 0 | 0 | (505) | 0 | (564) | 4,293 |
| Premises | 1,432 | 23 | 15 | 0 | 0 | (164) | 1,306 |
| Transport | 150 | 0 | 0 | 0 | 0 | (24) | 127 |
| Supplies & Services | 1,311 | 0 | 77 | 0 | 0 | (234) | 1,154 |
| Third Party Payments | 24,926 | 313 | (7) | (122) | 575 | 123 | 25,808 |
| Transfer Payments | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Support Services | 2,700 | 0 | 0 | 0 | 0 | 313 | 3,013 |
| Capital Charges | 1,016 | 0 | 0 | 0 | 0 | 237 | 1,253 |

Gross Expenditure

Service Level Agreement Recharges

Income

| | | | | | | | |
|--------------------------------|----------------|-------------|------------|--------------|------------|--------------|----------------|
| | 36,897 | 336 | 85 | (627) | 575 | (313) | 36,953 |
| | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Internal Recharge Income | (676) | 0 | 108 | 0 | 0 | (169) | (737) |
| Government Grants | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Reimbursements & Contributions | (285) | 0 | 0 | 0 | 0 | 31 | (254) |
| Customer & Client Receipts | (7,538) | (11) | 139 | (274) | 0 | 674 | (7,011) |
| Interest & Other | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Use of Balances & Reserves | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Gross Income | (8,499) | (11) | 246 | (274) | 0 | 536 | (8,002) |

Net Expenditure/ (Income)

| | | | | | | | |
|--|---------------|------------|------------|--------------|------------|------------|---------------|
| | 28,398 | 325 | 332 | (901) | 575 | 222 | 28,951 |
|--|---------------|------------|------------|--------------|------------|------------|---------------|

| Explanation of major items above | £000 | FTE |
|---|------------|---------------|
| Redirected Resources - Corporate funding for Library IT system (£103k) & Lilla Husset Premises Costs (£36k), Transfer of old Clem Attlee Library to ENV dept (£24k), Removal of Internal Recharges (£163k), Other (£6k), Transfer of staff to Fulham Palace Trust (-6.4 FTE) | 332 | (6.4) |
| Efficiencies - Implement Triborough managed Library Service (-£361k, -3 FTE), Cross cutting Income Growth (-£271k), Contract Savings (-£125k), Review of Waste & Parks Service (-£89k, -2 FTE), Review of Events (-£55k) | (901) | (9.0) |
| Growth - Increase in the Western Riverside Waste Authority Levy (£575k) | 575 | 0.0 |
| Other - Transfer out of New Sales Support Team to Safer Neighbourhoods (-£127k, -2.6 FTEs), Realignment of Corporate and Departmental Overheads (£288k), Departmental Income Realignment (-£134k), Corporate Capital Financing Investment (£237k), Overachievement of Registrars Efficiency (-£32k), Other (-£10k) | 222 | (2.6) |
| Total | 228 | (18.0) |

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



2012/2013 ESTIMATES

FINANCE & CORPORATE SERVICES

**FINANCE & CORPORATE SERVICES
CHANGE BETWEEN YEARS**

| Service Area Analysis | 2011/2012 Estimates £000 | Inflation £000 | Redirected Resources £000 | Efficiencies £000 | Growth £000 | Other Adjustments £000 | 2012/2013 Estimates £000 |
|---|---|---------------------------|--|------------------------------|------------------------|---------------------------------------|---|
| Communications | (283) | (10) | 254 | (203) | 0 | 583 | 340 |
| Councillors Services | (886) | 0 | (33) | 0 | 0 | (197) | (1,116) |
| Electoral Services | 902 | 0 | 0 | 0 | 0 | 2 | 904 |
| Executive Services | (423) | 0 | (5) | (220) | 0 | 12 | (636) |
| Finance | (902) | (2) | (71) | (767) | 0 | 1,405 | (337) |
| H&F Direct | 17,770 | (17) | 226 | (533) | 700 | 898 | 19,045 |
| Corporate Human Resources | 74 | (3) | 0 | (250) | 0 | 445 | 266 |
| Procurement & It Strategy | (1,567) | 713 | 0 | (395) | 0 | (46) | (1,295) |
| Legal Services | (1,086) | 0 | 0 | (98) | 0 | 0 | (1,184) |
| Organisational Development & Transformation | (114) | 0 | (233) | 0 | 0 | 196 | (150) |
| TOTAL | 13,485 | 681 | 138 | (2,466) | 700 | 3,298 | 15,837 |

**FINANCE & CORPORATE SERVICES
SUMMARY**

| | 2011/2012 | 2012/2013 |
|--------------------------------------|-----------|-----------|
| Number of Full Time Equivalent staff | 386 | 432 |

SUBJECTIVE ANALYSIS OF ESTIMATES

Expenditure

| | 2011/2012 Estimates £000 | Inflation £000 | Redirected Resources £000 | Efficiencies £000 | Growth £000 | Other Variations £000 | 2012/2013 Estimates £000 |
|-------------------------------|--------------------------------|-------------------|---------------------------------|----------------------|----------------|-----------------------------|--------------------------------|
| Employee Expenses | 20,341 | 0 | 304 | (1,650) | 0 | 3,700 | 22,695 |
| Premises Related Expenditure | 35 | 0 | (33) | 0 | 0 | 1 | 3 |
| Transport Related Expenditure | 67 | 0 | 0 | 0 | 0 | (25) | 42 |
| Supplies and Services | 4,234 | 0 | (84) | (463) | 0 | (2,452) | 1,236 |
| Third Party Payments | 16,941 | 713 | (10) | (200) | 0 | 1,440 | 18,884 |
| Transfer Payments | 8,209 | 0 | 227 | 0 | 700 | 0 | 9,136 |
| Support Services | (1,790) | 0 | (16) | 0 | 0 | (931) | (2,736) |
| Capital Charges | 300 | 0 | 0 | 0 | 0 | 266 | 566 |

GROSS EXPENDITURE

| | | | | | | |
|---------------|------------|------------|----------------|------------|--------------|---------------|
| 48,337 | 713 | 388 | (2,313) | 700 | 1,999 | 49,826 |
|---------------|------------|------------|----------------|------------|--------------|---------------|

Service Level Agreement Recharges

| | | | | | | |
|----------|---|---|---|---|-------|----------|
| (29,967) | 0 | 0 | 0 | 0 | (314) | (30,282) |
|----------|---|---|---|---|-------|----------|

Income

| | | | | | | | |
|--------------------------------------|---------|------|-------|-------|---|-------|---------|
| Internal Recharge Income | (40) | 0 | 0 | 0 | 0 | 0 | (40) |
| Government Grants | (464) | 0 | 0 | 0 | 0 | 0 | (464) |
| Other Reimbursements & Contributions | (916) | 0 | (250) | 0 | 0 | 585 | (581) |
| Customer & Client Receipts | (3,540) | (32) | 0 | (153) | 0 | 1,028 | (2,697) |
| Interest & Other | 75 | 0 | 0 | 0 | 0 | 0 | 75 |
| Use of Balances & Reserves | 0 | 0 | 0 | 0 | 0 | 0 | 0 |

GROSS INCOME

| | | | | | | |
|----------------|-------------|--------------|--------------|----------|--------------|----------------|
| (4,885) | (32) | (250) | (153) | 0 | 1,613 | (3,707) |
|----------------|-------------|--------------|--------------|----------|--------------|----------------|

NET EXPENDITURE

| | | | | | | |
|---------------|------------|------------|----------------|------------|--------------|---------------|
| 13,485 | 681 | 138 | (2,466) | 700 | 3,298 | 15,837 |
|---------------|------------|------------|----------------|------------|--------------|---------------|

**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.

| | | |
|-----------------------|-----------|-----------|
| | 2011/2012 | 2012/2013 |
| Full Time Equivalents | 23 | 25.7 |

Subjective Analysis of Estimates

Expenditure

| | 2011/2012 Estimates £000 | Inflation £000 | Redirected Resources £000 | Efficiencies £000 | Growth £000 | Other Variations £000 | 2012/2013 Estimates £000 |
|----------------------|--------------------------------|-------------------|---------------------------------|----------------------|----------------|-----------------------------|--------------------------------|
| Employees | 1,147 | 0 | 254 | (50) | 0 | 95 | 1,446 |
| Premises | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transport | 5 | 0 | 0 | 0 | 0 | 0 | 5 |
| Supplies & Services | 779 | 0 | 0 | 0 | 0 | (78) | 701 |
| Third Party Payments | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfer Payments | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Support Services | 132 | 0 | 0 | 0 | 0 | (19) | 113 |
| Capital Charges | 0 | 0 | 0 | 0 | 0 | 0 | 0 |

Gross Expenditure

Service Level Agreement Recharges

Income

| | | | | | | | |
|--|----------------|-------------|------------|--------------|----------|------------|----------------|
| Gross Expenditure | 2,063 | 0 | 254 | (50) | 0 | (2) | 2,265 |
| Service Level Agreement Recharges | (892) | 0 | 0 | 0 | 0 | 396 | (497) |
| Income | | | | | | | |
| Internal Recharge Income | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Government Grants | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Reimbursements & Contributions | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Customer & Client Receipts | (1,454) | (10) | 0 | (153) | 0 | 189 | (1,428) |
| Interest & Other | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Use of Balances & Reserves | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Gross Income | (1,454) | (10) | 0 | (153) | 0 | 189 | (1,428) |

Net Expenditure/ (Income)

| Explanation of major items above | £000 | FTE |
|---|------------|------------|
| Redirected resources: Community Services Department, Policy team. | 254 | 6 |
| Efficiencies: Reduction in admin support, £50K. | (50) | (1) |
| Efficiencies: Increased Advertising Income, £153K | (153) | |
| Other Variations: Reduced SLA Recharges | 396 | |
| Other Variations: Reduced projected income for Hammerprint services. | 189 | (2.30) |
| Total | 636 | 2.7 |

**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.

| | | |
|-----------------------|-----------|-----------|
| | 2011/2012 | 2012/2013 |
| Full Time Equivalents | 11.6 | 11.6 |

Subjective Analysis of Estimates

Expenditure

| | 2011/2012 Estimates £000 | Inflation £000 | Redirected Resources £000 | Efficiencies £000 | Growth £000 | Other Variations £000 | 2012/2013 Estimates £000 |
|--|--------------------------------|-------------------|---------------------------------|----------------------|----------------|-----------------------------|--------------------------------|
| Employees | 703 | 0 | 0 | 0 | 0 | 0 | 703 |
| Premises | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transport | 46 | 0 | 0 | 0 | 0 | (25) | 21 |
| Supplies & Services | 1,210 | 0 | (33) | 0 | 0 | (55) | 1,122 |
| Third Party Payments | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfer Payments | 2 | 0 | 0 | 0 | 0 | 0 | 2 |
| Support Services | (2,847) | 0 | 0 | 0 | 0 | (117) | (2,964) |
| Capital Charges | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Gross Expenditure | (886) | 0 | (33) | 0 | 0 | (197) | (1,116) |
| Service Level Agreement Recharges | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Income | | | | | | | |
| Internal Recharge Income | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Government Grants | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Reimbursements & Contributions | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Customer & Client Receipts | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Interest & Other | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Use of Balances & Reserves | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Gross Income | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Net Expenditure/ (Income) | (886) | 0 | (33) | 0 | 0 | (197) | (1,116) |

Explanation of major items above

Other Variation: Transfer to the Hammerprint service.

(80)

Other Variations: Reduction in Corporate Democratic Core Services costs.

(117)

Redirected Resources: Centralisation of the Hall Hire service from the Residents Service Department.

(33)

Total

(230)

0

**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.

| | | |
|-----------------------|-----------|-----------|
| | 2011/2012 | 2012/2013 |
| Full Time Equivalents | 7 | 7 |

Subjective Analysis of Estimates

Expenditure

| | 2011/2012 Estimates £000 | Inflation £000 | Redirected Resources £000 | Efficiencies £000 | Growth £000 | Other Variations £000 | 2012/2013 Estimates £000 |
|--|--------------------------------|-------------------|---------------------------------|----------------------|----------------|-----------------------------|--------------------------------|
| Employees | 443 | 0 | 0 | 0 | 0 | 0 | 443 |
| Premises | 2 | 0 | 0 | 0 | 0 | 0 | 2 |
| Transport | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Supplies & Services | 158 | 0 | 0 | 0 | 0 | 0 | 158 |
| Third Party Payments | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfer Payments | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Support Services | 299 | 0 | 0 | 0 | 0 | 2 | 301 |
| Capital Charges | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Gross Expenditure | 902 | 0 | 0 | 0 | 0 | 2 | 904 |
| Service Level Agreement Recharges | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Income | | | | | | | |
| Internal Recharge Income | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Government Grants | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Reimbursements & Contributions | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Customer & Client Receipts | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Interest & Other | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Use of Balances & Reserves | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Gross Income | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Net Expenditure/ (Income) | 902 | 0 | 0 | 0 | 0 | 2 | 904 |

| Explanation of major items above | £000 | FTE |
|--------------------------------------|----------|----------|
| Other Variations: SLA Changes | 2 | |
| Total | 2 | 0 |

**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.

| | | |
|-----------------------|-----------|-----------|
| | 2011/2012 | 2012/2013 |
| Full Time Equivalents | 14.8 | 14.8 |

Subjective Analysis of Estimates

Expenditure

| | 2011/2012 Estimates £000 | Inflation £000 | Redirected Resources £000 | Efficiencies £000 | Growth £000 | Other Variations £000 | 2012/2013 Estimates £000 |
|--|--------------------------------|-------------------|---------------------------------|----------------------|----------------|-----------------------------|--------------------------------|
| Employees | 691 | 0 | 0 | (220) | 0 | 0 | 471 |
| Premises | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transport | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Supplies & Services | 77 | 0 | (5) | 0 | 0 | 0 | 72 |
| Third Party Payments | 6 | 0 | 0 | 0 | 0 | 0 | 6 |
| Transfer Payments | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Support Services | (1,197) | 0 | 0 | 0 | 0 | 12 | (1,185) |
| Capital Charges | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Gross Expenditure | (423) | 0 | (5) | (220) | 0 | 12 | (636) |
| Service Level Agreement Recharges | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Income | | | | | | | |
| Internal Recharge Income | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Government Grants | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Reimbursements & Contributions | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Customer & Client Receipts | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Interest & Other | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Use of Balances & Reserves | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Gross Income | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Net Expenditure/ (Income) | (423) | 0 | (5) | (220) | 0 | 12 | (636) |

Explanation of major items above

| | £000 | FTE |
|---|--------------|----------|
| Efficiencies: Business Support Review £100K, Spans and tiers review £120K. | (220) | |
| Redirected Resources/Other Variations: Internal recharge adjustments. | 7 | |
| Total | (213) | 0 |

FINANCE & CORPORATE SERVICES
FINANCE

This division now incorporates the departmental accountancy teams, Insurance, Internal Audit, Anti-Fraud and Risk Management.

| | | |
|-----------------------|-----------|-----------|
| | 2011/2012 | 2012/2013 |
| Full Time Equivalents | 54.8 | 111.6 |

Subjective Analysis of Estimates

Expenditure

| | 2011/2012 Estimates £000 | Inflation £000 | Redirected Resources £000 | Efficiencies £000 | Growth £000 | Other Variations £000 | 2012/2013 Estimates £000 |
|--|--------------------------------|-------------------|---------------------------------|----------------------|----------------|-----------------------------|--------------------------------|
| Employees | 3,040 | 0 | 0 | (672) | 0 | 3,999 | 6,367 |
| Premises | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transport | 3 | 0 | 0 | 0 | 0 | 0 | 3 |
| Supplies & Services | 192 | 0 | (45) | (95) | 0 | 135 | 187 |
| Third Party Payments | 284 | 0 | (10) | 0 | 0 | (4) | 270 |
| Transfer Payments | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Support Services | (525) | 0 | (16) | 0 | 0 | (39) | (580) |
| Capital Charges | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Gross Expenditure | 2,994 | 0 | (71) | (767) | 0 | 4,091 | 6,247 |
| Service Level Agreement Recharges | (3,756) | 0 | 0 | 0 | 0 | (2,697) | (6,453) |
| 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 | (110) | (2) | 0 | 0 | 0 | 11 | (101) |
| Interest & Other | (30) | 0 | 0 | 0 | 0 | 0 | (30) |
| Use of Balances & Reserves | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Gross Income | (140) | (2) | 0 | 0 | 0 | 11 | (131) |
| Net Expenditure/ (Income) | (902) | (2) | (71) | (767) | 0 | 1,405 | (337) |

Explanation of major items above

| | £000 | FTE |
|--|------------|-------------|
| Efficiencies: World class financial management project £500K, Smartworking project £90K, Tri and bi borough savings £70K, Spans and tiers review £107K. | (767) | (11) |
| Other Variations: SLA recharge changes including the recharge of the newly centralised Finance budget under World Class financial Management. (WCFM) | (2,657) | |
| Other Variations: Centralisation of all finance budgets under World Class Financial Management. (WCFM) | 3,987 | 67.8 |
| Other Variations: Other | 4 | |
| Total | 567 | 56.8 |

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

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

| | | |
|-----------------------|-----------|-----------|
| | 2011/2012 | 2012/2013 |
| Full Time Equivalents | 136.3 | 125.3 |

Subjective Analysis of Estimates

Expenditure

| | 2011/2012 Estimates £000 | Inflation £000 | Redirected Resources £000 | Efficiencies £000 | Growth £000 | Other Variations £000 | 2012/2013 Estimates £000 |
|----------------------|--------------------------------|-------------------|---------------------------------|----------------------|----------------|-----------------------------|--------------------------------|
| Employees | 5,739 | 0 | 0 | (360) | 0 | (5) | 5,374 |
| Premises | 0 | 0 | 0 | 0 | 0 | 1 | 1 |
| Transport | 3 | 0 | 0 | 0 | 0 | 0 | 3 |
| Supplies & Services | 1,198 | 0 | (1) | (173) | 0 | (92) | 933 |
| Third Party Payments | 1 | 0 | 0 | 0 | 0 | 0 | 1 |
| Transfer Payments | 8,207 | 0 | 227 | 0 | 700 | 0 | 9,134 |
| Support Services | 5,441 | 0 | 0 | 0 | 0 | 468 | 5,909 |
| Capital Charges | 153 | 0 | 0 | 0 | 0 | 0 | 153 |

Gross Expenditure

| | | | | | | |
|---------------|----------|------------|--------------|------------|------------|---------------|
| 20,742 | 0 | 226 | (533) | 700 | 372 | 21,508 |
|---------------|----------|------------|--------------|------------|------------|---------------|

Service Level Agreement Recharges

| | | | | | | |
|---------|---|---|---|---|-----|---------|
| (1,701) | 0 | 0 | 0 | 0 | 526 | (1,175) |
|---------|---|---|---|---|-----|---------|

Income

| | | | | | | | |
|--------------------------------|-------|------|---|---|---|---|-------|
| Internal Recharge Income | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Government Grants | (464) | 0 | 0 | 0 | 0 | 0 | (464) |
| Reimbursements & Contributions | (6) | 0 | 0 | 0 | 0 | 0 | (6) |
| Customer & Client Receipts | (801) | (17) | 0 | 0 | 0 | 0 | (818) |
| Interest & Other | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Use of Balances & Reserves | 0 | 0 | 0 | 0 | 0 | 0 | 0 |

Gross Income

| | | | | | | |
|----------------|-------------|----------|----------|----------|----------|----------------|
| (1,271) | (17) | 0 | 0 | 0 | 0 | (1,288) |
|----------------|-------------|----------|----------|----------|----------|----------------|

Net Expenditure/ (Income)

| | | | | | | |
|---------------|-------------|------------|--------------|------------|------------|---------------|
| 17,770 | (17) | 226 | (533) | 700 | 898 | 19,045 |
|---------------|-------------|------------|--------------|------------|------------|---------------|

Explanation of major items above

Redirected Resources: Taxicard scheme transferred from Children's Services.

Efficiencies: Increased self service provision £180K, Increased E services £23K, Increased on line transactions £50K, Decommissioning of outmoded customer relationship model £150K, Tendering of the customer face to face services £130K.

Growth: Increased cost of Freedom passes.

Other Variations: Reduction in SLA recharges, and an increase in internal recharges.

| | £000 | FTE |
|--------------|--------------|-------------|
| | 227 | |
| | (533) | (11) |
| | 700 | |
| | 700 | |
| | 900 | |
| Total | 1,994 | (11) |

**FINANCE & CORPORATE SERVICES
CORPORATE HUMAN RESOURCES**

This area provides a range of strategic Human Resources 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 and now includes 4 staff transferred from H&F Homes.

| | | |
|-----------------------|-----------|-----------|
| | 2011/2012 | 2012/2013 |
| Full Time Equivalents | 58 | 58 |

Subjective Analysis of Estimates

Expenditure

| | 2011/2012 Estimates £000 | Inflation £000 | Redirected Resources £000 | Efficiencies £000 | Growth £000 | Other Variations £000 | 2012/2013 Estimates £000 |
|--|--------------------------------|-------------------|---------------------------------|----------------------|----------------|-----------------------------|--------------------------------|
| Employees | 3552 | 0 | 0 | (250) | 0 | (25) | 3,277 |
| Premises | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transport | 1 | 0 | 0 | 0 | 0 | 0 | 1 |
| Supplies & Services | 260 | 0 | 0 | 0 | 0 | (65) | 195 |
| Third Party Payments | 325 | 0 | 0 | 0 | 0 | 0 | 325 |
| Transfer Payments | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Support Services | 244 | 0 | 0 | 0 | 0 | (82) | 162 |
| Capital Charges | 110 | 0 | 0 | 0 | 0 | (2) | 108 |
| Gross Expenditure | 4,492 | 0 | 0 | (250) | 0 | (174) | 4,068 |
| Service Level Agreement Recharges | (4,369) | 0 | 0 | 0 | 0 | 689 | (3,680) |
| Income | | | | | | | |
| Internal Recharge Income | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Government Grants | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Reimbursements & Contributions | 15 | 0 | 0 | 0 | 0 | (85) | (70) |
| Customer & Client Receipts | (169) | (3) | 0 | 0 | 0 | 15 | (157) |
| Interest & Other | 105 | 0 | 0 | 0 | 0 | 0 | 105 |
| Use of Balances & Reserves | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Gross Income | (49) | (3) | 0 | 0 | 0 | (70) | (122) |
| Net Expenditure/ (Income) | 74 | (3) | 0 | (250) | 0 | 445 | 266 |

Explanation of major items above

| | £000 | FTE |
|---|------------|----------|
| Efficiencies: Expected increase in HR service costs not realised. | (250) | |
| Other Variations: SLA recharges and internal overheads reduced | 607 | |
| Other Variations: Virement to Communications to assist Hammerprint Trading Account | (90) | |
| Other Variations: Virement to meet MTFs Transformation efficiencies | (70) | |
| Total | 197 | 0 |

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

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

| | | |
|-----------------------|-----------|-----------|
| | 2011/2012 | 2012/2013 |
| Full Time Equivalents | 14 | 14 |

Subjective Analysis of Estimates

Expenditure

| | 2011/2012 Estimates £000 | Inflation £000 | Redirected Resources £000 | Efficiencies £000 | Growth £000 | Other Variations £000 | 2012/2013 Estimates £000 |
|--|--------------------------------|-------------------|---------------------------------|----------------------|----------------|-----------------------------|--------------------------------|
| Employees | 1003 | 0 | 0 | 0 | 0 | 0 | 1,003 |
| Premises | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transport | 5 | 0 | 0 | 0 | 0 | 0 | 5 |
| Supplies & Services | 176 | 0 | 0 | (195) | 0 | (2,328) | (2,347) |
| Third Party Payments | 16325 | 713 | 0 | (200) | 0 | 1,444 | 18,282 |
| Transfer Payments | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Support Services | 23 | 0 | 0 | 0 | 0 | (1,151) | (1,128) |
| Capital Charges | 37 | 0 | 0 | 0 | 0 | 268 | 305 |
| Gross Expenditure | 17,569 | 713 | 0 | (395) | 0 | (1,767) | 16,120 |
| Service Level Agreement Recharges | (18,131) | 0 | 0 | 0 | 0 | 908 | (17,223) |
| Income | | | | | | | |
| Internal Recharge Income | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Government Grants | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Reimbursements & Contributions | (1) | 0 | 0 | 0 | 0 | 0 | (1) |
| Customer & Client Receipts | (1,004) | 0 | 0 | 0 | 0 | 813 | (191) |
| Interest & Other | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Use of Balances & Reserves | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Gross Income | (1,005) | 0 | 0 | 0 | 0 | 813 | (192) |
| Net Expenditure/ (Income) | (1,567) | 713 | 0 | (395) | 0 | (46) | (1,295) |

Explanation of major items above

Inflation: Increase in the IT contract with Hammersmith and Fulham Bridge Partnership.

Efficiencies: Reduced Hammersmith and Fulham Bridge Partnership costs £200K, Reduction in Agency staffing rates £195K.

Other Variations: SLA Changes/Internal Recharges

Other Variations: Capital Charges

Other Variations: Virement to ODD to assist in funding their restructure

| | £000 | FTE |
|--------------|------------|----------|
| | 713 | |
| | (395) | |
| | (228) | |
| | 268 | |
| | (87) | |
| Total | 271 | 0 |

**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.

| | | |
|-----------------------|-----------|-----------|
| | 2011/2012 | 2012/2013 |
| Full Time Equivalents | 42.5 | 41.5 |

Subjective Analysis of Estimates

Expenditure

| | 2011/2012 Estimates £000 | Inflation £000 | Redirected Resources £000 | Efficiencies £000 | Growth £000 | Other Variations £000 | 2012/2013 Estimates £000 |
|--|--------------------------------|-------------------|---------------------------------|----------------------|----------------|-----------------------------|--------------------------------|
| Employees | 2,197 | 0 | 0 | (98) | 0 | 0 | 2,099 |
| Premises | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transport | 4 | 0 | 0 | 0 | 0 | 0 | 4 |
| Supplies & Services | 120 | 0 | 0 | 0 | 0 | 0 | 120 |
| Third Party Payments | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfer Payments | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Support Services | (3,365) | 0 | 0 | 0 | 0 | 0 | (3,365) |
| Capital Charges | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Gross Expenditure | (1,044) | 0 | 0 | (98) | 0 | 0 | (1,142) |
| Service Level Agreement Recharges | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Income | | | | | | | |
| Internal Recharge Income | (40) | 0 | 0 | 0 | 0 | 0 | (40) |
| Government Grants | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Reimbursements & Contributions | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Customer & Client Receipts | (2) | 0 | 0 | 0 | 0 | 0 | (2) |
| Interest & Other | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Use of Balances & Reserves | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Gross Income | (42) | 0 | 0 | 0 | 0 | 0 | (42) |
| Net Expenditure/ (Income) | (1,086) | 0 | 0 | (98) | 0 | 0 | (1,184) |

| Explanation of major items above | £000 | FTE |
|--|-------------|------------|
| Efficiencies: Reduction in the use of agency workers £48K, Bi borough working alongside RBK&C £50K. | (98) | (1) |
| Total | (98) | (1) |

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

| 2011/2012 | 2012/2013 |
|-----------------------|-----------|
| Full Time Equivalents | 22 |

Subjective Analysis of Estimates

Expenditure

| | 2011/2012 Estimates £000 | Inflation £000 | Redirected Resources £000 | Efficiencies £000 | Growth £000 | Other Variations £000 | 2012/2013 Estimates £000 |
|--|--------------------------------|-------------------|---------------------------------|----------------------|----------------|-----------------------------|--------------------------------|
| Employees | 1,826 | 0 | 50 | 0 | 0 | (364) | 1,512 |
| Premises | 33 | 0 | (33) | 0 | 0 | 0 | 0 |
| Transport | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Supplies & Services | 64 | 0 | 0 | 0 | 0 | 31 | 95 |
| Third Party Payments | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfer Payments | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Support Services | 5 | 0 | 0 | 0 | 0 | (5) | 1 |
| Capital Charges | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Gross Expenditure | 1,928 | 0 | 17 | 0 | 0 | (338) | 1,608 |
| Service Level Agreement Recharges | (1,118) | 0 | 0 | 0 | 0 | (136) | (1,254) |
| Income | | | | | | | |
| Internal Recharge Income | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Government Grants | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Reimbursements & Contributions | (924) | 0 | (250) | 0 | 0 | 670 | (504) |
| 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 | (924) | 0 | (250) | 0 | 0 | 670 | (504) |
| Net Expenditure/ (Income) | (114) | 0 | (233) | 0 | 0 | 196 | (150) |

Explanation of major items above

Redirected Resources: Reduction in Income streams within Organisational Development.

Other Variations: Reduced staffing costs in Organisational Development.

Other Variations: Reduced Income Streams within Transformation.

Other Variations: Increased SLA recharges.

Other: Virements in relation to IT Strategy reorganisation.

| | £000 | FTE |
|--------------|-------------|------------|
| | (250) | |
| | (364) | (2) |
| | 670 | |
| | (136) | |
| | 43 | |
| Total | (37) | (2) |

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, contingency sums, 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 manage these costs and income largely report within the Finance & Corporate Services Department. However, the items are collated within CMB 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
- Ensure contingency sums are adequate and allocated in accordance with proper council practices

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



2012/2013 ESTIMATES

CENTRALLY MANAGED BUDGETS

**CENTRALLY MANAGED BUDGETS
CHANGE BETWEEN YEARS**

| Service Area Analysis | 2011/2012 Estimates £000 | Inflation £000 | Redirected Resources £000 | Efficiencies £000 | Growth £000 | Other Adjustments £000 | 2012/2013 Estimates £000 |
|--------------------------------|---|---------------------------|--|------------------------------|------------------------|---------------------------------------|---|
| Corporate & Democratic Core | 6,849 | 1 | 0 | 0 | 0 | (396) | 6,453 |
| Levies | 2,518 | 0 | 0 | (800) | 0 | (2) | 1,716 |
| Net Cost Of Borrowing | 7,035 | 0 | (24) | (316) | 0 | 0 | 6,695 |
| Housing & Council Tax Benefits | 469 | 0 | 0 | 0 | 0 | 0 | 469 |
| Pension & Redundancy Costs | 4,379 | 117 | 0 | (50) | 0 | (219) | 4,226 |
| Other Corporate Items | 6,627 | 395 | (301) | (305) | 900 | 1,996 | 9,313 |
| TOTAL | 27,877 | 513 | (325) | (1,471) | 900 | 1,379 | 28,872 |

**CENTRALLY MANAGED BUDGETS
SUMMARY**

| | 2011/2012 | 2012/2013 |
|--------------------------------------|-----------|-----------|
| Number of Full Time Equivalent staff | 0 | 0 |

SUBJECTIVE ANALYSIS OF ESTIMATES

| | 2011/2012 Estimates £000 | Inflation £000 | Redirected Resources £000 | Efficiencies £000 | Growth £000 | Other Variations £000 | 2012/2013 Estimates £000 |
|--------------------------------------|--------------------------------|-------------------|---------------------------------|----------------------|----------------|-----------------------------|--------------------------------|
| Expenditure | | | | | | | |
| Employee Expenses | 4,338 | 117 | 0 | (50) | 0 | 0 | 4,404 |
| Premises Related Expenditure | 431 | 287 | (281) | 0 | 150 | (6) | 581 |
| Transport Related Expenditure | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Supplies and Services | 10,604 | 108 | 55 | (305) | 750 | 1,769 | 12,981 |
| Third Party Payments | 2,518 | 0 | 0 | (800) | 0 | (2) | 1,716 |
| Transfer Payments | 153,128 | 0 | 0 | 0 | 0 | 20,607 | 173,735 |
| Support Services | 7,972 | 1 | (75) | 0 | 0 | (365) | 7,532 |
| Capital Charges | 31,046 | 0 | (24) | (316) | 0 | (23,300) | 7,406 |
| GROSS EXPENDITURE | 210,037 | 513 | (325) | (1,471) | 900 | (1,297) | 208,355 |
| Service Level Agreement Recharges | (3,874) | 0 | 0 | 0 | 0 | (35) | (3,908) |
| Income | | | | | | | |
| Internal Recharge Income | (22,959) | 0 | 0 | 0 | 0 | 22,959 | 0 |
| Government Grants | (147,648) | 0 | 0 | 0 | 0 | (14,907) | (162,555) |
| Other Reimbursements & Contributions | (5,692) | 0 | 0 | 0 | 0 | (6,500) | (12,192) |
| Customer & Client Receipts | (872) | 0 | 0 | 0 | 0 | 800 | (72) |
| Interest & Other | (1,160) | 0 | 0 | 0 | 0 | 359 | (801) |
| Use of Balances & Reserves | 45 | 0 | 0 | 0 | 0 | 0 | 45 |
| GROSS INCOME | (178,286) | 0 | 0 | 0 | 0 | 2,711 | (175,575) |
| NET EXPENDITURE | 27,877 | 513 | (325) | (1,471) | 900 | 1,379 | 28,872 |

**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.

| | | |
|-----------------------|-----------|-----------|
| | 2011/2012 | 2012/2013 |
| Full Time Equivalents | 0 | 0 |

Subjective Analysis of Estimates

Expenditure

| | 2011/2012 Estimates £000 | Inflation £000 | Redirected Resources £000 | Efficiencies £000 | Growth £000 | Other Variations £000 | 2012/2013 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 | 774 | 0 | 0 | 0 | 0 | 0 | 774 |
| Third Party Payments | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfer Payments | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Support Services | 6,613 | 1 | 0 | 0 | 0 | (479) | 6,134 |
| Capital Charges | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Gross Expenditure | 7,387 | 1 | 0 | 0 | 0 | (479) | 6,908 |
| Service Level Agreement Recharges | (538) | 0 | 0 | 0 | 0 | 83 | (455) |
| Income | | | | | | | |
| Internal Recharge Income | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Government Grants | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Reimbursements & Contributions | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Customer & Client Receipts | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Interest & Other | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Use of Balances & Reserves | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Gross Income | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Net Expenditure/ (Income) | 6,849 | 1 | 0 | 0 | 0 | (396) | 6,453 |

Explanation of major items above

Other Variations: Changes in the Service Level Agreement charges.

| | £000 | FTE |
|--------------|--------------|----------|
| | (396) | |
| Total | (396) | 0 |

**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.

| | | |
|-----------------------|-----------|-----------|
| | 2011/2012 | 2012/2013 |
| Full Time Equivalents | 0 | 0 |

Subjective Analysis of Estimates

Expenditure

| | 2011/2012 Estimates £000 | Inflation £000 | Redirected Resources £000 | Efficiencies £000 | Growth £000 | Other Variations £000 | 2012/2013 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 | 2,518 | 0 | 0 | (800) | 0 | (2) | 1,716 |
| Transfer Payments | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Support Services | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Capital Charges | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Gross Expenditure | 2,518 | 0 | 0 | (800) | 0 | (2) | 1,716 |
| Service Level Agreement Recharges | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Income | | | | | | | |
| Internal Recharge Income | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Government Grants | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Reimbursements & Contributions | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Customer & Client Receipts | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Interest & Other | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Use of Balances & Reserves | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Gross Income | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Net Expenditure/ (Income) | 2,518 | 0 | 0 | (800) | 0 | (2) | 1,716 |

| Explanation of major items above | £000 | FTE |
|--|--------------|----------|
| Efficiencies: Savings in London Pension Fund Contribution and Employers Contribution. | (800) | |
| Other Variations: Budget alignment to reflect actual income and expenditure. | (2) | |
| Total | (802) | 0 |

**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

| | | |
|-----------------------|-----------|-----------|
| | 2011/2012 | 2012/2013 |
| Full Time Equivalents | 0 | 0 |

Subjective Analysis of Estimates

Expenditure

| | 2011/2012 Estimates £000 | Inflation £000 | Redirected Resources £000 | Efficiencies £000 | Growth £000 | Other Variations £000 | 2012/2013 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 | 31,036 | 0 | (24) | (316) | 0 | (23,300) | 7,396 |

Gross Expenditure

| | | | | | | |
|---------------|----------|-------------|--------------|----------|-----------------|--------------|
| 31,036 | 0 | (24) | (316) | 0 | (23,300) | 7,396 |
|---------------|----------|-------------|--------------|----------|-----------------|--------------|

Service Level Agreement Recharges

| | | | | | | |
|---|---|---|---|---|---|---|
| 0 | 0 | 0 | 0 | 0 | 0 | 0 |
|---|---|---|---|---|---|---|

Income

| | | | | | | | |
|--------------------------------|----------|---|---|---|---|--------|-------|
| Internal Recharge Income | (22,959) | 0 | 0 | 0 | 0 | 22,959 | 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 | (1,042) | 0 | 0 | 0 | 0 | 341 | (701) |
| Use of Balances & Reserves | 0 | 0 | 0 | 0 | 0 | 0 | 0 |

Gross Income

| | | | | | | |
|-----------------|----------|----------|----------|----------|---------------|--------------|
| (24,001) | 0 | 0 | 0 | 0 | 23,300 | (701) |
|-----------------|----------|----------|----------|----------|---------------|--------------|

Net Expenditure/ (Income)

| | | | | | | |
|--------------|----------|-------------|--------------|----------|----------|--------------|
| 7,035 | 0 | (24) | (316) | 0 | 0 | 6,695 |
|--------------|----------|-------------|--------------|----------|----------|--------------|

Explanation of major items above

Efficiencies: Debt reduction strategy.

Redirect Resources: Transfer to Resident Services in regards to rental loss.

Other variations: Impact of Housing Revenue Account Reform. Debt now reduced by £196.8m leading to lower interest charge. Interest will also be charged direct to HRA from 2012/13 rather than recovered as a recharge through the net cost of borrowing.

| | £000 | FTE |
|--------------|--------------|----------|
| | (316) | |
| | (24) | |
| | 0 | |
| Total | (340) | 0 |

**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.

| | | |
|-----------------------|-----------|-----------|
| | 2011/2012 | 2012/2013 |
| Full Time Equivalents | 0 | 0 |

Subjective Analysis of Estimates

Expenditure

| | 2011/2012 Estimates £000 | Inflation £000 | Redirected Resources £000 | Efficiencies £000 | Growth £000 | Other Variations £000 | 2012/2013 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 | 153,091 | 0 | 0 | 0 | 0 | 20,607 | 173,698 |
| 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

| | | | | | | | |
|--|------------------|----------|----------|----------|----------|-----------------|------------------|
| Gross Expenditure | 153,091 | 0 | 0 | 0 | 0 | 20,607 | 173,698 |
| Service Level Agreement Recharges | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Income | | | | | | | |
| Internal Recharge Income | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Government Grants | (147,648) | 0 | 0 | 0 | 0 | (14,907) | (162,555) |
| Reimbursements & Contributions | (5,524) | 0 | 0 | 0 | 0 | (6,500) | (12,024) |
| Customer & Client Receipts | 550 | 0 | 0 | 0 | 0 | 800 | 1,350 |
| Interest & Other | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Use of Balances & Reserves | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Gross Income | (152,622) | 0 | 0 | 0 | 0 | (20,607) | (173,229) |

Net Expenditure/ (Income)

| Explanation of major items above | £000 | FTE |
|---|----------|----------|
| Other variations: Budget alignment to reflect actual rent allowances and rent rebates. | 20,607 | |
| Other variations: Budget alignment to reflect actual income from DWP Benefit Subsidy | (20,607) | |
| Total | 0 | 0 |

**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 costs of future restructuring and downsizing.

| | | |
|-----------------------|-----------|-----------|
| | 2011/2012 | 2012/2013 |
| Full Time Equivalents | 0 | 0 |

Subjective Analysis of Estimates

Expenditure

| | 2011/2012 Estimates £000 | Inflation £000 | Redirected Resources £000 | Efficiencies £000 | Growth £000 | Other Variations £000 | 2012/2013 Estimates £000 |
|----------------------|--------------------------------|-------------------|---------------------------------|----------------------|----------------|-----------------------------|--------------------------------|
| Employees | 4,337 | 117 | 0 | (50) | 0 | 0 | 4,403 |
| 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 | 892 | 0 | 0 | 0 | 0 | (219) | 673 |
| Capital Charges | 0 | 0 | 0 | 0 | 0 | 0 | 0 |

Gross Expenditure

| | | | | | | |
|--------------|------------|----------|-------------|----------|--------------|--------------|
| 5,229 | 117 | 0 | (50) | 0 | (219) | 5,076 |
|--------------|------------|----------|-------------|----------|--------------|--------------|

Service Level Agreement Recharges

| | | | | | | |
|---|---|---|---|---|---|---|
| 0 | 0 | 0 | 0 | 0 | 0 | 0 |
|---|---|---|---|---|---|---|

Income

| | | | | | | | |
|--------------------------------|-------|---|---|---|---|---|-------|
| Internal Recharge Income | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Government Grants | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Reimbursements & Contributions | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Customer & Client Receipts | (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

| | | | | | | |
|--------------|----------|----------|----------|----------|----------|--------------|
| (850) | 0 | 0 | 0 | 0 | 0 | (850) |
|--------------|----------|----------|----------|----------|----------|--------------|

Net Expenditure/ (Income)

| | | | | | | |
|--------------|------------|----------|-------------|----------|--------------|--------------|
| 4,379 | 117 | 0 | (50) | 0 | (219) | 4,226 |
|--------------|------------|----------|-------------|----------|--------------|--------------|

Explanation of major items above

Efficiencies: Reduce cost of added years.

Other Variations: Realignment of SLA Charges.

| | £000 | FTE |
|--------------|--------------|----------|
| | (50) | |
| | (219) | |
| Total | (269) | 0 |

**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.

| | | |
|-----------------------|-----------|-----------|
| | 2011/2012 | 2012/2013 |
| Full Time Equivalents | 0 | 0 |

Subjective Analysis of Estimates

Expenditure

| | 2011/2012 Estimates £000 | Inflation £000 | Redirected Resources £000 | Efficiencies £000 | Growth £000 | Other Variations £000 | 2012/2013 Estimates £000 |
|--|--------------------------------|-------------------|---------------------------------|----------------------|----------------|-----------------------------|--------------------------------|
| Employees | 1 | 0 | 0 | 0 | 0 | 0 | 1 |
| Premises | 431 | 287 | (281) | 0 | 150 | (6) | 581 |
| Transport | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Supplies & Services | 9,830 | 108 | 55 | (305) | 750 | 1,769 | 12,207 |
| Third Party Payments | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfer Payments | 37 | 0 | 0 | 0 | 0 | 0 | 37 |
| Support Services | 467 | 0 | (75) | 0 | 0 | 333 | 725 |
| Capital Charges | 10 | 0 | 0 | 0 | 0 | 0 | 10 |
| Gross Expenditure | 10,776 | 395 | (301) | (305) | 900 | 2,096 | 13,561 |
| Service Level Agreement Recharges | (3,336) | 0 | 0 | 0 | 0 | (118) | (3,453) |
| Income | | | | | | | |
| Internal Recharge Income | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Government Grants | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Reimbursements & Contributions | (168) | 0 | 0 | 0 | 0 | 0 | (168) |
| Customer & Client Receipts | (572) | 0 | 0 | 0 | 0 | 0 | (572) |
| Interest & Other | (118) | 0 | 0 | 0 | 0 | 18 | (100) |
| Use of Balances & Reserves | 45 | 0 | 0 | 0 | 0 | 0 | 45 |
| Gross Income | (813) | 0 | 0 | 0 | 0 | 18 | (795) |
| Net Expenditure/ (Income) | 6,627 | 395 | (301) | (305) | 900 | 1,996 | 9,313 |

Explanation of major items above

| | £000 | FTE |
|--|--------------|----------|
| Growth: Provision for efficiency deliveries in transformation portfolio's. | 500 | |
| Growth: Provision for costs arising from the disposal programme. | 250 | |
| Growth: Provision for rental and service charges increases. | 150 | |
| Efficiencies: Provision for savings from contract renegotiation and renewal. | (305) | |
| Other Variations: Increase in contingency balance to meet financial pressures. | 1,857 | |
| Other Variations: Changes in Service Level Agreement charges. | 116 | |
| Other Variations: Transfer of £278k to CHS for EIG uplift to cover early education entitlement. | (278) | |
| Total | 2,290 | 0 |

HOUSING REVENUE ACCOUNT

Description of service

The Housing Revenue Account (HRA) contains solely the costs arising from the management of the Council's housing stock, funded by income from tenant rents and service charges, leaseholder service charges, commercial property rents and other housing-related activities. It 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 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. The ring-fence also requires 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.

The Government is reforming the system of local authority housing finance and dissolving the Housing Subsidy system on 28 March 2012 under the Localism Act 2011. This means that the management of the Council's housing stock will be supported by the income produced by that stock rather than annual transfers of subsidy between central and local government. HRA reform will also result in the adjustment of the Council's housing debt from £415m to £218m, and a 30 year plan has been developed to enable the achievement of the HRA's strategic financial objectives.

Statement of Core Business

The Housing & Regeneration department is responsible for managing the Council's housing stock, with the main areas of business as follows:

- Housing Services leads on resident involvement matters, managing anti-social behaviour, housing management, sheltered housing, caretaking and concierge services;
- Finance & Resources manages services for leaseholders and provides a financial management service for the department including being responsible for the production of the 30 year financial plan;
- Property Services delivers the asset management function including reactive revenue repairs and maintaining investment in the condition of the housing stock as well as being responsible for the HRA's long term asset management strategy;
- Housing Options provides temporary accommodation, is engaged in the prevention of homelessness, offering home ownership opportunities, and tackling overcrowding in the borough;
- Housing Strategy and Regeneration delivers the Council's Housing Strategy and co-ordinates the Council's major programme of estate renewals covering some of the most deprived areas in the borough;
- Safer Neighbourhoods focuses on ensuring the Council's housing estates are safe places to live.

The HRA Budget

The overall strategic financial objectives for the HRA are:

- To finance both the annual interest and repayments of the principal housing debt.
- To achieve a viable ongoing maintenance programme that maintains the stock in good repair.
- To increase the HRA reserves balance to protect against future shocks or unanticipated events.
- To free resources for investment in new initiatives including new housing supply.



2012/2013 ESTIMATES

HOUSING REVENUE ACCOUNT (HRA)

**HOUSING REVENUE ACCOUNT
CHANGE BETWEEN YEARS**

| Service Area Analysis | 2011/2012 Estimates £000 | Inflation £000 | Redirected Resources £000 | Efficiencies £000 | Growth £000 | Other Adjustments £000 | 2012/2013 Estimates £000 |
|-----------------------------------|---|---------------------------|--|------------------------------|------------------------|---------------------------------------|---|
| Housing Rents & Charges | (67,857) | 0 | 0 | 0 | 0 | (3,330) | (71,187) |
| Housing Repairs | 14,053 | 681 | 0 | (29) | 352 | (688) | 14,369 |
| Housing Services | 13,664 | 0 | 0 | (851) | 309 | (110) | 13,012 |
| Commissioning & Quality Assurance | 1,313 | 0 | 0 | (185) | 16 | (315) | 829 |
| Property Services | 1,660 | 0 | 0 | 0 | 415 | 480 | 2,555 |
| Finance & Resources | 5,494 | 0 | 0 | (68) | 75 | 5,650 | 11,151 |
| Housing Options | 684 | 0 | 0 | (8) | 0 | (9) | 667 |
| Housing Strategy And Regeneration | 1,003 | 0 | 0 | 0 | 0 | 13 | 1,016 |
| Safer Neighbourhoods | 849 | 0 | 0 | 0 | 0 | (63) | 786 |
| Adult Social Care | 48 | 0 | 0 | 0 | 0 | 0 | 48 |
| Support Services | 3,593 | 0 | 0 | 0 | 0 | (3,593) | 0 |
| Holding Codes | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Housing Subsidy | (10,375) | 0 | 0 | 0 | 0 | 10,375 | 0 |
| Capital Charges | 35,779 | 0 | 0 | 0 | 0 | (8,122) | 27,657 |
| Transfers to/(from) Reserves | 92 | 0 | 0 | 0 | 0 | (995) | (903) |
| TOTAL | 0 | 681 | 0 | (1,141) | 1,167 | (707) | 0 |

**HOUSING REVENUE ACCOUNT
SUMMARY**

| | 2011/2012 | 2012/2013 |
|--------------------------------------|-----------|-----------|
| Number of Full Time Equivalent staff | 432 | 416 |

SUBJECTIVE ANALYSIS OF ESTIMATES

Expenditure

| | 2011/2012 Estimates £000 | Inflation £000 | Redirected Resources £000 | Efficiencies £000 | Growth £000 | Other Variations £000 | 2012/2013 Estimates £000 |
|-------------------------------|--------------------------------|-------------------|---------------------------------|----------------------|----------------|-----------------------------|--------------------------------|
| Employee Expenses | 16,997 | 0 | 0 | (331) | 540 | 1,458 | 18,664 |
| Premises Related Expenditure | 22,150 | 660 | 0 | (683) | 157 | (1,211) | 21,073 |
| Transport Related Expenditure | 251 | 0 | 0 | 0 | 0 | (28) | 223 |
| Supplies and Services | 6,154 | 21 | 0 | (59) | 219 | (69) | 6,266 |
| Third Party Payments | 568 | 0 | 0 | 0 | 251 | (111) | 708 |
| Transfer Payments | 415 | 0 | 0 | 0 | 0 | (100) | 315 |
| Support Services | 4,079 | 0 | 0 | (68) | 0 | 2,004 | 6,015 |
| Capital Charges | 12,649 | 0 | 0 | 0 | 0 | 2,602 | 15,251 |

GROSS EXPENDITURE

| | | | | | | |
|---------------|------------|----------|----------------|--------------|--------------|---------------|
| 63,263 | 681 | 0 | (1,141) | 1,167 | 4,545 | 68,515 |
|---------------|------------|----------|----------------|--------------|--------------|---------------|

Service Level Agreement Recharges

| | | | | | | |
|---|---|---|---|---|---|---|
| 0 | 0 | 0 | 0 | 0 | 0 | 0 |
|---|---|---|---|---|---|---|

Income

| | | | | | | | |
|--------------------------------------|----------|---|---|---|---|----------|----------|
| Internal Recharge Income | (40) | 0 | 0 | 0 | 0 | (86) | (126) |
| Government Grants | (10,375) | 0 | 0 | 0 | 0 | 10,375 | 0 |
| Other Reimbursements & Contributions | (1,108) | 0 | 0 | 0 | 0 | (39) | (1,147) |
| Customer & Client Receipts | (73,580) | 0 | 0 | 0 | 0 | (3,779) | (77,359) |
| Interest & Other | 23,112 | 0 | 0 | 0 | 0 | (10,724) | 12,388 |
| Use of Balances & Reserves | (1,272) | 0 | 0 | 0 | 0 | (999) | (2,271) |

GROSS INCOME

| | | | | | | |
|-----------------|----------|----------|----------|----------|----------------|-----------------|
| (63,263) | 0 | 0 | 0 | 0 | (5,252) | (68,515) |
|-----------------|----------|----------|----------|----------|----------------|-----------------|

NET EXPENDITURE

| | | | | | | |
|----------|------------|----------|----------------|--------------|--------------|----------|
| 0 | 681 | 0 | (1,141) | 1,167 | (707) | 0 |
|----------|------------|----------|----------------|--------------|--------------|----------|

**HOUSING REVENUE ACCOUNT
HOUSING RENTS & CHARGES**

This division includes dwelling rents from tenants, commercial property rents and service charge income from leaseholders.

| | 2011/2012 | 2012/2013 |
|-----------------------|-----------|-----------|
| Full Time Equivalents | 0 | 0 |

Subjective Analysis of Estimates

Expenditure

| | 2011/2012 Estimates £000 | Inflation £000 | Redirected Resources £000 | Efficiencies £000 | Growth £000 | Other Variations £000 | 2012/2013 Estimates £000 |
|----------------------|-----------------------------|-------------------|---------------------------------|----------------------|----------------|-----------------------------|--------------------------------|
| Employees | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Premises | 26 | 0 | 0 | 0 | 0 | (3) | 23 |
| Transport | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Supplies & Services | 0 | 0 | 0 | 0 | 0 | 39 | 39 |
| Third Party Payments | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfer Payments | 80 | 0 | 0 | 0 | 0 | (33) | 47 |
| 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

| | | | | | | | |
|---------------------|-----------------|----------|----------|----------|----------|----------------|-----------------|
| | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Gross Income | (67,963) | 0 | 0 | 0 | 0 | (3,333) | (71,296) |

Gross Income

Net Expenditure/ (Income)

Explanation of major items above

| | £000 | FTE |
|---|----------------|----------|
| Increase in dwelling rents | (3,684) | |
| Increase in voids in line with rent increase | 68 | |
| Increase in parking space and garage rents | (340) | |
| Net reduction in commercial property rents due to disposals offset by increase resulting from inflation clauses in leases | 327 | |
| Reduction in income from sheltered housing from revised charging policy | 343 | |
| Increase in HAFFTRA levy | (13) | |
| Other adjustments | (31) | |
| Total | (3,330) | 0 |

**HOUSING REVENUE ACCOUNT
HOUSING REPAIRS**

The major areas of expenditure within the revenue housing repairs and maintenance budget include reactive repairs, change of tenancy works, gas servicing, communal repairs, lift maintenance and communal heating repairs.

| | 2011/2012 | 2012/2013 |
|-----------------------|-----------|-----------|
| Full Time Equivalents | 0 | 0 |

Subjective Analysis of Estimates

Expenditure

| | 2011/2012 Estimates £000 | Inflation £000 | Redirected Resources £000 | Efficiencies £000 | Growth £000 | Other Variations £000 | 2012/2013 Estimates £000 |
|--|-----------------------------|-------------------|---------------------------------|----------------------|----------------|-----------------------------|--------------------------------|
| Employees | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Premises | 14,049 | 660 | 0 | (29) | 157 | (1,130) | 13,707 |
| Transport | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Supplies & Services | 6 | 21 | 0 | 0 | 194 | 544 | 765 |
| Third Party Payments | 0 | 0 | 0 | 0 | 1 | 10 | 11 |
| 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 | 14,055 | 681 | 0 | (29) | 352 | (576) | 14,483 |
| Service Level Agreement Recharges | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Income | | | | | | | |
| Internal Recharge Income | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Government Grants | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Reimbursements & Contributions | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Customer & Client Receipts | (2) | 0 | 0 | 0 | 0 | (112) | (114) |
| Interest & Other | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Use of Balances & Reserves | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Gross Income | (2) | 0 | 0 | 0 | 0 | (112) | (114) |
| Net Expenditure/ (Income) | 14,053 | 681 | 0 | (29) | 352 | (688) | 14,369 |

Explanation of major items above

| | £000 | FTE |
|---|------------|----------|
| Contractual inflation | 681 | |
| MTFS Efficiencies: re-procurement and consolidation of multiple contracts | (29) | |
| MTFS Growth: increase in costs driven by health and safety requirements, changes in legislation and disrepair claims | 352 | |
| Reprioritisation of works programme | (131) | |
| Introduction of revised recharge policy | (112) | |
| Savings delivered in 2011/12 relating mainly to Building & Property Maintenance contracts, asbestos works and discretionary decorations | (445) | |
| Total | 316 | 0 |

**HOUSING REVENUE ACCOUNT
HOUSING SERVICES**

Housing Services exists to deliver the best possible outcomes for tenants and leaseholders at the lowest possible cost and to contribute to transforming neighbourhoods and access to opportunities. The elements in this budget were formerly part of H&F Homes. Housing Services includes budgets for Resident involvement, Estate Improvement, Anti Social Behaviour Services, Caretaking Services, Concierge Services, Housing Management, and Sheltered Housing.

| | | |
|-----------------------|-----------|-----------|
| | 2011/2012 | 2012/2013 |
| Full Time Equivalents | 244 | 243 |

Subjective Analysis of Estimates

Expenditure

| | 2011/2012 Estimates £000 | Inflation £000 | Redirected Resources £000 | Efficiencies £000 | Growth £000 | Other Variations £000 | 2012/2013 Estimates £000 |
|----------------------|-----------------------------|-------------------|---------------------------------|----------------------|----------------|-----------------------------|--------------------------------|
| Employees | 8,854 | 0 | 0 | (139) | 259 | 526 | 9,500 |
| Premises | 1,827 | 0 | 0 | (654) | 0 | 206 | 1,379 |
| Transport | 169 | 0 | 0 | 0 | 0 | (32) | 137 |
| Supplies & Services | 2,910 | 0 | 0 | (58) | 0 | (591) | 2,261 |
| Third Party Payments | 495 | 0 | 0 | 0 | 50 | (111) | 434 |
| Transfer Payments | 305 | 0 | 0 | 0 | 0 | (60) | 245 |
| 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

| | | | | | | | |
|--|---------------|----------|----------|--------------|------------|-------------|---------------|
| Gross Expenditure | 14,560 | 0 | 0 | (851) | 309 | (62) | 13,956 |
| Service Level Agreement Recharges | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Income | | | | | | | |
| Internal Recharge Income | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Government Grants | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Reimbursements & Contributions | (15) | 0 | 0 | 0 | 0 | 15 | 0 |
| Customer & Client Receipts | (804) | 0 | 0 | 0 | 0 | 4 | (800) |
| Interest & Other | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Use of Balances & Reserves | (77) | 0 | 0 | 0 | 0 | (67) | (144) |

Gross Income

Net Expenditure/ (Income)

| | | | | | | | |
|--|---------------|----------|----------|--------------|------------|--------------|---------------|
| Gross Income | (896) | 0 | 0 | 0 | 0 | (48) | (944) |
| Net Expenditure/ (Income) | 13,664 | 0 | 0 | (851) | 309 | (110) | 13,012 |
| Explanation of major items above | | | | | | £000 | FTE |
| MTFS Efficiencies: market testing of cleaning, concierge and transactional services, development of synergies with Housing Options division, and review of legal expenditure | | | | | | (712) | |
| MTFS Efficiencies: reorganisation of rehousing function | | | | | | (139) | (3) |
| MTFS Temporary Growth: support for Estate Services transformation | | | | | | 50 | |
| Phased increase in pension fund contributions to align former H&F Homes contributions with those of the Council | | | | | | 259 | |
| Net effect of zero-based budgeting review of Housing Services | | | | | | 44 | 2 |
| Redirection of Finance & Resources budgets from Housing Services | | | | | | (154) | |
| Total | | | | | | (652) | (1) |

**HOUSING REVENUE ACCOUNT
COMMISSIONING & QUALITY ASSURANCE**

The CQA function provides a combination of supporting services to other divisions and leads on monitoring and improving current policies and procedures in place. The elements in this budget were formerly part of H&F Homes. This budget includes the Business Analyst Audit team, Central Services, and the Quality Assurance team.

| | | |
|-----------------------|-----------|-----------|
| | 2011/2012 | 2012/2013 |
| Full Time Equivalents | 12 | 7 |

Subjective Analysis of Estimates

Expenditure

| | 2011/2012 Estimates £000 | Inflation £000 | Redirected Resources £000 | Efficiencies £000 | Growth £000 | Other Variations £000 | 2012/2013 Estimates £000 |
|----------------------|-----------------------------|-------------------|---------------------------------|----------------------|----------------|-----------------------------|--------------------------------|
| Employees | 875 | 0 | 0 | (184) | 16 | (218) | 489 |
| Premises | 6 | 0 | 0 | 0 | 0 | 0 | 6 |
| Transport | 11 | 0 | 0 | 0 | 0 | (3) | 8 |
| Supplies & Services | 406 | 0 | 0 | (1) | 0 | (79) | 326 |
| Third Party Payments | 15 | 0 | 0 | 0 | 0 | (15) | 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

| | | | | | | | |
|--|--------------|----------|----------|--------------|-----------|--------------|------------|
| Gross Expenditure | 1,313 | 0 | 0 | (185) | 16 | (315) | 829 |
| Service Level Agreement Recharges | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Income | | | | | | | |
| Internal Recharge Income | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Government Grants | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Reimbursements & Contributions | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Customer & Client Receipts | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Interest & Other | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Use of Balances & Reserves | 0 | 0 | 0 | 0 | 0 | 0 | 0 |

Gross Income

Net Expenditure/ (Income)

| Explanation of major items above | £000 | FTE |
|---|--------------|------------|
| MTFS Efficiencies: review of training budgets, and reorganisation of Central Services team | (185) | (5) |
| Phased increase in pension fund contributions to align former H&F Homes contributions with those of the Council | 16 | |
| Redirection of corporate support recharges to Finance & Resources | (204) | |
| Redirection of Human Resources related budgets to Finance & Resources | (118) | |
| Other adjustments | 7 | |
| Total | (484) | (5) |

**HOUSING REVENUE ACCOUNT
PROPERTY SERVICES**

This division is concerned with the physical asset management of the housing and other properties held within the HRA. It focuses on improving customer satisfaction with repairs and tidiness of estates whilst driving down costs to achieve a sustainable HRA. The elements in this budget were formerly part of H&F Homes. This budget includes the Customer Service Centre. Development Unit. Gas Unit. Health & Safety. Emergency Response and Repairs & Maintenance staff.

| | 2011/2012 | 2012/2013 |
|-----------------------|-----------|-----------|
| Full Time Equivalents | 78 | 63 |

Subjective Analysis of Estimates

Expenditure

| | 2011/2012 Estimates £000 | Inflation £000 | Redirected Resources £000 | Efficiencies £000 | Growth £000 | Other Variations £000 | 2012/2013 Estimates £000 |
|----------------------|--------------------------------|-------------------|---------------------------------|----------------------|----------------|-----------------------------|--------------------------------|
| Employees | 2,433 | 0 | 0 | 0 | 215 | 387 | 3,035 |
| Premises | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transport | 37 | 0 | 0 | 0 | 0 | 1 | 38 |
| Supplies & Services | 95 | 0 | 0 | 0 | 0 | (5) | 90 |
| Third Party Payments | 0 | 0 | 0 | 0 | 200 | 0 | 200 |
| 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

| | | | | | | | |
|--|--------------|----------|----------|----------|------------|------------|--------------|
| Gross Expenditure | 2,565 | 0 | 0 | 0 | 415 | 383 | 3,363 |
| Service Level Agreement Recharges | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Income | | | | | | | |
| Internal Recharge Income | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Government Grants | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Reimbursements & Contributions | (1) | 0 | 0 | 0 | 0 | 1 | 0 |
| Customer & Client Receipts | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Interest & Other | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Use of Balances & Reserves | (904) | 0 | 0 | 0 | 0 | 96 | (808) |

Gross Income

Net Expenditure/ (Income)

| | £000 | FTE |
|---|--------------|--------------|
| Gross Income | (905) | (808) |
| Net Expenditure/ (Income) | 1,660 | 480 |
| Explanation of major items above | | |
| MTFS Temporary growth: staff cover arrangements whilst existing staff focus on MTFS Transformational Programme | 147 | 3 |
| MTFS Temporary growth: stock condition survey | 125 | |
| MTFS Temporary growth: asset management | 75 | |
| Phased increase in pension fund contributions to align former H&F Homes contributions with those of the Council | 68 | |
| Net effect of zero-based budgeting review | 480 | 3 |
| Reduction in staff formerly capitalised following completion of the Decent Homes programme | 96/(96) | (21) |
| Total | 895 | (15) |

HOUSING REVENUE ACCOUNT FINANCE & RESOURCES

The elements in this budget were formerly part of H&F Homes. This budget includes the cost of the departmental Finance team, Information Technology, Leasehold Services, Rent Services and corporate support services recharges.

| | 2011/2012 | 2012/2013 |
|-----------------------|-----------|-----------|
| Full Time Equivalents | 37 | 40 |

Subjective Analysis of Estimates

Expenditure

| | 2011/2012 Estimates £000 | Inflation £000 | Redirected Resources £000 | Efficiencies £000 | Growth £000 | Other Variations £000 | 2012/2013 Estimates £000 |
|----------------------|--------------------------------|-------------------|---------------------------------|----------------------|----------------|-----------------------------|--------------------------------|
| Employees | 1,876 | 0 | 0 | 0 | 50 | 862 | 2,788 |
| Premises | 515 | 0 | 0 | 0 | 0 | (110) | 405 |
| Transport | 1 | 0 | 0 | 0 | 0 | 1 | 2 |
| Supplies & Services | 2,030 | 0 | 0 | 0 | 25 | 111 | 2,166 |
| Third Party Payments | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfer Payments | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Support Services | 1,495 | 0 | 0 | (68) | 0 | 4,996 | 6,423 |
| Capital Charges | 0 | 0 | 0 | 0 | 0 | 0 | 0 |

Gross Expenditure

Service Level Agreement Recharges

Income

| | | | | | | | |
|--------------------------------|--------------|----------|----------|-------------|-----------|--------------|---------------|
| | 5,917 | 0 | 0 | (68) | 75 | 5,860 | 11,784 |
| | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Internal Recharge Income | (13) | 0 | 0 | 0 | 0 | 13 | 0 |
| Government Grants | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Reimbursements & Contributions | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Customer & Client Receipts | (27) | 0 | 0 | 0 | 0 | (190) | (217) |
| Interest & Other | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Use of Balances & Reserves | (383) | 0 | 0 | 0 | 0 | (33) | (416) |

Gross Income

Net Expenditure/ (Income)

| Explanation of major items above | £000 | FTE |
|--|--------------|----------|
| MTFS Efficiency: Re-procurement of Out of Hours Service | (68) | |
| MTFS Growth: Funding for specific projects | 25 | |
| Phased increase in pension fund contributions to align former H&F Homes contributions with those of the Council | 50 | |
| Redirection of Support Services budgets including finance staff to Finance & Resources | 3,593 | 3 |
| Fee payable for external support procured on a risk/reward basis and other costs to support the delivery of the MTFS programme | 558 | |
| Increase in corporate support service recharges | 1,023 | |
| Redirection of corporate support recharges and Human Resources related budgets to Finance & Resources | 322 | |
| Redirection of Finance & Resources budgets from Housing Services | 154 | |
| Total | 5,657 | 3 |

**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 ti

| | | |
|-----------------------|-----------|-----------|
| | 2011/2012 | 2012/2013 |
| Full Time Equivalents | 20 | 21 |

Subjective Analysis of Estimates

Expenditure

| | 2011/2012 Estimates £000 | Inflation £000 | Redirected Resources £000 | Efficiencies £000 | Growth £000 | Other Variations £000 | 2012/2013 Estimates £000 |
|----------------------|--------------------------------|-------------------|---------------------------------|----------------------|----------------|-----------------------------|--------------------------------|
| Employees | 804 | 0 | 0 | (8) | 0 | 94 | 890 |
| Premises | 281 | 0 | 0 | 0 | 0 | (38) | 243 |
| Transport | 5 | 0 | 0 | 0 | 0 | 0 | 5 |
| Supplies & Services | 127 | 0 | 0 | 0 | 0 | 151 | 278 |
| Third Party Payments | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfer Payments | 30 | 0 | 0 | 0 | 0 | (7) | 23 |
| 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

| | | | | | | | |
|--|--------------|----------|----------|------------|----------|------------|-------|
| Gross Expenditure | 1,247 | 0 | 0 | (8) | 0 | 200 | 1,439 |
| Service Level Agreement Recharges | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Income | | | | | | | |
| Internal Recharge Income | 0 | 0 | 0 | 0 | 0 | (97) | (97) |
| Government Grants | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Reimbursements & Contributions | (92) | 0 | 0 | 0 | 0 | (67) | (159) |
| Customer & Client Receipts | (471) | 0 | 0 | 0 | 0 | (45) | (516) |
| 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)

| | | | | | | | |
|---|--------------|----------|----------|------------|----------|--------------|--------------|
| Gross Income | (563) | 0 | 0 | 0 | 0 | (209) | (772) |
| Net Expenditure/ (Income) | 684 | 0 | 0 | (8) | 0 | (9) | 667 |
| Explanation of major items above | | | | | | £000 | FTE |
| Reorganisation of senior management roles and responsibilities | | | | | | (8) | |
| Realignment of the share of staffing costs split between the General Fund and the Housing Revenue Account | | | | | | 59 | 1 |
| Realignment of staffing relating to enforcement on Hostel Income collection and Health and Safety compliance | | | | | | 35 | |
| Net adjustments to reflect changes to client numbers | | | | | | (164)/144 | |
| Hostel rent increased by 7.55% (ie £21K) and reduction on Bad Debt Provision by £25K due to improvement on rent collection. | | | | | | (45) | |
| Realignment of the premises related budget, such as utilities and council tax, on Hostel service based on actual costs | | | | | | (38) | |
| Total | | | | | | (17) | 1 |

**HOUSING REVENUE ACCOUNT
HOUSING STRATEGY AND REGENERATION**

The Housing Strategy and Regeneration team is responsible for the delivery and co-ordination of the Decent Neighbourhoods programme, planning for the long term future of the Council's own housing stock and the quality of estates as places for people to live, the HRA element of Housing Strategy and voluntary sector grants and the management of the introduction of new housing initiatives.

| | 2011/2012 | 2012/2013 |
|-----------------------|-----------|-----------|
| Full Time Equivalents | 14 | 14 |

Subjective Analysis of Estimates

Expenditure

| | 2011/2012 Estimates £000 | Inflation £000 | Redirected Resources £000 | Efficiencies £000 | Growth £000 | Other Variations £000 | 2012/2013 Estimates £000 |
|----------------------|--------------------------------|-------------------|---------------------------------|----------------------|----------------|-----------------------------|--------------------------------|
| Employees | 845 | 0 | 0 | 0 | 0 | (8) | 837 |
| Premises | 9 | 0 | 0 | 0 | 0 | 0 | 9 |
| Transport | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Supplies & Services | 289 | 0 | 0 | 0 | 0 | 16 | 305 |
| Third Party Payments | 10 | 0 | 0 | 0 | 0 | 5 | 15 |
| 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

| | | | | | | | |
|--|--------------|----------|----------|----------|----------|-----------|--------------|
| Gross Expenditure | 1,153 | 0 | 0 | 0 | 0 | 13 | 1,166 |
| Service Level Agreement Recharges | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Income | | | | | | | |
| Internal Recharge Income | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Government Grants | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Reimbursements & Contributions | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Customer & Client Receipts | (150) | 0 | 0 | 0 | 0 | 0 | (150) |
| Interest & Other | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Use of Balances & Reserves | 0 | 0 | 0 | 0 | 0 | 0 | 0 |

Gross Income

Net Expenditure/ (Income)

| Explanation of major items above | £000 | FTE |
|---|-----------|----------|
| Increase in grants to HAFFTRA in accordance with increase in levy | 13 | |
| Total | 13 | 0 |

**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.

| | 2011/2012 | 2012/2013 |
|-----------------------|-----------|-----------|
| Full Time Equivalents | 25 | 28 |

Subjective Analysis of Estimates

Expenditure

| | 2011/2012 Estimates £000 | Inflation £000 | Redirected Resources £000 | Efficiencies £000 | Growth £000 | Other Variations £000 | 2012/2013 Estimates £000 |
|----------------------|--------------------------------|-------------------|---------------------------------|----------------------|----------------|-----------------------------|--------------------------------|
| Employees | 1,047 | 0 | 0 | 0 | 0 | 78 | 1,125 |
| Premises | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transport | 28 | 0 | 0 | 0 | 0 | 5 | 33 |
| 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 | (262) | 0 | 0 | 0 | 0 | (146) | (408) |
| Capital Charges | 0 | 0 | 0 | 0 | 0 | 0 | 0 |

Gross Expenditure

Service Level Agreement Recharges

Income

| | | | | | | | |
|--|------------|----------|----------|----------|----------|-------------|------------|
| Gross Expenditure | 849 | 0 | 0 | 0 | 0 | (63) | 786 |
| Service Level Agreement Recharges | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Income | | | | | | | |
| Internal Recharge Income | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Government Grants | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Reimbursements & Contributions | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Customer & Client Receipts | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Interest & Other | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Use of Balances & Reserves | 0 | 0 | 0 | 0 | 0 | 0 | 0 |

Gross Income

Net Expenditure/ (Income)

| Explanation of major items above | £000 | FTE |
|--|-------------|----------|
| Reorganisation of ASB and Wardens functions | 78 | 3 |
| ASB and Wardens: realignment of service costs rechargeable to the General Fund | (134) | |
| Realignment of support services budgets | (7) | |
| Total | (63) | 3 |

**HOUSING REVENUE ACCOUNT
ADULT SOCIAL CARE**

The provision of specialised access and support equipment in HRA properties.

| | 2011/2012 | 2012/2013 |
|-----------------------|-----------|-----------|
| Full Time Equivalents | 0 | 0 |

Subjective Analysis of Estimates

Expenditure

| | 2011/2012 Estimates £000 | Inflation £000 | Redirected Resources £000 | Efficiencies £000 | Growth £000 | Other Variations £000 | 2012/2013 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 | 48 | 0 | 0 | 0 | 0 | 0 | 48 |
| 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

| | | | | | | | |
|--|-----------|----------|----------|----------|----------|----------|-----------|
| Gross Expenditure | 48 | 0 | 0 | 0 | 0 | 0 | 48 |
| Service Level Agreement Recharges | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Income | | | | | | | |
| Internal Recharge Income | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Government Grants | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Reimbursements & Contributions | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Customer & Client Receipts | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Interest & Other | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Use of Balances & Reserves | 0 | 0 | 0 | 0 | 0 | 0 | 0 |

Gross Income

Net Expenditure/ (Income)

| Explanation of major items above | £000 | FTE |
|----------------------------------|----------|----------|
| No major movements | | |
| Total | 0 | 0 |

**HOUSING REVENUE ACCOUNT
SUPPORT SERVICES**

This budget formerly covered the costs of corporate support service recharges and internal support services including accountancy, executive support and management. Following the reintegration of H&F Homes into the Council, this budget has been transferred to the Finance & Resources division.

| | | |
|-----------------------|-----------|-----------|
| | 2011/2012 | 2012/2013 |
| Full Time Equivalents | 3 | 0 |

Subjective Analysis of Estimates

Expenditure

| | 2011/2012 Estimates £000 | Inflation £000 | Redirected Resources £000 | Efficiencies £000 | Growth £000 | Other Variations £000 | 2012/2013 Estimates £000 |
|----------------------|--------------------------------|-------------------|---------------------------------|----------------------|----------------|-----------------------------|--------------------------------|
| Employees | 263 | 0 | 0 | 0 | 0 | (263) | 0 |
| Premises | 229 | 0 | 0 | 0 | 0 | (229) | 0 |
| Transport | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Supplies & Services | 255 | 0 | 0 | 0 | 0 | (255) | 0 |
| Third Party Payments | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfer Payments | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Support Services | 2,846 | 0 | 0 | 0 | 0 | (2,846) | 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 | 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 |
|---|----------------|------------|
| Redirection of staffing budgets to Finance & Resources division | (263) | (3) |
| Redirection of non-staffing budgets to Finance & Resources division | (3,330) | |
| Total | (3,593) | (3) |

**HOUSING REVENUE ACCOUNT
HOLDING CODES**

This budget relates to the Council's role in acting as the conduit through which tenants' water rates and communal heating charges are recovered and paid to the utility companies.

| | 2011/2012 | 2012/2013 |
|-----------------------|-----------|-----------|
| Full Time Equivalents | 0 | 0 |

Subjective Analysis of Estimates

Expenditure

| | 2011/2012 Estimates £000 | Inflation £000 | Redirected Resources £000 | Efficiencies £000 | Growth £000 | Other Variations £000 | 2012/2013 Estimates £000 |
|----------------------|--------------------------------|-------------------|---------------------------------|----------------------|----------------|-----------------------------|--------------------------------|
| Employees | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Premises | 5,190 | 0 | 0 | 0 | 0 | 93 | 5,283 |
| 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

| | | | | | | | |
|--------------|----------|----------|----------|----------|----------|-----------|--------------|
| 5,190 | 0 | 0 | 0 | 0 | 0 | 93 | 5,283 |
|--------------|----------|----------|----------|----------|----------|-----------|--------------|

Service Level Agreement Recharges

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
|---|---|---|---|---|---|---|---|

Income

| | | | | | | | |
|--------------------------------|---------|---|---|---|---|------|---------|
| Internal Recharge Income | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Government Grants | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Reimbursements & Contributions | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Customer & Client Receipts | (5,190) | 0 | 0 | 0 | 0 | (93) | (5,283) |
| Interest & Other | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Use of Balances & Reserves | 0 | 0 | 0 | 0 | 0 | 0 | 0 |

Gross Income

| | | | | | | | |
|----------------|----------|----------|----------|----------|----------|-------------|----------------|
| (5,190) | 0 | 0 | 0 | 0 | 0 | (93) | (5,283) |
|----------------|----------|----------|----------|----------|----------|-------------|----------------|

Net Expenditure/ (Income)

| | | | | | | | |
|----------|----------|----------|----------|----------|----------|----------|----------|
| 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
|----------|----------|----------|----------|----------|----------|----------|----------|

Explanation of major items above

| | £000 | FTE |
|---|----------|----------|
| Increase in water rates payable to utilities / (recoverable from tenants) | 66/(66) | |
| Increase in heating charges payable to utilities / (recoverable from tenants) | 27/(27) | |
| Total | 0 | 0 |

**HOUSING REVENUE ACCOUNT
HOUSING SUBSIDY**

This budget formerly related to housing subsidy paid by central Government to support the provision of social housing at affordable rents. Following the reform of the system of local authority housing finance, this budget is no longer required.

| | 2011/2012 | 2012/2013 |
|-----------------------|-----------|-----------|
| Full Time Equivalents | 0 | 0 |

Subjective Analysis of Estimates

Expenditure

| | 2011/2012 Estimates £000 | Inflation £000 | Redirected Resources £000 | Efficiencies £000 | Growth £000 | Other Variations £000 | 2012/2013 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

| | | | | | | | |
|----------|----------|----------|----------|----------|----------|----------|----------|
| 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
|----------|----------|----------|----------|----------|----------|----------|----------|

Service Level Agreement Recharges

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
|---|---|---|---|---|---|---|---|

Income

| | | | | | | | |
|--------------------------------|----------|---|---|---|---|--------|---|
| Internal Recharge Income | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Government Grants | (10,375) | 0 | 0 | 0 | 0 | 10,375 | 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

| | | | | | | | |
|-----------------|----------|----------|----------|----------|----------|---------------|----------|
| (10,375) | 0 | 0 | 0 | 0 | 0 | 10,375 | 0 |
|-----------------|----------|----------|----------|----------|----------|---------------|----------|

Net Expenditure/ (Income)

| | | | | | | | |
|-----------------|----------|----------|----------|----------|----------|---------------|----------|
| (10,375) | 0 | 0 | 0 | 0 | 0 | 10,375 | 0 |
|-----------------|----------|----------|----------|----------|----------|---------------|----------|

Explanation of major items above

| | £000 | FTE |
|---|---------------|----------|
| Cessation of housing subsidy income following dissolution of housing finance regime | 10,375 | |
| Total | 10,375 | 0 |

**HOUSING REVENUE ACCOUNT
CAPITAL CHARGES**

Capital financing costs incurred in relation to debt servicing and capital expenditure.

| | 2011/2012 | 2012/2013 |
|-----------------------|-----------|-----------|
| Full Time Equivalents | 0 | 0 |

Subjective Analysis of Estimates

Expenditure

| | 2011/2012 Estimates £000 | Inflation £000 | Redirected Resources £000 | Efficiencies £000 | Growth £000 | Other Variations £000 | 2012/2013 Estimates £000 |
|--|--------------------------------|-------------------|---------------------------------|----------------------|----------------|-----------------------------|--------------------------------|
| Employees | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Premises | 18 | 0 | 0 | 0 | 0 | 0 | 18 |
| 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 | 12,649 | 0 | 0 | 0 | 0 | 2,602 | 15,251 |
| Gross Expenditure | 12,667 | 0 | 0 | 0 | 0 | 2,602 | 15,269 |
| Service Level Agreement Recharges | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Income | | | | | | | |
| Internal Recharge Income | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Government Grants | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Reimbursements & Contributions | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Customer & Client Receipts | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Interest & Other | 23,112 | 0 | 0 | 0 | 0 | (10,724) | 12,388 |
| Use of Balances & Reserves | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Gross Income | 23,112 | 0 | 0 | 0 | 0 | (10,724) | 12,388 |
| Net Expenditure/ (Income) | 35,779 | 0 | 0 | 0 | 0 | (8,122) | 27,657 |

Explanation of major items above

| | £000 | FTE |
|--|----------------|----------|
| Increase in Major Repairs Allowance | 2,602 | |
| Reduction in debt financing costs following reduction in debt levels | (10,198) | |
| Reduction in capital charges on premiums and discounts | (277) | |
| Increase in interest receivable on balances | (249) | |
| Total | (8,122) | 0 |



2012 - 2017 CAPITAL PROGRAMME

GENERAL FUND

General Fund Capital Summary 2012/13 to 2016/17

| | 2012/13 | | 2013/14 | | 2014/15 | | 2015/16 | | 2016/17 | |
|--|---------------|---------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Department | Budget | Budget | Budget | Budget | Budget | Budget | Budget | Budget | Budget | Budget |
| | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 |
| Children's Services | 57,174 | 2,409 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Adult Social Care | 1467 | 450 | 450 | 450 | 450 | 450 | 450 | 450 | 450 | 450 |
| Transport & Technical Services | 9645 | 7025 | 6530 | 6530 | 5300 | 5300 | 5300 | 5300 | 5300 | 5300 |
| Finance and Corporate | 750 | 750 | 750 | 750 | 750 | 750 | 750 | 750 | 750 | 750 |
| Environment, Leisure and Residents Services | 3686 | 500 | 500 | 500 | 500 | 500 | 500 | 500 | 500 | 500 |
| Total Capital Programme | 72,722 | 11,134 | 8,230 | 8,230 | 7,000 | 7,000 | 7,000 | 7,000 | 7,000 | 7,000 |
| Draft Capital Financing | | | | | | | | | | |
| Mainstream (Funded from Capital Receipts): | | | | | | | | | | |
| Children's Services | 9,847 | 614 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Adult Social Care | 450 | 450 | 450 | 450 | 450 | 450 | 450 | 450 | 450 | 450 |
| Transport & Technical Services | 5338 | 4600 | 4600 | 4600 | 4600 | 4600 | 4600 | 4600 | 4600 | 4600 |
| Finance and Corporate | 750 | 750 | 750 | 750 | 750 | 750 | 750 | 750 | 750 | 750 |
| Environment, Leisure and Residents Services | 1086 | 500 | 500 | 500 | 500 | 500 | 500 | 500 | 500 | 500 |
| Capital Receipts | 17,471 | 6,914 | 6,300 | 6,300 | 6,300 | 6,300 | 6,300 | 6,300 | 6,300 | 6,300 |
| Specific Funding | | | | | | | | | | |
| Capital Grant from Central Government departments | 36,974 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Grants and Contributions from Private Developers and third parties | 6,028 | 15 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Grants from the Arts Council | 3,050 | 1,450 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Capital funding from GLA Bodies/ Transport for London | 3,529 | 1,725 | 1,230 | 1,230 | 0 | 0 | 0 | 0 | 0 | 0 |
| Revenue Contributions | 700 | 700 | 700 | 700 | 700 | 700 | 700 | 700 | 700 | 700 |
| Prudential Borrowing | 4,970 | 330 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Scheme Specific | 55,251 | 4,220 | 1,930 | 1,930 | 700 | 700 | 700 | 700 | 700 | 700 |
| Total Resources | 72,722 | 11,134 | 8,230 | 8,230 | 7,000 | 7,000 | 7,000 | 7,000 | 7,000 | 7,000 |

| General Fund Capital Programme 2012/13 to 2016/17 | | | | | |
|--|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|
| | | | | | |
| CHILDREN'S SERVICES CAPITAL PROGRAMME | | | | | |
| | 2012/13 Budget | 2013/14 Budget | 2014/15 Budget | 2015/16 Budget | 2016/17 Budget |
| Schemes | £'000 | £'000 | £'000 | £'000 | £000's |
| Lyric Theatre Development | 8,850 | 1,450 | 0 | 0 | 0 |
| Primary Capital Programme | 942 | 79 | 0 | 0 | 0 |
| Schools Capital Programme | 46,762 | 880 | 0 | 0 | 0 |
| Reprovision of Services from Sands End Community Centre | 620 | 0 | 0 | 0 | 0 |
| Total Children's Services | 57,174 | 2,409 | 0 | 0 | 0 |
| | | | | | |
| CHILDREN'S SERVICES FINANCING SUMMARY | | | | | |
| Total Mainstream | 9,847 | 614 | 0 | 0 | 0 |
| | | | | | |
| Specific Funding | | | | | |
| Capital Grant from Central Government | 35,957 | 0 | 0 | 0 | 0 |
| Grants and Contributions from Private Developers and Leaseholders | 2,350 | 15 | 0 | 0 | 0 |
| The Arts Council | 3,050 | 1,450 | 0 | 0 | 0 |
| London Development Agency | 1,000 | 0 | 0 | 0 | 0 |
| Prudential borrowing for schools and the Lyric | 4,970 | 330 | 0 | 0 | 0 |
| Total Specific Funding | 47,327 | 1,795 | 0 | 0 | 0 |
| | | | | | |
| Total Children's Services | 57,174 | 2,409 | 0 | 0 | 0 |

| General Fund Capital Programme 2012/13 to 2016/17 | | | | | |
|--|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|
| | | | | | |
| ADULT SOCIAL CARE CAPITAL PROGRAMME | | | | | |
| | 2012/13 Budget | 2013/14 Budget | 2014/15 Budget | 2015/16 Budget | 2016/17 Budget |
| Schemes | £'000 | £'000 | £'000 | £'000 | £'000 |
| Adults' Personal Social Services Grant | 1,017 | 0 | 0 | 0 | 0 |
| Disabled Facilities Grant | 450 | 450 | 450 | 450 | 450 |
| Total Community Services | 1,467 | 450 | 450 | 450 | 450 |
| | | | | | |
| ADULT SOCIAL CARE FINANCING SUMMARY | | | | | |
| Mainstream Funded Schemes | 450 | 450 | 450 | 450 | 450 |
| | | | | | |
| Capital Grant from Central Government department - DOH Adults' PSS | 1,017 | 0 | 0 | 0 | 0 |
| | | | | | |
| Total Specific Funding | 1,017 | 0 | 0 | 0 | 0 |
| Total Community Services | 1,467 | 450 | 450 | 450 | 450 |
| | | | | | |
| TRANSPORT & TECHNICAL SERVICES CAPITAL PROGRAMME | | | | | |
| | 2012/13 Budget | 2013/14 Budget | 2014/15 Budget | 2015/16 Budget | 2016/17 Budget |
| Schemes | £'000 | £'000 | £'000 | £'000 | £'000 |
| | | | | | |
| BTS Capital Planned Maintenance | 3,238 | 2,500 | 2,500 | 2,500 | 2,500 |
| Footways & Carriageways | 2,100 | 2,100 | 2,100 | 2,100 | 2,100 |
| Transport For London Schemes | 2,529 | 1,725 | 1,230 | 0 | 0 |
| Developers Agreements Total | 1,078 | 0 | 0 | 0 | 0 |
| Parking Reserve Total | 700 | 700 | 700 | 700 | 700 |
| Total Environment Services | 9,645 | 7,025 | 6,530 | 5,300 | 5,300 |
| | | | | | |
| TRANSPORT & TECHNICAL SERVICES FINANCING SUMMARY | | | | | |
| Total Mainstream Funded Schemes | 5338 | 4600 | 4600 | 4600 | 4600 |
| | | | | | |
| Developer Contributions | 1,078 | 0 | 0 | 0 | 0 |
| Capital funding from GLA Bodies - Transport for London | 2,529 | 1,725 | 1,230 | 0 | 0 |
| Parking Reserve - Revenue Contributions | 700 | 700 | 700 | 700 | 700 |
| | | | | | |
| Total Specific Funds | 4,307 | 2,425 | 1,930 | 700 | 700 |
| | | | | | |
| Total Environment Services | 9,645 | 7,025 | 6,530 | 5,300 | 5,300 |

| General Fund Capital Programme 2012/13 to 2016/17 | | | | | |
|--|-------------------|-------------------|-------------------|-------------------|-------------------|
| | | | | | |
| FINANCE & CORPORATE SERVICES CAPITAL PROGRAMME | | | | | |
| | 2012/13 Budget | 2013/14 Budget | 2014/15 Budget | 2015/16 Budget | 2016/17 Budget |
| Schemes | £'000 | £'000 | £'000 | £'000 | £'000 |
| Contribution to Invest to Save Fund | 750 | 750 | 750 | 750 | 750 |
| Total FCS | 750 | 750 | 750 | 750 | 750 |
| | | | | | |
| FINANCE & CORPORATE SERVICES FINANCING SUMMARY | | | | | |
| Mainstream Total | 750 | 750 | 750 | 750 | 750 |
| Total FCS | 750 | 750 | 750 | 750 | 750 |
| | | | | | |
| ENVIRONMENT, LEISURE AND RESIDENTS SERVICES CAPITAL PROGRAMME | | | | | |
| | 2012/13 Budget | 2013/14 Budget | 2014/15 Budget | 2015/16 Budget | 2016/17 Budget |
| Schemes | £'000 | £'000 | £'000 | £'000 | £'000 |
| Parks Capital Programme | 500 | 500 | 500 | 500 | 500 |
| Bishops Park | 830 | 0 | 0 | 0 | 0 |
| Shepherds Bush Common Improvements | 2,356 | 0 | 0 | 0 | 0 |
| Total Residents Services | 3,686 | 500 | 500 | 500 | 500 |
| | | | | | |
| ENVIRONMENT, LEISURE AND RESIDENTS SERVICES FINANCING SUMMARY | | | | | |
| Capital receipts | 1,086 | 500 | 500 | 500 | 500 |
| | | | | | |
| Developer Contributions | 2,600 | 0 | 0 | 0 | 0 |
| Total Residents Services | 3,686 | 500 | 500 | 500 | 500 |
| | | | | | |



2012 - 2017 CAPITAL PROGRAMME

DECENT NEIGHBOURHOODS

| Decent Neighbourhoods Capital Programme 2012/13 to 2016/17 | | | | | |
|---|----------------|----------------|----------------|----------------|----------------|
| HOUSING AND REGENERATION CAPITAL PROGRAMME | | | | | |
| | 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 |
| Expenditure / (Resources) | £'000 | £'000 | £'000 | £'000 | £'000 |
| Fulham Court (development including Childrens Centre) | 1,722 | 1,747 | 0 | 0 | 0 |
| Hostel Improvements | 1,321 | 0 | 0 | 0 | 0 |
| Debt Repayment taken under pooling rules from receipts. | 9,500 | 0 | 0 | 0 | 0 |
| Shop Investments | 500 | 0 | 0 | 0 | 0 |
| Total H&R Expenditure | 13,043 | 1,747 | 0 | 0 | 0 |



2012 - 2017 CAPITAL PROGRAMME

HOUSING REVENUE ACCOUNT

| Schemes | EXPENDITURE | | | | | Total Future Expenditure |
|---|---------------|---------------|---------------|---------------|---------------|--------------------------|
| | 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | |
| | £ '000 | £ '000 | £ '000 | £ '000 | £ '000 | |
| Decent Homes Partnering Framework | 4,880 | 78 | 0 | 0 | 0 | 4,958 |
| Edward Woods Estate Regeneration | 1,645 | 335 | 0 | 0 | 0 | 1,980 |
| Heating schemes | 485 | 0 | 0 | 0 | 0 | 485 |
| Lift modernisation | 1,852 | 2 | 0 | 0 | 0 | 1,854 |
| Controlled Entry system upgrades | 27 | 0 | 0 | 0 | 0 | 27 |
| Water Supply | 178 | 174 | 0 | 0 | 0 | 352 |
| Asbestos | 60 | 0 | 0 | 0 | 0 | 60 |
| Fire Alarm upgrade | 279 | 0 | 0 | 0 | 0 | 279 |
| Warden call systems | 141 | 16 | 0 | 0 | 0 | 157 |
| Landlord's electrical installations | 120 | 0 | 0 | 0 | 0 | 120 |
| Digital television reception systems | 1,095 | 6 | 0 | 0 | 0 | 1,101 |
| Insulation works | 46 | | | | | 46 |
| Planned preventative maintenance | 6,385 | 2,093 | 0 | 0 | 0 | 8,478 |
| Contractual and other Commitments | 17,193 | 2,704 | 0 | 0 | 0 | 19,897 |
| Fire Safety Improvements | 750 | 750 | 750 | 750 | 750 | 3,750 |
| Water Tank replacements | 600 | 600 | 600 | 600 | 600 | 3,000 |
| Disabled adaptations | 800 | 800 | 800 | 800 | 800 | 4,000 |
| Water pressure boosters | 200 | 200 | 150 | 150 | 100 | 800 |
| Landlord's electrical installations | 190 | 260 | 250 | 250 | 250 | 1,200 |
| Capitalisation - Works | 5,150 | 5,150 | 5,150 | 5,150 | 5,150 | 25,750 |
| Capitalisation - Salaries/IT | 1,750 | 1,750 | 1,750 | 1,750 | 1,750 | 8,750 |
| Statutory Requirements / Health & Safety Enhancements / Capitalisation | 9,440 | 9,510 | 9,450 | 9,450 | 9,400 | 47,250 |
| Heating replacement and upgrade programme | 1,424 | 1,421 | 1,390 | 2,120 | 2,100 | 8,455 |
| Lift modernisation | 687 | 1,859 | 2,131 | 1,970 | 1,377 | 8,024 |
| Planned preventative maintenance | 4,914 | 9,474 | 8,340 | 9,958 | 11,107 | 43,793 |
| Major refurbishment (window, roof renewal, fabric repair) | 2,592 | 2,240 | 3,760 | 2,139 | 1,588 | 12,319 |
| Controlled Entry systems | 500 | 500 | 500 | 500 | 500 | 2,500 |
| Miscellaneous plant and equipment | 25 | 25 | 25 | 25 | 25 | 125 |
| New starts: Mechanical & Electrical, Building Fabric | 10,142 | 15,519 | 16,146 | 16,712 | 16,697 | 75,216 |
| Kitchen modernisation | 54 | 1,473 | 1,973 | 2,092 | 2,275 | 7,867 |
| Minor Estate Improvement Programme | 270 | 270 | 270 | 270 | 270 | 1,350 |
| Groundwork Environmental Programme | 200 | 200 | 200 | 200 | 200 | 1,000 |
| Estates CCTV | 250 | 250 | 250 | 250 | 250 | 1,250 |
| Commercial units, tenant halls | 200 | 200 | 200 | 200 | 200 | 1,000 |
| Brought forward unforeseen works | 500 | 500 | 500 | 500 | 500 | 2,500 |
| Energy database | 50 | | | | | 50 |
| New starts: Internal and estate amenity, miscellaneous | 1,524 | 2,893 | 3,393 | 3,512 | 3,695 | 15,017 |
| Rephasing/reprofiling | -879 | 543 | -131 | -95 | 526 | -36 |
| Total HRA Capital | 37,420 | 31,169 | 28,858 | 29,579 | 30,318 | 157,344 |

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.

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