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# INTRODUCTION

## The Budget Book

This book sets out the Hammersmith and Fulham approved Revenue budget for 2016/17 and highlights the capital programme.

The council also produces an annual Statement of Accounts which looks back at the Council's actual expenditure and income for the year.

Further details on both these publications can be obtained from:

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# REVENUE BUDGET SUMMARY

## Background to the Budget Strategy

The Hammersmith and Fulham element of the council tax charge for 2016/17 is frozen at £727.81.

Government grant has fallen by £20m in 2016/17 and is forecast to reduce by a further £30.1m from 2017/18 to 2020/21.

The Council's budget strategy is to focus available resources on front-line services and key local priorities whilst not increasing the burden on local council tax payers.

The approved 2016/17 budget and amount to be funded from council tax is set out in Table 1.

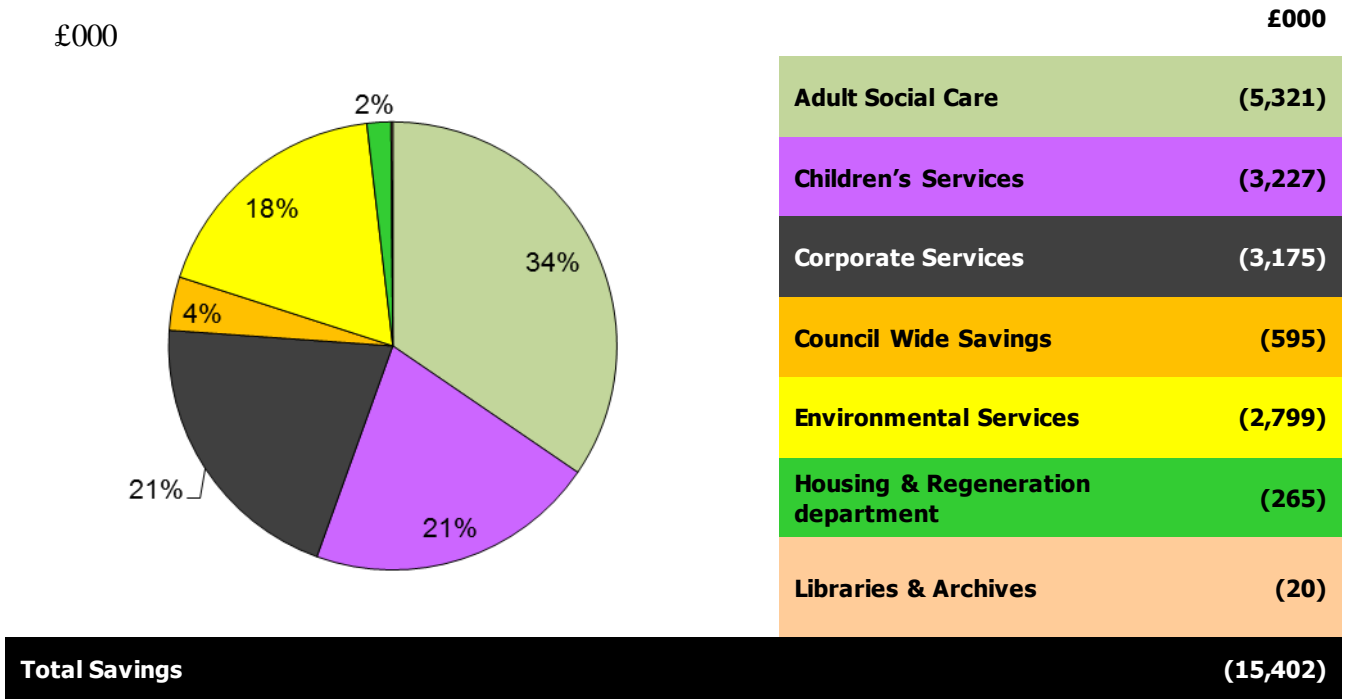
**Table 1 – Council Tax Requirement.**

	<b>£000</b>
<b>2015/16 Base budget Rolled Forward</b>	<b>164,439</b>
<i>Plus</i>	
<b>Inflation</b>	<b>2,300</b>
<b>Growth</b>	<b>6,341</b>
<b>Contingency</b>	<b>1,801</b>
<b>Non-domestic rates tariff payable to government</b>	<b>2,961</b>
<b>New Burdens</b>	<b>894</b>
<i>Less</i>	
<b>Efficiency Savings and Income Generation</b>	<b>(15,402)</b>
<b>Gross Council Budget 2016/17</b>	<b>163,334</b>
Less Revenue Grants and Use of Reserves	<b>(9,827)</b>
<b>Net Budget Requirement</b>	<b>153,507</b>
<b>Revenue Support Grant (from government)</b>	<b>(38,453)</b>
<b>Localised Element of Non-Domestic Rates</b>	<b>(60,029)</b>
<b>One off Collection Fund Surplus</b>	<b>(1,137)</b>
<b>2016/17 Council Tax Requirement</b>	<b>53,888</b>

## The Medium Term Financial Strategy (MTFS)

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. The Council's departments identified the following efficiency savings as part of the MTFS process.

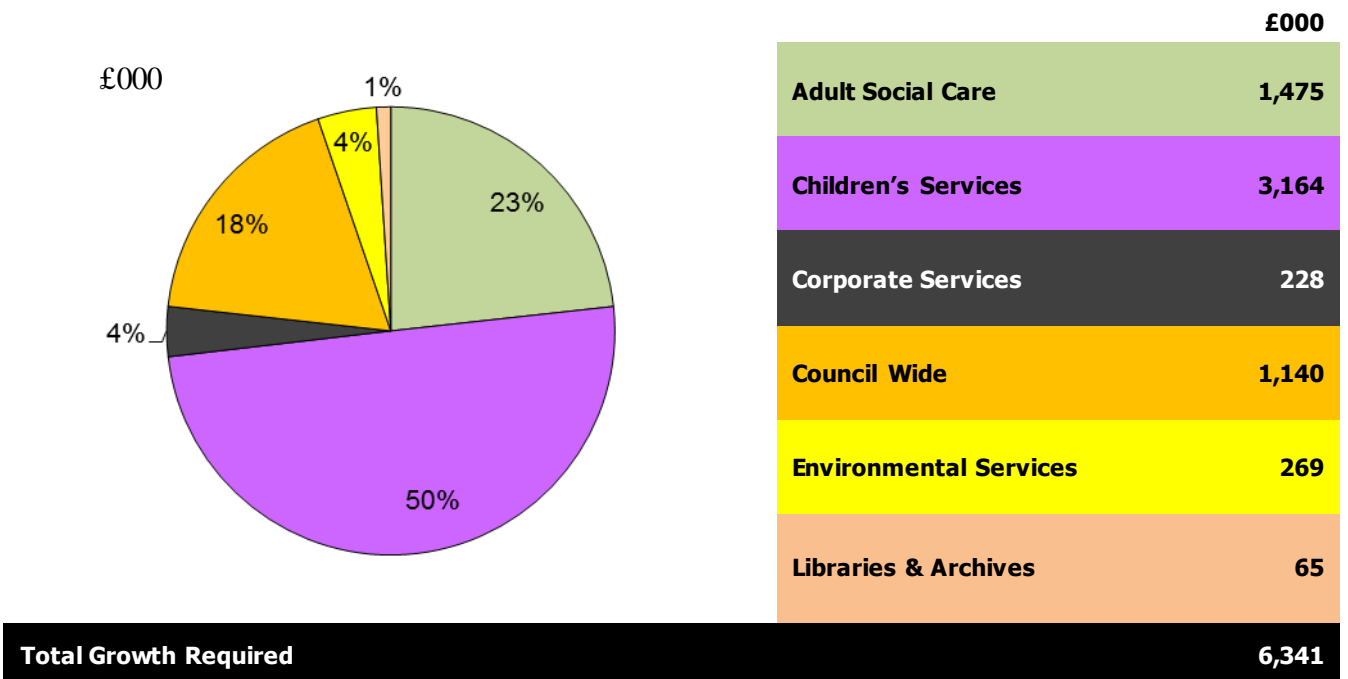
**Table 2 – Departmental breakdown of 2016/17 Savings**



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.

The budget has provided for growth in some areas.

**Table 3 – Departmental breakdown of 2016/17 Growth requirements**



The reasons why growth has been provided are set out in Table 4

**Table 4 – Reasons for Growth**

	<b>2016/17 Growth £'000s</b>
Government related	3,351
Other public bodies	678
Increase in demand/demographic growth	486
Council Priority	1,425
Budget Pressure (includes existing pressures)	401
<b>Total Growth</b>	<b>6,341</b>

### **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 domestic properties that are classified into various valuation bands.

In London, not only does each Borough raise council tax, the Greater London Authority (GLA) also precepts Council Tax. The GLA 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 2016/17 the Council has formally agreed a Tax Base of 74,041 for Band D equivalent properties. The movement in the Band D Council Tax amount is set out below:

	2015/16	2016/17	Reduction In Council Tax
Hammersmith & Fulham	£ 727.81	£ 727.81	(0%)
Greater London Authority	£ 295.00	£ 276.00	(6.4%)
<b>Total Council Tax</b>	<b>£ 1022.81</b>	<b>£1003.81</b>	<b>(1.9%)</b>

# 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 finance expenditure on the council's housing stock. Similarly council tax and specific grants can only be spent on General Fund services.

As well as the day-to-day revenue operations accounted for within the General Fund and Housing Revenue Account, the Council also operates a Capital Programme where investment in the Council's assets is accounted for. These assets are used to support the delivery of services and the Capital Programme reflects this by analysing budgets between the General Fund & Housing Revenue Account.

There are nine departments presented in the Budget Book: Adult Social Care, Centrally Managed Budgets, Children's Services, Environmental Services, Corporate Services, Housing Department, Libraries & Archives, Public Health, and the Housing Revenue Account.

### **Accounting Arrangement For Shared Services**

The Council delivers shared services with other authorities. In such cases costs are charged for or recovered through 'section 113' agreements. In order to clarify the accounts/budgets all expenditure incurred is shown gross and any costs recovered shown as income. In the budget pages such changes are shown as 'accounting treatment regarding s113 charges'. This change was implemented from 2016/17 only. Previously, expenditure budgets were reduced by costs recovered, thus making comparisons with the 2015/16 position in his Budget Book less meaningful. The net impact of such charges on the bottom line is nil.

### **How to read the budget book**

High level summaries of the General Fund and the Housing Revenue Account are presented from pages 8 and 107 respectively.

High level summaries of the General Fund Capital Programme and Decent Neighbourhoods, including the Housing Revenue Account are presented from pages 127 to 132.

The General fund and Housing Revenue Account 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 2015/16 to 2016/17 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 2015/16 and 2016/17.

The Capital Programme Budget is summarised by department and funding sources with the following pages providing more detail.

# **2016/17 ESTIMATES**

# **CORPORATE SUMMARY**

**GENERAL FUND SUMMARY**

						<b>2015/2016</b>	<b>2016/2017</b>
	Number of Full Time Equivalent staff					<b>1,727</b>	<b>1,717</b>
<b>SUBJECTIVE ANALYSIS OF ESTIMATES</b>	<b>2015/2016 Estimates £000</b>	<b>Inflation £000</b>	<b>Redirected Resources £000</b>	<b>Efficiencies £000</b>	<b>Growth £000</b>	<b>Other Variations £000</b>	<b>2015/2016 Estimates £000</b>
<b>Expenditure</b>							
Employee Expenses	151,768	0	346	(3,435)	1,476	(62,948)	87,207
Premises Related Expenditure	28,728	449	183	(491)	65	(7,061)	21,872
Transport Related Expenditure	4,643	0	( )	0	0	(2,490)	2,153
Supplies and Services	82,844	571	(889)	(2,713)	15	(10,807)	69,021
Third Party Payments	122,476	1,281	340	(3,688)	3,220	83,433	207,061
Transfer Payments	166,958	0	(58)	(646)	1,191	(586)	166,859
Support Services	47,454	0	(75)	(85)	0	(2,585)	44,710
Capital Charges	22,758	0	( )	(550)	0	(511)	21,697
<b>GROSS EXPENDITURE</b>	<b>627,629</b>	<b>2,300</b>	<b>(154)</b>	<b>(11,608)</b>	<b>5,967</b>	<b>(3,554)</b>	<b>620,580</b>
Service Level Agreement Recharges	(60,115)	0	79	(117)	0	6,486	(53,667)
<b>Income</b>							
Internal Recharge Income	(2,857)	0	0	0	0	(1,127)	(3,984)
Government Grants	(263,754)	0	(1,030)	(339)	95	(770)	(265,797)
Other Reimbursements & Contributions	(19,580)	0	1,095	(365)	1	(931)	(19,780)
Customer & Client Receipts	(96,878)	0	(13)	(2,455)	279	1,627	(97,440)
Interest & Other	(1,825)	0	0	(518)	0	0	(2,343)
Use of Balances & Reserves	3,363	0	23	0	0	2,783	6,169
General Grants & Capital Financing	(27,555)	0	0	0	0	(2,675)	(30,230)
<b>GROSS INCOME</b>	<b>(409,086)</b>	<b>0</b>	<b>75</b>	<b>(3,677)</b>	<b>375</b>	<b>(1,093)</b>	<b>(413,406)</b>
<b>NET EXPENDITURE</b>	<b>158,428</b>	<b>2,300</b>	<b>0</b>	<b>(15,402)</b>	<b>6,341</b>	<b>1,839</b>	<b>153,507</b>



## GENERAL FUND SUMMARY

Service Area	2015/16 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Adjustments £000	2016/2017 Estimates £000
Adult Social Care	64,215	788	(65)	(5,321)	1,648	(3,395)	57,871
Centrally Managed Budgets	26,594	125	(750)	(1,830)	0	(1,855)	22,284
Children's Services	46,697	426	131	(3,227)	3,483	(132)	47,377
Environmental Services	24,215	418	1,188	(2,800)	581	(65)	23,538
Corporate Services	16,470	276	558	(1,940)	458	766	16,589
Housing Department	6,613	257	(1,084)	(265)	85	1,168	6,775
Libraries & Archives	3,221	10	0	(20)	86	(138)	3,158
Public Health Services	(5,207)	0	23	0	0	5,184	0
<b>Total Departmental Expenditure</b>	<b>182,819</b>	<b>2,300</b>	<b>(0)</b>	<b>(15,403)</b>	<b>6,341</b>	<b>1,533</b>	177,592
Capital Financing	(19,880)	0	0	0	0	516	(19,364)
Use of Balances	3,165	0	0	0	0	2,981	6,146
General Grant	(7,676)	0	0	0	0	(3,191)	(10,867)
<b>Net Expenditure</b>	<b>158,428</b>	<b>2,300</b>	<b>(0)</b>	<b>(15,403)</b>	<b>6,341</b>	<b>1,839</b>	<b>153,507</b>
<b>Funded By</b>							
Revenue Support Grant	(47,791)	0	0	0	0	9,338	(38,453)
Localised Element of Non Domestic Rates Council Tax Income	(56,417)	0	0	0	0	(3,612)	(60,029)
One off drawdown from collection fund and reserves	(52,390)	0	0	0	0	(1,498)	(53,888)
	(1,830)	0	0	0	0	693	(1,137)
<b>Total</b>	<b>(158,428)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4,921</b>	<b>(153,507)</b>



# Adult Social Care

## Description of Service

The Adult Social Care (ASC) Department has a statutory duty to provide social care and support for vulnerable people. The Department is able to deliver high quality assessment, care coordination, social work and specialist community services to people with a disability, people with mental health needs and other adults as well as their carers, with a strong emphasis on encouraging independence and ensuring the safety of vulnerable adults living with the Borough and accessing the service.

The Department is part of the shared services Adult Social Care service. ASC is committed to enabling more people to stay independent for longer, managing as much care for themselves as they are able through our personalisation approach and this is key to our investment strategy. Through the provision of preventative and community services, residents are given the opportunity to recover from acute events, maintain their independence and be self-reliant. As care needs increase, so do the costs of supporting those needs and our approach aims to keep people in their own homes for as long as possible.

Integration with health is key to the future delivery of our services. This will be done by investing with health through the Better Care Fund (BCF) with the aim of supporting existing integrated services by extending and increasing capacity in adult social care crisis response, community independence and home care. We believe this will yield greater benefits to residents and ensure that Adult Social Care is able to offer the right services at the right time whilst achieving better for less.

## Statement of Core Business

The core of the business of the ASC Integrated Care Division is to ensure that the Council fulfils its statutory duties in respect of vulnerable adults and carers with respect to the Care Act 2014, whilst ensuring that the Department works in partnership with Health to reduce urgent care bed usage by supporting the customers to stay at home for longer periods. This division fulfils this duty in a manner which is consistent with the priorities of the Council.

The purpose of the Strategic Commissioning and Enterprise Division is primarily to understand and respond to the aspirations of local residents by analysing information and using evidence to design commission and procure services, implement changes and evaluate their effectiveness and furthermore to monitor 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 and advice and maximise the value for money delivered from the Department's financial resources.

## Primary Objectives of the Department

ASC Vision is to delivery person-centred, high quality, integrated care that helps people stay well and live independently at home and in their communities. ASC objectives to achieve this vision are:

- Create a culture and leadership model that puts the customer first and enables/supports our people and partners.
- Protecting our most vulnerable customers.
- Promoting self-reliance and personal responsibility for our customers and staff.
- Enabling better outcomes for everyone who encounters our services.
- Striking a balance between empowerment and safeguarding.
- Creating a better care experience for our customers.
- Developing an approach which strengthens relationships with partners to deliver improved outcomes.
- Delivering greater productivity and value for money.



# **2016/2017 ESTIMATES**

# **ADULT SOCIAL CARE**

## ADULT SOCIAL CARE CHANGE BETWEEN YEARS

Service Area Analysis	2015/2016 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Adjustments £000	2016/2017 Estimates £000
Executive Director	242	0	0	0	12	181	435
Finance	7,569	0	0	0	14	95	7,678
Strategic Commissioning & Enterprise	7,091	0	(65)	(1,580)	19	259	5,724
Integrated Care	49,314	788	0	(3,741)	1,603	(3,930)	44,034
<b>TOTAL</b>	<b>64,215</b>	<b>788</b>	<b>(65)</b>	<b>(5,321)</b>	<b>1,648</b>	<b>(3,395)</b>	<b>57,871</b>

**ADULT SOCIAL CARE  
SUMMARY**

	2015/2016	2016/2017
Number of Full Time Equivalent staff	265	274

**SUBJECTIVE ANALYSIS OF ESTIMATES**

	2015/2016 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2016/2017 Estimates £000
<b>Expenditure</b>							
Employee Expenses	12,160	0	0	(1,233)	173	1,070	12,171
Premises Related Expenditure	641	0	0	(77)	0	(28)	536
Transport Related Expenditure	877	0	0	0	0	(520)	357
Supplies and Services	14,206	0	(65)	(415)	15	(4,820)	8,921
Third Party Payments	52,313	788	0	(2,179)	849	(1,657)	50,114
Transfer Payments	6,216	0	0	(152)	600	1,120	7,783
Support Service Charges	6,052	0	0	0	0	(166)	5,886
Capital Charges	809	0	0	0	0	(44)	765
<b>GROSS EXPENDITURE</b>	<b>93,275</b>	<b>788</b>	<b>(65)</b>	<b>(4,056)</b>	<b>1,638</b>	<b>(5,045)</b>	<b>86,534</b>
<b>Support Service Recharge Income</b>	<b>(25)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(25)</b>
<b>Income</b>							
Internal Trading Income	0	0	0	0	0	0	0
Government Grants	(2,356)	0	0	0	0	927	(1,429)
Other Reimbursements & Contributions	(2,997)	0	0	(300)	1	(509)	(3,804)
Customer & Client Receipts	(23,682)	0	0	(965)	10	1,232	(23,405)
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0
<b>GROSS INCOME</b>	<b>(29,034)</b>	<b>0</b>	<b>0</b>	<b>(1,265)</b>	<b>11</b>	<b>1,650</b>	<b>(28,639)</b>
<b>NET EXPENDITURE</b>	<b>64,215</b>	<b>788</b>	<b>(65)</b>	<b>(5,321)</b>	<b>1,648</b>	<b>(3,395)</b>	<b>57,871</b>

**ADULT SOCIAL CARE  
Executive Director**

This Division contains the budget for the Executive Director, Directors and Executive Support Assistants to Directors. This Division incorporates Workforce Development and the Department's Communication Team

	2015/2016	2016/2017
Full Time Equivalents	7	7

**Subjective Analysis of Estimates**

**Expenditure**

	2015/2016 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2016/2017 Estimates £000
Employees	632	0	0	0	12	200	844
Premises	1	0	0	0	0	0	1
Transport	2	0	0	0	0	0	2
Supplies & Services	65	0	0	0	0	0	65
Third Party Payments	143	0	0	0	0	(60)	83
Transfer Payments	0	0	0	0	0	0	0
Support Service Charges	(0)	0	0	0	0	0	(0)
Capital Charges	0	0	0	0	0	0	0
<b>Gross Expenditure</b>	<b>843</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>12</b>	<b>141</b>	<b>995</b>
<b>Support Service Recharge Income</b>	<b>(25)</b>	0	0	0	0	0	<b>(25)</b>
<b>Income</b>							
Internal Trading Income	0	0	0	0	0	0	0
Government Grants	0	0	0	0	0	0	0
Reimbursements & Contributions	(576)	0	0	0	0	41	(535)
Customer & Client Receipts	0	0	0	0	0	0	0
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0
<b>Gross Income</b>	<b>(576)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>41</b>	<b>(535)</b>
<b>Net Expenditure/ (Income)</b>	<b>242</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>12</b>	<b>181</b>	<b>435</b>

Explanation of major items above	£000	FTE
<b>Growth:</b>		
Pensions Act Reform - funding loss of National Insurance rebate	12	
<b>Other Variations:</b>		
Accounting treatment regarding s113 charges	181	
<b>Total</b>	<b>193</b>	<b>0</b>



**ADULT SOCIAL CARE  
Finance**

The purpose of this Division is to support the Department to achieve the most effective use of financial resources through forward planning, financial management, monitoring and control, establishing and reviewing systems that maximise income and providing high quality financial information, ensuring officers and members are well briefed on financial issues. This Division contains the cost for the Shared Services Client Affairs of Deputyship and Appointeeship service users, Financial Assessment and Charging, Direct Payment Finance and the IT Team.

	2015/2016	2016/2017
Full Time Equivalents	18	20

**Subjective Analysis of Estimates**

**Expenditure**

	2015/2016 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2016/2017 Estimates £000
Employees	992	0	0	0	14	85	1,091
Premises	0	0	0	0	0	0	0
Transport	3	0	0	0	0	0	3
Supplies & Services	58	0	0	0	0	0	58
Third Party Payments	1,505	0	0	0	0	(1,050)	455
Transfer Payments	0	0	0	0	0	0	0
Support Service Charges	5,993	0	0	0	0	(107)	5,887
Capital Charges	449	0	0	0	0	(20)	429
<b>Gross Expenditure</b>	<b>9,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>14</b>	<b>(1,091)</b>	<b>7,923</b>
<b>Support Service Recharge Income</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Income</b>							
Internal Trading Income	0	0	0	0	0	0	0
Government Grants	(1,262)	0	0	0	0	1,262	0
Reimbursements & Contributions	0	0	0	0	0	(76)	(76)
Customer & Client Receipts	(170)	0	0	0	0	0	(170)
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0
<b>Gross Income</b>	<b>(1,432)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,186</b>	<b>(245)</b>
<b>Net Expenditure/ (Income)</b>	<b>7,569</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>14</b>	<b>95</b>	<b>7,678</b>

Explanation of major items above	£000	FTE
<b>MTFS Growth:</b>		
Pensions Act Reform - funding loss of National Insurance rebate	14	
<b>Variations:</b>		
Accounting treatment regarding s113 charges	9	2
Transfer cost of Care Act grant from Third Party Payments to Integrated Care and Commissioning Divisions.	(1,050)	
Transfer of Care Act grant from Government Grants to Integrated Care and Commissioning Divisions.	1,262	
Budget realignment relating to Service Level Agreement recalculations of (£107k) and Corporate adjustments to capital financing of (£20k)	(127)	
Other Minor Adjustment	1	
<b>Total</b>	<b>109</b>	<b>2</b>

**ADULT SOCIAL CARE  
Strategic Commissioning & Enterprise**

The purpose of this Division is primarily to work with partners particularly with the NHS Service, to integrate care so that our customers receive the right level of care. They also develop the market in services that enable people to be self reliant and independent by procuring and monitoring contracts as well as providing business analysis. The Division is also responsible for the Supporting People Programme and a range of Third Sector payments.

	2015/2016	2016/2017
Full Time Equivalents	9	31

**Subjective Analysis of Estimates**

**Expenditure**

	2015/2016 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2016/2017 Estimates £000
Employees	1,372	0	0	0	19	492	1,884
Premises	20	0	0	0	0	(28)	(8)
Transport	0	0	0	0	0	0	0
Supplies & Services	8,105	0	(65)	(415)	0	495	8,119
Third Party Payments	1,410	0	0	0	0	(20)	1,390
Transfer Payments	0	0	0	0	0	0	0
Support Service Charges	0	0	0	0	0	0	0
Capital Charges	0	0	0	0	0	0	0
<b>Gross Expenditure</b>	<b>10,907</b>	<b>0</b>	<b>(65)</b>	<b>(415)</b>	<b>19</b>	<b>939</b>	<b>11,386</b>
<b>Support Service Recharge Income</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Income</b>							
Internal Trading Income	0	0	0	0	0	0	0
Government Grants	0	0	0	0	0	0	0
Reimbursements & Contributions	(1,815)	0	0	(200)	0	(710)	(2,726)
Customer & Client Receipts	(2,001)	0	0	(965)	0	30	(2,936)
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0
<b>Gross Income</b>	<b>(3,816)</b>	<b>0</b>	<b>0</b>	<b>(1,165)</b>	<b>0</b>	<b>(680)</b>	<b>(5,662)</b>
<b>Net Expenditure/ (Income)</b>	<b>7,091</b>	<b>0</b>	<b>(65)</b>	<b>(1,580)</b>	<b>19</b>	<b>259</b>	<b>5,724</b>

Explanation of major items above	£000	FTE
<b>MTFS Efficiencies:</b>		
Re-procurement of Supporting People Contracts.	(190)	
Supporting People review of balances	(200)	
Whole Systems savings - Increased Integration with Health	(225)	
ASC Services maintained through Health NHS transfer to social care funding	(965)	
<b>MTFS Growth:</b>		
Pensions Act Reform - funding loss of National Insurance rebate	19	
<b>Redirected Resources:</b>		
Supporting People Floating Support Contract transferred to Environment, Leisure and Residents Service.	(65)	
<b>Other Variations:</b>		
Accounting treatment regarding s113 of £116k with 12 ftes and transfers from Integrated Care of Placement Reviewing Team £143k with 3 ftes and the E-Monitoring Team £233k with 7 ftes. Transfer of Care Act grant of net £495k in third party payments funded by contribution of (£557k) and (£153k) Health budget alignments. Other minor adjustments of (£14k).	259	22
<b>Total</b>	<b>(1,367)</b>	<b>22</b>

**ADULT SOCIAL CARE  
Integrated Care**

This Division provides services which include social work assessment & care management, occupational therapy, community independence services such as reablement, assistive equipment and technology. These services are offered in an integrated way with family doctors, community health services and hospitals. The operational budgets for customers with primary support needs of Physical Support, Sensory Support, Support for Memory & Cognition, Mental Health and Learning Disabilities including placements, packages, direct payments and in-house provide services.

	2015/2016	2016/2017
Full Time Equivalents	231	216

**Subjective Analysis of Estimates**

**Expenditure**

	2015/2016 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2016/2017 Estimates £000
Employees	9,164	0	0	(1,233)	128	293	8,352
Premises	620	0	0	(77)	0	0	543
Transport	871	0	0	0	0	(520)	351
Supplies & Services	5,979	0	0	0	15	(5,315)	679
Third Party Payments	49,256	788	0	(2,179)	849	(528)	48,186
Transfer Payments	6,216	0	0	(152)	600	1,120	7,783
Support Service Charges	59	0	0	0	0	(59)	0
Capital Charges	360	0	0	0	0	(24)	336
<b>Gross Expenditure</b>	<b>72,525</b>	<b>788</b>	<b>0</b>	<b>(3,641)</b>	<b>1,593</b>	<b>(5,034)</b>	<b>66,231</b>
<b>Support Service Recharge Income</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Income</b>							
Internal Trading Income	0	0	0	0	0	0	0
Government Grants	(1,094)	0	0	0	0	(335)	(1,429)
Reimbursements & Contributions	(606)	0	0	(100)	1	237	(468)
Customer & Client Receipts	(21,512)	0	0	0	10	1,202	(20,300)
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0
<b>Gross Income</b>	<b>(23,211)</b>	<b>0</b>	<b>0</b>	<b>(100)</b>	<b>11</b>	<b>1,103</b>	<b>(22,197)</b>
<b>Net Expenditure/ (Income)</b>	<b>49,314</b>	<b>788</b>	<b>0</b>	<b>(3,741)</b>	<b>1,603</b>	<b>(3,930)</b>	<b>44,034</b>

Explanation of major items above	£000	FTE
<b>MTFS Efficiencies:</b>		
Customer journey staff efficiencies and increase in rental income due to sharing accommodation costs, as part of the health integration agenda	(1,333)	(15)
Reduction in running cost budgets at the Parkview Centre (collaborative care centre)	(77)	
Review of high cost placements & care packages and increased use of assistive technology	(2,179)	
Review high cost direct payments	(152)	
<b>MTFS Growth:</b>		
Increased costs of outcome based homecare contracts & associated increase in direct payment rates & Pensions Act Reform - funding loss of National Insurance rebate	1,603	
<b>Other Variations:</b>		
Transfer of public health budgets to public health department	(5,207)	
Removal of Care Act funding income budget £840k and adjustment to health contributions £237k and net other variations £200k	1,277	
<b>Total</b>	<b>(6,068)</b>	<b>(15)</b>



# CENTRALLY MANAGED BUDGETS

## **Description of Service**

This budget covers corporate financial costs and income. This includes the management of borrowing, pensions past service costs, corporate and democratic core costs, levy payments, contingency sums, external audit function and housing benefit payments.

The accountancy rules for Corporate & Democratic Core cost are set 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 the 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, these budgets are monitored within CMB to facilitate clearer accounting. The remit is to:

- Manage cashflow 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
- Accounting for Corporate & Democratic Core costs
- Monitoring and influencing the cost of levies
- Managing the regime for audits of grants and the final Statement of Accounts
- Pay Housing 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
- 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 to drive down costs
- Continuous improvement in Housing benefits processing and accuracy



# **2016/2017 ESTIMATES**

# **CENTRALLY MANAGED BUDGETS**

**Centrally Managed Budgets  
CHANGE BETWEEN YEARS**

<b>Service Area Analysis</b>	<b>2015/2016 Estimates £000</b>	<b>Inflation £000</b>	<b>Redirected Resources £000</b>	<b>Efficiencies £000</b>	<b>Growth £000</b>	<b>Other Adjustments £000</b>	<b>2016/2017 Estimates £000</b>
Corporate & Democratic Core	5,857	0	(79)	(80)	0	367	6,066
Levies	1,570	0	0	0	0	0	1,570
Net Cost Of Borrowing	1,082	0	0	(1,050)	0	0	32
Housing Benefits Support	(91)	0	0	(200)	0	0	(291)
Pension & Redundancy Costs	9,836	0	0	(200)	0	(186)	9,450
Other Corporate Items	8,340	125	(672)	(300)	0	(2,036)	5,457
<b>TOTAL</b>	<b>26,594</b>	<b>125</b>	<b>(750)</b>	<b>(1,830)</b>	<b>0</b>	<b>(1,855)</b>	<b>22,284</b>



**Centrally Managed Budgets  
SUMMARY**

	2015/2016	2016/2017
Number of Full Time Equivalent staff	0	0

**SUBJECTIVE ANALYSIS OF ESTIMATES**

	2015/2016 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2016/2017 Estimates £000
<b>Expenditure</b>							
Employee Expenses	9,997	0	0	(200)	0	(82)	9,715
Premises Related Expenditure	986	0	0	0	0	0	986
Transport Related Expenditure	152	0	0	0	0	0	152
Supplies and Services	8,150	125	(672)	(380)	0	(438)	6,785
Third Party Payments	1,865	0	0	0	0	0	1,865
Transfer Payments	145,624	0	0	(200)	0	0	145,424
Support Service Charges	10,360	0	(79)	0	0	(1,975)	8,307
Capital Charges	2,884	0	0	(550)	0	0	2,334
<b>GROSS EXPENDITURE</b>	<b>180,017</b>	<b>125</b>	<b>(750)</b>	<b>(1,330)</b>	<b>0</b>	<b>(2,495)</b>	<b>175,566</b>
<b>Support Service Recharge Income</b>	<b>(3,552)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(3,552)</b>
<b>Income</b>							
Internal Trading Income	0	0	0	0	0	0	0
Government Grants	(145,714)	0	0	0	0	0	(145,714)
Other Reimbursements & Contributions	(641)	0	0	0	0	641	0
Customer & Client Receipts	(1,714)	0	0	0	0	0	(1,714)
Interest & Other	(1,802)	0	0	(500)	0	0	(2,302)
Use of Balances & Reserves	0	0	0	0	0	0	0
<b>GROSS INCOME</b>	<b>(149,871)</b>	<b>0</b>	<b>0</b>	<b>(500)</b>	<b>0</b>	<b>641</b>	<b>(149,730)</b>
<b>NET EXPENDITURE</b>	<b>26,594</b>	<b>125</b>	<b>(750)</b>	<b>(1,830)</b>	<b>0</b>	<b>(1,855)</b>	<b>22,284</b>

**Centrally Managed Budgets  
CORPORATE & DEMOCRATIC CORE**

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

	2015/2016	2016/2017
Full Time Equivalents	0	0

**Subjective Analysis of Estimates**

**Expenditure**

	2015/2016 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2016/2017 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	544	0	0	(80)	0	0	464
Third Party Payments	294	0	0	0	0	0	294
Transfer Payments	0	0	0	0	0	0	0
Support Service Charges	6,436	0	(79)	0	0	367	6,725
Capital Charges	0	0	0	0	0	0	0
<b>Gross Expenditure</b>	<b>7,275</b>	<b>0</b>	<b>(79)</b>	<b>(80)</b>	<b>0</b>	<b>367</b>	<b>7,484</b>
<b>Support Service Recharge Income</b>	<b>(874)</b>	0	0	0	0	0	<b>(874)</b>
<b>Income</b>							
Internal Trading 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	(544)	0	0	0	0	0	(544)
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0
<b>Gross Income</b>	<b>(544)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(544)</b>
<b>Net Expenditure/ (Income)</b>	<b>5,857</b>	<b>0</b>	<b>(79)</b>	<b>(80)</b>	<b>0</b>	<b>367</b>	<b>6,066</b>

Explanation of major items above	£000	FTE
<b>Redirected Resources</b> - Clawback of Corporate Democratic costs	(79)	
<b>Efficiencies</b> - reduction of audit fees	(80)	
<b>Other Variations</b> - Budget realignments predominantly related to Service Level Agreement recalculations	367	
<b>Total</b>	<b>209</b>	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.

	2015/2016	2016/2017
Full Time Equivalents	0	0

**Subjective Analysis of Estimates**

**Expenditure**

	2015/2016 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2016/2017 Estimates £000
Employees	0	0	0	0	0	0	0
Premises	0	0	0	0	0	0	0
Transport	0	0	0	0	0	0	0
Supplies & Services	0	0	0	0	0	0	0
Third Party Payments	1,570	0	0	0	0	0	1,570
Transfer Payments	0	0	0	0	0	0	0
Support Service Charges	0	0	0	0	0	0	0
Capital Charges	0	0	0	0	0	0	0
<b>Gross Expenditure</b>	<b>1,570</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,570</b>
<b>Support Service Recharge Income</b>	0	0	0	0	0	0	0
<b>Income</b>							
Internal Trading Income	0	0	0	0	0	0	0
Government Grants	0	0	0	0	0	0	0
Reimbursements & Contributions	0	0	0	0	0	0	0
Customer & Client Receipts	0	0	0	0	0	0	0
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0
<b>Gross Income</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Expenditure/ (Income)</b>	<b>1,570</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,570</b>

Explanation of major items above	£000	FTE
<b>Total</b>	<b>0</b>	<b>0</b>

**Centrally Managed Budgets  
NET COST OF BORROWING**

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

	2015/2016	2016/2017
Full Time Equivalents	0	0

**Subjective Analysis of Estimates**

**Expenditure**

	2015/2016 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2016/2017 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 Service Charges	0	0	0	0	0	0	0
Capital Charges	2,884	0	0	(550)	0	0	2,334

**Gross Expenditure**

**Support Service Recharge Income**

**Income**

Internal Trading 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	(1,802)	0	0	(500)	0	0	(2,302)
Use of Balances & Reserves	0	0	0	0	0	0	0

**Gross Income**

**Net Expenditure/ (Income)**

<b>Gross Expenditure</b>	<b>2,884</b>	<b>0</b>	<b>0</b>	<b>(550)</b>	<b>0</b>	<b>0</b>	<b>2,334</b>
<b>Support Service Recharge Income</b>	0	0	0	0	0	0	0
<b>Gross Income</b>	<b>(1,802)</b>	<b>0</b>	<b>0</b>	<b>(500)</b>	<b>0</b>	<b>0</b>	<b>(2,302)</b>
<b>Net Expenditure/ (Income)</b>	<b>1,082</b>	<b>0</b>	<b>0</b>	<b>(1,050)</b>	<b>0</b>	<b>0</b>	<b>32</b>

**Explanation of major items above**

**Efficiencies** - Debt reduction strategy and increased investment income

	£000	FTE
	(1,050)	
<b>Total</b>	<b>(1,050)</b>	<b>0</b>

**Centrally Managed Budgets  
HOUSING BENEFITS SUPPORT**

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

	2015/2016	2016/2017
Full Time Equivalents	0	0

**Subjective Analysis of Estimates**

**Expenditure**

	2015/2016 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2016/2017 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	145,624	0	0	(200)	0	0	145,424
Support Service Charges	0	0	0	0	0	0	0
Capital Charges	0	0	0	0	0	0	0
<b>Gross Expenditure</b>	<b>145,624</b>	<b>0</b>	<b>0</b>	<b>(200)</b>	<b>0</b>	<b>0</b>	<b>145,424</b>
<b>Support Service Recharge Income</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Income</b>							
Internal Trading Income	0	0	0	0	0	0	0
Government Grants	(145,714)	0	0	0	0	0	(145,714)
Reimbursements & Contributions	0	0	0	0	0	0	0
Customer & Client Receipts	0	0	0	0	0	0	0
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0
<b>Gross Income</b>	<b>(145,714)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(145,714)</b>
<b>Net Expenditure/ (Income)</b>	<b>(91)</b>	<b>0</b>	<b>0</b>	<b>(200)</b>	<b>0</b>	<b>0</b>	<b>(291)</b>

**Explanation of major items above**

	£000	FTE
<b>Efficiencies</b> - assessment of Subsidy/Overpayment Recovery assumptions as a result of improved collection of overpaid housing benefit.	(200)	
<b>Total</b>	<b>(200)</b>	<b>0</b>

**Centrally Managed Budgets  
PENSION & REDUNDANCY COSTS**

This budget provides for the cost of 'added-years' that are payable to the pensions fund for early retirement. This budget also has provision to meet costs of future restructuring and downsizing. The council wide adjustment for the past service pension deficit is also reflected here.

	2015/2016	2016/2017
Full Time Equivalents	0	0

**Subjective Analysis of Estimates**

**Expenditure**

	2015/2016 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2016/2017 Estimates £000
Employees	9,732	0	0	(200)	0	(82)	9,450
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 Service Charges	744	0	0	0	0	(744)	0
Capital Charges	0	0	0	0	0	0	0

**Gross Expenditure**

**Support Service Recharge Income**

**Income**

Internal Trading Income	0	0	0	0	0	0	0
Government Grants	0	0	0	0	0	0	0
Reimbursements & Contributions	(641)	0	0	0	0	641	0
Customer & Client Receipts	0	0	0	0	0	0	0
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0

**Gross Income**

**Net Expenditure/ (Income)**

	<b>10,476</b>	<b>0</b>	<b>0</b>	<b>(200)</b>	<b>0</b>	<b>(827)</b>	<b>9,450</b>
	0	0	0	0	0	0	0
	<b>(641)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>641</b>	<b>0</b>
	<b>9,836</b>	<b>0</b>	<b>0</b>	<b>(200)</b>	<b>0</b>	<b>(186)</b>	<b>9,450</b>

**Explanation of major items above**

**Efficiencies** - reassessment of redundancy budget requirements.

**Other Variations** - Budget realignments predominantly related to Service Level Agreement recalculations

Realignment of support services costs/unfunded pension costs

	£000	FTE
	(200)	
	(186)	
	641/(641)	
<b>Total</b>	<b>(386)</b>	<b>0</b>

**Centrally Managed Budgets  
OTHER CORPORATE ITEMS**

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

	2015/2016	2016/2017
Full Time Equivalents	0	0

**Subjective Analysis of Estimates**

**Expenditure**

	2015/2016 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2016/2017 Estimates £000
Employees	265	0	0	0	0	0	265
Premises	986	0	0	0	0	0	986
Transport	152	0	0	0	0	0	152
Supplies & Services	7,605	125	(672)	(300)	0	(438)	6,320
Third Party Payments	0	0	0	0	0	0	0
Transfer Payments	0	0	0	0	0	0	0
Support Service Charges	3,179	0	0	0	0	(1,598)	1,582
Capital Charges	0	0	0	0	0	0	0

**Gross Expenditure**

**Support Service Recharge Income**

**Income**

Internal Trading 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	(1,170)	0	0	0	0	0	(1,170)
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0

**Gross Income**

**Net Expenditure/ (Income)**

	<b>12,188</b>	<b>125</b>	<b>(672)</b>	<b>(300)</b>	<b>0</b>	<b>(2,036)</b>	<b>9,305</b>
	<b>(2,678)</b>	0	0	0	0	0	<b>(2,678)</b>
	<b>(1,170)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(1,170)</b>
	<b>(1,170)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(1,170)</b>
	<b>8,340</b>	<b>125</b>	<b>(672)</b>	<b>(300)</b>	<b>0</b>	<b>(2,036)</b>	<b>5,457</b>

**Explanation of major items above**

	£000	FTE
<b>Efficiencies</b> - Removal of Business Board contingency.	(250)	
<b>Efficiencies</b> - Assessment of insurance requirements	(50)	
<b>Other Variations</b> -Transfer to Parking services	(1,000)	
<b>Other Variations</b> -HRA contribution for SLA(£441k); Reclassification of IT Enablers from contingency to Reserves(minus £800k) Drawdown efficiency projects reserves (minus £40k); General contingency pa(£800k) Transfer of Care Act Implementation budget to Adult Social Care(minus £840); Contribution to Reserves(1000k)	561	
<b>Other Variations</b> - Budget realignments predominantly related to Service Level Agreement recalculations	(1,598)	
<b>Redirected Resources</b> - transfer of unallocated contingencies in line with approvals	(672)	
<b>Total</b>	<b>(3,008)</b>	<b>0</b>





# CHILDREN'S SERVICES

## **Description of Service**

Children's Services provides child-centred social care services that minimise the risk of harm to the most vulnerable children and provide locality based intervention and prevention services to meet the needs of children and young people, enabling them to get the best start in life. The education service promotes excellent teaching to ensure the best outcomes for the borough's children. A number of key services are jointly managed through working arrangements with the Royal Borough of Kensington and Chelsea and Westminster City Council. In 2014/15 there was the consolidation of a number of services and 2016/17 provides a further opportunity to expand joined up working to deliver further MTFS targets, whilst protecting front line services for Hammersmith and Fulham's most vulnerable residents.

Children's Services for the three boroughs is directed by a single Senior Leadership Team and includes a number of combined and borough-based services. School improvement is supported by local teams within the Schools Commissioning division. Family Services are delivered locally under a dedicated Family Services Director: some services are universal and designed to work with agencies such as schools and early years settings. Others are designed to identify children and families who are vulnerable and who may be in need of protection or who may need to be "looked after". The combined Commissioning Unit has now been working well for two years and in 2016/17, we should continue to see the cost advantages of being able to work with other boroughs on major joint commissioning projects to deliver cost efficiencies on contracts and best practice in procurement.

## **Statement of Core Business**

Children's Services aims to improve the lives and life chances of the borough's children and young people; intervene early to give the best start in life and promote wellbeing; ensure children and young people are protected from harm; and that all have access to an excellent education and achieve their potential. All of this will be done whilst reducing costs and improving service effectiveness.

## **Prime objectives of the Department**

The Department's strategic objectives are:

- To enable all children and young people to live safely, and ensure that they are not at risk of harm.
- To continue to discharge our responsibilities as corporate parents to ensure that children in care and care leavers are safe, healthy, and succeed.
- To carry out the right intervention at the right time in order to reduce demand for high cost specialist services and where possible meet the needs of children and young people receiving these services in a more cost effective way.
- To provide support and challenge to early years settings, schools and colleges, in order to raise standards of educational achievement.
- To ensure that children with complex education, health and care needs are given the maximum opportunities to enhance the quality of their life and are safe, healthy and succeed.
- To improve their life chances and wellbeing.
- To ensure that resources are deployed effectively and efficiently, to achieve value for money, and to reduce costs whilst delivering improved outcomes.





# **2016/2017 ESTIMATES**

# **CHILDREN'S SERVICES**

**CHILDREN'S SERVICES  
CHANGE BETWEEN YEARS**

<b>Service Area Analysis</b>	<b>2015/2016 Estimates £000</b>	<b>Inflation £000</b>	<b>Redirected Resources £000</b>	<b>Efficiencies £000</b>	<b>Growth £000</b>	<b>Other Adjustments £000</b>	<b>2016/2017 Estimates £000</b>
Schools Funding	(21,590)	0	0	0	0	20,574	(1,016)
Safeguarding, Review And Quality Assurance	1,737	0	0	0	0	(310)	1,427
Family Services Summary	30,023	401	0	(2,285)	2,764	2,216	33,119
Commissioning Summary	10,195	24	0	(320)	0	(5,160)	4,739
Finance And Resources Summary	6,804	1	131	(180)	320	(2,492)	4,584
Schools Commissioning And Education Summary	19,527	0	0	(442)	400	(14,961)	4,524
<b>TOTAL</b>	<b>46,697</b>	<b>426</b>	<b>131</b>	<b>(3,227)</b>	<b>3,483</b>	<b>(132)</b>	<b>47,377</b>

**CHILDREN'S SERVICES  
SUMMARY**

	<b>2015/2016</b>	<b>2016/2017</b>
Number of Full Time Equivalent staff	439	419

**SUBJECTIVE ANALYSIS OF ESTIMATES**

	<b>2015/2016 Estimates £000</b>	<b>Inflation £000</b>	<b>Redirected Resources £000</b>	<b>Efficiencies £000</b>	<b>Growth £000</b>	<b>Other Variations £000</b>	<b>2016/2017 Estimates £000</b>
<b>Expenditure</b>							
Employee Expenses	82,666	0	0	(1,417)	505	(63,692)	18,062
Premises Related Expenditure	7,435	4	0	0	0	(6,901)	538
Transport Related Expenditure	2,363	0	0	0	0	(1,845)	519
Supplies and Services	9,020	0	0	(236)	0	(5,864)	2,920
Third Party Payments	36,435	422	131	(1,045)	2,371	79,116	117,429
Transfer Payments	1,990	0	0	(125)	513	(822)	1,556
Support Service Charges	9,049	0	0	0	0	(1,264)	7,785
Capital Charges	3,740	0	0	0	0	(94)	3,647
<b>GROSS EXPENDITURE</b>	<b>152,700</b>	<b>426</b>	<b>131</b>	<b>(2,823)</b>	<b>3,388</b>	<b>(1,366)</b>	<b>152,455</b>
<b>Support Service Recharge Income</b>	<b>(4,249)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4,184</b>	<b>(65)</b>
<b>Income</b>							
Internal Trading Income	(36)	0	0	0	0	0	(36)
Government Grants	(91,249)	0	0	(339)	95	(1,893)	(93,386)
Other Reimbursements & Contributions	(9,432)	0	0	(65)	0	(452)	(9,949)
Customer & Client Receipts	(1,236)	0	0	0	0	(406)	(1,642)
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	198	0	0	0	0	(198)	0
<b>GROSS INCOME</b>	<b>(101,754)</b>	<b>0</b>	<b>0</b>	<b>(404)</b>	<b>95</b>	<b>(2,950)</b>	<b>(105,013)</b>
<b>NET EXPENDITURE</b>	<b>46,697</b>	<b>426</b>	<b>131</b>	<b>(3,227)</b>	<b>3,483</b>	<b>(132)</b>	<b>47,377</b>

**CHILDREN'S SERVICES  
SCHOOLS FUNDING**

Schools are largely funded from Dedicated Schools grant receivable from government. This budget accounts for the distribution of the grant to schools and centrally retained services.

	2015/2016	2016/2017
Full Time Equivalents	0	0

**Subjective Analysis of Estimates**

**Expenditure**

	2015/2016 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2016/2017 Estimates £000
Employees	64,160	0	0	0	0	(63,634)	527
Premises	6,901	0	0	0	0	(6,901)	0
Transport	0	0	0	0	0	0	0
Supplies & Services	2,926	0	0	0	0	(2,926)	0
Third Party Payments	238	0	0	0	0	61,973	62,211
Transfer Payments	0	0	0	0	0	0	0
Support Service Charges	4,602	0	0	0	0	(4,602)	0
Capital Charges	0	0	0	0	0	0	0
<b>Gross Expenditure</b>	<b>78,828</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(16,090)</b>	<b>62,738</b>
<b>Support Service Recharge Income</b>	0	0	0	0	0	0	0
<b>Income</b>							
Internal Trading Income	0	0	0	0	0	0	0
Government Grants	(100,487)	0	0	0	0	36,733	(63,754)
Reimbursements & Contributions	(130)	0	0	0	0	130	0
Customer & Client Receipts	0	0	0	0	0	0	0
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	198	0	0	0	0	(198)	0
<b>Gross Income</b>	<b>(100,419)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>36,665</b>	<b>(63,754)</b>
<b>Net Expenditure/ (Income)</b>	<b>(21,590)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>20,574</b>	<b>(1,016)</b>

Explanation of major items above	£000	FTE
<b>Other Variations</b> - Accounting adjustments of Dedicated Schools Grant (DSG) to reflect current funding allocations and payments made to schools as third party payments, reduction in DSG income due to movement of schools to Academy status. No full -time equivalents are now shown within this budget page due to the accounting adjustment made.	20,574	
<b>Total</b>	<b>20,574</b>	<b>0</b>

**CHILDREN'S SERVICES  
SAFEGUARDING, REVIEW AND QUALITY ASSURANCE (SRQA)**

The SRQA directorate is responsible for ensuring quality assurance and best practice across children's services by the independent review of looked after children's placements, the London Safeguarding Children's Board, ensuring safeguarding in schools and employment, and supporting case conferences around young people and their families to ensure the best outcomes for young people.

	2015/2016	2016/2017
Full Time Equivalents	23	23

**Subjective Analysis of Estimates**

**Expenditure**

	2015/2016 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2016/2017 Estimates £000
Employees	994	0	0	0	0	9	1,004
Premises	0	0	0	0	0	0	0
Transport	6	0	0	0	0	0	6
Supplies & Services	36	0	0	0	0	0	36
Third Party Payments	153	0	0	0	0	133	286
Transfer Payments	0	0	0	0	0	0	0
Support Service Charges	732	0	0	0	0	(342)	390
Capital Charges	0	0	0	0	0	0	0

**Gross Expenditure**

**Support Service Recharge Income**

**Income**

	<b>1,922</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(201)</b>	<b>1,721</b>
	0	0	0	0	0	0	0
Internal Trading Income	0	0	0	0	0	0	0
Government Grants	0	0	0	0	0	(139)	(139)
Reimbursements & Contributions	(185)	0	0	0	0	29	(156)
Customer & Client Receipts	0	0	0	0	0	0	0
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0

**Gross Income**

**Net Expenditure/ (Income)**

	<b>1,737</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(310)</b>	<b>1,427</b>	
<b>Other variations</b> - Accounting treatment regarding s113 charges of £171k; Budget realignments predominantly related to Service Level Agreement recalculations (-£342k); Focus on Practice - government grant funding (-£139k)							£000	FTE
						(310)		
<b>Total</b>						<b>(310)</b>	<b>0</b>	

**CHILDREN'S SERVICES  
FAMILY SERVICES SUMMARY**

This Division contains the following services: Contact and Assessment, Family Support and Child Protection, Looked After Children, Permanency, Children with Disabilities, Fostering and Adoption, Safeguarding and Quality Assurance, Youth Offending Service & Localities.

	2015/2016	2016/2017
Full Time Equivalents	293	280

<b>Subjective Analysis of Estimates</b>	<b>2015/2016 Estimates £000</b>	<b>Inflation £000</b>	<b>Redirected Resources £000</b>	<b>Efficiencies £000</b>	<b>Growth £000</b>	<b>Other Variations £000</b>	<b>2016/2017 Estimates £000</b>
<b>Expenditure</b>							
Employees	12,971	0	0	(911)	185	574	12,819
Premises	244	3	0	0	0	0	247
Transport	449	0	0	0	0	0	449
Supplies & Services	1,689	0	0	(123)	0	0	1,566
Third Party Payments	13,786	398	0	(1,001)	1,971	1,288	16,441
Transfer Payments	1,843	0	0	(115)	513	(822)	1,420
Support Service Charges	3,548	0	0	0	0	1,943	5,491
Capital Charges	363	0	0	0	0	148	511
<b>Gross Expenditure</b>	<b>34,894</b>	<b>401</b>	<b>0</b>	<b>(2,150)</b>	<b>2,669</b>	<b>3,131</b>	<b>38,945</b>
<b>Support Service Recharge Income</b>	<b>(552)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>552</b>	<b>0</b>
<b>Income</b>							
Internal Trading Income	0	0	0	0	0	0	0
Government Grants	(2,634)	0	0	(70)	95	(1,051)	(3,661)
Reimbursements & Contributions	(1,339)	0	0	(65)	0	(416)	(1,820)
Customer & Client Receipts	(345)	0	0	0	0	0	(345)
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0
<b>Gross Income</b>	<b>(4,319)</b>	<b>0</b>	<b>0</b>	<b>(135)</b>	<b>95</b>	<b>(1,467)</b>	<b>(5,826)</b>
<b>Net Expenditure/ (Income)</b>	<b>30,023</b>	<b>401</b>	<b>0</b>	<b>(2,285)</b>	<b>2,764</b>	<b>2,216</b>	<b>33,119</b>

<b>Explanation of major items above</b>	<b>£000</b>	<b>FTE</b>
<b>Growth</b> - Increasing number of children being supported under the Southwark Judgement (£205k), shortfall in grant funding for Youth Offending statutory function (95k), Increase in number of over 21 year olds remaining in education with LA support (£516k), Increase in previously Looked After Children (LAC) remaining in Staying Put arrangements after 18 (£597k), LAC and Leaving Care teams (£115k), Increase in permanence expenditure related to Tower Hamlets case (£297k), Increase in Secure Remand children presenting for Leaving Care services (£250k), shortfall in Government funding for first 25 Unaccompanied Asylum Seeking Children (UASC) cohort leaving care (£371k), Increasing Special Guardianship Orders (SGO) arrangements (£220k), Delayed start to assessment contract (£98k)	2,764	
<b>Efficiencies</b> - Preventing families from needing the high cost in care service through the Focus on Practice programme of systemic intervention and developing an intensive support service for families that will reduce risk to children without removing them (-£629k) Achieving permanent care for children (through avoiding the need for care, return home project, and throughput into permanent families) and a reduction in Looked After Children numbers, staffing review and reduction in placement costs for Children in Care. (-£1,656k)	(2,285)	(13)
<b>Other Variations</b> - Accounting treatment regarding s113 charges of £625k, Focus on Practice government grant income (-£1052), , Reallocation of placement related payments budgets from transfer (£-822k) to third party payments (£822k), Service Level Agreement Adjustments (£1,943k), Accounting adjustment of DSG to reflect current funding allocations in Support Services (£552k), Capital financing adjustment (£148k).	2,216	
<b>Total</b>	<b>2,695</b>	<b>(13)</b>



**CHILDREN'S SERVICES  
COMMISSIONING SUMMARY**

This Division contains the following areas of activity: Commissioning Management, Business & Service Development. Also included is the School Meals Contract, Commissioning Placement area & the Commissioning Transport area for the provision of transport services for Adult Day Centres and Special Education Needs. The budget also includes provision for Young People Commissioning, Early Years services and Commissioning Health.

	2015/2016	2016/2017
Full Time Equivalents	32	28

**Subjective Analysis of Estimates**

**Expenditure**

	2015/2016 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2016/2017 Estimates £000
Employees	952	0	0	(276)	0	(323)	353
Premises	(3)	0	0	0	0	5	2
Transport	144	0	0	0	0	(136)	8
Supplies & Services	3,570	0	0	0	0	(3,333)	237
Third Party Payments	13,055	24	0	(44)	0	8,360	21,396
Transfer Payments	0	0	0	0	0	0	0
Support Service Charges	(1,939)	0	0	0	0	2,402	463
Capital Charges	0	0	0	0	0	0	0

**Gross Expenditure**

**Support Service Recharge Income**

**Income**

	<b>15,779</b>	<b>24</b>	<b>0</b>	<b>(320)</b>	<b>0</b>	<b>6,975</b>	<b>22,458</b>
	(668)	0	0	0	0	603	(65)
Internal Trading Income	(36)	0	0	0	0	0	(36)
Government Grants	0	0	0	0	0	(12,592)	(12,592)
Reimbursements & Contributions	(4,879)	0	0	0	0	(146)	(5,026)
Customer & Client Receipts	0	0	0	0	0	0	0
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0

**Gross Income**

**Net Expenditure/ (Income)**

	<b>(4,915)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(12,738)</b>	<b>(17,654)</b>
	<b>10,195</b>	<b>24</b>	<b>0</b>	<b>(320)</b>	<b>0</b>	<b>(5,160)</b>	<b>4,739</b>

	£000	FTE
<b>Efficiencies</b> - Joint Health Commissioning (-£60k), Renegotiations of contract for education (-£44k), Review of Commissioning Directorate structure (-£200k), Review of Education Data Team (-£16k)	(320)	(4)
<b>Other Variations</b> - Accounting treatment regarding s113 charges of £41k. Accounting adjustment of DSG to reflect current funding allocations for Government Grants (-£12,592k) and Support Services (£3,039k). NNDR adjustment (£5k); Realignment of Passenger transport service budgets (-£136k) to Support Services (£136k); Realignment of 3 & 4 Years old budgets to reflect current funding allocation in Supplies and Services budgets (-£3,333k) and Third Party Payments (£6,173k); Children's Centres Third Party Payments reallocation from Finance and Resources directorate (£1,677k), Realignment of Health and Multisystem Therapy budgets from Reimbursements and Contributions (-£351k) to third party (£351k); Support Services accounting adjustment (-£427k); Review of school meals funding (£257k).	(5,160)	
<b>Total</b>	<b>(5,480)</b>	<b>(4)</b>

**CHILDREN'S SERVICES  
FINANCE AND RESOURCES SUMMARY**

This Division includes the departmental costs of Directors Office, Executive Support, Accountancy, Facilities, Project Support, IT Strategy, Development & Support & Schools Mutual contract.

	2015/2016	2016/2017
Full Time Equivalents	25	25

**Subjective Analysis of Estimates**

**Expenditure**

	2015/2016 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2016/2017 Estimates £000
Employees	971	0	0	(180)	320	(342)	768
Premises	178	1	0	0	0	(5)	174
Transport	1	0	0	0	0	0	1
Supplies & Services	(245)	0	0	0	0	404	159
Third Party Payments	3,849	0	131	0	0	(1,682)	2,298
Transfer Payments	0	0	0	0	0	0	0
Support Service Charges	447	0	0	0	0	208	655
Capital Charges	3,377	0	0	0	0	(242)	3,135

**Gross Expenditure**

**Support Service Recharge Income**

**Income**

Internal Trading Income	0	0	0	0	0	0	0
Government Grants	0	0	0	0	0	(577)	(577)
Reimbursements & Contributions	(1,487)	0	0	0	0	(303)	(1,790)
Customer & Client Receipts	(240)	0	0	0	0	0	(240)
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0

**Gross Income**

**Net Expenditure/ (Income)**

	<b>8,577</b>	<b>1</b>	<b>131</b>	<b>(180)</b>	<b>320</b>	<b>(1,657)</b>	<b>7,190</b>
	(45)	0	0	0	0	45	0
	<b>(1,727)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(879)</b>	<b>(2,606)</b>
	<b>6,804</b>	<b>1</b>	<b>131</b>	<b>(180)</b>	<b>320</b>	<b>(2,492)</b>	<b>4,584</b>

**Explanation of major items above**

**Growth** - Employers NI contribution due to pension reform (£320k)

**Efficiencies** - Staffing Reorganisation (-£180k)

**Redirected Resources** - Funding for Employee Led Mutual (£131k)

**Other Variations** - Accounting treatment regarding s113 charges of (-£246k). Accounting adjustment of DSG to reflect current funding allocations for support services (£45k) and Government Grants (-£577k). NNDR adjustment (-£5k); Children's Centres Supplies and Services Budget Reallocation from Finance and Resources (£404k); Realignment of Children's Centres Third Party Payments to Commissioning (-£2,081k); Service Level Agreements adjustments (£208k); Capital financing adjustment (-£242k); Other minor adjustment (£2k).

<b>Total</b>	<b>(2,221)</b>	<b>0</b>
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**CHILDREN'S SERVICES  
SCHOOLS COMMISSIONING AND EDUCATION SUMMARY**

This Division undertakes the evaluation and inclusion of Schools within Children's Services. 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.

	2015/2016	2016/2017
Full Time Equivalents	66	63

**Subjective Analysis of Estimates**

**Expenditure**

	2015/2016 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2016/2017 Estimates £000
Employees	2,618	0	0	(50)	0	23	2,591
Premises	115	0	0	0	0	0	115
Transport	1,763	0	0	0	0	(1,709)	55
Supplies & Services	1,044	0	0	(113)	0	(10)	922
Third Party Payments	5,353	0	0	0	400	9,045	14,798
Transfer Payments	147	0	0	(10)	0	0	137
Support Service Charges	1,660	0	0	0	0	(874)	786
Capital Charges	0	0	0	0	0	0	0

**Gross Expenditure**

**Support Service Recharge Income**

**Income**

Internal Trading Income	0	0	0	0	0	0	0
Government Grants	11,873	0	0	(269)	0	(24,268)	(12,664)
Reimbursements & Contributions	(1,411)	0	0	0	0	254	(1,158)
Customer & Client Receipts	(651)	0	0	0	0	(406)	(1,057)
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0

**Gross Income**

**Net Expenditure/ (Income)**

	<b>12,701</b>	<b>0</b>	<b>0</b>	<b>(173)</b>	<b>400</b>	<b>6,476</b>	<b>19,403</b>
	(2,984)	0	0	0	0	2,984	0
	<b>9,811</b>	<b>0</b>	<b>0</b>	<b>(269)</b>	<b>0</b>	<b>(24,420)</b>	<b>(14,879)</b>
	<b>19,527</b>	<b>0</b>	<b>0</b>	<b>(442)</b>	<b>400</b>	<b>(14,961)</b>	<b>4,524</b>

**Explanation of major items above**

	£000	FTE
<b>Growth</b> - Passenger Transport Review	400	
<b>Efficiencies</b> - Substitute funding to support delivery of SEN services (-£300k), Reduction in Educational Achievement funding (-£77k), Review of School Standards team and substitute funding (-£55k), Pupil Travel (-£10k)	(442)	(3)
<b>Other Variations</b> - Accounting treatment regarding s113 charges of (-£649k). Accounting adjustment of DSG to reflect current funding allocations for Third Party Payments (7,846k), Support services budgets (£2,994k), and Government Grants (-£24,268k). Reallocation of Transport contract budget (-£1,709k) to Third Party Payments (£1,709k); Education Business Partnership (EBP) Grant funded budget realignment (-£10k); Service Level Agreement Adjustments (-£874k); Realignment of Traded Services income from Reimbursements and Contributions (-£406k) to Customer and Client Receipts (£406k).	(14,961)	
<b>Total</b>	<b>(15,003)</b>	<b>(3)</b>



# ENVIRONMENTAL SERVICES

## **Description of Service**

The Environmental Services (ES) group 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 resident perception of living and working in the borough.

A number of senior managers in the ES group work across both LBHF and the Royal Borough of Kensington and Chelsea, managing shared services. Building and Property Management, Planning, Community Safety and Registrars are single borough services provided for LBHF only.

## **Statement of Core Business**

The Environmental Services group supports the Council's core objectives by:

- Tackling Crime and Anti-Social Behaviour, including enhanced town centre policing
- Keeping streets clean and clutter-free for our residents
- Providing excellent parks and open spaces
- Supporting the framework for a healthy borough
- Inspiring residents with high quality, enjoyable arts and culture activities
- Ensuring business continuity for our residents in times of unexpected disruption
- Engaging with communities in a number of ways, from parks forums through to excellent local street markets
- Ensuring standards in the provision of private housing in the borough
- Meeting the Council's statutory obligations with regard to the registration of births, deaths and marriages
- Managing the council's property assets efficiently and delivering a cost effective facilities management service
- Effectively developing and incentivising staff to improve performance and productivity levels and reduce net costs
- Providing excellent customer services to local businesses and winning new business

## **Prime objectives of the Service Group**

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

- Improving resident satisfaction through effective customer engagement
- Providing high quality, value for money services
- Getting the borough moving through tackling congestion, parking enforcement, traffic enforcement, improving public transport and selectively increasing road capacity to support a strong local economy
- Planning and adult learning services support economic development and regeneration
- Delivering more efficient use of council property assets
- Protecting, regulating and enhancing health and wellbeing to ensure the safety of our residents and visitors
- Tackling crime and anti-social behaviour for a safer environment
- Reducing the risk of flooding, particularly from surface water and sewer surcharging
- Reducing waste, fly-tipping, fly-posting, graffiti and litter and increasing recycling
- 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





# **2016/17 ESTIMATES**

# **ENVIRONMENTAL SERVICES**

## Transport & Technical Services CHANGE BETWEEN YEARS

Service Area Analysis	2015/2016 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Adjustments £000	2016/2017 Estimates £000
Transport & Highways Services	12,684	32	0	(166)	175	889	13,614
Parking	(21,318)	41	0	(1,329)	67	82	(22,458)
Planning	1,913	0	0	(120)	45	128	1,966
Environmental Heath	3,478	0	(40)	(38)	72	(478)	2,995
Building & Property Management	(1,958)	121	0	(667)	30	(321)	(2,795)
Economic Development, Learning and Skills	0	0	1,469	(140)	0	0	1,329
Cleaner, Greener & Cultural Services	21,112	163	40	(207)	22	394	21,525
Safer Neighbourhoods	8,761	55	(218)	(20)	163	(634)	8,107
Other Commercial Services	168	5	(77)	(32)	2	(55)	11
Environmental Services Administrative Support, Finance & Resources	(626)	1	15	(80)	6	(71)	(755)
<b>TOTAL</b>	<b>24,214</b>	<b>418</b>	<b>1,189</b>	<b>(2,799)</b>	<b>581</b>	<b>(65)</b>	<b>23,538</b>



**ENVIRONMENTAL SERVICES  
SUMMARY**

	2015/16	2016/17
Number of Full Time Equivalent staff	568	567

**SUBJECTIVE ANALYSIS OF ESTIMATES**

**Expenditure**

	2015/16 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2016/17 Estimates £000
Employee Expenses	22,307	0	3,178	(274)	312	191	25,714
Premises Related Expenditure	7,898	180	195	(414)	0	(1)	7,858
Transport Related Expenditure	1,201	0	0	0	0	(121)	1,081
Supplies and Services	26,651	167	467	(322)	0	28	26,992
Third Party Payments	12,437	71	148	(150)	0	149	12,656
Transfer Payments	(190)	0	0	0	0	260	71
Support Service Charges	10,636	0	2,040	(85)	0	111	12,702
Capital Charges	14,656	0	84	0	0	(311)	14,430

**GROSS EXPENDITURE**

<b>95,597</b>	<b>418</b>	<b>6,113</b>	<b>(1,245)</b>	<b>312</b>	<b>306</b>	<b>101,502</b>
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**Support Service Recharge Income**

<b>(11,574)</b>	<b>0</b>	<b>79</b>	<b>(117)</b>	<b>0</b>	<b>1,195</b>	<b>(10,416)</b>
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**Income**

Internal Trading Income	(2,933)	0	0	0	0	(1,108)	(4,041)
Government Grants	0	0	(3,819)	0	0	0	(3,819)
Other Reimbursements & Contributions	(4,449)	0	65	0	0	(486)	(4,870)
Customer & Client Receipts	(52,434)	0	(1,249)	(1,438)	269	28	(54,824)
Interest & Other	7	0	0	0	0	0	7
Use of Balances & Reserves	0	0	0	0	0	0	0

**GROSS INCOME**

<b>(59,808)</b>	<b>0</b>	<b>(5,003)</b>	<b>(1,438)</b>	<b>269</b>	<b>(1,567)</b>	<b>(67,547)</b>
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**NET EXPENDITURE**

<b>24,215</b>	<b>418</b>	<b>1,188</b>	<b>(2,799)</b>	<b>581</b>	<b>(65)</b>	<b>23,538</b>
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**ENVIRONMENTAL SERVICES  
TRANSPORT & HIGHWAYS 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.

	2015/2016	2016/2017
Full Time Equivalent	67	66

**Subjective Analysis of Estimates**

**Expenditure**

	2015/2016 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2016/2017 Estimates £000
Employees	2,958	0	0	0	47	227	3,232
Premises	777	55	0	(116)	0	(4)	713
Transport	29	0	0	0	0	2	30
Supplies & Services	296	(0)	0	0	0	(9)	286
Third Party Payments	3,341	(23)	0	(40)	0	55	3,335
Transfer Payments	0	0	0	0	0	0	0
Support Service Charges	717	0	0	0	0	911	1,627
Capital Charges	9,645	0	0	0	0	(166)	9,478
<b>Gross Expenditure</b>	<b>17,763</b>	<b>32</b>	<b>0</b>	<b>(156)</b>	<b>47</b>	<b>1,015</b>	<b>18,702</b>
<b>Support Service Recharge Income</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Income</b>							
Internal Trading Income	(2,577)	0	0	0	0	0	(2,577)
Government Grants	0	0	0	0	0	0	0
Reimbursements & Contributions	(113)	0	0	0	0	(126)	(239)
Customer & Client Receipts	(2,390)	0	0	(10)	128	0	(2,272)
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0
<b>Gross Income</b>	<b>(5,080)</b>	<b>0</b>	<b>0</b>	<b>(10)</b>	<b>128</b>	<b>(126)</b>	<b>(5,088)</b>
<b>Net Expenditure/ (Income)</b>	<b>12,684</b>	<b>32</b>	<b>0</b>	<b>(166)</b>	<b>175</b>	<b>889</b>	<b>13,614</b>

Explanation of major items above	£000	FTE
<b>Efficiencies</b> - LED street lighting (-£155k), sponsorship of asset maintenance (-£11k)	(166)	
<b>Growth</b> - Wi-Fi (£128k), Pensions Act Reform- funding loss of National Insurance rebate (£47k)	175	
<b>Other Variations</b> - Budget realignments predominantly related to Service Level Agreement recalculations (£911k), capital financing adjustment (-£166k), accounting treatment regarding s113 charges (£174k), other movements in premises, transport, supplies and services and third party payments (-£30k)	889	1.5
Semi-retirement / reduced hours changes	0	(2.0)
<b>Total</b>	<b>898</b>	<b>(0.5)</b>

**ENVIRONMENTAL 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.

	2015/2016	2016/2017
Full Time Equivalents	153	152

**Subjective Analysis of Estimates**

**Expenditure**

	2015/2016 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2016/2017 Estimates £000
Employees	4,975	0	0	(19)	67	71	5,094
Premises	742	15	0	(60)	0	0	697
Transport	121	0	0	0	0	0	121
Supplies & Services	995	0	0	(250)	0	0	745
Third Party Payments	1,840	26	0	0	0	6	1,873
Transfer Payments	0	0	0	0	0	0	0
Support Service Charges	3,856	0	0	0	0	(951)	2,905
Capital Charges	494	0	0	0	0	22	516
<b>Gross Expenditure</b>	<b>13,023</b>	<b>41</b>	<b>0</b>	<b>(329)</b>	<b>67</b>	<b>(852)</b>	<b>11,949</b>

**Support Service Recharge Income**

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

Internal Recharge Income	0	0	0	0	0	0	0
Government Grants	0	0	0	0	0	0	0
Reimbursements & Contributions	(111)	0	0	0	0	(66)	(177)
Customer & Client Receipts	(34,237)	0	0	(1,000)	0	1,000	(34,237)
Interest & Other	7	0	0	0	0	0	7
Use of Balances & Reserves	0	0	0	0	0	0	0

**Gross Income**

<b>(34,341)</b>	<b>0</b>	<b>0</b>	<b>(1,000)</b>	<b>0</b>	<b>0</b>	<b>934</b>	<b>(34,407)</b>
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**Net Expenditure/ (Income)**

<b>(21,318)</b>	<b>41</b>	<b>0</b>	<b>(1,329)</b>	<b>67</b>	<b>82</b>	<b>(22,458)</b>
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**Explanation of major items above**

	£000	FTE
<b>Efficiencies</b> - Parking back office (-£269k), recognition of existing savings and other income changes (-£1,000k), full year impact of contract price reduction (-£60k)	(1,329)	(1.0)
<b>Growth</b> - Pensions Act Reform- funding loss of National Insurance rebate (£67k)	67	
<b>Other Variations</b> - Budget realignments predominantly related to Service Level Agreement recalculations (-£951k), capital financing adjustment (£22k), Budget adjustment following new legislation on the use of CCTV to enforce parking controls (£1,000), accounting treatment regarding s113 charges (£11k).	82	
<b>Total</b>	<b>(1,180)</b>	<b>(1.0)</b>

## ENVIRONMENTAL 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.

	2015/2016	2016/2017
Full Time Equivalents	49	49

### Subjective Analysis of Estimates

#### Expenditure

	2015/2016 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2016/2017 Estimates £000
Employees	2,731	0	0	0	45	7	2,783
Premises	0	0	0	0	0	0	0
Transport	4	0	0	0	0	0	4
Supplies & Services	203	0	0	0	0	2	205
Third Party Payments	3	0	0	0	0	(2)	1
Transfer Payments	0	0	0	0	0	0	0
Support Service Charges	1,782	0	0	0	0	(558)	1,224
Capital Charges	18	0	0	0	0	679	697
<b>Gross Expenditure</b>	<b>4,741</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>45</b>	<b>128</b>	<b>4,914</b>
<b>Support Service Recharge Income</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

#### Income

Internal Trading Income	(303)	0	0	0	0	0	(303)
Government Grants	0	0	0	0	0	0	0
Reimbursements & Contributions	(50)	0	0	0	0	0	(50)
Customer & Client Receipts	(2,476)	0	0	(120)	0	0	(2,596)
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0
<b>Gross Income</b>	<b>(2,828)</b>	<b>0</b>	<b>0</b>	<b>(120)</b>	<b>0</b>	<b>0</b>	<b>(2,948)</b>
<b>Net Expenditure/ (Income)</b>	<b>1,913</b>	<b>0</b>	<b>0</b>	<b>(120)</b>	<b>45</b>	<b>128</b>	<b>1,966</b>

#### Explanation of major items above

	£000	FTE
<b>Efficiencies</b> - Application income initiatives (-£100k), increased recovery of legal costs (-£20k)	(120)	
<b>Growth</b> - Pensions Act Reform- funding loss of National Insurance rebate (£45k)	45	
<b>Other Variations</b> - Budget realignments predominantly related to Service Level Agreement recalculations (-£558k), capital financing adjustment (£679k), accounting treatment regarding s113 charges (7k)	128	
<b>Total</b>	<b>53</b>	<b>0</b>

**ENVIRONMENTAL SERVICES  
ENVIRONMENTAL HEALTH**

The Environmental Health Division is responsible for many of the Council's statutory regulatory functions including environmental quality, trading standards and licensing. The division also includes corporate safety, pest control, noise and nuisance and private housing. 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.

	2015/2016	2016/2017
Full Time Equivalents	52	52

**Subjective Analysis of Estimates**

**Expenditure**

	2015/2016 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2016/2017 Estimates £000
Employees	2,770	0	(40)	0	41	452	3,223
Premises	0	0	0	0	0	0	0
Transport	36	0	0	0	0	0	36
Supplies & Services	18	0	0	0	0	0	18
Third Party Payments	304	0	0	0	0	289	593
Transfer Payments	0	0	0	0	0	0	0
Support Service Charges	1,725	0	0	0	0	(487)	1,238
Capital Charges	5	0	0	0	0	(1)	4
<b>Gross Expenditure</b>	<b>4,858</b>	<b>0</b>	<b>(40)</b>	<b>0</b>	<b>41</b>	<b>254</b>	<b>5,113</b>
<b>Support Service Recharge Income</b>	<b>(226)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(226)</b>
<b>Income</b>							
Internal Trading Income	(26)	0	0	0	0	(97)	(123)
Government Grants	0	0	0	0	0	0	0
Reimbursements & Contributions	(291)	0	0	0	0	(706)	(997)
Customer & Client Receipts	(837)	0	0	(38)	31	72	(772)
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0
<b>Gross Income</b>	<b>(1,154)</b>	<b>0</b>	<b>0</b>	<b>(38)</b>	<b>31</b>	<b>(731)</b>	<b>(1,892)</b>
<b>Net Expenditure/ (Income)</b>	<b>3,478</b>	<b>0</b>	<b>(40)</b>	<b>(38)</b>	<b>72</b>	<b>(478)</b>	<b>2,995</b>

Explanation of major items above	£000	FTE
<b>Redirected Resources</b> - Transfer post to Cleaner, Greener & Cultural Services (-£40k)	(40)	
<b>Efficiencies</b> - Improving standards in the Private Rented Sector via licensing (-£38k)	(38)	
<b>Growth</b> - Pensions Act Reform- funding loss of National Insurance rebate (£41k), Income Growth due to expected change in legislation no longer going ahead (£31k)	72	
<b>Other Variations</b> - Budget realignments predominantly related to Service Level Agreement recalculations (-£487k), capital financing adjustment (-£1k), accounting treatment regarding s113 charges (£10k), budgets for funded staffing (£50k) offset by funding to be received (-£50k), income from housing for pest control work moved from customer and client receipts (£97k) to internal trading income (-£97k)	(478)	
<b>Total</b>	<b>(484)</b>	<b>0</b>

**ENVIRONMENTAL SERVICES  
BUILDING & PROPERTY MANAGEMENT**

This division provides a complete professional architectural, engineering, facilities management and surveying service to all departments of the Council. The division also includes the Total Facilities Management (TFM) contract with Amey that oversees running costs and maintenance budgets for Council properties, undertaking day to day repairs, refurbishment and engineering servicing works. 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.

	2015/2016	2016/2017
Full Time Equivalents	43	42

**Subjective Analysis of Estimates**

**Expenditure**

	2015/2016 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2016/2017 Estimates £000
Employees	2,299	0	0	(110)	30	(9)	2,210
Premises	2,795	54	0	(238)	0	0	2,612
Transport	17	0	0	0	0	(0)	16
Supplies & Services	448	0	0	(7)	0	13	455
Third Party Payments	5,425	67	0	(110)	0	0	5,382
Transfer Payments	0	0	0	0	0	0	0
Support Service Charges	(1,328)	0	0	0	0	1,024	(304)
Capital Charges	1,619	0	0	0	0	(425)	1,194

**Gross Expenditure**

**Support Service Recharge Income**

**Income**

Internal Trading 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	(3,757)	0	0	(86)	0	(1,195)	(5,038)
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0

**Gross Income**

**Net Expenditure/ (Income)**

	<b>11,275</b>	<b>121</b>	<b>0</b>	<b>(465)</b>	<b>30</b>	<b>603</b>	<b>11,564</b>
	<b>(9,475)</b>	<b>0</b>	<b>0</b>	<b>(117)</b>	<b>0</b>	<b>271</b>	<b>(9,321)</b>
	<b>(3,757)</b>	<b>0</b>	<b>0</b>	<b>(86)</b>	<b>0</b>	<b>(1,195)</b>	<b>(5,038)</b>
	<b>(1,958)</b>	<b>121</b>	<b>0</b>	<b>(667)</b>	<b>30</b>	<b>(321)</b>	<b>(2,795)</b>

**Explanation of major items above**

	£000	FTE
<b>Efficiencies</b> - Facilities Management (-£117k), accommodation savings (-£245k), rental income (-£86k), carbon reduction (-£110k), reorganisation of Building & Property Management (-£109k)	(667)	(1.0)
<b>Growth</b> - Pensions Act Reform- funding loss of National Insurance rebate (£30k)	30	
<b>Other Variations</b> - Budget realignments predominantly related to Service Level Agreement recalculations (£1,024k) including movement of budget incorrectly shown as customer and client receipts (£1,195k) and adjustments to the support service recharge income (£271k), capital financing adjustment (-£425k), other (£4k)	(321)	
<b>Total</b>	<b>(958)</b>	<b>(1.0)</b>

**ENVIRONMENTAL SERVICES  
ECONOMIC DEVELOPMENT LEARNING AND SKILLS**

Provides social and economic initiatives to promote business growth, job creation and employment. Attracts inward investment and funding and improves skill levels through providing an adult education service.

	2015/2016	2016/2017
Full Time Equivalents	65	65

**Subjective Analysis of Estimates**

**Expenditure**

	2015/2016 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2016/2017 Estimates £000
Employees	0	0	3,319	(55)	0	0	3,263
Premises	0	0	195	0	0	0	195
Transport	0	0	0	0	0	0	0
Supplies & Services	0	0	751	0	0	0	751
Third Party Payments	0	0	148	0	0	0	148
Transfer Payments	0	0	0	0	0	0	0
Support Service Charges	0	0	2,040	(85)	0	0	1,955
Capital Charges	0	0	84	0	0	0	84
<b>Gross Expenditure</b>	<b>0</b>	<b>0</b>	<b>6,537</b>	<b>(140)</b>	<b>0</b>	<b>0</b>	<b>6,397</b>
<b>Support Service Recharge Income</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Income</b>							
Internal Trading Income	0	0	0	0	0	0	0
Government Grants	0	0	(3,819)	0	0	0	(3,819)
Reimbursements & Contributions	0	0	0	0	0	0	0
Customer & Client Receipts	0	0	(1,249)	0	0	0	(1,249)
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0
<b>Gross Income</b>	<b>0</b>	<b>0</b>	<b>(5,068)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(5,068)</b>
<b>Net Expenditure/ (Income)</b>	<b>0</b>	<b>0</b>	<b>1,469</b>	<b>(140)</b>	<b>0</b>	<b>0</b>	<b>1,329</b>

Explanation of major items above	£000	FTE
<b>Efficiencies</b> - Review of income generation opportunities (£140k)	(140)	
<b>Redirected Resources</b> - Movement of service from Housing (£1,469k)	1,469	
<b>Total</b>	<b>1,329</b>	<b>0</b>

**ENVIRONMENTAL SERVICES  
CLEANER, GREENER & CULTURAL SERVICES**

The Cleaner, Greener & Cultural services directorate is made up of two service areas. The Culture Service seeks to involve, amaze and inspire residents with high quality and enjoyable arts and culture events and activities. These include the fireworks and the Oxford and Cambridge Boat Race. The Waste and Street Enforcement Service strives to ensure that waste collections are made promptly from households and businesses, and that our streets are clean and clutter-free for our residents, businesses and the many visitors who pass through our borough. This team also works with Western Riverside Waste Authority to dispose of household and commercial waste, using the most economical and sustainable methods available.

	2015/16	2016/17
Full Time Equivalents	31	33

**Subjective Analysis of Estimates**

**Expenditure**

	2015/16 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2016/17 Estimates £000
Employees	1,357	0	40	0	22	20	1,440
Premises	53	0	0	0	0	0	54
Transport	86	0	0	0	0	(0)	86
Supplies & Services	22,700	163	0	(65)	0	(53)	22,744
Third Party Payments	300	0	0	0	0	(9)	291
Transfer Payments	0	0	0	0	0	0	0
Support Service Charges	1,593	0	0	0	0	239	1,832
Capital Charges	151	0	0	0	0	62	213

**Gross Expenditure**

**Support Service Recharge Income**

**Income**

<b>Gross Expenditure</b>	<b>26,240</b>	<b>163</b>	<b>40</b>	<b>(65)</b>	<b>22</b>	<b>259</b>	<b>26,659</b>
<b>Support Service Recharge Income</b>	<b>(832)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>671</b>	<b>(162)</b>
<b>Income</b>							
Internal Trading Income	(27)	0	0	0	0	(597)	(624)
Government Grants	0	0	0	0	0	0	0
Reimbursements & Contributions	(367)	0	0	0	0	22	(346)
Customer & Client Receipts	(3,901)	0	0	(142)	0	40	(4,003)
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0

**Gross Income**

**Net Expenditure/ (Income)**

<b>Gross Income</b>	<b>(4,295)</b>	<b>0</b>	<b>0</b>	<b>(142)</b>	<b>0</b>	<b>(535)</b>	<b>(4,972)</b>
<b>Net Expenditure/ (Income)</b>	<b>21,112</b>	<b>163</b>	<b>40</b>	<b>(207)</b>	<b>22</b>	<b>394</b>	<b>21,525</b>

**Explanation of major items above**

	£000	FTE
<b>Redirected Resources</b> - transfer of budget to fund enforcement officer (£40k)	40	1.0
<b>Efficiencies</b> - waste disposal costs (-£65k), additional filming and events income (-£42k), increase commercial waste income (-£100k)	(207)	
<b>Growth</b> - Pensions Act Reform- funding loss of National Insurance rebate (£22k)	22	
<b>Other Variations</b> - Realign executive support salaries (-£15k), realign corporate and internal departmental overheads and restate internal trading income previously accounted for as support services income (£312k), capital financing adjustment (£62k), transfer budget for markets manager back to commercial waste support cost centre (£35k)	394	1.0
<b>Total</b>	<b>249</b>	<b>2.0</b>



**ENVIRONMENTAL SERVICES  
SAFER NEIGHBOURHOODS**

The Safer Neighbourhoods Directorate is made up of a diverse group of services. The Community Safety service works to make the borough a safer place for residents and visitors. This is achieved through a range of council-based services who work closely with the police and local partners to support victims of crime and take enforcement action against offenders. The Leisure and Parks team work to provide good quality parks, cemeteries and leisure services for residents. Emergency Services includes Emergency Planning, Coroners, Mortuary and Fleet Transport. The Registration service fulfils the Council's statutory obligations with regard to the registration of births, deaths and marriages as well as a premium commercial service for Nationality Checking. The FTE figures below include 21 HRA funded staff. The costs associated with these staff are included in the HRA budget book pages and are not included below.

	2015/16	2016/17
Full Time Equivalents	93	95

**Subjective Analysis of Estimates**

**Expenditure**

	2015/16 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2016/17 Estimates £000
Employees	3,369	0	0	0	53	(29)	3,392
Premises	3,506	55	0	0	0	0	3,560
Transport	909	0	0	0	0	(122)	787
Supplies & Services	1,332	0	(283)	0	0	49	1,097
Third Party Payments	915	1	0	0	0	(53)	862
Transfer Payments	0	0	0	0	0	260	260
Support Service Charges	2,871	0	0	0	0	(304)	2,567
Capital Charges	2,725	0	0	0	0	(482)	2,244
<b>Gross Expenditure</b>	<b>15,626</b>	<b>55</b>	<b>(283)</b>	<b>0</b>	<b>53</b>	<b>(682)</b>	<b>14,769</b>
<b>Support Service Recharge Income</b>	<b>(652)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>367</b>	<b>(285)</b>
<b>Income</b>							
Internal Trading Income	0	0	0	0	0	(414)	(414)
Government Grants	0	0	0	0	0	0	0
Reimbursements & Contributions	(2,489)	0	65	0	0	(17)	(2,441)
Customer & Client Receipts	(3,724)	0	0	(20)	110	112	(3,522)
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0
<b>Gross Income</b>	<b>(6,213)</b>	<b>0</b>	<b>65</b>	<b>(20)</b>	<b>110</b>	<b>(319)</b>	<b>(6,377)</b>
<b>Net Expenditure/ (Income)</b>	<b>8,761</b>	<b>55</b>	<b>(218)</b>	<b>(20)</b>	<b>163</b>	<b>(634)</b>	<b>8,107</b>

Explanation of major items above	£000	FTE
<b>Redirected Resources</b> - transfer rough sleeping budget to the Housing Department (-£283k), transfer floating support for homelessness from Adult Social Care (£65k)	(218)	
<b>Efficiencies</b> - Extend registration opening hours to increase income (-£20k)	(20)	(1.0)
<b>Growth</b> - Pensions Act Reform- funding loss of National Insurance rebate (£53k), Increase in leisure facilities available to residents (£110k)	163	
<b>Other Variations</b> - Realign executive support salaries (-£19k), realign corporate and internal departmental overheads and restate internal trading income previously accounted for as support services income (-£134k), capital financing adjustment (-£482k)	(634)	(1.0)
<b>Other FTE Movements</b> - recruitment of Coroners and Mortuary Manager, two interns and mortuary technician, costs to be shared across the West London Coronial District and with our mortuary partner borough, recruitment of additional neighbourhood warden (paid for by HRA)		4.0
<b>Total</b>	<b>(709)</b>	<b>2.0</b>

**ENVIRONMENTAL SERVICES  
OTHER COMMERCIAL SERVICES**

Other commercial services includes Markets and Street Trading (including North End Road and various specialist markets across the borough), the Business Improvement Team (who support the Environmental Services Group to manage performance and customer engagement) and the Council's underground ducting concession contract.

	2015/16	2016/17
Full Time Equivalents	5	3

**Subjective Analysis of Estimates**

**Expenditure**

	2015/16 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2016/17 Estimates £000
Employees	265	0	(77)	(10)	2	(118)	62
Premises	0	0	0	0	0	0	0
Transport	0	0	0	0	0	(0)	0
Supplies & Services	347	5	0	0	0	(1)	351
Third Party Payments	79	0	0	0	0	1	80
Transfer Payments	0	0	0	0	0	0	0
Support Service Charges	292	0	0	0	0	(74)	218
Capital Charges	0	0	0	0	0	0	0
<b>Gross Expenditure</b>	<b>983</b>	<b>5</b>	<b>(77)</b>	<b>(10)</b>	<b>2</b>	<b>(192)</b>	<b>711</b>
<b>Support Service Recharge Income</b>	<b>(125)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>79</b>	<b>(46)</b>
<b>Income</b>							
Internal Trading Income	0	0	0	0	0	0	0
Government Grants	0	0	0	0	0	0	0
Reimbursements & Contributions	(350)	0	0	0	0	60	(290)
Customer & Client Receipts	(340)	0	0	(22)	0	(2)	(364)
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0
<b>Gross Income</b>	<b>(691)</b>	<b>0</b>	<b>0</b>	<b>(22)</b>	<b>0</b>	<b>59</b>	<b>(654)</b>
<b>Net Expenditure/ (Income)</b>	<b>168</b>	<b>5</b>	<b>(77)</b>	<b>(32)</b>	<b>2</b>	<b>(55)</b>	<b>11</b>

**Explanation of major items above**

	£000	FTE
<b>Redirected Resources</b> - Remove director post, efficiencies shared with Finance & Corporate Services (FCS) (-£77k)	(77)	(1.0)
<b>Efficiencies</b> - review business improvement team (-£10k), increase street markets income (-£22k)	(32)	
<b>Growth</b> - Pensions Act Reform- funding loss of National Insurance rebate (£2k)	2	
<b>Other Variations</b> - Realign executive support salaries (-£25k), realign corporate and internal departmental overheads (£5k), transfer salary budget for markets manager to commercial waste (-£35k)	(55)	(1.0)
<b>Total</b>	<b>(162)</b>	<b>(2.0)</b>

**ENVIRONMENTAL SERVICES  
ENVIRONMENTAL SERVICES ADMINISTRATIVE SUPPORT, FINANCE & RESOURCES**

The costs of administrative and finance support to the Environmental Services Group are included here and are allocated to Directorate service areas as a support service recharge.

	<b>2015/16</b>	<b>2016/17</b>
Full Time Equivalents	9	10

**Subjective Analysis of Estimates**

**Expenditure**

	<b>2015/16 Estimates £000</b>	<b>Inflation £000</b>	<b>Redirected Resources £000</b>	<b>Efficiencies £000</b>	<b>Growth £000</b>	<b>Other Variations £000</b>	<b>2016/17 Estimates £000</b>
Employees	1,583	0	(64)	(80)	6	(430)	1,016
Premises	24	1	0	0	0	3	27
Transport	0	0	0	0	0	0	0
Supplies & Services	312	0	0	0	0	28	340
Third Party Payments	230	0	0	0	0	(138)	92
Transfer Payments	(190)	0	0	0	0	0	(190)
Support Service Charges	(871)	0	0	0	0	311	(560)
Capital Charges	0	0	0	0	0	0	0
<b>Gross Expenditure</b>	<b>1,088</b>	<b>1</b>	<b>(64)</b>	<b>(80)</b>	<b>6</b>	<b>(226)</b>	<b>725</b>
<b>Support Service Recharge Income</b>	<b>(264)</b>	<b>0</b>	<b>79</b>	<b>0</b>	<b>0</b>	<b>(192)</b>	<b>(377)</b>
<b>Income</b>							
Internal Trading Income	0	0	0	0	0	0	0
Government Grants	0	0	0	0	0	0	0
Reimbursements & Contributions	(677)	0	0	0	0	347	(330)
Customer & Client Receipts	(772)	0	0	0	0	0	(772)
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0
<b>Gross Income</b>	<b>(1,449)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>347</b>	<b>(1,102)</b>
<b>Net Expenditure/ (Income)</b>	<b>(626)</b>	<b>1</b>	<b>15</b>	<b>(80)</b>	<b>6</b>	<b>(71)</b>	<b>(755)</b>

<b>Explanation of major items above</b>	<b>£000</b>	<b>FTE</b>
<b>Redirected Resources</b> - Remove exec director post, efficiencies shared with FCS (-£64k), transfer Corporate & Democratic Core income to FCS (£79k)	15	
<b>Efficiencies</b> - Remove executive director posts (-£80k)	(80)	0.0
<b>Growth</b> - Pensions Act Reform- funding loss of National Insurance rebate (£6k)	6	
<b>Other Variations</b> - efficiencies from exec director post shared with FCS (-£117k), realign executive support salaries (-£47k), accounting treatment regarding s113 charges (-£56k), realign corporate and internal departmental overheads including support service recharge income (£120k), other (£29k)	(71)	1.0
<b>Total</b>	<b>(130)</b>	<b>1.0</b>



# CORPORATE SERVICES

## Description of Service

Much of Corporate Services (CS) support the rest of the organisation, striving to provide exceptional value for money services and be as small as possible without compromising required service quality. It continues to ensure that it supports front line services across the council effectively. The exception to this is H&F Direct which provides transactional services to residents e.g. council tax and business rate collection, parking permits, blue badges, housing benefit etc. As well as managing the community's resources efficiently & effectively, H&F Direct endeavours to provide a good customer experience for residents. The department also makes a huge contribution to 'joining up' the Council and sharing of services with other Councils and organisations. The department's senior managers share a range responsibilities for shared services as well as their H&F roles.

## Statement of Core Business

The Corporate Services seeks to:

- Champion strong governance, robust financial management, effective performance management and good customer service
- Enable effective corporate management and leadership, providing strategic advice and leadership on communication
- Deliver good, cost effective and responsive corporate services internally and externally
- Enable effective people management and leadership, helping the Council to be a responsible employer, in accordance with our values
- Provide the framework for improving efficiency, effectiveness and Value For Money across the Council and its partners

## Prime objectives of the Corporate Services

- To support shared services working.
- To drive the Council's Information Communication Technology strategy.
- To manage the performance and governance framework, within a multi-Borough context, to enable successful service, programme and project delivery and ensuring that s151 and monitoring officer requirements are met.
- Delivery of savings through smarter budgeting, whilst developing further programmes to close the funding gap.
- Build & develop our staff capability, especially leadership and management, to improve organisational performance in terms of both efficiency and customer satisfaction (inc. equality and diversity).
- Build the capability of the organisation(s) to innovate and transform in response to increasing challenges.
- To collaborate with other boroughs and organisations if appropriate
- To ensure adequate Human Resources capacity to deliver the Council's objectives and priorities.
- 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.
- To support efficient procuring and explore commercial opportunities to maximise our income.





# **2016/2017 ESTIMATES**

# **CORPORATE SERVICES**

## CORPORATE SERVICES CHANGE BETWEEN YEARS

Service Area Analysis	2015/2016 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Adjustments £000	2016/2017 Estimates £000
Delivery & Value	93	1	197	(360)	26	712	669
Executive Services	(830)	0	0	0	4	1,104	278
Finance	336	0	88	(140)	31	(866)	(550)
H&F Direct	19,196	0	200	(169)	298	(554)	18,972
Corporate Human Resources	434	0	0	(100)	26	(360)	0
Information Services and Strategy	(2,611)	276	0	(1,000)	10	(67)	(3,393)
Legal And Democratic Services	(149)	0	0	(121)	33	1,005	768
Commercial & Procurement	(8)	0	73	0	6	(6)	65
Innovation & Change Management	8	0	0	(50)	24	(202)	(233)
<b>TOTAL</b>	<b>16,470</b>	<b>276</b>	<b>558</b>	<b>(1,940)</b>	<b>458</b>	<b>766</b>	<b>16,576</b>



**CORPORATE SERVICES  
SUMMARY**

	2015/2016	2016/2017
Number of Full Time Equivalent staff	337	340

**SUBJECTIVE ANALYSIS OF ESTIMATES**

**Expenditure**

	2015/2016 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2016/2017 Estimates £000
Employee Expenses	16,940	0	558	(311)	380	(446)	16,057
Premises Related Expenditure	11	1	0	0	0	0	12
Transport Related Expenditure	33	0	0	0	0	(0)	33
Supplies and Services	22,694	276	0	(1,360)	0	(189)	21,340
Third Party Payments	2,900	0	0	(50)	0	171	3,020
Transfer Payments	10,120	0	0	(169)	78	96	10,125
Support Service Charges	6,664	0	0	0	0	310	8,107
Capital Charges	346	0	0	0	0	(13)	333

**GROSS EXPENDITURE**

	<b>59,707</b>	<b>276</b>	<b>558</b>	<b>(1,890)</b>	<b>458</b>	<b>(71)</b>	<b>59,025</b>
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**Support Service Recharge Income**

	<b>(39,540)</b>	0	0	0	0	534	<b>(39,006)</b>
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**Income**

Internal Trading Income	111	0	0	0	0	(19)	92
Government Grants	(594)	0	0	0	0	0	(594)
Other Reimbursements & Contributions	(463)	0	0	0	0	222	(241)
Customer & Client Receipts	(2,720)	0	0	(50)	0	100	(2,670)
Interest & Other	(30)	0	0	0	0	0	(30)
Use of Balances & Reserves	0	0	0	0	0	0	0

**GROSS INCOME**

	<b>(3,696)</b>	<b>0</b>	<b>0</b>	<b>(50)</b>	<b>0</b>	<b>303</b>	<b>(3,443)</b>
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**NET EXPENDITURE**

	<b>16,470</b>	<b>276</b>	<b>558</b>	<b>(1,940)</b>	<b>458</b>	<b>766</b>	<b>16,576</b>
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**CORPORATE SERVICES  
DELIVERY AND VALUE**

This division was created in 2015 and co-locates key delivery teams to include the Policy and strategy, Communications (internal and external), Community investment, Governance and scrutiny, H&F InTouch and Leader's office teams, which were previously included under other services.

	2015/2016	2016/2017
Full Time Equivalents	25	27

**Subjective Analysis of Estimates**

**Expenditure**

	2015/2016 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2016/2017 Estimates £000
Employees	2,335	0	197	0	26	60	2,617
Premises	9	1	0	0	0	0	10
Transport	21	0	0	0	0	0	21
Supplies & Services	4,508	0	0	(360)	0	(188)	3,960
Third Party Payments	553	0	0	0	0	4	557
Transfer Payments	216	0	0	0	0	96	312
Support Service Charges	162	0	0	0	0	53	215
Capital Charges	43	0	0	0	0	4	47
<b>Gross Expenditure</b>	<b>7,847</b>	<b>1</b>	<b>197</b>	<b>(360)</b>	<b>26</b>	<b>28</b>	<b>7,739</b>
<b>Support Service Recharge Income</b>	<b>(5,910)</b>	0	0	0	0	617	<b>(5,293)</b>
<b>Income</b>							
Internal Trading Income	(28)	0	0	0	0	0	(28)
Government Grants	0	0	0	0	0	0	0
Reimbursements & Contributions	(270)	0	0	0	0	67	(203)
Customer & Client Receipts	(1,546)	0	0	0	0	0	(1,546)
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0
<b>Gross Income</b>	<b>(1,844)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>67</b>	<b>(1,777)</b>
<b>Net Expenditure/ (Income)</b>	<b>93</b>	<b>1</b>	<b>197</b>	<b>(360)</b>	<b>26</b>	<b>712</b>	<b>669</b>

Explanation of major items above	£000	FTE
<b>Redirected Resources</b> - Funding for Corporate Services restructure	197	2
<b>Efficiencies</b> - Third Sector Investment from Public Health (-£350k) and Renegotiation of Hammerprint equipment contract (-£10k)	(360)	
<b>Growth</b> - Funding loss of National Insurance rebate following the Pension Reform Act	26	
<b>Other Variations</b> - Budget realignments predominantly related to Service Level Agreement recalculations (£670k). There were also Capital financing adjustment (£4k) and other adjustments for departmental restructure - net total of £38k	712	
<b>Total</b>	<b>575</b>	<b>2</b>

**CORPORATE SERVICES  
EXECUTIVE SERVICES**

The division provides 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.

	2015/2016	2016/2017
Full Time Equivalents	7	7

**Subjective Analysis of Estimates**

**Expenditure**

	2015/2016 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2016/2017 Estimates £000
Employees	271	0	0	0	4	(0)	275
Premises	0	0	0	0	0	0	0
Transport	0	0	0	0	0	0	0
Supplies & Services	58	0	0	0	0	(55)	3
Third Party Payments	6	0	0	0	0	(6)	0
Transfer Payments	0	0	0	0	0	0	0
Support Service Charges	20	0	0	0	0	(20)	0
Capital Charges	0	0	0	0	0	0	0
<b>Gross Expenditure</b>	<b>355</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4</b>	<b>(81)</b>	<b>278</b>
<b>Support Service Recharge Income</b>	<b>(1,185)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,185</b>	<b>0</b>
<b>Income</b>							
Internal Trading Income	0	0	0	0	0	0	0
Government Grants	0	0	0	0	0	0	0
Reimbursements & Contributions	0	0	0	0	0	0	0
Customer & Client Receipts	0	0	0	0	0	0	0
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0
<b>Gross Income</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Expenditure/ (Income)</b>	<b>(830)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4</b>	<b>1,104</b>	<b>278</b>

**Explanation of major items above**

	£000	FTE
<b>Growth</b> - funding loss of National Insurance rebate following the Pension Reform Act	4	
<b>Other Variations</b> - Budget realignments predominantly related to Service Level Agreement recalculations (£1,165k). Other adjustments relate to departmental restructure (-£61k)	1,104	
<b>Total</b>	<b>1,108</b>	<b>0</b>

**CORPORATE SERVICES  
FINANCE**

This division now includes the central finance teams, Insurance, Internal Audit, Anti-Fraud, Treasury and Risk Management. The departmental accountancy teams have been decentralised to aid shared service mergers with various departments across Councils.

	2015/2016	2016/2017
Full Time Equivalents	46	46

**Subjective Analysis of Estimates**

**Expenditure**

	2015/2016 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2016/2017 Estimates £000
Employees	2,821	0	88	(90)	31	(348)	2,502
Premises	(0)	0	0	0	0	0	(0)
Transport	2	0	0	0	0	0	2
Supplies & Services	23	0	0	0	0	55	78
Third Party Payments	1,919	0	0	(50)	0	174	2,043
Transfer Payments	0	0	0	0	0	0	0
Support Service Charges	176	0	0	0	0	(68)	108
Capital Charges	0	0	0	0	0	1	1

**Gross Expenditure**

**Support Service Recharge Income**

**Income**

<b>Gross Expenditure</b>	<b>4,941</b>	<b>0</b>	<b>88</b>	<b>(140)</b>	<b>31</b>	<b>(186)</b>	<b>4,735</b>
<b>Support Service Recharge Income</b>	<b>(4,420)</b>	0	0	0	0	<b>(835)</b>	<b>(5,255)</b>
<b>Income</b>							
Internal Trading Income	0	0	0	0	0	0	0
Government Grants	0	0	0	0	0	0	0
Reimbursements & Contributions	(155)	0	0	0	0	155	0
Customer & Client Receipts	0	0	0	0	0	0	0
Interest & Other	(30)	0	0	0	0	0	(30)
Use of Balances & Reserves	0	0	0	0	0	0	0

**Gross Income**

**Net Expenditure/ (Income)**

<b>Gross Income</b>	<b>(185)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>155</b>	<b>(30)</b>
<b>Net Expenditure/ (Income)</b>	<b>336</b>	<b>0</b>	<b>88</b>	<b>(140)</b>	<b>31</b>	<b>(866)</b>	<b>(550)</b>

**Explanation of major items above**

	£000	FTE
<b>Redirected Resources</b> - Funding for Corporate Services restructure	88	
<b>Efficiencies</b> - Rationalisation of Finance Structure (-£40k), Review of trainee programme from recharges to other users (-£50k) and reduction in insurance overheads (-£50k)	(140)	
<b>Growth</b> - Funding loss of National Insurance rebate following the Pension Reform Act	31	
<b>Other Variations</b> - Budget realignments predominantly related to Service Level Agreement recalculations (-£903k). There were also Capital financing adjustment (£1k), transfer of budgets to Adults & Social Care which was wrongly allocated to Finance (-£344k) and other adjustments for departmental restructure (£380k)	(866)	
<b>Total</b>	<b>(887)</b>	<b>0</b>

**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.

	2015/2016	2016/2017
Full Time Equivalents	140	143

**Subjective Analysis of Estimates**

**Expenditure**

	2015/2016 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2016/2017 Estimates £000
Employees	4,793	0	200	0	220	(29)	5,184
Premises	1	0	0	0	0	0	1
Transport	3	0	0	0	0	(0)	3
Supplies & Services	1,895	0	0	0	0	0	1,895
Third Party Payments	(19)	0	0	0	0	0	(19)
Transfer Payments	9,904	0	0	(169)	78	0	9,813
Support Service Charges	5,649	0	0	0	0	(620)	5,029
Capital Charges	4	0	0	0	0	(4)	0

**Gross Expenditure**

**Support Service Recharge Income**

**Income**

Internal Trading Income	0	0	0	0	0	0	0
Government Grants	(594)	0	0	0	0	0	(594)
Reimbursements & Contributions	(6)	0	0	0	0	0	(6)
Customer & Client Receipts	(901)	0	0	0	0	100	(801)
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0
<b>Gross Income</b>	<b>(1,501)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>100</b>	<b>(1,401)</b>

**Net Expenditure/ (Income)**

	<b>19,196</b>	<b>0</b>	<b>200</b>	<b>(169)</b>	<b>298</b>	<b>(554)</b>	<b>18,972</b>
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Explanation of major items above	£000	FTE
<b>Redirected Resources</b> - Funding to align baseline staffing budget	200	
<b>Efficiencies</b> - Review of Concessionary Fares through Business Intelligence	(169)	
<b>Growth</b> - investment to improve services (£150k), Concessionary fares growth (£78k) and funding the loss of National Insurance rebate following the Pension Reform Act (£70k).	298	3
<b>Other Variations</b> - Budget realignments predominantly related to Service Level Agreement recalculations (-£620k). There were also Capital financing adjustment (-£4k) and other adjustments to align baseline staffing (-£29k) and income budget (£100k)	(553)	
<b>Total</b>	<b>(224)</b>	<b>3</b>

**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.

	2015/2016	2016/2017
Full Time Equivalents	32	34

**Subjective Analysis of Estimates**

**Expenditure**

	2015/2016 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2016/2017 Estimates £000
Employees	2,576	0	0	(100)	26	88	2,590
Premises	0	0	0	0	0	0	0
Transport	0	0	0	0	0	0	0
Supplies & Services	117	0	0	0	0	(1)	117
Third Party Payments	325	0	0	0	0	(1)	324
Transfer Payments	0	0	0	0	0	0	0
Support Service Charges	116	0	0	0	0	(63)	53
Capital Charges	9	0	0	0	0	(9)	0
<b>Gross Expenditure</b>	<b>3,143</b>	<b>0</b>	<b>0</b>	<b>(100)</b>	<b>26</b>	<b>15</b>	<b>3,084</b>
<b>Support Service Recharge Income</b>	<b>(2,612)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(375)</b>	<b>(2,987)</b>
<b>Income</b>							
Internal Trading 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	(97)	0	0	0	0	0	(97)
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0
<b>Gross Income</b>	<b>(97)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(97)</b>
<b>Net Expenditure/ (Income)</b>	<b>434</b>	<b>0</b>	<b>0</b>	<b>(100)</b>	<b>26</b>	<b>(360)</b>	<b>0</b>

Explanation of major items above	£000	FTE
<b>Efficiencies</b> - Human Resources team efficiencies	(100)	
<b>Growth</b> - funding loss of National Insurance rebate following the Pension Reform Act	26	
<b>Other Variations</b> - Budget realignments predominantly related to Service Level Agreement recalculations (-£438k). Other adjustments relate to Capital adjustments (-9K) and departmental restructure resulting in transfer of staff (£87k)	(360)	2
<b>Total</b>	<b>(434)</b>	<b>2</b>

**CORPORATE SERVICES**  
**Information Services and Strategy**

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

	2015/2016	2016/2017
Full Time Equivalents	14	14

**Subjective Analysis of Estimates**

**Expenditure**

	2015/2016 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2016/2017 Estimates £000
Employees	511	0	0	0	10	(11)	509
Premises	0	0	0	0	0	0	0
Transport	4	0	0	0	0	0	4
Supplies & Services	15,867	276	0	(1,000)	0	0	15,143
Third Party Payments	115	0	0	0	0	0	115
Transfer Payments	0	0	0	0	0	0	0
Support Service Charges	23	0	0	0	0	8	31
Capital Charges	290	0	0	0	0	(5)	285
<b>Gross Expenditure</b>	<b>16,810</b>	<b>276</b>	<b>0</b>	<b>(1,000)</b>	<b>10</b>	<b>(9)</b>	<b>16,087</b>
<b>Support Service Recharge Income</b>	<b>(19,420)</b>	0	0	0	0	(58)	<b>(19,478)</b>
<b>Income</b>							
Internal Trading 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	0	0	0	0	0	0	0
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0
<b>Gross Income</b>	<b>(1)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(1)</b>
<b>Net Expenditure/ (Income)</b>	<b>(2,611)</b>	<b>276</b>	<b>0</b>	<b>(1,000)</b>	<b>10</b>	<b>(67)</b>	<b>(3,393)</b>

Explanation of major items above	£000	FTE
<b>Efficiencies</b> - Savings from new contract arrangements	(1,000)	
<b>Growth</b> - funding loss of National Insurance rebate following the Pension Reform Act	10	
<b>Other Variations</b> - Budget realignments predominantly related to Service Level Agreement recalculations (-£50k). There were also Capital financing adjustment (-£5k) and other adjustments for departmental restructure (-£11k)	(67)	
<b>Total</b>	<b>(1,057)</b>	<b>0</b>

**CORPORATE SERVICES  
LEGAL AND DEMOCRATIC SERVICES**

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

	2015/2016	2016/2017
Full Time Equivalents	51	49

**Subjective Analysis of Estimates**

**Expenditure**

	2015/2016 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2016/2017 Estimates £000
Employees	1,971	0	0	(121)	33	(13)	1,871
Premises	2	0	0	0	0	0	2
Transport	2	0	0	0	0	0	2
Supplies & Services	186	0	0	0	0	0	186
Third Party Payments	0	0	0	0	0	0	0
Transfer Payments	0	0	0	0	0	0	0
Support Service Charges	430	0	0	0	0	1,037	1,467
Capital Charges	0	0	0	0	0	0	0
<b>Gross Expenditure</b>	<b>2,590</b>	<b>0</b>	<b>0</b>	<b>(121)</b>	<b>33</b>	<b>1,024</b>	<b>3,526</b>
<b>Support Service Recharge Income</b>	<b>(2,876)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(2,876)</b>
<b>Income</b>							
Internal Trading Income	140	0	0	0	0	(19)	120
Government Grants	0	0	0	0	0	0	0
Reimbursements & Contributions	0	0	0	0	0	0	0
Customer & Client Receipts	(2)	0	0	0	0	0	(2)
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0
<b>Gross Income</b>	<b>137</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(19)</b>	<b>118</b>
<b>Net Expenditure/ (Income)</b>	<b>(149)</b>	<b>0</b>	<b>0</b>	<b>(121)</b>	<b>33</b>	<b>1,005</b>	<b>768</b>

Explanation of major items above	£000	FTE
<b>Efficiencies</b> - Restructure of legal services team	(121)	(2)
<b>Growth</b> - Funding loss of National Insurance rebate following the Pension Reform Act	33	
<b>Other Variations</b> - Budget realignments predominantly related to Service Level Agreement recalculations (£1,037k). There were also other adjustments for Internal Trading Income and departmental restructure (-£32k)	1,005	
<b>Total</b>	<b>917</b>	<b>(2)</b>



**CORPORATE SERVICES  
Commercial & Procurement**

This new division is responsible for maximising commercial income to help the council generate the savings required to make over the coming years. It also includes the procurement services (previously included with Information Services) that is responsible for developing changes which facilitate how departments commission, procure and obtain approval for contracts.

	2015/2016	2016/2017
Full Time Equivalents	6	7

**Subjective Analysis of Estimates**

**Expenditure**

	2015/2016 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2016/2017 Estimates £000
Employees	430	0	73	0	6	0	508
Premises	0	0	0	0	0	0	0
Transport	1	0	0	0	0	0	1
Supplies & Services	(42)	0	0	0	0	0	(42)
Third Party Payments	0	0	0	0	0	0	0
Transfer Payments	0	0	0	0	0	0	0
Support Service Charges	21	0	0	0	0	(6)	15
Capital Charges	0	0	0	0	0	0	0
<b>Gross Expenditure</b>	<b>409</b>	<b>0</b>	<b>73</b>	<b>0</b>	<b>6</b>	<b>(6)</b>	<b>482</b>
<b>Support Service Recharge Income</b>	<b>(395)</b>	0	0	0	0	0	<b>(395)</b>
<b>Income</b>							
Internal Trading 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	(22)	0	0	0	0	0	(22)
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0
<b>Gross Income</b>	<b>(22)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(22)</b>
<b>Net Expenditure/ (Income)</b>	<b>(8)</b>	<b>0</b>	<b>73</b>	<b>0</b>	<b>6</b>	<b>(6)</b>	<b>65</b>

Explanation of major items above	£000	FTE
<b>Redirected Resources</b> - Funding for Corporate Services restructure	73	1
<b>Growth</b> - Funding loss of National Insurance rebate following the Pension Reform Act	6	
<b>Other Variations</b> - Budget realignments related to Service Level Agreement recalculations	(6)	
<b>Total</b>	<b>73</b>	<b>1</b>

**CORPORATE SERVICES  
INNOVATION & CHANGE MANAGEMENT**

The objective of Innovation and Change Management is to improve the overall effectiveness of Hammersmith & Fulham Council and the other shared services councils and their 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.

	2015/2016	2016/2017
Full Time Equivalents	16	13

**Subjective Analysis of Estimates**

**Expenditure**

	2015/2016 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2016/2017 Estimates £000
Employees	1,232	0	0	0	24	(193)	0
Premises	0	0	0	0	0	0	0
Transport	0	0	0	0	0	0	0
Supplies & Services	81	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 Service Charges	68	0	0	0	0	(10)	1,190
Capital Charges	0	0	0	0	0	0	0
<b>Gross Expenditure</b>	<b>1,381</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>24</b>	<b>(202)</b>	<b>1,190</b>
<b>Support Service Recharge Income</b>	<b>(1,190)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(1,190)</b>

**Income**

Internal Trading Income	0	0	0	0	0	0	0
Government Grants	0	0	0	0	0	0	0
Reimbursements & Contributions	(31)	0	0	0	0	0	(31)
Customer & Client Receipts	(152)	0	0	(50)	0	0	(202)
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0
<b>Gross Income</b>	<b>(183)</b>	<b>0</b>	<b>0</b>	<b>(50)</b>	<b>0</b>	<b>0</b>	<b>(233)</b>
<b>Net Expenditure/ (Income)</b>	<b>8</b>	<b>0</b>	<b>0</b>	<b>(50)</b>	<b>24</b>	<b>(202)</b>	<b>(233)</b>

Explanation of major items above	£000	FTE
<b>Efficiencies</b> - Commercialisation of Innovation & Change Management Services	(50)	
<b>Growth</b> - Funding loss of National Insurance rebate following the Pension Reform Act	24	
<b>Other Variations</b> - Budget realignments predominantly related to departmental restructure resulting in transfer of employees (-£193k). There was also an adjustment for Service Level Agreement recalculations (-£10k).	(202)	(3)
<b>Total</b>	<b>(228)</b>	<b>(3)</b>

# HOUSING & REGENERATION

## **Description of Service**

Within the General Fund, the department is responsible for delivering the efficient and effective allocation and management of social housing, facilitating new housing supply for low cost home ownership and affordable rent, regeneration and economic development of the borough. The department's vision is to satisfy our customers, give people a future, develop safe, sustainable communities, improve value for money and reduce costs.

## **Statement of Core Business**

Within the Housing Options, Skills & Economic Development division: the Assessment & Advice service works with partners to meet housing demand by assessing homelessness applications, promotes early interventions in order to reduce the likelihood of a person becoming homeless, and 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 & Property Solutions service allocates properties to people on the Housing Register, and promotes the Council's range of low cost home ownership products. The function is responsible for facilitating permanent re-housing and making best use of the Council's housing stock. The Temporary Accommodation team are concerned with the procurement of accommodation to meet demand for temporary housing in accordance with the Council's statutory homelessness duty. The team manage tenancies in directly managed property and manage contracts and leases with a range of landlords and managing agents. The Economic Development, Learning & Skills function 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 Options division is also responsible for developing housing strategy, policy and initiatives (including managing the impact of the Government's Welfare Reform programme). The Regeneration and Development team is responsible for renewing deprived neighbourhoods, and supporting progress towards a more inclusive borough where individual aspirations can be achieved irrespective of background or circumstance.

## **Prime objectives of the department**

- Create successful communities: strategic asset management enabling access to high quality appropriate housing, prevention of homelessness through provision of housing advice, promoting employment opportunities, and actively managing the implications of Welfare Reform
- Give people a future: developing a Housing Strategy which will provide more affordable housing; tackling social and economic polarisation through investing in residents' wellbeing by offering a range of employment, training, educational and housing options including enabling more genuinely affordable homes for people to rent and buy; maximising opportunities for new sustainable development, investment and growth particularly within the five Opportunity Areas, creating job opportunities, fostering financial inclusion and improvements in residents wellbeing
- 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 efficiency targets, reviewing the Council's approach to procuring temporary accommodation to maximise opportunities to accommodate people within the borough, and increasing income generating opportunities within the Economic Development, Learning Skills Service.





# **2016/2017 ESTIMATES**

# **HOUSING DEPARTMENT**

## HOUSING DEPARTMENT CHANGE BETWEEN YEARS

Service Area Analysis	2015/2016 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Adjustments £000	2016/2017 Estimates £000
Housing Strategy & Options	6,675	257	(1,012)	(265)	79	817	6,551
Housing Services	44	0	0	0	0	0	44
Regeneration	7	0	0	0	0	0	7
Finance & Resources	(113)	0	(72)	0	6	352	173
<b>TOTAL</b>	<b>6,613</b>	<b>257</b>	<b>(1,084)</b>	<b>(265)</b>	<b>85</b>	<b>1,169</b>	<b>6,775</b>

**HOUSING DEPARTMENT  
SUMMARY**

	<b>2015/2016</b>	<b>2016/2017</b>
Number of Full Time Equivalent staff	<b>131</b>	<b>65</b>

**SUBJECTIVE ANALYSIS OF ESTIMATES**

	<b>2015/2016 Estimates £000</b>	<b>Inflation £000</b>	<b>Redirected Resources £000</b>	<b>Efficiencies £000</b>	<b>Growth £000</b>	<b>Other Variations £000</b>	<b>2016/2017 Estimates £000</b>
<b>Expenditure</b>							
Employee Expenses	6,073	0	(3,390)	0	85	12	2,780
Premises Related Expenditure	11,397	257	(12)	0	0	(131)	11,511
Transport Related Expenditure	6	0	0	0	0	(4)	2
Supplies and Services	1,807	0	(619)	0	0	438	1,626
Third Party Payments	689	0	61	(265)	0	448	933
Transfer Payments	3,199	0	(58)	0	0	(1,239)	1,902
Support Service Charges	3,640	0	(2,037)	0	0	568	2,171
Capital Charges	109	0	(84)	0	0	(20)	5
<b>GROSS EXPENDITURE</b>	<b>26,920</b>	<b>257</b>	<b>(6,139)</b>	<b>(265)</b>	<b>85</b>	<b>72</b>	<b>20,930</b>
<b>Support Service Recharge Income</b>	<b>(1,175)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>573</b>	<b>(602)</b>
<b>Income</b>							
Internal Recharge Income	0	0	0	0	0	0	0
Government Grants	(2,986)	0	2,789	0	0	197	0
Other Reimbursements & Contributions	(1,223)	0	1,030	0	0	(347)	(540)
Customer & Client Receipts	(14,923)	0	1,236	0	0	674	(13,013)
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0
<b>GROSS INCOME</b>	<b>(19,132)</b>	<b>0</b>	<b>5,055</b>	<b>0</b>	<b>0</b>	<b>524</b>	<b>(13,553)</b>
<b>NET EXPENDITURE</b>	<b>6,613</b>	<b>257</b>	<b>(1,084)</b>	<b>(265)</b>	<b>85</b>	<b>1,169</b>	<b>6,775</b>

**HOUSING DEPARTMENT**  
**Housing Strategy & Options**

The division covers three key services - Housing Strategy; Advice & Assessment (which includes housing advice and homelessness prevention, homelessness assessment, management of the housing register, services to applicants with no recourse to public funds, access to supported accommodation and Home Buy); Allocations and Property Solutions (which includes allocations, reviews of homeless applications and the suitability of accommodation, temporary accommodation management, property procurement, and the Housing Benefit Assist Team working with households impacted by Welfare Reform).

	2015/2016	2016/2017
Full Time Equivalents	126	62

**Subjective Analysis of Estimates**

**Expenditure**

	2015/2016 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2016/2017 Estimates £000
Employees	5,772	0	(3,318)	0	79	85	2,618
Premises	11,381	257	(12)	0	0	(131)	11,495
Transport	5	0	0	0	0	(3)	2
Supplies & Services	1,637	0	(619)	0	0	279	1,297
Third Party Payments	689	0	61	(265)	0	448	933
Transfer Payments	3,199	0	(58)	0	0	(1,239)	1,902
Support Service Charges	3,449	0	(2,037)	0	0	561	1,973
Capital Charges	104	0	(84)	0	0	(20)	0
<b>Gross Expenditure</b>	<b>26,236</b>	<b>257</b>	<b>(6,067)</b>	<b>(265)</b>	<b>79</b>	<b>(20)</b>	<b>20,220</b>
<b>Support Service Recharge Income</b>	<b>(591)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>159</b>	<b>(432)</b>
<b>Income</b>							
Internal Recharge Income	0	0	0	0	0	0	0
Government Grants	(2,986)	0	2,789	0	0	197	0
Reimbursements & Contributions	(1,061)	0	1,030	0	0	(193)	(224)
Customer & Client Receipts	(14,923)	0	1,236	0	0	674	(13,013)
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0
<b>Gross Income</b>	<b>(18,970)</b>	<b>0</b>	<b>5,055</b>	<b>0</b>	<b>0</b>	<b>678</b>	<b>(13,237)</b>
<b>Net Expenditure/ (Income)</b>	<b>6,675</b>	<b>257</b>	<b>(1,012)</b>	<b>(265)</b>	<b>79</b>	<b>817</b>	<b>6,551</b>

Explanation of major items above	£000	FTE
<b>Redirected Resources:</b> Transfer of Rough Sleeping budget from ELRS	283	
Transfer of funding for temporary accommodation pressures from Finance & Corporate Services	173	
Transfer of Economic Development, Learning & Skills Service to Environmental Services	(1,468)	(64)
<b>MTFS Efficiency:</b> Reduction in costs associated with the Hamlet Gardens temporary accommodation contract	(265)	
<b>Growth:</b> Growth relating to increase in employer national insurance contributions	79	
<b>Other Variations:</b> Transfer of No Recourse to Public Funds service for adults from Adult Social Care	81	
Review of Economic Development Employment & Enterprise Initiatives funded by section 106 extra income & expenditure	202/(202)	
Reduction in grant funding for Adult Learning and Skill Service	(197)/197	
Reduction in client numbers within Bed and Breakfast temporary accommodation leading to a reduction in rental income and costs	(520)/520	
Reapportionment of overheads and capital charges	736	
<b>Total</b>	<b>(381)</b>	<b>(64)</b>



**HOUSING DEPARTMENT**  
**Housing Services**

Housing Services exists to deliver the best possible outcomes for tenants at the lowest possible cost and to contribute to transforming neighbourhoods and access to opportunities. This budget relates mainly to the cost of site management and monitoring, traveller-related policy issues, and ensuring the protection of the interests of both the Council and the occupants of the Stable Way Travellers' Site.

	2015/2016	<b>2016/2017</b>
Full Time Equivalents	1	<b>1</b>

**Subjective Analysis of Estimates**

**Expenditure**

Employees

Premises

Transport

Supplies & Services

Third Party Payments

Transfer Payments

Support Service Charges

Support Service Charges

**Gross Expenditure**

**Support Service Recharge Income**

**Income**

Internal Recharge Income

Government Grants

Reimbursements & Contributions

Customer & Client Receipts

Interest & Other

Use of Balances & Reserves

**Gross Income**

**Net Expenditure/ (Income)**

	<b>2015/2016 Estimates £000</b>	<b>Inflation £000</b>	<b>Redirected Resources £000</b>	<b>Efficiencies £000</b>	<b>Growth £000</b>	<b>Other Variations £000</b>	<b>2016/2017 Estimates £000</b>
Employees	25	0	0	0	0	0	25
Premises	16	0	0	0	0	0	16
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 Service Charges	3	0	0	0	0	0	3
Support Service Charges	0	0	0	0	0	0	0
<b>Gross Expenditure</b>	<b>44</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>44</b>
<b>Support Service Recharge Income</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Income</b>							
Internal Recharge Income	0	0	0	0	0	0	0
Government Grants	0	0	0	0	0	0	0
Reimbursements & Contributions	0	0	0	0	0	0	0
Customer & Client Receipts	0	0	0	0	0	0	0
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0
<b>Gross Income</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Expenditure/ (Income)</b>	<b>44</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>44</b>

<b>Explanation of major items above</b>	<b>£000</b>	<b>FTE</b>
<b>Total</b>	<b>0</b>	<b>0</b>

## HOUSING DEPARTMENT REGENERATION

The Regeneration and Development team is responsible for renewing deprived neighbourhoods within the borough's three London Plan Opportunity Areas, with key developments including Earls Court and Park Royal City. The planned spend relates to costs incurred in supporting the implementation of regeneration projects, with the costs of the projects themselves funded via other mechanisms.

	2015/2016	2016/2017
Full Time Equivalents	0	0

### Subjective Analysis of Estimates

#### Expenditure

	2015/2016 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2016/2017 Estimates £000
Employees	5	0	0	0	0	(5)	0
Premises	0	0	0	0	0	0	0
Transport	1	0	0	0	0	(1)	0
Supplies & Services	156	0	0	0	0	159	315
Third Party Payments	0	0	0	0	0	0	0
Transfer Payments	0	0	0	0	0	0	0
Support Service Charges	2	0	0	0	0	1	3
Capital Charges	5	0	0	0	0	0	5
<b>Gross Expenditure</b>	<b>169</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>154</b>	<b>323</b>
<b>Support Service Recharge Income</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Income</b>							
Internal Recharge Income	0	0	0	0	0	0	0
Government Grants	0	0	0	0	0	0	0
Reimbursements & Contributions	(162)	0	0	0	0	(154)	(316)
Customer & Client Receipts	0	0	0	0	0	0	0
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0
<b>Gross Income</b>	<b>(162)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(154)</b>	<b>(316)</b>
<b>Net Expenditure/ (Income)</b>	<b>7</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>7</b>

#### Explanation of major items above

	£000	FTE
<b>Other Variations:</b> Increase in section 106 funding	154/(154)	
Reapportionment of internal & central overheads		
<b>Total</b>	<b>0</b>	<b>0</b>

**HOUSING DEPARTMENT  
FINANCE & RESOURCES**

The Finance & Resources division provides strategic and operational financial support to the department and also drives improvements in achieving value for money, reducing costs, and ensuring the delivery of the Medium Term Financial Strategy. The budgets within this division mainly relate to staffing and other overhead budgets.

	2015/2016	<b>2016/2017</b>
Full Time Equivalents	4	<b>2</b>

**Subjective Analysis of Estimates**

**Expenditure**

	2015/2016 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2016/2017 Estimates £000
Employees	271	0	(72)	0	6	(68)	137
Premises	0	0	0	0	0	0	0
Transport	0	0	0	0	0	0	0
Supplies & Services	14	0	0	0	0	0	14
Third Party Payments	0	0	0	0	0	0	0
Transfer Payments	0	0	0	0	0	0	0
Support Service Charges	186	0	0	0	0	6	192
Capital Charges	0	0	0	0	0	0	0
<b>Gross Expenditure</b>	<b>471</b>	<b>0</b>	<b>(72)</b>	<b>0</b>	<b>6</b>	<b>(62)</b>	<b>343</b>
<b>Support Service Recharge Income</b>	<b>(584)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>414</b>	<b>(170)</b>
<b>Income</b>							
Internal Recharge Income	0	0	0	0	0	0	0
Government Grants	0	0	0	0	0	0	0
Reimbursements & Contributions	0	0	0	0	0	0	0
Customer & Client Receipts	0	0	0	0	0	0	0
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0
<b>Gross Income</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Expenditure/ (Income)</b>	<b>(113)</b>	<b>0</b>	<b>(72)</b>	<b>0</b>	<b>6</b>	<b>352</b>	<b>173</b>

Explanation of major items above		£000	FTE
<b>Redirected Resources:</b>	Deletion of Executive Director post	(72)	(1)
<b>Growth:</b>	Growth relating to increase in employer national insurance contributions	6	
<b>Other Variations:</b>	Review of resourcing of Finance service	(68)	(1)
	Transfer of internal departmental recharges for Adult Learning & Skills service to Environmental Services	305	
	Reapportionment of overheads and capital charges	115	
	<b>Total</b>	<b>286</b>	<b>(2)</b>



# LIBRARIES & ARCHIVES SERVICE

## Description of Service

The Libraries and Archives Service provides four libraries which are freely available and widely used by everyone in the community. They offer services books, magazines, e-books and online resources for loan and study in the library, and a range of other activities and services including homework clubs, under 5s sessions, adult and family learning, health information and promotion, reading groups, internet access and free Wi-Fi, and access to the Borough's rich local history resources. Disabled customers unable to travel to their local library can access the Home Library Service. The service works with the community-managed libraries at Avonmore and Hurlingham and Chelsea School to provide a seamless service.

## Statement of Core Business

The key elements of the department are:

- **Reading.** Everything starts with reading, libraries help children and adults to become proficient readers for life and promote the love of reading for pleasure.
- **Learning.** Libraries support formal education at every stage and are a major provider of informal and self-directed learning for all.
- **Digital.** Libraries create and provide access to digital resources, and help people to bridge the digital divide through support and training.
- **Information.** Libraries provide the gateway to the world's knowledge (about anything and everything) and to local community information, with intelligent interpretation.
- **Community.** Libraries provide a physical, accessible, safe indoor presence in the heart of local communities, a meeting place for local people and organisations, a destination or venue for cultural events and activities.
- **Access point for other services.** Either online or through surgeries or permanently shared location – as a trusted brand with expert staff, a natural place where people will go to seek advice and support and to transact with other services.

## Prime objectives of the Department

The purpose of the Libraries and Archives service is to promote reading and offer opportunities for cultural enrichment, recreation, employment and learning for the residents and businesses. The service has delivered savings on management and back office costs, allowing continued investment in libraries and is looking to find further savings through commercialisation.



# **2016/2017 ESTIMATES**

# **LIBRARIES & ARCHIVES**

## Libraries & Archives CHANGE BETWEEN YEARS

<b>Service Area Analysis</b>	<b>2015/2016 Estimates £000</b>	<b>Inflation £000</b>	<b>Redirected Resources £000</b>	<b>Efficiencies £000</b>	<b>Growth £000</b>	<b>Other Adjustments £000</b>	<b>2016/2017 Estimates £000</b>
Management And Support Services	1,165	0	0	0	2	(147)	1,021
Community Development	388	3	0	0	2	(2)	392
Reference, Information & Archives Services	218	0	0	0	67	0	285
Libraries Operations	1,450	7	0	(20)	14	10	1,461
<b>TOTAL</b>	<b>3,221</b>	<b>10</b>	<b>0</b>	<b>(20)</b>	<b>86</b>	<b>(138)</b>	<b>3,158</b>



**LIBRARIES & ARCHIVES  
SUMMARY**

						<b>2015/2016</b>	<b>2016/2017</b>
	Number of Full Time Equivalent staff					49	49
<b>SUBJECTIVE ANALYSIS OF ESTIMATES</b>	<b>2015/2016 Estimates £000</b>	<b>Inflation £000</b>	<b>Redirected Resources £000</b>	<b>Efficiencies £000</b>	<b>Growth £000</b>	<b>Other Variations £000</b>	<b>2016/2017 Estimates £000</b>
<b>Expenditure</b>							
Employee Expenses	1,465	0	0	0	21	(2)	1,484
Premises Related Expenditure	359	7	0	0	65	0	431
Transport Related Expenditure	13	0	0	0	0	0	13
Supplies and Services	316	3	0	0	0	39	358
Third Party Payments	476	0	0	0	0	0	476
Transfer Payments	0	0	0	0	0	0	0
Support Service Charges	925	0	0	0	0	(146)	779
Capital Charges	214	0	0	0	0	(29)	185
<b>GROSS EXPENDITURE</b>	<b>3,768</b>	<b>10</b>	<b>0</b>	<b>0</b>	<b>86</b>	<b>(138)</b>	<b>3,725</b>
<b>Support Service Recharge Income</b>	0	0	0	0	0	0	0
<b>Income</b>	0	0	0	0	0	0	0
Internal Trading Income	0	0	0	0	0	0	0
Government Grants	0	0	0	0	0	0	0
Other Reimbursements & Contributions	(376)	0	0	(2)	0	0	(378)
Customer & Client Receipts	(171)	0	0	(18)	0	0	(189)
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0
<b>GROSS INCOME</b>	<b>(547)</b>	<b>0</b>	<b>0</b>	<b>(20)</b>	<b>0</b>	<b>0</b>	<b>(567)</b>
<b>NET EXPENDITURE</b>	<b>3,221</b>	<b>10</b>	<b>0</b>	<b>(20)</b>	<b>86</b>	<b>(138)</b>	<b>3,158</b>

**LIBRARIES & ARCHIVES**  
**Management and Support Services**

This division sets the overall strategic direction of the service and supports service delivery. It encompasses both the shared service Senior Management Team and support staff and includes the Corporate and Information Communications Technology support for the service as a whole.

	2015/2016	2016/2017
Full Time Equivalents	2	2

**Subjective Analysis of Estimates**

**Expenditure**

	2015/2016 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2016/2017 Estimates £000
Employees	0	0	0	0	2	0	2
Premises	0	0	0	0	0	0	0
Transport	0	0	0	0	0	0	0
Supplies & Services	30	0	0	0	0	39	69
Third Party Payments	184	0	0	0	0	0	184
Transfer Payments	0	0	0	0	0	0	0
Support Service Charges	925	0	0	0	0	(146)	779
Capital Charges	50	0	0	0	0	(39)	11
<b>Gross Expenditure</b>	<b>1,190</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>(147)</b>	<b>1,046</b>
<b>Support Service Recharge Income</b>	0	0	0	0	0	0	0
<b>Income</b>							
Internal Trading Income	0	0	0	0	0	0	0
Government Grants	0	0	0	0	0	0	0
Reimbursements & Contributions	(17)	0	0	0	0	0	(17)
Customer & Client Receipts	(8)	0	0	0	0	0	(8)
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0
<b>Gross Income</b>	<b>(25)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(25)</b>
<b>Net Expenditure/ (Income)</b>	<b>1,165</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>(147)</b>	<b>1,021</b>

**Explanation of major items above**

	£000	FTE
<b>Growth:</b> Pension Act Reform - funding loss of National Insurance rebate	2	
<b>Other Variations:</b> Budget realignment relating to Service Level Agreement recalculations	(146)	
Corporate adjustments to capital financing	(39)	
Information Communications Technology infrastructure efficiencies no longer required	39	
<b>Total</b>	<b>(144)</b>	<b>0</b>

**LIBRARIES & ARCHIVES  
Community Development**

This division develops partnerships with other bodies to promote reading and learning; promotes the contribution of libraries in local communities; leads on the development of professional services for adults and children; and leads on the development of stock for lending libraries.

	2015/2016	2016/2017
Full Time Equivalents	5	5

**Subjective Analysis of Estimates**

**Expenditure**

Employees  
Premises  
Transport  
Supplies & Services  
Third Party Payments  
Transfer Payments  
Support Service Charges  
Capital Charges

**Gross Expenditure**

**Support Service Recharge Income**

**Income**

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

**Gross Income**

**Net Expenditure/ (Income)**

	2015/2016 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2016/2017 Estimates £000
	123	0	0	0	2	(2)	123
	0	0	0	0	0	0	0
	1	0	0	0	0	0	1
	278	3	0	0	0	0	281
	76	0	0	0	0	0	76
	0	0	0	0	0	0	0
	0	0	0	0	0	0	0
	0	0	0	0	0	0	0
<b>Gross Expenditure</b>	<b>478</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>(2)</b>	<b>481</b>
<b>Support Service Recharge Income</b>	0	0	0	0	0	0	0
<b>Income</b>							
Internal Trading Income	0	0	0	0	0	0	0
Government Grants	0	0	0	0	0	0	0
Reimbursements & Contributions	(90)	0	0	0	0	0	(90)
Customer & Client Receipts	0	0	0	0	0	0	0
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0
<b>Gross Income</b>	<b>(90)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(90)</b>
<b>Net Expenditure/ (Income)</b>	<b>388</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>(2)</b>	<b>392</b>

Explanation of major items above	£000	FTE
<b>Growth:</b> Pension Act Reform - funding loss of National Insurance rebate	2	
<b>Other Variations:</b> Other minor budget adjustment	(2)	
<b>Total</b>	<b>0</b>	<b>0</b>

**LIBRARIES & ARCHIVES**  
**Reference, Information & Archives Services**

This division oversees specialised Reference team and sovereign Archives services and leads on digital and information provision within the library service.

	2015/2016	2016/2017
Full Time Equivalents	5	5

**Subjective Analysis of Estimates**

**Expenditure**

	2015/2016 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2016/2017 Estimates £000
Employees	151	0	0	0	2	0	154
Premises	32	0	0	0	65	0	97
Transport	0	0	0	0	0	0	0
Supplies & Services	1	0	0	0	0	0	1
Third Party Payments	124	0	0	0	0	0	124
Transfer Payments	0	0	0	0	0	0	0
Support Service Charges	0	0	0	0	0	0	0
Capital Charges	0	0	0	0	0	0	0
<b>Gross Expenditure</b>	<b>309</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>67</b>	<b>0</b>	<b>376</b>
<b>Support Service Recharge Income</b>	0	0	0	0	0	0	0
<b>Income</b>							
Internal Trading Income	0	0	0	0	0	0	0
Government Grants	0	0	0	0	0	0	0
Reimbursements & Contributions	(91)	0	0	0	0	0	(91)
Customer & Client Receipts	0	0	0	0	0	0	0
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0
<b>Gross Income</b>	<b>(91)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(91)</b>
<b>Net Expenditure/ (Income)</b>	<b>218</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>67</b>	<b>0</b>	<b>285</b>

**Explanation of major items above**

	£000	FTE
<b>Growth:</b> Pensions Act Reform - funding loss of National Insurance rebate	2	
To cover rental charge for Lilla Huset archives	65	
<b>Total</b>	<b>67</b>	<b>0</b>

**LIBRARIES & ARCHIVES**  
**Libraries Operations**

This division oversees the day to day operation of the Hammersmith, Fulham, Shepherds Bush and Askew Libraries to ensure delivery in line with the council's targets and specifications.

	2015/2016	2016/2017
Full Time Equivalents	37	37

**Subjective Analysis of Estimates**

**Expenditure**

	2015/2016 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2016/2017 Estimates £000
Employees	1,191	0	0	0	14	0	1,205
Premises	327	7	0	0	0	0	334
Transport	11	0	0	0	0	0	11
Supplies & Services	7	0	0	0	0	0	7
Third Party Payments	92	0	0	0	0	0	92
Transfer Payments	0	0	0	0	0	0	0
Support Service Charges	0	0	0	0	0	0	0
Capital Charges	163	0	0	0	0	10	173
<b>Gross Expenditure</b>	<b>1,791</b>	<b>7</b>	<b>0</b>	<b>0</b>	<b>14</b>	<b>10</b>	<b>1,822</b>
<b>Support Service Recharge Income</b>	0	0	0	0	0	0	0
<b>Income</b>							
Internal Trading Income	0	0	0	0	0	0	0
Government Grants	0	0	0	0	0	0	0
Reimbursements & Contributions	(179)	0	0	(2)	0	0	(181)
Customer & Client Receipts	(163)	0	0	(18)	0	0	(181)
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0
<b>Gross Income</b>	<b>(341)</b>	<b>0</b>	<b>0</b>	<b>(20)</b>	<b>0</b>	<b>0</b>	<b>(361)</b>
<b>Net Expenditure/ (Income)</b>	<b>1,450</b>	<b>7</b>	<b>0</b>	<b>(20)</b>	<b>14</b>	<b>10</b>	<b>1,461</b>

Explanation of major items above		£000	FTE
<b>Growth:</b>	Pension Act Reform - funding loss of National Insurance rebate	14	
<b>MTFS Efficiencies:</b>	Increased income targets through commercialisation	(20)	
<b>Other Variations:</b>	Corporate adjustments to capital financing	10	
<b>Total</b>		<b>4</b>	<b>0</b>



# PUBLIC HEALTH SERVICES

## Description of Service

Public Health is a Shared Service managed by Westminster City Council on behalf of the three boroughs (London Borough of Hammersmith & Fulham, Royal Borough of Kensington & Chelsea and Westminster City Council). It is responsible for the commissioning of services to help reduce health inequalities and improve health and wellbeing for the borough's residents. Public Health is also required to provide a 'public health advice service' to the NHS Clinical Commissioning Groups (CCGs).

The service is currently funded from a ring fenced Public Health Grant administered under section 31 of the Local Government Act 2003 which allows Ministers, with the consent of the Treasury, to pay grants to any local authority for any expenditure.

## Statement of Core Business

- To commission a range of preventative health services, including sexual health, substance misuse, school nursing and health checks.
- To work jointly with CCGs and other strategic partners (such as the police and community safety partnerships) to undertake Joint Strategic Needs Assessments (JSNAs) of the current and future health and social care needs and assets of the local community.
- To use the JSNA to help develop Joint Health and Well Being Strategies (JHWBS) in order to meet the identified needs in the local area.
- To help deliver the Joint Health and Well Being Strategies through the commissioning of services.
- To provide value for money by commissioning services through the shared services partnership across the three boroughs.
- To ensure the delivery of mandatory functions as prescribed by the Secretary of State.
- To maintain sound Financial Management and reporting of grant expenditure as outlined by the Secretary of State.

## Prime Objectives of Department

To discharge the local authority public health responsibilities and:

- improve significantly the health and wellbeing of local populations
- carry out health protection functions delegated from the Secretary of State
- reduce health inequalities across the life course, including within hard to reach groups
- provide population healthcare advice (information, evidence, data and analysis etc.) promote healthy lifestyles for residents







# **2016/2017 ESTIMATES**

# **PUBLIC HEALTH SERVICES**

## Public Health Services CHANGE BETWEEN YEARS

Service Area Analysis	2015/2016 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Adjustments £000	2016/2017 Estimates £000
Public Health Mandated	6,243	0	0	0	0	(356)	5,887
Public Health Non Mandated	(11,450)	0	23	0	0	5,540	(5,887)
<b>TOTAL</b>	<b>(5,207)</b>	<b>0</b>	<b>23</b>	<b>0</b>	<b>0</b>	<b>5,184</b>	<b>0</b>

**Public Health Services  
SUMMARY**

	2015/2016	2016/2017
Number of Full Time Equivalent staff	3	3

**SUBJECTIVE ANALYSIS OF ESTIMATES**

**Expenditure**

	2015/2016 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2016/2017 Estimates £000
Employee Expenses	160	0	0	0	0	0	160
Premises Related Expenditure	0	0	0	0	0	0	0
Transport Related Expenditure	0	0	0	0	0	0	0
Supplies and Services	0	0	0	0	0	0	0
Third Party Payments	15,362	0	0	0	0	5,207	20,569
Transfer Payments	0	0	0	0	0	0	0
Support Service Charges	127	0	0	0	0	(23)	104
Capital Charges	0	0	0	0	0	0	0

**GROSS EXPENDITURE**

<b>15,648</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5,184</b>	<b>20,832</b>
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**Support Service Recharge Income**

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

Internal Trading Income	0	0	0	0	0	0	0
Government Grants	(20,855)	0	0	0	0	0	(20,855)
Other 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	23	0	0	0	23

**GROSS INCOME**

<b>(20,855)</b>	<b>0</b>	<b>23</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(20,832)</b>
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**NET EXPENDITURE**

<b>(5,207)</b>	<b>0</b>	<b>23</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5,184</b>	<b>0</b>
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**PUBLIC HEALTH SERVICES**  
**Public Health Mandated**

Budgets within this summary centre are used to procure Mandatory Public Health services (as determined by the Secretary of State for Health).

	2015/2016	2016/2017
Full Time Equivalents	0	0

**Subjective Analysis of Estimates**

**Expenditure**

	2015/2016 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2016/2017 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	6,243	0	0	0	0	(356)	5,887
Transfer Payments	0	0	0	0	0	0	0
Support Service Charges	0	0	0	0	0	0	0
Capital Charges	0	0	0	0	0	0	0
<b>Gross Expenditure</b>	<b>6,243</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(356)</b>	<b>5,887</b>
<b>Support Service Recharge Income</b>	0	0	0	0	0	0	0
<b>Income</b>							
Internal Trading Income	0	0	0	0	0	0	0
Government Grants	0	0	0	0	0	0	0
Reimbursements & Contributions	0	0	0	0	0	0	0
Customer & Client Receipts	0	0	0	0	0	0	0
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0
<b>Gross Income</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Expenditure/ (Income)</b>	<b>6,243</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(356)</b>	<b>5,887</b>

Explanation of major items above	£000	FTE
<b>Other Variations</b> Transfer of budgets to non-Mandated services	(356)	
<b>Total</b>	<b>(356)</b>	<b>0</b>

**PUBLIC HEALTH SERVICES**  
**Public Health Non Mandated**

Budgets within this summary centre are used to procure non- Mandatory Public Health services.

	2015/2016	2016/2017
Full Time Equivalents	3	3

**Subjective Analysis of Estimates**

**Expenditure**

	2015/2016 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2016/2017 Estimates £000
Employees	160	0	0	0	0	0	160
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	9,119	0	0	0	0	5,563	14,682
Transfer Payments	0	0	0	0	0	0	0
Support Service Charges	127	0	0	0	0	(23)	104
Capital Charges	0	0	0	0	0	0	0
<b>Gross Expenditure</b>	<b>9,405</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5,540</b>	<b>14,945</b>
<b>Support Service Recharge Income</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Income</b>							
Internal Trading Income	0	0	0	0	0	0	0
Government Grants	(20,855)	0	0	0	0	0	(20,855)
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	23	0	0	0	23
<b>Gross Income</b>	<b>(20,855)</b>	<b>0</b>	<b>23</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(20,832)</b>
<b>Net Expenditure/ (Income)</b>	<b>(11,450)</b>	<b>0</b>	<b>23</b>	<b>0</b>	<b>0</b>	<b>5,540</b>	<b>(5,887)</b>

Explanation of major items above	£000	FTE
<b>Redirected Resources:</b> Adjustment required to ensure that the Public Health Services is a self financing account.	23	
<b>Other Variations:</b> Budget realignments predominately related to Service Level Agreement recalculations	(23)	
Transfer of public health budgets from the Adult Social Care department	5,207	
Transfer of budgets from Mandated services	356	
<b>Total</b>	<b>5,563</b>	<b>0</b>



# 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 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.

## **Statement of Core Business**

The Housing & Regeneration department is responsible for managing the Council's housing stock. The main areas of business in managing the Council's homes are as follows:

- Housing Services leads on resident involvement, managing anti-social behaviour, housing management, sheltered housing, services for leaseholders, caretaking and concierge services
- Finance & Resources provides a financial management service for the department including a 40 year plan developed to enable the achievement of the HRA's strategic financial objectives.
- Asset Management and 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, delivers the Council's housing strategy, is engaged in the prevention of homelessness, offering home ownership opportunities, and assists Housing Services in tackling overcrowding and under-occupation in the borough
- Regeneration develops and co-ordinates the Council's major programme of estate renewals covering some of the most deprived areas in the borough, and the building of new homes
- Safer Neighbourhoods ensures the Council's housing estates are safe places in which to live

## **The HRA Budget**

The overall strategic financial objectives for the HRA are:

- to enable the financing of a viable on-going repairs programme that focusses on maintaining the basic fabric of the Council's homes and ensuring that all health and safety requirements are met. The repairs programme will be prioritised to provide safe and weather-proof homes.
- to fund this by undertaking a programme of prudential borrowing whilst financing both the annual interest of new and existing debt and repayments of the principal debt on maturity (£192.3m as at 1<sup>st</sup> April 2016) over 40 years;
- to continue to seek opportunities to raise additional income and to find further efficiencies which do not impact on service delivery to bridge the gap in the planned works programme;
- to ensure tenants only receive affordable increases in rent and other charges that are significantly lower than those included in the February 2014 HRA Business Plan;
- to increase the HRA reserves balance to protect against future shocks or unanticipated events to the current average level of reserves held by London authorities as a percentage of turnover of 23% by 2027. This will mean reserves increase to at least £21.5 million by 2027;
- to continue to endeavour to free resources for investment in new initiatives including new housing supply whilst improving service standards.







# **2016/2017 ESTIMATES**

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

## HOUSING REVENUE ACCOUNT CHANGE BETWEEN YEARS

Service Area Analysis	2015/2016 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Adjustments £000	2016/2017 Estimates £000
Housing Income	(77,484)	0	0	0	0	913	(76,571)
Housing Repairs	13,749	(12)	0	0	142	(10)	13,869
Housing Services	12,697	71	0	0	24	263	13,055
Property Services	2,165	0	0	0	134	105	2,404
Finance & Resources	15,162	1	0	(922)	718	192	15,151
Housing Options	368	0	0	0	0	(25)	343
Regeneration	268	0	0	0	0	(31)	237
Safer Neighbourhoods	578	0	0	0	0	0	578
Adult Social Care	48	0	0	0	0	0	48
Capital Charges	29,975	0	0	0	0	(150)	29,825
Transfers to/(from) reserves	2,474	0	0	0	0	(1,413)	1,061
<b>TOTAL</b>	<b>0</b>	<b>60</b>	<b>0</b>	<b>(922)</b>	<b>1,018</b>	<b>(156)</b>	<b>0</b>

**HOUSING REVENUE ACCOUNT  
SUMMARY**

	2015/2016	2016/2017
Number of Full Time Equivalent staff	261	<b>288</b>

**SUBJECTIVE ANALYSIS OF ESTIMATES**

**Expenditure**

	2015/2016 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2016/2017 Estimates £000
Employee Expenses	11,714	0	0	(112)	443	613	12,658
Premises Related Expenditure	22,393	59	0	0	142	(5,308)	17,286
Transport Related Expenditure	80	0	0	0	0	0	80
Supplies and Services	13,316	1	0	(798)	282	704	13,505
Third Party Payments	191	0	0	0	0	12	203
Transfer Payments	712	0	0	0	0	(35)	677
Support Service Charges	5,626	0	0	(12)	267	159	6,040
Capital Charges	27,851	0	0	0	0	(478)	27,373

**GROSS EXPENDITURE**

<b>81,883</b>	<b>60</b>	<b>0</b>	<b>(922)</b>	<b>1,134</b>	<b>(4,333)</b>	77,822
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**Support Service Recharge Income**

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

Internal Recharge Income	(1,529)	0	0	0	(116)	(333)	(1,978)
Government Grants	0	0	0	0	0	0	0
Other Reimbursements & Contributions	0	0	0	0	0	0	0
Customer & Client Receipts	(82,652)	0	0	0	0	6,343	(76,309)
Interest & Other	(176)	0	0	0	0	(68)	(244)
Use of Balances & Reserves	2,474	0	0	0	0	(1,765)	709

**GROSS INCOME**

<b>(81,883)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(116)</b>	<b>4,177</b>	<b>(77,822)</b>
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**NET EXPENDITURE**

<b>0</b>	<b>60</b>	<b>0</b>	<b>(922)</b>	<b>1,018</b>	<b>(156)</b>	<b>0</b>
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**HOUSING REVENUE ACCOUNT  
HOUSING INCOME**

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

	2015/2016	2016/2017
Full Time Equivalents	0	0

**Subjective Analysis of Estimates**

**Expenditure**

	<b>2015/2016 Estimates £000</b>	<b>Inflation £000</b>	<b>Redirected Resources £000</b>	<b>Efficiencies £000</b>	<b>Growth £000</b>	<b>Other Variations £000</b>	<b>2016/2017 Estimates £000</b>
Employees	0	0	0	0	0	0	0
Premises	30	0	0	0	0	(30)	0
Transport	0	0	0	0	0	0	0
Supplies & Services	26	0	0	0	0	88	114
Third Party Payments	0	0	0	0	0	0	0
Transfer Payments	39	0	0	0	0	(4)	35
Support Service Charges	0	0	0	0	0	0	0
Capital Charges	0	0	0	0	0	0	0
<b>Gross Expenditure</b>	<b>95</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>54</b>	<b>149</b>
<b>Support Service Recharge Income</b>	0	0	0	0	0	0	0

**Income**

Internal Recharge Income	(1,257)	0	0	0	0	(235)	(1,492)
Government Grants	0	0	0	0	0	0	0
Reimbursements & Contributions	0	0	0	0	0	0	0
Customer & Client Receipts	(76,322)	0	0	0	0	1,094	(75,228)
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0
<b>Gross Income</b>	<b>(77,579)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>859</b>	<b>(76,720)</b>
<b>Net Expenditure/ (Income)</b>	<b>(77,484)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>913</b>	<b>(76,571)</b>

<b>Explanation of major items above</b>	<b>£000</b>	<b>FTE</b>
<b>Other Variations:</b>		
Decrease in dwelling rents and tenant service charges	1,012	
Increase in allowance for bad debts	531	
Additional Advertising Income	(202)	
Increase in Leaseholder Service Charges	(143)	
Additional income to recover increased Leaseholder insurance charge	(76)	
Increase due to new parking and garage initiatives	(201)	
Net adjustments for other figures	(8)	
<b>Total</b>	<b>913</b>	<b>0</b>

**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.

	2015/2016	2016/2017
Full Time Equivalents	0	0

**Subjective Analysis of Estimates**

**Expenditure**

	<b>2015/2016 Estimates £000</b>	<b>Inflation £000</b>	<b>Redirected Resources £000</b>	<b>Efficiencies £000</b>	<b>Growth £000</b>	<b>Other Variations £000</b>	<b>2016/2017 Estimates £000</b>
Employees	0	0	0	0	0	0	0
Premises	13,801	(12)	0	0	142	(19)	13,912
Transport	0	0	0	0	0	0	0
Supplies & Services	148	0	0	0	0	9	157
Third Party Payments	2	0	0	0	0	0	2
Transfer Payments	0	0	0	0	0	0	0
Support Service Charges	0	0	0	0	0	0	0
Capital Charges	0	0	0	0	0	0	0
<b>Gross Expenditure</b>	<b>13,951</b>	<b>(12)</b>	<b>0</b>	<b>0</b>	<b>142</b>	<b>(10)</b>	<b>14,071</b>
<b>Support Service Recharge Income</b>	0	0	0	0	0	0	0
<b>Income</b>							
Internal Recharge Income	(202)	0	0	0	0	0	(202)
Government Grants	0	0	0	0	0	0	0
Reimbursements & Contributions	0	0	0	0	0	0	0
Customer & Client Receipts	0	0	0	0	0	0	0
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0
<b>Gross Income</b>	<b>(202)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(202)</b>
<b>Net Expenditure/ (Income)</b>	<b>13,749</b>	<b>(12)</b>	<b>0</b>	<b>0</b>	<b>142</b>	<b>(10)</b>	<b>13,869</b>

<b>Explanation of major items above</b>		<b>£000</b>	<b>FTE</b>
<b>Growth:</b>	Asbestos surveys and works	110	
	Garages repairs	25	
	MITIE contract	7	
<b>Other Variations:</b>	Other minor adjustments	(10)	
<b>Total</b>		<b>132</b>	<b>0</b>

**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. Housing Services includes budgets for Resident Involvement, Estate Improvement, Anti Social Behaviour, Caretaking Services, Concierge Services, Housing Management, and Sheltered Housing.

	2015/2016	2016/2017
Full Time Equivalents	89	97

**Subjective Analysis of Estimates**

**Expenditure**

	2015/2016 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2016/2017 Estimates £000
Employees	3,978	0	0	0	24	448	4,450
Premises	2,354	70	0	0	0	(1)	2,423
Transport	7	0	0	0	0	0	7
Supplies & Services	6,055	1	0	0	0	(134)	5,922
Third Party Payments	51	0	0	0	0	0	51
Transfer Payments	471	0	0	0	0	0	471
Support Service Charges	(173)	0	0	0	0	0	(173)
Capital Charges	0	0	0	0	0	0	0

**Gross Expenditure**

**Support Service Recharge Income**

**Income**

Internal Recharge Income	0	0	0	0	0	(50)	(50)
Government Grants	0	0	0	0	0	0	0
Reimbursements & Contributions	0	0	0	0	0	0	0
Customer & Client Receipts	(46)	0	0	0	0	0	(46)
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0

**Gross Income**

**Net Expenditure/ (Income)**

	<b>12,743</b>	<b>71</b>	<b>0</b>	<b>0</b>	<b>24</b>	<b>313</b>	<b>13,151</b>
	0	0	0	0	0	0	0
	<b>(46)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(50)</b>	<b>(96)</b>
	<b>12,697</b>	<b>71</b>	<b>0</b>	<b>0</b>	<b>24</b>	<b>263</b>	<b>13,055</b>

**Explanation of major items above**

	£000	FTE
<b>Growth:</b> Estate Services - minor reorganisation	24	2
<b>Other:</b> Additional resource for Sheltered Housing funded from reserves	220	6
Other minor adjustments	43	
<b>Total</b>	<b>287</b>	<b>8</b>

**HOUSING REVENUE ACCOUNT  
PROPERTY SERVICES**

This division deals with all the physical aspects of asset management of the housing and other properties and holdings held within the HRA. Its primary focus is on improving customer satisfaction with repairs and the quality of the estates whilst driving down costs to achieve a sustainable HRA. This budget includes the Compliance, Health and Safety; Business Intelligence; Planned and Capital Work and Operational and Engineering Technical Monitoring teams.

	2015/2016	2016/2017
Full Time Equivalents	64	75

**Subjective Analysis of Estimates**

**Expenditure**

	2015/2016 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2016/2017 Estimates £000
Employees	1,710	0	0	0	250	105	2,065
Premises	29	0	0	0	0	0	29
Transport	32	0	0	0	0	0	32
Supplies & Services	414	0	0	0	0	0	414
Third Party Payments	0	0	0	0	0	0	0
Transfer Payments	0	0	0	0	0	0	0
Support Service Charges	0	0	0	0	0	0	0
Capital Charges	0	0	0	0	0	0	0
<b>Gross Expenditure</b>	<b>2,185</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>250</b>	<b>105</b>	<b>2,540</b>
<b>Support Service Recharge Income</b>	0	0	0	0	0	0	0

**Income**

Internal Recharge Income	(20)	0	0	0	(116)	0	(136)
Government Grants	0	0	0	0	0	0	0
Reimbursements & Contributions	0	0	0	0	0	0	0
Customer & Client Receipts	0	0	0	0	0	0	0
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0
<b>Gross Income</b>	<b>(20)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(116)</b>	<b>0</b>	<b>(136)</b>

**Net Expenditure/ (Income)**

<b>2,165</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>134</b>	<b>105</b>	<b>2,404</b>
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**Explanation of major items above**

	£000	FTE
<b>Growth:</b> Expansion of Enforcement team	250	9
Additional income from recharging leaseholders	(116)	0
<b>Other:</b> Creation of Energy Manager post funded from existing resources	42/(42)	1
Transfer senior management staffing budget from Regeneration division	31	0
Transfer of Home Buy post budget from Housing Options	40	1
Other minor adjustments	34	
<b>Total</b>	<b>239</b>	<b>11</b>

**HOUSING REVENUE ACCOUNT  
FINANCE & RESOURCES**

This budget includes the cost of the departmental Finance, Systems and Programmes and Leasehold Services teams; and corporate support services recharges.

	2015/2016	2016/2017
Full Time Equivalents	64	72

**Subjective Analysis of Estimates**

**Expenditure**

	2015/2016 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2016/2017 Estimates £000
Employees	4,438	0	0	(112)	169	21	4,516
Premises	5,662	1	0	0	0	(5,183)	480
Transport	4	0	0	0	0	0	4
Supplies & Services	4,173	0	0	(798)	282	(14)	3,643
Third Party Payments	90	0	0	0	0	12	102
Transfer Payments	138	0	0	0	0	0	138
Support Service Charges	6,076	0	0	(12)	267	170	6,501
Capital Charges	0	0	0	0	0	0	0

**Gross Expenditure**

**Support Service Recharge Income**

**Income**

<b>Gross Expenditure</b>	<b>20,581</b>	<b>1</b>	<b>0</b>	<b>(922)</b>	<b>718</b>	<b>(4,994)</b>	<b>15,384</b>
<b>Support Service Recharge Income</b>	0	0	0	0	0	0	0
<b>Income</b>							
Internal Recharge Income	0	0	0	0	0	(50)	(50)
Government Grants	0	0	0	0	0	0	0
Reimbursements & Contributions	0	0	0	0	0	0	0
Customer & Client Receipts	(5,419)	0	0	0	0	5,236	(183)
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0

**Gross Income**

**Net Expenditure/ (Income)**

<b>Gross Income</b>	<b>(5,419)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5,186</b>	<b>(233)</b>
<b>Net Expenditure/ (Income)</b>	<b>15,162</b>	<b>1</b>	<b>0</b>	<b>(922)</b>	<b>718</b>	<b>192</b>	<b>15,151</b>

Explanation of major items above	£000	FTE
<b>Efficiencies:</b>		
Deletion of senior management post	(112)	(1)
Remove temporary growth for MTFS	(250)	
Remove temporary growth for MITIE	(500)	
Original Efficiency Plan: additional reduction across all divisions	(60)	
<b>Growth:</b>		
Reorganisation of Finance & Leaseholder Services	204	5
Resourcing Residents' Commission recommendations	100	
Increases in employers' national insurance	182	
Increases in Corporate Service Level Agreement charges	232	
<b>Other:</b>		
Realignment of staffing costs funded from the Housing Revenue Account	143	2
Minor reorganisation of Systems & Programmes team funded from existing resources	98/(98)	2
Other minor adjustments	49	
<b>Total</b>	<b>(12)</b>	<b>8</b>



**HOUSING REVENUE ACCOUNT  
HOUSING OPTIONS**

This budget includes the management costs and rental income for Hostels and the HRA share of Housing Options management costs, together with the Homebuy team which focuses on assisting Council tenants or those on the waiting list, key workers and first time buyers living or working in the borough to purchase a home. This budget includes the HRA share of the Allocations and Property Solutions teams.

	2015/2016	2016/2017
Full Time Equivalents	16	16

**Subjective Analysis of Estimates**

**Expenditure**

	2015/2016 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2016/2017 Estimates £000
Employees	646	0	0	0	0	70	716
Premises	454	0	0	0	0	(75)	379
Transport	3	0	0	0	0	0	3
Supplies & Services	132	0	0	0	0	7	139
Third Party Payments	0	0	0	0	0	0	0
Transfer Payments	64	0	0	0	0	(31)	33
Support Service Charges	(16)	0	0	0	0	(11)	(27)
Capital Charges	0	0	0	0	0	0	0
<b>Gross Expenditure</b>	<b>1,283</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(40)</b>	<b>1,243</b>
<b>Support Service Recharge Income</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Income</b>							
Internal Recharge Income	(50)	0	0	0	0	2	(48)
Government Grants	0	0	0	0	0	0	0
Reimbursements & Contributions	0	0	0	0	0	0	0
Customer & Client Receipts	(865)	0	0	0	0	13	(852)
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0
<b>Gross Income</b>	<b>(915)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>15</b>	<b>(900)</b>
<b>Net Expenditure/ (Income)</b>	<b>368</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(25)</b>	<b>343</b>

Explanation of major items above	£000	FTE
<b>Other:</b> Transfer of Home Buy post budget to Property Services	(40)	(1)
Additional hostel officer post	36	1
Reduction in Temporary on Licence scheme premises costs	(24)	
Other minor adjustments	3	
<b>Total</b>	<b>(25)</b>	<b>0</b>

## HOUSING REVENUE ACCOUNT REGENERATION

The Regeneration team is responsible for the delivery and co-ordination of the Decent Neighbourhoods programme, as well as the long term strategic planning, investment and improvement of the Council's housing estates providing high quality places for people to live.

	2015/2016	2016/2017
Full Time Equivalents	7	7

### Subjective Analysis of Estimates

#### Expenditure

	2015/2016 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2016/2017 Estimates £000
Employees	168	0	0	0	0	(31)	137
Premises	54	0	0	0	0	0	54
Transport	0	0	0	0	0	0	0
Supplies & Services	46	0	0	0	0	0	46
Third Party Payments	0	0	0	0	0	0	0
Transfer Payments	0	0	0	0	0	0	0
Support Service Charges	0	0	0	0	0	0	0
Capital Charges	0	0	0	0	0	0	0
<b>Gross Expenditure</b>	<b>268</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(31)</b>	<b>237</b>
<b>Support Service Recharge Income</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Income</b>							
Internal Recharge Income	0	0	0	0	0	0	0
Government Grants	0	0	0	0	0	0	0
Reimbursements & Contributions	0	0	0	0	0	0	0
Customer & Client Receipts	0	0	0	0	0	0	0
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0
<b>Gross Income</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Expenditure/ (Income)</b>	<b>268</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(31)</b>	<b>237</b>

#### Explanation of major items above

	£000	FTE
<b>Other:</b> Transfer senior management staffing budget to Property Services division	(31)	0
<b>Total</b>	<b>(31)</b>	<b>0</b>

**HOUSING REVENUE ACCOUNT  
SAFER NEIGHBOURHOODS**

This budget is for the Anti Social Behaviour Unit and Estate Wardens service. The full time equivalent staff are based in the Environment, Leisure and Residents' Services department.

	2015/2016	2016/2017
Full Time Equivalents	21	21

**Subjective Analysis of Estimates**

**Expenditure**

	2015/2016 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2016/2017 Estimates £000
Employees	774	0	0	0	0	0	774
Premises	9	0	0	0	0	0	9
Transport	34	0	0	0	0	0	34
Supplies & Services	22	0	0	0	0	0	22
Third Party Payments	0	0	0	0	0	0	0
Transfer Payments	0	0	0	0	0	0	0
Support Service Charges	(261)	0	0	0	0	0	(261)
Capital Charges	0	0	0	0	0	0	0

**Gross Expenditure**

**Support Service Recharge Income**

**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
<b>Gross Income</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Net Expenditure/ (Income)**

	<b>578</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>578</b>
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Explanation of major items above	£000	FTE
<b>Total</b>	<b>0</b>	<b>0</b>

**HOUSING REVENUE ACCOUNT  
ADULT SOCIAL CARE**

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

	2015/2016	2016/2017
Full Time Equivalents	0	0

**Subjective Analysis of Estimates**

**Expenditure**

	<b>2015/2016 Estimates £000</b>	<b>Inflation £000</b>	<b>Redirected Resources £000</b>	<b>Efficiencies £000</b>	<b>Growth £000</b>	<b>Other Variations £000</b>	<b>2016/2017 Estimates £000</b>
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 Service Charges	0	0	0	0	0	0	0
Capital Charges	0	0	0	0	0	0	0
<b>Gross Expenditure</b>	<b>48</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>48</b>
<b>Support Service Recharge Income</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Income</b>							
Internal Recharge Income	0	0	0	0	0	0	0
Government Grants	0	0	0	0	0	0	0
Reimbursements & Contributions	0	0	0	0	0	0	0
Customer & Client Receipts	0	0	0	0	0	0	0
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0
<b>Gross Income</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Expenditure/ (Income)</b>	<b>48</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>48</b>

<b>Explanation of major items above</b>	<b>£000</b>	<b>FTE</b>
<b>Total</b>	<b>0</b>	<b>0</b>

**HOUSING REVENUE ACCOUNT  
CAPITAL CHARGES**

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

	2015/2016	2016/2017
Full Time Equivalents	0	0

**Subjective Analysis of Estimates**

**Expenditure**

	<b>2015/2016 Estimates £000</b>	<b>Inflation £000</b>	<b>Redirected Resources £000</b>	<b>Efficiencies £000</b>	<b>Growth £000</b>	<b>Other Variations £000</b>	<b>2016/2017 Estimates £000</b>
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	2,300	0	0	0	0	748	3,048
Third Party Payments	0	0	0	0	0	0	0
Transfer Payments	0	0	0	0	0	0	0
Support Service Charges	0	0	0	0	0	0	0
Capital Charges	27,851	0	0	0	0	(478)	27,373
<b>Gross Expenditure</b>	<b>30,151</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>270</b>	<b>30,421</b>
<b>Support Service Recharge Income</b>	0	0	0	0	0	0	0
<b>Income</b>							
Internal Recharge Income	0	0	0	0	0	0	0
Government Grants	0	0	0	0	0	0	0
Reimbursements & Contributions	0	0	0	0	0	0	0
Customer & Client Receipts	0	0	0	0	0	0	0
Interest & Other	(176)	0	0	0	0	(68)	(244)
Use of Balances & Reserves	0	0	0	0	0	(352)	(352)
<b>Gross Income</b>	<b>(176)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(420)</b>	<b>(596)</b>
<b>Net Expenditure/ (Income)</b>	<b>29,975</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(150)</b>	<b>29,825</b>

<b>Explanation of major items above</b>	<b>£000</b>	<b>FTE</b>
<b>Other Variations:</b>		
Increase in revenue contribution towards capital	748	
Increase in major repairs allowance	534	
Reduced interest payable following debt reduction	(1,012)	
Increase in interest earned on balances	(68)	
Additional resource for Sheltered Housing funded from reserves	(352)	
<b>Total</b>	<b>(150)</b>	<b>0</b>



# CAPITAL BUDGET SUMMARY

The capital budget summary below sets out an updated resource forecast and the capital programme for 2016/17 to 2019/20.

## Council Capital Programme (General Fund & Housing)

The approved capital programme for 2016/17 and resource forecast is summarised in Table 1. Indicative budget figures are provided for 2017/18 to 2019/20. The detailed service analysis can be found on pages 127-132.

**Table 1-Summary Capital Programme 2016/17 to 2019/20**

	Indicative Budgets				Total Budget £'000
	2016/17 £'000	2017/18 £'000	2018/19 £'000	2019/20 £'000	
<b>CAPITAL EXPENDITURE</b>					
Children's Services	30,199	12,045	390	-	<b>42,634</b>
Adult Social Care	1,707	450	450	450	<b>3,057</b>
Environmental Services	11,311	7,731	7,731	7,731	<b>34,504</b>
Libraries	250	-	-	-	<b>250</b>
<b>Sub-total (Non-Housing)</b>	<b>43,467</b>	<b>20,226</b>	<b>8,571</b>	<b>8,181</b>	<b>80,445</b>
HRA Programme	47,836	26,117	21,131	21,943	<b>117,027</b>
Decent Neighbourhoods Programme	21,315	21,421	28,222	17,829	<b>88,787</b>
<b>Sub-total (Housing)</b>	<b>69,151</b>	<b>47,538</b>	<b>49,353</b>	<b>39,772</b>	<b>205,814</b>
<b>Total Expenditure</b>	<b>112,618</b>	<b>67,764</b>	<b>57,924</b>	<b>47,953</b>	<b>286,259</b>
<b>CAPITAL FINANCING</b>					
<b>Specific/External Financing:</b>					
Government/Public Body Grants	21,508	4,756	2,298	2,157	<b>30,719</b>
Developers Contributions (S106)	5,010	-	-	-	<b>5,010</b>
Leaseholder Contributions (Housing)	4,093	2,849	2,849	2,849	<b>12,640</b>
<b>Sub-total - Specific Financing</b>	<b>30,611</b>	<b>7,605</b>	<b>5,147</b>	<b>5,006</b>	<b>48,369</b>
<b>Mainstream Financing (Internal):</b>					
Capital Receipts - General Fund	11,280	5,550	5,480	5,480	<b>27,790</b>
Capital Receipts - Housing*	28,443	8,794	9,064	16,488	<b>62,789</b>
Revenue funding - General Fund	544	544	544	544	<b>2,176</b>
Revenue Funding - HRA	3,514	3,702	353	1,562	<b>9,131</b>
Major Repairs Reserve (MRR) [Housing]	17,377	17,820	18,325	18,873	<b>72,395</b>
Earmarked Reserves (Revenue)	-	-	-	-	<b>-</b>
<b>Sub-total - Mainstream Funding</b>	<b>61,158</b>	<b>36,410</b>	<b>33,766</b>	<b>42,947</b>	<b>174,281</b>
<b>Internal Borrowing</b>	<b>20,849</b>	<b>23,749</b>	<b>19,011</b>	<b>-</b>	<b>63,609</b>
<b>Total Capital Financing</b>	<b>112,618</b>	<b>67,764</b>	<b>57,924</b>	<b>47,953</b>	<b>286,259</b>

\* Includes use of brought-forward receipts

## General Fund Capital Programme

The General Fund programme is summarised in Table 2, overleaf. Detail for each service can be found on pages 128-131.

**Table 2 – General Fund Capital Programme 2016-20**

	Indicative Budgets				Total Budget £'000
	2016/17 £'000	2017/18 £'000	2018/19 £'000	2019/20 £'000	
<b>CAPITAL EXPENDITURE</b>					
Children's Services	30,199	12,045	390	-	<b>42,634</b>
Adult Social Care	1,707	450	450	450	<b>3,057</b>
Environmental Services	11,311	7,731	7,731	7,731	<b>34,504</b>
Libraries	250	-	-	-	<b>250</b>
<b>Total Expenditure</b>	<b>43,467</b>	<b>20,226</b>	<b>8,571</b>	<b>8,181</b>	<b>80,445</b>
<b>CAPITAL FINANCING</b>					
<b>Specific/External Financing:</b>					
Government/Public Body Grants	21,508	4,757	2,297	2,157	<b>30,719</b>
Developers Contributions (S106)	760	-	-	-	<b>760</b>
<b>Sub-total - Specific Financing</b>	<b>22,268</b>	<b>4,757</b>	<b>2,297</b>	<b>2,157</b>	<b>31,479</b>
<b>Mainstream Financing (Internal):</b>					
Capital Receipts - General Fund	11,280	5,550	5,480	5,480	<b>27,790</b>
Revenue funding - General Fund	544	544	544	544	<b>2,176</b>
<b>Sub-total - Mainstream Funding</b>	<b>11,824</b>	<b>6,094</b>	<b>6,024</b>	<b>6,024</b>	<b>29,966</b>
<b>Internal Borrowing</b>	<b>9,375</b>	<b>9,375</b>	<b>250</b>	<b>-</b>	<b>19,000</b>
<b>Total Capital Financing</b>	<b>43,467</b>	<b>20,226</b>	<b>8,571</b>	<b>8,181</b>	<b>80,445</b>

Table 3 shows the projects funded from internal resource and represents the 'Mainstream Programme'. This programme comprises the completion of existing schemes and the continuation of rolling programmes. The table is presented in the context of total available resource thus shows the surplus or deficit on the General Fund programme in a given year.



**Table 3 – General Fund Mainstream Programme 2016-20**

	Indicative Budgets				Total Budget (All years) £'000
	Budget 2016/17 £'000	Budget 2017/18 £'000	Budget 2018/19 £'000	Budget 2019/20 £'000	
<b>Approved Expenditure</b>					
<b>Ad Hoc Schemes:</b>					
Schools Organisation Strategy [CHS] (mainstream element)*	2,730	70	-	-	2,800
Carnwath Road [ENV]	3,070	-	-	-	3,070
<b>Rolling Programmes:</b>					
Disabled Facilities Grant [ASC]	450	450	450	450	1,800
Planned Maintenance/DDA Programme [ENV]**	2,500	2,500	2,500	2,500	10,000
Footways and Carriageways [ENV]	2,030	2,030	2,030	2,030	8,120
Controlled Parking Zones [ENV]	275	275	275	275	1,100
Column Replacement [ENV]	269	269	269	269	1,076
Parks Programme [ENV]	500	500	500	500	2,000
<b>Total Mainstream Programmes</b>	<b>11,824</b>	<b>6,094</b>	<b>6,024</b>	<b>6,024</b>	<b>29,966</b>
<b>Available and Approved Resource</b>					
Capital Receipts (total available)	13,330	9,840	3,840	3,840	30,850
General Fund Revenue Account	544	544	544	544	2,176
<b>Available Mainstream Resource</b>	<b>13,874</b>	<b>10,384</b>	<b>4,384</b>	<b>4,384</b>	<b>33,026</b>
<b>In-year surplus/(deficit)</b>	<b>2,050</b>	<b>4,290</b>	<b>(1,640)</b>	<b>(1,640)</b>	
<b>Surplus/(deficit) brought-forward</b>	<b>-</b>	<b>2,050</b>	<b>6,340</b>	<b>4,700</b>	
<b>Surplus/(deficit) carried forward</b>	<b>2,050</b>	<b>6,340</b>	<b>4,700</b>	<b>3,060</b>	

\*Queensmill redevelopment using Earls Court receipt, £9m of which has been ring-fenced for this purpose

\*\* The Planned Maintenance Programme includes the planned refurbishment for Hammersmith Town Hall.

It is likely that this budget will increase by approximately £3m-£4m once the slippages from 2015/16 have been confirmed.

## Housing Capital Programme

The Housing Capital Programme expenditure and resource forecast for 2016/17 to 2019/20 is summarised in table 4 below:

**Table 4 – Housing Expenditure and Resource Forecast 2016-20**

	Indicative Budgets				Total Budget £'000
	Indicative 2016/17 Budget £'000	Indicative 2017/18 Budget £'000	Indicative 2018/19 Budget £'000	Indicative 2019/20 Budget £'000	
	<b>Approved Expenditure</b>				
Decent Neighbourhood Schemes	21,315	21,421	28,222	17,829	88,787
HRA Schemes	47,836	26,117	21,131	21,943	117,027
<b>Total Housing Programme - Approved Expenditure</b>	<b>69,151</b>	<b>47,538</b>	<b>49,353</b>	<b>39,772</b>	<b>205,814</b>
<b>Funding</b>					
Capital Receipts - Unrestricted	26,404	3,675	3,835	3,915	37,829
Capital Receipts - RTB (141)	2,039	1,320	856	1,422	5,637
Earls Court Buyback rental income	466	3,702	353	1,562	6,083
Earls Court Receipts recognisable	-	3,799	4,374	11,151	19,324
Housing Revenue Account (revenue funding)	3,048	-	-	-	3,048
Major Repairs Reserve (MRR)	17,377	17,820	18,325	18,873	72,395
Contributions Developers (S106)	3,450	-	-	-	3,450
Repayment of NHHT loan	800	-	-	-	800
Contributions from leaseholders	4,093	2,849	2,849	2,849	12,640
<b>Internal Borrowing</b>	<b>11,474</b>	<b>14,373</b>	<b>18,761</b>	<b>-</b>	<b>44,608</b>
<b>Total Funding</b>	<b>69,151</b>	<b>47,538</b>	<b>49,353</b>	<b>39,772</b>	<b>205,814</b>

The Housing Capital Programme is based on the Financial Plan For Council Homes approved by Cabinet in February 2016. It includes £117m for repairs and maintenance to existing Council Homes over the next four years.

## Horizon scanning – major projects and resources

The Council is currently progressing a number of major projects that are likely to impact on the capital programme over the next four years. An update is provided in this section on current progress. As these projects are progressed, appropriate amendments will be made to capital and revenue estimates subject to member approval.

### King Street Regeneration

Following the recent review of the Town Hall redevelopment and King Street regeneration project, the Council's development partner, King Street Developments (Hammersmith) Ltd (KSD), a joint venture between Helical Bar plc and Grainger plc, will now be finalising assembly of the development site. The scheme comprises 196 new homes; a three-screen community cinema, to be operated by Curzon; new retail, restaurant and cafe space; replacement offices for LBHF and a new town square. Site assembly is being developed in parallel with the scheme being progressed through detailed design, procurement and construction. This will form the catalyst for the regeneration of the area around and including the town hall extension building.

The Grade-II listed town hall will have its former ceremonial stone steps reinstated to link up with the new town square and new external lifts will be installed to provide access to the first floor assembly hall. The replacement council offices will be built to the west of Nigel Playfair

Avenue. KSD will also provide a total of £9.5 million towards regenerating the surrounding area, refurbishing the Grade-II listed town hall with a more space-efficient open plan layout and funding for affordable housing off-site. It is planned that the overall strategy will be delivered at a net nil cost to the Council (i.e. the town hall refurbishment works will only draw on existing planned maintenance budgets, phased over three years, with the balance being met by KSD's S106 contribution) and this will continue to be kept under review.

## **Housing Stock Options**

The administration have prioritised working with the residents of Council Homes to give them ownership of the land their homes are on. This is part of a wider commitment to devolve more control to the community.

The Economic Regeneration, Housing and The Arts Policy and Accountability meeting of 11th November 2014 requested the administration to establish a Residents' Commission on Council Housing to consider the options for empowering residents to take local control over their homes and for maximising investment in existing and new council homes.

At the corresponding meeting on 3rd November 2015, the Residents Commission recommended that Cabinet pursue the transfer of the Council's housing stock to a resident-led Registered Provider which is constituted on the Community Gateway model.

On 7th December 2015 Cabinet accepted in full the Residents' Commission recommendations regarding:

- The future ownership of the council's housing stock;
- Means of increasing resident control over the ownership and management of council homes;
- Improvement of services to tenants and leaseholders

Cabinet also formally resolved to pursue, subject to a ballot, the transfer of the Council's housing stock to a resident-led Registered Provider which is constituted on the Community Gateway model. If the Council are successful in achieving this, a new Registered Provider would be able to both invest in the housing stock at levels that would not be viable if the stock were to be retained and also access funding to increase the provision of affordable housing within the Borough.

## **Earl's Court**

The Council entered into a Conditional Land Sale agreement, (CLSA) on 23rd January 2013, with the developer Capital & Counties Properties Plc (CapCo), to include Council owned land including the West Kensington and Gibbs Green Estates. Full details can be found in the 3 September 2012 Cabinet Report. The trigger notice for the CLSA was served in November 2013; this means that the agreement is now unconditional, and CapCo have made a commitment to pay LBHF 5 annual instalments of £15m, with the first instalment having been paid at the end of December 2015.

## **Housing Development Programme**

On 6th July 2015 Cabinet approved Phase 1 of the Housing Development Programme, to deliver 31 units of residential accommodation over 4 sites, financed by £10.8m Right-to-Buy and Section 106 receipts.

Feasibility studies for Phase 2 are now underway, but as the Housing Revenue Account borrowing headroom is fully utilised without consideration of further direct development, Phase 2 and beyond will need to compete with other finance intensive schemes (such as the redevelopment of Edith Summerskill House) for Section 106 resources.

### **Schools' Capital Programme**

The Council continues to implement its Schools Organisation Strategy with expenditure in 2016/17 set to exceed £20m. The strategy continues to focus on expanding school places in light of increasing demand.

### **Old Oak and Park Royal Opportunity Area**

As part of developing the business case for a High Speed 2 (HS2) / Crossrail interchange at Old Oak Common the London Boroughs of Brent, Ealing and Hammersmith & Fulham and the GLA published a joint Vision for the Old Oak area to encourage appropriate development and to maximise regeneration benefits in the area. Since then the Old Oak and Park Royal Mayoral Development Corporation (OPDC) was established in April 2015 and is now the planning authority for the Old Oak and Park Royal Opportunity Area. The boundary of this area can be viewed on the OPDC's website at:

[https://www.london.gov.uk/sites/default/files/gla\\_migrate\\_files\\_destination/OPDC%20boundary%20-%2001\\_0.pdf](https://www.london.gov.uk/sites/default/files/gla_migrate_files_destination/OPDC%20boundary%20-%2001_0.pdf)

The council remains responsible for all other services such as waste collection, highways enforcement, car parking, parks management and maintenance etc. within the OPDC boundary. OPDC are currently drafting their Local Plan due to go out to the first round of public consultation. The OPDC intend to adopt the Local Plan later in 2016. This will be used to assess any planning applications for development in the OPDC area. The council will be a statutory consultee for any planning applications submitted. An LBHF elected member is represented on the OPDC Planning Committee and the Leader of the Council also sits on the OPDC Board which is responsible for overseeing and decision making on the project. The Board meets every 2 months. Further information regarding the OPDC can be found at <https://www.london.gov.uk/about-us/organisations-we-work/old-oak-and-park-royal-development-corporation-opdc/about-opdc-0>

LBHF have successfully petitioned against HS2 proposals for a Wetlands on Wormwood Scrubs and have secured £3.3m with a £3.9m cap to undertake alternative ecological enhancement works to the Scrubs which would be rolled out after Royal Assent anticipated to be in December 2016. The legal agreement is due to be finalised shortly. A further petition objecting to proposed works to re-routing the Stamford Brook Sewer through Wormwood Scrubs in Hs2's Additional Provision - AP4 is the subject of current discussions with HS2.

### **The Hammersmith 'Flyunder'**

Following on from the Council's work in 2013/14, Transport for London (TfL) have undertaken further feasibility work on the 'Flyunder' and four other road tunnels in London. Detailed business cases have been prepared and submitted to the Treasury as part of the recent spending review. The next stage is anticipated to be the National Infrastructure Commission. TfL's more detailed business case work has identified a higher capital cost and a considerable funding shortfall. The Council is developing an Supplementary Planning Document (SPD) with the recently formed Hammersmith Residents Working party in order to establish a planning framework that would hopefully bring the Flyunder forward, along with significant improvements to the built environment in the town centre.

## **Shepherd's Bush Market**

An appeal by the traders' association against the Shepherds Bush Market CPO has been scheduled to be heard in the Court of Appeal. Despite the appeal, the developer Orion has served notice on the option agreement to draw down on the council land (former Spring Grove laundry site) which forms part of the regeneration project. The Council is working to establish the purchase price in line with the overage clause. The Council also continues to work with the market traders/Goldhawk Road shopkeepers and the developer to ensure that the unique historic market character and local businesses are protected, as well as requiring the developer to reach negotiated settlements to acquire the remaining land interests.

## **Hammersmith Bridge**

The Council, in partnership with Transport for London (TfL), is currently looking at options to strengthen Hammersmith Bridge to allow double decker buses to use the bridge. The Council is undertaking an initial feasibility exercise with any final decision subject to a further Cabinet Decision and agreement with TfL. It is anticipated that any eventual project will be substantially funded by TfL.

## **Planning Obligations**

The Council has continued to enter into section 106 agreements with developers seeking planning permission for developments, and as such this will continue to be a significant source of funding for capital projects. In the last two years the Council has also renegotiated the terms of a number of existing agreements with developers to enhance the amount secured for eligible spend in the Borough. The value of the additional Section 106 funding secured through these renegotiations has exceeded £50m.

In addition to Section 106 Agreements, the Council has adopted a borough Community Infrastructure Levy (CIL), which is a tariff on new developments based on a floor space calculation on new dwellings and developments of more than 100 metres square. In the first 5 months of it being in force, the Council has levied £998K, albeit that the receipt of this money is dependent on developments commencing on site. At present the Council is required to spend 15% of any receipts on priorities agreed with the community, with the remainder available to spend on Infrastructure which enables development to take place, together with its operation and maintenance.

## **Flexible Use of Capital Receipts**

For the period 1 April 2016 to 31 March 2020, the Government has granted new powers to local authorities whereby capital receipts can be spent more flexibly. Previously, capital receipts could only be spent on a narrow range of items such as capital expenditure or the repayment of debt. The new flexibility will enable local authorities to also apply capital receipts to the costs of service reform. This has been broadly defined, however the Government, in their draft guidance, have specifically cited '*projects which are forecast to generate ongoing savings to an authority's, or several authorities', and/or to another public sector body's net service expenditure*'. This flexibility will only apply to capital receipts generated in the flexibility period (1 April 2016 to 31 March 2020).



# **2016 - 2020 CAPITAL PROGRAMME**

## **SERVICE DETAIL**

## Children's Services

2016/17 Budget £'000	Indicative Budgets			Total Budget £'000
	2017/18 Budget £'000	2018/19 Budget £'000	2019/20 Budget £'000	

### Scheme Expenditure Summary

Schools Organisational Strategy	20,824	2,670	140	-	23,634
Schools Window Replacement Project	9,375	9,375	250	-	19,000
<b>Total Expenditure</b>	<b>30,199</b>	<b>12,045</b>	<b>390</b>	<b>-</b>	<b>42,634</b>

### Capital Financing Summary

<b>Specific/External or Other Financing</b>					
Capital Grants from Central Government	18,094	2,600	140	-	20,834
<b>Sub-total - Specific or Other Financing</b>	<b>18,094</b>	<b>2,600</b>	<b>140</b>	<b>-</b>	<b>20,834</b>
<b>Mainstream Financing (Internal Council Resource)</b>					
Capital Receipts	2,730	70	-	-	2,800
<b>Sub-total - Mainstream Funding</b>	<b>2,730</b>	<b>70</b>	<b>-</b>	<b>-</b>	<b>2,800</b>
<b>Borrowing</b>	<b>9,375</b>	<b>9,375</b>	<b>250</b>	<b>-</b>	<b>19,000</b>
<b>Funding to be identified/agreed</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Capital Financing</b>	<b>30,199</b>	<b>12,045</b>	<b>390</b>	<b>-</b>	<b>42,634</b>



## Adult Social Care Services

	Indicative Budgets				Total Budget £'000
	2016/17 Budget £'000	2017/18 Budget £'000	2018/19 Budget £'000	2019/20 Budget £'000	
<b>Scheme Expenditure Summary</b>					
Extra Care New Build project (Adults' Personal Social Services Grant)	957	-	-	-	957
Transforming Care (Winterbourne Grant)	300	-	-	-	300
Disabled Facilities Grant	450	450	450	450	1,800
<b>Total Expenditure</b>	<b>1,707</b>	<b>450</b>	<b>450</b>	<b>450</b>	<b>3,057</b>
<b>Capital Financing Summary</b>					
<b>Specific/External or Other Financing</b>					
Capital Grants from Central Government	957	-	-	-	957
Capital Grants/Contributions from Non-departmental public bodies	300	-	-	-	300
<b>Sub-total - Specific or Other Financing</b>	<b>1,257</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,257</b>
<b>Mainstream Financing (Internal Council Resource)</b>					
Capital Receipts	450	450	450	450	1,800
<b>Sub-total - Mainstream Funding</b>	<b>450</b>	<b>450</b>	<b>450</b>	<b>450</b>	<b>1,800</b>
<b>Total Capital Financing</b>	<b>1,707</b>	<b>450</b>	<b>450</b>	<b>450</b>	<b>3,057</b>

## Environmental Services

	Indicative Budgets				Total Budget £'000
	2016/17 Budget £'000	2017/18 Budget £'000	2018/19 Budget £'000	2019/20 Budget £'000	
<b>Scheme Expenditure Summary</b>					
Planned Maintenance/DDA Programme	2,500	2,500	2,500	2,500	10,000
Footways and Carriageways	2,030	2,030	2,030	2,030	8,120
Transport For London Schemes	2,157	2,157	2,157	2,157	8,628
Controlled Parking Zones	275	275	275	275	1,100
Column Replacement	269	269	269	269	1,076
Carnwath Road	3,070	-	-	-	3,070
Parks Expenditure	500	500	500	500	2,000
Shepherds Bush Common Improvements	510	-	-	-	510
<b>Total Expenditure</b>	<b>11,311</b>	<b>7,731</b>	<b>7,731</b>	<b>7,731</b>	<b>34,504</b>
<b>Capital Financing Summary</b>					
<b>Specific/External or Other Financing</b>					
Grants and Contributions from Private Developers (includes S106)	510	-	-	-	510
Capital Grants and Contributions from GLA Bodies	2,157	2,157	2,157	2,157	8,628
<b>Sub-total - Specific or Other Financing</b>	<b>2,667</b>	<b>2,157</b>	<b>2,157</b>	<b>2,157</b>	<b>9,138</b>
<b>Mainstream Financing (Internal Council Resource)</b>					
Capital Receipts	8,100	5,030	5,030	5,030	23,190
General Fund Revenue Account (revenue funding)	544	544	544	544	2,176
<b>Sub-total - Mainstream Funding</b>	<b>8,644</b>	<b>5,574</b>	<b>5,574</b>	<b>5,574</b>	<b>25,366</b>
<b>Total Capital Financing</b>	<b>11,311</b>	<b>7,731</b>	<b>7,731</b>	<b>7,731</b>	<b>34,504</b>

## Libraries Services

	Indicative Budgets				Total Budget £'000
	2016/17 Budget £'000	2017/18 Budget £'000	2018/19 Budget £'000	2019/20 Budget £'000	
<b>Scheme Expenditure Summary</b>					
Hammersmith Library Refurbishment Project	250	-	-	-	250
<b>Total Expenditure</b>	<b>250</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>250</b>
<b>Capital Financing Summary</b>					
<b>Specific/External or Other Financing</b>					
Grants and Contributions from Private Developers (includes S106)	250	-	-	-	250
<b>Sub-total - Specific or Other Financing</b>	<b>250</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>250</b>
<b>Total Capital Financing</b>	<b>250</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>250</b>

## Housing Capital Programme

2016/17 Budget £'000	Indicative Budgets			Total Budget £'000
	2017/18 Budget £'000	2018/19 Budget £'000	2019/20 Budget £'000	

### Scheme Expenditure Summary

#### HRA Schemes:

Supply Initiatives (Major Voids)	939	-	-	-	939
Energy Schemes	3,961	2,150	1,885	2,057	10,053
Lift Schemes	6,373	5,101	2,687	94	14,255
Internal Modernisation	1,408	-	-	1,403	2,811
Major Refurbishments	16,565	12,202	11,874	13,746	54,387
Planned Maintenance Framework	9,071	-	-	-	9,071
Minor Programmes	8,346	6,707	5,722	6,694	27,469
ASC/ELRS Managed	1,173	950	823	888	3,834
Rephasing & Reprogramming	-	(993)	(1,860)	(2,939)	(5,792)
<b>Subtotal HRA</b>	<b>47,836</b>	<b>26,117</b>	<b>21,131</b>	<b>21,943</b>	<b>117,027</b>

#### Decent Neighbourhood Schemes:

Earls Court Buy Back Costs	10,506	16,378	24,128	13,782	64,794
Earls Court Project Team Costs	4,636	5,043	4,094	4,047	17,820
Housing Development Project	4,928	-	-	-	4,928
Other DNP projects	1,245	-	-	-	1,245
<b>Subtotal Decent Neighbourhoods</b>	<b>21,315</b>	<b>21,421</b>	<b>28,222</b>	<b>17,829</b>	<b>88,787</b>
<b>Total Expenditure</b>	<b>69,151</b>	<b>47,538</b>	<b>49,353</b>	<b>39,772</b>	<b>205,814</b>

### Capital Financing Summary

#### Specific/External or Other Financing

Contributions from leaseholders	4,093	2,849	2,849	2,849	12,640
Grants and Contributions from Private Developers (includes S106)	4,250	-	-	-	4,250
<b>Sub-total - Specific or Other Financing</b>	<b>8,343</b>	<b>2,849</b>	<b>2,849</b>	<b>2,849</b>	<b>16,890</b>

#### Mainstream Financing (Internal Council Resource)

Capital Receipts (inc adj for deferred costs)	28,443	8,794	9,064	16,488	62,789
Housing Revenue Account (revenue funding)	3,514	3,702	354	1,562	9,132
Major Repairs Reserve (MRR) / Major Repairs	17,377	17,820	18,325	18,873	72,395
<b>Sub-total - Mainstream Funding</b>	<b>49,334</b>	<b>30,316</b>	<b>27,743</b>	<b>36,923</b>	<b>144,316</b>

<b>Internal Borrowing</b>	<b>11,474</b>	<b>14,373</b>	<b>18,761</b>	<b>-</b>	<b>44,608</b>
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<b>Total Capital Financing</b>	<b>69,151</b>	<b>47,538</b>	<b>49,353</b>	<b>39,772</b>	<b>205,814</b>
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# GLOSSARY

## **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.

## **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. 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 H M Revenue and Customs 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 50% is paid to central government. 30% is retained locally for use by Hammersmith and Fulham whilst 20% is paid to the Greater London Authority.

### **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, government grant, locally retained business rates 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.

## Acknowledgement for photos

- Front Cover picture courtesy of Hammerprint Stock photos