

# Budget Book 2009/10





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# Introduction

## **Policy and resources strategy**

The council has a fully integrated business and budget planning process. The overall framework for this process is our policy and resources strategy. The framework ensures that:

- The highest priorities are funded within a level of council tax which is affordable in accordance with the council's medium term financial strategy.
- The allocation of resources is closely aligned with national and local priorities and other statutory requirements.
- Financial rigour is maintained from the point of allocation of resources through to spending, monitoring and evaluation.
- Existing performance levels constantly challenged to achieve continuous improvement. This includes regular monitoring of performance indicators alongside revenue, capital, budget and debt monitors.

## **Medium term financial strategy (MTFS)**

The medium term financial strategy is part of the council's comprehensive medium term resources strategy and sets out the clear financial remit within which the business plans and budgets are developed and agreed. It addresses the key financial issues in respect of the following key themes:

- Financial management
- Performance management
- Asset management
- Reserves, balances and central contingency
- Savings and efficiency
- Income and investments
- Capital programming and strategic projects
- Governance and partnerships

The MTFS is regularly reviewed and refreshed to ensure we have the right priorities to deliver sound financial management so we continue to effectively shape Southwark together with our partners into the future.

The current MTFS was refreshed by the executive in December 2008 and aligns the financial priorities of the council with Southwark 2016, the local area agreement, and the corporate plan. The MTFS is aligned to the corporate plan thus providing the financial framework within which the council's policy objectives can be delivered

The overall vision of the MTFS is "the effective and efficient use of resources and maximisation of resource opportunities in order to achieve long-term policy outcomes".

To deliver the vision the MTFS must achieve its overall aim "to ensure best use of limited resources for maximum gain both in performance and in achieving strategic priorities".



### **Council budgets**

Through the business and budget planning process resources are allocated to services which sets their budgets for the year(s). The council's budget can be split into four main categories which are:

- General fund revenue
- Capital
- Housing repairs account (HRA)
- Dedicated schools grant (DSG)

### **General fund revenue budget**

On 23rd February 2009 council assembly set a balanced general fund revenue budget of £315m for 2009/10 with a 0% increase in the level of council tax for Southwark's element.

### **Capital**

In February 2007, the council agreed a ten-year capital programme, which secures the physical renewal of the borough by combining plans for major regeneration and housing, leisure, environment and schools with the community strategy and council's corporate plan, which was reviewed and revised in January 2008 and February 2009.

### **HRA**

The housing revenue account (HRA) reflects the statutory requirement under Section 74 of the local government and housing act 1989 to account separately for local authority housing provision. It is a ring-fenced account, containing solely the costs arising from the provision and management of the council's housing stock, offset by tenants rents and service charges, housing subsidy, leaseholder service charges and other income. The HRA rent setting and budget report was approved by the executive on 27th January 2009.

### **DSG**

On the 29th January 2009 the schools forum agreed the schools budget for 2009/10 including the allocation of the dedicated schools grant (specific grant from government)

### **Other publications**

The council also produce the following publications which contain information on the council's finances:

- Council tax and business rates leaflet (issued each year with the respective bills)
- Statement of accounts
- Key financial data leaflet
- Annual report

Further details of these publications can be obtained from:

Duncan Whitfield  
Finance Director  
London Borough of Southwark  
Town Hall  
Peckham Road  
London  
SE5 8UB

## List of contacts

If you require further information regarding the estimates contained in this book, please contact the relevant senior finance managers listed below:

<b>Name</b>	<b>Council Department</b>	<b>Contact Tel. No.</b>
Cliff Robinson	Children's services	020 7525 5059
Terry Cooney	Health and community services	020 7525 3865
Edwin Thomas	Environment, housing and neighbourhoods	020 7525 2385
Jay Nair	Regeneration and major projects	020 7525 0960
Christine Coxen	Financial management services, deputy chief executive, Communities, law and governance and corporate support cost reallocations	020 7525 7533
Ian Young	Housing revenue account	020 7525 7489
<b>Financial Strategy</b>		
Cathy Doran	General enquiries	020 7525 4396
John Braggins	General enquiries	020 7525 7489
Patrick Black	General enquiries	020 7525 4334
Nicola Kelly	General enquiries	0207 525 4318
Vernon Smith	General enquiries	020 7525 7355

## Background

### Settlement

In 2008/09 a significant change occurred in local government funding. For the first time as part of the settlement, individual councils received detail of the amount of funding that they were to receive in 2008/09 and indicative allocations for 2009/10 and 2010/11.

### Floor funding

Included in the government's overall announcement of grant funding, a minimum level of funding is set for each class of authority. This is known as the floor percentage and is particularly important for authorities like Southwark as it is not expected that funding will be awarded above the floor percentage for the foreseeable future.

The floor percentages are as follows:

Year	Floor
2009/10	1.75%
2010/11	1.50%

### Dedicated schools grant

This is the fourth year since the government introduced the dedicated schools grant (DSG) to fund schools. There are no major changes to the basis of this grant, so it is still based on the number of pupils attending Southwark schools as counted in the January pupil led annual school census or PLASC. As final confirmation of pupil numbers is not known until after the 1st April, the council has to make an estimate based on management information around likely movement in pupil numbers overall and pupils in schools that are scheduled to become academies and therefore funded directly by the government. For 2009/10, the council expects to receive **£167.7m** in DSG compared with an adjusted DSG of **£162.5m** in 2008/09, the latter taking into account the impact of the transfer of schools to academies and a fall in pupil numbers. The actual DSG received in 2008/09 was **£167m**.

### Council tax requirement

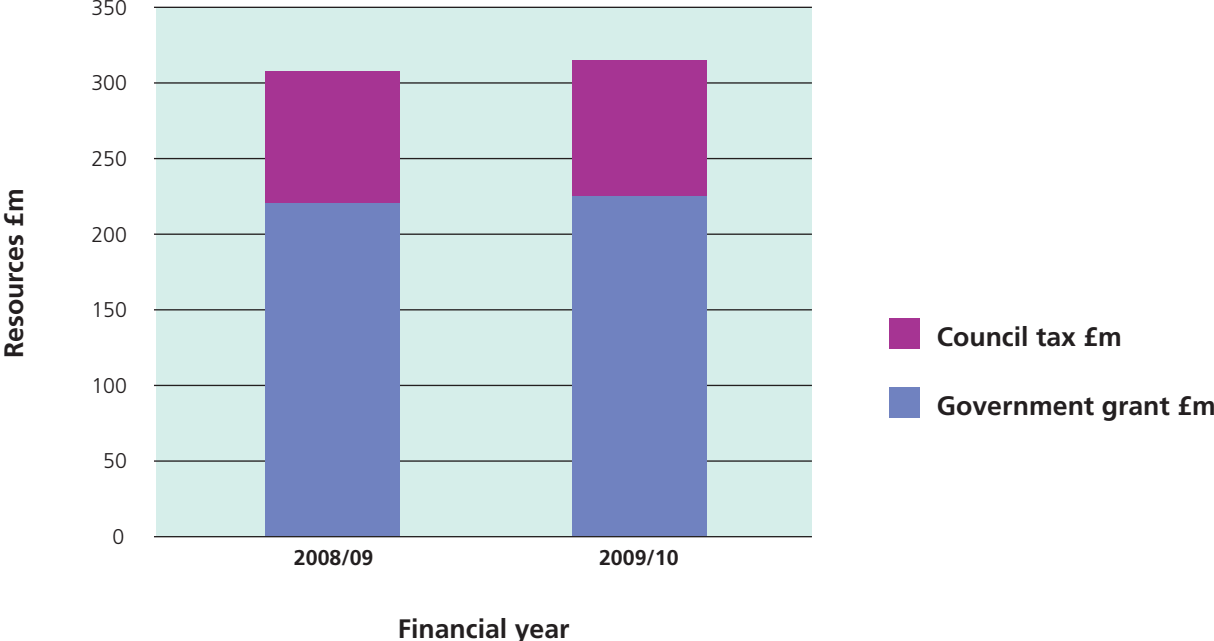
The council tax requirement is now solely dependant on the council's net budget requirement for non-schools services and the government grant received for these services known as formula grant.

### Government grant v council tax

The ratio between funding from the government and council tax to meet the net budget requirement is as follows:

Year	Government Grant £m	%	Council Tax £m	%	Budget Requirement £m	%
2008/09	223.5	72%	85.5	28%	309.0	100%
2009/10	227.4	72%	87.8	28%	315.2	100%

**Government grant v council tax**



As shown the council tax currently pays for approximately 28% of the council's budget requirement and 72% of the council's funding comes from formula grant. A decrease in 1% in grant funding would require a 3.6% increase in council tax to spend at the same level.

## Formula grant

Formula grant can be defined as revenue support grant and redistributed non- domestic rates (business rates).

The government calculates the level of formula grant based on how much it believes Southwark needs to spend. It is allocated using the four block method which is as follows:

<b>Block</b>	<b>Description</b>
Relative needs	The formulae for calculating this block are designed to reflect the differences in deprivation, population and other characteristics of an authority.
Relative resource	The relative resource amount is a negative figure reflecting the ability of an area/authority to raise resources. This is achieved by looking at an authorities council taxbase data, which provides a measure of Band D equivalent properties.
Central allocation	The central allocation represents the allocation of the resources the government has left for distribution after calculating the relative needs and resources blocks for each authority. The allocation is on a per head basis.
Floor damping	This block is used to limit the impact of changes in funding. Each authority's allocation is determined through the calculation of the blocks above. However to provide some year on year stability, each authority is guaranteed a minimum increase or floor percentage increase. To pay for funding this minimum increase in grant, the allocation to authorities entitled to more than the floor increase is scaled back/reduced.  For 2009/10 the floor increase was set at 1.75% by the government.

Southwark is to receive a total of £227.4m in formula grant in 2009/10, which is broken down across the four blocks as follows:

	<b>Allocation of Grant</b>				
<b>Block</b>	<b>2008/09 Original £'000</b>	<b>2008/09 Adjusted £'000</b>	<b>2009/10 £'000</b>	<b>Change £'000</b>	<b>%</b>
Relative needs	182,332	182,234	186,761	4,527	2.48%
Relative resource	(31,123)	(31,123)	(32,449)	(1,326)	4.26%
Central allocation	49,641	49,641	51,257	1,616	3.26%
Floor damping	22,694	22,694	21,786	(908)	(4.00)%
<b>Total</b>	<b>223,544</b>	<b>223,446</b>	<b>227,355</b>	<b>3,909</b>	<b>1.75%</b>

Revenue support grant (RSG) together with redistributed national non-domestic rates and special and specific grants are classed as external finance. External finance is defined as financial support provided by central government for revenue expenditure on services that impact on the council tax.

Specific grants can be defined as all government grants including special grants paid to local authorities other than formula grant, area based grant, capital grants and HRA subsidy.

Special and specific grants are budgeted for and reflected by departments in their net cost of services.

The level of formula grant or external financing excluding special and specific grants and area based grant is as follows:

	<b>Formula Grant</b>				
	<b>2008/09 Original £'000</b>	<b>2008/09 Adjusted £'000</b>	<b>2009/10 £'000</b>	<b>Change £'000</b>	<b>%</b>
Revenue support grant	27,316	27,218	42,636	15,418	56.65%
Business rate income	196,228	196,228	184,719	(11,509)	(5.86)%
<b>Total Formula Grant</b>	<b>223,544</b>	<b>223,446</b>	<b>227,355</b>	<b>3,909</b>	<b>1.75%</b>



## Budget strategy

### Overarching framework

Our resources are deployed to support local priorities through our policy and resource strategy, the framework within which our integrated business and budget planning process sits.

The framework ensures that:

- The highest priorities as set out ultimately in the community strategy are funded within a level of council tax which is affordable in accordance with the council's medium term financial strategy (MTFS).
- The allocation of resources is closely aligned with national and local priorities and other statutory requirements.
- Financial rigour is maintained from the point of allocation of resources through to spending, monitoring and evaluation.
- Existing performance levels are constantly challenged to achieve continuous improvement. This includes regular monitoring of performance indicators alongside revenue, capital, budget and debt monitors.
- Efficiencies are identified and implemented in accordance with the principles of achieving value for money.

### Objectives of setting the budget

In addition to the statutory requirement to set a budget (discussed below) the council has its own objectives in preparing and setting a budget:

- To set council tax.
- To give financial expression to the council's plans for service delivery in the coming year.
- To make a detailed allocation of available financial resources.
- To set a target against which performance may be monitored.
- To provide authority for chief officers to incur expenditure within the framework of financial regulations, standing orders and the scheme of delegation.
- To meet the requirements of external auditors that proper financial control is being exercised.

### Southwark Council's constitution: Budget and policy framework procedure rules

The main process is as follows:

- Budget proposals made to the executive.
- Scrutiny committees can respond to the executive re budget proposals.
- Executive recommend a budget to council assembly.
- Council assembly agrees budget and sets council tax.

The areas covered by the procedures and rules include:

- Preparation of the budget.
- Setting the annual budget and council tax.
- Monitoring and control of the budget.

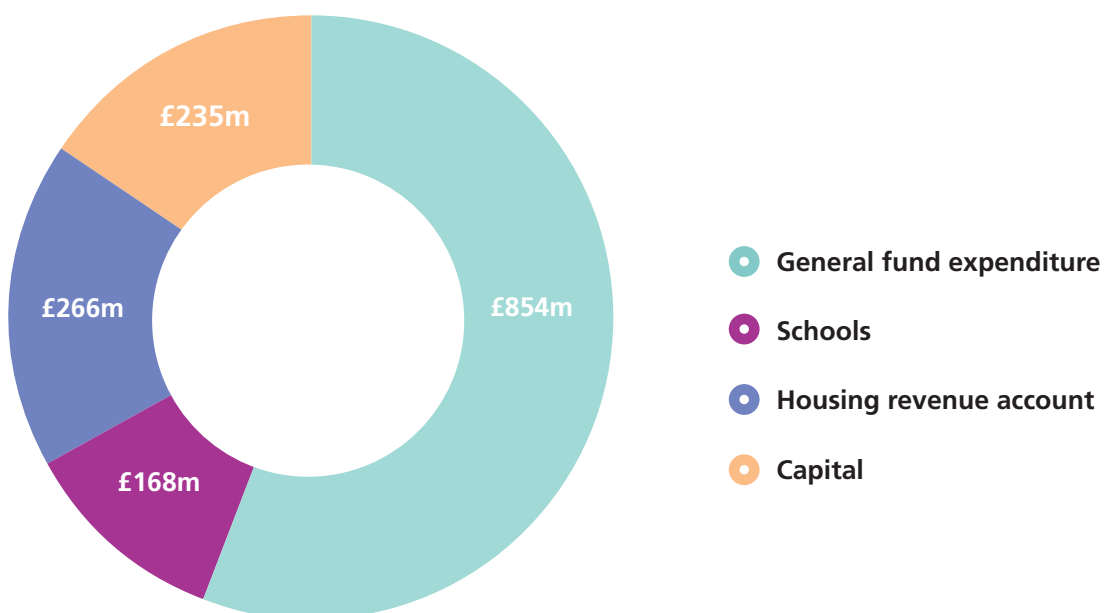
## Budget plan

In 2009/10 the council will spend in the region of £1.5 billion. This expenditure can be classified into four main types as follows:

Expenditure type	£m
General fund expenditure	854
Schools	168
Housing revenue account	266
Capital	235

Details of the nature and type of expenditure together with details of how the expenditure is funded are provided under separate headings for each of the above.

### Expenditure 2009/10



## Council tax

In 2009/10 the band D council tax for Southwark services has been frozen at £912.14. The total council tax paid by Southwark taxpayers is higher (£1,221.96) as the council collects money on behalf of the GLA.

### How Southwark compares with other London authorities

Local authority	Band D Council Tax for the authority	Increase in Council Tax for the authority	Band D Council Tax for the authority including GLA precept	Increase in Council Tax for the authority including GLA precept	London Ranking (inc City) Lowest = 1
	£	%	£	%	
<b>Inner London</b>					
City of London	857.31	2.0%	942.79	<b>2.1%</b>	3
Camden	1,021.76	0.0%	1,331.58	<b>0.0%</b>	15
Greenwich	981.03	0.0%	1,290.85	<b>0.0%</b>	12
Hackney	998.45	0.0%	1,308.27	<b>0.0%</b>	13
Hammersmith and Fulham	836.89	-3.0%	1,146.71	<b>-2.2%</b>	5
Islington	961.87	2.5%	1,271.69	<b>1.9%</b>	10
Kensington and Chelsea	782.45	3.2%	1,092.27	<b>2.3%</b>	4
Lambeth	925.29	0.0%	1,235.11	<b>0.0%</b>	8
Lewisham	1,042.11	2.5%	1,351.93	<b>1.9%</b>	16
<b>Southwark</b>	912.14	0.0%	1,221.96	<b>0.0%</b>	7
Tower Hamlets	885.52	2.3%	1,195.34	<b>1.7%</b>	6
Wandsworth	377.25	0.0%	687.07	<b>0.0%</b>	1
Westminster	378.02	0.0%	687.84	<b>0.0%</b>	2
<b>Outer London</b>					
Barking and Dagenham	1,016.40	0.0%	1,326.22	<b>0.0%</b>	14
Barnet	1,113.20	2.8%	1,423.02	<b>2.2%</b>	23
Bexley	1,117.18	2.5%	1,427.00	<b>2.0%</b>	24
Brent	1,058.94	2.5%	1,368.76	<b>1.9%</b>	17
Bromley	979.16	2.7%	1,288.98	<b>2.0%</b>	11
Croydon	1,137.89	3.8%	1,447.71	<b>3.0%</b>	26
Ealing	1,059.93	0.0%	1,369.75	<b>0.0%</b>	18
Enfield	1,100.34	2.5%	1,410.16	<b>1.9%</b>	21
Haringey	1,184.32	2.0%	1,494.14	<b>1.5%</b>	29
Harrow	1,186.55	2.9%	1,496.37	<b>2.3%</b>	30
Havering	1,201.18	2.4%	1,511.00	<b>1.9%</b>	31
Hillingdon	1,112.93	0.0%	1,422.75	<b>0.0%</b>	22
Hounslow	1,090.65	0.0%	1,400.47	<b>0.0%</b>	19
Kingston-upon-Thames	1,320.96	4.0%	1,630.78	<b>3.2%</b>	33
Merton	1,122.34	2.5%	1,432.16	<b>2.0%</b>	25
Newham	945.63	0.0%	1,255.45	<b>0.0%</b>	9
Redbridge	1,095.53	2.7%	1,405.35	<b>2.1%</b>	20
Richmond-upon-Thames	1,287.39	4.3%	1,597.21	<b>3.5%</b>	32
Sutton	1,140.89	2.9%	1,450.71	<b>2.3%</b>	27
Waltham Forest	1,152.21	1.9%	1,462.03	<b>1.5%</b>	28
London Average	998.85	1.7%	1,308.22	<b>1.3%</b>	
London Average (excl City)	999.13	1.7%	1,308.95	<b>1.3%</b>	
Inner London Average (incl City)	808.57	0.7%	1,117.21	<b>0.5%</b>	
Inner London Average (excl City)	808.31	0.7%	1,118.13	<b>0.5%</b>	
Outer London Average	1,116.34	2.2%	1,426.16	<b>1.7%</b>	

## Council tax calculation 2009/10

The council tax base is the measure of the tax raising capability of the authority. The tax base is calculated by multiplying the number of band D equivalent properties in the authority by the estimated collection rate.

The council tax for Southwark (£912.14) and for the GLA (£309.82), are added together to give a total council tax of £1,221.96 for a band D property. This is an increase of 0% over the 2008/09 figure.

<b>Council taxbase</b>	<b>2008/09</b>	<b>2009/10</b>
Gross tax base	96,325	98,617
Budgeted collection rates	96%	96%
<b>Net tax base</b>	<b>92,472</b>	<b>94,672</b>

### Council tax calculation

<b>Council tax calculation</b>				
	<b>2008/09 £'000</b>		<b>2009/10 £'000</b>	
Gross Southwark revenue requirement		309,030		315,152
Greater London Authority		28,650		29,331
<b>Total revenue requirement</b>		<b>337,680</b>		<b>344,483</b>
Less income from				
Revenue support grant	(27,316)		(42,636)	
National non-domestic rates	(196,228)	(223,544)	(184,719)	(227,355)
<b>Amount to be raised</b>		<b>114,135</b>		<b>117,128</b>
Add deficit/(surplus) on collection fund		(1,139)		(1,442)
<b>Amount to be met from council tax</b>		<b>112,996</b>		<b>115,686</b>
Divided by the council tax base of		92,472		94,672
<b>Council tax per band D property</b>		<b>1,221.96</b>		<b>1,221.96</b>

The table below shows the council Tax for all property bands for 2008/09 and 2009/10.

### Number of properties in each tax band

Number of properties in each tax band					
Council tax band	Value of properties in band	Number of properties in this band (Dec 2008)	% of properties in this band	2008/09 Council tax	2009/10 Council tax
A	Below £40,000	12,406	10.0%	814.64	814.64
B	£40,000 to £52,000	37,227	30.1%	950.41	950.41
C	£52,000 to £68,000	32,549	26.4%	1,086.19	1,086.19
D	£68,000 to £88,000	19,237	15.6%	1,221.96	1,221.96
E	£88,000 to £120,000	12,349	10.0%	1,493.51	1,493.51
F	£120,000 to £160,000	5,422	4.4%	1,765.06	1,765.06
G	£160,000 to £320,000	3,803	3.1%	2,036.60	2,036.60
H	Above £320,000	502	0.4%	2,443.92	2,443.92
<b>Total</b>		<b>123,495</b>	<b>100.00%</b>		

The full council tax charges for 2008/09 and 2009/10 are shown below

	Band A £	Band B £	Band C £	Band D £	Band E £	Band F £	Band G £	Band H £
Southwark services	608.09	709.44	810.79	912.14	1,114.84	1,317.54	1,520.23	1,824.28
GLA	206.55	240.97	275.40	309.82	378.67	447.52	516.37	619.64
<b>Total 2008/09 council tax</b>	814.64	950.41	1,086.19	1,221.96	1,493.51	1,765.06	2,036.6	2,443.92
Southwark services	608.09	709.44	810.79	912.14	1,114.84	1,317.54	1,520.23	1,824.28
GLA	206.55	240.97	275.40	309.82	378.67	447.52	516.37	619.64
<b>Total 2009/10 council tax</b>	814.64	950.41	1,086.19	1,221.96	1,493.51	1,765.06	2,036.6	2,443.92

## Precepts and levies

The council tax also pays for the services of the Greater London Authority (GLA). Money to pay for these services is raised through an additional fixed charge on top of each taxpayer's council tax liability for Southwark. This is termed a precept.

In 2009/10 the Greater London Authority precept is £309.82 for Band D, an increase of 0% above the 2008/09 amount.

In addition to the GLA precept, Southwark is levied by three other organisations. The total precept amount and levies are shown in the table below:

	<b>2008/09 £'000</b>	<b>2009/10 £'000</b>
Greater London Authority	28,650	29,331
<b>Total precepts</b>	<b>28,650</b>	<b>29,331</b>
Environment agency	187	187
London Pension Fund	1,424	1,900
Lea Valley	282	291
<b>Total levies</b>	<b>1,893</b>	<b>2,378</b>
<b>Total precepts and levies</b>	<b>30,543</b>	<b>31,709</b>

## Collection fund

All council tax income is paid into the collection fund before being used to pay for Southwark and GLA services. If less council tax is collected than was originally estimated, then the deficit must be made up the following year, similarly if more council tax is collected the surplus offsets the council tax liability in the following year.

For further information please contact the Financial Planning and Budgets Team.

Cathy Doran 020 7525 4396  
John Braggins 020 7525 7489  
Nicola Kelly 020 7525 4318  
Vernon Smith 020 7525 7355  
Patrick Black 020 7525 4334



## General fund

Last year the council's net budget requirement was £309million, which compares to £315million for 2009/10. The key changes to the budget are:

	£M	£M
<b>2008/09 Budget</b>		<b>309.0</b>
Inflation	8.6	
Increase in spending on health and community services	2.6	
Increase in spending as part of the modernisation agenda	5.0	
Loss of investment income as result of the economic downturn	6.0	
Other increased spending	3.5	
Contribution to/(from) reserves	-2.2	
<b>Totalling</b>	<b>23.5</b>	
Savings	-17.3	
<b>Total Increase in budget</b>		<b>6.2</b>
<b>2009/10 Budget</b>		<b>315.2</b>
The increased spending was paid for by:		
Increased grant from the government		3.9
Increased income from the council tax payers		2.0
Collection fund surplus		0.3
<b>Total increase in funding</b>		<b>6.2</b>

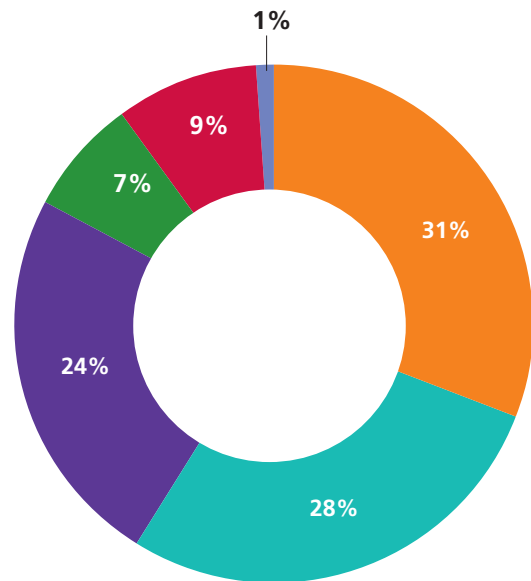
## Summary of general fund gross expenditure and income

2008/09 net expenditure	Department	2009/10 gross expenditure	2009/10 income	2009/10 net expenditure
£M		£M	£M	£M
98.5	Children's services	346.5	(249.8)	96.7
74.3	Environment and housing	131.3	(56.0)	75.3
101.8	Health and community services	148.9	(46.9)	102.0
4.0	Major projects	10.3	(6.5)	3.8
30.2	Regeneration	65.7	(28.9)	36.8
18.8	Financial management services	21.9	(4.1)	17.8
43.7	Deputy chief executive's department	234.8	(194.2)	40.6
14.0	Communities, law and governance	22.4	(8.2)	14.2
(49.1)	Corporate support cost reallocations	0	(49.6)	(49.6)
(11.1)	Corporate Budgets	24.5	(33.6)	(9.1)
<b>325.1</b>	<b>Total General Fund Cost of Services</b>	<b>1,006.3</b>	<b>(677.8)</b>	<b>328.5</b>
12.3	Cost of Borrowing	13.3	0	13.3
(8.6)	Interest and Investment Income	0	(3.6)	(3.6)
3.7	<b>Total Cost of Financing</b>	<b>13.3</b>	<b>(3.6)</b>	<b>9.7</b>
4.3	Contribution to reserves	2.2	0	2.2
(24.1)	Area Based Grant	0	(25.2)	(25.2)
<b>309.0</b>	<b>Amount Met from Government Grants and Local Taxation</b>	<b>1,021.8</b>	<b>(706.6)</b>	<b>315.2</b>
(27.3)	Revenue Support Grant			(42.7)
(196.2)	Re-distributed Non Domestic Rates (Business Rates)			(184.7)
<b>(223.5)</b>	<b>Formula Grant</b>			<b>(227.4)</b>
(1.1)	Shortfall (surplus) on collection fund from previous year			(1.4)
<b>84.4</b>	<b>Council Tax Requirement</b>			<b>86.4</b>
<b>92,472</b>	<b>Council Tax Base (Number of Band D Equivalent properties)</b>			<b>94,672</b>
<b>912.14</b>	<b>Southwark Council Tax</b>			<b>912.14</b>

## How the money is spent

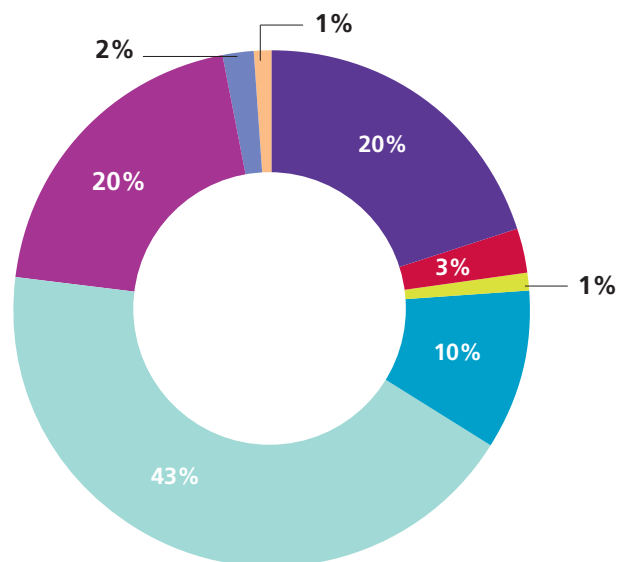
### 2009/10 Net expenditure by department

- Health and community services
- Children's services
- Environment and housing
- Corporate services
- Regeneration and neighbourhoods
- Major projects



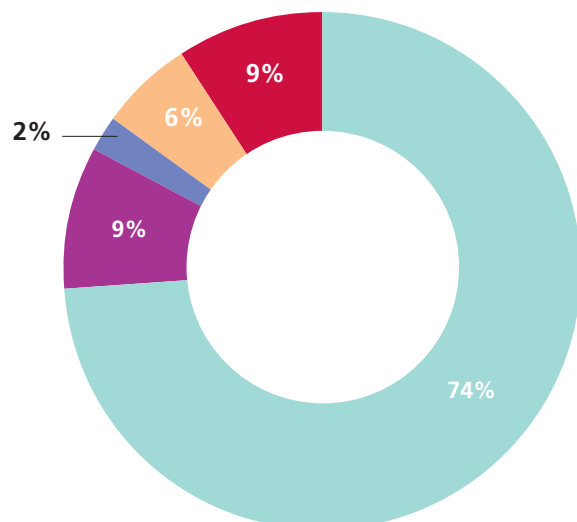
### 2009/10 Revenue expenditure by type

- Employees
- Property Costs
- Transport
- Supplies and Services
- Third Party Payments
- Transfer Payments
- Capital Charges
- Capital Financing Costs



### 2009/10 Revenue income by type

- Government Grants
- Council Tax Income
- Other Grants and Contributions
- Fees and Charges
- Recharges



# Children's services

The children's services department is responsible for delivering Southwark's contribution to the vision agreed with partners through the children's trust (Young Southwark) which is:

- We want Southwark to be a place where every child and young person can have high expectations and the best opportunities.
- We will work together with children, young people and their families so that they can grow up in good health, feeling safe and secure, and realise their full potential in life.

The department assesses the needs of Southwark's children and young people in the context of the five every child matters outcomes (be healthy, stay safe, enjoy and achieve, make a positive contribution and achieve economic well-being) and delivers services to support achievement of these outcomes and the priorities identified in the children and young people's plan.

The specific outcomes which the children's services department leads on are:

- Improved literacy and numeracy
- More for children and young people to do
- Less crime against children and young people
- Reduced rates of teenage pregnancy
- Reduced rates of childhood obesity

<b>Division and service summary</b>	<b>2008/09 total budget £'000</b>	<b>2009/10 total budget £'000</b>
Early Years Learning and Achievement	1,211	1,111
Early Years Operations	3,977	3,494
Children's Centres	(41)	336
Other 0-5 services	6,727	5,842
<b>0 - 5 and Community Strategy</b>	<b>11,874</b>	<b>10,783</b>
Primary Achievement	1,497	1,463
Education Psychology Service	916	870
Pupil Access	5,085	5,148
Special education needs and Inclusion	6,216	6,102
Education Welfare & Attendance Service	1,566	1,513
Play Service	1,350	1,314
After School Service	1,495	1,456
Behaviour/Autism Support	833	849
Primary pupil referral units	779	792
Other 5 - 11 Services	303	297
<b>5 - 11 and Inclusion</b>	<b>20,040</b>	<b>19,804</b>
Other 11-19 services	1,647	1,581
Education other than at school (EOTAS)	4,154	4,238
Services for Young People	8,830	8,643
<b>11 - 19 and Youth</b>	<b>14,631</b>	<b>14,462</b>
<b>Leadership Innovation and Learning</b>	<b>536</b>	<b>508</b>
Individual schools budget and centrally retained budget	169,482	171,820
Schools Retained	2,675	2,617
External Funding & Miscellaneous Schools	(187,370)	(190,081)
<b>Schools budgets and funding</b>	<b>(15,213)</b>	<b>(15,644)</b>
<b>Management, information and analysis</b>	<b>8,903</b>	<b>8,899</b>

<b>Division and service summary</b>	<b>2008/09 total budget £'000</b>	<b>2009/10 total budget £'000</b>
Assessment and Safeguarding Support	9,778	9,958
0-12, adolescence and aftercare service (to be renamed)	5,162	5,220
Adoption and fostering/CLA Support	8,502	8,668
Looked After Placements	8,488	8,739
CLA Management	4,674	4,732
Children Looked After Services	26,826	27,359
Specialist Child Health and Disabilities	6,477	6,520
Youth Offending Services	3,708	3,726
Quality Assurance & Safeguarding	1,900	1,932
Management, Administration & Planning	2,475	2,149
<b>Specialist Children's Services and Safeguarding</b>	<b>51,164</b>	<b>51,644</b>
Commissioning grants and area based grant	2,097	2,095
Commissioning and Contracts	3,545	3,142
<b>Commissioning</b>	<b>5,642</b>	<b>5,237</b>
<b>Sub total</b>	<b>97,577</b>	<b>95,693</b>
Share of support services	938	951
<b>Childrens services total</b>	<b>98,515</b>	<b>96,644</b>



<b>Subjective analysis summary</b>	<b>2008/09 total budget £'000</b>	<b>2009/10 total budget £'000</b>
Agency Staff	1,046	515
Employees (excluding agency)	<u>64,688</u>	<u>65,033</u>
Employees	65,735	65,548
Property Costs	1,893	1,967
Transport	3,410	3,494
Equipment, Furniture and Materials	979	949
Catering	374	372
Clothing, Uniforms & Laundry	72	72
Services	4,835	4,756
Communications & Computing	1,182	1,183
Printing, Stationery & Office Expenses	702	704
Grants	19,463	35,731
Subscriptions	118	119
Grants and Subscriptions	19,580	35,850
Miscellaneous	<u>526</u>	<u>463</u>
Supplies and Services	28,252	44,350
Third Party Payments	212,802	215,198
Transfer Payments	1,457	1,422
Support Services	9,056	8,965
Capital Charges	4,595	4,595
<b>Total Expenditure</b>	<b>327,199</b>	<b>345,539</b>
Government Grants	(218,432)	(238,443)
Other Grants & Contributions	(3,469)	(3,659)
Fees and Charges	(4,028)	(4,224)
Customer Receipts	(1,778)	(1,558)
Deductions & Reimbursements	(4)	(4)
Recharges	(1,912)	(1,960)
<b>Total Income</b>	<b>(229,622)</b>	<b>(249,846)</b>
<b>Net Expenditure</b>	<b>97,577</b>	<b>95,693</b>

<b>Movements</b>	<b>£'000</b>
<b>2008/9 net budget</b>	<b>97,577</b>
Inflation	1,562
Budget adjustments	(98)
Area based grant adjustment	587
Savings	(3,935)
<b>2009/10 net budget</b>	<b>95,693</b>

<b>Division and service summary</b>	<b>2008/9 total budget £'000</b>	<b>Inflation £'000</b>	<b>Budget adjustments £'000</b>	<b>Area based grant adjustment £'000</b>	<b>Savings £'000</b>	<b>2009/10 total budget £'000</b>
Early Years Learning & Achievement	1,211	24	(124)	0	0	1,111
Early Years Operations	3,977	18	(1)	0	(500)	3,494
Children's Centres	(41)	(5)	122	260	0	336
Other 0-5 services	6,727	68	20	209	(1,182)	5,842
<b>0 - 5 and Community Strategy</b>	<b>11,874</b>	<b>105</b>	<b>17</b>	<b>469</b>	<b>(1,682)</b>	<b>10,783</b>
Primary Achievement	1,497	26	0	0	(60)	1,463
Education Psychology Service	916	18	0	0	(64)	870
Pupil Access	5,085	128	(40)	0	(25)	5,148
SEN & Inclusion	6,216	70	(138)	0	(46)	6,102
Education Welfare & Attendance	1,566	25		0	(78)	1,513
Play Service	1,350	21		0	(57)	1,314
After School Service	1,495	0		37	(76)	1,456
Behaviour/Autism Support	833	16		0	0	849
Primary PRU	779	13		0	0	792
Other 5 - 11 Services	303	4	65	0	(75)	297
<b>5 - 11 and Inclusion</b>	<b>20,040</b>	<b>321</b>	<b>(113)</b>	<b>37</b>	<b>(481)</b>	<b>19,804</b>
Other 11-19 services	1,647	20	(1)	0	(85)	1,581
EOTAS	4,154	63	21	0	0	4,238
Services for Young People	8,830	67	0	0	(254)	8,643
<b>11 - 19 and Youth</b>	<b>14,631</b>	<b>150</b>	<b>20</b>	<b>0</b>	<b>(339)</b>	<b>14,462</b>
<b>Leadership Innovation &amp; Learning</b>	<b>536</b>	<b>35</b>	<b>0</b>	<b>0</b>	<b>(63)</b>	<b>508</b>
Schools ISB	169,482	2,215	123	0	0	171,820
Schools Retained	2,675	17	35	0	(110)	2,617
External Funding & Misc Schools	(187,370)	(2,511)	(200)	0	0	(190,081)
<b>Schools budgets and funding</b>	<b>(15,213)</b>	<b>(279)</b>	<b>(42)</b>	<b>0</b>	<b>(110)</b>	<b>(15,644)</b>
<b>Management, information and analysis</b>	<b>8,903</b>	<b>204</b>	<b>0</b>	<b>81</b>	<b>(289)</b>	<b>8,899</b>
Assessment & Safeguarding Support 0-12, adolescence and aftercare service (to be renamed)	9,778	180	0	0	0	9,958
Adoption & fostering/CLA Support	5,162	88	0	0	(30)	5,220
Looked After Placements	8,502	166	0	0	0	8,668
CLA Management	8,488	251	0	0	0	8,739
Children Looked After Services	4,674	58	0	0	0	4,732
	26,826	563	0	0	(30)	27,359

<b>Division and service summary</b>	<b>2008/9 total budget £'000</b>	<b>Inflation £'000</b>	<b>Budget adjustments £'000</b>	<b>Area based grant adjustment £'000</b>	<b>Savings £'000</b>	<b>2009/10 total budget £'000</b>
Specialist Child Health & Disabilities	6,477	143	20	0	(120)	6,520
Youth Offending Services	3,708	51	0	0	(33)	3,726
Quality Assurance & Safeguarding	1,900	32	0	0	0	1,932
Management,Administration & Planning	2,475	24	0	0	(350)	2,149
<b>Specialist Children's Services and Safeguarding</b>	<b>51,164</b>	<b>993</b>	<b>20</b>	<b>0</b>	<b>(533)</b>	<b>51,644</b>
Commissioning grants and area based grant	2,097	0	0	0	0	2,097
Commissioning and Contracts	3,545	33	0	0	(438)	3,140
<b>Commissioning</b>	<b>5,642</b>	<b>33</b>	<b>0</b>	<b>0</b>	<b>(438)</b>	<b>5,237</b>
	0				0	
<b>Sub-total</b>	<b>97,577</b>	<b>1,562</b>	<b>(98)</b>	<b>587</b>	<b>(3,935)</b>	<b>95,693</b>
<b>Share of support services</b>	<b>938</b>	<b>13</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>951</b>
<b>Childrens services total</b>	<b>98,515</b>	<b>1,575</b>	<b>(98)</b>	<b>587</b>	<b>(3,935)</b>	<b>96,644</b>

# 0 to 5 year old and community strategy services

## Divisional summary

### Description of division

This division comprises a number of services, including early years centres and children's centres and the central co-ordination of the extended schools programme, along with the development of the commissioning framework for services. It comprises:

- Community development team
- Management information and analysis
- Education regeneration
- Capital commissioning
- School community networks

### Cost centre group EC041 & EC840

Division and service	2008/9 net budget £'000	Inflation £'000	Budget adjustments £'000	Area based grant adjustment £'000	Savings £'000	2009/10 net budget £'000
Early Years Learning & Achievement	1,211	24	(124)	0	0	1,111
Early Years Operations	3,977	18	(1)	0	(500)	3,494
Children's Centres	(41)	(5)	122	260	0	336
Other 0-5 services	6,727	68	20	209	(1,182)	5,842
<b>0 - 5 and Community Strategy</b>	<b>11,874</b>	<b>105</b>	<b>17</b>	<b>469</b>	<b>(1,682)</b>	<b>10,783</b>

<b>Subjective analysis summary</b>	<b>2008/09 total budget £'000</b>	<b>2009/10 total budget £'000</b>
Agency Staff	143	141
Employees (excluding agency)	<u>9,590</u>	<u>9,833</u>
Employees	9,733	9,974
Property Costs	458	465
Transport	28	28
Equipment, Furniture & Materials	306	280
Catering	183	184
Clothing, Uniforms & Laundry	1	1
Services	359	247
Communications & Computing	75	75
Printing, Stationery & Office Expenses	62	65
Grants	4,755	3,636
Grants & Subscriptions	4,781	3,661
Other	<u>31</u>	<u>31</u>
Supplies and Services	5,799	4,548
Third Party Payments	9,132	9,900
Transfer Payments	58	58
Support Services	2,053	1,863
Capital Charges	149	149
<b>Total Expenditure</b>	<b>27,411</b>	<b>26,986</b>
Government Grants	(13,288)	(13,986)
Fees and Charges	(1,965)	(2,051)
Customer Receipts	(130)	(11)
Recharges	(155)	(157)
<b>Total Income</b>	<b>(15,538)</b>	<b>(16,205)</b>
<b>Net Expenditure</b>	<b>11,873</b>	<b>10,781</b>

## Explanation of budget

### Employees

There are 298 full time equivalent (FTE) employees in this division. Each FTE employee costs the division an average of £34k per annum.

### Grant and subscriptions

The grant expenditure for this division includes payments to private, voluntary and independent (PVI) sector nurseries and early years centres for the provision and development of the minimum free entitlement for education to nursery-age children.

### Third party payments

These relate to payments made to various organisations in distribution of the sure start grant.

### Support services

This budget comprises recharges for corporate services including human resources (HR), finance and legal services.

### Fees and charges

This budget relates to income received by early years centres from clients for child care provision.

### Grants income

This budget relates to income from the sure start grant.

<b>Movements</b>	<b>£'000</b>
<b>2008/9 net budget</b>	<b>11,873</b>
Inflation	105
Budget adjustments	16
Area based grant adjustment	469
Savings	(1,682)
<b>2009/10 net budget</b>	<b>10,781</b>

## Explanation of movements

### Area based grant adjustment

This budget reflects a change in the funding source for the extended schools programme.

### Savings

£1,037k of the reductions in expenditure will be achieved as a result of the cessation of certain Key Stage 2 time-limited projects previously funded via the neighbourhood renewal fund (NRF).

The remainder of the savings will be realised from the council-wide modernisation and accommodation programme and the modernisation of early years provision.



## Early years learning and achievement

### Description of service

The service works in partnership with early years settings that are registered and inspected by Ofsted, in order to identify, promote and secure:

- Effective strategies that strengthen successful learning and achievement in the early years.
- Training and development of a high quality workforce for young children.
- Quality assurance and self-evaluation processes that will continue to improve the quality of early years education.

### Cost centre group ED041/ED841

<b>Subjective analysis summary</b>	<b>2008/09 total budget £'000</b>	<b>2009/10 total budget £'000</b>
Agency Staff	58	54
Employees (excluding agency)	<u>2,010</u>	<u>2,149</u>
Employees	2,068	2,203
Property Costs	77	78
Transport	11	11
Equipment, Furniture & Materials	215	191
Catering	22	23
Services	131	122
Communications & Computing	22	22
Printing, Stationery & Office Expenses	16	16
Grants & Subscriptions	23	24
Other	<u>9</u>	<u>9</u>
Supplies and Services	440	408
Third Party Payments	827	923
Transfer Payments	58	58
Support Services	129	131
<b>Total Expenditure</b>	<b>3,611</b>	<b>3,811</b>
Government Grants	(2,308)	(2,608)
Other Grants & Contributions	0	0
Fees and Charges	(59)	(59)
Customer Receipts	0	0
Recharges	(33)	(34)
<b>Total Income</b>	<b>(2,400)</b>	<b>(2,701)</b>
<b>Net Expenditure</b>	<b>1,211</b>	<b>1,110</b>

## Explanation of budget

### Employees

The number of FTE employees is 41, each of whom costs an average of £53.7k.

### Third party payments

These relate to payments made to various organisations in distribution of the sure start grant. They include the national childminding association, other local authorities and local voluntary organisations.

### Government Grants

Grants income represents the sure start grant received by the service.

<b>Movements</b>	<b>£'000</b>
<b>2008/9 net budget</b>	<b>1,211</b>
Inflation	24
Budget adjustments	(124)
<b>2009/10 net budget</b>	<b>1,110</b>

## Explanation of movements

Budget movements relate to sure start budget re-allocation within the division.

## Early years operations

### Description of service

The operation of the early years centres is based around delivering childcare including education for 3 and 4 year-olds.

The emphasis of the service is to provide high quality childcare and early learning, so as to achieve the overarching vision of every young person reaching primary school with a good level of language development and with the basic numeracy skills to enable them to learn effectively.

At present there are 258 children in council run early years centre provision.

### Cost centre group ED042/ED842

<b>Subjective analysis summary</b>	<b>2008/09 total budget £'000</b>	<b>2009/10 total budget £'000</b>
Agency Staff	74	75
Employees (excluding agency)	<u>5,277</u>	<u>5,310</u>
Employees	5,351	5,385
Property Costs	362	367
Transport	8	8
Equipment, Furniture & Materials	89	87
Catering	151	153
Services	43	0
Communications & Computing	23	23
Printing, Stationery & Office Expenses	16	19
Grants & Subscriptions	149	0
Other	<u>21</u>	<u>21</u>
Supplies and Services	493	304
Third Party Payments	134	128
Support Services	155	157
Capital Charges	134	134
<b>Total Expenditure</b>	<b>6,634</b>	<b>6,481</b>
Government Grants	(618)	(861)
Fees and Charges	(1,907)	(1,992)
Customer Receipts	(10)	(11)
Recharges	(122)	(123)
<b>Total Income</b>	<b>(2,657)</b>	<b>(2,988)</b>
<b>Net Expenditure</b>	<b>3,977</b>	<b>3,493</b>

## Explanation of budget

### Employees

The number of employees is 179 on an FTE basis. Each of them costs an average of £31k.

### Fees and charges

This budget relates to income received by early years' centres from clients for child care provision.

### Government grants

This is income that relates fully to the sure start grant.

<b>Movements</b>	<b>£'000</b>
<b>2008/9 net budget</b>	<b>3,977</b>
Inflation	18
Budget adjustments	(1)
Savings	(500)
<b>2009/10 net budget</b>	<b>3,493</b>

## Explanation of movements

### Savings

These relate to the modernisation of early years provision. The following two programmes will be initiated to achieve this:

- Revision of the early years centre staffing structures so that ofsted staffing ratios continue to be met but the utilisation of staff is more efficient and services enhanced.
- Reduction in management and administrative costs through organisational and structural review.

## Children's centres

### Description of service

The centres are responsible for implementing the sure start children's centre (SSCC) programme. The council operates children's centres providing childcare and education services to approximately 500 children.

Services include:

- Commissioning children's centres.
- Strategic planning, co-ordination and delivery of children's centres.
- Providing childcare and education places for children in need.

### Cost centre group ED043

<b>Subjective analysis summary</b>	<b>2008/09 total budget £'000</b>	<b>2009/10 total budget £'000</b>
Agency Staff	12	12
Employees (excluding agency)	<u>1,292</u>	<u>1,316</u>
Employees	1,304	1,328
Property Costs	17	17
Transport	0	0
Services	74	65
Printing, Stationery & Office Expenses	26	26
Other	<u>11</u>	<u>11</u>
Supplies and Services	111	102
Third Party Payments	6,930	7,947
Support Services	880	699
<b>Total Expenditure</b>	<b>9,242</b>	<b>10,093</b>
Government Grants	(9,164)	(9,757)
Customer Receipts	(119)	0
<b>Total Income</b>	<b>(9,283)</b>	<b>(9,757)</b>
<b>Net Expenditure</b>	<b>(41)</b>	<b>336</b>

## Explanation of budgets

### Employees

This service has 51 FTE employees, with an average cost per employee of £26k.

### Third party payments

This budget relates to payments made to various external agencies and bodies in distribution of the grant. Payments are made to a multiplicity of local private and voluntary sector organisations who act as the council's partner in delivering the sure start programme.

### Government grants

This grant income is sure start funding

<b>Movements</b>	<b>£'000</b>
<b>2008/9 net budget</b>	<b>(41)</b>
Inflation	(5)
Budget adjustments	122
Area based grant adjustment	260
<b>2009/10 net budget</b>	<b>336</b>

## Explanation of movements

### Budget adjustments

These adjustments relate to sure start budget allocation within the division.

### Area based grant adjustment

This budget reflects a change in the funding source for the extended schools programme.

## Other 0-5 services

### Description of service

The locality approach to service delivery is being implemented in order to strengthen the co-ordination of preventative (level 2) services and their links with schools, children’s centres and other universal services. The four localities will also be the basis for co-ordinating the planning of services to be offered through extended schools.

Each locality is made up of a pair of community council/community learning network areas:

- Bermondsey and Rotherhithe
- Borough and Walworth
- Peckham and Nunhead and Peckham Rye
- Dulwich and Camberwell

Arrangements for each locality include:

- A local commissioning board to oversee development and delivery of services
- A children’s partnership co-ordinator
- A commissioning plan based on a local needs assessment
- Service delivery aligned to provide a ‘team around the schools’
- Clear referral pathways based on the common assessment form

### Nursery minimum free entitlement (MFE)

Each 3 and 4 year-old child is entitled to receive 15 hours of free education per week. This is delivered in a number of settings including the private voluntary and independent sector. This budget provides for the payment made for each session of minimum free entitlement at one of these settings.

### Cost centre group ED045/ED046/ED843/ED844/ED845

<b>Subjective analysis summary</b>	<b>2008/09 total budget £'000</b>	<b>2009/10 total budget £'000</b>
Employees	1,010	1,058
Property Costs	4	4
Transport	10	10
Services	110	59
Communications & Computing	26	26
MFE allocation	3,416	3,497
Grants	1,341	140
Grants & Subscriptions	4,757	3,637
Other	<u>12</u>	<u>12</u>
Supplies and Services	4,905	3,734
Third Party Payments	1,091	902
Support Services	890	877
Capital Charges	16	16
<b>Total Expenditure</b>	<b>7,926</b>	<b>6,602</b>
Government Grants	(1,199)	(760)
<b>Total Income</b>	<b>(1,199)</b>	<b>(760)</b>
<b>Net Expenditure</b>	<b>6,727</b>	<b>5,842</b>

## Explanation of budgets

### Employees

There are 24 FTE employees in this service, with an average cost of £44k per member of staff.

### Grants and subscriptions

MFE allocation relates to grant payments to private, voluntary and independent (PVI) sector nurseries and early years' centres for the provision and development of the minimum free entitlement for education to nursery-age children.

### Third party payments

These are made to schools to support activities related to the community learning network.

<b>Movements</b>	<b>£'000</b>
<b>2008/9 net budget</b>	<b>6,727</b>
Inflation	68
Budget adjustments	20
Area based grant adjustment	209
Savings	(1,182)
<b>2009/10 net budget</b>	<b>5,842</b>

## Explanation of movements

### Budget adjustments

These adjustments relate to the re-allocation of the sure start budget within the division.

### Savings

The savings in this service relate to the cessation of time-limited key stage 2 projects previously funded via the neighbourhood renewal fund. The resources to fund these projects were initially included within the grants budget heading in 2008-9 but were largely spent on delivering support to schools in-house using staff employed on a short term contract basis.

### Area based grant adjustment

This budget reflects a change in the funding source for the extended schools programme.



## 5-11 year old services and inclusion

### Divisional summary

#### Description of division

The 5 to 11 year-old and inclusion division pulls together a range of services required to support children through their primary school years. The detail of the individual services are described under their independent headings.

Division and service	2008/9		Budget adjustments £'000	Area based grant adjustment £'000	Savings £'000	2009/10 net budget £'000
	net budget £'000	Inflation £'000				
Primary Achievement	1,497	26	0	0	(61)	1,463
Education Psychology Service	916	18	0	0	(64)	871
Pupil Access	5,086	129	(41)	0	(26)	5,148
SEN & Inclusion	6,217	71	(138)	0	(46)	6,105
Education Welfare & Attendance Service	1,566	25	0	0	(78)	1,512
Play Service	1,315	21	(22)	0	0	1,314
After School Service	1,530	0	22	37	(133)	1,456
Behaviour/Autism Support	833	16	0	0	0	848
Primary PRU	779	13	0	0	0	793
Other 5 - 11 services	303	4	65	0	(75)	296
<b>5 - 11 and Inclusion</b>	<b>20,040</b>	<b>322</b>	<b>(114)</b>	<b>37</b>	<b>(481)</b>	<b>19,804</b>

## Cost centre group EC051 & EC850

<b>Subjective analysis summary</b>	<b>2008/09 total budget £'000</b>	<b>2009/10 total budget £'000</b>
Agency Staff	682	149
Employees (excluding agency)	<u>11,108</u>	<u>11,322</u>
Employees	11,790	11,471
Property Costs	238	232
Transport	2,444	2,521
Equipment, Furniture & Materials	223	215
Catering	30	25
Clothing, Uniforms & Laundry	40	40
Services	699	654
Communications & Computing	145	141
Printing, Stationery & Office Expenses	271	262
Grants	102	322
Grants & Subscriptions	108	328
Other	<u>15</u>	<u>15</u>
Supplies and Services	1,530	1,679
Third Party Payments	8,891	8,899
Transfer Payments	61	5
Support Services	1,205	1,235
Capital Charges	19	19
<b>Total Expenditure</b>	<b>26,179</b>	<b>26,060</b>
Government Grants	(1,859)	(1,787)
Other Grants & Contributions	(2,607)	(2,787)
Fees and Charges	(1,032)	(1,129)
Customer Receipts	(482)	(363)
Deductions & Reimbursements	(1)	(1)
Recharges	(158)	(189)
<b>Total Income</b>	<b>(6,138)</b>	<b>(6,256)</b>
<b>Net Expenditure</b>	<b>20,040</b>	<b>19,804</b>

## Explanation of budgets

### Employees

There are 358 full time equivalent (FTE) staff within the 5-11 years and inclusion division with an average annual cost per FTE of £32k.

### Transport

Transport expenditure relates to the home to school transport service which provides a transport service for pupils up to the age of 19 with a statement of special educational needs and who are living more than two miles away from the nearest suitable school.

### Third party payments

These are payments made for Southwark's children that are educated outside of the borough as well as those placed in special, independent and boarding schools.

### Support services

This budget relates to the cost of human resources, legal and finance services recharged.

### Government grants

This income relates primarily to standards fund allocations from the Department for Children, Schools and Families (DCSF), which will be used to support the development and improvement agenda for the children in the borough, including personalised learning. Further DCSF grants provide funds to support the "every child matters" agenda.

### Other grants and contributions

This budget represents money received to fund pupils from outside the borough who are educated in Southwark schools. The level of this funding is determined via national DCSF recoupment regulations.

### Fees and charges

This budget represents the income received from after school services and play services.

<b>Movements</b>	<b>£'000</b>
<b>2008/9 net budget</b>	<b>20,040</b>
Inflation	322
Budget adjustments	(114)
Area based grant adjustment	37
Savings	(481)
<b>2009/10 net budget</b>	<b>19,804</b>

## Explanation of movements

### Inflation

The level of inflation reflects an increase in the cost of the contract for home to school transport at a rate that is above the standard rate of inflation.

### Savings

These will be achieved from locality delivery, the modernisation and accommodation programme, the reconfiguration of play and after school services and changes to the pupil support services.

## Primary achievement

### Description of service

The objective of this service is to raise standards and the overall attainment of students across all key stages, including:

- Raising the quality of teaching and learning through training and school support.
- Developing and implementing specific phase and core subject strategies.
- Reviewing the impact of the senior school leaders team as an indicator of the effectiveness of our support to low-achieving schools.
- Implementing the new national admissions code of practice.
- Supporting schools to ensure that they are able to implement student attainment tracking to analyse individual strengths and weaknesses, and provide individual support.

Support to primary schools to raise attainment is delivered through link advisers and a team of primary teaching and learning consultants all of whom have a specialist subject or aspect of expertise. Each school receives at least one link adviser visit per term.

### Cost centre group ED051

<b>Subjective analysis summary</b>	<b>2008/09 total budget £'000</b>	<b>2009/10 total budget £'000</b>
Employees	1,805	1,563
Property Costs	14	14
Transport	6	6
Services	116	242
Communications & Computing	20	20
Other	<u>17</u>	<u>12</u>
Supplies and Services	153	274
Third Party Payments	889	901
Support Services	65	65
<b>Total Expenditure</b>	<b>2,932</b>	<b>2,823</b>
Government Grants	(1,152)	(1,167)
Customer Receipts	(281)	(161)
Deductions & Reimbursements	(1)	(1)
Recharges	(1)	(32)
<b>Total Income</b>	<b>(1,435)</b>	<b>(1,361)</b>
<b>Net Expenditure</b>	<b>1,497</b>	<b>1,463</b>

### Explanation of budgets

#### Employees

Number of FTE employees is 19 with an average cost of £82k per employee. The employees funded within this activity operate at headteacher level.

#### Government grants

This budget relates to standards funds payments from DCSF.

<b>Movements</b>	<b>£'000</b>
<b>2008/9 net budget</b>	<b>1,497</b>
Inflation	26
Savings	(61)
<b>2009/10 net budget</b>	<b>1,463</b>

### Explanation of movements

#### Savings

Savings relate to the reduced use of consultants and locums as a result of the restructuring of support services through locality delivery.

## Education psychology service

### Description of service

The service provides education psychologists who:

- Advise on the educational and development needs of children and young people.
- Work with teachers, parents and adults to support children as well as working with individual children and young people.
- Share ideas about how best to support children and to include them in mainstream schools wherever possible.
- Undertake training and other development work and are involved in policy development and research.

### Cost centre group ED052

<b>Subjective analysis summary</b>	<b>2008/09 total budget £'000</b>	<b>2009/10 total budget £'000</b>
Employees	1,048	1,004
Property Costs	1	1
Transport	11	11
Equipment, Furniture & Materials	10	10
Communications & Computing	12	12
Other	<u>2</u>	<u>4</u>
Supplies and Services	25	25
Third Party Payments	2	2
Support Services	66	66
<b>Total Expenditure</b>	<b>1,152</b>	<b>1,110</b>
Government Grants	(75)	(75)
Customer Receipts	(162)	(164)
<b>Total Income</b>	<b>(237)</b>	<b>(239)</b>
<b>Net Expenditure</b>	<b>916</b>	<b>871</b>

### Explanation of budgets

Employees

There are 21 FTE employees within the service, costing an average of £48k each per annum.

<b>Movements</b>	<b>£'000</b>
<b>2008/9 net budget</b>	<b>916</b>
Inflation	18
Savings	(64)
<b>2009/10 net budget</b>	<b>871</b>

### Explanation of movements

Savings

Savings relate to the rationalisation of running costs as part of the modernisation and accommodation programme.

## Pupil access

### Description of service

Pupil access provides a range of services to help parents and carers access school provision for their children, and a range of additional support for families with children at school when needed.

School admissions - the admissions team co-ordinates the allocation of primary and secondary school places. It is also responsible for community school appeals.

Pupil benefits – provide a variety of help to children during different stages of their education and includes:

- Help with schools meals following application process and eligibility check.
- Help with school uniform for year seven secondary school pupils.
- Help with travel costs for pupils living in Southwark and attending the nearest school to their home with a vacancy.
- Home to school transport and personal support assistance is available for nursery, primary and secondary pupils with special educational needs (SEN).
- Parent partnership service (PPS) is a statutory service for any parent who has a child with special educational needs, with or without a statement. The PPS is run on a 'needs led' basis and aims to provide parents with objective information, help and support on any education related issue.
- The children missing education team (CME) identifies and support families of children missing from education which is a key target area for children's services. The team is responsible for pupil tracking and activities searching for children who are currently without school/education placement, which is a statutory responsibility of the local authority.

### Cost centre group ED053/ED854

<b>Subjective analysis summary</b>	<b>2008/09 total budget £'000</b>	<b>2009/10 total budget £'000</b>
Agency Staff	654	120
Employees (excluding agency)	<u>1,172</u>	<u>1,735</u>
Employees	1,826	1,855
Transport	2,316	2,392
Clothing, Uniforms & Laundry	37	38
Services	170	132
Communications & Computing	44	44
Printing, Stationery & Office Expenses	175	166
Other	<u>11</u>	<u>10</u>
Supplies and Services	437	390
Third Party Payments	163	164
Transfer Payments	0	0
Support Services	401	404
<b>Total Expenditure</b>	<b>5,143</b>	<b>5,205</b>
Government Grants	0	0
Fees and Charges	(19)	(19)
Customer Receipts	(38)	(38)
<b>Total Income</b>	<b>(57)</b>	<b>(57)</b>
<b>Net Expenditure</b>	<b>5,086</b>	<b>5,148</b>

## Explanation of budgets

### Employees

There are 65 FTE employees in this service. The average cost per staff is £28.5k in 2009/10.

### Transport

Transport expenditure relates to the home to school transport service for pupils up to the age of 19 with a statement of special educational needs and who are living more than two miles away from the nearest suitable school.

<b>Movements</b>	<b>£'000</b>
<b>2008/9 net budget</b>	<b>5,086</b>
Inflation	128
Savings	(67)
<b>2009/10 net budget</b>	<b>5,148</b>

## Explanation of movements

### Savings

Saving will be realised through the modernisation and accommodation programme.



## Special educational needs and inclusion

### Description of service

The local education authority (LEA) has statutory and strategic responsibilities regarding the identification of and provision for the special educational needs of children and young people who are resident in Southwark.

The inclusion and special educational needs (SEN) service plays a key role in the discharge of these responsibilities.

The services include:

- Co-ordination of all aspects of the process of formal assessment and the writing of statements for children with special educational needs.
- Providing a named officer for specific schools, children and parents/carers.
- Overseeing the arrangements for the transfer of information within and between early years centres, schools and colleges for children with statements.
- Provision of education for pupils with SEN in independent special schools.
- Advising and attending reviews and transition reviews.
- Ensuring that all Southwark schools have due regard for the special educational needs code of practice.
- Commissioning places and home tuition from a number of independent providers.

### Cost centre group ED054/ED855

<b>Subjective analysis summary</b>	<b>2008/09 total budget £'000</b>	<b>2009/10 total budget £'000</b>
Employees	1,089	1,080
Transport	2	2
Equipment, Furniture & Materials	101	102
Services	285	272
Communications & Computing	11	11
Grants & Subscriptions	5	6
Other	<u>15</u>	<u>16</u>
Supplies and Services	419	407
Third Party Payments	7,047	7,165
Support Services	197	198
<b>Total Expenditure</b>	<b>8,755</b>	<b>8,851</b>
Government Grants	(75)	(75)
Other Grants & Contributions	(2,462)	(2,671)
<b>Total Income</b>	<b>(2,537)</b>	<b>(2,746)</b>
<b>Net Expenditure</b>	<b>6,217</b>	<b>6,105</b>

## Explanation of budgets

### Employees

The number of FTE employees is 21 within this service. The average annual cost is £51k per staff member.

### Third party payments

These are payments made for Southwark's children that are educated outside of the borough as well as those placed in special, independent and boarding schools.

### Other grants and contributions

This is money received to fund pupils from outside the borough who are educated in Southwark schools. The level of this funding is determined via national DCSF recoupment regulations.

<b>Movements</b>	<b>£'000</b>
<b>2008/9 net budget</b>	<b>6,217</b>
Inflation	70
Budget adjustments	(138)
Savings	(46)
<b>2009/10 net budget</b>	<b>6,105</b>

## Explanation of movements

### Budget adjustments

These adjustments relate to an increase in the amount of the recoupment income receivable due to an increase in the number of pupils from other authorities that can now be educated in Southwark's hospital schools.

### Savings

These will be achieved from rationalisation of running costs as part of the accommodation and modernisation programme.

## Education welfare and attendance service

### Description of service

The service provides strategic and individual casework support to schools and families and also promotes full and punctual school attendance and the inclusion of vulnerable children in order to raise levels of attainment within our schools, improve the levels of achievement of individual pupils and provide a safe learning environment for all pupils.

Link education welfare officers work with schools and community learning networks promoting whole-school attendance policies, targeting vulnerable pupils, undertaking casework with families, taking necessary enforcement action and promoting parenting skills.

Social inclusion activities incorporate the duties of children's services in respect of school exclusions, safeguarding (child protection), child employment, licensing child performers and chaperones, home education, support for school-age parents and partnership links with the behaviour improvement programme, youth offending team, the safer schools partnership and the on track programme.

### Cost centre group ED055/ED856

<b>Subjective analysis summary</b>	<b>2008/09 total budget £'000</b>	<b>2009/10 total budget £'000</b>
Agency Staff	4	4
Employees (excluding agency)	<u>1,120</u>	<u>1,129</u>
Employees	1,124	1,133
Property Costs	9	6
Transport	8	8
Equipment, Furniture & Materials	4	5
Services	7	(53)
Communications & Computing	19	17
Printing, Stationery & Office Expenses	<u>8</u>	<u>8</u>
Supplies and Services	39	(23)
Third Party Payments	387	392
Transfer Payments	56	0
Support Services	171	230
<b>Total Expenditure</b>	<b>1,796</b>	<b>1,744</b>
Government Grants	(75)	(76)
Recharges	(155)	(156)
<b>Total Income</b>	<b>(230)</b>	<b>(232)</b>
<b>Net Expenditure</b>	<b>1,566</b>	<b>1,512</b>

## Explanation of budgets

Employees  
There are 36 FTE employees, each costing £31k on average.

<b>Movements</b>	<b>£'000</b>
<b>2008/9 net budget</b>	<b>1,566</b>
Inflation	25
Savings	(78)
<b>2009/10 net budget</b>	<b>1,512</b>

## Explanation of movements

Savings  
These will be achieved from the restructuring of support services through locality delivery by reducing the use of consultants and locums and eliminating duplications and overlaps in the service.

## Play service

### Description of service

The service provides opportunities for children and young people to play and learn in a safe environment. There are seven adventure playgrounds and a junior playroom, supervised by experienced and trained staff. For parents with young children a toy and resource library service is also provided.

### Cost centre group ED056

<b>Subjective analysis summary</b>	<b>2008/09 total budget £'000</b>	<b>2009/10 total budget £'000</b>
Employees	1,116	1,051
Property Costs	90	92
Transport	32	31
Equipment, Furniture & Materials	37	36
Communications & Computing	12	12
Printing, Stationery & Office Expenses	22	22
Grants and subscriptions	<u>206</u>	<u>206</u>
Supplies and Services	276	276
Third Party Payments	33	33
Support Services	5	5
Capital Charges	16	16
<b>Total Expenditure</b>	<b>1,567</b>	<b>1,504</b>
Other Grants & Contributions	(145)	(116)
Fees and Charges	(72)	(74)
<b>Total Income</b>	<b>(217)</b>	<b>(190)</b>
<b>Net Expenditure</b>	<b>1,350</b>	<b>1,314</b>

### Explanation of budgets

#### Employees

There are 41 FTE employees in the play service, with each costing an average of £25k per annum.

<b>Movements</b>	<b>£'000</b>
<b>2008/9 net budget</b>	<b>1,350</b>
Inflation	21
Savings	(57)
<b>2009/10 net budget</b>	<b>1,314</b>

### Explanation of movements

#### Savings

These will be achieved from the reconfiguration of the play service, resulting in a reduced level of running costs.

## After school service

### Description of service

This service provides term-time after school clubs based in primary schools across the borough for primary school age children as well as holiday play schemes.

### Cost centre group ED057

<b>Subjective analysis summary</b>	<b>2008/09 total budget £'000</b>	<b>2009/10 total budget £'000</b>
Employees	1,997	2,028
Property Costs	106	99
Transport	17	17
Equipment, Furniture & Materials	42	34
Communications & Computing	15	14
Printing, Stationery & Office Expenses	21	21
Other	5	5
Grants and subscriptions	<u>149</u>	<u>169</u>
Supplies and Services	232	241
Third Party Payments	118	103
<b>Total Expenditure</b>	<b>2,470</b>	<b>2,488</b>
Government Grants	(37)	0
Fees and Charges	(938)	(1,032)
<b>Total Income</b>	<b>(975)</b>	<b>(1,032)</b>
<b>Net Expenditure</b>	<b>1,495</b>	<b>1,456</b>

### Explanation of budgets

#### Employees

There are 81 FTE staff in this service, costing an average of £25k each.

#### Fees and charges

These represent the income received for term-time after school clubs for primary school age children and holiday playschemes. The charge for after school clubs is £27 per week, and for holiday playschemes, the charges vary between £6 and £12 a day depending on the nature of services provided.

<b>Movements</b>	<b>£'000</b>
<b>2008/9 net budget</b>	<b>1,495</b>
Area based grant adjustment	37
Savings	(76)
<b>2009/10 net budget</b>	<b>1,456</b>

### Explanation of movements

#### Area based grant adjustment

This budget reflects a change in the funding source for the extended schools programme.

#### Savings

These will be achieved from the reconfiguration of the after school service, which will reduce the running costs of the service.

## Behaviour and autism

### Description of service

This service supports pupils experiencing emotional and behavioural difficulties in school, supports teachers and schools to deal with issues of pastoral guidance, behaviour and classroom management and works with schools to reduce fixed term and permanent exclusions.

The following services are provided to each school community:

- Autism support
- Early years behaviour education and support
- Counselling/therapeutic support and support for children looked after
- Behaviour improvement programme (BIP)
- Referral process

### Cost centre group ED851

<b>Subjective analysis summary</b>	<b>2008/09 total budget £'000</b>	<b>2009/10 total budget £'000</b>
Employees	1,086	1,046
Property Costs	3	3
Transport	6	6
Printing, Stationery & Office Expenses	38	38
Other	<u>12</u>	<u>12</u>
Supplies and Services	50	50
Third Party Payments	5	5
Support Services	88	89
<b>Total Expenditure</b>	<b>1,238</b>	<b>1,199</b>
Government Grants	(401)	(347)
Fees and Charges	(4)	(4)
<b>Total Income</b>	<b>(405)</b>	<b>(351)</b>
<b>Net Expenditure</b>	<b>833</b>	<b>848</b>

### Explanation of budgets

#### Employees

There are 17 FTE staff in this service. The average annual cost per each employee is £62k.

#### Government grants

This grant income includes allocations from the standards fund and other government grants.

<b>Movements</b>	<b>£'000</b>
<b>2008/9 net budget</b>	<b>833</b>
Inflation	16
<b>2009/10 net budget</b>	<b>848</b>



## Primary pupil referral unit (PRU)

### Description of service

Summerhouse is a preventative provision unit working with primary aged pupils at risk of exclusion in mainstream schools. It also offers places for pupils who have been permanently excluded from mainstream school and facilitates reintegration programmes.

### Cost centre group ED852

<b>Subjective analysis summary</b>	<b>2008/09 total budget £'000</b>	<b>2009/10 total budget £'000</b>
Agency Staff	25	25
Employees (excluding agency)	<u>556</u>	<u>568</u>
Employees	581	593
Property Costs	16	16
Transport	48	48
Equipment, Furniture & Materials	13	13
Catering	16	16
Other	<u>9</u>	<u>9</u>
Supplies and Services	37	37
Third Party Payments	19	19
Transfer Payments	5	5
Support Services	116	118
Capital Charges	3	3
<b>Total Expenditure</b>	<b>825</b>	<b>839</b>
Government Grants	(46)	(46)
<b>Total Income</b>	<b>(46)</b>	<b>(46)</b>
<b>Net Expenditure</b>	<b>779</b>	<b>792</b>

### Explanation of budgets

Employees

There are 17 staff in this service, each costing £35k on average.

<b>Movements</b>	<b>£'000</b>
<b>2008/9 net budget</b>	<b>779</b>
Inflation	13
<b>2009/10 net budget</b>	<b>792</b>

## Other 5-11 services

### Description of service

Other services include the pupil development centre as well as general management and administration budgets.

The pupil development service comprises a small number of "hub and spoke" centres to tackle behavioural issues in the borough's schools. The centres have a common objective which is to enhance the wellbeing of children, particularly in relation to their emotional and personal development.

### Cost centre group ED059/ED853

<b>Subjective analysis summary</b>	<b>2008/09 total budget £'000</b>	<b>2009/10 total budget £'000</b>
Employees	117	119
Property Costs	1	1
Third Party Payments	90	116
Support Services	95	61
<b>Total Expenditure</b>	<b>303</b>	<b>297</b>
Recharges	(1)	(1)
<b>Total Income</b>	<b>(1)</b>	<b>(1)</b>
<b>Net Expenditure</b>	<b>303</b>	<b>296</b>

### Explanation of budgets

#### Employees

There are 4 FTE employees at an average cost of £30k.

#### Third party payments

These consist of payments to schools to support their pupil development activities.

<b>Movements</b>	<b>£'000</b>
<b>2008/9 net budget</b>	<b>303</b>
Inflation	4
Budget adjustments	25
Savings	(35)
<b>2009/10 net budget</b>	<b>296</b>

### Explanation of movements

#### Budget adjustments

These arise as a result of increased delegation of pupil development centre resources to schools as agreed by schools forum.

#### Savings

These will be made through the reconfiguration of central support services as part of the accommodation and modernisation programme.

# 11-19 year old and youth services

## Divisional summary

### Description of division

The main service areas within this division are services for young people, education other than at school (EOTAS) and secondary achievement.

Services for young people aim to address the personal and social educational needs of young people and work to target service delivery to ensure young people get the education, employment, training, advice, support and guidance they need.

Secondary achievement support secondary schools to raise attainment and promote further education. Southwark inclusive learning services (SILS) provides support to pupils not educated in mainstream school settings.

Divisions and services	2008/9		Budget adjustments £'000	Area based grant		2009/10 net budget £'000
	net budget £'000	Inflation £'000		adjustment £'000	Savings £'000	
Other 11-19 services	1,647	19	(1)	0	(85)	1,581
Education other than at school (EOTAS)	4,154	63	21	0	0	4,239
Services for Young People	8,830	67	0	0	(254)	8,643
<b>11 - 19 and Youth</b>	<b>14,631</b>	<b>150</b>	<b>20</b>	<b>0</b>	<b>(339)</b>	<b>14,462</b>

Cost centre group ED055 / ED856

<b>Subjective analysis summary</b>	<b>2008/09 total budget £'000</b>	<b>2009/10 total budget £'000</b>
Agency Staff	119	122
Employees (excluding agency)	<u>7,963</u>	<u>7,906</u>
Employees	8,082	8,028
Property Costs	358	360
Transport	86	86
Equipment, Furniture & Materials	164	164
Catering	103	104
Services	111	115
Communications & Computing	523	524
Printing, Stationery & Office Expenses	109	110
Grants	2,253	1,467
Subscriptions	3	3
Grants & Subscriptions	2,256	3,671
Other	<u>16</u>	<u>16</u>
Supplies and Services	3,283	2,504
Third Party Payments	4,680	5,430
Transfer Payments	107	108
Support Services	1,246	1,257
Capital Charges	77	77
<b>Total Expenditure</b>	<b>17,918</b>	<b>17,850</b>
Government Grants	(2,478)	(2,560)
Other Grants & Contributions	(437)	(442)
Fees and Charges	(165)	(171)
Customer Receipts	(206)	(214)
Deductions & Reimbursements	(1)	(1)
<b>Total Income</b>	<b>(3,287)</b>	<b>(3,388)</b>
<b>Net Expenditure</b>	<b>14,631</b>	<b>14,462</b>

## Explanation of budget

### Employees

This division employs 193 FTE staff. The average cost per FTE member of staff is £41.7k

### Grants and subscriptions

Grants payments within this division are made to various youth organisations to fund the support work for young people aged between 11 and 19. The services that are provided include education, career advice, training and promoting awareness around health and drug issues. Grants are made to voluntary sector organisations, schools and local community groups.

### Third party payments

These are payments made to external bodies and organisations from which we buy additional services that Southwark is not able to provide directly. They include payments for additional one to one mentoring work for individual students currently placed at the inclusive learning centres as well as art and sport provisions. The majority of this budget is spent on various activities for young people that are undertaken throughout the year.

### Support services

These relate to support service costs recharged from elsewhere in the council.

### Government grants

These include the diploma grant, young apprenticeship grant, learning and skills council grant, department for children, schools and families (DCSF) grants for youth services, youth opportunity fund and standards fund.

<b>Movements</b>	<b>£'000</b>
<b>2008/9 net budget</b>	<b>14,631</b>
Inflation	150
Budget adjustments	20
Savings	(339)
<b>2009/10 net budget</b>	<b>14,462</b>

## Explanation of movements

### Savings

In this division savings are expected to be achieved from management and support staff salaries in the youth and after schools services as well as from the efficiencies on running costs as part of a councilwide modernisation and accommodation programme.

## Service for young people

### Description of service

Services for young people aim to address the personal and social educational needs of young people and work to target service delivery to ensure young people get the education, employment, training, advice, support and guidance they need.

There is a range of services and initiatives within this division, including:

- Connexions, which is a support service for 13-19 year-olds to help guide and support young people through their transition to adulthood and working life, delivered through a range of existing public, private, voluntary and community sector organisations, which work in partnership to deliver a comprehensive and coherent support service for young people including career guidance.
- The health and drugs team which promotes and develops awareness around health and drugs education within and outside of school settings.
- Positive activities for young people, which are services that provide engagement programmes for young people.

### Cost centre group ED065

<b>Subjective analysis summary</b>	<b>2008/09 total budget £'000</b>	<b>2009/10 total budget £'000</b>
Agency Staff	33	34
Employees (excluding agency)	<u>4,409</u>	<u>4,292</u>
Employees	4,442	4,326
Property Costs	222	225
Transport	69	70
Equipment, Furniture & Materials	88	89
Catering	13	13
Services	56	57
Communications & Computing	55	56
Printing, Stationery & Office Expenses	52	52
Grants & Subscriptions	<u>1,535</u>	<u>1,469</u>
Supplies and Services	1,799	1,736
Third Party Payments	2,842	2,845
Support Services	524	529
Capital Charges	52	52
<b>Total Expenditure</b>	<b>9,950</b>	<b>9,781</b>
Government Grants	(526)	(533)
Other Grants & Contributions	(437)	(442)
Fees and Charges	(157)	(163)
<b>Total Income</b>	<b>(1,120)</b>	<b>(1,138)</b>
<b>Net Expenditure</b>	<b>8,830</b>	<b>8,643</b>

### Explanation of budget

#### Employees

There are 113 FTE employees in this service. The average cost per employee is £38k per annum.

#### Grants and subscriptions

This expenditure consists of payments to various youth organisations to fund the support work for young people aged between 11 and 19. The services that are provided include education, career advice, training and promoting awareness around health and drug issues. Grants are provided to support services provided by voluntary organisations and other community groups.

#### Third party payments

These are made to external bodies and organisations providing additional services that Southwark is not able to provide directly. They include payments for additional one to one mentoring work for individual students currently placed at the inclusive learning centres as well as art and sport provisions. The majority of this budget is spent on various activities for young people that are undertaken throughout the year.

<b>Movements</b>	<b>£'000</b>
<b>2008/9 net budget</b>	<b>8,830</b>
Inflation	67
Savings	(255)
<b>2009/10 net budget</b>	<b>8,643</b>

### Explanation of movements

#### Savings

These will be achieved from the development of an integrated youth support service and efficiencies accruing from the modernisation and accommodation programme.

## Education other than at school (EOTAS)

### Description of service

The education other than at school (EOTAS) service provides alternative education for children and young people for whom there is no appropriate school place or who are unable to attend school for a period of time because of medical reasons.

### Cost centre group ED862

<b>Subjective analysis summary</b>	<b>2008/09 total budget £'000</b>	<b>2009/10 total budget £'000</b>
Agency Staff	22	23
Employees (excluding agency)	<u>2,435</u>	<u>2,495</u>
Employees	2,457	2,518
Property Costs	89	90
Transport	7	7
Equipment, Furniture & Materials	60	60
Catering	73	74
Communications & Computing	76	77
Printing, Stationery & Office Expenses	23	24
Other	<u>5</u>	<u>5</u>
Supplies and Services	238	240
Third Party Payments	906	923
Transfer Payments	105	106
Support Services	661	667
Capital Charges	25	25
<b>Total Expenditure</b>	<b>4,487</b>	<b>4,576</b>
Government Grants	(224)	(228)
Fees and Charges	(8)	(8)
Customer Receipts	(101)	(102)
<b>Total Income</b>	<b>(333)</b>	<b>(337)</b>
<b>Net Expenditure</b>	<b>4,154</b>	<b>4,238</b>

### Explanation of budget

#### Employees

There are 63 FTE employees in this service, costing an average of £40k per annum.

<b>Movements</b>	<b>£'000</b>
<b>2008/9 net budget</b>	<b>4,154</b>
Inflation	63
Budget adjustments	21
<b>2009/10 net budget</b>	<b>4,238</b>

### Budget adjustments

These relate to an increase in the staffing establishment.



## Other 11-19 services

### Description of service

This area comprises budgets for the secondary achievement service, management of the division and the local authority's contribution to broadband connectivity.

Secondary achievement supports secondary schools to raise attainment through link advisors and a team of secondary teaching and learning consultants all of whom have a specialist subject or aspect of expertise.

<b>Subjective analysis summary</b>	<b>2008/09 total budget £'000</b>	<b>2009/10 total budget £'000</b>
Agency Staff	64	65
Employees (excluding agency)	<u>1,119</u>	<u>1,119</u>
Employees	1,183	1,184
Property Costs	47	45
Transport	10	9
Equipment, Furniture & Materials	16	15
Catering	17	17
Services	53	56
Communications & Computing	392	391
Printing, Stationery & Office Expenses	34	34
Grants & Subscriptions	95	1
Other	<u>14</u>	<u>14</u>
Supplies and Services	621	529
Third Party Payments	1,557	1,661
Transfer Payments	2	2
Support Services	61	61
<b>Total Expenditure</b>	<b>3,481</b>	<b>3,493</b>
Government Grants	(1,728)	(1,799)
Customer Receipts	(105)	(112)
Deductions & Reimbursements	(1)	(1)
<b>Total Income</b>	<b>(1,834)</b>	<b>(1,912)</b>
<b>Net Expenditure</b>	<b>1,647</b>	<b>1,581</b>

## Explanation of budgets

### Employees

There are 17 FTE employees in other services. The average cost per employee is £66k per annum.

### Third party payments

These include a diverse range of payments to secondary schools aimed at raising the level of achievement of their pupils.

### Government grants

In the main this income relates to the education standards fund grant.

<b>Movements</b>	<b>£'000</b>
<b>2008/9 net budget</b>	<b>1,647</b>
Inflation	20
Budget adjustments	(1)
Savings	(85)
<b>2009/10 net budget</b>	<b>1,581</b>

## Explanation of movements

Savings relate to the councilwide modernisation and accommodation programme

# Leadership innovation and learning support

## Divisional summary

### Description of division

This division in children's services includes teams supporting Southwark school leaders, continuous professional development (CPD), governor services, ethnic minority achievement, healthy schools and personal, social and health education (PSHE), education business alliance, excellence in cities, education arts, the city learning centre and standing advisors council for religious education.

The work of the teams fall into the following key areas:

- Building school capacity in leadership, management and governance which contributes to the overarching school improvement strategy.
- Developing the knowledge, skills and understanding of the workforce to meet national standards and the diverse needs of pupils, for example in relation to ethnicity, gender and health, so improving the quality of the learning experience and enabling access to learning opportunities.
- Diversifying the curriculum and approaches to teaching and learning, which contributes to raising aspirations, improving the quality of provision and making school more inspiring and engaging particularly for vulnerable children and young people.
- Guiding, co-ordinating and quality assuring the voluntary and business sector contribution to raising standards and other priorities to make effective use of additional resources and relieving schools of a significant time investment.
- Building school and community capacity to enable effective participation of children, young people and their families in the shaping and delivery of services, which contributes to community cohesion and delivery of appropriate services.
- Leading cross-organisational initiatives and interventions to help develop a whole systems approach to service delivery.

## Cost centre group ED862

<b>Subjective analysis summary</b>	<b>2008/09 total budget £'000</b>	<b>2009/10 total budget £'000</b>
Agency Staff	12	13
Employees (excluding agency)	<u>3,766</u>	<u>3,318</u>
Employees	3,778	3,331
Property Costs	163	165
Transport	7	7
Equipment, Furniture & Materials	95	96
Catering	21	22
Clothing, Uniforms & Laundry	5	5
Services	274	409
Communications & Computing	26	26
Printing, Stationery & Office Expenses	28	29
Grants & Subscriptions	512	342
Other	<u>30</u>	<u>30</u>
Supplies and Services	993	959
Third Party Payments	1,406	1,425
Support Services	(143)	(144)
<b>Total Expenditure</b>	<b>6,204</b>	<b>5,742</b>
Government Grants	(3,916)	(3,514)
Other Grants & Contributions	(113)	(113)
Fees and Charges	(475)	(437)
Customer Receipts	(879)	(883)
Deductions & Reimbursements	(2)	(2)
Recharges	(283)	(286)
<b>Total Income</b>	<b>(5,668)</b>	<b>(5,235)</b>
<b>Net Expenditure</b>	<b>536</b>	<b>508</b>

**Explanation of budget**

Employees

The number of FTE staff is 56. The average salary is £59k per FTE staff.

Grant and subscriptions

Grants expenditure includes payments to support education projects run by local community and voluntary sector organisations. They provide tuition and support with core curriculum subjects for school age children and also teach mother tongue languages. They are part of the raising attainment strategy. Grants are payable to Southwark schools, voluntary sector organisations and community groups.

Third party payments

These include:

- Grants paid to schools to support the work of advanced skills teachers to share skills through outreach work to other schools.
- Money paid to schools as part of the excellence in cities programme that aims to raise the attainment of the most disadvantaged pupils.
- Payments to schools to support minority ethnic pupils at risk of underachieving.

Government grants

This grant income budget comprises payments from the teacher development agency and the standards fund grant from DCSF. The standards fund allocation is to contribute to the local authority's development and improvement agenda for the children in the borough, including personalised learning.

Customer receipts

These relate to non statutory traded services with schools such as governor support services to maintained schools and education welfare services to academies.

<b>Movements</b>	<b>£'000</b>
<b>2008/9 net budget</b>	<b>536</b>
Inflation	35
Savings	(63)
<b>2009/10 net budget</b>	<b>508</b>

**Explanation of movements**

Savings

Savings to be achieved through the reconfiguration of central support services in line with the council's modernisation and accommodation programme.

# Schools budgets and funding

## Divisional summary

### Description of division

The following budgets reflect the funding delegated to schools as individual schools budgets, funding that is retained centrally by the local authority and the schools retained budgets which are devolved to schools during the year.

### Cost centre groups ED821 / ED822 / ED823

Divisions and Services	2008/09		Budget		2009/10
	total budget £'000	Inflation £'000	adjustments £'000	Savings £'000	total budget £'000
Schools ISB & centrally retained DSG	165,346	2,215	123	0	167,684
Schools Retained	2,675	17	35	(110)	2,617
External Funding & Misc Schools	(187,370)	(2,511)	(200)	0	(190,081)
<b>Net Schools Budgets</b>	<b>(19,349)</b>	<b>(279)</b>	<b>(42)</b>	<b>(110)</b>	<b>(19,780)</b>
Local Authority notional budgets relating to Schools	4,136	0	0	0	4,136
<b>Total</b>	<b>(15,213)</b>	<b>(280)</b>	<b>(42)</b>	<b>(110)</b>	<b>(15,644)</b>

### Note:

Notional budgets relate to pension payments (FRS17) and depreciation. These budgets do not require funding by DSG or other grant income. They are termed notional budgets as they are allocated to schools budgets and then reversed out.

Subjective analysis summary	2008/09 total budget £'000	2009/10 total budget £'000
Employees	105	105
Supplies and Services	250	250
Standards Fund	1,286	18,223
Schools budget share	<u>170,726</u>	<u>173,046</u>
Third Party Payments	172,012	191,267
Capital charges	4,031	4,031
<b>Total Expenditure</b>	<b>176,398</b>	<b>195,655</b>
Government Grants	(191,611)	(211,299)
<b>Total Income</b>	<b>(191,611)</b>	<b>(211,299)</b>
<b>Net Expenditure</b>	<b>(15,213)</b>	<b>(15,644)</b>

## Explanation of budget

### Employees

Costs relate fully to the FRS 17 adjustment.

### Standards Fund

This relates mainly to the standards fund grants given out to schools to enable them to achieve improvements in education standards, as part of national programmes such as the national literacy and numeracy strategies and excellence in cities.

### School budget share

This relates to payments to schools in respect of Individual Schools Budgets (ISB). This expenditure is governed by legislation and regulations and its distribution to schools is based on the locally-agreed schools funding formula.

### Government grants

Expenditure is funded from government grant income, the majority of which is Dedicated Schools' Grant. Other grants' income include the schools development grant, the learning and skills council funding and the standards fund grant.

<b>Movements</b>	<b>£'000</b>
<b>2008/9 net budget</b>	<b>(15,213)</b>
Inflation	(279)
Budget adjustments	(42)
Savings	(110)
<b>2009/10 net budget</b>	<b>(15,644)</b>

## Explanation of movements

### Budget adjustments

In the main these relate to a reduction in schools expenditure as a result of a functional change regarding student finance.

### Savings

The £110k savings will be achieved from the restructuring of support services through locality delivery.

## Schools ISB and centrally retained DSG

### Description

These budgets are primarily made up of the individual schools budgets (ISB) issued on 31st March 2009 for each of the 91 maintained nursery, primary, secondary and special schools in Southwark. Legislation and regulations govern the level of planned expenditure, which is then distributed to schools based on the locally-agreed schools funding formula.

Another element of these budgets is the DSG retained by the local authority to fund expenditure on schools related to activities as approved annually by the schools forum.

### Cost Centre Group ED821 ISB

<b>Subjective analysis summary</b>	<b>2008/09 total budget £'000</b>	<b>2009/10 total budget £'000</b>
Third Party Payments	165,347	167,684
<b>Total Expenditure</b>	<b>165,347</b>	<b>167,684</b>
<b>Net Expenditure</b>	<b>165,347</b>	<b>167,684</b>

<b>Movements</b>	<b>£'000</b>
<b>2008/9 net budget</b>	<b>165,347</b>
Increase	2,347
<b>2009/10 net budget</b>	<b>167,684</b>

### Explanation of movements

Inflation and budget adjustments

The main movements between 2008/09 and 2009/10 relate to movements in pupil numbers including the impact of transfers to academy status, reductions in pupil numbers and the application of the funding formula, in association with the effects of inflation.

	<b>£'000</b>
Minimum funding guarantee	2996
Impact of transfer to academies	(2147)
Reduction in pupil numbers	(1093)
Funding for personalised learning	990
Increased London pay grant	333
Increased places at special schools	344
Southwark autistic spectrum strategy implementation	194
Funding for pupil development centre programme phase 4	426
Other adjustments	304
<b>Total</b>	<b>2,347</b>



### Outputs

The schools budget shares and grant funding are delegated to the governing body of each maintained school. The governing body decides how to allocate this in order to achieve their objective of pupil attainment. Pupil attainment at each school is measured and compared annually for each of the four key stages.

The table below shows the breakdown of ISB by category of schools and the average spent per pupil on each stage

		Average per pupil value (£)	ISB total £'000
5 Nursery Schools	435 places	8,201	3,567
70 Primary Schools	21,433 places	4,703	100,799
7 Secondary Schools	5,686 places	5,726	32,558
9 Special Schools	565 places	21,409	12,096
<b>Total 91 schools</b>	<b>28,119 places</b>	<b>40,039</b>	<b>149,020</b>

## Schools retained

### Description

Planned expenditure on schools budgets not issued by 31st March 2009 is required to be treated as part of the centrally retained schools budget. This budget has been approved by the schools forum and will be delegated to schools during the financial year on the basis of criteria agreed by the forum.

### Cost Centre Group ED822

<b>Subjective analysis summary</b>	<b>2008/09 total budget £'000</b>	<b>2009/10 total budget £'000</b>
Supplies and Services	250	250
Third Party Payments	2,424	2,367
<b>Total Expenditure</b>	<b>2,675</b>	<b>2,617</b>
<b>Net Expenditure</b>	<b>2,675</b>	<b>2,617</b>

<b>Movements</b>	<b>£'000</b>
<b>2008/9 net budget</b>	<b>2,675</b>
Inflation	17
Budget adjustments	35
Savings	(110)
<b>2009/10 net budget</b>	<b>2,617</b>

### Explanation of movements

Budget adjustments

Increased provision for schools in difficulty as agreed by Schools Forum.

## External funding

### Description

This service consolidates a range of external funding supporting education provision.

- Dedicated schools' grant for 2009/10 is estimated to be £168 million. This is a specific ring-fenced grant to fund schools based on a per pupil amount of £5,961.29 (£5,755.83 for 2008/09)
- The standards fund facilitates schools to improve their standards by meeting a range of government policies and targets. Within this grant there is:
  - Main schools standards grant, which is estimated at £4.7 million for 2009/10 (£4.7 million for 2008/09).
  - Schools development grant, which is estimated at £10 million for 2009/10 (£10 million for 2008/09).
- Learning and skills council (LSC) funding for 2009/10 is estimated to be £2.969 million. The key priorities and aims of this funding for Southwark are geared towards 16-19 year-olds; ensuring that everyone has a basic platform of skills needed for employability and progression; to increase participation and assessment post-16; and narrow the achievement gaps for those from disadvantaged backgrounds.

### Cost Centre Group ED823

<b>Subjective analysis summary</b>	<b>2008/09 total budget £'000</b>	<b>2009/10 total budget £'000</b>
Government Grants	(187,370)	(190,081)
<b>Total Income</b>	<b>(187,370)</b>	<b>(190,081)</b>
<b>Net Expenditure</b>	<b>(187,370)</b>	<b>(190,081)</b>

<b>Movements</b>	<b>£'000</b>
<b>2008/9 net budget</b>	<b>(187,370)</b>
Inflation	(2,511)
Budget adjustments	(200)
<b>2009/10 net budget</b>	<b>(190,081)</b>

### Explanation of movements

Inflation

Inflation has been applied in accordance with corporate guidelines.

### Budget adjustments

All elements of the external funding are largely based on pupil numbers. Reductions in funding result from reductions in pupil numbers due to:

- Full impact of two secondary schools moving to academy status
- Falling rolls in primary schools

## Dedicated schools grant and Section 52 budget statement

### **Description**

This consolidates a range of external funding supporting education provision.

The dedicated schools grant introduced in 2006/7 is a specific ring-fenced grant paid to authorities to fund schools.

The grant is based on the number of pupils attending school as determined by the pupil led annual school census (PLASC) multiplied by a pre determined fixed amount per pupil, which for 2009/10 is £5,961.29, previously £5,755.83 in 2008/9.

Each year the council has been required to submit a budget statement to the department for children, schools and families covering both the schools and LEA budget. This statement is called the section 52 statement. From 2008/9 the statement has been expanded to include all children's services budgets, not just schools, and therefore now includes children's social care.

The DCSF require that this statement be submitted by 31 March of the preceding financial year. For schools the statement is still only an estimate of the authority's expenditure on schools as the funding is based on the dedicated schools grant. Although the PLASC takes place in January, the DCSF will not confirm an authority's final pupil count until May and therefore the actual level of grant that will be paid.

Generally however it is expected that an authority's estimate of pupil numbers based on PLASC returns will not vary considerably from the number confirmed by the DCSF. Changes are normally limited to adjustments for pupils who may be registered in more than one authority or school.

The statement itself is submitted to the department electronically and contains several worksheets/tables. However the main table listing the budgets for different categories of spend is contained in Table 1, a copy of which is reproduced on the following pages.

2009/10 section 52 table 1

1	SCHOOLS BUDGET	Nursery (a)	Primary (b)	Secondary (c)	Special (d)	Gross (e)	Income (f)	Net (g)
1.0.1	Individual Schools Budget	3,567,609	100,795,544	32,558,179	12,101,161	149,022,492		149,022,492
1.0.2	School Standards Grant - Maintained Schools	0	54,290	123,563	43,000	220,853	4,744,779	(4,523,927)
1.0.3	School Standards Grant - Pupil Referral Units	0	38,000	38,000	0	76,000	76,000	0
1.0.4	School Standards Grant (Personalisation) - Maintained Schools		15,279	109,474	5,212	129,965	2,024,711	(1,894,746)
1.0.5	School Standards Grant (Personalisation) - Pupil Referral Units		1,772	1,772	0	3,544	3,544	0
1.0.6	School Development Grant	87,452	4,348,762	2,876,325	249,156	7,561,696	7,561,696	0
1.0.7	Other Standards Fund Allocation - Devolved	233,078	5,101,541	863,321	222,744	6,420,684	6,420,684	0
1.0.8	Threshold and Performance Pay (Devolved)	0	0	0	0	0		0
1.0.9	Expenditure for Education of Children under 5s in Private/voluntary/independent settings	5,356,101				5,356,101	57,308	5,298,793
1.1.1	Support for schools in financial difficulty	5,933	169,054	54,765	20,248	250,000	0	250,000
1.1.2	School-specific contingencies	15,311	436,294	141,339	52,256	645,200	0	645,200
1.2.1	Provision for pupils with SEN (including assigned resources)	8,713	246,170	945,816	29,554	1,230,253	0	1,230,253
1.2.2	Provision for pupils with SEN, provision not included in line above	0	0	0	0	0	0	0
1.2.3	Support for inclusion	32,945	938,812	304,131	112,444	1,388,332	0	1,388,332
1.2.4	Fees for pupils at independent special schools & abroad	68,267	1,945,326	630,193	232,997	2,876,783	0	2,876,783
1.2.5	SEN transport	0	0	0	0	0	0	0
1.2.6	Fees to independent schools for pupils without SEN	7,272	207,222	67,130	24,820	306,444	0	306,444
1.2.7	Inter-authority recoupment	86,565	2,466,773	799,118	295,452	3,647,908	2,671,163	976,745
1.2.8	Contribution to combined budgets	8,068	229,913	74,481	27,538	340,000	0	340,000
1.3.1	Pupil Referral Units	90,799	2,587,410	838,198	309,901	3,826,308	83,548	3,742,760
1.3.2	Behaviour Support Services	31,852	907,653	294,036	108,712	1,342,253	164,518	1,177,735
1.3.3	Education out of school	26,426	753,049	243,952	90,196	1,113,623	101,511	1,012,112
1.3.4	14 - 16 More practical learning options			0	0	0	0	0
1.3.5	Central expenditure on Education of Children under 5s	1,202,839				1,202,839	472,650	730,189
1.4.1	School Meals - nursery, primary and special schools	0	0		0	0	0	0

2009/10 section 52 table 1 continued

1	SCHOOLS BUDGET	Nursery (a)	Primary (b)	Secondary (c)	Special (d)	Gross (e)	Income (f)	Net (g)
1.4.2	Free School Meals - eligibility	4,134	117,814	38,166	14,112	174,226	0	174,226
1.4.3	Milk	0	0		0	0	0	0
1.4.4	School Kitchens - repair and maintenance	0	0		0	0	0	0
1.5.1	Insurance	0	0	0	0	0	0	0
1.5.2	Museum and Library Services	0	0	0	0	0	0	0
1.5.3	School admissions	10,423	297,001	96,214	35,572	439,210	0	439,210
1.5.4	Licences/subscriptions	1,328	37,843	12,259	4,533	55,963	0	55,963
1.5.5	Miscellaneous (not more than 0.1% total net SB)	3,930	111,978	36,276	13,412	165,596	16,584	149,012
1.5.6	Servicing of schools forums	1,060	30,213	9,787	3,619	44,679	0	44,679
1.5.7	Staff costs - supply cover (not sickness)	13,568	386,633	125,251	46,308	571,760	0	571,760
1.5.8	Supply cover - long term sickness	0	0	0	0	0	0	0
1.5.9	Termination of Employment Costs	6,467	184,298	59,704	22,074	272,543	0	272,543
1.6.1	School Development Grant - Non-Devolved	27,760	1,380,430	913,033	79,090	2,400,313	2,400,313	0
1.6.2	Other Standards Fund Allocation - Non-Devolved	148,228	3,244,380	549,038	141,657	4,083,303	4,083,303	0
1.6.3	Other Specific Grants	0	0	0	0	0	0	0
1.6.4	Performance Reward Grant	0	0	0	0	0	0	0
1.7.1	Capital Expenditure from Revenue (CERA) (Schools)	10,066	284,391	91,862	34,143	420,462	0	420,462
1.7.2	Prudential borrowing costs	0	0	0	2,932	2,932	0	2,932
1.8.1	<b>TOTAL SCHOOLS BUDGET</b>	<b>11,056,194</b>	<b>127,317,845</b>	<b>42,895,382</b>	<b>14,322,843</b>	<b>195,592,265</b>	<b>30,882,312</b>	<b>164,709,953</b>

2009/10 section 52 table 1 continued

2	OTHER EDUCATION AND COMMUNITY BUDGET	Nursery (a)	Primary (b)	Secondary (c)	Special (d)	Gross (e)	Income (f)	Net (g)
	<b>SPECIAL EDUCATION</b>							
2.0.1	Educational Psychology Service					1,153,770	239,043	914,727
2.0.2	SEN administration, assessment and co-ordination					1,619,000	891,931	727,069
2.0.3	Therapies and other Health Related Services					173,266	0	173,266
2.0.4	Parent partnership, guidance and information					656,522	341,489	315,033
2.0.5	Monitoring of SEN provision					145,671	0	145,671
2.0.6	<b>Total Special Education</b>					3,748,230	1,472,463	2,275,767
	<b>LEARNER SUPPORT</b>							
2.1.1	Excluded pupils					0	0	0
2.1.2	Pupil support	7,498	213,658	69,215	25,590	315,961	0	315,961
2.1.3	Home to school transport: SEN transport expenditure	95,410	2,718,818	880,768	325,640	4,020,637	18,616	4,002,021
2.1.4	Home to school transport: other home to school transport expenditure	811	23,098	7,483	2,766	34,157	0	34,157
2.1.5	Home to college transport: SEN transport expenditure					0	0	0
2.1.6	Home to college transport: other home to college transport expenditure					0	0	0
2.1.7	Education Welfare Service					1,276,255	217,538	1,058,717
2.1.8	School improvement					5,286,063	1,958,292	3,327,771
2.1.9	<b>Total Learner Support</b>					10,933,072	2,194,446	8,738,626
	<b>ACCESS</b>							
2.2.1	Asset management - education					1,098,935	307,016	791,919
2.2.2	Supply of school places					75,676	0	75,676
2.2.3	Music Services (not Standards Fund supported)					0	0	0
2.2.4	Visual and Performing Arts (other than music)					252,647	41,369	211,278
2.3.1	Outdoor Education including Environmental and Field Studies (not sports)					0	0	0
2.3.2	<b>Total Access</b>					1,427,258	348,385	1,078,873

2009/10 section 52 table 1 continued

3	<b>YOUTH AND COMMUNITY - services to young people</b>	Nursery (a)	Primary (b)	Secondary (c)	Special (d)	Gross (e)	Income (f)	Net (g)
3.0.1	Positive activities for young people					4,067,993	684,825	3,383,168
3.0.2	Positive Activities controlled or shaped by young people					0	0	0
3.0.3	Positive Activities for young people on Friday and Saturday nights					0	0	0
3.0.4	Youth Work					0	0	0
3.1.1	Adult and Community learning					3,082,008	2,327,587	754,421
3.1.2	Connexions					5,387,395	370,898	5,016,497
3.1.3	Discretionary Awards					0	0	0
3.1.4	Student Support under new Arrangements and Mandatory Awards					0	0	0
3.1.5	Capital Expenditure from Revenue (CERA) (Youth & Community)					0	0	0
3.1.6	Total Youth and Community					12,537,396	3,383,310	9,154,086
<b>4</b>	<b>YOUTH JUSTICE</b>							
4.0.1	Secure Accommodation (youth justice)					370,231	0	370,231
4.0.2	Youth Offender Teams					2,904,769	952,697	1,952,072
4.0.3	Other Youth Justice Services					1,225,286	266,416	958,870
4.0.4	Total Youth Justice					4,500,286	1,219,113	3,281,173
<b>5</b>	<b>CHILDREN'S AND YOUNG PEOPLE'S SERVICES - Children looked after</b>							
5.0.1	Residential care					7,375,767	514,346	6,861,421
5.0.2	Fostering services					12,095,483	721,379	11,374,104
5.0.3	Other children looked after services					3,895,765	45,646	3,850,119
5.0.4	Secure accommodation (welfare)					289,574	80,720	208,854
5.0.5	Short breaks (respite) for looked after disabled children					0	0	0
5.0.6	Children placed with family and friends					363,519	0	363,519
5.0.7	Advocacy services for children looked after					70,415	0	70,415
5.0.8	Education of looked after children	6,877	195,965	63,483	23,471	289,797	243,216	46,581
5.0.9	Leaving care support services					374,638	0	374,638
5.0.10	Total Children Looked After					24,754,957	1,605,307	23,149,650



2009/10 section 52 table 1 continued

5	CHILDREN'S AND YOUNG PEOPLE'S SERVICES	Nursery (a)	Primary (b)	Secondary (c)	Special (d)	Gross (e)	Income (f)	Net (g)
	<b>CHILDREN AND YOUNG PEOPLE'S SAFETY</b>							
5.1.1	Child death review processes					100,233	0	100,233
5.1.2	Preventative services (formerly the children's fund)					845,602	395,634	449,968
5.1.3	LA functions in relation to child protection					268,547	37,059	231,488
5.1.4	Local safeguarding childrens board					180,366	0	180,366
5.1.5	<b>Total Children and Young People's Safety</b>					1,394,749	432,693	962,056
	<b>FAMILY SUPPORT SERVICES</b>							
5.2.1	Direct payments					457,506	0	457,506
5.2.2	Short breaks (respite) for disabled children					443,619	0	443,619
5.2.3	Home care services					1,990,369	0	1,990,369
5.2.4	Equipment and adaptations					0	0	0
5.2.5	Other family support services					1,276,209	0	1,276,209
5.2.6	Substance misuse services (Drugs, Alcohol and Volatile substances)					43,680	42,547	1,133
5.2.7	Contribution to health care of individual children					21,911	0	21,911
5.2.8	Teenage pregnancy services					436,935	99,211	337,724
5.2.9	<b>Total Family Support Services</b>					4,670,228	141,758	4,528,470
	<b>ASYLUM SEEKERS</b>							
5.3.1	Asylum seeker services - children					0	0	0
5.3.2	Unaccompanied asylum children					401,039	73,929	327,110
5.3.3	Accommodation					0	0	0
5.3.4	Assessment and care management					1,573,086	1,532,410	40,676
5.3.5	<b>Total Asylum Seekers</b>					1,974,125	1,606,339	367,786
	Other Children's and Families Services							
5.4.1	Adoption services					2,363,277	0	2,363,277

2009/10 section 52 table 1 continued

5	CHILDREN'S AND YOUNG PEOPLE'S SERVICES	Nursery (a)	Primary (b)	Secondary (c)	Special (d)	Gross (e)	Income (f)	Net (g)
	<b>OTHER CHILDREN'S AND FAMILIES SERVICES</b>							
5.4.1	Adoption services					2,363,277	0	2,363,277
5.4.2	Special guardianship support					114,810	0	114,810
5.4.3	Other children's and families services					677,005	65,240	611,765
5.4.4	Total Other Children's and Families Services					3,155,092	65,240	3,089,852
	<b>CHILDREN'S SERVICES STRATEGY</b>							
5.5.1	Children's and young people's plan					813,197	0	813,197
5.5.2	Children's workforce development strategy					718,920	166,977	551,943
5.5.3	Partnership costs					0	0	0
5.5.4	Central commissioning function					0	0	0
5.5.5	Commissioning and social work					23,106,005	1,175,503	21,930,502
5.5.6	Total Children's Services Strategy					24,638,122	1,342,480	23,295,642
	<b>Capital Expenditure from Revenue (CERA) (Children's and young people's services)</b>					0	0	0
6	<b>LOCAL AUTHORITY EDUCATION FUNCTIONS</b>							
6.0.1	Statutory /Regulatory Duties					2,229,426	652,458	1,576,968
6.0.2	Premature Retirement Costs / Redundancy Costs					947,001	0	947,001
6.0.3	Existing Early Retirement Costs (commitments entered into by 31/3/99)					0	0	0
6.0.4	Residual Pension Liability (eg FE, Careers Service, etc.)					1,112,340	0	1,112,340
6.0.5	Joint use arrangements					0	0	0
6.0.6	Insurance					0	0	0
6.0.7	Monitoring national curriculum Assessment					7,504	0	7,504
6.0.8	Total Local Authority Education Functions					4,296,271	652,458	3,643,813

2009/10 section 52 table 1 continued

6	LOCAL AUTHORITY EDUCATION FUNCTIONS	Nursery (a)	Primary (b)	Secondary (c)	Special (d)	Gross (e)	Income (f)	Net (g)
	<b>SPECIFIC GRANTS AND SPECIFIC FORMULA GRANTS</b>							
6.1.1	School Development Grant - non-devolved					221,442	221,442	0
6.1.2	Other Standards Fund Allocation - non-devolved					625,844	625,844	0
6.1.3	Other Specific Grant					11,952,158	11,952,158	0
6.1.4	<b>Total Specific Grants</b>					12,799,444	12,799,444	0
6.2.1	Capital Expenditure from Revenue (CERA) (LA Education Functions)					0	0	0
7.1.1	Total Schools Budget, Special Education, Learner Support, Access and Youth and Community Budget (Including CERA) (Lines 1.8.1 + 2.0.6 + 2.1.9 + 2.3.2 + 3.1.6)					224,238,221	38,280,916	185,957,305
7.1.2	Total Youth Justice, Children and Young People's Services Budget (including CERA) (lines 4.0.4 + 5.0.10 + 5.1.5 + 5.2.9 + 5.3.5 + 5.4.4 + 5.5.6 + 5.6.1)					65,087,559	6,412,930	58,674,629
7.1.3	Total LA Education Functions Budget (Including CERA) plus (Lines 6.0.8 + 6.1.4 + 6.2.1)					17,095,715	13,451,902	3,643,813
8	<b>TOTAL EDUCATION, COMMUNITY, YOUTH JUSTICE, CHILDREN AND YOUNG PEOPLE'S SERVICES AND LOCAL AUTHORITY EDUCATION FUNCTIONS BUDGET (lines 7.1.1 + 7.1.2 + 7.1.3)</b>					306,421,494	58,145,748	248,275,746

# Management information and analysis services

## Divisional summary

### Description of division

The management services division provides support functions to the children's services, through the following teams:

- **Financial planning and management** has teams covering all services directly managed by the department as well as maintained schools operating under delegated management arrangements. The functions of these teams range from budget loading and monitoring to closure of the accounts, including providing financial advice to internal and external stakeholders.
- **Human resources** focuses on providing staff of the quality and quantity to effectively deliver departmental priorities while ensuring their employment and management are carried out according to national standards and in line with council policy and regulations.
- **Departmental services** provide facilities management functions which cover health and safety, complaints, building project management, security and maintenance.
- **Learning and development** supports the children's services department in developing its staff to the highest levels of competence in order to facilitate best quality services to the residents of Southwark.
- **Strategy and change** manages the ongoing development of the children's trust, the children and young people's plan, and co-ordinates business and strategic planning across the department.
- **The business modernisation unit** reviews the way the department works with the aim of bringing modernisation to working methods and/or the technology employed.
- **Management information and analysis (MIA) service** provides executive members and managers with the information and analysis needed to evaluate the impact of their activities on the lives of children. Other functions include providing information on actual or likely outcomes for children, training in data interpretation, developing management information tools, conducting surveys on/with young people, and responding to ad hoc information and regular performance indicator requests from a variety of sources.

## Cost centre groups EC011/EC021/EC031/ED824 /ED825/ED826/EC997

<b>Subjective analysis summary</b>	<b>2008/09 total budget £'000</b>	<b>2009/10 total budget £'000</b>
Agency Staff	11	11
Employees (excluding agency)	<u>7,233</u>	<u>7,343</u>
Employees	7,244	7,354
Property Costs	(81)	(25)
Transport	24	24
Equipment, Furniture & Materials	76	76
Catering	12	12
Services	405	451
Communications & Computing	294	297
Printing, Stationery & Office Expenses	79	84
Grants & Subscriptions	54	56
Other	<u>106</u>	<u>41</u>
Supplies and Services	1,027	1,016
Third Party Payments	381	147
Support Services	977	980
Capital Charges	76	76
<b>Total Expenditure</b>	<b>9,648</b>	<b>9,575</b>
Government Grants	(313)	(241)
Other Grants & Contributions	(165)	(167)
Fees and Charges	(81)	(82)
Customer Receipts	(14)	(14)
Recharges	(171)	(172)
<b>Total Income</b>	<b>(745)</b>	<b>(676)</b>
<b>Net Expenditure</b>	<b>8,903</b>	<b>8,899</b>

**Explanation of budget**

## Employees

The number of FTE employees is 113 within management services. The average cost per FTE is £65k.

<b>Movements</b>	<b>£'000</b>
<b>2008/9 net budget</b>	<b>8,903</b>
Inflation	204
Area based grant adjustment	81
Savings	(289)
<b>2009/10 net budget</b>	<b>8,899</b>

**Explanation of movements**

## Savings

These relate to efficiencies on non-staffing costs across finance and human resources as part of the accommodation and modernisation programme.

# Specialist children's services and safeguarding

## Divisional summary

### Description of division

Specialist services covers Southwark's social care functions in relation to children and comprises services for children looked after, care leavers, children at risk of harm or in need of protection and children with disabilities. They also include functions relating to youth offending.

The services that the division provides include:

- Providing support to children and young people who are at risk of physical, sexual or emotional abuse or neglect through assessment, safeguarding and family support, including children in need.
- Working with children and young people in the youth justice system or those at risk of offending to confront them with the consequences of their behaviour and tackle the causes of their behaviour to prevent re-offending.
- Taking on the role of the corporate parent for those children who are being looked after by the local authority.
- Supporting those young people leaving the care system.
- Co-ordinating adoption and fostering processes, supporting children and young people and families.
- Quality assuring of practice relating to social care.

### Cost centre groups EC081 / EC880

Services	2008/09		Budget		2009/10
	total budget £'000	Inflation £'000	adjustments £'000	Savings £'000	total budget £'000
Assessment & Safeguarding Support	9,778	181		0	9,958
0-12, adolescence and aftercare	5,162	88		(30)	5,220
Adoption & fostering/Children looked after support	8,502	166		0	8,668
Looked After Placements	8,488	251		0	8,739
CLA Management	4,674	58		0	4,732
Children looked after services	26,827	564		(30)	27,359
Specialist child health and disabilities	6,477	143	20	(120)	6,520
Youth offending services	3,708	50		(33)	3,726
Quality assurance and safeguarding	1,900	32		0	1,932
Management, administration and planning	2,475	23		(350)	2,149
<b>Specialist children's services and safeguarding</b>	<b>51,164</b>	<b>993</b>	<b>20</b>	<b>(533)</b>	<b>51,644</b>

<b>Subjective analysis summary</b>	<b>2008/09 total budget £'000</b>	<b>2009/10 total budget £'000</b>
Agency Staff	79	80
Employees (excluding agency)	<u>23,671</u>	<u>23,967</u>
Employees	23,750	24,047
Property Costs	753	769
Transport	813	820
Equipment, Furniture & Materials	115	116
Catering	23	23
Clothing, Uniforms & Laundry	25	25
Services	2,758	2,783
Communications & Computing	113	114
Printing, Stationery & Office Expenses	148	149
Grants	281	284
Subscriptions	21	21
Grants & Subscriptions	302	305
Other	<u>45</u>	<u>46</u>
Supplies and Services	3,529	3,562
Third Party Payments	22,271	22,409
Transfer Payments	1,215	1,235
Support Services	3,550	3,602
Capital Charges	195	195
<b>Total Expenditure</b>	<b>56,075</b>	<b>56,637</b>
Government Grants	(3,969)	(4,042)
Other Grants & Contributions	(148)	(150)
Fees and Charges	50	50
Recharges	(844)	(851)
<b>Total Income</b>	<b>(4,911)</b>	<b>(4,993)</b>
<b>Net Expenditure</b>	<b>51,164</b>	<b>51,644</b>

### Explanation of budgets

#### Employees

There are 530 FTE employees within specialist services. The average cost for each FTE is £45k. The total employees' budget accounts for 42% of the gross expenditure of this division.

#### Services

This budget relates to legal costs expenditure.

#### Grant and subscriptions

This represents payments to support various private, voluntary and independent organisations that provide arts, educational and sporting activities to the most vulnerable children in the borough, including young refugee and asylum seekers, children with special needs and children at risk of offending.

#### Third party payments

This budget relates to payments for various children placements including foster care, residential home placements for children with disabilities, semi-independent placements as well as section 17 payments to provide support that could prevent young people going into the care of the authority.

#### Support services

This budget relates to the division's share of corporate costs.

#### Transfer payments

The transfer payments' budget will be used for direct payments to support the parents and carers of children with special needs.

#### Government grant

Grant income includes home office grants for services to unaccompanied asylum seeking children (UASC) and grants from other bodies such as the Youth Justice Board.

<b>Movements</b>	<b>£'000</b>
<b>2008/9 net budget</b>	<b>51,164</b>
Inflation	993
Budget adjustments	20
Savings	(533)
<b>2009/10 net budget</b>	<b>51,644</b>

#### Explanation of movements

##### Savings

Savings will be achieved from the following:

- Continued efficient use of a mix of placements and care packages available across the following areas - fostering and adoption (including reducing use of independent fostering agency placements), family placements and placements in secure accommodation. There will be a reduction of five agency fostering places in line with projected demand.
- The reconfiguration of specialist services including revising the staffing structure.
- Efficiency opportunities arising from effective use of external grants to better support local priorities.



## Assessment, safeguarding and family support

### Description of service

This service provides social work support to children at risk of physical, sexual or emotional abuse or who may be in need with a view to conducting effective and timely assessment and intervention when required.

### Cost centre group ED081

<b>Subjective analysis summary</b>	<b>2008/09 total budget £'000</b>	<b>2009/10 total budget £'000</b>
Employees	7,950	8,100
Property Costs	153	158
Transport	277	279
Equipment, Furniture & Materials	22	22
Services	77	77
Communications & Computing	14	14
Printing, Stationery & Office Expenses	30	30
Other	<u>18</u>	<u>18</u>
Supplies and Services	161	162
Third Party Payments	872	892
Transfer Payments	159	161
Support Services	528	533
Capital Charges	41	41
<b>Total Expenditure</b>	<b>10,140</b>	<b>10,325</b>
Government Grants	(362)	(367)
<b>Total Income</b>	<b>(362)</b>	<b>(367)</b>
<b>Net Expenditure</b>	<b>9,778</b>	<b>9,958</b>

### Explanation of budgets

#### Employees

There are 186 FTE employees in this service, costing an average of £44k each per year.

#### Third party payments

These include section 17 payments as well as payments to carers in relation to residence orders and special guardianship orders.

<b>Movements</b>	<b>£'000</b>
<b>2008/9 net budget</b>	<b>9,778</b>
Inflation	180
<b>2009/10 net budget</b>	<b>9,958</b>

## Children looked after services (CLA)

### Description of service

This service provides social work support and services to children looked after in order to ensure the care and support including placements is appropriate to their needs and circumstances. CLA includes the following areas:

- 0-12 service
- Adolescence and after care
- Adoption support services

### Cost Centre Group ED082

Services	2008/09			2009/10
	total budget £'000	Inflation £'000	Savings £'000	total budget £'000
0-12, adolescence and aftercare	5,162	88	(30)	5,220
Adoption & fostering/CLA Support	8,502	166	0	8,668
Looked After Placements	8,488	251	0	8,739
CLA Management	4,674	58	0	4,732
<b>Children Looked After Services</b>	<b>26,826</b>	<b>563</b>	<b>(30)</b>	<b>27,359</b>

Subjective analysis summary	2008/09 total budget £'000	2009/10 total budget £'000
Agency Staff	79	80
Employees (excluding agency)	<u>8,292</u>	<u>8,449</u>
Employees	8,371	8,530
Property Costs	412	420
Transport	323	326
Equipment, Furniture & Materials	59	59
Catering	13	13
Clothing, Uniforms & Laundry	25	25
Services	2,089	2,107
Communications & Computing	53	53
Printing, Stationery & Office Expenses	44	44
Grants & Subscriptions	20	20
Other	<u>28</u>	<u>28</u>
Supplies and Services	2,329	2,350
Third Party Payments	15,990	16,349
Transfer Payments	383	387
Support Services	1,983	2,001
Capital Charges	154	154
<b>Total Expenditure</b>	<b>29,946</b>	<b>30,517</b>
Government Grants	(2,140)	(2,169)
Recharges	(980)	(989)
<b>Total Income</b>	<b>(3,119)</b>	<b>(3,158)</b>
<b>Net Expenditure</b>	<b>26,826</b>	<b>27,359</b>

### Explanation of budgets

#### Employees

There are 189 FTE employees in this service. The average cost per FTE member of staff is £44.7k.

#### Services

This budget is mainly used to pay for legal services.

#### Third party payments

The third party payments' budget relates to payments for children's placements, which in the main are foster care placements.

#### Government grants

The majority of the grant income relates to grants for services to unaccompanied asylum seeking children.

<b>Movements</b>	<b>£'000</b>
<b>2008/9 net budget</b>	<b>26,826</b>
Inflation	563
Savings	(30)
<b>2009/10 net budget</b>	<b>27,359</b>

### Explanation of movements

The savings in this service will be achieved as part of the reconfiguration of specialist services.

## Services to children up to the age of 12, receiving care and after care service

### Description of service

This service area within the children looked after service focuses on children aged under thirteen years with the purpose of providing the very special support required in circumstances where there is a need for social work support and intervention. This service also works with most of the children who are in care proceedings. The budget also includes the management costs of the children looked after service.

### Cost centre groups EE281/EE282

<b>Subjective analysis summary</b>	<b>2008/09 total budget £'000</b>	<b>2009/10 total budget £'000</b>
Employees	5,103	5,199
Property Costs	73	75
Transport	216	219
Catering	5	5
Services	70	70
Grants & Subscriptions	10	10
Other	<u>28</u>	<u>28</u>
Supplies and Services	113	114
Third Party Payments	870	849
Transfer Payments	384	386
Support Services	761	767
Capital Charges	89	89
<b>Total Expenditure</b>	<b>7,609</b>	<b>7,698</b>
Government Grants	(2,140)	(2,168)
Recharges	(308)	(310)
<b>Total Income</b>	<b>(2,447)</b>	<b>(2,478)</b>
<b>Net Expenditure</b>	<b>5,162</b>	<b>5,220</b>

### Explanation of budgets

#### Employees

This service employs 117 FTE staff. The average annual cost per FTE staff is £44.4k.

#### Third party payments

This is the budgets for the unaccompanied asylum seeking children (UASC) in residential, fostering and semi independent settings.

#### Government grants

The grant income relates to grants for services to unaccompanied asylum seeking children.

<b>Movements</b>	<b>£'000</b>
<b>2008/9 net budget</b>	<b>5,162</b>
Inflation	88
Savings	(30)
<b>2009/10 net budget</b>	<b>5,220</b>

### Explanation of movements

The saving above relates to the reconfiguration of specialist services.

## Adoption, fostering and CLA support

### Description of service

This service provides social work support and services to the adoption and fostering of children/young people, and to the process of recruiting and maintaining a pool of council approved carers. The number of placements that the service provides annually amounts to 445 annually.

Cost centre group EE283

<b>Subjective analysis summary</b>	<b>2008/09 total budget £'000</b>	<b>2009/10 total budget £'000</b>
Agency Staff	46	47
Employees (excluding agency)	<u>1,818</u>	<u>1,853</u>
Employees	1,864	1,900
Property Costs	17	17
Transport	89	89
Equipment, Furniture & Materials	25	25
Catering	6	6
Clothing, Uniforms & Laundry	25	25
Services	123	125
Grants & Subscriptions	10	10
Other	<u>7</u>	<u>7</u>
Supplies and Services	190	192
Third Party Payments	6,351	6,479
Support Services	351	354
<b>Total Expenditure</b>	<b>8,862</b>	<b>9,032</b>
Government Grants	0	0
Recharges	(360)	(363)
<b>Total Income</b>	<b>(360)</b>	<b>(363)</b>
<b>Net Expenditure</b>	<b>8,502</b>	<b>8,668</b>

### Explanation of budgets

#### Employees

The service employs 36 FTE staff costing on average £52.7k each per annum.

#### Third party payments

This budget funds the payments made to the council's approved foster carers and adoption placements. The service will support around 445 placements in 2009/10.

<b>Movements</b>	<b>£'000</b>
<b>2008/9 net budget</b>	<b>8,502</b>
Inflation	166
<b>2009/10 net budget</b>	<b>8,668</b>

## Looked after placements

### Description of service

This budget relates to the cost of placements provided to children and young people who have been assessed as needing support from the authority away from their families. The service provides 166 placements per annum.

Cost centre group EE284

<b>Subjective analysis summary</b>	<b>2008/09 total budget £'000</b>	<b>2009/10 total budget £'000</b>
Third Party Payments	8,768	9,022
Support Services	0	0
<b>Total Expenditure</b>	<b>8,768</b>	<b>9,022</b>
Recharges	(280)	(283)
<b>Total Income</b>	<b>(280)</b>	<b>(283)</b>
<b>Net Expenditure</b>	<b>8,488</b>	<b>8,739</b>

### Explanation of budgets

Third party payments

The budget is to fund the equivalent of 166 placements. This will include supporting children in residential, agency fostering, friends and family and semi independent settings. The providers used have been vetted by the London care placements (Pan-London), a consortium of most of the London councils.

<b>Movements</b>	<b>£'000</b>
<b>2008/9 net budget</b>	<b>8,488</b>
Inflation	251
<b>2009/10 net budget</b>	<b>8,739</b>

## Children looked after management

### Description of service

This budget brings together the management costs for the children looked after service together with specialist service legal costs and corporate support costs.

### Cost centre groups EE288/EE289

<b>Subjective analysis summary</b>	<b>2008/09 total budget £'000</b>	<b>2009/10 total budget £'000</b>
Agency Staff	32	33
Employees (excluding agency)	<u>1,404</u>	<u>1,397</u>
Employees	1,372	1,420
Property Costs	322	328
Transport	18	18
Equipment, Furniture & Materials	34	34
Catering	1	1
Services	1,896	1,913
Communications & Computing	52	52
Printing, Stationery & Office Expenses	<u>44</u>	<u>44</u>
Supplies and Services	2,026	2,044
Support Services	871	879
Capital Charges	65	65
<b>Total Expenditure</b>	<b>4,706</b>	<b>4,765</b>
Recharges	(32)	(33)
<b>Total Income</b>	<b>(32)</b>	<b>(33)</b>
<b>Net Expenditure</b>	<b>4,674</b>	<b>4,732</b>

### Explanation of budgets

#### Employees

This service employs 36 FTE staff at an annual average cost of £38.8k.

#### Services

The services budget pays for the cost of legal services.

<b>Movements</b>	<b>£'000</b>
<b>2008/9 net budget</b>	<b>4,674</b>
Inflation	58
<b>2009/10 net budget</b>	<b>4,732</b>



## Specialist health and disability service

### Description of service

These services are there to provide vital social work support and services to children suffering from disabilities, affected by human immunodeficiency virus (HIV) and/or acquired immunodeficiency syndrome (AIDS), or assessed as in need of care from mental health professionals.

### Cost centre group ED083/EC880

<b>Subjective analysis summary</b>	<b>2008/09 total budget £'000</b>	<b>2009/10 total budget £'000</b>
Employees	1,940	1,858
Property Costs	146	147
Transport	42	42
Equipment, Furniture & Materials	6	6
Services	57	58
Communications & Computing	9	9
Printing, Stationery & Office Expenses	6	6
Grants & Subscriptions	<u>41</u>	<u>41</u>
Supplies and Services	118	120
Third Party Payments	2,862	2,945
Transfer Payments	569	583
Support Services	667	693
<b>Total Expenditure</b>	<b>6,345</b>	<b>6,388</b>
Other Grants & Contributions	(148)	(149)
Recharges	280	283
<b>Total Income</b>	<b>132</b>	<b>132</b>
<b>Net Expenditure</b>	<b>6,477</b>	<b>6,520</b>

### Explanation of budgets

#### Employees

There are 40 FTE staff in this service, costing on average £45.8k each.

#### Third party payments

These budgets support around the equivalent of 195 children and families annually. It is mainly used to support children and their parents in the home (care packages) and residential placements. The providers are usually accessed via the health and social care home care contract.

<b>Movements</b>	<b>£'000</b>
<b>2008/9 net budget</b>	<b>6,477</b>
Inflation	143
Budget adjustments	20
Savings	(120)
<b>2009/10 net budget</b>	<b>6,520</b>

### Explanation of movements

#### Savings

These will be realised through the continued efficient use of the mix of placement and care packages.

## Youth offending service

### Description of service

Provide specialist support and services through a range of functions to young people who have directly or indirectly come into contact with the judicial system. A range of services are also provided for young people who are assessed as being at risk of offending behavior.

### Cost centre group ED084

<b>Subjective analysis summary</b>	<b>2008/09 total budget £'000</b>	<b>2009/10 total budget £'000</b>
Employees	3,440	3,472
Property Costs	42	43
Transport	111	112
Equipment, Furniture & Materials	19	19
Catering	9	9
Services	50	51
Communications & Computing	35	36
Printing, Stationery & Office Expenses	20	21
Grants & Subscriptions	<u>241</u>	<u>244</u>
Supplies and Services	374	378
Third Party Payments	998	1,014
Transfer Payments	97	98
Support Services	207	209
<b>Total Expenditure</b>	<b>5,269</b>	<b>5,326</b>
Government Grants	(1,468)	(1,506)
Fees and Charges	50	50
Recharges	(144)	(145)
<b>Total Income</b>	<b>(1,562)</b>	<b>(1,601)</b>
<b>Net Expenditure</b>	<b>3,708</b>	<b>3,726</b>

### Explanation of budgets

#### Employees

There are 90 FTE employees in this division, costing on average £39k each.

#### Third party payments

This budget is for payments made in respect of youth offending placements, and services provided to youth at risk of offending.

#### Government grants

Includes grants from bodies such as the youth justice board to support projects for prevention of offending behaviour.

<b>Movements</b>	<b>£'000</b>
<b>2008/9 net budget</b>	<b>3,708</b>
Inflation	51
Savings	(33)
<b>2009/10 net budget</b>	<b>3,726</b>

### Explanation of movements

#### Savings

These will be achieved from the reconfiguration of the youth offending team as part of the specialist services reconfiguration.

## Quality assurance and safeguarding

### Description of service

The unit facilitates processes and activities that ensure the various elements of the department are providing services at the highest possible standards. This includes providing independent chairs for all child protection conferences and child care reviews.

### Cost centre group ED085

<b>Subjective analysis summary</b>	<b>2008/09 total budget £'000</b>	<b>2009/10 total budget £'000</b>
Employees	1,543	1,572
Transport	50	51
Equipment, Furniture & Materials	9	9
Communications & Computing	1	1
Printing, Stationery & Office Expenses	<u>18</u>	<u>18</u>
Supplies and Services	28	29
Third Party Payments	181	182
Support Services	98	98
<b>Total Expenditure</b>	<b>1,900</b>	<b>1,932</b>
<b>Net Expenditure</b>	<b>1,900</b>	<b>1,932</b>

### Explanation of budgets

#### Employees

The number of FTE employees is 35 with an average annual cost of £45 per employee.

<b>Movements</b>	<b>£'000</b>
<b>2008/9 net budget</b>	<b>1,900</b>
Inflation	32
<b>2009/10 net budget</b>	<b>1,932</b>

## Management, administration and planning

### Description of service

Management, administration and planning include the specialist services assistant director's team and the business development team, which oversee and co-ordinate the whole of the division's work. This service also manages some specific grants and other budgets for specialist services.

### Cost centre group ED089

<b>Subjective analysis summary</b>	<b>2008/09 total budget £'000</b>	<b>2009/10 total budget £'000</b>
Employees	506	516
Transport	10	10
Catering	0	0
Services	486	490
Communications & Computing	1	1
Printing, Stationery & Office Expenses	<u>31</u>	<u>31</u>
Supplies and Services	518	523
Third Party Payments	1,367	1,026
Transfer Payments	6	6
Support Services	67	68
<b>Total Expenditure</b>	<b>2,475</b>	<b>2,149</b>
<b>Net Expenditure</b>	<b>2,475</b>	<b>2,149</b>

### Explanation of budgets

#### Employees

This budget funds 5 posts including 1 at assistant director. The staff recruitment budget for the whole of the specialist services division (including for children's social workers) is also held here.

#### Third party payments

This budget heading includes funding held back for emergency placements across all specialist services division activities. A similar budget is also held here for legal costs relating to particularly complex legal cases.

<b>Movements</b>	<b>£'000</b>
<b>2008/9 net budget</b>	<b>2,475</b>
Inflation	24
Savings	(350)
<b>2009/10 net budget</b>	<b>2,149</b>

### Explanation of movements

The savings will be achieved from more efficient use of the placement and care packages in this area as well as from efficiency arising from effective use of external grants.

# Commissioning services

## Divisional summary

### Description of division

The children's commissioning division has both a strategic and operational function that includes leading on commissioning specific specialist health and children's mental health services on behalf of the primary care trust (PCT) and local authority.

The children's commissioning division works to ensure that services are strategically purchased, monitored and developed to meet the continuing and changing needs of Southwark's children and young people.

Services	2008/09 total budget £'000	Inflation £'000	Savings £'000	2009/10 total budget £'000
Commissioning grants and area based grant	2,097	0	0	2,097
Commissioning and Contracts	3,545	33	(438)	3,140
<b>Commissioning</b>	<b>5,642</b>	<b>35</b>	<b>(438)</b>	<b>5,237</b>

Subjective analysis summary	2008/09 total budget £'000	2009/10 total budget £'000
Employees	902	881
Property Costs	1	1
Transport	4	4
Supplies and Services	42	43
Third Party Payments	5,618	5,253
Transfer Payments	17	17
Support Services	169	171
Capital Charges	49	49
<b>Total Expenditure</b>	<b>6,802</b>	<b>6,418</b>
Government Grants	(997)	(1,019)
Fees and Charges	(163)	(163)
<b>Total Income</b>	<b>(1,160)</b>	<b>(1,179)</b>
<b>Net Expenditure</b>	<b>5,642</b>	<b>5,237</b>

### Explanation of budgets

#### Employees

There are 15 FTE employees in commissioning costing an average of £56.8k per year.

#### Third party payments

This budget relates to payments for residential contracts and the cost of services for other elements of the business unit.

#### Government grants

This income includes the parenting grant and acquired immunodeficiency syndrome (AIDS) support grant (ASG).

<b>Movements</b>	<b>£'000</b>
<b>2008/9 net budget</b>	<b>5,642</b>
Inflation	33
Savings	(438)
<b>2009/10 net budget</b>	<b>5,237</b>

### Explanation of movements

#### Savings

£400k of the savings will be achieved as a result of the reconfiguration of the residential placements contract which will result in increased efficiency. The remainder will be achieved as part of the council-wide accommodation and modernisation programme.

## Commissioning and contracts

### Description of service

This service has responsibility for the negotiating, setting up, managing and monitoring of contracts with external agencies/providers as well as for spot purchasing of services for children and young people in care.

<b>Subjective analysis summary</b>	<b>2008/09 total budget £'000</b>	<b>2009/10 total budget £'000</b>
Employees	434	404
Transport	3	3
Supplies and Services	2	2
Third Party Payments	3,111	2,737
Support Services	169	171
Capital Charges	49	49
<b>Total Expenditure</b>	<b>3,767</b>	<b>3,366</b>
Government Grants	(60)	(63)
Fees and Charges	(163)	(163)
<b>Total Income</b>	<b>(223)</b>	<b>(224)</b>
<b>Net Expenditure</b>	<b>3,545</b>	<b>3,140</b>

### Explanation of budgets

Third party payments

This budget is for the Southwark's children's residential home which is managed by an external provider. The contract will be retendered during the course of the year.

<b>Movements</b>	<b>£'000</b>
<b>2008/9 net budget</b>	<b>3,545</b>
Inflation	33
Savings	(438)
<b>2009/10 net budget</b>	<b>3,140</b>

### Explanation of movements

Savings

These relate to the reconfiguration of the placement contracts and the accommodation and modernisation programme.



## Commissioning grants and area based grant

### Description of service

The primary care trust (PCT) and Southwark children's services collaboratively commission a range of services from the NHS and other providers. Strategic priorities are determined via the child and adolescent mental health services (CAMHS) implementation group.

<b>Subjective analysis summary</b>	<b>2008/09</b>	<b>2009/10</b>
	<b>total budget £'000</b>	<b>total budget £'000</b>
Employees	469	477
Property Costs	1	1
Transport	1	1
Supplies and Services	40	40
Third Party Payments	2,507	2,516
Transfer Payments	17	17
<b>Total Expenditure</b>	<b>3,035</b>	<b>3,052</b>
Government Grants	(938)	(955)
<b>Total Income</b>	<b>(938)</b>	<b>(955)</b>
<b>Net Expenditure</b>	<b>2,097</b>	<b>2,097</b>

### Explanation of budgets

#### Third party payments

This relates to a range of services to support children and families and meet priorities and performance targets. The provision could be internally or externally commissioned as agreed by the commissioning group.

#### Government grants

This income includes the parenting grant and the HIV/AIDS support grant (ASG).

# Environment and housing

## Description of service

The mission of the environment and housing department is to make Southwark's housing and neighbourhoods great places to live, that are clean, safe and vibrant and where activities and opportunities are accessible to all.

Cost centre group KA100

<b>Services</b>	<b>2008/09 total budget £'000</b>	<b>2009/10 total budget £'000</b>
Public realm asset management	8,520	8,632
Parking and network management	(2,669)	(2,943)
Divisional management	920	934
Human resource services	422	431
Market services	(26)	(42)
Area management and engagement	389	397
Parks and open spaces	6,408	6,490
Cemeteries and crematoriums	(592)	(633)
Public realm projects	829	839
<b>Public realm</b>	<b>14,201</b>	<b>14,104</b>
<b>Housing general fund</b>	<b>528</b>	<b>533</b>
Public protection	4,830	4,895
Community wardens	4,801	4,877
Business and policy unit	2,852	2,444
External funding grant projects	458	459
Enforcement and creative design	1,758	1,787
Young people and hate crime	792	796
Crime and drugs	322	326
<b>Community safety and enforcement</b>	<b>15,812</b>	<b>15,584</b>
<b>Business support services</b>	<b>429</b>	<b>437</b>
Sustainable services overheads	326	350
Waste disposal	12,322	12,711
Street cleansing	8,360	8,296
Environmental education	511	516
Waste collection	5,767	5,971
Sustainable development strategies	1,410	1,367
Environmental health - hygiene services	268	254
Sustainable energy strategy	122	224
<b>Sustainable services</b>	<b>29,086</b>	<b>29,689</b>
Libraries	5,638	7,561
Leisure and wellbeing	4,127	4,978
Culture	1,609	2,017
Adult learning services	0	392
Culture, libraries, learning and leisure support	2,850	22
<b>Culture, libraries, learning and leisure</b>	<b>14,223</b>	<b>14,971</b>
<b>Total environment and housing</b>	<b>74,280</b>	<b>75,317</b>

## Cost centre group KA100

<b>Subjective analysis summary</b>	<b>2008/09 total budget £'000</b>	<b>2009/10 total budget £'000</b>
Agency Staff	1,866	1,904
Employees (excluding agency staff)	<u>46,908</u>	<u>47,025</u>
Employees	48,774	48,929
Property Costs	6,054	6,340
Transport	2,209	2,127
Equipment, Furniture & Materials	2,222	2,242
Catering	84	85
Clothing, Uniforms & Laundry	118	119
Services	3,448	3,488
Communications & Computing	1,046	1,026
Printing, Stationery & Office Expenses	499	504
Grants & Subscriptions	2,074	2,095
PFI & PPP Schemes	18,982	19,514
Miscellaneous	<u>172</u>	<u>741</u>
Supplies and Services	28,646	29,814
Third Party Payments	29,268	29,155
Support Services	10,964	11,423
Capital Charges	3,518	3,518
<b>Total Expenditure</b>	<b>129,432</b>	<b>131,305</b>
Government Grants	(3,311)	(3,319)
Other Grants & Contributions	(2,412)	(2,474)
Fees and Charges	(18,292)	(19,015)
Customer Receipts	(335)	(339)
Interest	(13)	(13)
External Contract Income	(775)	(782)
Deductions & Reimbursements	(11)	(12)
HRA Recharge	(16,917)	(16,935)
Other Recharges	(13,086)	(13,101)
Recharges	(30,003)	(30,036)
<b>Total Income</b>	<b>(55,152)</b>	<b>(55,989)</b>
<b>Net Expenditure</b>	<b>74,280</b>	<b>75,317</b>

## Movements

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	2008/09 net budget £'000	Inflation £'000	Commitments £'000	savings £'000
Services				
Public realm	14,201	233		(330)
Housing general fund	528	5		
Community safety and enforcement	15,812	229	50	(507)
Business support services	429	13		(5)
Sustainable services	29,086	757	100	(255)
Culture, libraries, learning and leisure	14,223	209	646	(108)
<b>Total</b>	<b>74,280</b>	<b>1,445</b>	<b>796</b>	<b>(1,205)</b>

### Explanation of movements

#### Inflation

The amount shown under inflation includes increased budget allocation for price increases above basic inflation for energy and contract prices.

#### Commitments and savings

The details of the commitments and savings are shown on the following service pages.

## Public realm

### Divisional summary

#### Description of division

The aim of the public realm division is to improve the borough's physical environment and create a public realm that is attractive for residents, businesses and visitors alike. Public realm is responsible for the investment in and the maintenance of Southwark's physical environment – controlling parking, footway and carriageway maintenance, close circuit television, tree maintenance, grounds maintenance, signage, projects, public lighting, management of abandoned vehicles, cemeteries and crematorium and south dock marina.

It also manages street markets, projects such as cleaner, greener, safer and supports area engagement.

#### Cost centre group KB200

<b>Services</b>	<b>2008/09 total budget £'000</b>	<b>2009/10 total budget £'000</b>
Public realm asset management	8,520	8,632
Parking and network management	(2,669)	(2,943)
Divisional management	920	934
Human resource services	422	431
Market services	(26)	(42)
Area management and engagement	389	397
Parks and open spaces	6,408	6,490
Cemeteries and crematoriums	(592)	(633)
Public realm projects	829	839
<b>Total public realm</b>	<b>14,201</b>	<b>14,104</b>

## Cost centre group KB200

<b>Subjective analysis summary</b>	<b>2008/09 total budget £'000</b>	<b>2009/10 total budget £'000</b>
Agency Staff	32	32
Employees (excluding agency staff)	<u>7,399</u>	<u>7,539</u>
Employees	7,431	7,571
Property Costs	3,272	3,458
Transport	181	152
Equipment, Furniture & Materials	166	168
Services	952	960
Communications & Computing	392	396
Printing, Stationery & Office Expenses	226	228
Grants & Subscriptions	301	306
Miscellaneous	<u>42</u>	<u>42</u>
Supplies and Services	2,079	2,100
Third Party Payments	13,415	13,596
Support Services	2,551	2,574
Capital Charges	2,772	2,772
<b>Total Expenditure</b>	<b>31,700</b>	<b>32,222</b>
Government Grants	(247)	(250)
Fees and Charges	(15,602)	(16,204)
Customer Receipts	(89)	(90)
Interest	(13)	(13)
Deductions & Reimbursements	(10)	(10)
HRA Recharge	(296)	(298)
Other Recharges	<u>(1,241)</u>	<u>(1,253)</u>
Recharges	(1,537)	(1,551)
<b>Total Income</b>	<b>(17,499)</b>	<b>(18,118)</b>
<b>Net Expenditure</b>	<b>14,201</b>	<b>14,104</b>

## Movements

	2008/09			2009/10	
	net budget £'000	Inflation £'000	Savings £'000	net budget £'000	
Services					
Public realm asset management	8,520	218	(106)	8,632	
Parking and network management	(2,669)	(62)	(213)	(2,943)	
Divisional management	920	16	(2)	934	
Human Resource services	422	9		431	
Market services	(26)	(17)		(42)	
Area management and engagement	389	7		397	
Parks and open spaces	6,408	85	(3)	6,490	
Cemeteries and crematoriums	(592)	(39)	(2)	(633)	
Public realm projects	829	14	(5)	839	
<b>Total movements</b>	<b>14,201</b>	<b>233</b>	<b>(330)</b>	<b>14,104</b>	

## Public realm asset management

### Description of service

Asset management has been established to consistently manage, maintain and deliver quality assets within the public realm. The unit is composed of:

- Street lighting
- Illuminated street furniture
- Close circuit television
- Non-illuminated street furniture
- Highway maintenance
- Winter maintenance
- Parks minor works
- Parking meter maintenance
- Insurance claims

Key Objectives for the coming year are:

- Create and maintain an inventory of public realm assets.
- Undertake conditional assessments of public realm assets.
- Manage the assets using a rolling works programme designed to maximise the benefit to the community.
- Adopt principles of sustainable development in all schemes including lifecycle costing where appropriate.

### Cost centre group KC210

<b>Subjective analysis summary</b>	<b>2008/09 total budget £'000</b>	<b>2009/10 total budget £'000</b>
Employees	1,134	1,156
Property Costs	945	1,043
Transport	55	50
Equipment, Furniture & Materials	10	10
Services	93	94
Communications & Computing	189	191
Miscellaneous	<u>6</u>	<u>6</u>
Supplies and Services	298	301
Third Party Payments	4,478	4,578
Support Services	270	273
Capital Charges	2,031	2,031
<b>Total Expenditure</b>	<b>9,213</b>	<b>9,431</b>
Fees and Charges	(392)	(495)
HRA Recharge	(296)	(298)
Other Recharges	<u>(5)</u>	<u>(5)</u>
Recharges	(301)	(304)
<b>Total Income</b>	<b>(693)</b>	<b>(799)</b>
<b>Net Expenditure</b>	<b>8,520</b>	<b>8,632</b>

## Explanation of budget

### Employees

The public realm asset management employee budget is based on an establishment of 60 full time equivalent's (FTE's).

### Third party payments

These consist of mainly payments to term contractor F. M. Conway.

### Capital charges

These are depreciation costs.

### HRA recharges

£296k includes the share of close circuit television cost recharge to housing.

<b>Movements</b>	<b>£'000</b>
<b>2008/9 net budget</b>	<b>8,520</b>
Inflation	218
Savings	(106)
<b>2009/10 net budget</b>	<b>8,632</b>

## Explanation of movements

### Inflation

Inflation includes £218k contract price increases for highways maintenance above normal retail price index (RPI) increase.

### Savings

Savings of £106k relate to additional advertising income.



## Parking and network management

### Description of service

Parking and network management has been established to integrate functions needed to remove abandoned vehicles, enforce parking violations and control the highway network. The unit is composed of:

- Parking policy
- Car parking zones
- On-street & estate enforcement
- Parking shop
- Abandoned vehicles
- Network management
- Highway licences
- South dock marina

Key objective for the coming year is:

- Implementation of the traffic management act 2004.

### Cost centre group KC220

<b>Subjective analysis summary</b>	<b>2008/09 total budget £'000</b>	<b>2009/10 total budget £'000</b>
Employees	1,031	1,051
Property Costs	670	690
Transport	18	6
Equipment, Furniture & Materials	26	26
Clothing, Uniforms & Laundry	1	1
Services	660	666
Communications & Computing	48	49
Printing, Stationery & Office Expenses	<u>79</u>	<u>80</u>
Supplies and Services	815	822
Third Party Payments	5,091	5,137
Support Services	1,157	1,168
Capital Charges	66	66
<b>Total Expenditure</b>	<b>8,849</b>	<b>8,940</b>
Fees and Charges	(11,505)	(11,870)
Other Recharges	<u>(13)</u>	<u>(13)</u>
Recharges	(13)	(13)
<b>Total Income</b>	<b>(11,517)</b>	<b>(11,883)</b>
<b>Net Expenditure</b>	<b>(2,669)</b>	<b>(2,943)</b>

## Explanation of budget

### Employees

The parking and network management employee budget is based on an FTE establishment of 51.

### Third party payments

These mainly consist of payments to term contractor Apcoa for parking enforcement.

### Support services

This budget is for service cost recharges for cashiers and departmental service cost recharges.

### Fees and charges

This income is from parking penalty charge notices, car parks and bailiff services.

<b>Movements</b>	<b>£'000</b>
<b>2008/9 net budget</b>	<b>(2,669)</b>
Inflation	(62)
Savings	(213)
<b>2009/10 net budget</b>	<b>(2,943)</b>

## Explanation of movements

### Inflation

Inflation is adjusted as income from parking fines is fixed by statute and therefore cannot be inflated.

### Savings

Savings of £213k relate to additional income from the early implementation of street and metalwork service payments (RinGo systems) and parking contract efficiencies.

## Divisional management

### Description of service

The core function of this team is to provide financial information to the head of service and business unit managers. The unit is responsible for the production of accounts and monitoring reports for the entire division together with the preparation of business plans, performance reports and the maintenance of key business systems such as quality assurance and environmental management systems. Additionally, the team assists in the establishment, implementation and review of key performance indicators and performance generally.

### Cost centre group KC260

<b>Subjective analysis summary</b>	<b>2008/09 total budget £'000</b>	<b>2009/10 total budget £'000</b>
Employees	655	668
Property Costs	82	84
Transport	2	0
Equipment, Furniture & Materials	25	25
Services	11	11
Communications & Computing	66	67
Printing, Stationery & Office Expenses	48	49
Miscellaneous	<u>14</u>	<u>14</u>
Supplies and Services	165	167
Third Party Payments	5	5
Support Services	119	120
Capital Charges	37	37
<b>Total Expenditure</b>	<b>1,066</b>	<b>1,082</b>
Fees and Charges	(22)	(22)
Other Recharges	<u>(124)</u>	<u>(125)</u>
Recharges	(124)	(125)
<b>Total Income</b>	<b>(146)</b>	<b>(147)</b>
<b>Net Expenditure</b>	<b>920</b>	<b>934</b>

### Explanation of budget

#### Employees

The divisional management employee budget is based on an establishment of 21 FTE's.

#### Support services

This budget is for service accommodation charges and for other service cost recharges.

#### Other recharges

These budgets are for the recovery of accommodation costs for 151 Walworth Road from the occupying business units.

<b>Movements</b>	<b>£'000</b>
<b>2008/9 net budget</b>	<b>920</b>
Inflation	16
Savings	(2)
<b>2009/10 net budget</b>	<b>934</b>

## Human resource services

### Description of service

Provision of departmental human resource services including payroll.

Cost centre group KC263

<b>Subjective analysis summary</b>	<b>2008/09 total budget £'000</b>	<b>2009/10 total budget £'000</b>
Employees	524	534
Transport	6	6
Printing, Stationery & Office Expenses	11	11
Miscellaneous	<u>14</u>	<u>14</u>
Supplies and Services	25	25
<b>Total Expenditure</b>	<b>555</b>	<b>565</b>
Deductions & Reimbursements	(4)	(4)
Other Recharges	<u>(130)</u>	<u>(131)</u>
Recharges	(130)	(131)
<b>Total Income</b>	<b>(133)</b>	<b>(134)</b>
<b>Net Expenditure</b>	<b>422</b>	<b>431</b>

### Explanation of budget

Employees

The human resource (HR) services employee budget is based on an establishment of 14 FTE's.

<b>Movements</b>	<b>£'000</b>
<b>2008/9 net budget</b>	<b>422</b>
Inflation	9
<b>2009/10 net budget</b>	<b>431</b>

## Market services

### Description of service

The task of the market services is to develop and sustain the street markets, regulate them, and deal with illegal trading.

Cost centre group KC264

<b>Subjective analysis summary</b>	<b>2008/09 total budget £'000</b>	<b>2009/10 total budget £'000</b>
Employees	458	467
Property Costs	103	106
Transport	20	20
Equipment, Furniture & Materials	16	16
Services	43	43
Communications & Computing	29	29
Miscellaneous	<u>8</u>	<u>9</u>
Supplies and Services	95	96
Third Party Payments	466	471
Support Services	150	152
<b>Total Expenditure</b>	<b>1,292</b>	<b>1,311</b>
Fees and Charges	(1,250)	(1,284)
Customer Receipts	(26)	(26)
Other Recharges	<u>(42)</u>	<u>(43)</u>
Recharges	(42)	(43)
<b>Total Income</b>	<b>(1,318)</b>	<b>(1,353)</b>
<b>Net Expenditure</b>	<b>(26)</b>	<b>(42)</b>

### Explanation of budget

#### Employees

The market services employee budget is based on an establishment of 9 FTE's.

#### Third party payments

This budget is for payments to cleaning and waste disposal contractors.

#### Fees and charges

This is income from permanent and casual traders in various street market locations in the borough.

<b>Movements</b>	<b>£'000</b>
<b>2008/9 net budget</b>	<b>(26)</b>
Inflation	(17)
<b>2009/10 net budget</b>	<b>(42)</b>

### Explanation of movements

#### Inflation

Inflation includes the increase in fee and charge income.

## Area management and engagement

### Description of service

This unit is responsible for supporting area management and area engagement initiatives to deliver strategic priorities such as safer and stronger communities and grants to various external organisations for environmental and ecology projects.

The group is responsible for a wide and varied range of functions:

- Area working
- Liveability action teams
- Visual audits
- Street leaders
- Area plans
- Cleaner, greener, safer consultation
- Street markets

Key objectives for the coming year are:

- Implementation of market's improvement plan
- Delivery of the cleaner, greener, safer programme

### Cost centre group KC265

<b>Subjective analysis summary</b>	<b>2008/09 total budget £'000</b>	<b>2009/10 total budget £'000</b>
Agency Staff	4	4
Employees (excluding agency staff)	<u>347</u>	<u>354</u>
Employees	351	357
Property Costs	3	3
Transport	1	1
Communications & Computing	11	11
Grants & Subscriptions	300	304
Miscellaneous	<u>7</u>	<u>7</u>
Supplies and Services	319	323
<b>Total Expenditure</b>	<b>673</b>	<b>684</b>
Government Grants	(247)	(250)
Other Recharges	<u>(37)</u>	<u>(37)</u>
Recharges	(37)	(37)
<b>Total Income</b>	<b>(284)</b>	<b>(287)</b>
<b>Net Expenditure</b>	<b>389</b>	<b>397</b>

### Explanation of budget

#### Employees

The area management and engagement employee budget is based on an establishment of 12 FTE's.

#### Grants & subscriptions

The unit pays out an average grant of £34.6k to eight voluntary organisations.

<b>Council voluntary sector grant aid programme 2009/10 includes</b>	<b>2009/10 funding proposals</b>
<b>Environment and housing - Environment ecology grants</b>	<b>£'000</b>
Centre for wildlife gardening	46,924
Groundwork Southwark & Lambeth	20,450
Surrey Docks Farm	62,822
Trust for Urban Ecology	38,262
Bankside Open Space Trust	46,013
Uganda AIDS Action Fund (UAAF)	15,849
Walworth Garden Farm	12,709
Pumphouse	60,972
<b>TOTAL</b>	<b>304,000</b>

<b>Movements</b>	<b>£'000</b>
<b>2008/9 net budget</b>	<b>389</b>
Inflation	7
<b>2009/10 net budget</b>	<b>397</b>

## Parks and open spaces

### Description of service

Parks and open spaces unit is concerned with providing and maintaining vibrant, safe and high quality parks and public spaces. It is responsible for the management and maintenance of the boroughs green and open spaces. This includes responsibility for:

- 130 Parks and open spaces.
- An integrated grounds maintenance contract.
- Ensuring that parks and open spaces meet the needs of the local community through community engagement activities.
- Arboriculture services across the public realm (i.e. parks, highways, estates etc).

Key objectives for the coming year are:

- 9 green flags (Southwark, Peckham Rye, Dulwich, Sunray, Bermondsey Spa, Paterson, Nunhead Cemetery, Russia Dock Woodland, Belair).
- Southwark in bloom and Dulwich in bloom.
- Successful procurement for arboricultural services contract.
- Burgess park transformation project.

### Cost centre group KC610

<b>Subjective analysis summary</b>	<b>2008/09 total budget £'000</b>	<b>2009/10 total budget £'000</b>
Agency Staff	28	29
Employees (excluding agency staff)	<u>1,969</u>	<u>2,006</u>
Employees	1,997	2,035
Property Costs	1,340	1,394
Transport	65	63
Equipment, Furniture & Materials	53	52
Services	25	26
Communications & Computing	25	25
Printing, Stationery & Office Expenses	65	65
Miscellaneous	<u>20</u>	<u>20</u>
Supplies and Services	187	188
Third Party Payments	3,342	3,372
Support Services	742	755
Capital Charges	508	502
<b>Total Expenditure</b>	<b>8,182</b>	<b>8,309</b>
Fees and Charges	(1,164)	(1,205)
Customer Receipts	(63)	(63)
Interest	(13)	(13)
Deductions & Reimbursements	(7)	(7)
Other Recharges	<u>(528)</u>	<u>(532)</u>
Recharges	(528)	(532)
<b>Total Income</b>	<b>(1,774)</b>	<b>(1,820)</b>
<b>Net Expenditure</b>	<b>6,408</b>	<b>6,490</b>



### Explanation of budget

#### Employees

The parks and open spaces employee budget is based on an establishment of 43 FTE's.

#### Property costs

This budget is for maintaining buildings, utility cost and business rates for parks, ground maintenance and tree maintenance.

#### Third party payments

These mainly consist of payments to term contractors Quadron Services Limited (ground maintenance contractors) and Gristwood and Tom (tree contractors).

#### Support services

This budget is for service cost recharges.

#### Fees and charges

Income is received from pitch bookings, rechargeable tree work and renting park properties.

<b>Movements</b>	<b>£'000</b>
<b>2008/9 net budget</b>	<b>6,408</b>
Inflation	85
Savings	(3)
<b>2009/10 net budget</b>	<b>6,490</b>

### Explanation of movements

#### Inflation

Inflation includes increase in utility charges above base inflation.

## Cemeteries and crematoriums

### Description of service

The aim of this service is to ensure that people who have died in Southwark can be buried or cremated here and that all funerals are organised and conducted in a dignified way.

The cemetery service is responsible for the following:

- Management of the council's major cemetery (Camberwell new cemetery) and the provision of plots for interment and associated operational services such as facilities for holding funeral services and monumental masonry.
- Maintenance of cemetery grounds.
- Management of burial records going back to 1840 and the provision of burial information to member of the public with reference to these records.

The crematorium service is responsible for the following:

- Management of the council's cremation service including the provision of facilities for holding funeral services and for the storage of remains.
- Management and maintenance of 2 cremators.

### Cost centre group KC640

<b>Subjective analysis summary</b>	<b>2008/09 total budget £'000</b>	<b>2009/10 total budget £'000</b>
Employees	460	469
Property Costs	129	138
Transport	2	0
Equipment, Furniture & Materials	32	33
Services	5	5
Communications & Computing	4	4
Printing, Stationery & Office Expenses	4	4
Miscellaneous	<u>1</u>	<u>1</u>
Supplies and Services	46	47
Third Party Payments	33	33
Support Services	6	0
Capital Charges	0	6
<b>Total Expenditure</b>	<b>675</b>	<b>692</b>
Fees and Charges	(1,267)	(1,324)
<b>Total Income</b>	<b>(1,267)</b>	<b>(1,324)</b>
<b>Net Expenditure</b>	<b>(592)</b>	<b>(633)</b>

**Explanation of budget**

## Employees

The cemeteries and crematoriums employee budget is based on an establishment of 21 FTE's.

## Fees and charges

The income is from cemetery burial fees and crematorium cremation fees.

<b>Movements</b>	<b>£'000</b>
<b>2008/9 net budget</b>	<b>(592)</b>
Inflation	(39)
Savings	(2)
<b>2009/10 net budget</b>	<b>(633)</b>

## Public realm projects

### Description of service

The public realm projects service is responsible for the implementation and management of all public realm projects. i.e. cleaner, greener and safer, transport and highways projects, that include traffic calming, resurfacing, cycle schemes and bus priority schemes.

Key objectives for the coming year are:

- Delivery of projects on time.
- Delivery of projects to specification.
- Delivery of projects within budget.

### Cost centre group KC620

<b>Subjective analysis summary</b>	<b>2008/09 total budget £'000</b>	<b>2009/10 total budget £'000</b>
Employees	819	835
Transport	11	6
Services	107	108
Communications & Computing	12	13
Miscellaneous	<u>10</u>	<u>10</u>
Supplies and Services	129	131
Support Services	106	107
Capital Charges	130	130
<b>Total Expenditure</b>	<b>1,196</b>	<b>1,209</b>
Fees and Charges	(3)	(3)
Other Recharges	<u>(363)</u>	<u>(367)</u>
Recharges	(363)	(367)
<b>Total Income</b>	<b>(367)</b>	<b>(370)</b>
<b>Net Expenditure</b>	<b>829</b>	<b>839</b>

### Explanation of budget

Employees

The public realm projects employee budget is based on an establishment of 34 FTE's.

<b>Movements</b>	<b>£'000</b>
<b>2008/9 net budget</b>	<b>829</b>
Inflation	14
Savings	(5)
<b>2009/10 net budget</b>	<b>839</b>

# Housing general fund

## Divisional summary

### Description of division

These are housing management related services that are funded from the general fund.

### Cost centre group KC251

<b>Subjective analysis summary</b>	<b>2008/09 total budget £'000</b>	<b>2009/10 total budget £'000</b>
Property Costs	147	148
Services	25	25
Grants & Subscriptions	<u>9</u>	<u>9</u>
Supplies and Services	34	35
Support Services	449	453
Capital Charges	18	18
<b>Total Expenditure</b>	<b>649</b>	<b>654</b>
Fees and Charges	(115)	(116)
Recharges	(5)	(6)
<b>Total Income</b>	<b>(120)</b>	<b>(121)</b>
<b>Net Expenditure</b>	<b>528</b>	<b>533</b>

<b>Movements</b>	<b>£'000</b>
<b>2008/9 net budget</b>	<b>528</b>
Inflation	5
<b>2009/10 net budget</b>	<b>533</b>

# Community safety and enforcement

## Divisional summary

### Description of division

This division consists of five main areas, namely:

**Community safety and enforcement** – A number of areas are included in this service, they are; trading standards, licensing, residential enforcements, pollution control, emergency planning and the Southwark anti-social behaviour unit (SASBU).

**Community wardens** – The objective of this service is to reduce crime and the fear of crime across the borough by providing a reassuring presence.

**Business and policy** - Analysts, finance, policy and strategy staff for the division.

**Enforcement and creative design** – This service deals with anti-social behaviour and environmental management issues with the aim of protecting and improving the local environment.

**Crime and drugs** – Crime and drugs is subdivided into 3 sub-groups:

- A) External funding – external grants are secured to fund work in this area, often by commissioning external organisations.
- B) Hate crimes and young people and drugs – this area works with organisations which tackle domestic violence, victims and perpetrators of hate crimes. Drug outreach and treatment programs for young people are also included.
- C) Programmes in relation to the safer Southwark partnership – this includes providing training for courses to deal with crime and drugs and alcohol projects.

### Cost centre group KB300

Services	2008/09 total budget £'000	2009/10 total budget £'000
Public protection	4,830	4,895
Community wardens	4,801	4,877
Business and policy unit	2,852	2,444
External funding grant projects	458	459
Enforcement and creative design	1,758	1,787
Young people and hate crimes	792	796
Crime and drugs	322	326
<b>Total community safety and enforcement</b>	<b>15,812</b>	<b>15,584</b>

## Cost centre group KB300

<b>Subjective analysis summary</b>	<b>2008/09 total budget £'000</b>	<b>2009/10 total budget £'000</b>
Agency Staff	196	
Employees (excluding agency staff)	<u>11,609</u>	
Employees	11,805	12,017
Property Costs	152	154
Transport	168	146
Equipment, Furniture & Materials	174	
Catering	12	
Clothing, Uniforms & Laundry	12	
Services	929	
Communications & Computing	215	
Printing, Stationery & Office Expenses	120	
Grants & Subscriptions	617	
Miscellaneous	<u>107</u>	
Supplies and Services	2,186	2,201
Third Party Payments	2,506	2,086
Support Services	2,123	2,142
Capital Charges	21	21
<b>Total Expenditure</b>	<b>18,962</b>	<b>18,768</b>
Government Grants	(78)	(79)
Fees and Charges	(955)	(968)
Customer Receipts	(150)	(151)
HRA Recharge	(1,688)	
Other Recharges	<u>(280)</u>	
Recharges	(1,968)	(1,986)
<b>Total Income</b>	<b>(3,150)</b>	<b>(3,184)</b>
<b>Net Expenditure</b>	<b>15,812</b>	<b>15,584</b>

<b>Movements</b>	<b>2008/09 net budget £'000</b>		<b>Inflation £'000</b>	<b>Commitments £'000</b>	<b>Savings £'000</b>	<b>2009/10 net budget £'000</b>
Public protection	4,830		89		(24)	4,895
Community wardens	4,801		86		(10)	4,877
Business and policy unit	2,852		15	50	(474)	2,444
External funding grant projects	458		1			459
Enforcement and creative design	1,758		28			1,787
Young people and hate crime	792		4			796
Crime and drugs	322		4			326
<b>Total movements</b>	<b>15,812</b>		<b>229</b>	<b>50</b>	<b>(507)</b>	<b>15,584</b>

## Public protection

### Description of service

This business unit is concerned with entertainment licences, trading standards, food, pollution, health and safety, Southwark anti-social behaviour unit (SASBU) and emergency planning and houses in multiple occupations.

Cost centre group KC240

<b>Subjective analysis summary</b>	<b>2008/09 total budget £'000</b>	<b>2009/10 total budget £'000</b>
Agency Staff	39	40
Employees (excluding agency staff)	<u>4,686</u>	<u>4,774</u>
Employees	4,726	4,815
Transport	82	59
Equipment, Furniture & Materials	75	76
Services	385	389
Communications & Computing	137	139
Printing, Stationery & Office Expenses	23	24
Miscellaneous	<u>39</u>	<u>39</u>
Supplies and Services	659	665
Third Party Payments	12	12
Support Services	861	869
Capital Charges	21	21
<b>Total Expenditure</b>	<b>6,362</b>	<b>6,442</b>
Government Grants	(63)	(64)
Fees and Charges	(451)	(455)
Customer Receipts	(50)	(50)
HRA Recharge	(852)	(860)
Other Recharges	<u>(116)</u>	<u>(117)</u>
Recharges	(968)	(978)
<b>Total Income</b>	<b>(1,533)</b>	<b>(1,547)</b>
<b>Net Expenditure</b>	<b>4,830</b>	<b>4,895</b>



### Explanation of budget

#### Employees

Total number of staff is 91.5 FTE's with an average cost of £52k per FTE.

#### Services

This budget mainly comprises legal fees incurred in the enforcement process.

#### Support services

These are the costs of equipping staff and agencies to deliver the service.

#### Fees and charges

These are generated from the issuing of licences to businesses across the borough.

#### HRA recharge

Recharges are made to the housing revenue account (HRA) for the anti social behaviour unit on housing estates.

<b>Movements</b>	<b>£'000</b>
<b>2008/9 net budget</b>	<b>4,830</b>
Inflation	89
Savings	(24)
<b>2009/10 net budget</b>	<b>4,895</b>

### Explanation of movements

#### Savings

Savings relate to funding from the fire brigade service for an arson officer post.

## Community wardens

### Description of service

The main objective of the community warden scheme is to reduce crime and fear of crime across the borough.

### Cost centre group KC270

<b>Subjective analysis summary</b>	<b>2008/09 total budget £'000</b>	<b>2009/10 total budget £'000</b>
Agency Staff	40	41
Employees (excluding agency staff)	<u>4,441</u>	<u>4,514</u>
Employees	4,481	4,554
Property Costs	132	133
Transport	29	29
Equipment, Furniture & Materials	15	15
Services	304	307
Communications & Computing	54	55
Printing, Stationery & Office Expenses	39	40
Miscellaneous	<u>5</u>	<u>5</u>
Supplies and Services	417	421
Support Services	842	849
<b>Total Expenditure</b>	<b>5,900</b>	<b>5,986</b>
Customer Receipts	(100)	(101)
HRA Recharge	(836)	(843)
Other Recharges	<u>(164)</u>	<u>(165)</u>
Recharges	(999)	(1,008)
<b>Total Income</b>	<b>(1,099)</b>	<b>(1,109)</b>
<b>Net Expenditure</b>	<b>4,801</b>	<b>4,877</b>

### Explanation of budget

#### Employees

Total number of staff is 120 FTE's with an average cost of £38k per FTE.

#### Support services

These are recharges for support services and internal recharges.

#### HRA recharge

Wardens recharge the HRA for their work on estates to provide a reassuring presence to the tenants, help reduce crime and the fear of crime.

<b>Movements</b>	<b>£'000</b>
<b>2008/9 net budget</b>	<b>4,801</b>
Inflation	86
Savings	(10)
<b>2009/10 net budget</b>	<b>4,877</b>

### **Explanation of movements**

#### Savings

Savings to be gained on previous leased vehicle expenditure by wardens using bicycles instead of motor vehicles for patrolling the borough.

## Business and policy unit

### Description of service

This unit encompasses the analysts, finance and policy / strategy staff. The unit is primarily a support department for the other business units of the division.

### Cost centre group KC310

<b>Subjective analysis summary</b>	<b>2008/09 total budget £'000</b>	<b>2009/10 total budget £'000</b>
Agency Staff	104	106
Employees (excluding agency staff)	<u>593</u>	<u>604</u>
Employees	697	711
Property Costs	19	19
Transport	2	2
Equipment, Furniture & Materials	19	19
Services	48	49
Communications & Computing	17	17
Printing, Stationery & Office Expenses	47	48
Miscellaneous	<u>7</u>	<u>7</u>
Supplies and Services	138	140
Third Party Payments	1,937	1,513
Support Services	74	74
<b>Total Expenditure</b>	<b>2,867</b>	<b>2,459</b>
Government Grants	(15)	(15)
<b>Total Income</b>	<b>(15)</b>	<b>(15)</b>
<b>Net Expenditure</b>	<b>2,852</b>	<b>2,444</b>

### Explanation of budget

#### Employees

Total number of staff is 14 FTE's with an average cost of £41k per FTE.

#### Third party payments

£1.5 million of working neighbourhood grant is distributed to voluntary organisations, external partner organisations and council run services as part of the local area agreement. The total allocation for 2009/10 includes:

Programme	Supplier	Funding
Southwark Community Games	Council- Tim Hetherington	210,000
Youth Inclusion Programme- SCG	YOT	160,000
WNF Innovation Fund	TBC	1,000
Programme Management	Council	39,500
GATES (VSS)	Victim Support Southwark	30,000
Community reparation	YOT	132,000
Apprentiships	Council	30,000
mediation and transformation	VSO	50,000
Victim Support Intensive Intervention Violent Crime	Victim Support Southwark	40,000
Serious Violence Advocacy	VSO	72,500
Tackling underage sales	Trading standards	40,000
Intensive intervention Camberwell (RAW)	In-Volve	30,000
Gangs disruption team	YOT	250,000
SAFE accommodation (SERVE)	TBC	30,000
YIP in Peckham Kickstart	Kickstart	80,000
Operational HAMROW	Met police	100,000
SOS St Giles	St Giles	80,000
Diamond Initiative	TBC	50,000
Reducing Reoffending Strategy	Council	1,000
Reducing Reoffending- Prison Link Services	Council	130,000
Youth PPO	YOT	130,000
Adult PPO	YOT	60,000
Bede House LGBT service	Bede House	50,000
Bede IDVA	Bede House	44,000
<b>Total</b>		<b>1,840,000</b>

<b>Movements</b>	<b>£'000</b>
<b>2008/9 net budget</b>	<b>2,852</b>
Inflation	15
Commitments	50
Savings	(474)
<b>2009/10 net budget</b>	<b>2,444</b>

### Explanation of movements

#### Commitments

The commitment of £50k is capital funding from the safer and stronger communities fund (SSCF) for pedal cycle warden patrols.

#### Savings

These are from a structural review of the division.

## External funding grant projects

### Description of service

This service secures external grants to fund and manage projects and programmes in relation to the crime and drugs agenda by commissioning external organisations.

Cost centre group KC320

<b>Subjective analysis summary</b>	<b>2008/09 total budget £'000</b>	<b>2009/10 total budget £'000</b>
Employees	38	39
Grants & Subscriptions	<u>50</u>	<u>50</u>
Supplies and Services	50	50
Third Party Payments	370	371
<b>Total Expenditure</b>	<b>458</b>	<b>459</b>
<b>Net Expenditure</b>	<b>458</b>	<b>459</b>

### Explanation of budget

#### Employees

The external grant funding employee budget is based on an establishment of 1 FTE.

#### Grants and subscriptions

The community safety division works in partnership with many third sector and community organisations, the Metropolitan Police and other council departments to deliver central and local government agendas on crime, drugs, violence and gangs. Southwark's contribution to the partnership may take the form of providing manpower, accommodation and grant funding.

#### Third party payment

£371k of working neighbourhood grant is distributed to voluntary organisations, external partner organisations and council services as part of the local area agreement funding. The total allocation for 2009-10 includes:

<b>Programme</b>	<b>Supplier</b>	<b>Funding</b>
Southwark Community Games	Council- Tim Hetherington	210,000
Youth Inclusion Programme- SCG	YOT	160,000
WNF Innovation Fund	TBC	1,000
Programme Management	Council	39,500
GATES (VSS)	Victim Support Southwark	30,000
Community reparation	YOT	132,000
Apprentiships	Council	30,000
mediation and transformation	VSO	50,000
Victim Support Intensive Intervention Violent Crime	Victim Support Southwark	40,000
Serious Violence Advocacy	VSO	72,500
Tackling underage sales	Trading standards	40,000
Intensive intervention Camberwell (RAW)	In-Volve	30,000
Gangs disruption team	YOT	250,000
SAFE accommodation (SERVE)	TBC	30,000
YIP in Peckham Kickstart	Kickstart	80,000
Operational HAMROW	Met police	100,000
SOS St Giles	St Giles	80,000
Diamond Initiative	TBC	50,000
Reducing Reoffending Strategy	Council	1,000
Reducing Reoffending- Prison Link Services	Council	130,000
Youth PPO	YOT	130,000
Adult PPO	YOT	60,000
Bede House LGBT service	Bede House	50,000
Bede IDVA	Bede House	44,000
<b>Total</b>		<b>1,840,000</b>

<b>Movements</b>	<b>£'000</b>
<b>2008/9 net budget</b>	<b>458</b>
Inflation	1
<b>2009/10 net budget</b>	<b>459</b>

## Enforcement and creative design

### Description of service

The enforcement team focuses mainly on anti-social behaviour and environmental management issues with the aim of protecting and improving the local environment. The service operates on many wide ranging fronts – for example, litter, illegally dumped waste (on both private and public property), graffiti, illegal street trading, 'cars for sale' on the highway, the enforcement of highway skip licenses, and all part 9 offences under the highways act 1980 with the objective of improving and sustaining the level of cleanliness across the borough, as well as promoting community safety.

### Cost centre group KC330

<b>Subjective analysis summary</b>	<b>2008/09 total budget £'000</b>	<b>2009/10 total budget £'000</b>
Employees	1,632	1,663
Property Costs	1	1
Transport	55	56
Equipment, Furniture & Materials	52	52
Services	113	114
Miscellaneous	<u>7</u>	<u>7</u>
Supplies and Services	171	173
Third Party Payments	74	74
Support Services	325	328
<b>Total Expenditure</b>	<b>2,258</b>	<b>2,295</b>
Fees and Charges	(500)	(508)
<b>Total Income</b>	<b>(500)</b>	<b>(508)</b>
<b>Net Expenditure</b>	<b>1,758</b>	<b>1,787</b>

### Explanation of budget

#### Employees

Total number of staff is 39 FTE's with an average cost of £42k.

#### Fees and charges

This represents income from the issue of fixed penalty notices for various offences, and for the issue of skip licences.

<b>Movements</b>	<b>£'000</b>
<b>2008/9 net budget</b>	<b>1,758</b>
Inflation	28
<b>2009/10 net budget</b>	<b>1,787</b>



## Young people and hate crime

### Description of service

This service manages projects and programmes in relation to hate crimes and the young people and drugs agenda through commissioned external organisations.

### Cost centre group KC340

<b>Subjective analysis summary</b>	<b>2008/09 total budget £'000</b>	<b>2009/10 total budget £'000</b>
Employees	174	177
Equipment, Furniture & Materials	11	12
Services	57	58
Grants & Subscriptions	463	463
Miscellaneous	<u>72</u>	<u>72</u>
Supplies and Services	603	605
Third Party Payments	14	14
<b>Total Expenditure</b>	<b>792</b>	<b>796</b>
<b>Net Expenditure</b>	<b>792</b>	<b>796</b>

### Explanation of budget

#### Employees

Total number of staff is 5 FTE's with an average cost of £35k.

#### Grants and subscriptions

The grants are given for work with the local primary care trusts (PCT) and other organisations treating young people who are dealing with drug issues and for work with domestic violence refugees.

<b>Movements</b>	<b>£'000</b>
<b>2008/9 net budget</b>	<b>792</b>
Inflation	4
<b>2009/10 net budget</b>	<b>796</b>

## Crime and drugs

### Description of service

This service manages projects and programmes in relation to the safer Southwark partnership. The training courses are run to raise awareness amongst staff and other front line workers, and the alcohol programmes.

Cost centre group KD322

<b>Subjective analysis summary</b>	<b>2008/09 total budget £'000</b>	<b>2009/10 total budget £'000</b>
Agency Staff	13	13
Employees (excluding agency staff)	<u>44</u>	<u>45</u>
Employees	57	58
Property Costs	1	1
Services	22	22
Printing, Stationery & Office Expenses	11	11
Grants & Subscriptions	99	100
Miscellaneous	<u>15</u>	<u>16</u>
Supplies and Services	147	148
Third Party Payments	100	101
Support Services	21	22
<b>Total Expenditure</b>	<b>326</b>	<b>330</b>
Fees and Charges	(4)	(4)
<b>Total Income</b>	<b>(4)</b>	<b>(4)</b>
<b>Net Expenditure</b>	<b>322</b>	<b>326</b>

### Explanation of budget

Employees

The crime and drugs employee budget is based on an establishment of 1 FTE.

Grants and subscriptions

This is funding for mediation services and violence reduction organisations.

Third party payments

This is funding for voluntary sector organisations like St Mungo's and Trainers.

<b>Movements</b>	<b>£'000</b>
<b>2008/9 net budget</b>	<b>322</b>
Inflation	4
<b>2009/10 net budget</b>	<b>326</b>

## Business support services

### Divisional summary

#### Description of division

Provides a business group function for environment and housing staff covering the following areas; director's office, procurement, quality and performance monitoring and financial support and consolidation.

Cost centre group KB400

<b>Subjective analysis summary</b>	<b>2008/09 total budget £'000</b>	<b>2009/10 total budget £'000</b>
Employees	999	1,018
Property Costs	5	5
Transport	17	14
Equipment, Furniture & Materials	16	16
Catering	33	34
Services	121	123
Communications & Computing	59	59
Printing, Stationery & Office Expenses	13	13
Grants & Subscriptions	<u>4</u>	<u>4</u>
Supplies and Services	247	248
Third Party Payments	152	150
Support Services	287	290
Capital Charges	3	3
<b>Total Expenditure</b>	<b>1,709</b>	<b>1,726</b>
Deductions & Reimbursements	(1)	(1)
Other Recharges	<u>(1,279)</u>	<u>(1,288)</u>
Recharges	(1,279)	(1,288)
<b>Total Income</b>	<b>(1,280)</b>	<b>(1,289)</b>
<b>Net Expenditure</b>	<b>429</b>	<b>437</b>

#### Explanation of budget

Employees

Total number of staff is 23 FTE's (excluding Housing HRA funded staff) with an average employee cost of £44k.

The majority of these business support costs are recharged across service areas

<b>Movements</b>	<b>£'000</b>
<b>2008/9 net budget</b>	<b>429</b>
Inflation	13
Savings	(5)
<b>2009/10 net budget</b>	<b>437</b>

### **Explanation of movements**

#### Savings

Efficiency savings of £5k are expected from the modernisation and accommodation strategies.

## Sustainable services

### Divisional summary

#### Description of division

The sustainable services division is responsible for delivering Southwark's sustainability function – refuse, recycling, street cleansing, pest control, public conveniences, energy and sustainable education. It is also responsible for monitoring the council's corporate sustainability agenda and manages the council's vehicle fleet and car leasing schemes for eligible staff.

The division is responsible for the collection of domestic waste from over 120,000 properties, recycling from 85,000 properties, cleaning of the borough's roads, housing estates and open spaces and disposal of over 110,000 tonnes of municipal waste each year.

#### Cost centre group KB500

<b>Services</b>	<b>2008/09 total budget £'000</b>	<b>2009/10 total budget £'000</b>
Sustainable services overheads	326	350
Waste disposal	12,322	12,711
Street cleansing	8,360	8,296
Environmental education	511	516
Waste collection	5,767	5,971
Sustainable development strategies	1,410	1,367
Environmental health - hygiene services	268	254
Sustainable energy strategy	122	224
<b>Total sustainable services</b>	<b>29,086</b>	<b>29,689</b>

## Cost centre group KB500

<b>Subjective analysis summary</b>	<b>2008/09 total budget £'000</b>	<b>2009/10 total budget £'000</b>
Agency Staff	1,494	1,524
Employees (excluding agency staff)	<u>19,103</u>	<u>18,706</u>
Employees	20,597	20,229
Property Costs	1,013	1,038
Transport	1,727	1,698
Equipment, Furniture & Materials	991	1,000
Catering	24	24
Clothing, Uniforms & Laundry	79	79
Services	591	597
Communications & Computing	36	36
Printing, Stationery & Office Expenses	33	33
PFI & PPP Schemes	18,982	19,514
Miscellaneous	<u>4</u>	<u>4</u>
Supplies and Services	20,740	21,288
Third Party Payments	10,797	10,904
Support Services	2,888	2,908
Capital Charges	67	67
<b>Total Expenditure</b>	<b>57,829</b>	<b>58,133</b>
Government Grants	(2,776)	(2,776)
Fees and Charges	(764)	(840)
External Contract Income	(775)	(782)
HRA Recharge	(14,933)	(14,933)
Other Recharges	<u>(9,495)</u>	<u>(9,113)</u>
Recharges	(24,428)	(24,046)
<b>Total Income</b>	<b>(28,743)</b>	<b>(28,445)</b>
<b>Net Expenditure</b>	<b>29,086</b>	<b>29,689</b>

## Movements

	2008/09		2009/10		2009/10 net budget £'000
	net budget £'000	Inflation £'000	Commitments £'000	Savings £'000	
Services					
Sustainable services overheads	326	25			350
Waste disposal	12,322	389			12,711
Street cleansing	8,360	75		(140)	8,296
Environmental education	511	8		(3)	516
Waste collection	5,767	204			5,971
Sustainable development strategies	1,410	17		(61)	1,367
Environmental health - hygiene services	268	37		(50)	254
Sustainable energy strategy	122	3	100	(1)	224
<b>Total movements</b>	<b>29,086</b>	<b>757</b>	<b>100</b>	<b>(255)</b>	<b>29,689</b>

## Sustainable services overheads

### Description of service

Management of the division's corporate responsibilities and remit and stewardship of the council's resources to ensure appropriate administration of the division's financial affairs. This service also includes the management and maintenance of operational depots ensuring health and safety compliance and the control of office supplies.

### Cost centre group KC500

<b>Subjective analysis summary</b>	<b>2008/09 total budget £'000</b>	<b>2009/10 total budget £'000</b>
Employees	919	937
Property Costs	185	200
Transport	4	4
Equipment, Furniture & Materials	25	25
Catering	16	16
Communications & Computing	20	20
Printing, Stationery & Office Expenses	18	18
Miscellaneous	<u>2</u>	<u>2</u>
Supplies and Services	81	82
Support Services	297	299
Capital Charges	56	56
<b>Total Expenditure</b>	<b>1,543</b>	<b>1,579</b>
Recharges	(1,218)	(1,229)
<b>Total Income</b>	<b>(1,218)</b>	<b>(1,229)</b>
<b>Net Expenditure</b>	<b>326</b>	<b>350</b>

### Explanation of budget

#### Employees

The unit has 11 FTE budgeted posts.

#### Recharges

This income is from the apportionment of divisional overheads to each service area within the division to ensure that individual service budgets reflect their total cost inclusive of support costs.

<b>Movements</b>	<b>£'000</b>
<b>2008/9 net budget</b>	<b>326</b>
Inflation	25
<b>2009/10 net budget</b>	<b>350</b>

## Waste disposal

### Description of service

The council is a statutory waste disposal authority under the environmental protection act 1990 and has a statutory duty for managing the controlled disposal of over 120,000 tonnes of waste per annum from households, commercial premises and street cleansing activities. In addition, the council is required to provide a civic amenity facility where residents can dispose of bulky household waste free of charge.

The service is incorporated within the council's integrated waste management solutions programme, a 25 year waste private finance initiative (PFI) contract in partnership with Veolia, the UK's waste management market leader. It is designed to deliver the councils waste strategy targets of 50% recycling and 75% diversion of waste from landfill by 2020 and includes the construction of a purpose built state of the art waste and recycling facility.

### Cost centre group KC501

<b>Subjective analysis summary</b>	<b>2008/09 total budget £'000</b>	<b>2009/10 total budget £'000</b>
PFI & PPP Schemes	<u>12,340</u>	<u>12,686</u>
Supplies and Services	12,340	12,686
Third Party Payments	1,459	1,499
Support Services	482	486
Capital Charges	9	9
<b>Total Expenditure</b>	<b>14,290</b>	<b>14,681</b>
Government Grants	(1,777)	(1,777)
Fees and Charges	(190)	(192)
<b>Total Income</b>	<b>(1,967)</b>	<b>(1,969)</b>
<b>Net Expenditure</b>	<b>12,322</b>	<b>12,711</b>



## Explanation of budget

### Private Finance Initiative (PFI) and Private Public Partnership (PPP) schemes

The PFI/PPP payments cover the council's annual unitary charge (service payment) for the waste PFI contract. The unitary charge is designed to recover the contractor's costs (construction, service, operations, financing, insurance and other project incidentals) to the contract partner (Veolia Environmental Services) over a 25 year period.

### Third party payments

The budget covers the long term costs of the waste PFI contract. It is designed to ensure that the council is able to meet the 25 year life cycle cost of the contract and guarantees ownership of the new waste facility at the end of the contract term. This amount is an adjustment made to the unitary charge in the early years of the contract where the planned waste facilities have not come into operation. It is a mechanism for building up resources to fund the later years of the contract.

### Support services

The budget represents management and support services costs (divisional and corporate) which have been apportioned to the service. The amount includes the costs of human resources management, financial management, information technology services and other corporate support services.

### Government grants

The council has an approved government credit for the waste PFI. This translates into an annual grant of £1.77million for the disposal element of the contract.

### Fees and charges

The council recharges all commercial entities using the facilities at Manor Place Depot. The fee is designed to recover cost of disposal including landfill tax (£40 per tonne).

<b>Movements</b>	<b>£'000</b>
<b>2008/9 net budget</b>	<b>12,322</b>
Inflation	389
<b>2009/10 net budget</b>	<b>12,711</b>

## Explanation of movements

### Inflation

Inflation includes a contract price increase above base inflation. Waste PFI contract uses the retail price index (RPIX) for its annual price variations.

## Street cleansing

### Description of service

Southwark council is a 'principal litter authority' by virtue of section 89 of the environmental protection act 1990 (EPA) and as such is required to keep its land clear of litter and refuse. This service is responsible for the sweeping and grounds maintenance of approximately 353km of public highway, sites adjacent to the highway, emptying of litter bins and removal of graffiti.

The current service is designed to meet the council's timescale obligations as stated in the code of practice for litter and refuse. The cleansing schedules are mainly between 8am and 6pm and are structured to ensure that the council meets its duty to keep relevant land and highways clear of litter and refuse. It also runs a number of night sweeping teams to ensure that, standards in high intensity areas (e.g. Borough High Street, Elephant & Castle, Camberwell Green) which fall to an unacceptable level during the evening are restored to the required standard by 8am or earlier. The service is delivered on the basis of single barrow beats with mechanical sweepers and bag collections teams in support.

### Cost centre group KC502

<b>Subjective analysis summary</b>	<b>2008/09 total budget £'000</b>	<b>2009/10 total budget £'000</b>
Property Costs	318	320
Equipment, Furniture & Materials	<u>137</u>	<u>139</u>
Supplies and Services	137	139
Third Party Payments	7,550	7,478
Support Services	356	359
<b>Total Expenditure</b>	<b>8,360</b>	<b>8,296</b>
<b>Net Expenditure</b>	<b>8,360</b>	<b>8,296</b>

### Explanation of budget

Property costs

This budget covers the following items:

- Contract costs for the grounds maintenance operations on highways.
- Rent and service charges for two units at Sandgate estate depot which is used as a base for cleansing operations.

Third party payments

The budget covers the costs of the council's street cleansing operations. The service is provided by Southwark hygiene services.

<b>Movements</b>	<b>£'000</b>
<b>2008/9 net budget</b>	<b>8,360</b>
Inflation	75
Savings	(140)
<b>2009/10 net budget</b>	<b>8,296</b>

### Explanation of movements

Savings

£140k efficiency savings to be achieved through a reduction in fly tipping operations.

## Environmental education

### Description of service

The sustainable learning team has responsibility for raising the awareness and understanding of the importance of sustainable development. The team supports the development of the education programme, delivers and encourages engagement and involvement in functions on climate change, energy and waste and sustainable development. The team also develops and monitors funding streams relevant to the service area and reduces waste arising through the promotion of waste minimisation and sustainable practices.

The team has a range of initiatives in schools aimed at helping to raise standards. It spearheads the delivery of the annual citizenship campaign to all children in schools, concentrating on the importance of recycling and care for the local environment. The team visits all schools at least once a year and currently over 95% of schools actively undertake recycling. Southwark is the lead borough in London for the greater London authority (GLA) sponsored London schools environmental education programme and is the only London borough to extend the programme to all age groups.

### Cost centre group KC504

<b>Subjective analysis summary</b>	<b>2008/09 total budget £'000</b>	<b>2009/10 total budget £'000</b>
Employees	305	311
Property Costs	6	6
Transport	14	11
Equipment, Furniture & Materials	25	25
Services	26	27
Printing, Stationery & Office Expenses	<u>13</u>	<u>13</u>
Supplies and Services	64	64
Third Party Payments	3	3
Support Services	120	121
<b>Total Expenditure</b>	<b>511</b>	<b>516</b>
<b>Net Expenditure</b>	<b>511</b>	<b>516</b>

### Explanation of budget

#### Employees

The unit has 8 FTE budgeted posts. The average employee cost, including oncosts and other staff related costs is £39k.

<b>Movements</b>	<b>£'000</b>
<b>2008/9 net budget</b>	<b>511</b>
Inflation	8
Savings	(3)
<b>2009/10 net budget</b>	<b>516</b>

### Explanation of movements

#### Savings

£3k efficiency savings to be achieved via a reduction in transport costs following the adoption of modern ways of working.

## Waste collection

### Description of service

The council is a waste collection authority (WCA) by virtue of the environmental protection act (EPA) s30 (3) and therefore has responsibility for:

- The collection of all household waste in its area and, if requested, the collection of commercial waste (s45).
- The delivery for disposal of all waste collected by the authority to a place as the waste disposal authority directs - s48(1).
- The preparation of plans for recycling of household and commercial waste (s49).

The household waste collection contract is part of the 25 year waste PFI contract (integrated waste management solutions programme) in partnership with Veolia Environmental Services UK. The service collects waste and recyclables from approximately 123,000 residential properties.

### Cost centre group KC505

<b>Subjective analysis summary</b>	<b>2008/09 total budget £'000</b>	<b>2009/10 total budget £'000</b>
Employees	11	11
PFI & PPP Schemes	<u>6,642</u>	<u>6,828</u>
Supplies and Services	6,642	6,828
Third Party Payments	1,190	1,224
Support Services	502	507
<b>Total Expenditure</b>	<b>8,346</b>	<b>8,570</b>
Government Grants	(999)	(999)
Fees and Charges	(161)	(178)
External Contract Income	(314)	(317)
HRA Recharge	<u>(1,105)</u>	<u>(1,105)</u>
Recharges	(1,105)	(1,105)
<b>Total Income</b>	<b>(2,579)</b>	<b>(2,599)</b>
<b>Net Expenditure</b>	<b>5,767</b>	<b>5,971</b>

## Explanation of budget

### Private Finance Initiative (PFI) and Private Public Partnership (PPP) schemes

These payments cover the council's annual unitary charge (service payment) for the waste PFI contract. The unitary charge over the term of the contract allows the contractor to recover their costs.

### Third party payments

The budget covers the long term costs of the waste private finance initiative (PFI) contract. It is designed to ensure that the council is able to meet the 25 year life cycle cost of the contract and ensure ownership of the new waste facility.

### Support services

The budget represents management and support services costs (divisional and corporate) which have been apportioned to the service. The amount includes the costs of human resources management, financial management, information technology services and other corporate support services.

### Government grants

The council has an approved government credit for the waste PFI. This translates into an annual grant of £999K for the refuse collection element of the contract.

### External contract income

The unit provides a refuse container hire service to housing management agents, and provides rechargeable household collections to a number of organisations (Statutory Instrument 1992 No. 588, the Controlled Waste Regulations 1992, Schedule 2 regulation 4). The charge thus applied would be purely the estimated cost of collection only as disposal of household waste is free. Such premises include

- Residential hostels / homes
- Universities, schools or other educational establishments
- Premises occupied by a charity and wholly or mainly used for charitable purposes

### HRA recharge

The unit recharges the HRA for the hire of refuse containers, supply and delivery of refuse sacks and for special collections over and above the standard weekly refuse collection. The annual recharge for these services is £1.1million.

<b>Movements</b>	<b>£'000</b>
<b>2008/9 net budget</b>	<b>5,767</b>
Inflation	204
<b>2009/10 net budget</b>	<b>5,971</b>

## Explanation of movements

### Inflation

Inflation includes £149k contract price increases above base inflation.

## Sustainable development strategies

### Description of service

The waste PFI client team manages and monitors the council's waste PFI contract (waste/recycling collections and disposal) including the reuse and recycling site. It ensures regulatory compliance in respect of waste related activities. The team produces and monitors the authority's waste strategy.

Veolia (the PFI partner) will provide Southwark with a fully integrated and sustainable waste service. This includes the construction of a purpose built state of the art waste and recycling facility on the Old Kent road. The council's ambition is to have the highest recycling rate of any urban authority in the UK. Recycling rates have already quadrupled in the last five years.

### Cost centre group KC506

<b>Subjective analysis summary</b>	<b>2008/09 total budget £'000</b>	<b>2009/10 total budget £'000</b>
Employees (excluding agency staff)	<u>468</u>	<u>417</u>
Employees	468	417
Property Costs	95	96
Transport	8	7
Services	565	570
Communications & Computing	<u>4</u>	<u>4</u>
Supplies and Services	569	574
Third Party Payments	25	25
Support Services	245	248
<b>Total Expenditure</b>	<b>1,410</b>	<b>1,367</b>
<b>Net Expenditure</b>	<b>1,410</b>	<b>1,367</b>

## Explanation of budget

### Employees

The unit has 9 FTE budgeted posts. The average employee cost, including oncosts and other staff related costs is £46k.

### Supplies and services

The supplies and services budgets are set to cover the costs of specialist technical, legal and financial expertise on the council's 25 year waste PFI programme. The firms currently working with the council are experienced in the preparation and delivery of PFI schemes and are well placed to advise the council in achieving its objectives. The main focus over the next 2 years will be on the construction of the Old Kent road facility. Site remediation works are well underway and expected to be completed.

### Third party payments

This budget covers a grant paid to the community recycling in Southwark partnership (CRISP) for the "OFFERS" project. The project is aimed at contributing to the aims and objectives of the GLA waste recycling strategy as well as Southwark's waste minimisation action plans. The scheme increases the life cycle of office furniture/fittings/equipment and by that reduces energy consumption and environmental pollution attached to office furniture manufacturing by up to 50%. It accepts all office furniture, such as desks, bookshelves and chairs as part of their offers project.

### Support services

The budget represents management and support services costs (divisional and corporate) which have been apportioned to the service. The amount includes the costs of human resources management, financial management, information technology services and other corporate support services.

<b>Movements</b>	<b>£'000</b>
<b>2008/9 net budget</b>	<b>1,410</b>
Inflation	17
Savings	(61)
<b>2009/10 net budget</b>	<b>1,367</b>

## Explanation of movements

### Savings

Reduction in fleet service operational costs following the takeover of the refuse collection service fleet by veolia environmental services.

## Environmental health - hygiene services

### Description of service

The hygiene services business unit integrates the roles and processes required to deliver effective and sustainable cleansing, grounds maintenance, pest control and toilet provision across the council.

The business consists of three sections:

- Southwark cleaning - responsible for cleaning and maintaining a high standard of cleanliness in all internal and external communal areas, grass cutting and shrub pruning in communal areas and other grounds related seasonal work as appropriate on all council housing estates
- Southwark pest management - eradication of pest problems in residential and commercial properties
- Public conveniences - management of the maintenance and cleaning of all public conveniences across the borough.

### Cost centre group KC515

<b>Subjective analysis summary</b>	<b>2008/09 total budget £'000</b>	<b>2009/10 total budget £'000</b>
Agency Staff	1,494	1,524
Employees (excluding agency staff)	<u>17,209</u>	<u>16,837</u>
Employees	18,703	18,360
Property Costs	400	407
Transport	1,700	1,675
Equipment, Furniture & Materials	798	806
Catering	8	8
Clothing, Uniforms & Laundry	78	78
Communications & Computing	<u>12</u>	<u>12</u>
Supplies and Services	896	904
Third Party Payments	571	576
Support Services	885	888
Capital Charges	2	2
<b>Total Expenditure</b>	<b>23,157</b>	<b>22,811</b>
Fees and Charges	(407)	(465)
External Contract Income	(461)	(465)
HRA Recharge	(13,743)	(13,743)
Other Recharges	<u>(8,278)</u>	<u>(7,885)</u>
Recharges	(22,021)	(21,628)
<b>Total Income</b>	<b>(22,889)</b>	<b>(22,557)</b>
<b>Net Expenditure</b>	<b>268</b>	<b>254</b>



## Explanation of budget

### Employees

The unit has 805 FTE budgeted posts. The average employee cost, including oncosts and other staff related costs is £22.8k. The 805 budgeted posts include 105 agency staff. The use of agency staff is essential to the efficient and smooth running of the service.

### Property costs

The property budget covers the operational costs of Sandgate estate depot. It includes the rent and service charges payable to property division, utility costs and business rates.

### Transport

This budget covers the hire and running costs (fuel, repairs and maintenance) of the vehicles for cleaning, grounds maintenance and pest control operations. These services utilise approximately 132 vehicles in their daily operations.

### Supplies and services

This budget covers the direct operational costs (cleaning supplies) of the divisions cleaning services.

### Third party payments

The budget covers subcontracted work of Southwark cleaning services (chute clearances, window cleaning and refuse bin cleaning on housing estates etc) and the automatic toilet maintenance contract.

### Support services

The budget represents management and support services costs (divisional and corporate) which have been apportioned to the service. The amount includes the costs of human resources management, financial management, information technology services and other corporate support services.

### HRA recharges

The division provides pest control, cleaning and grounds maintenance services to the council's housing management service. The values of the annual recharges are as follows:

- Estate Cleaning - £10.5 million
- Grounds Maintenance - £2 million
- Pest Control - £1.2 million

### Income

The service undertakes adhoc jobs as requested by housing associations, schools, leisure centres, health centres and other internal departments.

<b>Movements</b>	<b>£'000</b>
<b>2008/9 net budget</b>	<b>268</b>
Inflation	37
Savings	(50)
<b>2009/10 net budget</b>	<b>254</b>

## Explanation of movements

### Savings

Additional income from pest control service following a benchmarking review of the fees and charges structure of the service.

## Sustainable energy strategy

### Description of service

The Sustainable energy strategy team is responsible for the management of energy used in community heating plant and residential communal areas, with a view to minimising energy costs to the council and its housing tenants. The unit is tasked with the reduction of energy consumption in operational council buildings, via the 'green champions' scheme and in schools, via the 'eco-schools' and 'building schools for the future' programs and also looks at water consumption across the borough.

The energy team is also responsible for meeting the statutory requirements of the home energy conservation act (1996).

### Cost centre group KC520

<b>Subjective analysis summary</b>	<b>2008/09 total budget £'000</b>	<b>2009/10 total budget £'000</b>
Employees	190	194
Property Costs	10	10
Transport	1	1
Miscellaneous	<u>11</u>	<u>11</u>
Supplies and Services	11	11
Third Party Payments	0	100
<b>Total Expenditure</b>	<b>212</b>	<b>315</b>
Fees and Charges	(6)	(6)
HRA Recharge	<u>(84)</u>	<u>(85)</u>
Recharges	(84)	(85)
<b>Total Income</b>	<b>(90)</b>	<b>(91)</b>
<b>Net Expenditure</b>	<b>122</b>	<b>224</b>

### Explanation of budget

#### Employees

The unit has 6 FTE budgeted posts. The average employee cost, including oncosts and other staff related costs is £32k.

#### Third party payments

The £100K budget covers the council's investment in Salix - an independent, publicly funded company set up to accelerate public sector investment in energy efficient technologies.

#### HRA recharge

The energy management team recharges the HRA for the management of energy use in the council's housing stock. The council manages around 90 central boiler houses which supply 22,000 council dwellings with heating via district heating networks providing great scope for increasing energy efficiency.

<b>Movements</b>	<b>£'000</b>
<b>2008/9 net budget</b>	<b>122</b>
Inflation	3
Commitments	100
Savings	(1)
<b>2009/10 net budget</b>	<b>224</b>

### **Explanation of movements**

#### Commitments

Invest to save scheme with Salix to improve Southwark's energy efficiency, attain targets, reduce energy bills and raise green credentials.

# Culture, libraries, learning and leisure

## Divisional summary

### Description of division

This division consists of four main areas namely:

**Culture** – events, film, arts & heritage.

**Libraries** – 12 standard libraries.

**Adult learning** – provides community learning funded by a learning skills council (LSC) grant.

**Leisure** – 7 leisure centres, a water sports centre, sports ground, community sports activities and a healthy living unit.

Cost centre group KB900

<b>Services</b>	<b>2008/09 total budget £'000</b>	<b>2009/10 total budget £'000</b>
Libraries	5,638	7,561
Leisure and wellbeing	4,127	4,978
Culture	1,609	2,017
Adult learning services	0	392
Culture, libraries, learning and leisure support	2,850	22
<b>Total culture, libraries, learning and leisure</b>	<b>14,223</b>	<b>14,971</b>

## Cost centre group KB900

<b>Subjective analysis summary</b>	<b>2008/09 total budget £'000</b>	<b>2009/10 total budget £'000</b>
Agency Staff	144	147
Employees (excluding agency staff)	<u>7,798</u>	<u>7,946</u>
Employees	7,942	8,094
Property Costs	1,466	1,537
Transport	116	117
Equipment, Furniture & Materials	875	883
Catering	13	13
Clothing, Uniforms & Laundry	22	22
Services	830	845
Communications & Computing	343	318
Printing, Stationery & Office Expenses	107	108
Grants & Subscriptions	1,141	1,156
Miscellaneous	<u>28</u>	<u>596</u>
Supplies and Services	3,359	3,942
Third Party Payments	2,398	2,419
Support Services	2,666	3,056
Capital Charges	637	637
<b>Total Expenditure</b>	<b>18,583</b>	<b>19,801</b>
Government Grants	(210)	(213)
Other Grants & Contributions	(2,412)	(2,474)
Fees and Charges	(856)	(887)
Customer Receipts	(96)	(97)
Other Recharges	<u>(786)</u>	<u>(1,159)</u>
Recharges	(786)	(1,159)
<b>Total Income</b>	<b>(4,360)</b>	<b>(4,831)</b>
<b>Net Expenditure</b>	<b>14,223</b>	<b>14,971</b>

**Movements**

	2008/09			Commitments £'000	Savings £'000	2009/10
	net budget £'000	Inflation £'000	Budget adjustments £'000			net budget £'000
Services						
Libraries	5,638	109	1,248	616	(50)	7,561
Leisure and wellbeing	4,127	45	806			4,978
Culture	1,609	18	390	30	(30)	2,017
Adult learning services	0	8	384		0	392
Culture, libraries, learning and leisure support	2,850	30	(2,829)		(28)	22
<b>Total movements</b>	<b>14,223</b>	<b>209</b>	<b>0</b>	<b>646</b>	<b>(108)</b>	<b>14,971</b>

## Libraries

### Description of service

This service is responsible for the provision of lending and reference library services for adults and children through 12 static libraries, a mobile library, and a home library service.

### Cost centre group KC910

<b>Subjective analysis summary</b>	<b>2008/09 total budget £'000</b>	<b>2009/10 total budget £'000</b>
Agency Staff	56	57
Employees (excluding agency staff)	<u>4,273</u>	<u>4,354</u>
Employees	4,329	4,411
Property Costs	755	813
Transport	57	57
Equipment, Furniture & Materials	692	699
Services	29	29
Communications & Computing	266	268
Printing, Stationery & Office Expenses	33	33
Grants & Subscriptions	26	26
Miscellaneous	<u>5</u>	<u>551</u>
Supplies and Services	1,051	1,606
Third Party Payments	11	11
Support Services	206	1,457
Capital Charges	228	228
<b>Total Expenditure</b>	<b>6,636</b>	<b>8,583</b>
Other Grants & Contributions	(102)	(103)
Fees and Charges	(420)	(437)
Other Recharges	<u>(476)</u>	<u>(481)</u>
Recharges	(476)	(481)
<b>Total Income</b>	<b>(998)</b>	<b>(1,021)</b>
<b>Net Expenditure</b>	<b>5,638</b>	<b>7,561</b>

### Explanation of budget

#### Employees

The libraries employee budget is based on an establishment of 128 FTE's.

#### Property costs

These include rent and utility costs for the 12 libraries.

#### Support services

This budget is for departmental service cost recharges. The increase in the support services budget is as a result of a change in the methodology of allocating departmental overheads to services.

#### Fees and charges

Libraries are allowed to charge for a number of services eg. charging fines and renting of DVDs.

#### Other recharges

This budget is for income from schools subscribing to the service.

<b>Movements</b>	<b>£'000</b>
<b>2008/9 net budget</b>	<b>5,638</b>
Inflation	109
Budget adjustments	1,248
Commitments	616
Savings	(50)
<b>2009/10 net budget</b>	<b>7,561</b>

### Explanation of movements

#### Inflation

The inflation adjustment includes additional inflation of £29k to compensate for utility increases in libraries.

#### Budget adjustments

The budget adjustments are the result of a change in the methodology of allocating corporate, departmental and divisional overheads to services. The net result for this department is £0, as the budget for culture, libraries, learning and leisure support has been reduced by a similar amount.

#### Commitments

The commitment figure relates to the running costs of the new library at Canada Water.

#### Savings

The saving of £50k relates to a structural review and reorganisation of libraries management.

## Leisure and wellbeing

### Description of service

This service is responsible for the provision, maintenance and expansion of leisure facilities and services to the residents of Southwark. Funds in this area are also utilised for sports development and sports coaches. This enables the promotion of healthy lifestyles; provides training opportunities for young people in sports coaching; builds capacity in the voluntary sector; supports formal and informal education; provides diversion from crime and promotes civic cohesion and pride.

### Cost centre group KC920

<b>Subjective analysis summary</b>	<b>2008/09 total budget £'000</b>	<b>2009/10 total budget £'000</b>
Agency Staff	29	30
Employees (excluding agency staff)	<u>1,169</u>	<u>1,191</u>
Employees	1,198	1,221
Property Costs	437	443
Transport	56	57
Equipment, Furniture & Materials	72	72
Clothing, Uniforms & Laundry	22	22
Services	239	219
Communications & Computing	22	22
Grants & Subscriptions	45	46
Miscellaneous	<u>(24)</u>	<u>14</u>
Supplies and Services	374	394
Third Party Payments	2,128	2,148
Support Services	0	789
Capital Charges	404	404
<b>Total Expenditure</b>	<b>4,598</b>	<b>5,455</b>
Government Grants	(210)	(213)
Other Grants & Contributions	(207)	(210)
Fees and Charges	(54)	(55)
<b>Total Income</b>	<b>(471)</b>	<b>(477)</b>
<b>Net Expenditure</b>	<b>4,127</b>	<b>4,978</b>



### Explanation of budget

#### Employees

The leisure and wellbeing employee budget is based on an establishment of 27 FTE's.

#### Third party payments

These are mainly the Fusion contracts costs. Fusion is the main provider of health and leisure activities.

#### Support services

This budget is for departmental service cost recharges. The increase in the support services budget is as a result of a change in the methodology of allocating departmental overheads to services.

#### Capital charges

Capital charges represent depreciation charged on the leisure centres.

<b>Movements</b>	<b>£'000</b>
<b>2008/9 net budget</b>	<b>4,127</b>
Inflation	45
Budget adjustments	806
<b>2009/10 net budget</b>	<b>4,978</b>

### Explanation of movements

#### Budget adjustments

The budget adjustments are the result of a change in the methodology of allocating corporate, departmental and divisional overheads to services. The net result for this department is £0, as the budget for culture, libraries, learning and leisure support has been reduced by a similar amount.

## Culture

### Description of service

Responsible for providing Southwark residents with cultural, heritage and arts related activities. Culture comprises the Cuming museum, local history library, Kingswood house, programmes of grant aided activity, events and film.

Cost centre group KC930

<b>Subjective analysis summary</b>	<b>2008/09 total budget £'000</b>	<b>2009/10 total budget £'000</b>
Employees (excluding agency staff)	<u>848</u>	<u>864</u>
Employees	848	864
Property Costs	142	146
Transport	2	2
Equipment, Furniture & Materials	67	67
Catering	1	1
Services	377	410
Communications & Computing	18	19
Printing, Stationery & Office Expenses	54	54
Grants & Subscriptions	<u>594</u>	<u>601</u>
Supplies and Services	1,110	1,153
Third Party Payments	123	124
Support Services	8	398
Capital Charges	3	3
<b>Total Expenditure</b>	<b>2,237</b>	<b>2,691</b>
Other Grants & Contributions	(69)	(100)
Fees and Charges	(329)	(342)
Customer Receipts	(63)	(63)
Other Recharges	<u>(167)</u>	<u>(168)</u>
Recharges	(167)	(168)
<b>Total Income</b>	<b>(627)</b>	<b>(674)</b>
<b>Net Expenditure</b>	<b>1,609</b>	<b>2,017</b>

### Explanation of budget

#### Employees

The culture employee budget is based on an establishment of 22 FTE's.

#### Services

These costs are associated with running a programme of events run throughout the year including Southwark Park and Burgess Park Weekend.

#### Support services

This budget is for departmental service cost recharges. The increase in the support services budget is as a result of a change in the methodology of allocating departmental overheads to services.

#### Fees and charges

Fees and charges of £342k include estimated film income and income from events hire.

## Grants and subscriptions

This budget is for contracted grants paid to the following organisations to organise events;

<b>Organisation</b>	<b>£'000</b>
Bermondsey Artists Group/Café Gallery	45,589
Blue Elephant Theatre	30,940
Carl Campbell Dance Company 7	37,103
London Bubble Theatre Company	34,517
New Peckham Varieties	61,773
Southwark Arts Forum	51,258
Southwark Playhouse	15,513
AM Arts	2,000
Art in the Park	2,500
Arts Express	1,700
Beormund Centre	1,605
Borough Music School	4,000
Brunel Exhibition Museum	3,500
Collective Artistes	1,000
Cooltan Arts	2,000
Coral Dance Company	2,500
Creative Routes	2,000
ID2 Idale Cultural Consortium	1,000
Inspire at St Peter's	1,500
Oblique Arts	1,695
Pembroke Academy of Music	2,000
Street Vibes Youth	2,000
Supporters of the Coleman Project	1,000
Young Vic	2,000
Youth Animation Media	3,500
South London Gallery	155,000
<b>TOTAL</b>	<b>469,194</b>

Funding is also paid directly to events including:

<b>Event</b>	<b>£'000</b>
Southwark Irish cultural awards - Irish festival	26,000
Carneval del Pueblo	55,000
Rotherhithe festival group - Rotherhithe festival	5,000
Thames festival organisers	10,000
Southwark Theatres Educational Partnership (STEP)	26,000
Camberwell arts festival	10,000
<b>TOTAL</b>	<b>132,000</b>

<b>Movements</b>	<b>£'000</b>
<b>2008/9 net budget</b>	<b>1,609</b>
Inflation	18
Budget adjustments	390
Commitments	30
Savings	(30)
<b>2009/10 net budget</b>	<b>2,017</b>

### **Explanation of movements**

#### Budget adjustments

The budget adjustments are the result of a change in the methodology of allocating corporate, departmental and divisional overheads to services. The net result for this department is £0, as the budget for culture, libraries, learning and leisure support has been reduced by a similar amount.

#### Commitments

This commitment relates to changes in the delivery of activities with parks in support of local priorities.

#### Savings

Savings budget of £30k is commercial sponsorship income from events.

## Adult learning service

### Description of service

Southwark adult learning services provide learning opportunities in the borough through voluntary and community sector partnerships. It also offers advice and guidance on further education, training and careers. This service is largely funded through the learning and skills council (LSC).

### Cost centre group KC940

<b>Subjective analysis summary</b>	<b>2008/09 total budget £'000</b>	<b>2009/10 total budget £'000</b>
Agency Staff	23	24
Employees (excluding agency staff)	<u>1,155</u>	<u>1,177</u>
Employees	1,178	1,200
Property Costs	131	135
Equipment, Furniture & Materials	42	42
Catering	1	1
Services	185	187
Communications & Computing	34	34
Printing, Stationery & Office Expenses	12	12
Grants & Subscriptions	<u>478</u>	<u>484</u>
Supplies and Services	751	760
Third Party Payments	135	137
Support Services	28	412
Capital Charges	2	2
<b>Total Expenditure</b>	<b>2,224</b>	<b>2,645</b>
Other Grants & Contributions	(2,033)	(2,061)
Fees and Charges	(53)	(53)
Customer Receipts	(34)	(34)
Other Recharges	<u>(105)</u>	<u>(106)</u>
Recharges	(105)	(106)
<b>Total Income</b>	<b>(2,224)</b>	<b>(2,253)</b>
<b>Net Expenditure</b>	<b>0</b>	<b>392</b>

### Explanation of budget

#### Employees

The adult learning service employee budget is based on an establishment of 33 FTE's.

#### Support services

This budget is for departmental service cost recharges. The increase in the support services budget is as a result of a change in the methodology of allocating departmental overheads to services.

#### Grants and subscriptions

This budget is learning and skills council grant funding used for two schemes, neighbourhood learning in deprived communities (NLDC) and family learning, literacy and numeracy (FLLN). Funding is paid to the following voluntary organisations;

Organisation	£'000
Eclectic Productions	41,000
Walworth Garden Farm	52,400
Centre for Literacy in Primary Education (CLPE)	93,811
Southwark Women Muslim Association	72,870
St Giles Trust	47,600
BEC Ltd	43,060
Organisation of Blind Africans & Caribbeans	13,500
Elephant jobs	10,000
Beormund Community Centre	24,000
Multiskills training	9,800
Beormund Community Centre	15,200
LLU+	28,700
Aylesbury IAG	32,059
<b>TOTAL</b>	<b>484,000</b>

Movements	£'000
<b>2008/9 net budget</b>	<b>0</b>
Inflation	8
Budget adjustments	384
<b>2009/10 net budget</b>	<b>392</b>

#### Explanation of movements

##### Budget adjustments

The budget adjustments are the result of a change in the methodology of allocating corporate, departmental and divisional overheads to services. The net result for this department is £0, as the budget for culture, libraries, learning and leisure support has been reduced by a similar amount.

## Culture, libraries, learning and leisure support

### Description of service

Provision of financial and management support to the whole of culture, libraries, learning and leisure (CLLL). It consists of the head of service, CLLL finance, and divisional quality and performance.

Cost centre group KC960

<b>Subjective analysis summary</b>	<b>2008/09 total budget £'000</b>	<b>2009/10 total budget £'000</b>
Agency Staff	36	37
Employees (excluding agency staff)	<u>354</u>	<u>361</u>
Employees	390	397
Transport	1	1
Communications & Computing	2	(26)
Miscellaneous	<u>71</u>	<u>55</u>
Supplies and Services	73	29
Support Services	2,425	0
<b>Total Expenditure</b>	<b>2,888</b>	<b>427</b>
Other Recharges	<u>(39)</u>	<u>(405)</u>
Recharges	(39)	(405)
<b>Total Income</b>	<b>(39)</b>	<b>(405)</b>
<b>Net Expenditure</b>	<b>2,850</b>	<b>22</b>

### Explanation of budget

#### Employees

The culture, libraries, learning and leisure support employee budget is based on an establishment of 7 FTE's.

#### Support services

This budget is for departmental service cost recharges. The removal of the support services budget is as a result of a change in the methodology of allocating departmental overheads to services.

<b>Movements</b>	<b>£'000</b>
<b>2008/9 net budget</b>	<b>2,850</b>
Inflation	30
Budget adjustments	(2,829)
Savings	(28)
<b>2009/10 net budget</b>	<b>22</b>

### Explanation of movements

#### Budget adjustments

The budget adjustments are the result of a change in the methodology of allocating corporate, departmental and divisional overheads to services. The net result for this department is £0, as the budgets for the other services within culture, libraries, learning and leisure (CLLL) have been increased by a similar amount.

#### Savings

These savings are expected from the modernisation and accommodation programme.

# Health and community services

## **Description of department**

The aim within health and community services is the delivery of integrated health and social care services to enable adults and older people to live as independently as possible. This is achieved through inter-agency and multi-disciplinary working.

The long term vision for health and social care is focussed on an integrated health and social care service that promotes health and well being, empowers and enables people in Southwark to make healthier choices about their lifestyle; to constantly improve the quality of care provided, faster access to care, more responsive, convenient and personalised services in modern environments and treatment and care closer to home.

An outline of services is:

- Older people
- People who have a physical or sensory disability
- People who have a learning disability
- People who have a mental health problem
- People who are supported by a drug or alcohol service
- People receiving occupational therapy
- People who require supported housing services
- People with no recourse to public funds



<b>Services</b>	<b>2008/09 total budget £'000</b>	<b>2009/10 total budget £'000</b>
Residential care placements	8,099	8,271
Nursing home placements	5,703	5,760
Home care	9,723	8,327
Day care	3,606	3,577
Assessment & care management	5,019	5,107
Direct payments	621	625
Other services	5,172	5,117
<b>Older people</b>	<b>37,943</b>	<b>36,784</b>
Residential care placements	2,461	2,481
Nursing home placements	1,146	1,528
Home care	4,252	3,621
Day care	1,089	1,107
Assessment & care management	2,498	2,545
Direct payments	1,110	1,124
Other services	1,701	1,725
<b>Adults under 65 with a physical disability or sensory impairment</b>	<b>14,257</b>	<b>14,131</b>
Residential care placements	23,385	24,684
Home care	721	729
Day care	4,896	5,352
Assessment & care management	2,095	2,125
Direct payments	794	795
Other services	(8,834)	(8,792)
<b>Adults under 65 with a learning disability</b>	<b>23,057</b>	<b>24,893</b>
Residential care and nursing home placements	3,956	4,016
Home care	355	369
Day care	385	408
Assessment & care management	3,064	3,134
Other services	3,804	3,815
<b>Adults under 65 with a mental health problem</b>	<b>11,564</b>	<b>11,742</b>
Substance misuse and other adult services	658	681
No recourse to public funds	2,405	2,424
<b>Other adult services</b>	<b>3,063</b>	<b>3,105</b>
<b>Supporting people</b>	<b>612</b>	<b>592</b>
Service strategy	1,916	1,323
Support services and business development services	9,399	9,376
<b>Service strategy and support</b>	<b>11,315</b>	<b>10,699</b>
<b>Total health and community services</b>	<b>101,811</b>	<b>101,946</b>

## Cost centre group SA001

<b>Subjective analysis summary</b>	<b>2008/09 total budget £'000</b>	<b>2009/10 total budget £'000</b>
Agency Staff	754	777
Employees (excluding agency staff)	<u>24,092</u>	<u>24,253</u>
Employees	24,846	25,030
Property Costs	1,152	1,162
Transport	497	503
Equipment, Furniture & Materials	1,730	1,745
Catering	44	44
Services	801	807
Communications & Computing	508	517
Printing, Stationery & Office Expenses	90	94
Other Supplies and Services	<u>67</u>	<u>70</u>
Supplies and Services	3,240	3,277
Third Party Payments	106,252	106,766
Transfer Payments	3,216	3,231
Support Services	8,181	7,992
Capital Charges	954	954
<b>Total Expenditure</b>	<b>148,338</b>	<b>148,915</b>
Government Grants	(20,333)	(20,342)
Other Grants & Contributions	(15,821)	(16,002)
Fees and Charges	(8,848)	(9,083)
Recharges	(587)	(591)
Support Services recharge to Children's Social Care	(938)	(951)
<b>Total Income</b>	<b>(46,527)</b>	<b>(46,969)</b>
<b>Net Expenditure</b>	<b>101,811</b>	<b>101,946</b>

## Movements

<b>Services</b>	<b>2008/09 net budget £'000</b>	<b>Inflation £'000</b>	<b>Commitments £'000</b>	<b>Savings £'000</b>	<b>2009/10 net budget £'000</b>
Older people	37,943	736	78	(1,973)	36,784
Adults under 65 with a physical disability or sensory impairment	14,257	225	855	(1,206)	14,131
Adults under 65 with a learning disability	23,057	338	1,698	(200)	24,893
Adults under 65 with a mental health problem	11,564	186	0	(8)	11,742
Other adult services	3,063	42	0	0	3,105
Supporting people	612	5	0	(25)	592
Service strategy and support	11,315	184	0	(800)	10,699
<b>Total health and community services</b>	<b>101,811</b>	<b>1,716</b>	<b>2,631</b>	<b>(4,212)</b>	<b>101,946</b>

## Explanation of movements

### Inflation

Adult services incur two types of inflationary costs. There is the standard retail prices index (RPI) based inflation, which is applied in accordance with corporate guidelines. There is then an alternative inflation that is specific to homecare provider services.

### Commitments

For 2009-2010, commitments have been awarded for demand led pressured budgets in homecare within services for older people, physical disability and particularly learning disabilities. The most significant commitment is on transition costs of clients transferring from children's to adult services (learning disabilities).

### Savings

For 2009-2010, savings are to be applied across a broad spectrum of services. There are significant savings to be achieved from a review of eligibility criteria from moderate to substantial needs. There are savings to be achieved from the ongoing homecare retendering exercise; efficiencies from day centre reconfiguration; deferment and service redesign around supporting people projects; changes to fairer charging mechanism and finally corporate modernisation and shared support services agenda.

### Budget realignment

Various budget virements have been processed as part of a departmental wide budget re-alignment process. This exercise involved the correction, transfer and streamlining of historic budgets in various subjective and cost centres that are no longer fit for present and future purposes. The net impact to the budget is nil as funds have just been moved around within health and community services.

The result of this is that 2008/09 comparator figures have not been provided on individual service pages, as the movements that would be shown would relate to the realignment exercise rather than a change in purpose of budgets.

# Older people

## Divisional summary

### Description of division

The health and social care vision for older people's services is one of a seamless service provided in the person's own home or local community. These integrated services include primary care, community health and social care services. Universal multi disciplinary integrated health and social care services are provided to older people through teams of district nurses, therapists, care workers and social workers based in community and outreach teams. The teams assess the need for health and social care support, and deliver packages of care appropriate to need. The aim is to provide better management of care pathways to enable, where possible, clients to remain in their own homes. This involves providing more community based support and reducing reliance on residential and nursing care home placements across all adult client groups. Older people services are split into:

- Community services north and south
- Hospital services north and south

The emphasis of the community teams is on supporting people in their own homes through homecare, meals, day care, and alarm services. For those with high levels of need residential and nursing placements are provided.

The emphasis for the hospital services is on putting in place services that will facilitate safe discharge from hospital. Within the team is an intermediate care group consisting of therapy and rehabilitation support workers. The aim is to help clients achieve greater independence resulting in shorter length of stay and lower dependency levels, thereby reducing the longer term cost of care provision.

The medium to long term strategy for adult services is for clients to be allowed greater independence and freedom in usage of care budgets via the modernisation and social care reform agenda. Clients will be in control of personalised individual budgets once an assessment has been made and agreed and resources will be allocated accordingly. The nature of the client relationship will change placing an emphasis on partnership and support.

<b>Services</b>	<b>2008/09 total budget £'000</b>	<b>2009/10 total budget £'000</b>
Residential care placements	8,099	8,271
Nursing home placements	5,703	5,760
Home care	9,723	8,327
Day care	3,606	3,577
Assessment & care management	5,019	5,107
Direct payments	621	625
Other services	5,172	5,117
<b>Older people</b>	<b>37,943</b>	<b>36,784</b>

<b>Subjective analysis summary</b>	<b>2008/09 total budget £'000</b>	<b>2009/10 total budget £'000</b>
Agency Staff		84
Employees (excluding agency staff)		<u>7,290</u>
Employees		7,374
Property Costs		232
Transport		242
Equipment, Furniture & Materials		32
Clothing, Uniforms & Laundry		13
Services		219
Communications & Computing		11
Printing, Stationery & Office Expenses		30
Miscellaneous		<u>13</u>
Supplies and Services		318
Third Party Payments		33,324
Transfer Payments		638
Support Services		2,534
Capital Charges		66
<b>Total Expenditure</b>		<b>44,728</b>
Government Grants		(99)
Other Grants & Contributions		(2,825)
Fees and Charges		(5,020)
<b>Total Income</b>		<b>(7,944)</b>
<b>Net Expenditure</b>	<b>37,943</b>	<b>36,784</b>

### Explanation of budget

Please see service level information for detailed explanation of the budgets summarised in the above table. However some major types of budgets across services for older people include:

#### Third party payments

These are payments to external bodies who provide care services for our various clients. The payments are for 3 categories of service, homecare, placements or nursing care.

#### Other grants and contributions

This is income received from external bodies and are contributions towards the council's cost of providing health and social care services to clients. Main sources are health sector bodies such as Southwark Primary Care Trust, South London and Maudsley NHS trust, and other partners such as Kings College Hospital.

#### Fees and charges

Are typically client contributions towards the council's cost of providing care. Clients are only charged after an assessment is undertaken by dedicated council staff and charges are subject to strict government guidelines (Charging for Residential Accommodation Guide (CRAG), and fairer charging guidelines).

## Movements

<b>Services</b>	<b>2008/09 net budget £'000</b>	<b>Inflation £'000</b>	<b>Commitments £'000</b>	<b>Savings £'000</b>	<b>2009/10 net budget £'000</b>
Residential care placements	8,099	172	0	0	8,271
Nursing home placements	5,703	57	0	0	5,760
Home care	9,723	239	78	(1,713)	8,327
Day care	3,606	71	0	(100)	3,577
Assessment & care management	5,019	88	0	0	5,107
Direct payments	621	4	0	0	625
Other services	5,172	105	0	(160)	5,117
<b>Older people</b>	<b>37,943</b>	<b>736</b>	<b>78</b>	<b>(1,973)</b>	<b>36,784</b>

### Explanation of movements

#### Inflation

Inflation has been applied in accordance with corporate guidelines for all expenditure aside from homecare, which has additional inflation costs due to contractual terms.

#### Commitment

There is funding for demand led pressure budgets in homecare.

#### Savings

These are savings to be achieved from the review of eligibility criteria; homecare re-tendering; corporate modernisation of benefit advice services and changes to fairer charging.

## Residential care for older people

### Description of service

Residential homes provide accommodation, meals and personal care for older people, who are unable to manage at home for whatever reason. The service is defined by government and covers help with eating, washing, bathing, dressing and toilet needs. Residential care clients are financially assessed to determine how much they must pay towards the cost of providing the service. These charges are calculated using the government CRAG (Charging for Residential Accommodation Guide) guidelines.

<b>Subjective analysis summary</b>	<b>2008/09 total budget £'000</b>	<b>2009/10 total budget £'000</b>
Supplies and Services		5
Third Party Payments		10,867
<b>Total Expenditure</b>		<b>10,872</b>
Other Grants & Contributions		(315)
Fees and Charges		(2,286)
<b>Total Income</b>		<b>(2,601)</b>
<b>Net Expenditure</b>	<b>8,099</b>	<b>8,271</b>

### Explanation of budget

#### Material budgets

The third party payments budget is for the payments to external bodies who provide the care, and the fees and charges budget is for the clients' contributions towards the cost.

The council has several contracts in place with residential providers for elderly people. The most significant is with Anchor trust, a not-for-profit care provider, which is a £6.1m long term contract. There are also smaller contracts such as Lime tree; Oasis; Southwark Disablement Association etc.

#### Outputs

The above budget is for 408 older people in residential care, at an average weekly unit cost of £495.

<b>Movements</b>	<b>£'000</b>
<b>2008/9 net budget</b>	<b>8,099</b>
Inflation	172
<b>2009/10 net budget</b>	<b>8,271</b>

### Explanation of movements

#### Inflation

Inflation has been applied in accordance with corporate guidelines.

## Nursing home placements for older people

### Description of service

Nursing homes provide care for people whose illness, injury or infirmity requires direct supervision from a qualified nurse 24 hours a day. This is similar to a residential care home but with nursing support.

The level of care is defined by government and includes; help with eating; washing; bathing; dressing and toilet needs etc. Residential care does not automatically include nursing care. Nursing care is provided after a full assessment is undertaken and agreed by the Local Health Authority.

<b>Subjective analysis summary</b>	<b>2008/09 total budget £'000</b>	<b>2009/10 total budget £'000</b>
Third Party Payments		9,412
<b>Total Expenditure</b>		<b>9,412</b>
Other Grants & Contributions		(1,451)
Fees and Charges		(2,201)
<b>Total Income</b>		<b>(3,652)</b>
<b>Net Expenditure</b>	<b>5,703</b>	<b>5,760</b>

### Explanation of budget

#### Material budgets

The third party payments budget is for the payments to external bodies who provide the care, and the fees and charges budget is for the clients' contributions towards the cost.

#### Outputs

There are 318 nursing clients in placements, each costing on average £513 per week. A further breakdown of nursing clients is 123 hospital clients (costing £524 per week) and 195 community clients (costing £497 per week).

<b>Movements</b>	<b>£'000</b>
<b>2008/9 net budget</b>	<b>5,703</b>
Inflation	57
<b>2009/10 net budget</b>	<b>5,760</b>



## Homecare for older people

### Description of service

Homecare are services provided in a person's own home. Services include personal care for the elderly to enable them to live independently. Some of the support provided includes laundry services, meals on wheels, occupational therapy, monitoring and alarms.

<b>Subjective analysis summary</b>	<b>2008/09 total budget £'000</b>	<b>2009/10 total budget £'000</b>
Third Party Payments		8,327
<b>Total Expenditure</b>		<b>8,327</b>
<b>Net Expenditure</b>	<b>9,723</b>	<b>8,327</b>

### Explanation of budget

#### Material budgets

The third party payments budget is for the payments to homecare providers. The council is currently re-tendering its homecare contracts and it is expected to reduce the number of providers from about nineteen to four. The budget includes £249k for providers in the voluntary and community sector.

#### Outputs

There are 1,403 clients receiving home care (412 hospital and 991 community) each costing on average £135 per week.

<b>Movements</b>	<b>£'000</b>
<b>2008/9 net budget</b>	<b>9,723</b>
Inflation	239
Commitments	78
Savings	(1,713)
<b>2009/10 net budget</b>	<b>8,327</b>

### Explanation of movements

#### Inflation

Inflation has been applied in accordance with corporate guidelines. Alternative inflation has been applied where unavoidable, due to contractual agreements.

#### Commitments

For 2009-2010, commitments have been awarded for demand led pressured budgets in homecare for older people. This is in line with the council's strategy to opt for homecare where possible. There is also the increasing cost of providing homecare because of more complex needs of clients.

#### Savings

Savings have been applied for homecare efficiency savings in the retendering of the homecare contract. There are also savings to be achieved from the eligibility criteria review exercise.

## Day care for older people

### Description of service

Day centres services are provided for clients in order to support them to continue living independently at home. An assessment of need is undertaken before a referral and a charge is levied for the service. A majority of day centres such as Queens Road; Castle Day; Southwark Community Project and Camden Society are outsourced and there is an on going merger of Evelyn Coyle and Southwark Park day centres. The main day centres for older people are:

- Fred Francis
- Southwark Park
- Evelyn Coyle
- Holmhurst

The last two are for older people with mental health needs.

<b>Subjective analysis summary</b>	<b>2008/09 total budget £'000</b>	<b>2009/10 total budget £'000</b>
Employees		1,612
Property Costs		129
Transport		179
Supplies and Services		25
Third Party Payments		1,719
Transfer Payments		13
Capital Charges		39
<b>Total Expenditure</b>		<b>3,716</b>
Other Grants & Contributions		(109)
Fees and Charges		(30)
<b>Total Income</b>		<b>(139)</b>
<b>Net Expenditure</b>	<b>3,606</b>	<b>3,577</b>

### Explanation of budget

#### Employees

The employees budget is for 61 full time equivalent posts.

#### Other material budgets

The third party payments budget is for the payments to the outsourced day centres. Other budgets are for the costs of the day centres run in house. A total of £1,719k budget is for providers in the voluntary and community sector, such as Age Concern.

<b>Movements</b>	<b>£'000</b>
<b>2008/9 net budget</b>	<b>3,606</b>
Inflation	71
Savings	(100)
<b>2009/10 net budget</b>	<b>3,577</b>

### **Explanation of movements**

#### **Inflation**

Inflation has been applied in accordance with corporate guidelines.

#### **Savings**

Savings are expected from efficiencies derived from the reconfiguration and amalgamation of Evelyn Coyle and Southwark Park day centres.

## Assessment and care management for older people

### Description of service

Assessments are undertaken by a dedicated team to ascertain support needed by clients and to arrange for the service to be provided. Client needs are continually being reviewed via review panels to ensure the effective and efficient management of care needs.

<b>Subjective analysis summary</b>	<b>2008/09 total budget £'000</b>	<b>2009/10 total budget £'000</b>
Agency Staff		84
Employees (excluding agency staff)		<u>5,115</u>
Employees		5,199
Property Costs		57
Transport		62
Equipment, Furniture & Materials		9
Services		187
Communications & Computing		2
Printing, Stationery & Office Expenses		<u>29</u>
Supplies and Services		227
Third Party Payments		12
Support Services		40
Capital Charges		18
<b>Total Expenditure</b>		<b>5,615</b>
Other Grants & Contributions		(508)
<b>Total Income</b>		<b>(508)</b>
<b>Net Expenditure</b>	<b>5,019</b>	<b>5,107</b>

### Explanation of budget

Employees

The employees budget is for 109 full time equivalent posts.

<b>Movements</b>	<b>£'000</b>
<b>2008/9 net budget</b>	<b>5,019</b>
Inflation	88
<b>2009/10 net budget</b>	<b>5,107</b>

## Direct payments for older people

### Description of service

Direct payments are a way to give older people with care needs and carers more independence, more choice of services and more control over their care. Instead of having to use the services the council offers clients are given regular payment to buy the care services of their choice that may be provided by an independent provider.

Client eligibility for direct payments is determined after assessment of care needs and consent from clients. Support and guidance is available from the council for clients to assist with setting up and managing the payments.

<b>Subjective analysis summary</b>	<b>2008/09 total budget £'000</b>	<b>2009/10 total budget £'000</b>
Transfer Payments		625
<b>Total Expenditure</b>		<b>625</b>
<b>Net Expenditure</b>	<b>621</b>	<b>625</b>

### Explanation of budget

The transfer payments budget is for the direct payments to the clients. There are 81 clients receiving direct payments at an average weekly cost of £159.

<b>Movements</b>	<b>£'000</b>
<b>2008/9 net budget</b>	<b>621</b>
Inflation	4
<b>2009/10 net budget</b>	<b>625</b>

## Other services to older people

### Description of service

This is an amalgamation of various specific adult projects for the elderly. It includes services such as the welfare rights unit, welfare catering, benefit and health project, taxi card scheme, and the Lime Tree House telecare project. It also includes services such as the urgent care team, the mental health intermediate care team, Aylesbury outreach services, safeguarding adults and step down services. There are also various discretionary services included in this budget such as the Dulwich helpline.

<b>Subjective analysis summary</b>	<b>2008/09 total budget £'000</b>	<b>2009/10 total budget £'000</b>
Employees		563
Property Costs		46
Transport		1
Equipment, Furniture & Materials		12
Clothing, Uniforms & Laundry		12
Services		32
Miscellaneous		5
Supplies and Services		61
Third Party Payments		2,987
Support Services		2,494
Capital Charges		9
<b>Total Expenditure</b>		<b>6,161</b>
Government Grants		(99)
Other Grants & Contributions		(442)
Fees and Charges		(503)
<b>Total Income</b>		<b>(1,044)</b>
<b>Net Expenditure</b>	<b>5,172</b>	<b>5,117</b>

### Explanation of budget

#### Employees

The employees budget is for 16 full time equivalent posts.

#### Other material budgets

The third party payments budget is for payments to external bodies involved in providing these services. A total of £1,682k budget is for services provided by organisations in the voluntary and community sector, such as Southwark Carers, and Community Action Southwark.

<b>Movements</b>	<b>£'000</b>
<b>2008/9 net budget</b>	<b>5,172</b>
Inflation	105
Savings	(160)
<b>2009/10 net budget</b>	<b>5,117</b>

### **Explanation of movements**

#### **Inflation**

Inflation has been applied in accordance with corporate guidelines. Alternative inflation has been applied where unavoidable, due to contractual agreements.

#### **Savings**

Savings have been applied for efficiencies from modernising shared support services for benefit and health advisory services.

# Adults under 65 with a physical disability or sensory impairment

## Divisional summary

### Description of division

This service consists of social workers providing assessment and care management to adults aged 16-64 with physical disability, long term conditions and neurological disabilities. Service users have a combination of physical, sensory, cognitive, communication, and behavioural difficulties and needs, and not purely physical or mobility problems. The service manager also has responsibility for Southwark NHS younger person's disability service's case managers for people with physical disability requiring continuing NHS healthcare and those in specialist NHS rehabilitation placements for Lambeth, Southwark, and Lewisham NHS. The physical disabilities social care teams are organised into north and south teams and co-located with social care occupational therapy teams for adults and older people, creating good links for joint assessment and review for younger clients where appropriate. There is also a physical disabilities social worker seconded into the NHS neuro rehabilitation team in support of the integrated stroke pathway. This service aims to support people living safely and independently in their own homes.

Services	2008/09 total budget £'000	2009/10 total budget £'000
Residential care placements	2,461	2,481
Nursing home placements	1,146	1,528
Home care	4,252	3,621
Day care	1,089	1,107
Assessment & care management	2,498	2,545
Direct payments	1,110	1,124
Other services	1,701	1,725
<b>Adults under 65 with a physical disability or sensory impairment</b>	<b>14,257</b>	<b>14,131</b>

Subjective analysis summary	2008/09 total budget £'000	2009/10 total budget £'000
Agency Staff		271
Employees (excluding agency staff)		<u>3,391</u>
Employees		3,662
Property Costs		77
Transport		121
Equipment, Furniture & Materials		1,487
Miscellaneous		<u>20</u>
Supplies and Services		1,508
Third Party Payments		8,826
Transfer Payments		1,020
Capital Charges		20
<b>Total Expenditure</b>		<b>15,234</b>
Government Grants		(167)
Other Grants & Contributions		(399)
Fees and Charges		(537)
<b>Total Income</b>		<b>(1,103)</b>
<b>Net Expenditure</b>	<b>14,257</b>	<b>14,131</b>



### Explanation of budget

Please see service level detail for explanation of the budgets summarised in the above table.

### Movements

<b>Services</b>	<b>2008/09 net budget £'000</b>	<b>Inflation £'000</b>	<b>Commitments £'000</b>	<b>Savings £'000</b>	<b>2009/10 net budget £'000</b>
Residential care placements	2,461	27	0	(7)	2,481
Nursing home placements	1,146	9	373	0	1,528
Home care	4,252	86	482	(1,199)	3,621
Day care	1,089	18	0	0	1,107
Assessment & care management	2,498	47	0	0	2,545
Direct payments	1,110	14	0	0	1,124
Other services	1,701	24	0	0	1,725
<b>Adults under 65 with a physical disability or sensory impairment</b>	<b>14,257</b>	<b>225</b>	<b>855</b>	<b>(1,206)</b>	<b>14,131</b>

### Explanation of movements

Please see service level detail for explanation of the movements summarised in the above table.

## Residential care placements for adults under 65 with a physical disability or sensory impairment

### Description of service

Residential homes provide accommodation, meals and personal care for physically disabled clients, who are unable to manage at home for whatever reason. The service is defined by government and covers help with eating, washing, bathing, dressing and toilet needs. Residential care clients are financially assessed to determine how much they must pay towards the cost of providing the service. These charges are calculated using government CRAG (Charging for Residential Accommodation Guide) guidelines.

<b>Subjective analysis summary</b>	<b>2008/09 total budget £'000</b>	<b>2009/10 total budget £'000</b>
Third Party Payments		2,755
<b>Total Expenditure</b>		<b>2,755</b>
Fees and Charges		(274)
<b>Total Income</b>		<b>(274)</b>
<b>Net Expenditure</b>	<b>2,461</b>	<b>2,481</b>

### Explanation of budget

#### Material budgets

The third party payments budget is for the payments to external bodies who provide the care, and the fees and charges budget is for the clients' contributions towards the cost.

#### Outputs

There are 54 residential clients each costing on average £1,011 per week. In addition there are two residential respite clients each costing £830 per week.

<b>Movements</b>	<b>£'000</b>
<b>2008/9 net budget</b>	<b>2,461</b>
Inflation	27
Savings	(7)
<b>2009/10 net budget</b>	<b>2,481</b>

### Explanation of movements

#### Inflation

Inflation has been applied in accordance with corporate guidelines.

#### Savings

Savings applied from more efficient use of resources around the provision of residential services.

## Nursing home placements for adults under 65 with a physical disability or sensory impairment

### Description of service

Nursing homes provide care for people whose illness, injury or infirmity requires direct supervision from a qualified nurse 24 hours a day. This is similar to a residential care home but with nursing support.

The level of care is defined by government and includes; help with eating, washing, bathing, dressing and toilet needs etc. Residential care does not automatically include nursing care. Nursing care is provided after a full assessment is undertaken and agreed by the Local Health Authority.

<b>Subjective analysis summary</b>	<b>2008/09 total budget £'000</b>	<b>2009/10 total budget £'000</b>
Third Party Payments		1,806
<b>Total Expenditure</b>		<b>1,806</b>
Other Grants & Contributions		(60)
Fees and Charges		(218)
<b>Total Income</b>		<b>(278)</b>
<b>Net Expenditure</b>	<b>1,146</b>	<b>1,528</b>

### Explanation of budget

#### Material budgets

The third party payments budget is for the payments to external bodies who provide the care, and the fees and charges budget is for the clients' contributions towards the cost.

#### Outputs

There are 40 nursing clients each costing on average £839 per week.

<b>Movements</b>	<b>£'000</b>
<b>2008/9 net budget</b>	<b>1,146</b>
Inflation	9
Commitments	373
<b>2009/10 net budget</b>	<b>1,528</b>

### Explanation of movements

#### Inflation

Inflation has been applied in accordance with corporate guidelines.

#### Commitments

Budget increases because of demand led pressures that are impacting on this area. Contributing factors include the high incidence of ill health and chronic disease in Southwark, for example stroke, HIV/Aids, drugs or alcohol related injury, sickle cell etc.

## Homecare for adults under 65 with a physical disability or sensory impairment

### Description of service

Homecare are services provided in a person's own home. Services include personal care for the physically disabled to enable them to live independently. Some of the support provided includes laundry services, equipment, and therapy.

<b>Subjective analysis summary</b>	<b>2008/09 total budget £'000</b>	<b>2009/10 total budget £'000</b>
Third Party Payments		3,621
<b>Total Expenditure</b>		<b>3,621</b>
<b>Net Expenditure</b>	<b>4,252</b>	<b>3,621</b>

### Explanation of budget

#### Material budgets

The third party payments budget is for the payments to external bodies who provide the care.

#### Outputs

There are 373 homecare clients each costing on average £246 per week.

<b>Movements</b>	<b>£'000</b>
<b>2008/9 net budget</b>	<b>4,252</b>
Inflation	86
Commitments	482
Savings	(1,199)
<b>2009/10 net budget</b>	<b>3,621</b>

### Explanation of movements

#### Inflation

Inflation has been applied in accordance with corporate guidelines. Alternative inflation has been applied where unavoidable, due to contractual agreements.

#### Commitments

For 2009-2010, commitments have been awarded for demand led pressured budgets in homecare for physically disabled people. This will enable the council's strategic vision of "improving the health and well being of Southwark's residents by supporting greater independence and well-being for adults" to be achieved. There is also the increasing cost of providing homecare because of more complex needs of clients.

#### Savings

Savings have been applied for homecare efficiency savings in the retendering of the homecare contract. There are also savings to be achieved from the eligibility criteria review exercise.

## Day care for adults under 65 with a physical disability or sensory impairment

### Description of service

Day centres services are provided for clients in order to support them to continue living independently at home. An assessment of need is undertaken before a referral and a charge is levied for the service. Aylesbury day centre is run for people with physical disabilities.

<b>Subjective analysis summary</b>	<b>2008/09 total budget £'000</b>	<b>2009/10 total budget £'000</b>
Employees		873
Property Costs		77
Transport		87
Equipment, Furniture & Materials		16
Catering		5
Communications & Computing		5
Supplies and Services		26
Third Party Payments		63
Transfer Payments		6
Capital Charges		20
<b>Total Expenditure</b>		<b>1,152</b>
Fees and Charges		(45)
<b>Total Income</b>		<b>(45)</b>
<b>Net Expenditure</b>	<b>1,089</b>	<b>1,107</b>

### Explanation of budget

Employees  
The employees budget is for 26.7 full time equivalent posts.

<b>Movements</b>	<b>£'000</b>
<b>2008/9 net budget</b>	<b>1,089</b>
Inflation	18
<b>2009/10 net budget</b>	<b>1,107</b>

## Assessment and care management for adults under 65 with a physical disability or sensory impairment

### Description of service

Assessments are undertaken by a dedicated team to ascertain support needed by clients and to arrange for such a service to be provided. Client needs are continually being reviewed and assessed via review panels to ensure the effective and efficient management of care needs.

<b>Subjective analysis summary</b>	<b>2008/09 total budget £'000</b>	<b>2009/10 total budget £'000</b>
Agency Staff		116
Employees (excluding agency staff)		<u>2,428</u>
Employees		2,544
Transport		34
Supplies and Services		12
Transfer Payments		3
<b>Total Expenditure</b>		<b>2,593</b>
Government Grants		(48)
<b>Total Income</b>		<b>(48)</b>
<b>Net Expenditure</b>	<b>2,498</b>	<b>2,545</b>

### Explanation of budget

Employees

The employees budget is for 52.1 full time equivalent posts.

<b>Movements</b>	<b>£'000</b>
<b>2008/9 net budget</b>	<b>2,498</b>
Inflation	47
<b>2009/10 net budget</b>	<b>2,545</b>

### Inflation

Inflation has been applied in accordance with corporate guidelines.

## Direct payments for adults under 65 with a physical disability or sensory impairment

### Description of service

Direct payments are a way to give disabled clients with care needs and their carers more independence, more choice of services and more control over their care. Instead of having to use the services the council offers clients are given regular payments to buy the care services of their choice that may be provided by an independent provider.

Client eligibility for direct payments is determined after assessment of care needs and consent from clients. Support and guidance is available from the council for clients to assist with setting up and managing the payments.

<b>Subjective analysis summary</b>	<b>2008/09 total budget £'000</b>	<b>2009/10 total budget £'000</b>
Third Party Payments		252
Transfer Payments		872
<b>Total Expenditure</b>		<b>1,124</b>
<b>Net Expenditure</b>	<b>1,110</b>	<b>1,124</b>

### Explanation of budget

The transfer payments budget is for the direct payments to the clients. There are 69 clients on direct payments at an average weekly cost of £257 per client.

<b>Movements</b>	<b>£'000</b>
<b>2008/9 net budget</b>	<b>1,110</b>
Inflation	14
<b>2009/10 net budget</b>	<b>1,124</b>

## Other services for adults under 65 with a physical disability or sensory impairment

### Description of service

This is an amalgamation of several services within physical disabilities such as sheltered workshop, Southwark disablement association and the integrated community equipment pooled services.

<b>Subjective analysis summary</b>	<b>2008/09 total budget £'000</b>	<b>2009/10 total budget £'000</b>
Agency Staff		155
Employees (excluding agency staff)		<u>90</u>
Employees		245
Equipment, Furniture & Materials		1,469
Miscellaneous		<u>1</u>
Supplies and Services		1,470
Third Party Payments		329
Transfer Payments		139
<b>Total Expenditure</b>		<b>2,183</b>
Government Grants		(119)
Other Grants & Contributions		(339)
<b>Total Income</b>		<b>(458)</b>
<b>Net Expenditure</b>	<b>1,701</b>	<b>1,725</b>

### Explanation of budget

#### Employees

The employees budget includes budget for 2.2 full time equivalent posts.

#### Other material budgets

The equipment, furniture and materials budget is for the purchase and repair of specialist equipment provided by the integrated community equipment service. There is a pooled budget arrangement with Southwark Primary Care Trust (PCT) for the integrated community equipment service where both bodies work in partnership to deliver an efficient care service.

A total of £179k budget is for providers within the voluntary and community sector.

<b>Movements</b>	<b>£'000</b>
<b>2008/9 net budget</b>	<b>1,701</b>
Inflation	24
<b>2009/10 net budget</b>	<b>1,725</b>

### Explanation of movements

#### Inflation

Inflation has been applied in accordance with corporate guidelines.



## Adults under 65 with a learning disability

### Divisional summary

#### Description of division

Our services for people with learning disabilities aim to maximise people's independence and social inclusion. While a large amount of our services take the form of congregated residential or day service provision, increasing emphasis is being placed on delivering personalised support to assist people to live in their own homes, to work and lead fulfilling lives within their community.

The services include residential and supported living services, specialist respite services for carers, independent advocacy, support at home to help people develop skills and independence and a wide range of day time opportunities to help people build confidence and skills to enable them to move on to employment.

Our community learning disabilities team is a jointly managed multi-disciplinary team of health professionals and social workers who provide assessment and ongoing care management and therapeutic services to people with learning disabilities.

Southwark's learning disabilities partnership board has responsibility for the implementation of national policy in Southwark in relation to people with learning disabilities. The partnership board is a coalition of service users, carers, advocacy services, local service providers and representatives from statutory services who work together with mainstream services such as health, employment services, education and regeneration to develop and improve all services to achieve better outcomes for people with learning disabilities.

Services are commissioned by Southwark health and community services and funded from a pooled budget with Southwark Primary Care Trust (PCT).

Services	2008/09 total budget £'000	2009/10 total budget £'000
Residential care placements	23,385	24,684
Home care	721	729
Day care	4,896	5,352
Assessment & care management	2,095	2,125
Direct payments	794	795
Other services	(8,834)	(8,792)
<b>Adults under 65 with a learning disability</b>	<b>23,057</b>	<b>24,893</b>

<b>Subjective analysis summary</b>	<b>2008/09 total budget £'000</b>	<b>2009/10 total budget £'000</b>
Agency Staff		82
Employees (excluding agency staff)		<u>2,005</u>
Employees		2,087
Property Costs		291
Transport		14
Equipment, Furniture & Materials		29
Catering		15
Communications & Computing		19
Miscellaneous		<u>15</u>
Supplies and Services		78
Third Party Payments		32,530
Transfer Payments		1,263
Support Services		869
Capital Charges		175
<b>Total Expenditure</b>		<b>37,307</b>
Other Grants & Contributions		(11,224)
Fees and Charges		(840)
Other Recharges		(350)
<b>Total Income</b>		<b>(12,414)</b>
<b>Net Expenditure</b>	<b>23,057</b>	<b>24,893</b>

### Explanation of budget

Please see service level detail for detailed explanation of the budgets summarised in the above table. However some major types of budgets within services for people with learning disabilities include:

#### Third party payments

These are payments to external bodies who provide care services for our various clients. The payments are for 3 categories of service, homecare, placements or nursing care.

#### Other grants and contributions.

This is income received from external bodies and is a contribution towards the council's cost of providing health and social care services to clients. Main sources are health sector bodies, particularly Southwark Primary Care Trust (PCT).

#### Fees and charges

Are client contributions towards the council's cost of providing care. Clients are only charged after an assessment is undertaken by dedicated council staff and charges are subject to strict government guidelines Charging for Residential Accommodation Guide (CRAG) and fairer charging guidelines.

**Movements**

<b>Services</b>	<b>2008/09 net budget £'000</b>	<b>Inflation £'000</b>	<b>Commitments £'000</b>	<b>Savings £'000</b>	<b>2009/10 net budget £'000</b>
Residential care placements	23,385	152	1,347	(200)	24,684
Home care	721	8	0	0	729
Day care	4,896	105	351	0	5,352
Assessment & care management	2,095	30	0	0	2,125
Direct payments	794	1	0	0	795
Other services	(8,834)	42	0	0	(8,792)
<b>Adults under 65 with a learning disability</b>	<b>23,057</b>	<b>338</b>	<b>1,698</b>	<b>(200)</b>	<b>24,893</b>

**Explanation of movements**

Please see service level detail for explanation of the movements summarised in the above table.

## Residential care placements for adults under 65 with a learning disability

### Description of service

Residential homes provide accommodation, meals and personal care for clients with learning disability who are unable to manage at home for whatever reason. The service is defined by government and covers help with eating, washing, bathing, dressing and toilet needs. Residential care clients are financially assessed to determine how much they must pay towards the cost of providing the service. These charges are calculated using government CRAG (Charging for Residential Accommodation Guide) guidelines.

<b>Subjective analysis summary</b>	<b>2008/09 total budget £'000</b>	<b>2009/10 total budget £'000</b>
Property Costs		94
Third Party Payments		25,365
Capital Charges		31
<b>Total Expenditure</b>		<b>25,490</b>
Fees and Charges		(806)
<b>Total Income</b>		<b>(806)</b>
<b>Net Expenditure</b>	<b>23,385</b>	<b>24,684</b>

### Explanation of budget

#### Material Budgets

The third party payments budget is for the payments to external bodies who provide the care, and the fees and charges budget is for the clients' contributions towards the cost.

The main residential contracts within learning disabilities is with Odyssey, with a budget of £3.9m. There are many other homecare and residential providers that are used for spot placements as well as other smaller contractors.

A total of £8,105k of the budget is for providers in the voluntary and community sector, such as Odyssey.

#### Outputs

There are 324 residential clients (including 2 in respite) at average weekly costs of £1,493 per client.

<b>Movements</b>	<b>£'000</b>
<b>2008/9 net budget</b>	<b>23,385</b>
Inflation	152
Commitments	1,347
Savings	(200)
<b>2009/10 net budget</b>	<b>24,684</b>

### **Explanation of movements**

#### **Inflation**

Inflation has been applied in accordance with corporate guidelines.

#### **Commitments**

Provision has been made in the pooled budget for 35 additional learning disability clients who are in transition from children's services having attained the age of 18.

#### **Savings**

Savings applied from efficiency savings from joint commissioning contracts.

## Homecare for adults under 65 with a learning disability

### Description of service

Homecare are services provided in a person's own home. Services include personal care for the complex needs of learning disability clients to enable them to live independently. Some of the support provided includes laundry services, equipment, and therapy.

<b>Subjective analysis summary</b>	<b>2008/09 total budget £'000</b>	<b>2009/10 total budget £'000</b>
Third Party Payments		729
Total Expenditure		729
<b>Net Expenditure</b>	<b>721</b>	<b>729</b>

### Explanation of budget

#### Material Budgets

The third party payments budget is for the payments to homecare providers.

#### Outputs

There are 93 clients in homecare (including domiciliary; lodgings and supported living schemes), each costing on average £469 per week.

<b>Movements</b>	<b>£'000</b>
<b>2008/9 net budget</b>	<b>721</b>
Inflation	8
<b>2009/10 net budget</b>	<b>729</b>

### Explanation of movements

#### Inflation

Inflation has been applied in accordance with corporate guidelines. Alternative inflation has been applied where unavoidable, due to contractual agreements.

## Day care for adults under 65 with a learning disability

### Description of service

Day centres services are provided for clients in order to support them to continue living independently at home. An assessment of need is undertaken before a referral and a charge is levied for the service. A majority of day centres are outsourced and it is proposed that more will be outsourced in future. The learning disability day care centres currently outsourced include:

- The Camden Society
- Queens Road

<b>Subjective analysis summary</b>	<b>2008/09 total budget £'000</b>	<b>2009/10 total budget £'000</b>
Employees		59
Property Costs		151
Supplies and Services		10
Third Party Payments		4,567
Transfer Payments		465
Capital Charges		134
<b>Total Expenditure</b>		<b>5,386</b>
Fees and Charges		(34)
<b>Total Income</b>		<b>(34)</b>
<b>Net Expenditure</b>	<b>4,896</b>	<b>5,352</b>

### Explanation of budget

Material budgets

The third party payments budget is for the payments to the outsourced day centres, with the main contract being with the Camden Society. A total of £3,298k of the budget is for services provided by the voluntary and community sector.

<b>Movements</b>	<b>£'000</b>
<b>2008/9 net budget</b>	<b>4,896</b>
Inflation	105
Commitments	351
<b>2009/10 net budget</b>	<b>5,352</b>

### Explanation of movements

Inflation

Inflation has been applied in accordance with corporate guidelines.

Commitments

Budget increases because of demand-led pressures in homecare services for learning disability clients as a result of clients who are in transition from children's services.

## Assessment and care management for adults under 65 with a learning disability

### Description of service

Assessments are undertaken by a dedicated team to ascertain support needed by clients and to arrange for such a service to be provided. Client needs are continually being reviewed and assessed via review panels to ensure the effective and efficient management of care needs.

<b>Subjective analysis summary</b>	<b>2008/09 total budget £'000</b>	<b>2009/10 total budget £'000</b>
Agency Staff		38
Employees (excluding agency staff)		<u>1,121</u>
Employees		1,159
Property Costs		25
Transport		10
Communications & Computing		16
Miscellaneous		<u>15</u>
Supplies and Services		31
Third Party Payments		31
Support Services		869
<b>Total Expenditure</b>		<b>2,125</b>
<b>Net Expenditure</b>	<b>2,095</b>	<b>2,125</b>

### Explanation of budget

Employees

The employees budget is for 24 full time equivalent posts.

<b>Movements</b>	<b>£'000</b>
<b>2008/9 net budget</b>	<b>2,095</b>
Inflation	30
<b>2009/10 net budget</b>	<b>2,125</b>



## Direct payments for adults under 65 with a learning disability

### Description of service

Direct payments are a way to give disabled clients with care needs and their carers more independence, more choice of services and more control over their care. Instead of having to use the services the council offers clients are given regular payment to buy the care services of their choice that may be provided by an independent provider.

Client eligibility for direct payments is determined after assessment of care needs and consent from clients. Support and guidance is available from the council for clients to assist with setting up and managing the payments.

<b>Subjective analysis summary</b>	<b>2008/09 total budget £'000</b>	<b>2009/10 total budget £'000</b>
Transfer Payments		795
<b>Total Expenditure</b>		<b>795</b>
<b>Net Expenditure</b>	<b>794</b>	<b>795</b>

### Explanation of budget

The transfer payments budget is for the direct payments to the clients. There are 29 direct payment clients at an average weekly cost of £506 each.

<b>Movements</b>	<b>£'000</b>
<b>2008/9 net budget</b>	<b>794</b>
Inflation	1
<b>2009/10 net budget</b>	<b>795</b>

## Other services for adults under 65 with a learning disability

### Description of service

This is an amalgamation of several services within learning disabilities such as Camberwell advocacy; the learning disabilities development fund (LDDF); Camberwell house and Talbot respite units, Only Connect respite service and other discretionary community services.

<b>Subjective analysis summary</b>	<b>2008/09 total budget £'000</b>	<b>2009/10 total budget £'000</b>
Agency Staff		44
Employees (excluding agency staff)		<u>825</u>
Employees		869
Property Costs		21
Transport		4
Equipment, Furniture & Materials		20
Catering		15
Communications & Computing		<u>2</u>
Supplies and Services		37
Third Party Payments		1,838
Transfer Payments		3
Capital Charges		10
<b>Total Expenditure</b>		<b>2,782</b>
Other Grants & Contributions		(11,224)
Other Recharges		(350)
<b>Total Income</b>		<b>(11,574)</b>
<b>Net Expenditure</b>	<b>(8,834)</b>	<b>(8,792)</b>

### Explanation of budget

#### Employees

The employees budget is for 20.3 full time equivalent posts.

#### Other material budgets

The third party payments budget is for payments to external bodies involved in providing these services. £506k of the budget is for services provided by the voluntary and community sector.

Southwark Primary Care Trust (PCT) contributes towards the costs of providing learning disability services via pooled budget arrangements with the council. The budget for this contribution is shown here above under other grants & contributions.

<b>Movements</b>	<b>£'000</b>
<b>2008/9 net budget</b>	<b>(8,834)</b>
Inflation	42
<b>2009/10 net budget</b>	<b>(8,792)</b>

### Explanation of movements

#### Inflation

Inflation has been applied in accordance with corporate guidelines. Alternative inflation has been applied where unavoidable, due to contractual agreements.

## Adults under 65 with a mental health problem

### Divisional summary

#### Description of division

Mental health services are integrated across health and social care. The Primary Care Trust (PCT) lead on commissioning services under a Section 75 arrangement. We commission a range of services for people suffering from common mental illness (CMI) and serious mental illness (SMI), these include community based services, carer support services and a range of residential/accommodation based services, which are commissioned from a range of statutory, independent and third sector organisations. Our services aim to reduce social isolation, promote positive mental health and well-being as well as offer choice and equity of access to the whole population of Southwark. We have established strong partnership arrangements across mental health and are moving all our services to become recovery focussed, preventative and seamless in terms of delivery. It is also our aim to ensure that we listen to the people who use our services and we are committed to the ongoing establishment of effective user involvement that will feed in to how we plan and develop our services.

Services	2008/09 total budget £'000	2009/10 total budget £'000
Residential care and nursing home placements	3,956	4,016
Home care	355	369
Day care	385	408
Assessment & care management	3,064	3,134
Other services	3,804	3,815
<b>Adults under 65 with a mental health problem</b>	<b>11,564</b>	<b>11,742</b>

Subjective analysis summary	2008/09 total budget £'000	2009/10 total budget £'000
Agency Staff		26
Employees (excluding agency staff)		4,351
Employees		4,377
Property Costs		232
Transport		68
Equipment, Furniture & Materials		29
Services		10
Communications & Computing		27
Miscellaneous		17
Supplies and Services		83
Third Party Payments		8,511
Transfer Payments		310
Support Services		588
Capital Charges		71
<b>Total Expenditure</b>		<b>14,240</b>
Other Grants & Contributions		(968)
Fees and Charges		(1,530)
<b>Total Income</b>		<b>(2,498)</b>
<b>Net Expenditure</b>		<b>11,742</b>

## Explanation of budget

Please see service level detail for detailed explanation of the budgets summarised in the above table. However some major types of budgets across mental health services are:

### Third party payments

These are payments to external bodies who provide care services for our various clients. The payments are for 3 categories of service, homecare, placements or nursing care.

### Other grants and contributions

This is income received from external bodies and are contributions towards the council's cost of providing health and social care services to clients. Main sources are health sector bodies such as Southwark Primary Care Trust (PCT), and South London and Maudsley NHS trust.

### Fees and charges

Are client contributions towards the council's cost of providing care. Clients are only charged after an assessment is undertaken by dedicated council staff and charges are subject to strict government guidelines Charging for Residential Accommodation Guide (CRAG) and fairer charging guidelines.

## Movements

<b>Services</b>	<b>2008/09 net budget £'000</b>	<b>Inflation £'000</b>	<b>Commitments £'000</b>	<b>Savings £'000</b>	<b>2009/10 net budget £'000</b>
Residential care and nursing					
Home placements	3,956	68	0	(8)	4,016
Home care	355	14	0	0	369
Day care	385	23	0	0	408
Assessment & care management	3,064	70	0	0	3,134
Other services	3,804	11	0	0	3,815
<b>Adults under 65 with a mental health problem</b>	<b>11,564</b>	<b>186</b>	<b>0</b>	<b>(8)</b>	<b>11,742</b>

## Explanation of movements

Please see service level detail for explanation of the movements summarised in the above table.

## Residential care and nursing home placements for adults under 65 with a mental health problem

### Description of service

Residential homes provide accommodation, meals and personal care for clients with mental illness who are unable to manage at home for whatever reason. The service is defined by government and covers help with eating, washing, bathing, dressing and toilet needs. Residential care clients are financially assessed to determine how much they must pay towards the cost of providing the service. These charges are calculated using government CRAG (Charging for Residential Accommodation Guide) guidelines.

<b>Subjective analysis summary</b>	<b>2008/09 total budget £'000</b>	<b>2009/10 total budget £'000</b>
Third Party Payments		4,582
<b>Total Expenditure</b>		<b>4,582</b>
Other Grants & Contributions		(219)
Fees and Charges		(347)
<b>Total Income</b>		<b>(566)</b>
<b>Net Expenditure</b>	<b>3,956</b>	<b>4,016</b>

### Explanation of budget

#### Material Budgets

The third party payments budget is for the payments to external bodies who provide the care, and the fees and charges budget is for the clients' contributions towards the cost.

<b>Movements</b>	<b>£'000</b>
<b>2008/9 net budget</b>	<b>3,956</b>
Inflation	68
Savings	(8)
<b>2009/10 net budget</b>	<b>4,016</b>

### Explanation of movements

#### Inflation

Inflation has been applied in accordance with corporate guidelines.

#### Savings

Savings applied from efficiency savings from joint commissioning contracts.

## Homecare placements for adults under 65 with a mental health problem

### Description of service

Homecare are services provided in a person's own home. Services include personal care for mentally ill clients to enable them to live independently. Some of the support provided includes laundry services, equipment and therapy.

<b>Subjective analysis summary</b>	<b>2008/09 total budget £'000</b>	<b>2009/10 total budget £'000</b>
Third Party Payments		311
Capital Charges		58
<b>Total Expenditure</b>		<b>369</b>
<b>Net Expenditure</b>	<b>355</b>	<b>369</b>

### Explanation of budget

#### Material Budgets

The third party payments budget is for the payments to external bodies who provide the care.

#### Outputs

There are currently 111 mental health clients receiving homecare services at an average weekly cost of £86 each.

<b>Movements</b>	<b>£'000</b>
<b>2008/9 net budget</b>	<b>355</b>
Inflation	14
<b>2009/10 net budget</b>	<b>369</b>

### Explanation of movements

#### Inflation

Inflation has been applied in accordance with corporate guidelines. Alternative inflation has been applied where unavoidable, due to contractual agreements.

## Day care for adults under 65 with a mental health problem

### Description of service

Day centres services are provided for clients in order to support them to continue living independently at home. An assessment of need is undertaken before a referral and a charge is levied for the service.

Mental Health day centres/services include the below, of which the first four are outsourced:

- Castle day
- Lorrimore
- Blackfriars settlement
- Crossways Association
- Southwark Black Mentoring group

<b>Subjective analysis summary</b>	<b>2008/09 total budget £'000</b>	<b>2009/10 total budget £'000</b>
Employees		281
Property Costs		62
Transport		6
Equipment, Furniture & Materials		9
Catering		7
Communications & Computing		5
Supplies and Services		21
Third Party Payments		52
Transfer Payments		10
<b>Total Expenditure</b>		<b>432</b>
Other Grants & Contributions		(24)
<b>Total Income</b>		<b>(24)</b>
<b>Net Expenditure</b>	<b>385</b>	<b>408</b>

### Explanation of budget

Employees

The employees budget is for 8 full time equivalent posts.

<b>Movements</b>	<b>£'000</b>
<b>2008/9 net budget</b>	<b>385</b>
Inflation	23
<b>2009/10 net budget</b>	<b>408</b>

## Assessment and care management for adults under 65 with a mental health problem

### Description of service

Assessments are undertaken by a dedicated team to ascertain support needed by clients and to arrange for such a service to be provided. Client needs are continually being reviewed and assessed via review panels to ensure the effective and efficient management of care needs. In mental health the main assessment teams include care and recovery, substance assessment, forensic and complex need.

<b>Subjective analysis summary</b>	<b>2008/09 total budget £'000</b>	<b>2009/10 total budget £'000</b>
Agency Staff		26
Employees (excluding agency staff)		<u>3,998</u>
Employees		4,024
Property Costs		163
Transport		62
Equipment, Furniture & Materials		20
Communications & Computing		22
Other Supplies and Services		<u>20</u>
Supplies and Services		62
Third Party Payments		644
Support Services		84
Capital Charges		3
<b>Total Expenditure</b>		<b>5,042</b>
Other Grants & Contributions		(725)
Fees and Charges		(1,183)
<b>Total Income</b>		<b>(1,908)</b>
<b>Net Expenditure</b>	<b>3,064</b>	<b>3,134</b>

### Explanation of budget

Employees

The employees budget is for 87.5 full time equivalent posts.

Within the budget is £44k for services provided by the voluntary and community sector.

<b>Movements</b>	<b>£'000</b>
<b>2008/9 net budget</b>	<b>3,064</b>
Inflation	70
<b>2009/10 net budget</b>	<b>3,134</b>

### Explanation of movements

Inflation

Inflation has been applied in accordance with corporate guidelines.



## Other services for adults under 65 with a mental health problem

### Description of service

This is an amalgamation of various mental health services support teams. It also holds the contracts budget, which is for the costs of a range of mental health services provided by external providers.

<b>Subjective analysis summary</b>	<b>2008/09 total budget £'000</b>	<b>2009/10 total budget £'000</b>
Employees		72
Property Costs		7
Third Party Payments		2,922
Transfer Payments		300
Support Services		504
Capital Charges		10
<b>Total Expenditure</b>		<b>3,815</b>
<b>Net Expenditure</b>	<b>3,804</b>	<b>3,815</b>

### Explanation of budget

#### Employees

The employees budget is for 2 full time equivalent posts.

#### Material budgets

The third party payments budget is to pay for the mental health contracts with various providers. The prominent ones are Equinox, Castle day, Crossway Association and Hexagon Townley Road.

<b>Movements</b>	<b>£'000</b>
<b>2008/9 net budget</b>	<b>3,804</b>
Inflation	11
<b>2009/10 net budget</b>	<b>3,815</b>

### Explanation of movements

#### Inflation

Inflation has been applied in accordance with corporate guidelines. Alternative inflation has been applied where unavoidable, due to contractual agreements.

## Other adult services

### Divisional summary

#### Description of division

This is made up of support to clients that have no recourse to public funds (NRPF), and the substance misuse teams. The substance misuse team provides help to adults aged 18-65 who are misusing drugs and/or alcohol. The no recourse to public funds team are responsible for undertaking assessments for adults with disabilities and mental health problems under the National Assistance Act 1948. The council provides accommodation and subsistence to people eligible to receive support according to the act.

Services	2008/09 total budget £'000	2009/10 total budget £'000
Substance misuse and other adult services	658	681
No recourse to public funds	2,405	2,424
<b>Other adult services</b>	<b>3,063</b>	<b>3,105</b>

Subjective analysis summary	2008/09 total budget £'000	2009/10 total budget £'000
Employees		134
Transport		3
Supplies and Services		29
Third Party Payments		3,284
<b>Total Expenditure</b>		<b>3,450</b>
Other Grants & Contributions		(287)
Fees and Charges		(58)
<b>Total Income</b>		<b>(345)</b>
<b>Net Expenditure</b>	<b>3,063</b>	<b>3,105</b>

#### Explanation of budget

Please see service level detail for explanation of the budgets summarised in the above table.

#### Movements

Services	2008/09 net budget £'000	Inflation £'000	Commitments £'000	Savings £'000	2009/10 net budget £'000
Substance misuse and other adult services	658	23	0	0	681
No recourse to public funds	2,405	19	0	0	2,424
<b>Other adult services</b>	<b>3,063</b>	<b>42</b>	<b>0</b>	<b>0</b>	<b>3,105</b>

#### Explanation of movements

Please see service level detail for explanation of the budgets summarised in the above table.

## Substance misuse and other adult services

### Description of service

The substance misuse team provides help to adults aged 18-65 who are misusing drugs and/or alcohol. The main aim of the service is to support people who are working towards abstinence. The team undertake comprehensive assessments of need with individuals, and deliver packages of care appropriate to need. The team work with people who utilise community based support, as well as those who require short term residential care. The work of the team necessitates close links, and partnership working with in-patient detoxification centres, community drug and alcohol teams, mental health services, children and young people services, probation and housing, as well as voluntary sector agencies.

<b>Subjective analysis summary</b>	<b>2008/09 total budget £'000</b>	<b>2009/10 total budget £'000</b>
Supplies and Services		29
Third Party Payments		997
<b>Total Expenditure</b>		<b>1,026</b>
Other Grants & Contributions		(287)
Fees and Charges		(58)
<b>Total Income</b>		<b>(345)</b>
<b>Net Expenditure</b>	<b>658</b>	<b>681</b>

### Explanation of budget

#### Material budgets

The third party payments budget is for the payments to external bodies who provide the support.

#### Outputs

There are 22 residential clients costing £495 per week each; and 11 day care clients costing £263 per week each.

<b>Movements</b>	<b>£'000</b>
<b>2008/9 net budget</b>	<b>658</b>
Inflation	23
<b>2009/10 net budget</b>	<b>681</b>

## Support to those with no recourse to public funds

### Description of service

The no recourse to public funds team (NRPF) are responsible for undertaking assessments for adults with disabilities and mental health problems under the National Assistance Act 1948. The council provides accommodation and subsistence to people eligible to receive support according to the act. There is a joint eligibility protocol in place whereby the physical disabilities social care and adult mental health teams provide community care assessments to determine client needs.

<b>Subjective analysis summary</b>	<b>2008/09 total budget £'000</b>	<b>2009/10 total budget £'000</b>
Employees		134
Transport		3
Third Party Payments		2,287
<b>Total Expenditure</b>		<b>2,424</b>
<b>Net Expenditure</b>	<b>2,405</b>	<b>2,424</b>

### Explanation of budget

Material budgets

The third party payments budget is for the payments to external bodies who provide the support.

Outputs

There are 116 mental health NRPF clients costing on average £218 per client per week.

There are 80 physically disabled NRPF clients costing on average £243 per client per week.

<b>Movements</b>	<b>£'000</b>
<b>2008/9 net budget</b>	<b>2,405</b>
Inflation	19
<b>2009/10 net budget</b>	<b>2,424</b>

### Explanation of movements

Inflation

Inflation has been applied in accordance with corporate guidelines. Alternative inflation has been applied where unavoidable, due to contractual agreements.

## Supporting people

### Divisional summary

#### Description of division

Commissions and reviews supported housing services in accordance with the Communities & Local Government supporting people framework. Develops and reviews the borough's supporting people strategy on behalf of the supporting people commissioning body.

Supporting people is funded by a specific grant, which funds a programme that pays for housing-related support services that help vulnerable people to live as independently as possible. This could be in their own homes or in hostels, sheltered housing or other specialised supported housing.

It provides complementary support for people who may also need personal or medical care. Supporting people only funds housing support. This can be part of a package of differently funded, but co-ordinated, support which meets the needs of individuals. Supporting people offers support with:

- debt counselling
- life skills training
- form filling
- advice on paying bills
- provision of emergency alarms

<b>Subjective analysis summary</b>	<b>2008/09 total budget £'000</b>	<b>2009/10 total budget £'000</b>
Employees		574
Property Costs		2
Transport		1
Supplies and Services		15
Third Party Payments		15,730
Support Services		2,303
<b>Total Expenditure</b>		<b>18,625</b>
Government Grants		(18,033)
<b>Total Income</b>		<b>(18,033)</b>
<b>Net Expenditure</b>	<b>612</b>	<b>592</b>

#### Explanation of budget

##### Employees

The employees budget is for 13 full time equivalent posts.

##### Other material budgets

The third party payments budget is for payments made to eligible external third sector providers. These are a mix of registered social landlord housing associations, charities and voluntary and community organisations.

The government grants budget is for the receipt of supporting people grant.

<b>Movements</b>	<b>£'000</b>
<b>2008/9 net budget</b>	<b>612</b>
Inflation	5
Savings	(25)
<b>2009/10 net budget</b>	<b>592</b>

### **Explanation of movements**

#### **Inflation**

Inflation has been applied in accordance with corporate guidelines.

#### **Savings**

There are savings on the inflation element of supporting people grant.

## Service strategy and support and business development services

### Divisional summary

#### Description of division

This is made up of various support services budgets and includes; service strategy, business development, health and safety, complaints team, commissioning and contracts team, IT, finance, and other overheads e.g. accommodation.

Services	2008/09 total budget £'000	2009/10 total budget £'000
Service strategy	1,916	1,323
Support services and business development services	9,399	9,376
<b>Service strategy and support</b>	<b>11,315</b>	<b>10,699</b>

Subjective analysis summary	2008/09 total budget £'000	2009/10 total budget £'000
Agency Staff		314
Employees (excluding agency staff)		<u>6,508</u>
Employees		6,822
Property Costs		328
Transport		54
Equipment, Furniture & Materials		165
Services		566
Communications & Computing		449
Printing, Stationery & Office Expenses		51
Miscellaneous		<u>15</u>
Supplies and Services		1,246
Third Party Payments		4,561
Support Services		1,698
Capital Charges		622
<b>Total Expenditure</b>		<b>15,331</b>
Government Grants		(2,043)
Other Grants & Contributions		(299)
Fees and Charges		(1,098)
Other Recharges		(241)
Support Services recharge to Children's Social Care		(951)
<b>Total Income</b>		<b>(4,632)</b>
<b>Net Expenditure</b>	<b>11,315</b>	<b>10,699</b>

## Movements

<b>Services</b>	<b>2008/09 net budget £'000</b>	<b>Inflation £'000</b>	<b>Commitments £'000</b>	<b>Savings £'000</b>	<b>2009/10 net budget £'000</b>
Service strategy	1,916	107	0	(700)	1,323
Support services and business development services	9,399	77	0	(100)	9,376
<b>Other support services and business development services</b>	<b>11,315</b>	<b>184</b>	<b>0</b>	<b>(800)</b>	<b>10,699</b>

## Explanation of movements

Please see service level detail for explanation of the movements summarised in the above table.



## Service strategy

### Description of service

This includes the strategic management, integration programme and complaints teams.

<b>Subjective analysis summary</b>	<b>2008/09 total budget £'000</b>	<b>2009/10 total budget £'000</b>
Employees		707
Property Costs		8
Transport		3
Services		243
Miscellaneous		<u>16</u>
Supplies and Services		259
Third Party Payments		1,271
Support Services		1
<b>Total Expenditure</b>		<b>2,249</b>
Government Grants		(732)
Other Grants & Contributions		(194)
<b>Total Income</b>		<b>(926)</b>
<b>Net Expenditure</b>	<b>1,916</b>	<b>1,323</b>

### Explanation of budget

Employees  
The employees budget is for 11 full time equivalent posts.

<b>Movements</b>	<b>£'000</b>
<b>2008/9 net budget</b>	<b>1,916</b>
Inflation	107
Savings	(700)
<b>2009/10 net budget</b>	<b>1,323</b>

### Explanation of movements

Inflation  
Inflation has been applied in accordance with corporate guidelines.

Savings  
The savings are from service redesigns to reduce level and extent of support. There are also savings from deferment of investment.

## Support services and business development services

### Description of service

This includes the commissioning and contract unit; accommodation, and business support staff such as IT and finance.

Subjective analysis summary	2008/09 total budget £'000	2009/10 total budget £'000
Agency Staff		314
Employees (excluding agency staff)		<u>5,801</u>
Employees		6,115
Property Costs		320
Transport		51
Equipment, Furniture & Materials		164
Services		323
Communications & Computing		445
Printing, Stationery & Office Expenses		47
Miscellaneous		<u>8</u>
Supplies and Services		987
Third Party Payments		3,290
Support Services		1,697
Capital Charges		622
<b>Total Expenditure</b>		<b>13,082</b>
Government Grants		(1,311)
Other Grants & Contributions		(105)
Fees and Charges		(1,098)
Other Recharges		(241)
Support Services recharge to Children's Social Care		(951)
<b>Total Income</b>		<b>(3,706)</b>
<b>Net Expenditure</b>	<b>9,399</b>	<b>9,376</b>

### Explanation of budget

#### Employees

The employees' budget is for 118.3 full time equivalent posts.

#### Other material budgets

The support services budget is made up of overhead costs such as accommodation, and corporate support cost reallocations. There are also support staff costs such as strategic management, finance, IT, HR, commissioning team etc. £1.2m of the government grant income is for the transforming social care grant. The fees and charges budget is for community charges, which are charges levied on homecare clients that have been assessed under the fairer charging rules across the services. They make contributions towards the cost of services received.

<b>Movements</b>	<b>£'000</b>
<b>2008/9 net budget</b>	<b>9,399</b>
Inflation	77
Savings	(100)
<b>2009/10 net budget</b>	<b>9,376</b>

### **Explanation of movements**

#### **Inflation**

Inflation has been applied in accordance with corporate guidelines.

#### **Savings**

Savings from the modernisation agenda including shared support services and streamlined accommodation costs.

# Major projects

## Description of service

Southwark Council's regeneration programme is one of the largest in the UK. From the formation of Bankside as London's new cultural quarter, to the transformation of Peckham, the massive programme at Elephant & Castle, the creation of a new town centre at Canada Water and the ambitious plans for the Aylesbury estate, regeneration in Southwark stretches far and wide.

Regeneration in Southwark is about more than investment in new buildings – it's about improving the life chances of residents and creating neighbourhoods that are great places to live by providing improved housing, schools, healthcare, leisure facilities and employment opportunities. And Southwark's ambition for transformative regeneration is also shared by residents, with 85% believing that the projects will have a positive impact on the borough as a whole.

In February 2007 we established the major projects department to provide a vehicle for the delivery of multi-million pound regeneration projects. The department aims to ensure that the leadership, expertise and resources are in place to match the council's ambition for regeneration to the benefit of residents, visitors and businesses; present and future across key areas of housing, education and public realm. Rather than acting as a developer, the service is there to interpret the requirements of the council and the community, shaping these into a set of specifications, monitoring their delivery and ensuring market interest is used as a catalyst to drive social and economic benefits.

The department recognises that successful delivery across these complex and inter-related areas requires effective joint working with all functions of Southwark and its partner agencies through a period of significant corporate change.

The ambitions of Southwark's residents are captured in the Southwark Corporate Plan: It identified six priority areas:

- Places where people love to live
- Everyone achieving their potential
- Healthy and independent living
- Valuing the environment
- Tackling crimes that concern people the most
- Modernising public services

In addition to base budgets agreed by council, major projects also receive an annual contribution from the regeneration reserve. For 2009/10 the requirement has been estimated to be £1.536m.

<b>Services</b>	<b>2008/09 total budget £'000</b>	<b>2009/10 total budget £'000</b>
Project director and support	674	597
Elephant and Castle	1,698	1,958
Aylesbury	624	633
Aylesbury grants	224	227
Southwark schools for the future (SSF) (secondary programme)	2,434	644
Canada Water and Bermondsey Spa	1,510	1,307
Heygate re-housing	0	0
<b>Net Expenditure</b>	<b>7,164</b>	<b>5,366</b>
Less contributions from reserves	(3,216)	(1,536)
<b>Base Budget</b>	<b>3,948</b>	<b>3,830</b>

## Cost centre group - MA100

<b>Subjective analysis summary</b>	<b>2008/09 total budget £'000</b>	<b>2009/10 total budget £'000</b>
Agency staff	595	289
Employees excluding agency	<u>2,698</u>	<u>2,520</u>
Employees	3,293	3,809
Property Costs	469	246
Transport	18	17
Equipment, Furniture and Materials	12	28
Catering	8	6
Services	6,600	4,634
Communications & Computing	30	31
Printing, stationery and office equipment	14	3
Grants	2,242	2,441
Miscellaneous	<u>13</u>	<u>73</u>
Supplies and Services	8,919	7,216
Support Services (Internal Charges)	1,361	519
Capital Charges	24	24
<b>Total Expenditure</b>	<b>14,084</b>	<b>11,831</b>
Government Grants	(2,241)	(2,441)
Fees and Charges	(476)	(566)
Customer Receipts	(344)	(0)
Recharges to HRA	(3,231)	(2,768)
General Fund Recharges	(628)	(690)
Total Income	(6,920)	(6,465)
<b>Net Expenditure</b>	<b>7,164</b>	<b>5,366</b>
Less contributions from reserves	(3,216)	(1,536)
<b>Base Budget</b>	<b>3,948</b>	<b>3,830</b>

## Movements

	Base budget £'000	One off transfer from reserves £'000	Total budget £'000	Inflation on 2008/09 base budget £'000	Savings £'000	Base budget £'000	One off transfer from reserves £'000	2009/10 total budget £'000
Services								
Project Director and Support	674	0	674	16	(93)	597	0	597
Elephant and Castle	1,698	0	1,698	20	(85)	1,633	325	1,958
Aylesbury	624	0	624	9	0	633	0	633
Aylesbury Grants	224	0	224	3	0	227	0	227
Southwark Schools for the Future (Secondary Programme)	314	2,120	2,434	4	0	318	326	644
Canada Water and Bermondsey Spa	414	1,096	1,510	8	0	422	885	1,307
<b>Total</b>	<b>3,948</b>	<b>3,216</b>	<b>7,164</b>	<b>60</b>	<b>(178)</b>	<b>3,830</b>	<b>1,536</b>	<b>5,366</b>

## Explanation of movements

### Inflation

Inflation is within corporate guidelines

### Savings

These savings have been generated by re-structuring the strategic director support area and Elephant and Castle project.

## Project director and support

### Description of service

Major Projects role is to work in partnership with the community and all areas of the council to shape specifications and monitor delivery to ensure market interest is used to drive social and economic benefits for the residents of Southwark.

Major Projects provides professional, technical, programme, project and contract management expertise to turn the council's objectives into co-ordinated outcomes. We also undertake communication and engagement with residents, visitors, investors and other stakeholders about regeneration and manage consultation and market research to ensure the views of local residents and visitors are reflected in our plan.

### Cost centre group - MB100

<b>Subjective analysis summary</b>	<b>2008/09 total budget £'000</b>	<b>2009/10 total budget £'000</b>
Employees excluding agency	<u>884</u>	<u>977</u>
Employees	884	977
Property Costs	47	48
Services	<u>220</u>	<u>464</u>
Total Supplies and Services	220	464
<b>Total Expenditure</b>	<b>1,151</b>	<b>1,489</b>
Recharges to HRA	0	(353)
General Fund Recharges	(477)	(539)
<b>Total Income</b>	<b>(477)</b>	<b>(892)</b>
<b>Net Expenditure</b>	<b>674</b>	<b>597</b>

<b>Movements</b>	<b>£'000</b>
<b>2008/9 net budget</b>	<b>674</b>
Inflation	16
Savings	(93)
<b>2009/10 net budget</b>	<b>597</b>

### Explanation of movements

Inflation

Inflation is within corporate guidelines

Savings

Two support staff posts have been vacant for the past 10 months and will now be deleted.

### Material budgets

Employees

No of FTE 17.5

Services

Professional and technical advice will be commissioned throughout the year to support projects within the department.

## Elephant and Castle

### Description of service

The Elephant and Castle regeneration project (£1.5bn) aims to transform a 170 acre area over a 10 year period.

The project, set out in the detailed planning guidance adopted in 2004 proposes the demolition of 1,212 council estate homes, the Elephant and Castle shopping centre and the removal of the subways around the gyratory. This will pave the way for over 5,300 new and replacement homes up to 75,000 square metres of retail and leisure space, new open spaces, an enhanced public transport interchange, social and economic opportunities for residents. The development will be supported by sustainable infrastructure to reduce the area's carbon footprint.

The team will continue to work with key partners (Lend Lease Europe, housing associations, Dalkia) and London wide agencies (Greater London Authority, Transport for London) to co-ordinate the effective delivery of the project.

### Cost centre group - MB200

<b>Subjective analysis summary</b>	<b>2008/09 total budget £'000</b>	<b>2009/10 total budget £'000</b>
Agency Staff	144	65
Employees excluding agency	<u>369</u>	<u>462</u>
Employees	513	527
Property Costs	39	50
Transport	12	13
Equipment, furniture & materials	7	27
Services	1,227	1,340
Communications & Computing	30	30
Miscellaneous	<u>16</u>	<u>18</u>
Supplies and Services	1,280	1,415
Support Services (Internal Charges)	161	263
<b>Total Expenditure</b>	<b>2,005</b>	<b>2,268</b>
Recharge to HRA	(250)	(250)
Fees and Charges	(57)	(60)
<b>Total Income</b>	<b>(307)</b>	<b>(310)</b>
<b>Net Expenditure</b>	<b>1,698</b>	<b>1,958</b>
Less contributions from reserves	0	(325)
<b>Base budget</b>	<b>1,698</b>	<b>1,633</b>

<b>Movements</b>	<b>£'000</b>
<b>2008/9 net budget</b>	<b>1,698</b>
Inflation	20
Savings	(85)
<b>2009/10 net budget</b>	<b>1,633</b>



### Explanation of movements

Inflation

Inflation is within corporate guidelines

Savings

Efficiency Savings - generated by re-structuring project activities.

### Material budgets

Employees

No of FTEs 8

Services £1,340,000

These budgets provide funding for the financial, legal, technical and marketing costs for the following elements of the Elephant and Castle project.

Commercial partner procurement - £402,000

Master plan-highway & transport interchange - £350,000

Housing partner procurement - £90,000

Business liaison - £60,000

Supporting business continuity/stakeholder management - £150,000

Multi utilities services company (Musco) - £268,000

### Recharges - HRA

Housing Revenue Account (HRA) contribution of £250,000 towards the costs of housing procurement, master planning and Musco.

How will contribution from reserves will be spent:

- Provide ongoing project, legal, financial and commercial advice and input necessary to review the revised Lend Lease commercial appraisal and complete negotiations on the full development agreement.
- Continue programme of intensive consultation and communication with strategic partners (London Development Agency, Greater London Authority & Transport for London) to ensure affordable and deliverable transport solution consistent with council priorities.
- Ensure successful delivery of the project to remove the southern roundabout and subways.
- Provide an ongoing technical advice to appraise business model from Dalkia for a multi utilities services company to deliver power, heat, water & data services as a means of addressing the council's sustainability targets as set out in the adopted supplementary planning guidance, and complete full concession agreement and interface agreements with Lend Lease.
- Commence programme of early housing development and submission of the remaining six planning applications.
- Maintain effective working relations with developers of strategic sites to ensure development is co-ordinated to meet council objectives as set out in the supplementary planning guidance and deliver early benefits to residents and businesses.
- Provide ongoing urban design, strategic transport advice as part of the process to prepare a master-plan for the site ensuring the council's development regeneration objectives are met.
- Maintain support for the project through a programme of intensive consultation and communication with local residents, traders, arts and cultural organisations and key local partners such as London College of Communications and London South Bank University.

## Aylesbury

### Description of service

The scheme value is £2.4bn. This programme will deliver the phased demolition of over 2,500 homes and the building of approximately 4,000 mixed tenure homes and supporting social and community infrastructure to create a new urban community. The council's executive agreed a redevelopment strategy in September 2005.

London and Quadrant housing group (a registered social landlord) has been selected to develop and manage the first on-site scheme. Known as Phase 1a, this comprises 260 mixed tenure homes and a new resource centre for adults with physical neurological and sensory disabilities. Residents are currently being re-housed.

The council has undertaken a European procurement process and appointed masterplanners Urban Initiatives who are working with the council and its partners to prepare an area action plan (AAP). The AAP is a planning document that will provide a framework for future development. This has been submitted to the secretary of state and is expected to be adopted by the end of 2009.

The homes and communities agency (HCA) has provided support for the redevelopment scheme which starts in full in 2010.

### Cost centre group - MB300

<b>Subjective analysis summary</b>	<b>2008/09 total budget £'000</b>	<b>2009/10 total budget £'000</b>
Agency Staff	284	174
Employees (excluding agency staff)	<u>240</u>	<u>544</u>
Employees	524	718
Property Costs	3	3
Transport	4	4
Services	1,471	707
Miscellaneous	<u>3</u>	<u>4</u>
Supplies and Services	1,474	711
<b>Total Expenditure</b>	<b>2,005</b>	<b>1,436</b>
Customer receipts	(344)	0
HRA recharges	1,037	(803)
<b>Total Income</b>	<b>(1,381)</b>	<b>(803)</b>
<b>Net Expenditure</b>	<b>624</b>	<b>633</b>

<b>Movements</b>	<b>£'000</b>
<b>2008/9 net budget</b>	<b>624</b>
Inflation	9
<b>2009/10 net budget</b>	<b>633</b>

**Explanation of movements**

Inflation

Inflation is within corporate guidelines

Employees

No of FTE 10

**Explanation of high cost budget lines**

Services - £707,000

Property advice internal and external - £200,000

Legal - £60,000

Finance - £47,000

Design/procurement - £190,000

Master-planning/public enquiry - £160,000

Consultation - £50,000

Services - £764,000 extra costs in 2008-09 due to:

- Completion of master-plan submission Feb-09
- Completion of preliminary on phase 1A Feb-09

**Recharges - HRA**

Outputs

- Provide ongoing clienting and co-ordinate cross-departmental contributions into the development of the area action plan.
- Continue programme of intensive consultation and communication with strategic partners e.g. homes and communities agency, Greater London Authority, government office for London, department for communities and local government.
- Provide on-going support to selected registered social landlords in connection with phase1a
- Commence next phase of the Aylesbury development.
- Continue programme of intensive consultation and communication with Aylesbury residents and wider AAP area community.
- Undertaking accountable body function with respect to the Aylesbury new deal for communities.

## Aylesbury grants

### Description of service

This grant funds the operations of the new deals for communities (NDC) which supports social and community projects on the Aylesbury estate. The objective of these projects is to improve the lives of Aylesbury residents through improving educational attainment, employment prospects, the physical environment and health; and reducing crime and fear of crime. Other activities supported by the NDC include supporting the development of social enterprises that will give local residents the ability to start local businesses, find local employment and receive locally-responsive services. 2009/10 is likely to be the final year that this grant will be received.

The council acts as accountable body for managing this programme via the NDC. Any staffing costs related with delivering this project is funded through NDC.

### Cost centre group - MB301

<b>Subjective analysis summary</b>	<b>2008/09 total budget £'000</b>	<b>2009/10 total budget £'000</b>
Employees (excluding agency staff)	<u>46</u>	<u>47</u>
Employees	46	47
Grants	<u>2,241</u>	<u>2,441</u>
Supplies and Services	2,241	2,441
Support Services (Internal Charges)	154	156
Capital Charges	24	24
<b>Total Expenditure</b>	<b>2,466</b>	<b>2,668</b>
Government Grants	(2,241)	(2,441)
<b>Total Income</b>	<b>(2,241)</b>	<b>(2,441)</b>
<b>Net Expenditure</b>	<b>224</b>	<b>227</b>

<b>Movements</b>	<b>£'000</b>
<b>2008/9 net budget</b>	<b>224</b>
Inflation	3
<b>2009/10 net budget</b>	<b>227</b>

### Explanation of movements

Inflation  
Inflation is within corporate guidelines

### Material budgets

Grants  
Grant income is held centrally before being allocated to community projects by the NDC project appraisal board.

## Southwark schools for the future (SSF) secondary programme

### Description of service

Building schools for the future (BSF) is a central government investment programme which aims to allow every council to transform their secondary school estate.

The Southwark schools for the future team have officially closed Southwark's £200m local education partnership (LEP) agreement. This brings an intensive 20-month procurement process to an end, with Balfour Beatty (trading as Transform Schools) and Building Schools for the Future Investments joining Southwark Council to form the new LEP company, 4 Futures.

### 4 Futures

4 Futures now has the opportunity to deliver seven secondary school rebuilds, two brand new schools and four building refurbishments across Southwark. This is a central part of Southwark's £4bn regeneration programme.

### Cost centre group - MB400

<b>Subjective analysis summary</b>	<b>2008/09 total budget £'000</b>	<b>2009/10 total budget £'000</b>
Agency staff	130	0
Employees excluding agency	<u>287</u>	<u>283</u>
Employees	417	283
Property costs	5	0
Transport	2	0
Services	2,127	698
Other supplies and services	<u>13</u>	<u>0</u>
Supplies and Services	2,140	698
Support Services	120	
<b>Total Expenditure</b>	<b>2,684</b>	<b>981</b>
Fees and Charges	(250)	(337)
<b>Total Income</b>	<b>(250)</b>	<b>(337)</b>
<b>Net Expenditure</b>	<b>2,434</b>	<b>644</b>
Less contribution from reserves	(2,120)	(326)
<b>Base budget</b>	<b>314</b>	<b>318</b>

<b>Movements</b>	<b>£'000</b>
<b>2008/9 net budget</b>	<b>314</b>
Inflation	4
<b>2009/10 net budget</b>	<b>318</b>

### **Explanation of movements**

Inflation

Inflation is within corporate guidelines

### **Material budgets**

Employees

No of FTE 5.

No agency staff in 2009/10.

Services

Professional fees incurred in order to manage the local education partnership agreement.

Internal legal - £300,000

Internal technical - £44,000

External legal - £310,000

External technical - £44,000

Fees and charges - £337,000

Support from schools forum towards schools for the future projects – fixed at £250,000

Recharges to 3rd Party in respect of 2 staff on secondment - £87,000

### **How will contribution from reserves be spent**

Outputs

- No of FTEs – 5, schools for the future team
- Conclude consultation with the three key advisors:
  - Business partner (including procurement, finance, ICT and programme management expertise)
  - Technical partner (including design, engineering and other technical disciplines)
  - Legal advisor

## Canada Water and Bermondsey Spa

### Description of service

#### Canada Water

Following extensive public consultation the council has committed itself to the regeneration of the town centre at Canada Water and this is being delivered through two main streams of activity. One stream of work is a ten year partnership with British Land Canada Quays (BLCQ) which has the objective of redeveloping a number of key sites in and around Surrey Quays shopping centre to produce a mix of uses including: an attractive public realm and community facilities; new homes, retail and office space; increased employment opportunities; and, improvements to the pedestrian and transport infrastructure. The second stream of work is to align council policy and services to support the regeneration. This includes:

- Creating a planning framework that will facilitate appropriate change.
- Developing tools to test the transport implications of development.
- Working with front line services to deliver investment, particularly in a new school for Rotherhithe, decent homes and in leisure facilities.

#### Bermondsey Spa

In consultation with local people the council has formulated a masterplan to shape the regeneration of the area. The plan has been adopted as supplementary planning guidance to form the basis for development control and investment decisions. This is being used to improve the whole area by developing vacant, derelict and under-used land, and using the value created to fund enhancement of the area, its appearance, atmosphere and facilities for the community.

### Cost centre group - MB500

<b>Subjective analysis summary</b>	<b>2008/09 total budget £'000</b>	<b>2009/10 total budget £'000</b>
Agency staff	37	50
Employees excluding agency	<u>366</u>	<u>497</u>
Employees	403	547
Property costs	40	0
Services	1,213	980
Other supplies and services	<u>9</u>	<u>0</u>
Supplies and Services	1,222	980
<b>Support Services</b>	<b>165</b>	<b>100</b>
Total Expenditure	1,830	1,627
Fees and Charges	(169)	(169)
General Fund Recharges	(151)	(151)
<b>Total Income</b>	<b>(320)</b>	<b>(320)</b>
<b>Net Expenditure</b>	<b>1,510</b>	<b>1,307</b>
Less contribution from reserves	(1,096)	(885)
<b>Net Expenditure</b>	<b>414</b>	<b>422</b>

<b>Movements</b>	<b>£'000</b>
<b>2008/9 net budget</b>	<b>414</b>
Inflation	8
<b>2009/10 net budget</b>	<b>422</b>

## Explanation of movements

Inflation is within corporate guidelines

## Material budgets

Employees

No of FTE 7

Services £980,000

Professional fees incurred to acquire technical and legal advice on land development.

Planning Canada Water AAP - £580,000

Canada Water development -£338,000

Bermondsey Spa consultation & planning advice £62,000

Recharges - £151,000

£134,000 - Recharge to first base in respect of a council employee who is currently on secondment.

£17,000 - For acting project directors time spent supporting strategic director

Fees and charges - £169,000

This is in respect of a recharge to British Land Canada Quay (BLCQ) development account and reflects the expenditure incurred on activities in Canada Water which can be recharged to the fund.

## How will contribution from reserves be spent

Outputs

Canada Water

- Enhanced programme management within the department.
- New filing and retrieval management system (for Bermondsey Spa and, potentially, other projects).
- Progress the wider area action planning (AAP).
- Preferred options stage of the AAP process.
- Approval to submit AAP to secretary of state.
- Take forward the existing Canada Water development programme including the library.
- Identify other corporate business opportunities within Canada Water area.

Bermondsey Spa

Progress the Bermondsey Spa development projects including:

- Public realm master plan.
- Site C5 (Grange Walk) is currently being marketed, 1 hectare of land including 280 residential and commercial properties. The planned decision period is October 2009.
- Site G (Spa road shops and flats) – this project has been split into 2 phases, phase 1 to be completed in the next 2 years, including 24 affordable homes and 4 commercial units, leased back to the council on a peppercorn rent. Phase 2 will follow on from the completion of phase 1 and involve the same number of units.
- Sites F,S and U (Jamaica road)– including 319 residential homes and commercial units with supermarket.
- St James' Churchyard landscaping works.



## Heygate re-housing

### Description of service

The re-housing of Heygate residents and demolition of the Heygate estate is central to the regeneration proposals for Elephant and Castle as it will enable the council and its redevelopment partner, Lend Lease, to create the development sites needed to translate this into new and better homes, shops, and community facilities, as well as a new public park vision into a reality. The existing fabric of some parts of the estate is unsustainable and the council have put in place a programme for the rapid re-housing of residents within a two year period (June 2007 – Sept 2009). Re-housing Heygate residents in their local area (or area of their choosing) and ensuring community safety and cohesion on the estate during the period of re-housing, demolishing and rebuilding is the council's highest priority. The Heygate re-housing team provides a seamless planning and delivery of services from the council and its partners in line with the needs of our customers. It is a management team of strategic and operational officers covering a range of disciplines.

### Cost centre group - MB700

<b>Subjective analysis summary</b>	<b>2008/09 total budget £'000</b>	<b>2009/10 total budget £'000</b>
Employees excluding agency	<u>506</u>	<u>710</u>
Employees	506	710
Property costs	335	145
Services	342	445
Miscellaneous	<u>0</u>	<u>62</u>
Supplies and Services	342	652
Support Services	761	0
<b>Total Expenditure</b>	<b>1,944</b>	<b>1,362</b>
Recharges to HRA	(1,944)	(1,362)
<b>Total Income</b>	<b>(1,944)</b>	<b>(1,362)</b>
<b>Net Expenditure</b>	<b>0</b>	<b>0</b>

## **Material budgets**

Employees  
No of FTE 12

## **HRA recharge**

The rehousing team will continue to rehouse the remaining 226 leaseholders, secure and non secure tenants on the estate. The project is currently on target to have identified alternative housing for all secure and non secure tenants by Sept 2009 and will continue to use the proven intense case management approach to support residents to ensure that they all move successfully. As part of this approach resources will continue to be added to the void works to provide an incentive for secure tenants to accept properties that they might otherwise refuse on the grounds of unacceptable decoration.

The community safety partnership of police wardens and the joint partnership team will maintain their dedicated resources on the estate to ensure that residents health and safety remains the highest priority. A night time security presence will also be maintained.

Work to identify a robust implementation strategy for the demolition of the estate will also be undertaken so that demolition can commence on the cleared blocks in Feb/March 2010

Services - £445,000  
Demolition Consultancy Costs - £250,000  
Night Time Security – £95,000  
Legal Advice - £100,000

# Regeneration and neighbourhoods

## Description of service

The regeneration and neighbourhood department delivers a wide variety of activities that affect the physical environment, the economy of the borough and the lives of most of our residents. Regeneration is responsible for setting the strategies that govern change through the delivery of planning policies, facilitating an enabling entrepreneurial environment, managing council-owned land, property assets and ensuring that the council's approach to managing the neighbourhoods and delivering statutory housing needs in the borough is well coordinated.

The department is therefore at the forefront of the council's planning policy and enforcement; economic, property management, social and housing regeneration. The department's efforts are mainly focused on developing a sustainable building planning framework and establishing links with the business environment to develop housing strategies. These aims are achieved by working closely with developers, business, regeneration partnerships, and statutory bodies and, above all, local people.

Following a review of council functions and management structures across the department during 2008/9, property services division has now rejoined regeneration and neighbourhoods department. However, social inclusion division has left the department and is now part of the deputy chief executive's office.

The department has approximately 496 full time equivalent (FTE's), who are responsible for the following broad activities:

- Administering grant contributions from government and other external bodies for 09/10 – these include the area based grant (ABG), transport for London (TfL) and housing planning delivery grant.
- Administering a departmental general fund gross expenditure of £65 million.
- The processing of planning applications – the department is projected to make decisions on a total of 1,800 planning applications in 2009/10.
- Managing over 1,326 commercial properties and 80 council owned/occupied properties.
- Provide professional property services such as survey and advice to the other council services.
- The development of entrepreneurial and employment strategies and opportunities.
- The development of housing regeneration and strategies.
- The provision of statutory housing for vulnerable groups in the community.
- The department is involved in other physical, economic and social regeneration projects.

Cost centre group BA100

<b>Services</b>	<b>2008/09 total budget £'000</b>	<b>2009/10 total budget £'000</b>
<b>Director and business support</b>	<b>1,178</b>	<b>1,176</b>
<b>Information and strategy</b>	<b>580</b>	<b>501</b>
Head of planning and transport	270	273
Development management	1,896	1,865
Building control	(172)	8
Planning policy	685	661
Transport planning	906	900
<b>Planning and transport</b>	<b>3,584</b>	<b>3,707</b>
<b>Economic development and strategic partnership</b>	<b>3,699</b>	<b>5,526</b>
<b>Housing strategy and regeneration</b>	<b>8,299</b>	<b>8,280</b>
Corporate facilities management	5,991	10,876
Property services support	585	488
<b>Property services</b>	<b>6,577</b>	<b>11,363</b>
Temporary accommodation	980	757
Housing assessment and support service	3,499	3,413
Older persons business unit	180	550
Community housing services housing options	1,619	1,488
Homelessness grant to external partners	39	42
<b>Community housing services</b>	<b>6,317</b>	<b>6,250</b>
<b>Total regeneration and neighbourhoods</b>	<b>30,234</b>	<b>36,804</b>

## Cost centre group BA100

<b>Subjective analysis summary</b>	<b>2008/09 total budget £'000</b>	<b>2009/10 total budget £'000</b>
Agency Staff	377	243
Employees (excluding agency staff)	<u>21,017</u>	<u>21,478</u>
Employees	21,394	21,721
Property Costs	8,102	13,055
Transport	270	250
Equipment, Furniture & Materials	313	312
Catering	60	61
Services	2,947	2,819
Communications & Computing	326	283
Printing, Stationery & Office Expenses	348	345
Grants & Subscriptions	12,871	11,820
Miscellaneous	<u>50</u>	<u>29</u>
Supplies and Services	16,916	15,670
Third Party Payments	392	396
Support Services	7,760	6,757
Capital Charges	7,849	7,849
Capital Financing Costs	0	0
<b>Total Expenditure</b>	<b>62,682</b>	<b>65,697</b>
Government Grants	(1,363)	(3,619)
Other Grants & Contributions	(798)	(612)
Fees and Charges	(17,604)	(13,912)
Customer Receipts	(321)	(322)
Interest	(3)	0
HRA Recharge	(1,063)	(657)
Other Recharges	<u>(11,295)</u>	<u>(9,770)</u>
Recharges	(12,358)	(10,427)
<b>Total Income</b>	<b>(32,448)</b>	<b>(28,892)</b>
<b>Net Expenditure</b>	<b>30,234</b>	<b>36,804</b>

<b>Movements</b>	<b>2008/09 net budget £'000</b>	<b>Inflation £'000</b>	<b>Budget adjustments £'000</b>	<b>Corporate allocations £'000</b>	<b>Commitments £'000</b>	<b>Savings £'000</b>	<b>2009/10 net budget £'000</b>
<b>Services</b>							
Director and business support	1,178	16	(11)			(7)	1,176
Information and strategy	580	11	3			(93)	501
Planning and transport	3,584	89	7		172	(145)	3,707
Economic development and strategic partnership	3,699	38		1,859		(70)	5,526
Housing strategy and regeneration	8,299	17				(36)	8,280
Property services	6,577	203			5,000	(416)	11,363
Community housing services	6,317	168				(235)	6,250
<b>Total movements</b>	<b>30,234</b>	<b>541</b>	<b>0</b>	<b>1,859</b>	<b>5,172</b>	<b>(1,002)</b>	<b>36,804</b>

### Explanation of movements

#### Inflation

The inflation rates on services budgets are within corporate guidelines.

#### Budget adjustments

Explanations for budget adjustments have been provided under the individual units in the subsequent pages.

#### Corporate allocations

The department has been allocated an additional £1.8 million as part of the realignment of the area based grant (ABG).

#### Commitments

The commitment of £172k represents an unavoidable pressure which has arisen as a result of budget realignment in conformity with statutory obligations, thereby resulting in a shortfall for the mandatory but non-chargeable element of the service. £5 million is for the modernisation and accommodation programme whereby additional costs occur through relocation.

#### Savings

Savings are made up of departmental efficiencies and changes in service provision.

## Director and business support

### Divisional summary

#### Description of division

This unit comprises of the following:

- Departmental chief officer and a personal assistant.
- The departmental senior finance manager and a central finance team of 6.

The director provides leadership and the strategic focus for the department. The director's office is responsible for creating and maintaining links with members and other chief officers.

The finance team provides a business support function to the chief officer and divisional heads and also serves as the point of contact for the corporate finance and corporate capital teams. The team implements and co-ordinates the departmental finance and business processes and provides the finance support function towards the achievement of financial planning, budget monitoring, procurement, audit and other finance functions.

The priorities for the team's 9 FTE's generally include:

- Providing the strategic direction for the department.
- Strategic financial management of departmental finances.
- Ensuring accurate budgeting and monitoring.
- Co-ordination, monitoring and reporting of the capital budgets managed by the department.
- Co-ordination of the departmental audit plan and ensuring robust internal controls within business unit operation.
- Ensuring departmental procurement process adheres to corporate protocols and guidance and provides financial oversight for procurement activities.
- Co-ordination of risk management activities for the department.
- Co-ordination and monitoring of income and debt activities for the department.
- Co-ordination of departmental grant claims.

#### Cost centre group BB100

<b>Subjective analysis summary</b>	<b>2008/09 total budget £'000</b>	<b>2009/10 total budget £'000</b>
Agency Staff	15	15
Employees (excluding agency staff)	<u>592</u>	<u>637</u>
Employees	607	652
Transport	10	10
Equipment, Furniture & Materials	37	37
Services	169	120
Communications & Computing	21	21
Printing, Stationery & Office Expenses	50	50
Grants & Subscriptions	3	3
Miscellaneous	<u>1</u>	<u>0</u>
Supplies and Services	281	232
Support Services	2,516	2,539
<b>Total Expenditure</b>	<b>3,414</b>	<b>3,433</b>
HRA Recharge	(100)	(101)
Other Recharges	<u>(2,136)</u>	<u>(2,155)</u>
Recharges	(2,236)	(2,256)
<b>Total Income</b>	<b>(2,236)</b>	<b>(2,256)</b>
<b>Net Expenditure</b>	<b>1,178</b>	<b>1,176</b>

## Explanation of budget

### Employees

The director and business support employee budget is based on an establishment of 9 FTE's.

### Support services

This £2.5 million relates mainly to corporate service cost recharges.

### HRA recharge

The recharge to the housing revenue account (HRA) is for the share of strategic director and other central overheads following the transfer of community housing services and housing strategy and regeneration to regeneration and neighbourhoods.

### Other recharges

The budget includes a SLA recharge of £2.1 million to frontline units to reflect true services costs.

<b>Movements</b>	<b>£'000</b>
<b>2008/9 net budget</b>	<b>1,178</b>
Inflation	16
Budget adjustments	(11)
Savings	(7)
<b>2009/10 net budget</b>	<b>1,176</b>

## Explanation of movements

### Savings

The savings consists of an efficiency saving of £7,000 due to a reorganisation of the finance team.



# Information and strategy

## Divisional summary

### Description of division

The role of this business support unit is ensuring the effective and efficient running of the department within corporate requirements and communicating the department's activities externally and internally. The various elements of the business support team lead the collective action of the department, support managers and individuals within the units on:

- Freedom of information and records management
- Co-ordination of decision making processes
- Health and safety
- Learning and development
- Performance management and monitoring
- Information management

The business support team also supports the director on:

- Change management and modernisation within the department
- Business planning

### Key data

This division comprises the strategy and information, complaints, communications records and human resources units and programme officers.

There are 11 FTE's. Their current roles include;

- Ensuring the department meets its obligations on health and safety (H & S) with the support of the H&S team.
- Ensuring the development and implementation of the learning and development plan for the department.
- Co-ordinating the performance management and reporting for the department to meet internal, central and external requirements.
- Co-ordinating the complaints process to stage 1 and working with the complaints team centrally to respond to further developments.
- Working towards the gaining of investors in people (IIP) accreditation.
- Further codifying and streamlining the decision-making processes.
- Improving support to executive members especially on queries and correspondence.
- Supporting the department in implementing ethnic monitoring and the implementation of equalities and diversities policies.

## Cost centre group BB150

<b>Subjective analysis summary</b>	<b>2008/09 total budget £'000</b>	<b>2009/10 total budget £'000</b>
Agency Staff	0	0
Employees (excluding agency staff)	<u>547</u>	<u>500</u>
Employees	547	500
Property Costs	0	0
Transport	0	0
Services	29	0
Communications & Computing	0	1
Printing, Stationery & Office Expenses	<u>4</u>	<u>0</u>
Supplies and Services	33	1
<b>Total Expenditure</b>	<b>580</b>	<b>501</b>
<b>Net Expenditure</b>	<b>580</b>	<b>501</b>

### Explanation of budget

#### Employees

The information and strategy employee budget is based on an establishment of 11 FTE's.

<b>Movements</b>	<b>£'000</b>
<b>2008/9 net budget</b>	<b>580</b>
Inflation	11
Budget adjustments	3
Savings	(93)
<b>2009/10 net budget</b>	<b>501</b>

### Explanation of movements

#### Savings

The 09/10 savings will be achieved through the following:

- Efficiencies arising from recruitment advertising – £45k.
- Staffing efficiencies – £48k.

# Planning and transport

## Divisional summary

### Description of service

Planning and transport is responsible for developing policies to guide land use and long-term physical development in Southwark. The division also decides on planning applications, manages major transport projects and the council's building control service.

The essence of the planning and transport division is to provide the best advice possible to influence the physical development of Southwark, to improve quality of life using expert knowledge, reliable information and sensitivity to the many and varied needs of the borough's residents and businesses. It does this by striving towards higher professional standards, a commitment to teamwork and co-operation between teams and with the rest of Southwark Council. The division is split into the following business units:

- Head of division
- Development management
- Building control
- Planning policy
- Transport planning

### Cost centre group BB400

<b>Services</b>	<b>2008/09 total budget £'000</b>	<b>2009/10 total budget £'000</b>
Head of planning and transport	270	273
Development management	1,896	1,865
Building control	(172)	8
Planning policy	685	661
Transport planning	906	900
<b>Total planning and transport</b>	<b>3,584</b>	<b>3,707</b>

## Cost centre group BB400

<b>Subjective analysis summary</b>	<b>2008/09 total budget £'000</b>	<b>2009/10 total budget £'000</b>
Agency Staff	235	84
Employees (excluding agency staff)	<u>5,487</u>	<u>5,734</u>
Employees	5,722	5,818
Property Costs	45	45
Transport	55	55
Equipment, Furniture & Materials	41	41
Services	790	577
Communications & Computing	63	64
Printing, Stationery & Office Expenses	91	91
Miscellaneous	<u>14</u>	<u>14</u>
Supplies and Services	999	787
Third Party Payments	151	153
Support Services	405	409
Capital Charges	0	0
<b>Total Expenditure</b>	<b>7,377</b>	<b>7,268</b>
Government Grants	(75)	(112)
Other Grants & Contributions	(716)	(513)
Fees and Charges	(2,999)	(2,933)
Other Recharges	<u>(2)</u>	<u>(3)</u>
Recharges	(2)	(3)
<b>Total Income</b>	<b>(3,793)</b>	<b>(3,561)</b>
<b>Net Expenditure</b>	<b>3,584</b>	<b>3,707</b>

<b>Movements</b>	<b>2008/09 net budget £'000</b>	<b>Inflation £'000</b>	<b>Budget adjustments £'000</b>	<b>Commitments £'000</b>	<b>Savings £'000</b>	<b>2009/10 net budget £'000</b>
<b>Services</b>						
Head of planning and transport	270	4			0	273
Development control	1,896	47			(78)	1,865
Building control	(172)	8		172		8
Planning policy	685	12			(36)	661
Transport planning	906	18	7		(31)	900
<b>Total movements</b>	<b>3,584</b>	<b>89</b>	<b>7</b>	<b>172</b>	<b>(145)</b>	<b>3,707</b>

## Head of planning and transport

### Description of service

This unit is responsible for the strategic management of the transport and planning division to ensure that divisional key objectives are met.

Cost centre group BC400

<b>Subjective analysis summary</b>	<b>2008/09 total budget £'000</b>	<b>2009/10 total budget £'000</b>
Employees (excluding agency staff)	<u>148</u>	<u>150</u>
Employees	148	150
Services	82	84
Miscellaneous	<u>27</u>	<u>27</u>
Supplies and Services	109	112
Support Services	12	12
<b>Total Expenditure</b>	<b>270</b>	<b>273</b>
<b>Net Expenditure</b>	<b>270</b>	<b>273</b>

### Explanation of budget

Employees

The head of planning and transport employee budget is based on an establishment of 2 FTE's.

<b>Movements</b>	<b>£'000</b>
<b>2008/9 net budget</b>	<b>270</b>
Inflation	3
<b>2009/10 net budget</b>	<b>273</b>

## Development management

### Description of service

This unit was previously known as development control unit. The main aims of the development management section are to ensure that all new developments within the borough:

- Represent an appropriate and efficient use of land in support of the council's regeneration and wider corporate objectives.
- Do not cause nuisance to residents but has regard for the wider public interest.
- Enhance the character and appearance of the borough.
- Protect and enhance Southwark's architectural and archaeological heritage.

### Outputs

The main objectives of the unit are as follows:

- Achieve national indicator (NI)157 (turn-around time for planning applications) targets for all categories by March 2010
- Provide a quality service
- Achieve e-government
- Achieve good appeals record
- Provide effective enforcement service and ensure that the service is monitored and reviewed in order to continually improve

Estimated number of planning applications, subject to the current economic climate, projected for 2009/10 is 2,030 broken down as follows:

Under £350	1,750
£351 to £10,000	250
Over £10,000	30

## Cost centre group BC410

<b>Subjective analysis summary</b>	<b>2008/09 total budget £'000</b>	<b>2009/10 total budget £'000</b>
Agency Staff	41	11
Employees (excluding agency staff)	<u>2,924</u>	<u>3,011</u>
Employees	2,964	3,022
Property Costs	2	2
Transport	7	7
Equipment, Furniture & Materials	28	28
Services	289	291
Communications & Computing	43	43
Printing, Stationery & Office Expenses	45	45
Grants & Subscriptions	1	1
Miscellaneous	<u>(9)</u>	<u>(9)</u>
Supplies and Services	396	400
Support Services	263	265
<b>Total Expenditure</b>	<b>3,632</b>	<b>3,696</b>
Other Grants & Contributions	(54)	(54)
Fees and Charges	(1,680)	(1,774)
Other Recharges	<u>(3)</u>	<u>(3)</u>
Recharges	(3)	(3)
<b>Total Income</b>	<b>(1,736)</b>	<b>(1,831)</b>
<b>Net Expenditure</b>	<b>1,896</b>	<b>1,865</b>

**Explanation of budget**

## Employees

The development management employee budget is based on an establishment of 63 FTE's.

## Supplies and services

£400k comprises of mainly legal, IT, printing and stationery budgets.

## Fees and charges

£1.77million is the budgeted income from planning application fees.

<b>Movements</b>	<b>£'000</b>
<b>2008/9 net budget</b>	<b>1,896</b>
Inflation	47
Savings	(78)
<b>2009/10 net budget</b>	<b>1,865</b>

**Explanation of movements**

## Savings

An expected increase in pre applications income is expected to result in a reduced total budget requirement for the unit.

## Building control

### Description of service

The main aims of the building control section are:

- To ensure the health, safety and welfare of people in and about building structures and that all buildings are fully accessible for people with disabilities, and are in full compliance with the building regulations.
- To promote sustainable building practices and good and innovative practices with regard to the conservation of fuel and power.
- To provide a responsive 24 hour dangerous structures service.

### Objectives

The estimated number of building control applications for 09/10 is 1,200. Building control currently has the main objective of achieving the following:

- To maintain and deliver an effective and accessible building control service.
- Add value to current service provision in order to maximise market share.
- Review arrangements and prepare programme to ensure improvements to customer focus and to support sustainability in the borough.
- To respond to all dangerous structures callouts within 2 hours.

In light of the current and continuing downturn in the property and building market, it is difficult to predict next year's level of activity with any level of certainty. However, any significant movements in the market would be reflected in the appropriate monthly reporting system.

### Cost centre group BC420

<b>Subjective analysis summary</b>	<b>2008/09 total budget £'000</b>	<b>2009/10 total budget £'000</b>
Agency Staff	124	0
Employees (excluding agency staff)	<u>819</u>	<u>961</u>
Employees	943	961
Transport	26	27
Equipment, Furniture & Materials	8	8
Services	31	31
Communications & Computing	10	10
Printing, Stationery & Office Expenses	<u>12</u>	<u>12</u>
Supplies and Services	60	61
Third Party Payments	117	119
<b>Total Expenditure</b>	<b>1,147</b>	<b>1,167</b>
Fees and Charges	(1,319)	(1,159)
<b>Total Income</b>	<b>(1,319)</b>	<b>(1,159)</b>
<b>Net Expenditure</b>	<b>(172)</b>	<b>8</b>



**Explanation of budget**

## Employees

The building control employee budget is based on an establishment of 23 FTE's.

## Third party payments

£119k is for contractor call-out charges to safeguard dangerous structures.

## Fees and charges

£1.2 million is the budgeted fee income for the building control service.

<b>Movements</b>	<b>£'000</b>
<b>2008/9 net budget</b>	<b>(172)</b>
Inflation	8
Commitments	172
<b>2009/10 net budget</b>	<b>8</b>

**Explanation of movements**

## Commitments

The commitment of £172k represents an unavoidable pressure which has arisen as a result of budget realignment in conformity with statutory obligations, thereby resulting in a shortfall for the mandatory but non-chargeable element of the service.

## Planning policy

### Description of service

This business unit prepares the council's strategies for sustainable patterns of land-use and development and oversees their implementation and monitoring and the preparation of a local development framework.

### Outputs

For 09/10 financial year, the main aims of the unit are as follows:

- Produce an annual monitoring report on the effects of land use planning in Southwark.
- Provide a monitoring and research function to support land use planning and other regeneration strategies in the borough.
- Prepare land use report (including digitised/vertical mapping).
- Review the provision of demographic data and impact on land use.
- Produce strategic environmental assessment.

### Cost centre group BC450

<b>Subjective analysis summary</b>	<b>2008/09 total budget £'000</b>	<b>2009/10 total budget £'000</b>
Employees (excluding agency staff)	<u>602</u>	<u>614</u>
Employees	602	614
Property Costs	1	1
Transport	7	7
Equipment, Furniture & Materials	4	4
Catering	2	2
Services	14	14
Communications & Computing	1	1
Printing, Stationery & Office Expenses	28	28
Miscellaneous	<u>(15)</u>	<u>(15)</u>
Supplies and Services	34	33
Support Services	42	42
<b>Total Expenditure</b>	<b>685</b>	<b>697</b>
Government Grants	0	(36)
<b>Total Income</b>	<b>0</b>	<b>(36)</b>
<b>Net Expenditure</b>	<b>685</b>	<b>661</b>

**Explanation of budget**

Employees

The planning policy employee budget is based on an establishment of 13 FTE's.

<b>Movements</b>	<b>£'000</b>
<b>2008/9 net budget</b>	<b>685</b>
Inflation	12
Budget adjustments	0
Savings	(36)
<b>2009/10 net budget</b>	<b>661</b>

**Explanation of movements**

Savings

A housing and planning delivery grant of £36k is expected to replace core funding for one planning policy post.

## Transport planning

### Description of service

The essence of the transport policy team is to prepare the council's strategies for sustainable patterns of transportation and to oversee their implementation and monitoring. This is broken down into six main areas: strategic planning, strategic plan preparation and delivery, partnerships, road safety, development control, major projects, monitoring and review.

### Aims

The main aims of the divisions are as follows:

- The development of transport policy and related plans.
- Overseeing the delivery of resulting programmes.
- The development of sustainable travel plans and delivery of resulting spending programmes relating to walking, cycling and public transport.
- Transport related input to development control, including planning briefs, impact assessments, and planning gain.
- Road safety, education, awareness and related infrastructure improvements, traffic investigations, surveys and analysis.

### Cost centre group BC460

<b>Subjective analysis summary</b>	<b>2008/09 total budget £'000</b>	<b>2009/10 total budget £'000</b>
Agency Staff	71	73
Employees (excluding agency staff)	<u>994</u>	<u>999</u>
Employees	1,064	1,071
Property Costs	43	43
Transport	15	15
Services	375	157
Communications & Computing	10	10
Miscellaneous	<u>15</u>	<u>15</u>
Supplies and Services	400	182
Third Party Payments	34	34
Support Services	89	90
<b>Total Expenditure</b>	<b>1,644</b>	<b>1,435</b>
Government Grants	(75)	(76)
Other Grants & Contributions	(663)	(459)
<b>Total Income</b>	<b>(738)</b>	<b>(535)</b>
<b>Net Expenditure</b>	<b>906</b>	<b>900</b>

## Explanation of budget

### Employees

The transport planning employee budget is based on an establishment of 20 FTE's.

### Supplies and services

£182K mainly comprises of professional fees (partnership contract), IT and printing budgets

### Government grants

Included in the income is £76K government grant for the following:

- £29K of general government grant is funding for a school travel advisor.
- £47K of general government grant is from TfL for cycling initiatives.

### Other grants and contributions

£459K recharge income relates to supervision and management charges for transport for London (TfL) related transport plan schemes.

<b>Movements</b>	<b>£'000</b>
<b>2008/9 net budget</b>	<b>906</b>
Inflation	18
Budget adjustments	7
Savings	(31)
<b>2009/10 net budget</b>	<b>900</b>

## Explanation of movements

### Savings

The £31k agreed savings for the unit consists of the following:

- Restructure of functions is expected to result in an efficiency saving of £13k.
- Other operational efficiencies – £18k.

# Economic development and strategic partnership

## Divisional summary

### Description of division

The role of the division is to improve the quality of life in Southwark by working in partnership to deliver sustainable and co-ordinated environmental, economic and social regeneration. The main areas of activity are:

- Economic development – delivering economic benefits through the employment & enterprise strategies.
- Influencing the programmes of and maximising investment by national and regional agencies; cross-borough strategy and programme development; implementation of economic benefits from section 106 policy.
- Management of regional and sub-regional partnerships.
- Design and delivery of capital programmes in the north of the borough and developing the section 106 supplementary planning document (SPD), area frameworks and master plans.

### Key Data

The division is tasked with the following:

- Review, refresh and re-launch the employment and enterprise strategies for Southwark in 2009-10;
- Lead on the economic element of the local area agreement (LAA) and comprehensive area assessment (CAA).
- Lead on a programme of capital investment in local retail environment.
- Commission, monitor and manage projects to support residents into employment and support business growth.
- Ensure new developments in the north of the borough link effectively with the council's objectives and that master plans, frameworks and projects are in place for sites of strategic significance.
- Lead, manage and co-ordinate the development and implementation of section 106 community project banks to deliver capital projects, including their integration with other council initiatives.

### Cost centre group BB500

<b>Subjective analysis summary</b>	<b>2008/09 total budget £'000</b>	<b>2009/10 total budget £'000</b>
Agency Staff	16	16
Employees (excluding agency staff)	<u>1,323</u>	<u>1,351</u>
Employees	1,339	1,368
Property Costs	36	34
Transport	20	21
Equipment, Furniture & Materials	1	1
Services	37	14
Communications & Computing	15	9
Printing, Stationery & Office Expenses	11	11
Grants & Subscriptions	<u>2,089</u>	<u>3,933</u>
Supplies and Services	2,153	3,968
Support Services	232	234
<b>Total Expenditure</b>	<b>3,781</b>	<b>5,625</b>
Other Grants & Contributions	(82)	(99)
<b>Total Income</b>	<b>(82)</b>	<b>(99)</b>
<b>Net Expenditure</b>	<b>3,699</b>	<b>5,526</b>

## Explanation of budget

### Employees

The economic development and strategic partnership employee budget is based on an establishment of 40 FTE's.

### Grants and subscriptions

This budget is for area based grant (ABG) expenditure which is planned to be targeted at worklessness and employability schemes. The figure represents a significant increase over last years' allocation due to an expanded programme for 2009.

### Other grants and contributions

Section 106 planning gains are expected to be in the region of £99k for 09/10.

<b>Movements</b>	<b>£'000</b>
<b>2008/9 net budget</b>	<b>3,699</b>
Inflation	38
Corporate allocations	1,859
Savings	(70)
<b>2009/10 net budget</b>	<b>5,526</b>

## Explanation of movements

### Inflation

Inflation is within corporate guidelines.

### Corporate allocations

The department has been allocated an additional £1.8 million as part of the realignment of the area based grant (ABG) for worklessness schemes.

### Savings

Total agreed savings for 09/10 is £70k and made up of the following:

- Deletion of vacant emergency duty team (EDT) post – £28k
- Increased income from section 106 charging policies through the maximisation of project management and staff cost re-charging by approximately 25% - £16k
- Freeze on emergency duty team contracting budget – £26k

# Housing strategy and regeneration

## Divisional summary

### Description of division

Housing strategy and regeneration is made up of 6 teams;

- Housing regeneration initiatives
- Investment strategy
- Housing renewal
- Policy and performance unit
- Homelessness grant external partners and procurement
- South east London housing partnership

Detailed descriptions are provided within the units on the following pages.

### Cost centre group BB700

<b>Subjective analysis summary</b>	<b>2008/09 total budget £'000</b>	<b>2009/10 total budget £'000</b>
Agency Staff	27	0
Employees (excluding agency staff)	<u>1,260</u>	<u>1,415</u>
Employees	1,287	1,415
Property Costs	160	165
Transport	28	39
Equipment, Furniture & Materials	28	23
Services	19	18
Communications & Computing	9	13
Printing, Stationery & Office Expenses	15	11
Grants & Subscriptions	41	2
Miscellaneous	<u>13</u>	<u>5</u>
Supplies and Services	125	71
Support Services	210	212
Capital Charges	7,303	7,303
<b>Total Expenditure</b>	<b>9,113</b>	<b>9,205</b>
Government Grants	(144)	(217)
Fees and Charges	(153)	(159)
Interest	(3)	0
Other Recharges	<u>(515)</u>	<u>(549)</u>
Recharges	(515)	(549)
<b>Total Income</b>	<b>(814)</b>	<b>(925)</b>
<b>Net Expenditure</b>	<b>8,299</b>	<b>8,280</b>



## Explanation of budget

### Employees

The housing strategy and regeneration employee budget is based on an establishment of 31 FTE's.

### Capital charges

This budget is for the provision of grant funding to private housing for expenditure on capital items as part of the housing investment programme. As the funding is for privately owned housing it therefore falls outside the council's control and so cannot be capitalised.

### Government grants

£217k budgeted income is received from the supporting people grant (£100k), homeless grant (£40k) and Greater London Authority (GLA) grant (£75k) to support personnel and operational costs of the housing renewal team.

### Fees and charges

£159k fees are from home improvement works.

### Recharges

This income relates to the capitalisation of salary expenditure directly associated with fixed assets.

<b>Movements</b>	<b>£'000</b>
<b>2008/9 net budget</b>	<b>8,299</b>
Inflation	17
Budget adjustments	0
Savings	(36)
<b>2009/10 net budget</b>	<b>8,280</b>

## Explanation of movements

### Savings

Total agreed savings for 09/10 is £36k. This is expected to come from operational efficiencies due to the restructure of some units within the division.

## Housing regeneration initiatives

The unit comprises three teams:

- Strategy & policy – responsible for the council's housing strategy and associated research, policy development and advice and management of the joint security initiatives programme.
- Development – manages the council's relationship with registered social landlords (RSL) and the housing corporation, including monitoring advice and liaison, the provision of new affordable housing and a range of specialist development schemes in partnership with RSLs.
- Estate regeneration – co-ordination of major estate-based regeneration schemes and housing support to the major projects department.

## **Investment strategy**

There are currently three teams in the unit:

- Investment team – responsible for co-ordination and programme management of the council's housing investment programme (approximately £100m per annum), managing & monitoring resource allocation & spend, advising & supporting managers across all the housing divisions who are involved in investment schemes.
- Asset management team – development of the investment strategy and linking resource allocations to outcomes, including the establishing and monitoring of the decent homes programme & associated targets. Reviewing the investment needs for the housing service against anticipated resources. Maximising resources through bids for external funding.

## **Housing renewal**

The unit helps elderly and disabled homeowners and private residents who need repairs or adaptations to their homes. The work of the section contributes to the achievement of PSA7 with regard to decent homes in the private sector.

The housing renewal unit is made up of the following functions/services:

- Renewal team – delivering programmes of housing improvements across the council's two statutory renewal areas, co-ordinating and promoting home maintenance, managing grants and loans for vulnerable owner occupiers borough wide.
- The empty homes initiative – bringing empty properties back into use across the borough in order to support the improvement of the housing stock and increase housing supply. The initiative supports wider regeneration by tackling long term privately owned void properties and encouraging investment.
- The home improvement agency – delivering essential adaptations and repairs to vulnerable private households and maximising the incomes of those households through specialist financial counselling.
- The housing adaptations team – delivering adaptations for disabled council tenants.
- The healthy homes handyperson team – delivering small repairs, fall prevention and hospital discharge works across tenures.

## **Policy and performance unit**

The main functions of this team are:

- Delivering the homelessness elements of the housing strategy, administering the borough's multi-agency homelessness forum, managing the borough's communities and local government (CLG) homelessness grant programme.
- Housing needs related policy work e.g. strategic engagement with registered social landlords to tackle housing needs, tackling overcrowding, promoting mobility etc.
- Developing housing equalities policy and good practice.
- Performance management on behalf of strategy and regeneration and community housing services, including performance indicator monitoring.
- Developing approaches for tackling rough sleeping in the borough.

**Homelessness grant external partners and procurement**

External partners providing preventative homelessness services as well as victim and outreach support within the borough.

**Outputs**

The service is agreed annually in advance with quarterly targets and returns to government.

**South East London Housing Partnership (SELHP)**

SELHP is one of London's five sub-regional partnerships and comprises five south east London boroughs including Southwark. The partnership is funded jointly by the Boroughs and our RSL partners and the co-ordinator and small team are based in the regeneration and neighbourhoods department in the S&R division. Their principal functions are developing and supporting the SELHP strategy, developing sub-regional housing initiatives and representing the interests of the sub-region and liaising with London-wide forums, as well as the GLA which allocates some funding sub-regionally. The co-ordinator reports to the SELHP Housing directors group.

# Property services

## Divisional summary

### Description of division

Property services provide strategic leadership for, and delivery of, the council's property functions including management of the property estate and management, repair, maintenance and provision of services to the council's non-housing estate.

### Cost centre group CC480

<b>Services</b>	<b>2008/09 total budget £'000</b>	<b>2009/10 total budget £'000</b>
Corporate facilities management	5,991	10,876
Property services support	585	488
<b>Total property services</b>	<b>6,577</b>	<b>11,363</b>

### Cost centre group CC480

<b>Subjective analysis summary</b>	<b>2008/09 total budget £'000</b>	<b>2009/10 total budget £'000</b>
Employees	4,960	5,087
Property Costs	7,834	12,784
Transport	113	77
Equipment, Furniture & Materials	75	73
Catering	55	54
Services	1,717	1,582
Communications & Computing	121	85
Printing, Stationery & Office Expenses	109	108
Miscellaneous	<u>16</u>	<u>16</u>
Supplies and Services	2,094	1,918
Third Party Payments	118	119
Support Services	2,079	2,098
Capital Charges	545	545
<b>Total Expenditure</b>	<b>17,744</b>	<b>22,628</b>
Fees and Charges	(3,908)	(3,940)
Customer Receipts	(321)	(322)
Other Recharges	<u>(6,938)</u>	
Recharges	(6,938)	(7,002)
<b>Total Income</b>	<b>(11,167)</b>	<b>(11,265)</b>
<b>Net Expenditure</b>	<b>6,577</b>	<b>11,363</b>

Movements	2008/9		Budget			2009/10
	net budget £'000	Inflation £'000	adjustments £'000	Commitments £'000	Savings £'000	net budget £'000
Corporate facilities management	5,991	148	(13)	5,000	(251)	10,876
Property services support	585	55	13	0	(165)	488
<b>Total movements</b>	<b>6,577</b>	<b>203</b>	<b>0</b>	<b>5,000</b>	<b>(416)</b>	<b>11,363</b>

### Explanation of movements

#### Inflation

Inflation is within corporate guidelines.

#### Commitments

This is for the modernisation and accommodation programme whereby additional costs occur through relocation.

#### Savings

Chiltern staff shuttle bus no longer required after relocation –£31k.

Reduction in receptionists (part of financial management shared service review) – £120k.

Efficiencies in service arising through modernisation and accommodation programme – £100k.

Efficiency savings from the management review of business processes around internal billing for services – £50k.

Geographical information systems contract for data capture exercise will be coming to an end in May 09 – £115k.

## Corporate facilities management

### Description of service

Corporate facilities management is responsible for the management, repair, maintenance and provision of services to the council's non-housing estate. It provides standard methods of management for buildings and services across Southwark to deliver an improved working environment for staff and the public.

### Cost centre group CD320

<b>Subjective analysis summary</b>	<b>2008/09 total budget £'000</b>	<b>2009/10 total budget £'000</b>
Property Costs	6,076	11,007
Transport	31	0
Equipment, Furniture & Materials	58	58
Catering	53	53
Services	149	150
Printing, Stationery & Office Expenses	97	98
Miscellaneous	<u>17</u>	<u>17</u>
Supplies and Services	373	376
Third Party Payments	58	59
Support Services	1,521	1,535
Capital Charges	247	247
<b>Total Expenditure</b>	<b>8,306</b>	<b>13,223</b>
Fees and Charges	(359)	(375)
Customer Receipts	(158)	(159)
Other Recharges	<u>(1,798)</u>	<u>(1,814)</u>
Recharges	(1,798)	(1,814)
<b>Total Income</b>	<b>(2,315)</b>	<b>(2,348)</b>
<b>Net Expenditure</b>	<b>5,991</b>	<b>10,876</b>

### Explanation of budget

#### Property costs

Property costs include the following budgets;

- Preventative planned maintenance (PPM) - £1million
- Corporate cleaning contract - £1million
- Corporate security contract - £0.9million
- Modernisation and accommodation programme - £5million
- Running costs of office accommodation held within property services budgets – approximately £3m

#### Support services

Accommodation budgets held within corporate facilities management are included in the support services total of £1.5million.

#### Fees and charges

This budget includes rents and service charges for various properties and general sales including room rentals and catering charges.

#### Other recharges

Corporate cleaning and security costs are recharged to service departments.

<b>Movements</b>	<b>£'000</b>
<b>2008/9 net budget</b>	<b>5,991</b>
Inflation	148
Budget adjustments	(13)
Commitments	5,000
Savings	(251)
<b>2009/10 net budget</b>	<b>10,876</b>

### Explanation of movements

#### Inflation

Inflation is within corporate guidelines.

#### Commitments

This is for the modernisation and accommodation programme whereby additional costs occur through relocation.

#### Savings

Chiltern staff shuttle bus no longer required after relocation – £31k

Reduction in receptionists – £120k

Efficiencies in the service arising from the modernisation and accommodation programme – £100k.

## Property services support

### Description of service

Property services provide strategic leadership for, and delivery of, the council's property functions including management of the property estate.

Cost centre group CD321

<b>Subjective analysis summary</b>	<b>2008/09 total budget £'000</b>	<b>2009/10 total budget £'000</b>
Agency Staff	3	4
Employees (excluding agency staff)	<u>4,957</u>	<u>5,083</u>
Employees	4,960	5,087
Property Costs	1,759	1,777
Transport	82	77
Equipment, Furniture & Materials	17	15
Services	1,568	1,432
Communications & Computing	113	77
Printing, Stationery & Office Expenses	12	10
Miscellaneous	<u>10</u>	<u>9</u>
Supplies and Services	1,721	1,542
Third Party Payments	60	60
Support Services	558	563
Capital Charges	299	299
<b>Total Expenditure</b>	<b>9,437</b>	<b>9,405</b>
Fees and Charges	(3,549)	(3,566)
Customer Receipts	(163)	(163)
Other Recharges	<u>(5,140)</u>	<u>(5,188)</u>
Recharges	(5,140)	(5,188)
<b>Total Income</b>	<b>(8,852)</b>	<b>(8,917)</b>
<b>Net Expenditure</b>	<b>585</b>	<b>488</b>

### Explanation of budget

#### Employees

The property services (excluding corporate facilities management) employee budget is based on an establishment of 106 FTE's averaging £48K per post including all staff related costs. Of these posts 44.6 are employed in corporate facilities management.

#### Property costs

Property costs of £1.8m include both managed and surplus commercial and industrial property holding accounts.

#### Supplies and services

This budget includes professional fees of £0.5m and property management fees of £0.8m.



**Support services**

This covers the recharge for corporate support services.

**Fees and charges**

Fees and charges are for rent and service charges from managed commercial and industrial property holding accounts.

**Customer receipts**

Customer receipts include external surveyor fees for disposal, new leases, rent reviews and assignments.

**Other recharges**

Other recharges are for internal surveyor fees and corporate facilities management fees and recharges.

<b>Movements</b>	<b>£'000</b>
<b>2008/9 net budget</b>	<b>585</b>
Inflation	55
Budget adjustments	13
Savings	(165)
<b>2009/10 net budget</b>	<b>488</b>

**Explanation of movements****Inflation**

Inflation is within corporate guidelines.

**Savings**

- Efficiency savings of £50k from the management review of business processes around internal billing for services.
- Geographical information systems contract for data capture exercise will be coming to an end in May 09. Net savings amount to £115k.

# Community housing services

## Divisional summary

### Description of division

Community housing services (CHS) comprises the council's statutory temporary housing functions including the assessment of homelessness, referrals to supported accommodation, and the provision of temporary accommodation for clients within the borough. In addition, CHS managers provide support services to vulnerable people to help them live independently in the community. The provision of homelessness prevention services also falls within this area.

Services are now delivered through a housing options based structure where the emphasis is placed on prevention and diversification of housing solutions. These include accommodation-based services such as the older person's services, special needs hostels, and floating support services for resettlement cases.

### Outputs

Community housing general fund budgets consist of an establishment of 178 full time equivalents (FTE's) with an average staff cost of £35k. The main drivers are detailed within each service.

### Cost centre group JC210

<b>Services</b>	<b>2008/09 total budget £'000</b>	<b>2009/10 total budget £'000</b>
Temporary accommodation	980	757
Housing assessment and support services	3,499	3,413
Older persons business unit	180	550
Community housing services housing options	1,619	1,488
Homelessness grant to external partners	39	42
<b>Total community housing services</b>	<b>6,317</b>	<b>6,250</b>

## Cost centre group JC210

<b>Subjective analysis summary</b>	<b>2008/09 total budget £'000</b>	<b>2009/10 total budget £'000</b>
Agency Staff	81	124
Employees (excluding agency staff)	<u>6,852</u>	6,757
Employees	6,933	6,881
Property Costs	26	26
Transport	43	48
Equipment, Furniture & Materials	133	138
Services	185	509
Communications & Computing	96	91
Printing, Stationery & Office Expenses	69	88
Grants & Subscriptions	10,723	7,847
Miscellaneous	<u>25</u>	<u>20</u>
Supplies and Services	11,231	8,693
Third Party Payments	122	124
Support Services	2,318	1,265
<b>Total Expenditure</b>	<b>20,673</b>	<b>17,037</b>
Government Grants	(1,145)	(3,291)
Fees and Charges	(10,544)	(6,879)
HRA Recharge	(963)	
Other Recharges	<u>(1,704)</u>	
Recharges	(2,667)	(617)
<b>Total Income</b>	<b>(14,356)</b>	<b>(10,787)</b>
<b>Net Expenditure</b>	<b>6,317</b>	<b>6,250</b>

<b>Movements</b>	<b>2008/9 net budget £'000</b>	<b>Inflation £'000</b>	<b>Budget adjustments £'000</b>	<b>Savings £'000</b>	<b>2009/10 net budget £'000</b>
<b>Services</b>					
Temporary accommodation	980	68	(229)	(62)	757
Housing assessment and support services	3,499	52	(44)	(95)	3,413
Older persons business unit	180	18	357	(5)	550
Community housing services housing options	1,619	29	(87)	(74)	1,488
Homelessness grant to external partners	39	1	2	0	42
<b>Total movements</b>	<b>6,317</b>	<b>168</b>	<b>0</b>	<b>(235)</b>	<b>6,250</b>

## **Explanation of movements**

### **Inflation**

Inflation is within corporate guidelines.

### **Budget adjustments**

The movement in temporary accommodation of £229k is the fallout of support grant for Southampton Way hostel, less privately leased properties, increase in rent collection expected and a reduction in empty properties. Movement in housing assessment and support is the fallout of funding for a drug intervention officer. The increase in the older persons business unit, relates to the move of the mobile and alarm response service which is now included in the older persons group of services. For community housing services housing options the adjustment is a reduction in deposits for incentive schemes.

### **Savings**

Total agreed savings for 09/10 are £235k of which £19.5k represents divisional efficiencies expected to be achieved across the legal support budgets from the rationalisation of unit costing; remaining savings are business unit operational costs and are detailed within the relevant service pages.

## Temporary accommodation

### Description of service

This is a specialist housing service delivering temporary accommodation to statutory homeless clients.

### Outputs

Funding is used to provide accommodation in privately leased properties and bed and breakfast (B&B), as well as associated running costs for the placement of clients and income collection of rents within the private sector.

### Cost drivers and unit costs:

- B&B net unit costs - £4.45 per night (excluding rebates), available on an emergency basis, based on an average of 82 homeless placements per night during financial year 2009/2010.
- Private leased property unit costs per night assume near breakeven (average cost £36.81 and rental income £38.62) based on 380 varying size units profiled over the year.
- Income collection for the private sector leasing profile is at a target of 96% void properties not expected to exceed an average of 35 at any one time.

### Cost centre group JD030

<b>Subjective analysis summary</b>	<b>2008/09 total budget £'000</b>	<b>2009/10 total budget £'000</b>
Agency Staff	0	10
Employees (excluding agency staff)	<u>1,800</u>	<u>1,706</u>
Employees	1,800	1,716
Property Costs	11	11
Transport	7	7
Equipment, Furniture & Materials	12	16
Communications & Computing	19	18
Printing, Stationery & Office Expenses	14	17
Grants & Subscriptions	9,392	6,792
Miscellaneous	<u>10</u>	<u>3</u>
Supplies and Services	9,445	6,845
Third Party Payments	20	21
Support Services	17	0
<b>Total Expenditure</b>	<b>11,301</b>	<b>8,600</b>
Government Grants	0	(407)
Fees and Charges	(9,358)	(6,879)
HRA Recharge	<u>(963)</u>	<u>(556)</u>
Recharges	(963)	(556)
<b>Total Income</b>	<b>(10,321)</b>	<b>(7,842)</b>
<b>Net Expenditure</b>	<b>980</b>	<b>757</b>

## Explanation of budgets

### Employees

The temporary accommodation employee budget is based on an establishment of 57 FTE's.

### Grants and subscriptions

The cost for private sector rental and bed and breakfast accommodation for 2009-10 is £6.8 million. The decline from 2008-09 accommodation costs is expected as the number of properties will reduce from 428 in March 2009 to 380 in March 2010.

### Government grants

This budget is for supporting people grant income that is provided for support at Keyworth Street and Wren Road hostels.

### Fees and charges

This budget is for the collection of rent from housing benefit and from tenants for bed and breakfast accommodation.

### HRA recharge

Recharges to the housing revenue account (HRA) reflect work to be undertaken on the development of the hostels programme.

<b>Movements</b>	<b>£'000</b>
<b>2008/9 net budget</b>	<b>980</b>
Inflation	68
Budget adjustments	(229)
Savings	(62)
<b>2009/10 net budget</b>	<b>757</b>

## Explanation of movements

### Budget adjustments

The movement of £229k is a reduction in the level of privately leased properties required for 09/10 in line with government targets. Less stock is needed as the temporary accommodation population is in decline. The closure of Southampton way hostel as special needs and removal of support funding removed contributes to this adjustment.

### Savings

09/10 savings for this unit are at £62k made by:

- Not renewing leases with private sector landlords (£12.3k).
- Reduction in business support and deletion of a placement officer (£49.7k).

## Housing assessment and support

### Description of service

Clients are referred to housing assessment when homeless, or threatened with homelessness as described under the housing act 1996 (as amended) when homelessness cannot be prevented.

The main functions of the service are housing assessment, review of decisions and suitability of accommodation. Also the responsibility for the referrals to supported accommodation and support of vulnerable homeless households, including adults, families, and young people as well as providing them with bidding assistance.

### Outputs

- The output driving this service is the acceptance of homeless cases against decisions and is targeted at 60% in 2008/09, expected to reach 56% at year-end. In 2009/10 cases accepted is expected to be at 480 for the year.
- The service expects around 880 approaches in 2009/10, of which there are 90% casework determinations; the unit cost per determination is £534.63 for this service.
- Technical reviews cost an average of £357.13 per decision made based on 336 review requests in the year.
- Supporting people and general fund contributions fund the mandatory resettlement, probation, learning support and youth resettlement clients with vulnerable needs.

### Cost centre group JD035

<b>Subjective analysis summary</b>	<b>2008/09 total budget £'000</b>	<b>2009/10 total budget £'000</b>
Agency Staff	33	22
Employees (excluding agency staff)	<u>1,986</u>	<u>2,208</u>
Employees	2,018	2,230
Property Costs	5	5
Transport	3	3
Equipment, Furniture & Materials	16	16
Services	163	486
Communications & Computing	15	15
Printing, Stationery & Office Expenses	13	14
Grants & Subscriptions	306	63
Miscellaneous	<u>7</u>	<u>2</u>
Supplies and Services	520	596
Support Services	1,684	1,265
<b>Total Expenditure</b>	<b>4,230</b>	<b>4,099</b>
Government Grants	(123)	(686)
Other Recharges	<u>(608)</u>	<u>0</u>
Recharges	(608)	0
<b>Total Income</b>	<b>(730)</b>	<b>(686)</b>
<b>Net Expenditure</b>	<b>3,499</b>	<b>3,413</b>

## Explanation of budget

### Employees

The housing assessment and support employee budget is based on an establishment of 47 FTE's.

### Services

This relates to legal fees for casework on statutory housing functions and removal and storage costs for clients who use the housing assessment service.

### Support services

Support services budget is for departmental function recharges; insurance, purchasing, finance, human resources, customer services, corporate IT and marketing communications.

### Government Grants

Government grants relate to grant funding for 09/10 for resettlement and homeless families work.

<b>Movements</b>	<b>£'000</b>
<b>2008/9 net budget</b>	<b>3,499</b>
Inflation	52
Budget adjustments	(44)
Savings	(95)
<b>2009/10 net budget</b>	<b>3,413</b>

## Explanation of movements

### Inflation

Inflation is within corporate guidelines.

### Savings

Savings for the financial year 09/10 for this unit are £95k:

- Legal and court cost reductions (£20k).
- A reduction in staff training, agency costs, casework time and service development work (£75k).



## Older persons business unit

### Description of service

The older persons' housing service includes the provision of sheltered units housing the elderly, housing support and the management of the Southwark mobile alarm response for residents.

### Outputs

The main budget drivers are as follows:

- The costs of the sheltered tenant support service are based on 619 sheltered units and an average unit cost of £28.66 per week for financial year 2009/10.
- The mobile alarm response service cost is £5.53 p/w based on 2,600 service users in a year.
- Funding towards the equipment installation costs for the base alarm unit for 480 new users is at £109.68. This is a contribution towards the full cost of £250 per new installation.

### Cost centre group JD045

<b>Subjective analysis summary</b>	<b>2008/09 total budget £'000</b>	<b>2009/10 total budget £'000</b>
Agency Staff	49	92
Employees (excluding agency staff)	<u>1,606</u>	<u>1,479</u>
Employees	1,654	1,571
Property Costs	10	10
Transport	26	31
Equipment, Furniture & Materials	65	65
Communications & Computing	56	51
Printing, Stationery & Office Expenses	16	16
Miscellaneous	<u>18</u>	<u>18</u>
Supplies and Services	155	151
Support Services	617	0
<b>Total Expenditure</b>	<b>2,462</b>	<b>1,764</b>
Government Grants	0	(1,153)
Fees and Charges	(1,187)	0
Other Recharges	<u>(1,096)</u>	<u>(61)</u>
Recharges	(1,096)	(61)
<b>Total Income</b>	<b>(2,282)</b>	<b>(1,214)</b>
<b>Net Expenditure</b>	<b>180</b>	<b>550</b>

## Explanation of budget

### Employees

The older persons business unit employee budget is based on an establishment of 39 FTE's.

For the sheltered service the budget reflects a change in the way sheltered housing services are delivered to residents in Southwark. This move to a hub-based floating support service will result in a reduction in costs to the general fund from 2009/10, equivalent to the reduction in supporting people (SP) funding provided by the SP commissioning body. The new style hub based service will cover 20 sheltered schemes providing 619 bed spaces and will operate with 20 staff for sheltered and 19 for the alarm scheme. For the latter part of 09/10 this service will be funded at a lower unit cost of £27 per week and is comparable with other providers across the sector. The indicative implementation date of June 2009 is expected.

### Supplies and services

This includes equipment, furniture and communications costing £151k.

### Government grants

This £1.2 million is funding from the supporting people grant as part of communities and local government income.

<b>Movements</b>	<b>£'000</b>
<b>2008/9 net budget</b>	<b>180</b>
Inflation	18
Budget adjustments	357
Savings	(5)
<b>2009/10 net budget</b>	<b>550</b>

## Explanation of movements

### Budget adjustments

The mobile and alarm response service, is part government grant from supporting people and part general fund. The budget adjustment relates to the move of this service now included in the older persons group of services.

### Savings

Savings of £5k have been identified from telephone costs.

## Community housing services housing options

### Description of service

Provides a range of services, primarily the housing options centre, homeless prevention, housing advice, tenancy relations service and the administration of the council's choice based lettings service. Advice is available on a wide range of housing problems, particularly for private tenants. Additionally, the service provides homelessness prevention and advice on placement options. The service also contributes to the prevention of illegal evictions and assistance in cases of landlord harassment, securing private sector accommodation via the rent deposit and finders fee schemes.

### Outputs

- The main outputs driving the service are the 6,000 housing options appointments predicted in financial year 2009/10.
- 84,000 telephone approaches per year at a unit cost of £3.91 per call.
- Prevention of homelessness in 2008/09 was around 215 cases and in financial year 2009/10 expected at the same level.
- 190 private rented sector properties secured through rent deposit scheme and 275 through finder fee scheme.
- Reducing overcrowding in the borough – 750 cases in 2008/09 of overcrowded families re-housed under home search. Case numbers for 2009/10 are expected to stay constant.

### Cost centre group JD050

<b>Subjective analysis summary</b>	<b>2008/09 total budget £'000</b>	<b>2009/10 total budget £'000</b>
Employees (excluding agency staff)	<u>1,421</u>	<u>1,323</u>
Employees	1,421	1,323
Property Costs	0	0
Transport	7	7
Equipment, Furniture & Materials	40	41
Services	12	13
Printing, Stationery & Office Expenses	26	26
Grants & Subscriptions	463	426
Miscellaneous	<u>10</u>	<u>10</u>
Supplies and Services	551	515
Third Party Payments	102	103
<b>Total Expenditure</b>	<b>2,081</b>	<b>1,947</b>
Government Grants	(462)	(459)
<b>Total Income</b>	<b>(462)</b>	<b>(459)</b>
<b>Net Expenditure</b>	<b>1,619</b>	<b>1,488</b>

## Explanation of budgets

### Employees

The housing options establishment is made up of 35 FTE's.

### Supplies and services

Material budgets relate to supplies and services of £514k including the landlord incentive scheme for placements in temporary accommodation.

### Third party payments

Third party payments for placement using the rent deposit scheme are £103k. The creation of the housing options centre last year has allowed the flow and redirection of temporary tenants.

### Government grants

Funding is received from the homelessness grant and supporting people grant for housing options services including a housing options initiative officer for administration.

<b>Movements</b>	<b>£'000</b>
<b>2008/9 net budget</b>	<b>1,619</b>
Inflation	29
Budget adjustments	(87)
Savings	(74)
<b>2009/10 net budget</b>	<b>1,488</b>

## Explanation of movements

### Budget adjustments

Movement of £87k is a reduction in deposits for incentive schemes and the subsequent realignment of these budgets.

### Savings

Savings amounting to £74k will be achieved through better working practices and a staff review/restructure.

## Homelessness grant to external partners

### Description of service

External partners providing preventative homelessness services as well as victim and outreach support within the borough.

### Outputs

These services are bid for annually in advance; targets are based on quarterly monitoring returns to government. Providers include St Giles, St Mungo, victim support and the Manna centre.

### Cost centre group JD075

<b>Subjective analysis summary</b>	<b>2008/09 total budget £'000</b>	<b>2009/10 total budget £'000</b>
Employees (excluding agency staff)	<u>39</u>	<u>42</u>
Employees	39	42
Grants & Subscriptions	<u>560</u>	<u>585</u>
Supplies and Services	560	585
<b>Total Expenditure</b>	<b>599</b>	<b>627</b>
Government Grants	(560)	(585)
<b>Total Income</b>	<b>(560)</b>	<b>(585)</b>
<b>Net Expenditure</b>	<b>39</b>	<b>42</b>

### Explanation of budgets

#### Grants and subscriptions

Government grant funding is provided through the homelessness grant for these preventative services gross funding for 09/10 £585K with commensurate expenditure.

<b>Movements</b>	<b>£'000</b>
<b>2008/9 net budget</b>	<b>39</b>
Inflation	1
Budget adjustment	2
<b>2009/10 net budget</b>	<b>42</b>

## Deputy chief executive's department (DCE)

### Description of service

This department supports both internal and external clients and is the champion of the council's modernisation programme. It promotes services to improve the reputation of the council in the community. It oversees delivery of many of the council's core corporate functions which includes responsibility for the customer service centre and client service function, and provides the strategic direction for the council's approach to place shaping and partnerships.

The DCE brings together many of the corporate functions of the council. It is made up of six divisions. One of the divisions, client services, covers a range of services which involve direct transactions with the local community. This includes the payment and administration of benefits. Three divisions which formed part of the DCE in 2008/2009 – information services, property services and area management – have been transferred to other departments from 2009/2010 and are shown in their new departments' sections of the book.

### Cost centre group CAB200

<b>Deputy chief executive's departments</b>	<b>2008/09 total budget £'000</b>	<b>2009/10 total budget £'000</b>
Human Resources	2,230	2,271
Organisational Development	907	728
Corporate Strategy	5,203	4,371
Communications	2,137	1,643
Modernisation	497	39
Client services (excluding Revenues and Benefits)	22,624	21,689
Revenues and benefits - Client unit	15,319	15,396
Revenues and benefits - Benefits and subsidy	(5,201)	(5,541)
<b>Total Client services</b>	<b>32,742</b>	<b>31,544</b>
<b>Total Deputy Chief Executive's Department</b>	<b>43,716</b>	<b>40,596</b>

## Cost centre group CAB200

<b>Subjective analysis summary</b>	<b>2008/09 total budget £'000</b>	<b>2009/10 total budget £'000</b>
Agency Staff	337	449
Employees (excluding agency staff)	<u>9,815</u>	<u>9,131</u>
Employees	10,152	9,580
Property Costs	1,085	1,113
Transport	55	55
Equipment, Furniture & Materials	222	226
Catering	66	67
Services	2,026	2,038
Communications & Computing	353	354
Printing, Stationery & Office Expenses	186	104
Grants & Subscriptions	1,863	1,164
Miscellaneous	<u>269</u>	<u>270</u>
Supplies and Services	4,985	4,223
Third Party Payments	22,699	22,862
Transfer Payments	189,158	189,826
Support Services	5,252	5,300
Capital Charges	1,844	1,844
<b>Total Expenditure</b>	<b>235,230</b>	<b>234,803</b>
Government Grants	(185,890)	(187,710)
Other Grants & Contributions	(949)	(961)
Fees and Charges	(3,347)	(3,730)
Customer Receipts	(56)	(56)
Deductions & Reimbursements	(7)	(7)
Recharges	(1,265)	(1,276)
Contributions from reserves	0	(467)
<b>Total Income</b>	<b>(191,514)</b>	<b>(194,207)</b>
<b>Net Expenditure</b>	<b>43,716</b>	<b>40,596</b>

<b>Movements</b>	<b>£'000</b>
<b>2008/9 net budget</b>	<b>43,716</b>
Inflation	622
Budget adjustment	(530)
Commitments	(928)
Savings	(2,284)
<b>2009/10 net budget</b>	<b>40,596</b>

	2008/9 net budget £'000	Inflation £'000	Budget adjustment £'000	Commitments £'000	Savings £'000	2009/10 net budget £'000
<b>Deputy Chief Executive's Department</b>						
Human Resources	2,230	41			0	2,271
Organisational Development	907	21			(200)	728
Corporate Strategy	5,203	35			(867)	4,371
Communications	2,137	36	(530)		0	1,643
Modernisation	497	9			(467)	39
Client Services (excl Revenues and Benefits)	22,624	412		(928)	(419)	21,689
Revenues and benefits - Client Unit	15,319	258			(181)	15,396
Revenues and benefits - Benefits and Subsidy	(5,201)	(190)			(150)	(5,541)
<b>Total Client services</b>	<b>32,742</b>	<b>480</b>	<b>0</b>	<b>(928)</b>	<b>(750)</b>	<b>31,544</b>
<b>Total Deputy Chief Executive's Department</b>	<b>43,716</b>	<b>622</b>	<b>(530)</b>	<b>(928)</b>	<b>(2,284)</b>	<b>40,596</b>

### Explanation of movements

#### Inflation

The average inflation rate across the department is 1.4%. Most budgets have been inflated in line with the corporate guidelines. In some cases these standard inflation rates have been adjusted, and these have been noted on the pages relating to the appropriate services. In particular, additional inflation has been added to the energy budgets and this has increased the property costs budget for the department.

#### Budget adjustments

There has been a budget reduction of £530k in communications and further details are given on the page relating to that service.

#### Commitments

There is a net negative commitment of £928k which relates to the blue badges and freedom passes service. Further details are given on the page for client services.

#### Savings

Savings of £2,284k (5.2% of the 2008/2009 net budget) have been identified across the deputy chief executive's department and applied to the budgets. Further details are given on the pages relating to the appropriate services.



## Human resources

### Divisional summary

#### Description of division

This unit provides corporate leadership for the human resources function council-wide. It also reviews and updates processes to ensure that the council can deliver a modern, flexible and skilled workforce for a fast moving London borough.

There is currently an ongoing shared services review that will deliver efficiencies in 2009/10. This is not yet reflected in the HR budget.

#### Cost centre group CC200

<b>Subjective analysis summary</b>	<b>2008/09 total budget £'000</b>	<b>2009/10 total budget £'000</b>
Employees	1,688	1,720
Property Costs	54	55
Transport	9	9
Equipment, Furniture & Materials	20	20
Services	356	364
Communications & Computing	52	52
Printing, Stationery & Office Expenses	18	18
Grants & Subscriptions	30	30
Miscellaneous	<u>6</u>	<u>6</u>
Supplies and Services	482	490
Support Services	20	20
<b>Total Expenditure</b>	<b>2,253</b>	<b>2,294</b>
Fees and Charges	(5)	(5)
Recharges	(18)	(18)
<b>Total Income</b>	<b>(23)</b>	<b>(23)</b>
<b>Net Expenditure</b>	<b>2,230</b>	<b>2,271</b>

#### Explanation of budget

##### Employees

The employees' budget covers 37 FTEs with an average cost of £46k per FTE.

##### Other material budgets

Included in the services budget above is £226k for the occupational health contract.

Human resources administers the council's recruitment advertising contract. The value of the contract depends upon the number of advertisements placed and was approximately £840k in 2008/2009. This is fully recharged to departments using a holding code and so is not included in the service's budget.

<b>Movements</b>	<b>£'000</b>
<b>2008/9 net budget</b>	<b>2,230</b>
Inflation	41
<b>2009/10 net budget</b>	<b>2,271</b>

### **Explanation of movements**

#### **Inflation**

Generally inflation has been applied in accordance with corporate guidelines. In addition an inflation rate of 2.8% was applied to the occupational health contract in line with the contractual agreement.

#### **Savings**

Savings of £107k from HR form part of the corporate target for the year from the review of shared services and will be reflected in the budget once the review is fully implemented.

## Organisational development

### Divisional summary

#### Description of division

The organisational development division provides strategic direction and support to build capacity within training, development and management across the council. The division is responsible for all matters relating to the skills, competence and development of staff including work experience, trainees, apprenticeships and the graduate programme for career development.

#### Cost centre group CC420

<b>Subjective analysis summary</b>	<b>2008/09 total budget £'000</b>	<b>2009/10 total budget £'000</b>
Employees	941	841
Property Costs	235	242
Transport	3	3
Equipment, Furniture & Materials	39	40
Catering	29	29
Services	411	415
Communications & Computing	45	45
Printing, Stationery & Office Expenses	11	10
Miscellaneous	<u>84</u>	<u>2</u>
Supplies and Services	619	541
Third Party Payments	3	3
Support Services	43	44
Capital Charges	194	194
<b>Total Expenditure</b>	<b>2,038</b>	<b>1,868</b>
Customer Receipts	(26)	(26)
Recharges	(1,105)	(1,114)
<b>Total Income</b>	<b>(1,131)</b>	<b>(1,140)</b>
<b>Net Expenditure</b>	<b>907</b>	<b>728</b>

#### Explanation of budget

##### Employees

The employees' budget covers 17 FTEs with an average cost of £49k per FTE.

##### Other material budgets

Included in recharges are charges to client departments for training (£209k), occupational assessment (£292k) and room hire at the learning and development centre (£590k).

The budget for services includes consultants and professional fees (£355k) and marketing and publicity (£60k).

Capital charges of £194k are for the learning and development centre at Cator Street.

##### HRA recharge

The HRA usage is currently estimated to be in the region of 20% of total output. However, this figure is variable, depending upon client demand.

<b>Movements</b>	<b>£'000</b>
<b>2008/9 net budget</b>	<b>907</b>
Inflation	21
Savings	(200)
<b>2009/10 net budget</b>	<b>728</b>

### **Explanation of movements**

#### **Inflation**

Generally inflation has been applied in accordance with corporate guidelines. In addition, the contract under which gas is supplied was renewed in 2008 with an increase of 61%, adding a further £3k to the inflation. NNDR budgets were increased by 5%, adding a further £2k.

#### **Savings**

Savings of £200k have been identified from the delivery of efficiencies and service improvements resulting from restructuring of the service.

## Corporate strategy and strategic partnerships

### Divisional summary

#### Description of division

This service provides the strategic policy and performance functions of the authority and strategic oversight of partnership arrangements within Southwark alongside corporate business management to help determine the strategy, planning and business associated with corporate leadership of the council. It also includes the running of the chief executive's office and deputy chief executive's department.

Key outputs and performance measures include the achievement of an effectively negotiated and agreed local area agreement with supporting performance management framework. Effectiveness, openness and transparent partner relationships are further key outputs.

#### Cost centre group CB300

<b>Subjective analysis summary</b>	<b>2008/09 total budget £'000</b>	<b>2009/10 total budget £'000</b>
Agency Staff	36	37
Employees (excluding agency staff)	<u>1,692</u>	<u>1,569</u>
Employees	1,728	1,606
Property Costs	25	25
Transport	5	5
Equipment, Furniture & Materials	24	25
Catering	12	12
Services	28	19
Communications & Computing	24	24
Printing, Stationery & Office Expenses	15	15
Grants & Subscriptions	1,566	863
Miscellaneous	<u>6</u>	<u>6</u>
Supplies and Services	1,675	964
Support Services	202	204
Capital Charges	1,596	1,596
<b>Total Expenditure</b>	<b>5,231</b>	<b>4,400</b>
Recharges	(28)	(29)
<b>Total Income</b>	<b>(28)</b>	<b>(29)</b>
<b>Net Expenditure</b>	<b>5,203</b>	<b>4,371</b>

#### Explanation of budget

##### Employees

The employees' budget, which includes agency staff covering vacant posts, provides for 26 FTEs, at an average of £60k.

##### Grant expenditure

The grants budget is used to support the local strategic partnership, analytical hub and programme management of the working neighbourhoods fund. It also currently holds a budget of £415k for active citizens pending a transfer to the communities, law and governance department in 2009/2010.

<b>Movements</b>	<b>£'000</b>
<b>2008/9 net budget</b>	<b>5,203</b>
Inflation	35
Savings	(867)
<b>2009/10 net budget</b>	<b>4,371</b>

### **Explanation of movements**

#### **Inflation**

Inflation has been applied in line with corporate guidelines.

#### **Savings**

£165k of savings has been achieved through aligning policy and research functions across the division resulting in the reduction of three posts and rationalisation of research activity. £702k of savings have been identified through the rationalisation and realignment of area based grant funded services.

## Communications

### Divisional summary

#### Description of division

The communications division works in an integrated and supportive fashion to promote Southwark Council. The unit is responsible for corporate publications, marketing, media activities and e-communications. A restructuring of the unit to centralise the communications function across the council was started in 2008/09. The centralised communications unit will be responsible for running campaigns on behalf of client departments. Although staff budgets have been pooled across the council the process to pool the departmental campaigns budgets is ongoing. The campaigns budgets are not reflected in the figures below.

#### Cost centre group CC450

<b>Subjective analysis summary</b>	<b>2008/09 total budget £'000</b>	<b>2009/10 total budget £'000</b>
Employees	1,670	1,172
Property Costs	4	4
Transport	2	2
Equipment, Furniture & Materials	89	90
Services	296	298
Communications & Computing	119	120
Printing, Stationery & Office Expenses	<u>24</u>	<u>24</u>
Supplies and Services	528	532
<b>Total Expenditure</b>	<b>2,204</b>	<b>1,710</b>
Customer Receipts	(25)	(25)
Recharges	(42)	(42)
<b>Total Income</b>	<b>(67)</b>	<b>(67)</b>
<b>Net Expenditure</b>	<b>2,137</b>	<b>1,643</b>

#### Explanation of budget

##### Employees

The employees' budget covers 25 FTE posts with an average cost of £47k per FTE.

##### Other material budgets

Ten issues of Southwark Life magazine are published annually and distributed to all residents of the borough. Southwark Life budget of £214k for consultants' services is included in the services budget above, and £66k for dispatches of Southwark Life publications is included in communications and computing.

Communications administers the council's publicity campaigns. The value of the work carried out depends upon the number of campaigns and was approximately £1m in 2008/2009. This is fully recharged to departments.

<b>Movements</b>	<b>£'000</b>
<b>2008/9 net budget</b>	<b>2,137</b>
Inflation	36
Budget adjustment	(530)
<b>2009/10 net budget</b>	<b>1,643</b>

### **Explanation of movements**

#### **Inflation**

Inflation has been applied in accordance with corporate guidelines.

#### **Budget adjustments**

The pooling and restructure of staff budgets in 2008/09 resulted in full year savings of £530k on this budget and this amount has been entered as a budget adjustment in 2009/10.



## Modernisation

### Divisional summary

#### Description of division

This unit provides strategic control of the delivery of the modernisation programme including delivery of the office accommodation strategy and associated business transformation. The modernisation unit is now part of a funded programme to be charged to reserves in 2009/10.

#### Cost centre group CC760

<b>Subjective analysis summary</b>	<b>2008/09 total budget £'000</b>	<b>2009/10 total budget £'000</b>
Employees	480	489
Transport	3	3
Supplies and Services	14	14
<b>Total Expenditure</b>	<b>497</b>	<b>506</b>
Contribution from reserves	0	(467)
<b>Total Income</b>	<b>0</b>	<b>(467)</b>
<b>Net Expenditure</b>	<b>497</b>	<b>39</b>

#### Explanation of budget

Employees

The employees' budget covers 8 FTEs with an average cost of £61k.

<b>Movements</b>	<b>£'000</b>
<b>2008/9 net budget</b>	<b>497</b>
Inflation	9
Savings	(467)
<b>2009/10 net budget</b>	<b>39</b>

#### Explanation of movements

Inflation

Inflation has been applied in accordance with corporate guidelines.

Savings

The management of the modernisation function will cease at the completion of the modernisation programme. From 2009/10 the management will be funded from the modernisation fund alongside the modernisation projects. There is a residual budget of £39k relating to corporate FRS17 (see glossary), which will be transferred during the year.

# Client services

## Divisional summary

### Description of division

This division provides corporate leadership to and is responsible for delivery of the customer service strategy for the council aligning with both the modernisation and local service delivery agendas. It is charged with renewing and delivering the customer services strategy and widening customer access channels through delivering quality improvements, and using technology to achieve efficiency gains. It includes the customer service centre (CSC), corporate complaints, registrars, arbitration, the coroner's court and the freedom bus pass/blue badge team.

### Cost centre group CC770

<b>Subjective analysis summary</b>	<b>2008/09 total budget £'000</b>	<b>2009/10 total budget £'000</b>
Agency Staff	96	203
Employees (excluding agency staff)	<u>1,991</u>	<u>1,961</u>
Employees	2,087	2,164
Property Costs	757	776
Transport	15	15
Equipment, Furniture & Materials	37	38
Catering	20	21
Services	635	640
Communications & Computing	64	64
Printing, Stationery & Office Expenses	57	57
Miscellaneous	<u>115</u>	<u>116</u>
Supplies and Services	928	936
Third Party Payments	13,800	13,959
Transfer Payments	6,243	5,265
Support Services	267	269
Capital Charges	54	54
<b>Total Expenditure</b>	<b>24,151</b>	<b>23,438</b>
Government Grants	(175)	(178)
Other Grants & Contributions	(949)	(961)
Fees and Charges	(319)	(525)
Customer Receipts	(5)	(5)
Deductions & Reimbursements	(7)	(7)
Recharges	(72)	(73)
<b>Total Income</b>	<b>(1,527)</b>	<b>(1,749)</b>
<b>Net Expenditure</b>	<b>22,624</b>	<b>21,689</b>

### Explanation of budget

#### Employees

The employees' budget, which includes agency staff covering vacant posts, covers 52 FTEs with an average cost of £38k.

#### Other material budgets

The major spend in client services occurs within customer services and the freedom pass/blue badge service. The value of the customer services contract, which is shown under third party payments above, is £13.7m. This is a contract for the running of the contact centre across 200 services (2.4m calls per annum) and the three one stop shops.

The budgets for the three one stop shops mainly cover property related costs such as rents and security (£406k in all). The property costs budget also includes £118k for the coroner's court; the rest of the property costs budget relates to general office accommodation. The main cost of blue badges and freedom passes relates to the payments for the elderly and disabled freedom passes, the budget for which (£5,265k) is shown under transfer payments.

Client services is responsible for assessing and reissuing 7,000 freedom passes every two years. There is a requirement for a temporary team to be set up to carry out this process so that it can be completed efficiently. A one-off budget of £106k has therefore been included in the agency budget in 2009/2010 for this purpose.

Material non-employee budgets within the coroner's service include professional fees (£491k) in supplies and services and contractors (£184k) in third party payments. The coroner's service is operated as a consortium with three other local authorities, led by Southwark. The costs of the service are charged to the authorities in the consortium, this income is shown against other grants and contributions.

The fees and charges income budget covers charges made by the registrar for such services as weddings, citizenship ceremonies and the nationality checking service. The registrar's budget also includes a specific government grant of £178k for citizenship.

<b>Movements</b>	<b>£'000</b>
<b>2008/9 net budget</b>	<b>22,624</b>
Inflation	412
Commitments	(928)
Savings	(419)
<b>2009/10 net budget</b>	<b>21,689</b>

#### Explanation of movements

##### Inflation

Generally inflation has been applied in accordance with corporate guidelines. Additional inflation has been applied on the CSC contract based on contractual terms.

##### Commitments

The negative commitment is a combination of a one off windfall amount due to a change in the method of calculating Southwark's cost for freedom passes (£1,034k) and an increase in the base establishment for the team (£106k). The renewal of freedom passes is a regular event, occurring every two years, which has a high public profile. The £106k increase is necessary in order to ensure that this process goes ahead efficiently, as additional staff resources will be required to prepare for it from 2009/10.

##### Savings

This is a combination of increased income in registrars for the nationality checking service (£200k), and a decrease in use of the one stop shops (£149k). In addition to this savings will be achieved by combining the arbitration and complaints services (£70k).

## Revenues and benefits – client unit

### Description of service

The revenues and benefits service is responsible for the collection of council tax, business rates, sundry debts and the administration of the housing and council tax benefit scheme.

Cost centre group CD781.test

<b>Subjective analysis summary</b>	<b>2008/09 total budget £'000</b>	<b>2009/10 total budget £'000</b>
Agency Staff	205	209
Employees (excluding agency staff)	<u>1,353</u>	<u>1,379</u>
Employees	1,558	1,588
Property Costs	10	11
Transport	18	18
Services	298	300
Communications & Computing	48	48
Printing, Stationery & Office Expenses	54	55
Miscellaneous	<u>76</u>	<u>76</u>
Supplies and Services	476	479
Third Party Payments	8,896	8,900
Support Services	4,720	4,763
<b>Total Expenditure</b>	<b>15,678</b>	<b>15,759</b>
Government Grants	(359)	(363)
<b>Total Income</b>	<b>(359)</b>	<b>(363)</b>
<b>Net Expenditure</b>	<b>15,319</b>	<b>15,396</b>

### Explanation of budget

#### Employees

The employees' budget, which includes agency staff covering vacant posts, covers 33 FTEs directly employed by the council in supporting the revenues and benefits service, undertaking quality assurance roles, service development, court work and operation of discretionary services with an average cost of £42k.

The agency budget of £209k is for the 'tell us once' project. This is a new government initiative, for which Southwark has pathfinder status, and it was necessary for an additional temporary team to be set up for its implementation.

#### Third party payments

The revenues and benefits contract with Liberata is included here.

#### Support services

These are services provided by other divisions within client services and other departments within the council to support the revenues and benefits service including financial management services, human resources and IT.

<b>Movements</b>	<b>£'000</b>
<b>2008/9 net budget</b>	<b>15,319</b>
Inflation	258
Savings	(181)
<b>2009/10 net budget</b>	<b>15,396</b>

### **Explanation of movements**

#### **Inflation**

Inflation has generally been applied in accordance with corporate guidelines, with the exception of the revenues and benefits contract which has additional inflation due to contractual terms.

#### **Savings**

The revenues and benefits contract price includes an annual 2% efficiency saving, which in 2009/2010 equates to £181k.

## Revenues and benefits – benefits and subsidy

### Description of service

This area relates to the total expenditure including discretionary areas relating to the administration of the housing and council tax benefit scheme. It also details the associated subsidy income received from the Department for Work and Pensions.

### Cost centre group CD782.test

<b>Subjective analysis summary</b>	<b>2008/09 total budget £'000</b>	<b>2009/10 total budget £'000</b>
Grants & Subscriptions	<u>263</u>	<u>267</u>
Supplies and Services	263	267
Discretionary awards & fees	147	148
Rent allowances	54,653	55,145
Rent rebates	99,819	100,717
Council Tax rebates	<u>28,296</u>	<u>28,551</u>
Transfer Payments	182,915	184,561
<b>Total Expenditure</b>	<b>183,178</b>	<b>184,828</b>
Government Grants	(185,356)	(187,169)
Fees and Charges	(3,023)	(3,200)
<b>Total Income</b>	<b>(188,379)</b>	<b>(190,369)</b>
<b>Net Expenditure</b>	<b>(5,201)</b>	<b>(5,541)</b>

### Explanation of budget

#### Material budgets

Rent allowance payments are benefits for properties not owned by the council. Rent rebate payments are payments for properties owned by the council. Discretionary awards are where the council pays additional rent or council tax benefit above that which would normally be awarded. These are assessed on a case by case basis and are usually the result of exceptional circumstances.

The council receives subsidy from central government for the payments listed in the previous paragraph; the subsidy received depends upon the payments made. Also included in government grants are budgets for council tax and NNDR (National non domestic rates) administration grants totalling £5,215k.

The fees and charges income budget relates to costs recovered for overpayment of council tax and benefits.

<b>Movements</b>	<b>£'000</b>
<b>2008/9 net budget</b>	<b>(5,201)</b>
Inflation	(190)
Savings	(150)
<b>2009/10 net budget</b>	<b>(5,541)</b>

### **Explanation of movements**

#### **Inflation**

Inflation has been applied in line with corporate guidelines.

#### **Savings**

The savings here are based on increased recovery of housing benefit overpayments following the implementation of the new housing benefit debtors system in 2008/09.

# Financial management and information services

## Description of service

Financial management services (FMS) manages the council's finances and provides advice, guidance and assistance to council departments to ensure that the council makes the best use of its resources.

The Information services division (ISD) provides the IT services and strategic capacity for both front-line and corporate departments to perform effectively and efficiently, ensuring that a coherent programme of change is delivered.

## Cost centre group CB100

<b>Financial management and information services</b>	<b>2008/09 total budget £'000</b>	<b>2009/10 total budget £'000</b>
Financial management services	6,716	6,479
Information services division	12,094	11,344
<b>Total financial management and information services</b>	<b>18,810</b>	<b>17,823</b>

## Cost centre group CB100

<b>Subjective analysis summary</b>	<b>2008/09 total budget £'000</b>	<b>2009/10 total budget £'000</b>
Agency Staff	73	126
Employees (excluding agency staff)	<u>9,608</u>	<u>9,255</u>
Employees	9,681	9,381
Property Costs	475	473
Transport	70	56
Equipment, Furniture & Materials	102	88
Services	1,751	1,747
Communications & Computing	9,214	8,628
Printing, Stationery & Office Expenses	187	175
Grants & Subscriptions	45	46
Other Supplies and Services	<u>44</u>	<u>37</u>
Supplies and Services	11,343	10,721
Third Party Payments	671	657
Support Services	73	73
Capital Charges	525	525
<b>Total Expenditure</b>	<b>22,838</b>	<b>21,886</b>
Fees and Charges	(300)	(302)
External Contract Income	(51)	(52)
HRA Recharge	(1,286)	(1,299)
Other Recharges	<u>(2,391)</u>	<u>(2,410)</u>
Recharges	(3,677)	(3,709)
<b>Total Income</b>	<b>(4,028)</b>	<b>(4,063)</b>
<b>Net Expenditure</b>	<b>18,810</b>	<b>17,823</b>



### Explanation of budget

There are 182.5 FTE posts at an average cost of £51k including all staff related costs e.g. FRS17 and training.

Explanations of other material budgets are included on the following pages for FMS and ISD.

<b>Movements</b>	<b>£'000</b>
<b>2008/9 net budget</b>	<b>18,810</b>
Inflation	473
Savings	(1,460)
<b>2009/10 net budget</b>	<b>(17,823)</b>

<b>Financial management and information services</b>	<b>2008/09 total budget £'000</b>	<b>Inflation £'000</b>	<b>Savings £'000</b>	<b>2009/10 total budget £'000</b>
Financial management services	6,716	123	(360)	6,479
Information services division	12,094	350	(1,100)	11,344
<b>Total financial management and information services</b>	<b>18,810</b>	<b>473</b>	<b>(1,460)</b>	<b>17,823</b>

### Explanation of movements

#### Inflation

Inflation has been applied in accordance with corporate guidelines. Additional inflation has been applied on the main IT contract in line with the contractual agreement.

#### Savings

Efficiency savings of £290k from modern ways of working programmed as part of the departmental efficiency review arising from the modernisation and accommodation programme, including transaction processing, rationalisation of structures for trainees and income management, storage and use of accommodation.

Efficiencies of £70k gained through the review of insurance and internal audit contracts.

Efficiency savings of £800k from the new 5 year IT contract which started last year.

Further reductions of £300k resulting from the reduction of 7 posts in ISD due to a review of the existing structure.

# Financial management services

## Divisional summary

### Description of division

Financial Management Services (FMS) is responsible for:

- Carrying out the functions of the section 151 officer for the council (statutory Chief Finance Officer).
- Managing the council's finances including producing the annual revenue budget and ten year capital programme within the context of medium term resources strategy and objectives.
- Providing financial support and advice to major regeneration projects.
- Co-ordinating the council's future capital investment aspirations including the formulation of the treasury management strategy.
- Designing and implementing the council's annual borrowing and investment strategy within the code of practice issued by CIPFA and managing the council's day to day cash flow.
- Producing the council's annual statement of accounts, in accordance with the accounts and audit regulations and, following their audit by the Audit Commission, ensuring they are published.
- Ensuring that the council's internal audit service is working effectively.
- Providing strategic advice on procurement matters.
- Monitoring and providing advice to ensure the effective management of the council's income and debt.
- Developing strategies, policies and processes to ensure the effective management of risk throughout the authority.
- Managing the council's main financial contracts – banking, insurance, pension fund and cash investment management, pension fund actuaries and internal audit.
- Maintaining and developing the council's main financial system – SAP - and in particular the financial reporting, treasury management, capital and asset management, payments and income receivable modules.

## Cost centre group CB150.test

<b>Subjective analysis summary</b>	<b>2008/09 total budget £'000</b>	<b>2009/10 total budget £'000</b>
Agency Staff	15	66
Employees (excluding agency staff)	<u>6,027</u>	<u>5,909</u>
Employees	6,042	5,975
Property Costs	202	198
Transport	53	38
Equipment, Furniture & Materials	77	62
Services	1,654	1,649
Communications & Computing	225	148
Printing, Stationery & Office Expenses	144	132
Grants & Subscriptions	31	32
Miscellaneous	<u>35</u>	<u>28</u>
Supplies and Services	2,166	2,051
Third Party Payments	671	657
Support Services	73	73
Capital Charges	1	1
<b>Total Expenditure</b>	<b>9,208</b>	<b>8,993</b>
Fees and Charges	(166)	(168)
HRA Recharge	(1,286)	(1,299)
Other Recharges	<u>(1,040)</u>	<u>(1,047)</u>
Recharges	(2,326)	(2,346)
<b>Total Income</b>	<b>(2,492)</b>	<b>(2,514)</b>
<b>Net Expenditure</b>	<b>6,716</b>	<b>6,479</b>

**Explanation of budget**

## Employees

There are 118.5 FTE posts at an average cost of £50k including all staff related costs e.g. FRS17 and training.

## Other material budgets

The services budget includes the following main contracts:

Audit Commission (core & grant fees) £867k

Fraud contract £138k

Banking contact £136k

## Third party payments

£657k is for the internal audit contract.

## Recharges

The other recharges budget includes recharges to other departments for the cash collection service, recharges to the pension fund and internal recharges.

Recharges to the HRA include recharges for rent accounting, cash collection and debt management expenses.

<b>Movements</b>	<b>£'000</b>
<b>2008/9 net budget</b>	<b>6,716</b>
Inflation	123
Savings	(360)
<b>2009/10 net budget</b>	<b>6,479</b>

### **Explanation of movements**

#### Inflation

Inflation has been applied in accordance with corporate guidelines.

#### Savings

Efficiency savings of £290k from modern ways of working programmed as part of the departmental efficiency review arising from the modernisation and accommodation programme, including transaction processing, rationalisation of structures for trainees and income management, storage and use of accommodation.

Efficiencies of £70k gained through the retender of insurance and internal audit contracts.

## Information services

### Divisional summary

#### Description of division

The division provides the IT services and strategic capacity for both front-line and corporate departments to perform effectively and efficiently, ensuring that a coherent programme of change is delivered.

The service delivers an up to date infrastructure to maintain flexibility to organisational and technological change that enables the council to modernise and manage its information systems to provide a service that recognises the council's leadership in a modern environment.

#### Cost centre group CC150

<b>Subjective analysis summary</b>	<b>2008/09 total budget £'000</b>	<b>2009/10 total budget £'000</b>
Agency Staff	58	60
Employees (excluding agency staff)	<u>3,581</u>	<u>3,346</u>
Employees	3,639	3,406
Property Costs	273	275
Transport	17	18
Equipment, Furniture & Materials	25	26
Services	97	98
Communications & Computing	8,989	8,480
Printing, Stationery & Office Expenses	43	43
Grants & Subscriptions	14	14
Miscellaneous	<u>9</u>	<u>9</u>
Supplies and Services	9,177	8,670
Capital Charges	524	524
<b>Total Expenditure</b>	<b>13,630</b>	<b>12,893</b>
Fees and Charges	(134)	(134)
External Contract Income	(51)	(52)
Recharges	(1,351)	(1,363)
<b>Total Income</b>	<b>(1,536)</b>	<b>(1,549)</b>
<b>Net Expenditure</b>	<b>12,094</b>	<b>11,344</b>

#### Explanation of budget

##### Employees

Budget for a total of 64 employees at an average of £52k per employee.

##### Other material budgets

Expenditure on communications and computing includes £7.6m contract. This includes the main IT contract of £6m and other contracts managed by ISD and recharged back to departments e.g. telephone call charges.

##### HRA recharge

Approximately 30% of the total recharges are to the HRA although actual levels will vary.

<b>Movements</b>	<b>£'000</b>
<b>2008/9 net budget</b>	<b>12,094</b>
Inflation	350
Savings	(1,100)
<b>2009/10 net budget</b>	<b>11,344</b>

### **Explanation of movements**

#### **Inflation**

Generally inflation has been applied in accordance with corporate guidelines. Additional inflation on the main IT contract has been applied in line with the contractual agreement.

#### **Savings**

Efficiency savings of £800k from the new 5 year IT contract which started last year.

Further reductions of £300k resulting from the reduction of 7 posts due to a review of existing structures.

# Communities, law and governance

## Description of service

The department is responsible for providing support to the decision-making bodies of the council, a range of direct services to the public promoting community engagement, and legal services to all parts of the council. The director's role encompasses the council's Monitoring Officer functions as well as the Electoral Registration Officer and, for non-parliamentary elections, the Returning Officer. These services are described in more detail in the following pages.

## Cost centre group CB800

<b>Communities law and governance</b>	<b>2008/09 total budget £'000</b>	<b>2009/10 total budget £'000</b>
Democratic services	3,601	4,228
Scrutiny	319	317
Legal services	1,477	1,461
Area management	2,779	2,518
Social inclusion	5,857	5,661
<b>Total communities law and governance</b>	<b>14,033</b>	<b>14,185</b>

## Cost centre group CB800

<b>Subjective analysis summary</b>	<b>2008/09 total budget £'000</b>	<b>2009/10 total budget £'000</b>
Agency Staff	140	143
Employees (excluding agency staff)	<u>10,724</u>	<u>10,606</u>
Employees	10,864	10,749
Property Costs	197	200
Transport	129	150
Equipment, Furniture & Materials	259	293
Catering	55	56
Services	650	653
Communications & Computing	244	237
Printing, Stationery & Office Expenses	410	434
Grants & Subscriptions	2,967	2,779
Miscellaneous	<u>1,640</u>	<u>1,674</u>
Supplies and Services	6,225	6,126
Third Party Payments	2,440	2,438
Support Services	2,650	2,674
Capital Charges	19	19
<b>Total Expenditure</b>	<b>22,524</b>	<b>22,356</b>
Fees and Charges	(1,300)	(727)
Customer Receipts	(96)	(97)
Recharges	(7,095)	(7,347)
<b>Total Income</b>	<b>(8,491)</b>	<b>(8,171)</b>
<b>Net Expenditure</b>	<b>14,033</b>	<b>14,185</b>

<b>Movements</b>	<b>£'000</b>
<b>2008/9 net budget</b>	<b>14,033</b>
Inflation	211
Commitments	730
Savings	(789)
<b>2009/10 net budget</b>	<b>14,185</b>

<b>Communities law and governance</b>	<b>2008/09 net budget £'000</b>	<b>Inflation £'000</b>	<b>Commitments £'000</b>	<b>Savings £'000</b>	<b>2009/10 net budget £'000</b>
Democratic services	3,601	37	600	(10)	4,228
Scrutiny	319	5		(7)	317
Legal services	1,477	73	130	(219)	1,461
Area management	2,779	26		(287)	2,518
Social inclusion	5,857	70		(266)	5,661
<b>Total communities law and governance</b>	<b>14,033</b>	<b>211</b>	<b>730</b>	<b>(789)</b>	<b>14,185</b>

### Explanation of movements

#### Inflation

Inflation has been applied in accordance with corporate guidelines.

#### Commitments

The most significant commitment is the £600k within democratic services. This is to redress the reduction in income from local land charges due to declining activity in the housing market resulting in a decrease in the number of official searches. Further details of this and other commitments can be found on the service budget pages.

#### Savings

Each area has provided details of individual savings items on their budget pages. Overall there is an objective to modernise service support structures and reduce associated budgets.



## Democratic services

### Divisional summary

#### Description of division

Democratic services provide support to the decision-making bodies of the council, including community councils. It also delivers direct member support to the executive as well as individual members in their ward representative roles and manages the mayor's office.

Key activities include:

- Ensuring and promoting good governance
- Supporting the democratic processes of the authority including running elections and producing the electoral register
- Provision and promotion of the arrangements for devolved decision-making
- Co-ordination and advice on the decision-making processes of the council assembly, executive, planning, licensing and standards committees
- Ensuring adherence to and clarity of decision-making processes, communication of decisions and effective tracking of decisions
- Management of the civic role of the Mayor
- Co-ordination of the decision-making processes of the eight community councils including their role as sub-committees of the planning committee
- Maintenance, implementation and advice on the constitution
- Management of the council's freedom of information and Data Protection Act responsibilities
- Provision of local land charges functions

#### Cost centre group CC800

<b>Subjective analysis summary</b>	<b>2008/09 total budget £'000</b>	<b>2009/10 total budget £'000</b>
Agency Staff	32	33
Employees (excluding agency staff)	<u>2,249</u>	<u>2,285</u>
Employees	2,281	2,318
Property Costs	45	46
Transport	65	85
Equipment, Furniture & Materials	112	118
Catering	34	35
Services	144	145
Communications & Computing	140	132
Printing, Stationery & Office Expenses	226	209
Grants & Subscriptions	6	6
Miscellaneous	<u>1,579</u>	<u>1,613</u>
Supplies and Services	2,241	2,258
Support Services	118	119
<b>Total Expenditure</b>	<b>4,750</b>	<b>4,826</b>
Fees and Charges	(1,147)	(596)
Customer Receipts	(2)	(2)
<b>Total Income</b>	<b>(1,149)</b>	<b>(598)</b>
<b>Net Expenditure</b>	<b>3,601</b>	<b>4,228</b>

## Explanation of budget

### Employees

The service has 45 FTE budgeted posts. The average employee cost, including all employee related expenditure, such as training, is £51k.

### Other material budgets

The miscellaneous budget consists of £1.355m for member's allowances and £0.217m relating to expenditure incurred by the community councils as a result of its cross departmental remit. There is a small agency staff budget to reflect the temporary peaks in workload associated with running elections experienced by the electoral services team.

### Fees and charges

The budget relates to income generated from local land searches. The reduction in the income budget is caused by the economic downturn reducing the volume of house purchases.

<b>Movements</b>	<b>£'000</b>
<b>2008/9 net budget</b>	<b>3,601</b>
Inflation	37
Commitments	600
Savings	(10)
<b>2009/10 net budget</b>	<b>4,228</b>

## Explanation of movements

### Inflation

Applied in accordance with corporate guidelines.

### Commitments

The £600k is required to redress the loss of income from local land charges through the declining activity in the housing market.

### Savings

This will be achieved through a reduction in the number of photocopiers the service leases.

## Scrutiny

### Divisional summary

#### Description of division

The scrutiny team support and develop the council's overview and scrutiny committees. These committees are made up of cross-party non-executive councillors, whose role is to hold the executive to account. The committees develop annual work programmes which comprise a mix of reviews intended to influence the council's policy, and those which are intended more as a challenge to existing policy or performance.

The scrutiny team provide process, policy and research support to the committees in carrying out these work programmes. Support is given directly on some aspects of their work, and for other areas assistance is given in identifying experts from within the council and its partners, or other relevant organisations and groups.

#### Cost centre group CC830

<b>Subjective analysis summary</b>	<b>2008/09 total budget £'000</b>	<b>2009/10 total budget £'000</b>
Employees	244	248
Transport	3	3
Services	34	34
Printing, Stationery & Office Expenses	28	22
Miscellaneous	<u>10</u>	<u>10</u>
Supplies and Services	72	66
<b>Total Expenditure</b>	<b>319</b>	<b>317</b>
<b>Net Expenditure</b>	<b>319</b>	<b>317</b>

#### Explanation of budget

##### Employees

The service has 5 FTE budgeted posts. The average employee cost, including all employee related expenditure, such as training, is £50k.

<b>Movements</b>	<b>£'000</b>
<b>2008/9 net budget</b>	<b>319</b>
Inflation	5
Savings	(7)
<b>2009/10 net budget</b>	<b>317</b>

#### Explanation of movements

##### Inflation

Applied in accordance with corporate guidelines.

##### Savings

The saving relates to reduced printing costs as a result of an increase in the electronic distribution of papers.

# Legal services

## Divisional summary

### Description of division

Legal services offers legal support to all parts of the council. It covers the whole range of local authority legal work including:

- Corporate advice
- Advice to members in the executive, scrutiny and all committees and sub committees of the council and at community councils
- Housing litigation and policy advice
- Contract formation and advice
- Children & adults services litigation and advice
- Planning agreements, advice and litigation
- Property and regeneration matters
- Environment advice and litigation
- Enforcement and prosecutions
- Advice on regeneration schemes
- Education advice
- Employment advice and litigation
- General litigation including debt collection

### Cost centre group BB350.test

<b>Subjective analysis summary</b>	<b>2008/09 total budget £'000</b>	<b>2009/10 total budget £'000</b>
Employees	5,991	6,032
Property Costs	11	11
Transport	48	48
Equipment, Furniture & Materials	114	141
Services	53	153
Communications & Computing	67	68
Printing, Stationery & Office Expenses	83	129
Other Supplies and Services	<u>12</u>	<u>12</u>
Supplies and Services	329	503
Support Services	2,075	2,094
<b>Total Expenditure</b>	<b>8,454</b>	<b>8,688</b>
Customer Receipts	(58)	(58)
Recharges	(6,919)	(7,169)
<b>Total Income</b>	<b>(6,977)</b>	<b>(7,227)</b>
<b>Net Expenditure</b>	<b>1,477</b>	<b>1,461</b>

### Explanation of budget

#### Employees

The service has 110 FTE budgeted posts. The average employee cost, including all employee related expenditure, such as training, is £55k.

#### Other material budgets

The £7.2m income budget is predominantly the expected income from other departments based on the volume of legal support delivered.

Support services includes corporate support costs of £658k, internal overheads of £456k and corporate legal costs of £980k.

#### HRA recharge

The income budget for the housing team is estimated at £1.77m. The actual charge to the HRA will be dependent on the volume of legal support requested by HRA services.

<b>Movements</b>	<b>£'000</b>
<b>2008/9 net budget</b>	<b>1,477</b>
Inflation	73
Commitments	130
Savings	(219)
<b>2009/10 net budget</b>	<b>1,461</b>

### Explanation of movements

#### Inflation

Applied in accordance with corporate guidelines.

#### Commitments

The commitments figure consists of £70k to fully fund an additional post supporting the major projects and £60k to fund additional archiving costs associated with the modernisation and accommodation programme.

#### Savings

The savings figure will be achieved by a fundamental review of the provision of support services to legal teams.

## Area management

### Divisional summary

#### Description of division

The aim of the area management and community engagement division is to support and, where appropriate, facilitate “place shaping” activity in Southwark. It does this by working with local communities, partner agencies and other service providers to help develop sustainable and thriving localities that are appreciated by their many and complex stakeholder groups.

#### Cost centre group CC470

<b>Subjective analysis summary</b>	<b>2008/09 total budget £'000</b>	<b>2009/10 total budget £'000</b>
Agency Staff	32	33
Employees (excluding agency staff)	<u>1,111</u>	<u>1,001</u>
Employees	1,143	1,034
Property Costs	67	68
Transport	10	10
Equipment, Furniture & Materials	20	20
Services	193	195
Communications & Computing	11	11
Printing, Stationery & Office Expenses	13	13
Grants & Subscriptions	1,480	1,326
Miscellaneous	<u>12</u>	<u>12</u>
Supplies and Services	1,729	1,577
Support Services	106	108
Capital Charges	19	19
<b>Total Expenditure</b>	<b>3,074</b>	<b>2,816</b>
Fees and Charges	(85)	(86)
Customer Receipts	(37)	(37)
Recharges	(173)	(175)
<b>Total Income</b>	<b>(295)</b>	<b>(298)</b>
<b>Net Expenditure</b>	<b>2,779</b>	<b>2,518</b>

#### Explanation of budget

The service is funded through a combination of mainstream funding and an allocation of the budget supported by area based grant funding (ABG). In 2009/10 this allocation totals £1,133k. This is shown in the grants budget, together with community council grants of £122k.

The service has 31.75 posts at an average cost of £47k. 15 of these posts are funded from the ABG supported budget shown as grants.

The remaining ABG supported budget is used to fund a range of interventions that tackle poverty and focus on targets from LB Southwark's local area agreement. This primarily involves engagement with the voluntary sector.

<b>Movements</b>	<b>£'000</b>
<b>2008/9 net budget</b>	<b>2,779</b>
Inflation	26
Savings	(287)
<b>2009/10 net budget</b>	<b>2,518</b>

### **Explanation of movements**

#### **Inflation**

Inflation has been applied in accordance with corporate guidelines. In particular, in line with corporate policy the allocation of ABG supported budget has not been given an inflationary increase, resulting in the low average inflation for this service.

#### **Savings**

Re-alignment of management structures (130)

Savings identified through the rationalisation and realignment of area based grant funded services (157)

# Social inclusion

## Divisional summary

### Description of division

Social inclusion is responsible for the promotion of community engagement and empowerment across the council and within communities. Within this remit it supports a number of voluntary and community sector organisations, and contributes to combating financial exclusion by funding the seven local advice agencies. It provides the main platform for the council's engagement with the borough's diverse communities and voluntary organisations.

It is responsible for leading on community cohesion and promoting this as part of its role as a beacon authority. It supports a range of vulnerable communities, new and emerging communities and capacity builds others through support to the community of interest forums.

Activities include:

- Promoting engagement and empowerment across the council and within communities.
- Developing and maintaining positive relationships with the voluntary and community sector.
- Promoting social cohesion and responding to emerging issues.
- Running of various forums and councils (e.g. pensioners; disability; lesbian gay bisexual and trans, and faith).
- Provides financial and administrative support to about 50 organisations.
- Promoting understanding of Southwark's communities.
- Leading the stronger communities partnership in delivering National Indicators (NIs 1 and 4).

### Cost centre group BB300

<b>Subjective analysis summary</b>	<b>2008/09 total budget £'000</b>	<b>2009/10 total budget £'000</b>
Agency Staff	76	77
Employees (excluding agency staff)	<u>1,130</u>	<u>1,040</u>
Employees	1,206	1,117
Property Costs	74	75
Transport	4	4
Equipment, Furniture & Materials	13	13
Catering	7	8
Services	226	125
Communications & Computing	18	19
Printing, Stationery & Office Expenses	61	61
Grants & Subscriptions	1,480	1,447
Miscellaneous	<u>49</u>	<u>48</u>
Supplies and Services	1,854	1,721
Third Party Payments	2,440	2,438
Support Services	350	354
<b>Total Expenditure</b>	<b>5,928</b>	<b>5,709</b>
Fees and Charges	(68)	(45)
Recharges	(3)	(3)
<b>Total Income</b>	<b>(71)</b>	<b>(48)</b>
<b>Net Expenditure</b>	<b>5,857</b>	<b>5,661</b>



## Explanation of budget

### Employees

There are 29 full time equivalent posts with a total average cost of £46k including all employee related expenditure e.g. training. 4 of these posts are funded by an allocation of the Working Neighbourhoods Fund (WNF) grant for which the budget is currently held in strategic partnerships.

### Other material budgets

Grant expenditure includes the voluntary sector grants programme budget of £1,274k. The community support programme supports 35 organisations with the objective of:

- Supporting disadvantaged communities in relation to age, gender, ethnicity, faith/belief, sexual orientation and disability in order to facilitate the achievement of a quality of life equal to that enjoyed by other sections of the local population.
- Building the capacity of the voluntary sector to enable it to play a full and effective role in the development and delivery of the Community Strategy.
- Develop and sustain multifunctional resource bases aimed at tackling social exclusion in deprived areas and neighbourhoods.

Third party payments includes the London borough grants levy of £940k, legal grants of £1,288k and the Links grant of £210k. The latter is funded from an allocation of ABG supported budget. The agreed budget for forums is £193k and this will be transferred to social inclusion during 2009/10. The allocation covers the cost, mainly staffing, of a range of forums:

Southwark Disability Forum	£40k	LGBT Network	£28k
Southwark Multi Faith Forum	£30k	Southwark Muslim Forum	£15k
Southwark Pensioners Forum	£40k	Southwark Refugee Communities Forum	£40k

Other WNF budget allocation disbursed by the unit is as follows:

Supporting Partnership Work (CAS)	£42,000
Active Citizens Hub	£140,000
Southwark Travellers Action Group	£40,000

<b>Movements</b>	<b>£'000</b>
<b>2008/9 net budget</b>	<b>5,857</b>
Inflation	70
Savings	(266)
<b>2009/10 net budget</b>	<b>5,661</b>

## Explanation of movements

### Inflation

Inflation has been applied in accordance with corporate guidelines.

### Savings

The 2009/10 savings consists of the following:

- Efficiency savings from review of staffing structures. £118k
- Review and rationalisation of operational costs and expenditure. £45k
- Southwark Human Rights, Race and Equalities Bureau (SHRREB) budget efficiencies. £30k
- Review and rationalise various supplies and services expenditure including reduction of agency staff. £28k
- London borough grants levy reduced by. £21k
- Social inclusion - voluntary sector budgets. £23k
- ABG budget reduction. £1k

# Corporate support cost reallocations

## Description of service

Financial management and information services; communities, law and governance; and the deputy chief executive's department provide support across the whole range of council services. These are reallocated in accordance with the best value accounting code of practice.

<b>Corporate support cost reallocations</b>	<b>2008/09 total budget £'000</b>	<b>2009/10 total budget £'000</b>
<b>Corporate support cost reallocations</b>	<b>(49,159)</b>	<b>(49,601)</b>

## Cost centre group CB900

<b>Subjective analysis summary</b>	<b>2008/09 total budget £'000</b>	<b>2009/10 total budget £'000</b>
HRA Recharge	(10,619)	(10,714)
Other Recharges	(38,540)	(38,887)
Recharges	(49,159)	(49,601)
<b>Total Income</b>	<b>(49,159)</b>	<b>(49,601)</b>
<b>Net Expenditure</b>	<b>(49,159)</b>	<b>(49,601)</b>

## Explanation of budget

Proper accounting practice requires that all council services are charged a share of the costs of those services that support them. As such, departments throughout the council receive a recharge cost budget to reflect the support they receive, for instance with respect to their staff, accommodation, and IT. The £49.6m is the total amount of support charged across council services, split between £10.7m charged for support to the council's landlord function, and £38.9m to all its other services.

<b>Movements</b>	<b>£'000</b>
<b>2008/9 net budget</b>	<b>(49,159)</b>
Inflation	(442)
<b>2009/10 net budget</b>	<b>(49,601)</b>

## Explanation of movements

The impact of commitments and savings within the support areas is largely neutral. An inflationary increase is therefore the only change to the budgeted level of recharges.

# Corporate budgets

	2008/09 total budget £'000	2008/09 total budget £'000
Corporate	(11,166)	(9,162)
Insurance	50	50
<b>Total</b>	<b>(11,116)</b>	<b>(9,112)</b>

## Corporate budgets excluding Insurance

### Description of budget

Corporate budgets are budgets for expenditure and income that are held and controlled at the corporate centre. They include budgets in for the corporate and democratic core (CDC) which are costs related to policy making and other member based activities plus corporate management costs.

The council is also required under accepted accounting practices to show pension costs (FRS17) and capital charges within departmental service budgets which must then be reversed out in order that there is no impact on the level of council tax that the council sets each year.

The budgets for the cost of borrowing, investment income and the council's insurance are excluded from the budgets below and shown separately.

Subjective analysis summary	2008/09 total budget £'000	2009/10 total budget £'000
Employees	2,302	3,008
Property Costs	11	11
Transport	5	5
Supplies and Services	2,031	1,849
Third Party Payments	3,231	4,137
Support Services	8,773	8,852
Capital Charges	40	40
<b>Total Expenditure</b>	<b>16,392</b>	<b>17,902</b>
Government Grants	0	(15)
Fees and Charges	(919)	(400)
Recharges	(26,639)	(26,649)
<b>Total Income</b>	<b>(27,558)</b>	<b>(27,064)</b>
<b>Total</b>	<b>(11,166)</b>	<b>(9,162)</b>

### Explanation of budget

#### Employees

Part of this budget relates to those employee costs that must either be charged to the corporate and democratic core, such as that of the chief executive, or held centrally, for example budgets in relation to staff who have time away from their substantive post to fulfil trade union duties. However the main element of this budget relates to FRS17 budget adjustments.

#### Supplies and services

This budget includes resources held as an in year contingency.

#### Third party payments

This budget largely relates to payments made in respect of levies charged to the council in respect of the London Pension Fund Authority and Environment Agency.

## Recharges

This credit budgets reflects the reversal of depreciation, deferred charges and FRS17 budgets that are included in the cost of services budgets but under current accounting practice for local authorities are reversed to ensure the cost is not included in the calculation of the amount of income to be raised through Council Tax.

<b>Movements</b>	<b>£'000</b>
<b>2008/9 net budget</b>	<b>(11,166)</b>
Inflation	2,390
Budget adjustments	530
Commitments	2,677
Savings	(3,593)
<b>2009/10 net budget</b>	<b>(9,162)</b>

<b>Explanation of movements</b>	<b>£'000</b>
Communications staffing now fully reflected under DCE	530
<b>Budget adjustments</b>	<b>530</b>
Additional pension costs due to increase in the percentage of employer's on cost.	600
Additional cost to provide a contingency budget for service pressures that cannot be fully estimated.	1,200
The London pension fund authority (LPFA) additional levy for pensions deficit	877
<b>Commitments</b>	<b>2,677</b>
Efficiencies gained through the implementation of shared support services with the modernisation and accommodation programme acting as a key catalyst to drive forward delivery. For 2009/10, three key priorities have been assigned. These are the council's professional and transaction based finance activity, the human resources function and other back office support functions including administrative and PA support. Projects are underway to establish revised structures and to complete the consultation processes necessary to conclude these projects. Priority will be given to identifying vacancies that can be reduced and rationalising the use of agency placements in these areas. Further shared support savings are earmarked for future years.	(3,000)
Modernisation agenda - Accommodation strategy is committed to providing efficiency savings to offset any additional costs incurred as a consequence. In the first instance (2009/10) these efficiencies refer specifically to those benefits that could not have otherwise been obtained without the centralisation of office accommodation and services across the council, including those efficiencies arising from modern ways of working and the disposal of properties that become surplus to requirements.	(593)
<b>Savings</b>	<b>(3,593)</b>

## Insurance fund

### Divisional summary

#### Description of division

Southwark, like other similar sized authorities and large corporate bodies, arranges its insurance cover mainly on the basis of catastrophe level cover. This avoids "pound swapping" with external insurers and minimises costs.

Insurance expenditure during any one year is the result of claims moneys expended during the past financial year even though the event involved may have happened in previous years, plus the cost of catastrophe level insurance protection and other administrative and advisory costs.

Significant claims costs against the authority include highways slips and trips, subrogation claims by commercial household insurers for alleged tree root incursion causing subsidence damage to private homes and liability for housing related water damage to tenants' property, motor claims incurred for the council's vehicle fleet as well as fire and other property losses from the council's large portfolio of schools, housing and other buildings.

#### Cost centre group CA500

<b>Subjective analysis summary</b>	<b>2008/09 total budget £'000</b>	<b>2009/10 total budget £'000</b>
Employees	0	0
Property Costs	4,523	4,563
Transport	466	470
Supplies and Services	1,532	1,546
<b>Total Expenditure</b>	<b>6,521</b>	<b>6,579</b>
Fees and Charges	(470)	(474)
Recharges	(6,001)	(6,055)
<b>Total Income</b>	<b>(6,471)</b>	<b>(6,529)</b>
<b>Total</b>	<b>50</b>	<b>50</b>

# Housing revenue account

## Description

The housing revenue account (HRA) reflects the statutory requirement under section 74 of the local government and housing act 1989 to account separately for local authority housing provision. It is a ring-fenced account, containing solely the costs arising from the provision and management of the council's housing stock, offset by tenant rents and service charges, housing subsidy, leaseholder service charges and other income. Responsibility for HRA services being delivered sits with a number of departments across the council.

## 2009/10 Budget: Key issues

The HRA continues to be under pressure as resources are constrained. The government effectively operates control over rent policy, through the rent restructuring regime, introduced in 2002/03, which reduces subsidy (through rent clawback), by more than is generated by the guideline rent increase.

## Rent

The average rent increase for 2009/10 was 2.73%, set in accordance with the government's required formula rent guidance. This ensures the council maximises the amount of housing subsidy received from the government. The percentage increase was revised down from the originally-set percentage of 5.86% in March 2009. This followed the government's decision to reduce the national guideline rent increase from 6.2% to 3.1%.

## Subsidy

Another key factor is that the amount of subsidy received by Southwark continues to decline due to government changes introduced in 2004/05 in the calculation and distribution of management and maintenance allowances, which had a particularly detrimental effect on Southwark and London authorities generally. In 2009/10 management and maintenance allowances increased by a net £32.35 per property and major repairs allowance by £51.47 per property, but the sum taken away through rent clawback was £138.72 per property under the original determination

## Dwellings/housing stock

Reductions in the council's dwelling stock, primarily through the council's ambitious regeneration programme and the 'right to buy' (RTB) result in a loss of rental income, which is only partly mitigated through leaseholder service charges and operational efficiency savings in managing the stock. Total stock reduction during 2009/10 is estimated at 602 properties, of which 36 are likely to be RTB sales.

## Voids

Void loss is a key budget driver and increasing pressure, particularly through major regeneration schemes, which have long-lead-in periods. The budget is set to reflect anticipated activity in 2009/10, with a view to minimising the revenue effects.

## Movement in budget

The effects of the original subsidy settlement, combined with inflationary pressures and unavoidable commitments total £23.9m for 2009/10. This has been balanced by a range of measures, including increases in all rents and service charges, improved collection and arrears management, generating higher income and lower debt provisions and reduced revenue support to the investment programme. Efficiency savings in line with corporate guidance on the general fund revenue account are assumed and will be delivered through revised and more efficient working, resulting from the restructure of housing services and contract and supply-chain improvements.

<b>HOUSING REVENUE ACCOUNT BASE BUDGET 2009/10</b>		Revised Base Budget 2008/09	Inflated Budget	Budget Adjustments	Growth	Commitments	Savings/Income Generation	Base Budget 2009/10
	£	£	£	£	£	£	£	£
<b>Expenditure:</b>								
Employees	31,338,947	32,071,541	297,630	50,000	0	-1,974,368	30,444,803	
Running Costs	22,528,999	22,775,712	-1,752,324	300,000	0	-1,412,725	19,910,663	
Thames Water Charges	10,575,846	10,579,727	214,162	0	0	0	10,793,889	
Grounds Maintenance & Estate Cleaning	14,843,630	15,108,865	142,703	0	0	-808,830	14,442,738	
Responsive Repairs & Heating Repairs	47,431,369	47,857,939	-626,160	2,350,000	0	-671,370	48,910,409	
RCCO	7,507,398	7,507,398	0	0	5,400,000	0	12,907,398	
Planned Maintenance (External Decorations)	7,691,588	7,754,378	24,350	0	0	0	7,778,728	
Service Level Agreements	17,372,503	17,849,215	-60,927	0	1,500,000	-32,000	19,256,288	
Asset Rents (Debt Charges)	87,329,605	87,329,605	0	0	-420,154	0	86,909,451	
Co-Op's, TMO's etc.	2,447,968	2,470,002	-34,063	0	0	0	2,435,939	
Heating Account	11,563,107	11,563,107	0	0	634,426	0	12,197,533	
<b>Sub-total</b>	<b>260,630,960</b>	<b>262,867,489</b>	<b>-1,794,629</b>	<b>2,700,000</b>	<b>7,114,272</b>	<b>-4,899,293</b>	<b>265,987,839</b>	
<b>Income:</b>								
Rents - Dwellings	-149,851,843	-149,851,843	7,138,926	0	0	-12,514,165	-155,227,082	
Rents - Non Dwellings	-2,574,784	-2,574,784	0	0	0	-514,200	-3,088,984	
Heating/ Hot Water Charges	-8,925,100	-8,925,100	138,365	0	0	-1,099,300	-9,886,035	
Tenant Service Charges	-11,380,300	-11,380,300	0	0	0	-740,300	-12,120,600	
Thames Water Charges	-9,640,900	-9,640,900	0	0	0	-673,700	-10,314,600	
Thames Water Commission	-2,359,110	-2,359,110	-86,964	0	0	0	-2,446,074	
Leaseholders - Major Works	-10,000,000	-10,000,000	0	0	0	0	-10,000,000	
Leaseholders - Service Charges	-14,698,000	-14,698,000	0	0	0	-1,707,000	-16,405,000	
Housing Subsidy & Grants	-38,478,422	-38,478,422	-5,070,000	0	9,978,685	0	-33,569,737	
Interest on Balances	-1,691,777	-1,691,777	0	0	859,463	0	-832,314	
Commercial Property Rents	-6,131,317	-6,131,317	0	0	0	-500,000	-6,631,317	
Fees and Charges	-1,522,670	-1,528,898	-31,421	0	0	-240,000	-1,800,319	
Capitalisation (Repairs)	-2,000,000	-2,000,000	0	0	0	-1,000,000	-3,000,000	
Recharges	-1,376,737	-1,376,737	710,960	0	0	0	-665,777	
<b>Sub-total</b>	<b>-260,630,960</b>	<b>-260,637,188</b>	<b>2,799,866</b>	<b>0</b>	<b>10,838,148</b>	<b>-18,988,665</b>	<b>-265,987,839</b>	
<b>Net HRA</b>	<b>0</b>	<b>2,230,301</b>	<b>1,005,237</b>	<b>2,700,000</b>	<b>17,952,420</b>	<b>-23,887,958</b>	<b>0</b>	

# Capital programme

A ten-year programme was established in 2006 for capital investment which is within the remit of the medium term resources strategy and accords with local priorities as expressed through southwark 2016, the community strategy and the corporate plan. During this period the delivery of the decent homes standard, housing regeneration and the development of southwark schools for the future are key priorities.

## Investment in services

The council continues to invest in the services it provides by improving existing assets and developing new ones. The capital programme for 2007/16 includes the housing investment programme totalling £305m and other investment of £510m and is shown below summarised by department.

Department	Expenditure/Funding
<b>Expenditure</b>	<b>£'000</b>
Children's services	58,698
Corporate services	28,882
Environment & housing	91,793
Health & community services	6,216
Housing Investment programme	304,528
Major projects	300,316
Regeneration & neighbourhoods	24,550
<b>Total expenditure</b>	<b>814,983</b>
<b>Funded by:</b>	
Borrowing	40,210
Capital receipts	281,139
Major repairs allowance (MRA)	108,585
Grants and planning gains	300,542
Revenue and reserves	84,507
<b>Total funding</b>	<b>814,983</b>

## Funding the capital programme

There are various forms of funding that are available to support the capital programme which are not available for revenue budget purposes. The major sources of funds for capital are:

- Loans - the council can borrow amounts for which it receives specific approval from the government. There is also unsupported borrowing under the prudential code. The full costs of unsupported borrowing has to be met from council tax or housing rents.
- Major repairs allowance - which is a housing grant from the government.
- Other grants and contributions - such as lottery funding, planning gain receipts from developers.
- Income from the sale of council assets - although in some cases a proportion of this income must be set aside to repay loans.
- Contributions from revenue or reserves.



## Capital programme 2008-16 by scheme

Capital programme 2008-16	Children's services		
	2008 £	2009 £	2010+ £
Nell Gwynn roof extension and kitchen	25,000	0	0
Aylwin new dining block	30,000	0	0
Boiler replacement	34,753	0	0
Surrey Square - external refurbishment	38,121	0	0
Snowsfield School	38,736	0	0
Spa	40,822	0	0
Grange	43,091	0	0
Peckham CC	60,105	0	0
Eveline Lowe expansion	71,300	0	0
South Bermondsey CC	73,413	0	0
Gloucester	18,106	72,000	8,000
The Charter school - business & enterprise college	100,000	0	0
Langbourne PC	127,723	0	0
Brimmington	136,453	0	0
Boiler replacement FS	138,095	0	0
Anne Bernadt floor renewals	158,358	8,335	0
Rewires of Bellenden, Breedinghurst, Dog kennel hill and Highshore	172,037	0	0
Willowbank PRU	174,623	8,272	0
Charter school - Dulwich	224,426	0	0
Bishops House - internal works	225,912	0	0
Pilgrims way primary school	225,000	10,000	0
Pupil development unit	249,599	0	0
Globe academy	235,734	18,000	0
Peckham Rye PC	260,000	0	0
Electrical rewire - Surrey Sq, Townsend, Friary	312,017	0	0
Kingsdale SSF	364,845	0	0
Oliver Goldsmith PC	450,000	0	0
Ivydale school - new children's centre	561,602	26,420	0
Kingsdale SC	800,000	0	0
Gumboots nursery - children's centre	15,000	500,000	300,000
Victory children's centre	736,161	120,000	20,000
Redriff children's centre	273,000	649,000	30,000
Heber Primary School Children's Centre	100,000	921,479	52,420
The Charter School - BSF QW	845,656	300,000	0
Langbourne/Waverley temporary accommodation	1,839,000	0	0

<b>Capital programme 2008-16</b> Continued	<b>Children's services</b>		
Description of scheme	2008 £	2009 £	2010+ £
Crawford School - Alterations & ext	1,767,337	91,000	0
Youth block	1,170,000	1,330,000	0
Bessemer Grange primary school CC	201,000	2,000,000	607,019
Devolved Standard Fund Schemes	3,084,979	0	0
Rye Oak children's centre	3,271,203	1,209,897	0
Eveline Lowe school - remodelling	540,000	7,716,900	300,000
Southwark Park school - remodelling	900,000	9,370,319	300,000
Michael Faraday PC-BLF (NOF)	828,500	5,400,000	6,275,052
*Other	92,102	0	0
<b>TOTAL SPEND</b>	<b>21,053,810</b>	<b>29,751,622</b>	<b>7,892,491</b>

<b>Capital programme 2008-16</b>	<b>Corporate services</b>		
Description of service	2008 £	2009 £	2010+ £
Modernisation agenda	141,593	0	0
ICT infrastructure	514,409	0	0
Corporate Information system	615,633	0	0
DDA - work to council buildings	350,000	400,000	1,303,652
Property works programme	450,000	500,000	1,156,851
ISD capital projects		2,034,955	1,900,000
Town centre improvements	0	2,250,000	2,250,000
Office accommodation strategy	1,356,249	13,643,751	0
*Other	15,030	0	0
<b>TOTAL SPEND</b>	<b>3,442,914</b>	<b>18,828,706</b>	<b>6,610,503</b>

\*Consists of spending per project of less than £20,000

Capital programme 2008-16	Environment and housing		
	2008 £	2009 £	2010+ £
Description of scheme			
CCTV upgrade public real cameras	22,568	0	0
Play equipment at lytcott grove estate	28,000	0	0
Peckham Rye cafe	29,182	0	0
Sturge St, Swk bridg	30,000	0	0
4 Parks refurbishment scheme	20,000	13,000	0
Crampton street road	35,000	0	0
Discovery centre	37,647	0	0
Sunray Gardens playground	39,314	0	0
Art acquisitions	0	10,000	30,492
Peckham Rye park changing rooms	68,997	0	0
Peckham Rye park restoration	103,000	0	0
Dulwich Park restoration works	103,608	0	0
Camberwell Grove tra	106,720	0	0
Patterson Park	20,000	92,736	0
Tabard Gardens astro-turf refurbishment	116,898	0	0
Improvements to highways & parks signage	118,706	0	0
Dog Kennel Hill & Greendale	150,215	0	0
Concrete column replacement	162,799	0	0
Essential repairs at pynners sports ground	163,989	0	0
Bermondsey Square Fo	164,941	0	0
Burgess Park youth sports centre	207,500	0	0
Dulwich horticultural centre of excellence	0	237,810	0
Southwark Park - lake relining	100,000	139,813	0
Geraldine Mary Harmsworth sport facilities	257,986	0	0
Non Principal Road	334,511	0	0
Mellish Fields-development & improvement	336,540	0	0
Belair Park car park and changing rooms	80,000	250,000	39,080
Denmark Hill/Champion Hill	470,000	0	0
Lamp column replacement	502,353	0	0
Burgess Park - improvements	570,000	20,858	0
Southwark Park sport	113,200	450,000	36,800
Leisure centre DDA / H&S essential works	992,211	0	0
Walworth road	1,000,000	0	0
John Harvard library	1,032,944	134,594	0
Camberwell Leisure centre	100,000	981,578	500,000
Dulwich CGS	647,320	583,362	721,234

<b>Capital programme 2008-16</b> Continued	<b>Environment and housing</b>		
Description of scheme	2008 £	2009 £	2010+ £
Surrey docks leisure centre	1,848,188	450,000	0
Rotherhithe CGS	375,233	817,280	1,163,106
Camberwell CGS	650,000	850,758	963,980
Bermondsey CGS	404,816	505,200	1,601,779
Walworth CGS	450,000	536,199	1,582,866
Borough & Bankside CGS	485,562	491,474	1,687,492
Nunhead & Peckham Rye - CGS	695,930	718,330	1,324,637
Peckham CGS	450,000	650,000	1,770,664
Leisure centres	0	1,900,000	1,000,000
Dulwich leisure centre	3,238,397	1,750,000	0
Integrated waste solutions programme	6,049,000	5,000,000	2,611,728
Non Principal Road	2,500,000	5,000,000	9,233,368
Housing renewal	4,482,712	5,974,423	6,760,403
Travellers sites	80,000	770,000	561,640
Affordable housing	0	914,838	914,839
*Other	70,837	0	0
<b>TOTAL SPEND</b>	<b>30,046,824</b>	<b>29,242,253</b>	<b>32,504,108</b>

<b>Capital programme 2008-16</b>	<b>Health and social care</b>		
Description	2008 £	2009 £	2010+ £
Aylesbury resource centre (learning Dis)	100,000	3,387,669	2,000,000
Mental Illness - R&D - IT equipment	169,395	0	0
SCE (R) Social Services allocation	163,000	0	0
Cherry garden st.	20,000	280,000	0
Social Care IT infrastructure (new grant)	95,834	0	0
<b>TOTAL SPEND</b>	<b>548,229</b>	<b>3,667,669</b>	<b>2,000,000</b>

\*Consists of spending per project of less than £20,000

Capital programme 2008-16	Housing investment programme		
Description	2008 £	2009 £	2010+ £
Decent homes and associated works	58,727,485	67,187,532	65,311,627
Landlord obligations	14,921,538	12,768,345	14,419,265
Regeneration schemes	20,759,381	17,505,548	20,772,336
*Other	3,611,030	4,374,748	4,168,778
<b>TOTAL SPEND</b>	<b>98,019,434</b>	<b>101,836,173</b>	<b>104,672,006</b>

Capital programme 2008-16	Major projects		
Description	2008 £	2009 £	2010+ £
NDC projects	4,476,015	5,102,000	0
Aylesbury acquisition programme	7,000,000	7,000,000	9,310,956
Elephant & Castle phase one	312,668	0	0
Heygate acquisitions	8,592,000	13,354,000	0
Bermondsey Spa EIP - regen.	200,000	0	0
Canada Water library	694,000	8,933,000	4,105,732
Southwark schools for the future (SSF)	26,678,000	9,147,000	195,400,334
*Other	10,461	0	0
<b>TOTAL SPEND</b>	<b>47,963,144</b>	<b>43,536,000</b>	<b>208,817,022</b>

\*Consists of spending per project of less than £20,000

Capital programme 2008-16	Regeneration and neighbourhoods		
	2008 £	2009 £	2010+ £
Environment	40,000	0	0
Bridge strengthening	1,649,538	0	0
Seltrans	181,859	0	0
Cycling (CS)	168,068	0	0
Cycle greenways	122,221	0	0
Queens road peckham	103,093	0	0
Controlled parking zones (PC)	20,000	40,000	0
Accessibility	48,591	60,000	0
Bus stop accessibility (BSA)	253,989	80,000	0
Cycling non LCN+ scheme	135,000	104,000	0
School travel plans (STP)	355,966	142,000	0
Regeneration area schemes	0	150,000	0
Walking (W)	130,000	265,000	0
20MPH review	514,157	300,000	0
London cycle network (LCN)	1,160,159	324,000	0
Principal road maintenance (RO)	1,064,601	430,000	0
20MPH zones	1,155,350	505,000	0
Bus priority (BP)	788,865	555,000	0
Local safety schemes	843,450	615,000	0
Streets for people (Sfp)	176,652	1,000,000	0
Cathedral square	142,314	0	0
Bankside signage strategy	72,300	0	0
White's grounds playspace	46,344	15,000	0
X River Part. LIP 2008-09	71,000	0	0
Southwark St Gateways Impts	73,692	0	0
Bankside lighting improvements	235,727	0	0
Union St/Blackfriars Rd junction impts	60,000	0	0
Boundary row public realm	64,240	0	0
Vaughan house environs scheme	74,672	0	0
Union St east of blackfriars road	145,487	0	0
Blackfriars road design	30,000	0	0
Globe environs	55,000	0	0
Southwark bridge rd/webber st junc. impts	236,587	0	0
Mint Street park lighting	38,079	0	0
Stoney St/Redcross Way temp closures	100,000	0	0
Marshalsea rd lighting	50,000	0	0

Capital programme 2008-16 Continued	Regeneration and neighbourhoods		
Description	2008 £	2009 £	2010+ £
Tabard St environs	99,905	0	0
Hopton street	0	33,638	0
Traffic calming in decima st	22,000	0	0
Boro & Bankside 20MPH zone	0	50,000	0
Bankside urban park	100,000	0	0
Elephant & Castle cycle by-pass impts	35,000	0	0
Dickens Square open space	40,000	0	0
The Cut lighting	0	30,000	0
Blackfriars community centre	190,000	60,000	0
Bankside 123 community space	65,000	0	0
Community facilities improvements	485,000	0	0
160 Tooley street public realm	91,500	0	0
Bermondsey street tunnel	250,000	250,000	0
Bermondsey streetscape improvements	64,164	1,193,249	470,689
Blackfriars rd railway tunnel	82,100	0	0
EDSP - improving local retail environments (ILRE)	38,024	1,932,034	2,235,322
St Mary's churchyard	240,000	15,647	0
E&C SRB 56 Southwark bridge road	1,250,000	0	0
E&C SRB childcare provision	21,804	0	0
PecProg camden park	34,893	52,024	0
*Other	126,287	0	0
<b>TOTAL SPEND</b>	<b>13,642,678</b>	<b>8,201,592</b>	<b>2,706,011</b>

\*Consists of spending per project of less than £20,000

# Glossary of terms

## **Annual report**

The council's annual report sets out our achievements over the past year and the challenges for the future, alongside information on how we spent your money.

## **Area based grant (ABG)**

Area based grant, introduced in 2008 is a non-ringfenced general grant made up of a wide range of former specific ringfenced grants from several government departments. Authorities are free to use the totality of their non-ringfenced general funding to support priorities as required.

## **Beacon authority**

Beacon status is a prestigious award given to those who demonstrate excellence in specific local government service areas. Beacon status is granted to authorities who can demonstrate a clear vision, excellent services and a willingness to innovate within a service.

## **Budget**

A statement of the council's spending plans for the year.

## **Capital charges**

Charges made to service department revenue accounts, based on the value of the assets used by the service, and consisting of depreciation.

## **CLG**

Government department for communities and local government with overall responsibility for local government affairs, though other government departments also have responsibilities for specific functions.

## **Collection fund**

This is a statutory account, which records income and expenditure on council tax, non domestic rates, payments to the precepting authorities and transfers to the council's general fund.

## **Corporate allocations**

These represent corporate recharges for central support and pension costs

## **Council tax**

The main source of local taxation to local authorities. It is levied on households within the authority's area and the proceeds are paid into the collection fund for distribution to precepting authorities and to the authority's own general fund.

## **Council tax base**

The total number of band D equivalent properties within the borough used to calculate the council tax liability each year.

## **Council tax requirement**

The amount of council tax that the council has budgeted to collect in the financial year.

## **Dedicated schools grant**

Provides the majority of funding for education. Distributed on the basis of a basic per pupil amount plus funding for ministerial priorities, the grant is ringfenced to ensure that local authorities allocate the full amount to their schools budget.



**Depreciation**

(1) A charge to the revenue account to reflect the reduction in the expected useful economic life of a fixed asset.

(2) The reduction of the value of a fixed asset in the balance sheet in line with the expected useful life.

**Financing**

The cost of meeting the council's annual debt repayment liability.

**FRS17**

FRS17 is financial reporting standard 17, accounting for retirement benefits. The standard requires the council to show its outstanding liability to the pension fund in its accounts rather than just the payments made into the pension fund in the year.

**Full time equivalents (FTE)**

This term is used where employee budgets are expressed in terms of a number of full time employee posts.

**Functional changes**

These are changes as a result of the council being required to deliver an additional duty/service. A functional change can also include the replacement of a specific grant by revenue support grant (RSG).

**General fund**

This is the main revenue account of the council and includes the net cost of all services (except Council housing) financed by local taxpayers and government grants.

**Gross expenditure**

Planned expenditure before offsetting income.

**Housing revenue account (HRA)**

This is a statutory account that shows all income and expenditure relating to the provision, management and maintenance of the council's housing stock. The government defines the items of income and expenditure that must be included in the account. Under the local government and housing act 1989 this account is kept separate from the general fund and the account must balance.

**Housing subsidy**

A government grant paid towards the cost of providing, managing and maintaining the council's housing stock.

**Inflation**

The increase in the cost of employees, goods, services and income.

**Income**

Monies received by the council in fees and charges, grants, interest and investment income.

**Interest and investment income**

The return the council receives from balances held in approved bank accounts or regulated investment.

**Major repairs allowance (MRA)**

MRA is an element of housing subsidy which provides the authority with an estimated long term average amount of capital resource required to maintain the housing stock in its current condition.

**Management and maintenance allowances**

Management allowance is provided to cover the estimated cost of the authority managing its housing stock. The maintenance allowance covers the estimated costs in relation to responsive and cyclical repairs.

**Medium term financial strategy**

This strategy sets out the financial remit within which business plans are developed and agreed. Part of the medium term resources strategy.

**Medium term resources strategy**

Aligns financial priorities with key strategies for asset management, human resources and information technology to create a strategic resource framework to support delivery of local priorities as expressed through the corporate plan.

**Non domestic rate (NDR)**

Another name for business rates. NDR is collected by the council and paid into a central pool managed by the government. The government in turn pays back to each council their share of the pool at a rate calculated by using a specific formula.

**Policy and resources strategy**

This is the framework within which the council has developed its MTRS and approved annual revenue and capital budgets.

**Precept**

A levy made by those authorities that do not collect local taxation themselves but 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).

**Property costs**

Expenses directly related to the running of premises and land, including rents, rates, expenditure on fixtures and fittings, grounds maintenance and premises insurance.

**Recharges**

The method by which the direct cost of support services are reflected in the total cost of services provided to the public.

**Reserves**

Amounts set aside to cover potential liabilities. Payments or contributions to reserves are not counted as service expenditure when the reserve is created. Expenditure met from reserves passes through the service accounts when incurred.

**Revenue expenditure**

Day to day payments on the running of council services such as salaries and wages, operating costs and charges for the use of assets.

**Revenue support grant (RSG)**

A grant paid by central government in aid of local authority services in general, as opposed to specific grants that may only be used for specific purposes.

**Specific grants**

Specific grants are defined as all government grants including special grants paid to local authorities other than formula grant, area based grant, capital grants and HRA subsidy.

**Support services (central)**

Charges for services that support the provision of services to the public, including functions such as finance, human resources, legal services and information technology.

**Third party payments**

A payment to an external provider or an internal service delivery unit defined as a trading operation in return for the provision of a service. Includes payments to other local authorities, government departments and voluntary associations.

**Transfer payments**

These include the cost of payments to individuals for which no goods or services are received in return by the local authority. Examples include direct payments to health and social care clients, discretionary awards to school children and students, and rent allowances and rebates.

**Transport costs**

All costs associated with the provision, hire or use of transport, including travelling allowances, home to school transport and running costs.





