

# Budget Book 2010/11



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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
- Value for money and the management of performance
- 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 February 2010 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 23 February 2010 council assembly set a balanced general fund revenue budget of £320m for 2010/11 with a 0% increase in the level of council tax for Southwark's element.

## **Capital**

In February 2010, the council agreed a refreshed 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.

## **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 26 January 2010.

## **DSG**

On the 28 January 2010 the schools forum agreed the schools budget for 2010/11 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
- Annual report

Further details of these publications can be obtained from:

Duncan Whitfield  
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## List of contacts

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### **Roundings**

The totals contained in this budget book may be subject to rounding differences.

## Background

### Settlement

This year's settlement is the last year of the 2007 comprehensive spending review (CSR), which introduced a significant change in local government funding. For the first time as part of the settlement, individual councils received indicative funding allocations for all the three years of the CSR period.

### 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 fifth 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 (PLASC). As final confirmation of pupil numbers is not known until after 1 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 2010/11, the council expects to receive **£176.8m** in DSG compared with an adjusted DSG of **£168.0m** in 2009/10.

### 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	%
2009/10	227.4	72%	87.8	28%	315.2	100%
2010/11	230.7	72%	89.2	28%	319.9	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 1% increase in budget requirement 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 tax base 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 2010/11 the floor increase was set at 1.50% by the government.

Southwark is to receive a total of £230.7m in formula grant in 2010/11, which is broken down across the four blocks as follows:

	<b>Allocation of Grant</b>				
<b>Block</b>	<b>2009/10 Original £'000</b>	<b>2009/10 Adjusted £'000</b>	<b>2010/11 £'000</b>	<b>Change £'000</b>	<b>%</b>
Relative needs	186,761	186,761	191,054	4,329	2.32%
Relative resource	(32,449)	(32,449)	(33,729)	(1,280)	3.94%
Central allocation	51,257	51,257	52,817	1,560	3.04%
Floor damping	21,786	21,786	20,587	(1,199)	(5.50)%
<b>Total</b>	<b>227,355</b>	<b>227,355</b>	<b>230,729</b>	<b>3,410</b>	<b>1.5%</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>Block</b>	<b>2009/10 Original £'000</b>	<b>2009/10 Adjusted £'000</b>	<b>2010/11 £'000</b>	<b>Change £'000</b>	<b>%</b>
Revenue support grant	42,636	42,599	29,256	(13,343)	(31.32)%
Business	184,720	184,720	201,473	16,753	9.07%
<b>Total</b>	<b>227,356</b>	<b>227,319</b>	<b>230,729</b>	<b>3,410</b>	<b>1.50%</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 are made to the cabinet
- Scrutiny committees can respond to the cabinet re budget proposals
- Cabinet 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

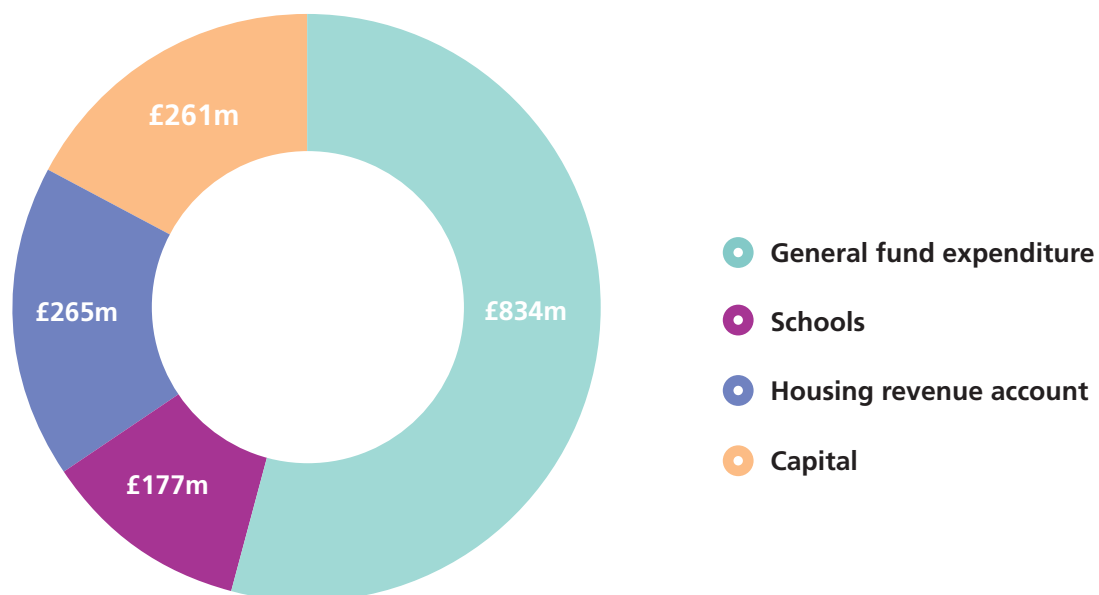
## Budget plan

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	834
Schools	177
Housing revenue account	265
Capital	261

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 2010/11





## Council tax

In 2010/11 the band D council tax for Southwark services has been frozen at £912.14. The GLA precept has also been frozen so the total council tax paid by Southwark taxpayers remains at £1,221.96.

### 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 area of billing authority inc GLA precept	Increase in Council Tax for area of billing authority inc GLA precept	London Ranking (inc City) Lowest = 1
	£	%	£	%	
<b>Inner London</b>					
City of London	857.31	0.0%	950.30	<b>0.80%</b>	3
Camden	1,021.77	0.0%	1,331.59	<b>0.0%</b>	15
Greenwich	981.04	0.0%	1,290.86	<b>0.0%</b>	11
Hackney	998.45	0.0%	1,308.27	<b>0.0%</b>	13
Hammersmith and Fulham	811.78	-3.0%	1,121.60	<b>-2.19%</b>	5
Islington	961.87	0.0%	1,271.69	<b>0.0%</b>	10
Kensington and Chelsea	782.61	0.02%	1,092.43	<b>0.01%</b>	4
Lambeth	925.29	0.0%	1,235.11	<b>0.0%</b>	8
Lewisham	1,042.11	0.0%	1,351.93	<b>0.0%</b>	16
<b>Southwark</b>	912.14	0.0%	1,221.96	<b>0.0%</b>	7
Tower Hamlets	885.52	0.0%	1,195.34	<b>0.0%</b>	6
Wandsworth	377.06	-0.05%	686.88	<b>-0.03%</b>	1
Westminster	378.07	0.01%	687.89	<b>0.01%</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	0.0%	1,423.02	<b>0.0%</b>	24
Bexley	1,128.59	1.02%	1,438.41	<b>0.80%</b>	25
Brent	1,058.94	0.0%	1,368.76	<b>0.0%</b>	17
Bromley	991.31	1.24%	1,301.13	<b>0.94%</b>	12
Croydon	1,150.11	1.07%	1,459.93	<b>0.84%</b>	27
Ealing	1,059.93	0.0%	1,369.75	<b>0.0%</b>	18
Enfield	1,100.34	0.0%	1,410.16	<b>0.0%</b>	21
Haringey	1,184.32	0.0%	1,494.14	<b>0.0%</b>	29
Harrow	1,186.55	0.0%	1,496.37	<b>0.0%</b>	30
Havering	1,195.18	-0.50%	1,505.00	<b>-0.40%</b>	31
Hillingdon	1,112.93	0.0%	1,422.75	<b>0.0%</b>	23
Hounslow	1,090.65	0.0%	1,400.47	<b>0.0%</b>	19
Kingston-upon-Thames	1,352.72	2.40%	1,662.54	<b>1.95%</b>	33
Merton	1,106.57	-1.41%	1,416.39	<b>-1.10%</b>	22
Newham	945.63	0.0%	1,255.45	<b>0.0%</b>	9
Redbridge	1,095.53	0.0%	1,405.35	<b>0.0%</b>	20
Richmond-upon-Thames	1,287.39	0.0%	1,597.21	<b>0.0%</b>	32
Sutton	1,140.89	0.0%	1,450.71	<b>0.0%</b>	26
Waltham Forest	1,152.21	0.0%	1,462.03	<b>0.0%</b>	28
London Average	999.23	0.04%	1,308.62	<b>0.03%</b>	
London Average (excl City)	999.52	0.04%	1,309.34	<b>0.03%</b>	
Inner London Average (incl City)	807.04	-0.19%	1,115.74	<b>-0.13%</b>	
Inner London Average (excl City)	806.78	-0.19%	1,116.60	<b>-0.14%</b>	
Outer London Average	1,118.82	0.22%	1,428.64	<b>0.17%</b>	

## Council tax calculation 2010/11

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 exactly the same as the 2009/10 figure.

<b>Council taxbase</b>	<b>2009/10</b>	<b>2010/11</b>
Gross tax base	98,617	100,436
Budgeted collection rate	96%	96%
<b>Net tax base</b>	<b>94,672</b>	<b>96,419</b>

### Council tax calculation

<b>Council tax calculation</b>				
	<b>2009/10 £'000</b>		<b>2010/11 £'000</b>	
Gross Southwark revenue requirement		315,152		319,909
Greater London Authority		29,331		29,873
<b>Total revenue requirement</b>		<b>344,483</b>		<b>349,782</b>
Less income from				
Revenue support grant	(42,636)		(29,256)	
National non-domestic rates	(184,719)	(227,355)	(201,473)	(230,729)
<b>Amount to be raised</b>		<b>117,128</b>		<b>119,053</b>
Add deficit/(surplus) on collection fund		(1,442)		(1,232)
<b>Amount to be met from council tax</b>		<b>115,686</b>		<b>117,821</b>
Divided by the council tax base of		94,672		96,419
<b>Council tax per band D property</b>		<b>1,222</b>		<b>1,222</b>

The table below shows the council tax for all property bands for 2009/10 and 2010/11.

### 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 (Nov 2008)	% of properties in this band	2009/10 Council tax	2010/11 Council tax
A	Below £40,000	12,413	9.96%	814.64	814.64
B	£40,000 to £52,000	37,229	29.92%	950.41	950.41
C	£52,000 to £68,000	32,865	26.37%	1,086.19	1,086.19
D	£68,000 to £88,000	19,573	15.7%	1,221.96	1,221.96
E	£88,000 to £120,000	12,683	10.17%	1,493.51	1,493.51
F	£120,000 to £160,000	5,492	4.41%	1,765.06	1,765.06
G	£160,000 to £320,000	3,821	3.07%	2,036.60	2,036.60
H	Above £320,000	504	0.4%	2,443.92	2,443.92
<b>Total</b>		<b>124,650</b>	<b>100.00%</b>		

The full council tax charges for 2009/10 and 2010/11 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 2009/10 council tax</b>	814.64	950.41	1,086.19	1,221.96	1,493.51	1,765.06	2,036.60	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 2010/11 council tax</b>	814.64	950.41	1,086.19	1,221.96	1,493.51	1,765.06	2,036.60	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 2010/11 the Greater London Authority precept is £309.82 for Band D, which is the same as the 2009/10 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>2009/10 £'000</b>	<b>2010/11 £'000</b>
Greater London Authority	29,331	29,873
<b>Total precepts</b>	<b>29,331</b>	<b>29,873</b>
Environment agency	187	192
London Pension Fund*	1,448	1,483
Lea Valley	291	294
<b>Total levies</b>	<b>1,926</b>	<b>1,969</b>
<b>Total precepts and levies</b>	<b>31,257</b>	<b>31,842</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.

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## General fund

The 2010/11 budget requirement is £319.9m, a £4.7m increase on last years budget requirement of £315.2m. The key changes to the budget are:

	£M	£M
<b>2009/10 Budget</b>		<b>315.2</b>
Inflation	4.9	
Increase in spending on health and community services	1.4	
Other increased spending	12.8	
Contribution to/(from) reserves	(1.0)	
<b>Total increase before savings</b>	<b>18.1</b>	
Savings	(13.4)	
<b>Total Increase in budget</b>		<b>4.7</b>
<b>2010/11 Budget</b>		<b>319.9</b>
The increased spending was paid for by:		
Increased grant from the government	3.3	
Increased income from the council tax payers	1.6	
Collection fund surplus	(0.2)	
<b>Total increase in funding</b>		<b>4.7</b>

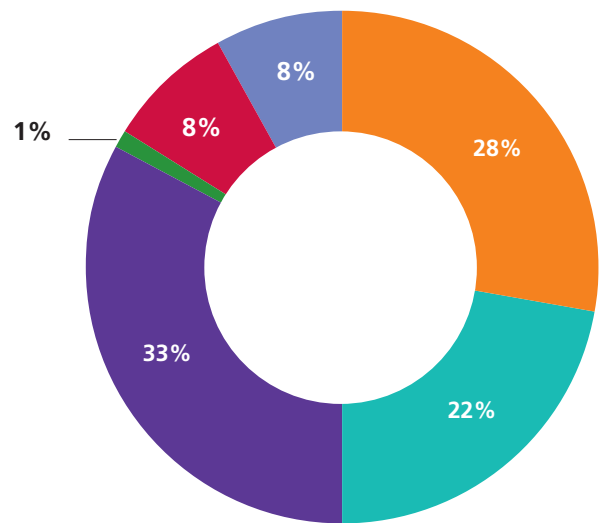
## Summary of general fund gross expenditure and income

2009/10 net expenditure	Department	2010/11 gross expenditure	2010/11 income	2010/11 net expenditure
£M		£M	£M	£M
98.4	Children's services	345.8	(246.1)	99.7
75.2	Environment and housing	120.0	(43.9)	76.1
100.0	Health and community services	146.8	(28.0)	118.8
3.3	Major projects	11.8	(8.5)	3.3
26.6	Regeneration	47.7	(20.7)	27.0
35.3	Finance and resources	41.5	(6.8)	34.7
44.3	Deputy chief executive's department	243.4	(197.1)	46.3
14.0	Communities, law and governance	21.2	(8.1)	13.1
(58.3)	Corporate support cost reallocations	0.0	(58.9)	(58.9)
(10.1)	Corporate Budgets	25.6	(33.6)	(8.0)
<b>328.7</b>	<b>Total general fund cost of services</b>	<b>1,003.8</b>	<b>(651.7)</b>	<b>352.1</b>
13.2	Cost of Borrowing	13.2	0.0	13.2
(3.6)	Interest and Investment Income	0.0	(3.6)	(3.6)
<b>9.6</b>	<b>Total cost of financing</b>	<b>13.2</b>	<b>(3.6)</b>	<b>9.6</b>
2.2	Contribution to reserves		2.2	2.2
(25.3)	Area Based Grant		(44.0)	(44.0)
<b>315.2</b>	<b>Amount met from government grants and local taxation</b>	<b>1,017.0</b>	<b>(697.1)</b>	<b>319.9</b>
<b>(42.7)</b>	Revenue support grant			(29.2)
<b>(184.7)</b>	Re-distributed non domestic rates (business rates)			(201.5)
<b>(227.4)</b>	<b>Formula grant</b>			<b>(230.7)</b>
<b>(1.4)</b>	Shortfall (surplus) on collection fund from previous year			(1.2)
<b>86.4</b>	<b>Council tax requirement</b>			<b>88.0</b>
<b>94,672</b>	<b>Council tax base (number of band D equivalent properties)</b>			<b>96,419</b>
<b>912.14</b>	<b>Southwark council tax</b>			<b>912.14</b>

## How the money is spent

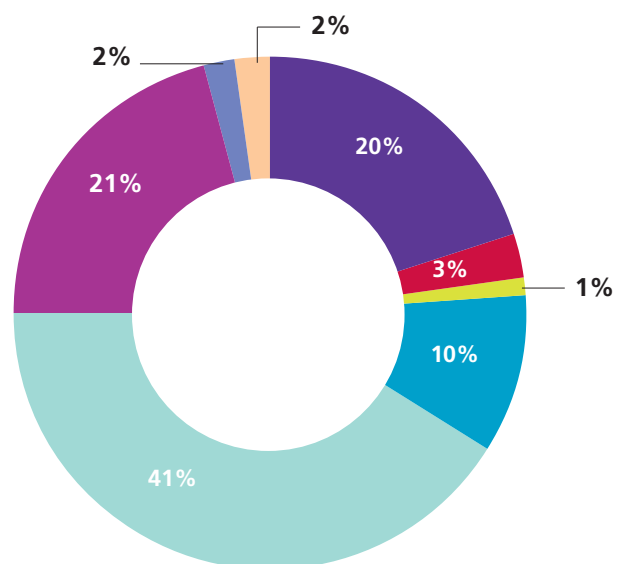
### Net expenditure by department

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



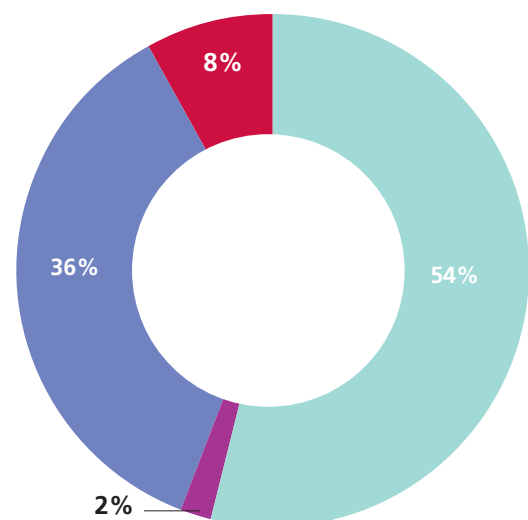
### Revenue expenditure by type

- Employees
- Property costs
- Transport expenses
- Supplies and services
- Third party payments
- Transfer payments
- Capital charges
- Capital financing costs



### Revenue income by type

- Government grants
- Other grants and contributions
- Fees and charges
- Other income
- Recharges



# Children's services

## Our vision

"Every child, young person and family in Southwark leading independent, healthy lives, feeling safe and secure and achieving their full potential. We have high expectations for our communities and will work together to make a measurable difference in a way that helps overcome inequality and disadvantage, and strengthens families' abilities to raise their children successfully."

In order to achieve this vision, we will work in partnership with the police, Southwark PCT, schools, community groups and the voluntary sector across the following five priorities:

- Thinking family – families at the centre of all we do
- Narrowing the gap – better and more equal life chances for all
- Raising the bar – high-quality provision that meets local needs
- Succeeding into adulthood – at risk young people achieve wellbeing
- Working together – children are safeguarded from harm and neglect

In the context of the harshest economic climate seen for decades and uncertainty with regards to our future funding, the priorities listed above will be used to direct departmental resources to where they are most needed to achieve the best outcomes for children, young people and families in Southwark. We will also work to improve our use of resources by reducing duplication and making better use of a range of partnership-wide resources to deliver outcomes.

## Cost centre group CS - S251

Divisions	2009/10 total budget £'000	2010/11 total budget £'000
Individual Schools Budget	3,926	3,926
Centrally Retained Schools Budgets	623	622
Special Education	2,625	2,223
Learner Support	8,509	8,217
Access	665	671
Young People's Learning	260	262
Services For Young People	9,025	9,224
Adult & Community	459	463
Youth Justice	2,518	2,534
Children Looked After	25,649	26,909
Children and Young People's Safety	2,290	2,270
Family Support Services	6,467	6,419
Other Children's and Families	3,906	4,129
Children's Services Strategy	20,356	21,500
Local Authority Functions	4,392	3,649
Specific Grants	10	16
Play and Early Years	5,331	5,018
CAMHS	1,400	1,620
<b>Children's services total</b>	<b>98,408</b>	<b>99,674</b>



<b>Subjective analysis summary</b>	<b>2009/10 total budget £'000</b>	<b>2010/11 total budget £'000</b>
Agency Staff	444	446
Employees (excluding agency)	<u>62,503</u>	<u>62,448</u>
Employees	62,946	62,894
Property Costs	1,983	2,030
Transport Expenses	3,468	3,556
Equipment, Furniture & Materials	1,034	1,069
Catering	472	467
Clothing, Uniforms & Laundry	72	73
Services	5,275	5,370
Communications & Computing	2,133	2,090
Printing, Stationery & Office Expenses	664	634
Grants	10,856	11,988
Subscriptions	105	92
Miscellaneous	<u>427</u>	<u>468</u>
Supplies and Services	21,037	22,250
Third Party Payments	227,122	237,622
Transfer Payments	1,325	1,289
Support Services	11,544	11,154
Capital Charges	4,975	4,975
<b>Total Expenditure</b>	<b>334,402</b>	<b>345,771</b>
Government Grants	(225,097)	(235,064)
Other Grants & Contributions	(3,657)	(3,668)
Fees and Charges	(3,864)	(4,006)
Customer Receipts	(1,043)	(1,426)
Deductions & Reimbursements	(3)	(3)
Recharges	(2,331)	(1,930)
<b>Total Income</b>	<b>(235,994)</b>	<b>(246,096)</b>
<b>Net Expenditure</b>	<b>98,408</b>	<b>99,674</b>

<b>Movements</b>	<b>£'000</b>
<b>2009/10 total budget</b>	<b>98,408</b>
Inflation	812
Budget adjustments	0
Corporate reallocations	192
Commitments	2,463
Savings	(2,200)
<b>2010/11 total budget</b>	<b>99,674</b>

Cost elements	2009/10		Budget adjustments £'000	Corporate reallocations £'000	Commitments £'000	savings £'000	2010/11	
	total budget £'000	Inflation £'000					total budget £'000	total budget £'000
Individual Schools Budget	3,926	12	(12)	0	0	0		3,926
Centrally Retained Schools Budgets	(1,265)	(12)	(7)	0	0	0	(1,284)	
Special Education	2,396	11	(93)	0	0	(322)		1,992
Learner Support	7,654	109	(192)	0	0	(225)		7,346
Access	597	4	0	0	0	0		601
Young People's Learning Services For Young People	233	1	0	0	0	0		234
Adult & Community Youth Justice	8,061	59	27	300	0	(200)		8,246
Children Looked After	411	3	0	0	0	0		414
Children and Young People's S	2,261	13	0	0	0	0		2,274
Family Support Services	22,772	218	41	0	1,505	(553)		23,983
Other Children's and Families	2,050	15	(39)	0	0	0		2,026
Children's Services Strategy	5,789	49	(133)	0	24	0		5,729
Local Authority Education	3,465	30	36	0	150	0		3,681
Specific Grants	18,141	109	16	280	821	(120)		19,247
Corporate and departmental overheads	3,793	23	212	(621)	(37)	(330)		3,040
Play and Early Years	10	7	0	0	0	0		16
CAMHS	12,019	117	145	29	0	(100)		12,210
	4,867	29	0	0	0	(350)		4,546
	1,227	12	0	205	0	0		1,444
<b>Children's services total</b>	<b>98,408</b>	<b>812</b>	<b>0</b>	<b>192</b>	<b>2,463</b>	<b>(2,200)</b>		<b>99,674</b>

## Reallocation of corporate and departmental overheads

Cost elements	2009/10 total budget £'000	Inflation £'000	Budget adjustments £'000	Corporate reallocations £'000	Commitments £'000	savings £'000	2010/11 total budget £'000
Individual Schools							
Budget							
Centrally Retained							
Schools Budgets	1,960	19	24	5	-	16	1,991
Special Education	226	2	3	1	-	2	230
Learner Support	848	8	10	2	-	7	862
Access	68	1	1	0	-	1	69
Young People's Learning	26	0	0	0	-	0	27
Services For Young							
People	956	9	12	2	-	8	971
Adult & Community	48	0	1	0	-	0	49
Youth Justice	255	2	3	1	-	2	259
Children Looked After	2,856	28	34	7	-	24	2,901
Children and Young							
People's S	238	2	3	1	-	2	242
Family Support Services	673	7	8	2	-	6	684
Other Children's and							
Families	438	4	5	1	-	4	445
Children's Services							
Strategy	2,199	21	27	5	-	18	2,234
Local Authority							
Education Fun	594	6	7	1	-	5	604
Specific Grants	-	-	-	-	-	-	-
Corporate and							
departmental							
overheads	(12,019)	(117)	(145)	(29)	0	100	(12,210)
Play and Early Years	460	4	6	1	-	4	468
CAMHS	172	2	2	0	-	1	175
<b>Children's services total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

## Individual schools budget (ISB)

### Description of service

The following budgets reflect the funding delegated to schools on 31 March 2010 as individual schools budgets (ISB), for each of the 91 maintained nursery, primary, secondary and special schools in Southwark.

The level of ISB for any specific school is determined by a locally agreed schools funding formula, which is based on a range of factors including total pupil numbers, the number of pupils with special educational needs, measures of deprivation and school size.

The funding for the total ISB comes from a number of specific grants from central government, the largest of which is the dedicated schools grant (DSG) paid by the Department for Education (DfE).

The total DSG received by Southwark is based on the number of pupils attending school as determined by the annual school census, multiplied by a pre determined fixed amount per pupil, which for 2010/11 is £6,200.

Based on estimated pupil figures released by the DfE in December 2009, the total level of DSG receivable by Southwark in 2010/11 will be £176.8k. However, this will not be confirmed until July 2010 when the DfE publishes final pupil data.

The dedicated schools grant not only funds the majority of individual schools budgets, but also contributes to funding centrally retained schools budgets, which are spent by the local authority.

Other funding sources for the ISB are:

- Grants from the Young Peoples Learning Agency (YPLA) to fund school 6th forms
- Standards funds paid by the DfE to support the development and improvement agenda in schools
- The London pay addition, also paid by the DfE to help meet the cost of the additions to teachers' pay scales recommended by the school teachers' review body.

### Note:

The net expenditure budget of £3,926k relates to pension payments (FRS17) and depreciation. These budgets are funded by the local authority and not by specific grant.

<b>Services</b>	<b>2009/10 total budget £'000</b>	<b>2010/11 total budget £'000</b>
Nursery	4,030	4,180
Primary	116,993	121,709
Secondary	41,638	43,025
Special	13,488	13,992
ISB funding	(172,223)	(178,980)
<b>Individual Schools Budget</b>	<b>3,926</b>	<b>3,926</b>

<b>Subjective analysis summary</b>	<b>2009/10 total budget £'000</b>	<b>2010/11 total budget £'000</b>
Employees	103	103
Third Party Payments	172,223	178,980
Capital Charges	3,823	3,823
<b>Total Expenditure</b>	<b>176,149</b>	<b>182,907</b>
Government Grants	(172,223)	(178,980)
<b>Total Income</b>	<b>(172,223)</b>	<b>(178,980)</b>
<b>Net Expenditure</b>	<b>3,926</b>	<b>3,926</b>

### Explanation of budget

#### Third party payments

Third party payments reflect the total planned payments to Southwark maintained schools in 2010/11. These payments are funded entirely by government grants.

#### Capital charges

The capital charges budget is notional and reflects depreciation charges payable on the school property stock. The employees budget is also notional and relates to pensions payments (FRS17). These charges are funded entirely by the local authority.

### Movements

<b>Services</b>	<b>2009/10 total budget £'000</b>	<b>Inflation £'000</b>	<b>Budget adjustments £'000</b>	<b>2010/11 total budget £'000</b>
Nursery	4,030	32	117	4,180
Primary	116,993	924	3,792	121,709
Secondary	41,638	316	1,072	43,025
Special	13,488	107	398	13,992
ISB funding	(172,223)	(1,365)	(5,392)	(178,980)
<b>Individual Schools Budget</b>	<b>3,926</b>	<b>12</b>	<b>(12)</b>	<b>3,926</b>

## Centrally retained schools resources

### Description of service

Schools related activities performed by the local authority are funded from the same specific grants as the ISB. These budgets are approved annually by the Schools Forum.

The schools related activities which may be performed by the local authority are laid out in The School Finance (England) Regulations 2008.

The key budgets in this area are as follows:

- Expenditure on providing 15 hours of free education to children under the age of 5, in settings which are not maintained by the local authority (eg in voluntary, private or independent nursery schools). This includes both the direct cost of providing this education and also the indirect costs of supporting this provision.
- Support for pupils with special educational needs (SEN) and expenditure on other services and functions relating to individual pupils such as behaviour support and education out of school.
- Planned expenditure on individual schools budgets not issued by 31 March 2010. These budgets must be specifically approved by the Schools Forum, and will be delegated to schools during 2010/11 on the basis of criteria agreed by the Forum.
- Expenditure to increase practical learning opportunities for 14 to 16 year olds and to secure a broader range of practical and specialist provision at Key Stage 4.
- Provision of a schools admission service, including the cost of consultations and appeals.
- Certain costs of school based staff are met from centrally retained budgets. This includes the cost of providing a temporary replacement for school based staff on maternity or adoption leave and expenditure in respect of premature retirement costs.
- Capital expenditure from revenue (commonly known as CERA) in relation to schools, in particular in relation to the Southwark Schools for the Future programme.

<b>Subjective analysis summary</b>	<b>2009/10 total budget £'000</b>	<b>2010/11 total budget £'000</b>
Agency Staff	141	141
Employees (excluding agency)	<u>8,060</u>	<u>8,361</u>
Employees	8,201	8,502
Property Costs	282	306
Transport Expenses	80	80
Equipment, Furniture & Materials	365	368
Catering	168	169
Services	628	761
Communications & Computing	932	933
Printing, Stationery & Office Expenses	184	186
Grants	8,246	9,026
Subscriptions	70	71
Miscellaneous	<u>262</u>	<u>312</u>
Supplies and Services	10,856	11,827
Third Party Payments	11,130	11,474
Transfer Payments	145	147
Support Services	2,324	2,347
Capital Charges	238	238
<b>Total Expenditure</b>	<b>33,256</b>	<b>34,921</b>
Government Grants	(29,628)	(31,527)
Other Grants & Contributions	(2,671)	(2,693)
Fees and Charges	(85)	(86)
Customer Receipts	(105)	(106)
Recharges	(144)	112
<b>Total Income</b>	<b>(32,633)</b>	<b>(34,299)</b>
<b>Net Expenditure</b>	<b>623</b>	<b>622</b>

### Explanation of budget

#### Employees

There are 144 FTE employees in this service, costing an average of £58k each per year.

The areas in which large numbers of staff are employed include:

- The education other than at school team, which includes staff at Southwark inclusive learning service (SILS) units in the borough that provide education to pupils who have been excluded from maintained settings.
- The schools admissions team.
- Staff who work to provide the minimum free entitlement to education for nursery age children at council run early years settings.
- Consultants employed directly by the council to improve standards in our maintained schools and early years centres.
- Teams providing direct assistance to pupils with special educational needs.

### Grants

The grants budget, which totals £9.0m for 2010/11 will cover planned expenditure in two key areas. £4.2m reflects standards fund grants which will be paid to schools during the year. As at 31 March the final allocation is not known at a school level, thus this balance has not been included as part of the ISB. The majority of the remaining balance reflects grants paid to private voluntary and independent nurseries to cover the cost of providing 15 hours of free education for children attending their units.

### Supplies and services

The £761k services budget primarily covers the cost of employing specialist educational professionals and consultants. This may cover the provision of home education or specific medical care at school where required by a pupil with special needs. Specialist professionals are required to work in Southwark inclusive learning service (SILS) units, or to promote the 'every child a talker' scheme throughout Southwark schools. The £933k communications and computing budget for 2010/11 will be used to cover the cost of broadband connectivity at all schools in the borough. Economies of scale mean that broadband services are best procured centrally. Schools will then pay a subscription charge back to the council.

### Third party payments

This budget totals £11.8m for 2010/11, and will meet planned expenditure in the following key areas;

- Southwark Council has an obligation to pay for the additional costs of educating a pupil with special needs when he or she is at a non-Southwark setting. This may include pupils attending an academy, a specialist independent school or college or a school in a different borough. The net cost of these payments is £6.6m.
- £1.7m of budgets will be paid to schools during the year but as at 31st March the final allocation is not known at school level thus this balance has not been included as part of the ISB. These payments will cover the cost of maternity leave by teachers, the additional cost of any pupils identified as having special needs during the year, any additional payments to a school which might arise from an error in the schools formula and payments to schools with advanced skills teachers.
- Planned expenditure at SILS units and other education out of school totals £1.2m. This may cover, for example, payments to training organisations for attendance by pupils on an educational course.

### Support services

£1.9m of the planned expenditure in this area relates to corporate management costs which are allocated to the children's services department. This includes the costs of the corporate IT contract, the customer service centre, corporate communications, human resources and finance and resources

### Income

£22.6m of grant income in this area comes from the dedicated schools grant (DSG). The remaining grant funding for this area comes from standards fund grant paid by the DfE (£5.9m), sure start grant also paid by the DfE (£645k) and other smaller specific grants totalling £513k. In addition to grant income, £2.7m is paid to Southwark by other local authorities to cover the cost of educating out-of-borough pupils with special needs in Southwark's maintained schools.

### Net budget

Please note that the net budget in this area is a debit figure of £622k, which reflects corporate funding for notional budgets relating to pensions and capital charges.

<b>Movements</b>	<b>£'000</b>
<b>2009/10 total budget</b>	<b>623</b>
Inflation	(1)
<b>2010/11 total budget</b>	<b>622</b>



## Special education

### Description of service

Special educational services are provided by the following teams:

- Educational psychologists, who advise on the educational and development needs of children and young people. The team work directly with children and young people, teachers and parents. Sharing ideas about how best to support children and to include them in mainstream schools wherever possible is a key part of the work undertaken by this team, as is training, policy development and research.
- The special educational needs team are responsible for the local authority's statutory responsibilities regarding the identification of and provision for the special educational needs of children and young people who are resident in Southwark. The team coordinates the process of assessment and writes the formal statement for children with special educational needs. They also oversee arrangements for the transfer of information within and between early years centres, schools and colleges for children with statements, and ensure that all Southwark schools have due regard for the special educational needs practice.
- The 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 costs associated with the provision of speech, physiotherapy and occupational therapies are also met from the special educational budget.

### Cost centre group ED042/ED842

<b>Subjective analysis summary</b>	<b>2009/10 total budget £'000</b>	<b>2010/11 total budget £'000</b>
Agency Staff	2	2
Employees (excluding agency)	<u>2,799</u>	<u>2,595</u>
Employees	2,801	2,597
Property Costs	11	11
Transport Expenses	12	12
Equipment, Furniture & Materials	20	20
Catering	9	9
Services	180	91
Communications & Computing	22	18
Printing, Stationery & Office Expenses	13	13
Subscriptions	6	0
Miscellaneous	<u>20</u>	<u>10</u>
Supplies and Services	271	162
Third Party Payments	214	122
Support Services	228	232
<b>Total Expenditure</b>	<b>3,537</b>	<b>3,136</b>
Government Grants	(848)	(849)
Customer Receipts	(64)	(64)
<b>Total Income</b>	<b>(912)</b>	<b>(913)</b>
<b>Net Expenditure</b>	<b>2,625</b>	<b>2,223</b>

## Explanation of budget

### Employees

There are 54 FTE employees within the special education service. The average cost for each FTE is £48k.

### Third party payments

The budget for third party payments primarily relates to the cost of creche facilities provided via the parents as partners in early learning (PPEL) project.

### Income

The majority of expenditure in this area is funded from council resources. However, sure start grant of £848k and receipts from traded services of £63k will also support the service.

<b>Movements</b>	<b>£'000</b>
<b>2009/10 total budget</b>	<b>2625</b>
Inflation	11
Budget adjustments	(93)
Savings	(322)
Adjustment to support services	2
<b>2010/11 total budget</b>	<b>2223</b>

## Explanation of movements

### Savings

A saving of £146k will be made to the council budget through the identification of alternative sources of funding for the special education service.

An additional saving of £175k will be made in 2010/11 through the creation of an integrated child support service.

### Budget adjustments

The budget adjustment of £93k arose from a reduction in area based grant for extended schools in 2010/11.

## Learner support

### Description of service

Learner support is provided by the following teams:

- The education welfare & attendance service promotes full and punctual school attendance and the inclusion of vulnerable children. Link education welfare officers work with schools and community learning networks to promote whole-school attendance policies, undertaking casework with families and schools, promoting parenting skills and taking enforcement action where necessary.
- The primary & secondary achievement services work to raise standards and the overall attainment of students.
- The school improvement division work to build capacity in school leadership, management and governance.
- A team to provide help with school uniform for year seven secondary school pupils, and help with travel costs for pupils living in Southwark and attending the nearest school to their home with a vacancy.
- The home to school transport team provides learners with special educational needs or learning difficulties and disabilities (LLDD) with travel and personal support assistance. This enables pupils to access education, training and extended school activities.

<b>Subjective analysis summary</b>	<b>2009/10 total budget £'000</b>	<b>2010/11 total budget £'000</b>
Agency Staff	56	56
Employees (excluding agency)	<u>6,789</u>	<u>6,637</u>
Employees	6,845	6,693
Property Costs	79	79
Transport Expenses	2,412	2,499
Equipment, Furniture & Materials	70	88
Catering	16	16
Clothing, Uniforms & Laundry	43	43
Services	557	562
Communications & Computing	72	73
Printing, Stationery & Office Expenses	75	76
Grants	243	245
Subscriptions	2	2
Miscellaneous	<u>30</u>	<u>30</u>
Supplies and Services	1,108	1,135
Third Party Payments	385	264
Transfer Payments	2	2
Support Services	903	918
<b>Total Expenditure</b>	<b>11,734</b>	<b>11,590</b>
Government Grants	(1,218)	(1,225)
Fees and Charges	(390)	(394)
Customer Receipts	(800)	(930)
Deductions & Reimbursements	(3)	(3)
Recharges	(814)	(822)
<b>Total Income</b>	<b>(3,225)</b>	<b>(3,373)</b>
<b>Net Expenditure</b>	<b>8,509</b>	<b>8,217</b>

## Explanation of budget

### Employees

There are 169 FTE employees within the learner support service. The average cost for each FTE is £39.3k.

### Transport expenses

The transport budget within learner support covers costs associated with providing the home to school service as described above. The service is provided under contract by an outsourced company.

### Grants

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 organisations and community groups.

### Services

The services budget covers the cost associated with recruiting specialist educational consultants on a temporary basis to support schools in concern, and to raise standards in Southwark schools.

### Third party payments

The third party payments budget reflects expenditure budgets funded through standards funds grant which are used to raise attainment and standards within Southwark schools.

### Support services

Costs in this area primarily relate to corporate management costs which are allocated to the children's services department. This includes the costs of the corporate IT contract, the customer service centre, corporate communications, human resources and finance and resources

<b>Movements</b>	<b>£'000</b>
<b>2009/10 total budget</b>	<b>8,509</b>
Inflation	109
Budget adjustments	(192)
Savings	(225)
Adjustment to support services	16
<b>2010/11 total budget</b>	<b>8,217</b>

## Explanation of movements

### Inflation

Additional budget was provided to cover the cost in 2010/11 of inflationary pressures arising from the home to school transport contract. This contract specifies a higher rate of inflation than applied to other budgets within learner support.

### Budget adjustments

Budget adjustments of £192k relate to reductions in respect of the area based grant (ABG) in 2010/11.

### Savings

Savings of £225k will be made in 2010/11 as a result of the creation of an integrated child support service.

## Access

### Description of service

The LA has a responsibility to provide an 'education infrastructure' of school places, buildings and facilities. This division is responsible for the management of the children's services capital programme and managing the supply of school places.

<b>Subjective analysis summary</b>	<b>2009/10 total budget £'000</b>	<b>2010/11 total budget £'000</b>
Agency Staff	3	3
Employees (excluding agency)	<u>223</u>	<u>223</u>
Employees	226	226
Property Costs	3	3
Transport Expenses	1	1
Catering	1	1
Services	111	112
Communications & Computing	<u>3</u>	<u>3</u>
Supplies and Services	115	116
Support Services	416	422
<b>Total Expenditure</b>	<b>761</b>	<b>768</b>
Government Grants	(55)	(55)
Customer Receipts	(41)	(42)
<b>Total Income</b>	<b>(96)</b>	<b>(97)</b>
<b>Net Expenditure</b>	<b>665</b>	<b>671</b>

### Explanation of budget

#### Employees

The employee budgets are primarily used to support the cost of staff working within the major projects department of the Council. These staff are not employed by the children's services department, but where they work on projects which relate to this division (including the Southwark schools for the future programme), their costs are recharged to this budget.

#### Supplies and services

The £112k services budget will be used to cover the cost of specialist professional fees in relation to the management of the schools property portfolio.

<b>Movements</b>	<b>£'000</b>
<b>2009/10 total budget</b>	<b>665</b>
Inflation	4
Adjustment to support services	2
<b>2010/11 total budget</b>	<b>671</b>

## Young people's learning and development

### Description of service

Young peoples learning and development provides support to 14 to 19 years olds to enable them to access further education, apprenticeships programmes and training or to enter employment.

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

- Further education (FE) for 16 to 18 year-olds and additional learner support and the FE 16 to 18 year-olds International Baccalaureate
- Alternative education for 16 to 18 year-olds, including apprenticeships and entry to employment
- Reform for 14 to 19 year-olds, education business links, learning agreement pilots, increasing flexibility for 14 to 16 year olds, young apprenticeships - key stage 4 for 14 to 15 year old, 14 to 19 fighting funds i.e support learning & development initiatives and 16 to 18 structural support.

Subjective analysis summary	2009/10 total budget £'000	2010/11 total budget £'000
Employees	248	249
Property Costs	5	5
Transport Expenses	1	1
Equipment, Furniture & Materials	4	4
Catering	4	4
Services	16	16
Communications & Computing	9	9
Printing, Stationery & Office Expenses	<u>9</u>	<u>9</u>
Grants	12	12
Supplies and Services	54	55
Third Party Payments	103	104
Support Services	109	110
<b>Total Expenditure</b>	<b>520</b>	<b>524</b>
Government Grants	(58)	(58)
Other Grants & Contributions	(16)	(16)
Fees and Charges	(2)	(2)
Customer Receipts	0	0
Recharges	(185)	(187)
<b>Total Income</b>	<b>(260)</b>	<b>(262)</b>
<b>Net Expenditure</b>	<b>260</b>	<b>262</b>

### Explanation of budget

#### Employees

There are 7 FTE employees within the young people's learning service. The average cost for each FTE is £35.6k.

#### Third party payments

The principal non-salaries cost within this division relates to third party payments, which include payments made to external agencies for young people to attend apprenticeship, work experience and training placements

<b>Movements</b>	<b>£'000</b>
<b>2009/10 total budget</b>	<b>260</b>
Inflation	1
<b>2010/11 total budget</b>	<b>262</b>

## Services 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 receive the education, employment, training, advice, support and guidance they need. Our youth work and personal advisory programmes complement school and college based learning.

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

- Connexions, which is a support service for 13 to 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; the provision of educational and leisure time activities for the improvement of a young person's well being. For example, volunteering opportunities, holiday activities, out of school hours coaching, homework clubs etc. Activities are structured in such a way that a young person has a goal and a purpose.

<b>Subjective analysis summary</b>	<b>2009/10 total budget £'000</b>	<b>2010/11 total budget £'000</b>
Agency Staff	34	34
Employees (excluding agency)	<u>4,187</u>	<u>4,007</u>
Employees	4,221	4,041
Property Costs	225	229
Transport Expenses	70	70
Equipment, Furniture & Materials	89	90
Catering	13	13
Services	57	57
Communications & Computing	56	57
Printing, Stationery & Office Expenses	57	56
Grants	1,563	1,870
Subscriptions	<u>2</u>	<u>2</u>
Supplies and Services	1,836	2,144
Third Party Payments	2,741	2,768
Support Services	984	1000
Capital Charges	81	81
<b>Total Expenditure</b>	<b>10,158</b>	<b>10,333</b>
Government Grants	(638)	(638)
Other Grants & Contributions	(305)	(306)
Fees and Charges	(163)	(165)
Recharges	(26)	0
<b>Total Income</b>	<b>(1,133)</b>	<b>(1,109)</b>
<b>Net Expenditure</b>	<b>9,025</b>	<b>9,224</b>



## Explanation of budget

### Employees

There are 157 FTE employees within the services for young people, including a large percentage of seasonal or casual staff. The average cost for each FTE is £25.5k.

### Property

This budget of £229k will primarily be used in 2010/11 to cover the cost of repairs and maintenance, rent and NNDR at council run youth centres.

### Grants

Grant payments within this division are made to various youth organisations to fund the support work for young people 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

The majority of this budget is used to commission the connexions service

### Support services

Costs in this area primarily relate to corporate management costs which are allocated to the children's services department. This includes the costs of the corporate IT contract, the customer service centre, corporate communications, human resources and finance and resources

<b>Movements</b>	<b>£'000</b>
<b>2009/10 total budget</b>	<b>9,025</b>
Inflation	59
Budget adjustments	27
Corporate reallocations	300
Savings	(200)
Adjustment to Support Services	13
<b>2010/11 total budget</b>	<b>9,224</b>

## Explanation of movements

### Budget adjustments

An income budget reflecting historical recharges made by the services for young people division and which was no longer applicable to the service has been removed, resulting in a budget adjustment of £27k.

### Corporate reallocations

Additional area based grant funding of £300k was allocated to the service to support the provision of positive activities for young people.

### Savings

Savings of £200k will be made by the services for young people division during 2010/11 following the implementation of an integrated youth service across the council.

## Adult and community service

### Description of service

The adult & community learning service provides education and “lifelong learning” programmes such as:

- Community education - that is, education offered primarily for the purpose of enhancing the capacities of communities rather than the aspirations of individuals
- Family learning
- Adult learning
- Other community services

Many of these projects are supported by teams in other areas of the council.

Specific projects supported by children’s services include homework clubs, the Southwark toy library service, out of school training projects and direct support for community learning projects run by private and voluntary sector organisations.

<b>Subjective analysis summary</b>	<b>2009/10 total budget £'000</b>	<b>2010/11 total budget £'000</b>
Employees	316	318
Property Costs	12	12
Transport Expenses	3	3
Equipment, Furniture & Materials	5	4
Communications & Computing	1	1
Printing, Stationery & Office Expenses	2	2
Grants	<u>135</u>	<u>136</u>
Supplies and Services	142	143
Third Party Payments	162	164
Support Services	49	49
<b>Total Expenditure</b>	<b>684</b>	<b>689</b>
Government Grants	(86)	(86)
Other Grants & Contributions	(137)	(138)
Fees and Charges	(2)	(2)
<b>Total Income</b>	<b>(225)</b>	<b>(226)</b>
<b>Net Expenditure</b>	<b>459</b>	<b>463</b>

### Explanation of budget

#### Employees

The principal expenditure in this area is on staffing, accounting for almost half of planned expenditure in 2010/11.

There are 5 FTE employees in this service, costing an average of £63k each per year.

#### Grants

£135k of grants is expected to be paid to voluntary organisations in the year. This includes support for the Bosco Centre and Cambridge House to support their work with young people in the borough.

#### Third party payments

The £164k third party payments budget will be used to support the costs of providing training to 14 to 19 year olds in the borough, for example construction skills training.

#### Income

A number of grants are used to support the cost of providing the services described. In addition a small amount of fee income is raised by the toy library.

<b>Movements</b>	<b>£'000</b>
<b>2009/10 total budget</b>	<b>459</b>
Inflation	4
<b>2010/11 total budget</b>	<b>463</b>

## Youth justice

### Description of service

The youth justice team provides 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 becoming involved in offending behaviour.

<b>Subjective analysis summary</b>	<b>2009/10 total budget £'000</b>	<b>2010/11 total budget £'000</b>
Employees	2,579	2,590
Property Costs	38	38
Transport Expenses	92	93
Equipment, Furniture & Materials	18	18
Catering	2	2
Services	1	1
Communications & Computing	31	32
Printing, Stationery & Office Expenses	<u>19</u>	<u>19</u>
Supplies and Services	71	72
Third Party Payments	907	913
Transfer Payments	81	81
Support Services	257	261
<b>Total Expenditure</b>	<b>4,025</b>	<b>4,048</b>
Government Grants	(1,423)	(1,430)
Recharges	(84)	(84)
<b>Total Income</b>	<b>(1,507)</b>	<b>(1,514)</b>
<b>Net Expenditure</b>	<b>2,518</b>	<b>2,534</b>

### Explanation of budget

#### Employees

There are 60 FTE employees within the youth justice service. The average cost for each FTE is £43.17k.

#### Third party payments

The largest non-employee related budget within the youth justice division relates to third party payments. Much of this budget is used to fund charities and voluntary organisations who work with young people to help them steer clear of crime. It is also used to pay the youth justice board for the cost of remanding young people taken into custody.

<b>Movements</b>	<b>£'000</b>
<b>2009/10 total budget</b>	<b>2,518</b>
Inflation	13
Adjustment to support services	3
<b>2010/11 total budget</b>	<b>2,534</b>

## Children Looked After (CLA)

### Description of service

The term 'looked after' was introduced by the 1989 Children's Act and refers to children who are subject to care orders and those who are accommodated by Southwark Council, for whom the council is a 'corporate parent'.

Looked after children are amongst the most vulnerable in Southwark's community. The service provides social care support and services as appropriate to the needs and circumstances of each child. The CLA service works with partners across the council, primary care trust (PCT), metropolitan police, youth offending teams and the voluntary sector to deliver the best possible outcomes for children.

The CLA division is large, and provides the following services:

- Residential care
- Coordinating and supporting the fostering service
- Secure accommodation (welfare)
- Support for children placed with family and friends
- Advocacy services for children looked after
- Education of looked after children
- Support services for children leaving care
- Services for unaccompanied asylum seeking children, who have arrived in the UK without their parents. This includes assessment, case management and accommodation.

<b>Subjective analysis summary</b>	<b>2009/10 total budget £'000</b>	<b>2010/11 total budget £'000</b>
Agency Staff	47	47
Employees (excluding agency)	<u>2,334</u>	<u>2,127</u>
Employees	2,381	2,174
Property Costs	90	91
Transport Expenses	98	100
Equipment, Furniture & Materials	17	17
Catering	9	9
Clothing, Uniforms & Laundry	25	25
Services	2,045	2,046
Communications & Computing	1	1
Subscriptions	15	10
Miscellaneous	<u>30</u>	<u>30</u>
Supplies and Services	2,141	2,137
Third Party Payments	20,287	21,584
Transfer Payments	366	322
Support Services	3112	2660
Capital Charges	138	138
<b>Total Expenditure</b>	<b>28,613</b>	<b>29,206</b>
Government Grants	(1,882)	(1,343)
Fees and Charges	(126)	(127)
Recharges	(956)	(827)
<b>Total Income</b>	<b>(2,964)</b>	<b>(2,297)</b>
<b>Net Expenditure</b>	<b>25,649</b>	<b>26,909</b>

## Explanation of budget

### Employees

There are 40 FTE employees in this service, costing an average of £53k each per year. These are the costs of the workers who support the foster carers recruited by the council. Note that the employee costs of social workers who support the looked after children are met through budgets held within the children's services strategy division.

### Supplies and services

The £2,046k services budget is used to a large extent to pay for the cost of legal services in relation to CLA.

### Third party payments

- £9,246k of the third party payments budgets are directed to children in foster care. The costs cover direct payments made to foster carers as well as allowances to cover, for example, birthdays and clothing. Foster carers may provide services to the council directly or via a third party agency contract. We expect to have 400 children in fostering in 2010/11.
- £8,172k of the third party payments budget is directed to children in residential care. Southwark has one children's home which is currently run by Shaftesbury Young People. The budget is also used to commission specialist residential care for children looked after where required by the specific circumstances of a case. We expect to have 44 residential placements in 2010/11.
- The remaining third party payments budgets are used to pay for services including; supporting children looked after in semi-independent placements or in secure accommodation, running special mother and baby units, and supporting placements where a child is looked after by friends or within the extended family.

### Support services

Costs in this area primarily relate to corporate management costs which are allocated to the children's services department. This includes the costs of the corporate IT contract, the customer service centre, corporate communications, human resources and finance and resources

<b>Movements</b>	<b>£'000</b>
<b>2009/10 total budget</b>	<b>25,649</b>
Inflation	218
Budget adjustments	41
Commitments	1,505
Adjustment to support services	49
Savings	(553)
<b>2010/11 total budget</b>	<b>26,909</b>

## Explanation of movements

### Commitments

The budget for children in residential homes in 2009/10 was based on placing 35 children for the year. The CLA team is currently projecting to support an additional 9 children in residential provision during 2010/11 bringing the total to 44 children. At an average cost of £2,500 per week, the increase budget pressure will be £1.175k.

In 2009/10 the CLA team has supported 29 children to live within a semi-independent setting. We currently expect to support 36 children to live semi-independently during 2010/11. At an average cost of £905 per week, this requires an increase in budget of £330k to fund the delivery of this service.

### Savings

Savings of £253k will be made to the council's budget in 2010/11 through the identification of alternative funding options for the CLA service, including the use of dedicated schools grant as approved by the Southwark schools forum.

Savings of £300k will also be made through increased efficiency in the specification and procurement of services in respect of children looked after.

## Children and young people's safety

### Description of service

Children and young people's safety covers Southwark's social care functions in relation to children and compromises services for children at risk of harm or in need of protection.

The services that the division provides include:

- Child death processes. This includes child death overview panels; to respond to, enquire into and evaluate each unexpected death of a child, and to review all child deaths in the authority area (and other areas, if relevant) to determine trends and patterns to avoid future deaths.
- Preventative services, which centre around the prevention of bad or poor outcomes for children and focus on early intervention. In such a situation, the local authority will become involved before a child's difficulties reach the stage where statutory services are required by law to intervene, but where there are risks which make this a probability.
- LA functions in relation to child protection under the Children Act 1989 and under section 175 of the Education Act 2002 and other functions relating to child protection.
- Local safeguarding children's board.

<b>Subjective analysis summary</b>	<b>2009/10 total budget £'000</b>	<b>2010/11 total budget £'000</b>
Employees	1,446	1,381
Property Costs	6	6
Transport Expenses	49	45
Catering	7	6
Services	49	50
Communications & Computing	4	3
Printing, Stationery & Office Expenses	4	4
Grants	<u>244</u>	<u>246</u>
Supplies and Services	308	309
Third Party Payments	651	665
Transfer Payments	13	12
Support Services	327	332
<b>Total Expenditure</b>	<b>2,799</b>	<b>2,750</b>
Government Grants	(544)	(526)
Other Grants & Contributions	(15)	(0)
Fees and Charges	50	46
<b>Total Income</b>	<b>(509)</b>	<b>(480)</b>
<b>Net Expenditure</b>	<b>2,290</b>	<b>2,270</b>



### Explanation of budget

#### Employees

There are 24 FTE employees in this service, costing an average of £57.5k each per year. Note that the salaries funding for social workers operating within this area are held within the children's services strategy division.

#### Grants

Grant payments within this division are made to various voluntary and community organisations that provide services to support early intervention in difficult circumstances with a view to preventing the need for statutory action.

#### Third party payments

The 2010/11 third party payments budget will fund payments to external organisations for preventative work undertaken to support parents in difficult circumstances, with a view to ensuring child safety is paramount. Organisations working to engage young people and steer them away from becoming involved with crime are also funded from these budgets.

#### Support services

Costs in this area primarily relate to corporate management costs which are allocated to the children's services department. This includes the costs of the corporate IT contract, the customer service centre, corporate communications, human resources and finance and resources

<b>Movements</b>	<b>£'000</b>
<b>2009/10 total budget</b>	<b>2,290</b>
Inflation	15
Budget adjustments	(39)
Adjustment to support services	4
<b>2010/11 total budget</b>	<b>2,270</b>

### Explanation of movements

#### Budget adjustments

The budget adjustment of £39k in 2010/11 reflects a realignment of staffing costs from children and young people's safety to children's services strategy.

## Family support services

### Description of service

These services provide a vital support to children and young people in need, such as those suffering from disabilities. The division covers the key areas of substance misuse and teenage pregnancy services.

The unit comprises of:

- Direct payments made to 16 and 17 year olds who are disabled.
- Provision for short-breaks (respite) services for disabled children, such as breaks in a residential setting, family based overnight break services or seasonal short break services at the child's home.
- Provision of equipment and adaptations to help disabled children remain at home.
- Home care provided to help a carer look after a child at home. For example, home helps, domiciliary care assistants, non-therapeutic support, support or payments to voluntary workers/organisations providing home care services.
- Other family support services including the supervision of family contact sessions and handling residency orders which determine where a child is to live.
- Substance misuse services (including drugs, alcohol, and volatile substances), including implementing local young people's substance misuse strategies, providing specialist substance misuse treatment services and operating targeted prevention initiatives.
- Teenage pregnancy services - Implementing and coordinating local teenage pregnancy strategies to reduce under 18 conceptions and to improve outcomes for teenage parents and their children.

<b>Subjective analysis summary</b>	<b>2009/10 total budget £'000</b>	<b>2010/11 total budget £'000</b>
Employees	1,953	1,954
Property Costs	17	17
Transport Expenses	88	82
Equipment, Furniture & Materials	2	2
Catering	1	1
Services	46	46
Communications & Computing	1	1
Printing, Stationery & Office Expenses	1	1
Supplies and Services	51	51
Third Party Payments	3,166	3,099
Transfer Payments	688	695
Support Services	1078	1094
Total Expenditure	7,041	6,992
Government Grants	(574)	(573)
Total Income	(574)	(573)
<b>Net Expenditure</b>	<b>6,467</b>	<b>6,419</b>

### Explanation of budget

#### Employees

There are 53 FTE employees in this service, costing an average of £36.9k each per year.

#### Third party payments

This budget relates to payments for various children placements including residential home placements for children with disabilities, and direct payments to carers.

#### Transfer payments

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

#### Support services

£404k of this budget will cover a recharge for the use of the Orient Street respite centre.

Remaining planned expenditure in this area relates to the corporate management costs which are allocated to the children's services department. This includes the costs of the corporate IT contract, the customer service centre, corporate communications, human resources and finance and resources

<b>Movements</b>	<b>£'000</b>
<b>2009/10 total budget</b>	<b>6,467</b>
Inflation	49
Budget adjustments	(133)
Commitments	24
Adjustment to support services	12
<b>2010/11 total budget</b>	<b>6,419</b>

### Explanation of movements

#### Budget adjustments

The budgetary adjustment of £133k relates to the transfer out of the assessment and safeguarding team historic budgets from 09/10.

#### Commitments

Budget commitments of £24k are expected in 2010/11 from the increased turnover of social workers in frontline services which has led to an exceptionally high level of vacancies. In recognition of the increased pressure, workload demands, and challenging circumstances for workers, it has been agreed that honorarium payments be made to all social worker staff in referral and assessment and family support teams.

## Other children's and family services

### Description of service

This service provides social work support and services in relation to the adoption of children/young people, and to the process of recruiting and maintaining a pool of council approved carers.

The service includes the following areas:

- Adoption services – providing support and services to parents seeking to adopt a child, from initial enquiry through to post adoption support and support for adoptive families.
- Special guardianship support, where a care order has specified a named individual as the responsible carer for a child.
- Other children's and families services including support to voluntary organisations and counselling services.

<b>Subjective analysis summary</b>	<b>2009/10 total budget £'000</b>	<b>2010/11 total budget £'000</b>
Employees	878	918
Property Costs	2	2
Transport Expenses	41	41
Equipment, Furniture & Materials	9	9
Catering	3	3
Services	62	63
Communications & Computing	1	1
Subscriptions	<u>5</u>	<u>5</u>
Supplies and Services	79	80
Third Party Payments	2465	2639
Support Services	441	449
Total Expenditure	3,906	4,129
<b>Net Expenditure</b>	<b>3906</b>	<b>4129</b>

**Explanation of budget**

Employees

There are 15FTE employees within the other children’s and families’ service. The average cost for each FTE is £61.2k. Note that employment costs for social workers in this area are funded from the Children’s Services Strategy Division.

Third party payments

The third party payments budget funds direct payments to guardians and adoption support payments (including settling grants) to adoptive parents.

Support services

Costs in this area primarily relate to corporate management costs which are allocated to the children’s services department. This includes the costs of the corporate IT contract, the customer service centre, corporate communications, human resources and finance and resources

<b>Movements</b>	<b>£’000</b>
<b>2009/10 total budget</b>	<b>3906</b>
Inflation	30
Budget adjustments	36
Commitments	150
Adjustment to support service	7
<b>2010/11 total budget</b>	<b>4129</b>

**Explanation of movements**

Budget adjustments

A budget adjustment of £36k was made to realign 2010/11 budgets from management to front line services within the adoption team.

Commitments

The base budget increase of £150k will fund improvements in the training and development of social workers. Plans are to develop a number of initiatives which include:

- Working with Royal Holloway College on developing reflective social work practice.
- A trainee social worker scheme for newly recruited social workers.
- Post-qualifying training and qualifications in safeguarding children to support the retention of existing staff.
- Supervision training for managers.

## Children's services strategy

### Description of service

The service covers the following areas:

- Developing the children's and young people's plan for Southwark.
- Operating a central commissioning unit to commission services for children, young people and families to ensure that value for money is achieved in all contract and procurement activities undertaken by the children's services department.
- Providing social work assistance to the children and families of Southwark. Ensuring children who are at risk of abuse or in need are provided with timely and effective assessments and interventions.
- Providing social work support for looked after children in Southwark to ensure the best possible outcomes for the children. This includes care planning, facilitating contact with their family where possible, and providing opportunities for the children to be engaged in education, recreation, employment or further training.

Subjective analysis summary	2009/10 total budget £'000	2010/11 total budget £'000
Agency Staff	33	33
Employees (excluding agency)	<u>16,625</u>	<u>17,414</u>
Employees	16,658	17,447
Property Costs	618	565
Transport Expenses	440	445
Equipment, Furniture & Materials	68	69
Catering	3	3
Services	641	597
Communications & Computing	73	74
Printing, Stationery & Office Expenses	124	126
Miscellaneous	<u>17</u>	<u>17</u>
Supplies and Services	927	886
Third Party Payments	506	916
Transfer Payments	30	30
Support Services	2291	2330
Capital Charges	106	106
<b>Total Expenditure</b>	<b>21,576</b>	<b>22,725</b>
Government Grants	(871)	(874)
Other Grants & Contributions	(317)	(318)
Recharges	(33)	(33)
<b>Total Income</b>	<b>(1,220)</b>	<b>(1,225)</b>
<b>Net Expenditure</b>	<b>20,356</b>	<b>21,500</b>

## Explanation of budget

### Employees

Over 90% of the net budget for children's services strategy relates to employees, the majority of which funds social care workers. There are 425 FTE employees in this service, costing an average of £40.8k each per year.

### Transport expenses

In 2010/11 the £440k transport budget will fund mileage expenses and vehicle lease charges for vehicles used by social workers.

### Supplies and services

The £641k services budget will primarily be used to pay for legal costs.

### Support services

Costs in this area primarily relate to corporate management costs which are allocated to the children's services department. This includes the costs of the corporate IT contract, the customer service centre, corporate communications, human resources and finance and resources

<b>Movements</b>	<b>£'000</b>
<b>2009/10 total budget</b>	<b>20,356</b>
Inflation	109
Budget adjustments	16
Corporate reallocations	280
Commitments	821
Savings	(120)
Adjustment to support services	38
<b>2010/11 total budget</b>	<b>21,500</b>

## Explanation of movements

### Commitments

Budget pressures in 2010/11 include £120k arising from the increased turnover of social workers in the frontline services, which has led to an exceptionally high level of vacancies. In order to help alleviate this situation and in recognition of the increased pressure, workload demands, and challenging circumstances for workers, it has been agreed that honorarium payments be made to all social workers, senior practitioners, practice managers and team managers working within referral and assessment and family support teams.

The honorarium payments will be paid at a rate of £2,000. The payments will be dependent on the performance of the staff member and will be reviewed on a 6 monthly basis to take into account any change in circumstances.

Budget commitments relating to social worker learning and development have also been included for 2010/11.

This includes a number of initiatives including:

- Work with Royal Holloway on reflective social work practice.
- A trainee social work scheme to bring in new recruits.
- Post qualifying training and qualification in safeguarding children to support retention of existing staff.
- Supervision training for managers.

£120k of additional budget has been provided for the development of a team of Family Aides / Family Support workers. This service will provide practical child care support and supervision for vulnerable children who have a child protection plan.

£65k of additional funding has been provided to cover anticipated expenditure arising from new DfE and Ofsted requirements in relation to safeguarding and serious case reviews. The likely impact of this will be an increase in the number of serious case reviews commissioned by the Southwark Safeguarding Board, which will have a financial impact.

A £150k budget pressure relates to a recent Lord's judgement that has effectively classified homeless children aged 16 to 17 as Children Looked After, and therefore the responsibility of the children's services department. The financial impact of the judgement still needs to be fully quantified, however, early estimates indicate that £150k may be required year on year (for 3 years) on top of existing budgets.

#### Savings

Savings of £50k will be made in 2010/11 in respect of commissioning parenting projects, as part of a cross-departmental review which will include more efficient use of external funding.

In addition, savings of £70k will be made in relation to accommodation costs because the children's services department of the authority no longer occupies premises at Waterloo Road.

#### Support services

Costs in this area primarily relate to corporate management costs which are allocated to the children's services department. This includes the costs of the corporate IT contract, the customer service centre, corporate communications, human resources and finance and resources



## Local authority education function

### Description of service

The budgets held in this division are used to fund planning and strategy development, support services and management, in addition to the salaries and support costs of the children's services senior management team.

In particular activities include:

- Planning
- Financial management – including budget preparation, the administration of grants, monitoring of expenditure, internal audit
- Human Resources and payroll administration
- Health and Safety
- Complaints
- Legal Services
- Premature retirement or redundancy costs
- Insurance

<b>Subjective analysis summary</b>	<b>2009/10 total budget £'000</b>	<b>2010/11 total budget £'000</b>
Employees	3,558	3,150
Property Costs	60	60
Transport Expenses	26	26
Equipment, Furniture & Materials	118	119
Catering	98	99
Services	367	370
Communications & Computing	27	27
Printing, Stationery & Office Expenses	54	54
Grants	5	5
Miscellaneous	6	6
Supplies and Services	675	681
Third Party Payments	507	2,001
Support Services	564	574
Capital Charges	45	45
<b>Total Expenditure</b>	<b>5,435</b>	<b>6,537</b>
Government Grants	(984)	(2,828)
Customer Receipts	(14)	(15)
Recharges	(44)	(44)
<b>Total Income</b>	<b>(1,043)</b>	<b>(2,888)</b>
<b>Net Expenditure</b>	<b>4,392</b>	<b>3,649</b>

## Explanation of budget

### Employees

There are 42 FTE employees in this service, costing an average of £75k each per year.

### Supplies and services

£214k of the services budget relates to payments for court costs and charges for legal services, provided by both Southwark Council internal legal department and external legal advisors.

### Third party payments

Budgeted expenditure on third party payments is externally funded and includes expenditure for Southwark schools to enable them to develop an 'extended schools' agenda through which schools offer a variety of activities beyond school hours, becoming a 'hub' for services to parents.

The budget is also for expenditure relating to an increase in grant funding still to allocated out to the divisions. The corresponding income figure is shown as government grants.

### Support services

Costs in this area primarily relate to corporate management costs which are allocated to the children's services department. This includes the costs of the corporate IT contract, the customer service centre, corporate communications, human resources and finance and resources.

<b>Movements</b>	<b>£'000</b>
<b>2009/10 total budget</b>	<b>4,392</b>
Inflation	23
Budget adjustments	212
Corporate reallocations	(621)
Commitments	(37)
Savings	(330)
Adjustment to support services	10
<b>2010/11 total budget</b>	<b>3,649</b>

## Explanation of movements

### Budget adjustments & corporate reallocations

The 2010/11 allocation of area based grant for extended schools was reduced by £621k which is reflected as a Corporate Reallocation in the table above.

This is offset by a reduced budget recharge for extended schools to the following divisions; special education, learner support and family support services. This is reflected as a positive budget adjustment above, and a credit budget adjustment in these other three divisions.

### Savings

Savings of £330k will be made in 2010/11 from a review and reconfiguration of the children's services management staffing structures.

## Specific grants

### Description of service

Grants funded from specific grant are predominantly reported within the division to which the activity relates, however the budgets for a small number of grants are reported below.

<b>Subjective analysis summary</b>	<b>2009/10 total budget £'000</b>	<b>2010/11 total budget £'000</b>
Employees	539	544
Property Costs	92	90
Equipment, Furniture & Materials	20	21
Catering	1	1
Services	220	222
Communications & Computing	2	2
Miscellaneous	<u>14</u>	<u>14</u>
Supplies and Services	258	261
Third Party Payments	289	296
<b>Total Expenditure</b>	<b>1,178</b>	<b>1,191</b>
Government Grants	(1,108)	(1,115)
Fees and Charges	(48)	(47)
Customer Receipts	(11)	(11)
Recharges	(2)	(2)
<b>Total Income</b>	<b>(1,169)</b>	<b>(1,175)</b>
<b>Net Expenditure</b>	<b>10</b>	<b>16</b>

## Explanation of budget

### Employees

Of the employee budget described above, £249k relates to training. This may be training of Southwark staff or teachers and support staff based at schools in the borough.

£210k of the employee budget will be used in 2010/11 to support the cost of staffing at the Southwark City Learning Centre, which provides innovative learning opportunities for pupils using state of the art technology.

There are 6 FTE employees within the teams described above. The average cost for each FTE is £46.3k.

### Supplies and services

The £222k services budget will be used to bring in specialist professionals into the Southwark Music service to promote music learning in our schools and in the borough.

### Third party payments

The £296k third party payments budget will be used to make payments to Southwark maintained schools to support both the city learning centre and to promote music in those schools.

### Income

Government grants support the majority of expenditure described above including £903k of standards funds grants which are paid by the DfE.

<b>Movements</b>	<b>£'000</b>
<b>2009/10 total budget</b>	<b>10</b>
Inflation	6
<b>2010/11 total budget</b>	<b>16</b>

## Early years, play and after school

### Description of service

#### Early years

The provision of 15 hours of free early years education to children under the age of 5 is funded through the centrally retained DSG and other government grants.

Other early years services are primarily funded from the council's general fund or the general sure start revenue grant paid by the DfE to support local authorities deliver the best start in life for every child.

#### Early years achievement

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.

#### Early years operations

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.

#### Childrens centres

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. Funding for the children's centres comes via the Sure Start revenue grant from the DfE.

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

#### Play 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.

#### After schools 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.

<b>Subjective analysis summary</b>	<b>2009/10 total budget £'000</b>	<b>2010/11 total budget £'000</b>
Agency Staff	112	112
Employees (excluding agency)	<u>8,589</u>	<u>8,622</u>
Employees	8,701	8,734
Property Costs	495	516
Transport Expenses	54	54
Equipment, Furniture & Materials	227	228
Catering	130	131
Clothing, Uniforms & Laundry	3	4
Services	106	106
Communications & Computing	63	64
Printing, Stationery & Office Expenses	77	78
Grants	375	378
Miscellaneous	<u>20</u>	<u>21</u>
Supplies and Services	1,002	1,009
Third Party Payments	10,170	10,169
Support Services	890	900
Capital Charges	165	165
<b>Total Expenditure</b>	<b>21,477</b>	<b>21,547</b>
Government Grants	(12,801)	(12,801)
Other Grants & Contributions	(195)	(197)
Fees and Charges	(3,099)	(3,230)
Customer Receipts	(7)	(257)
Recharges	(43)	(44)
<b>Total Income</b>	<b>(16,146)</b>	<b>(16,529)</b>
<b>Net Expenditure</b>	<b>5,331</b>	<b>5,018</b>

## Explanation of budget

### Employees

There are 296 FTE employees within the play and early years service. £1,246k of salary costs are recharged to centrally retained DSG budgets, the average cost for each FTE is £33.3k.

### Property costs

Significant planned costs in 2010/11 relate to property, with a budget totalling £516k. This will in part meet the cost of business rates, utilities and repair costs of operating Southwark's early years centres. It will also fund venue hire for conferences and workforce training courses devoted to raising the standards within early years settings.

### Grants

Grants are paid to support the sustainability of early years provision in the private voluntary and independent sector settings within Southwark. Grants are also paid to such early years settings to support the inclusion of children with disabilities.

### Third party payments

The most significant budget cost within this division is for third party payments. This budget is primarily used to commission the provision of speech, language and therapy services from Southwark Primary Care Trust at children's centres. The cost of commissioning health visitors from the PCT is also funded from this budget.

### Support services

Costs in this area primarily relate to corporate management costs which are allocated to the children's services department. This includes the costs of the corporate IT contract, the customer service centre, corporate communications, human resources and finance and resources.

<b>Movements</b>	<b>£'000</b>
<b>2009/10 total budget</b>	<b>5,331</b>
Inflation	29
Savings	(350)
Adjustment to support services	8
<b>2010/11 total budget</b>	<b>5,018</b>

## Explanation of movements

### Savings

The early years service will make budget savings of £100k in 2010/11 through increasing fees at early years centres to the same level as the inner London average for comparable charges.

In addition, £250k of savings will be made from a fundamental review and restructure of the after school service.

## Child and adolescent mental health services (CAMHS)

### Description of service

The CAMHS team provide services to support the emotional wellbeing and mental health of children and young people. The team works closely with Southwark PCT to effectively assess, treat and support children and young people with mental health problems and disorders.

<b>Subjective analysis summary</b>	<b>2009/10 total budget £'000</b>	<b>2010/11 total budget £'000</b>
Employees	14	14
Third Party Payments	1,213	1,430
Support Services	173	176
<b>Total Expenditure</b>	<b>1,400</b>	<b>1,620</b>
<b>Net Expenditure</b>	<b>1,400</b>	<b>1,620</b>

### Explanation of budget

#### Employees

No direct employee costs are funded from the CAMHS budget. All CAMHS social workers are funded from the children's services strategy budget. The residual £14k employee budget in 2010/11 relates to a notional pensions budget (FRS17).

#### Third party payments

The third party payments budget is used to commission a range of services from the NHS and other providers. Strategic priorities are determined via the child and adolescent mental health services implementation group.

<b>Movements</b>	<b>£'000</b>
<b>2009/10 total budget</b>	<b>1,400</b>
Inflation	12
Corporate reallocations	205
Adjustment to support services	3
<b>2010/11 total budget</b>	<b>1,620</b>

### Explanation of movements

#### Corporate reallocations

The £205k budget increase is a result of an increased allocation of area based grant (ABG) in 2010/11.



# 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.

The services shown below are those funded from the general fund.

## Cost centre group KA100

<b>Services</b>	<b>2009/10 total budget £'000</b>	<b>2010/11 total budget £'000</b>
Public realm asset management	8,074	9,486
Parking & network management	(4,086)	(3,067)
South dock Marina	(126)	63
Divisional management	406	402
Market services	0	(2)
Parks and open spaces	5,887	6,592
Cemeteries and crematoriums	(635)	(309)
Public realm projects	1,047	1,050
<b>Public realm</b>	<b>10,567</b>	<b>14,215</b>
<b>Housing general fund</b>	<b>80</b>	<b>82</b>
Public protection	3,628	4,030
Community wardens	4,907	4,410
Business and policy unit	2,709	4,259
External funding grant projects	423	427
Enforcement and creative design	1,359	1,206
Young people and hate crime	811	910
Crime and drugs	326	328
<b>Community safety and enforcement</b>	<b>14,163</b>	<b>15,570</b>
<b>Business support services</b>	<b>10,130</b>	<b>200</b>
Sustainable services overheads	627	321
Street cleansing	7,742	8,766
Environmental education	367	487
Waste PFI	18,738	20,908
Environmental health - hygiene services	119	94
Sustainable energy strategy	333	896
<b>Sustainable services</b>	<b>27,926</b>	<b>31,472</b>
Libraries	6,314	8,120
Leisure and wellbeing	4,274	4,315
Culture	1,723	2,085
Adult learning services	31	32
Culture, libraries, learning and leisure support	(2)	(17)
<b>Culture, libraries, learning and leisure</b>	<b>12,340</b>	<b>14,535</b>
<b>Total environment and housing</b>	<b>75,206</b>	<b>76,074</b>

## Cost centre group KA100

<b>Subjective analysis summary</b>	<b>2009/10 total budget £'000</b>	<b>2010/11 total budget £'000</b>
Agency Staff	3,807	3,812
Employees (excluding agency staff)	<u>43,328</u>	<u>43,192</u>
Employees	47,135	47,004
Property Costs	5,509	5,635
Transport	2,130	2,057
Equipment, Furniture & Materials	1,855	2,123
Catering	65	63
Clothing, Uniforms & Laundry	118	119
Services	3,092	2,843
Communications & Computing	986	977
Printing, Stationary & Office Expenses	394	398
Grants	2,327	2,399
Subscriptions	70	71
PFI & PPP Schemes	19,527	19,978
Miscellaneous	<u>108</u>	<u>743</u>
Supplies and Services	28,541	29,713
Third Party Payments	21,609	21,770
Recharges from HRA	155	156
Other recharges	11,471	<u>10,558</u>
Support Services	11,626	10,714
Capital Charges	3,483	3,483
<b>Total Expenditure</b>	<b>120,032</b>	<b>120,376</b>
Government Grants	(2,908)	(2,909)
Other Grants & Contributions	(2,072)	(2,088)
Fees and Charges	(18,721)	(18,827)
Customer Receipts	(326)	(330)
Interest	(13)	(13)
External Contract Income	(508)	(513)
Deductions & Reimbursements	(11)	(8)
Recharge to HRA	(16,749)	(17,199)
Recharges	(3,517)	(2,416)
<b>Total Income</b>	<b>(44,826)</b>	<b>(44,302)</b>
<b>Net Expenditure</b>	<b>75,206</b>	<b>76,074</b>

Services	2009/10 Net budget £'000	Inflation £'000	Budget adjustments £'000	Corporate adjustments £'000	Commitments £'000	savings £'000	2010/11 total budget £'000
Public realm	10,567	385	3,461	0	206	(405)	14,215
Housing general fund	80	2	0	0	0	0	82
Community safety and enforcement	14,163	86	2,003	94	(50)	(725)	15,570
Business support services	10,130	99	(10,027)	0	0	(2)	200
Sustainable services	27,926	555	2,954	0	150	(112)	31,472
Culture, libraries, learning and leisure	12,340	120	1,610	0	749	(284)	14,536
<b>Total environment and housing</b>	<b>75,206</b>	<b>1,247</b>	<b>0</b>	<b>94</b>	<b>1,055</b>	<b>(1,528)</b>	<b>76,074</b>

### Explanation of movements

#### Inflation

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

#### Budget adjustments

These relate to the reallocation of central and corporate charges previously held centrally in business support services to individual business units.

#### Corporate adjustments

This reflects passporting of area based grants to community services division.

#### Commitments and savings

The details of the commitments and savings are shown in the individual sheets of the services.

# 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 to and liveable for residents, business and visitors alike. Public realm is responsible for the investment in and the maintenance of Southwark's physical environment – controlling parking, footway & carriageway maintenance, close circuit television, tree maintenance, grounds maintenance, signage, projects, public lighting, management of abandoned vehicles, cemeteries & crematorium, south dock marina.

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

### Cost centre group KB200

<b>Services</b>	<b>2009/10 total budget £'000</b>	<b>2010/11 total budget £'000</b>
Public realm asset management	8,074	9,486
Parking & network management	(4,086)	(3,067)
South dock Marina	(126)	63
Divisional management	406	402
Market services	0	(2)
Parks and open spaces	5,887	6,592
Cemeteries and crematoriums	(635)	(309)
Public realm projects	1,047	1,050
<b>Public realm</b>	<b>10,567</b>	<b>14,215</b>

<b>Subjective analysis summary</b>	<b>2009/10 total budget £'000</b>	<b>2010/11 total budget £'000</b>
Agency Staff	32	32
Employees (excluding agency staff)	<u>6,398</u>	<u>6,428</u>
Employees	6,430	6,460
Property Costs	3,028	3,059
Transport	158	160
Equipment, Furniture & Materials	135	136
Catering	2	2
Clothing, Uniforms & Laundry	6	6
Services	951	961
Communications & Computing	249	232
Printing, Stationary & Office Expenses	190	192
Grants	304	306
Subscriptions	1	1
Miscellaneous	<u>3</u>	<u>3</u>
Supplies and Services	1,841	1,839
Third Party Payments	13,418	13,581
Support Services	362	3,826
Capital Charges	2,736	2,736
<b>Total Expenditure</b>	<b>27,973</b>	<b>31,661</b>
Government Grants	(250)	(252)
Other Grants & Contributions	0	0
Fees and Charges	(16,065)	(16,093)
Customer Receipts	(42)	(42)
Interest	(13)	(13)
External Contract Income	0	0
Deductions & Reimbursements	0	0
Recharge to HRA	(154)	(156)
Recharges	(882)	(890)
<b>Total Income</b>	<b>(17,406)</b>	<b>(17,447)</b>
<b>Net Expenditure</b>	<b>10,567</b>	<b>14,215</b>

<b>Services</b>	<b>2009/10</b>		<b>Budget</b>			<b>2010/11</b>	
	net budget £'000	Inflation £'000	adjustments £'000	Commitments £'000	Savings £'000	net budget £'000	
Public realm asset management	8,074	221	1,427	0	(236)	9,486	
Parking & network management	(4,086)	31	1,151	0	(163)	(3,067)	
South dock Marina	(127)	(1)	190	0	0	63	
Divisional management	406	2	0	0	(6)	402	
Market services	0	(2)	0	0	0	(2)	
Parks and open spaces	5,887	130	573	0	0	0	
Cemeteries and crematoriums	(635)	1	119	206	0	(309)	
Public realm projects	1,047	3	0	0	0	1,050	
<b>Public realm</b>	<b>10,567</b>	<b>385</b>	<b>3,461</b>	<b>206</b>	<b>(405)</b>	<b>14,215</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
- 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>2009/10 total budget £'000</b>	<b>2010/11 total budget £'000</b>
Employees	1,075	1,081
Property Costs	948	923
Transport	56	57
Equipment, Furniture & Materials	10	10
Clothing, Uniforms & Laundry	2	2
Services	71	72
Communications & Computing	41	41
Printing, Stationary & Office Expenses	<u>4</u>	<u>4</u>
Supplies and Services	129	130
Third Party Payments	4,271	4,328
Support Services	25	1,452
Capital Charges	2,030	2,030
<b>Total Expenditure</b>	<b>8,534</b>	<b>10,001</b>
Fees and Charges	(455)	(510)
Recharges	(5)	(5)
<b>Total Income</b>	<b>(460)</b>	<b>(515)</b>
<b>Net Expenditure</b>	<b>8,074</b>	<b>9,486</b>

## Explanation of budget

### Employees

The public realm asset management employee budget is based on an establishment of 57 full time equivalents (FTE's).

### Property costs

These are mainly electricity costs for street lighting, illuminated street furniture etc.

### Third party payments

These consist mainly of payments to the term contractor.

### Support services

The budget represents management and support services costs 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.

### Capital charges

These are depreciation costs.

<b>Movements</b>	<b>£'000</b>
<b>2009/10 Net Budget</b>	<b>8,074</b>
Inflation	221
Budget adjustments	1,427
Savings	(236)
<b>2010/11 Net Budget</b>	<b>9,486</b>

## Explanation of movements

### Inflation

This includes additional inflation for the increase in the highways maintenance contract price above the normal retail price index (RPI).

### Budget adjustments

This relates to reallocation of central and corporate service level agreement charges previously held centrally in business support services to individual business units.

### Savings

This is made up of additional income and from efficiencies that include:

- £50k income generated by letting a contract for on street advertising small sheet formats.
- £50k from reduced costs due to revised and improved contracts with utility contractors.
- £136k from efficiency review of term contracts.

## Parking and network management

### Description of service

Parking & 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

### Cost centre group KC220

<b>Subjective analysis summary</b>	<b>2009/10 total budget £'000</b>	<b>2010/11 total budget £'000</b>
Employees	962	967
Property Costs	690	698
Transport	6	6
Equipment, Furniture & Materials	26	27
Clothing, Uniforms & Laundry	1	1
Services	666	673
Communications & Computing	59	46
Printing, Stationary & Office Expenses	<u>80</u>	<u>81</u>
Supplies and Services	832	828
Third Party Payments	5,314	5,317
Support Services	104	1,256
Capital Charges	66	66
<b>Total Expenditure</b>	<b>7,974</b>	<b>9,137</b>
Fees and Charges	(11,893)	(12,035)
Recharge to HRA	(154)	(156)
Recharges	(13)	(13)
<b>Total Income</b>	<b>(12,060)</b>	<b>(12,204)</b>
<b>Net Expenditure</b>	<b>(4,086)</b>	<b>(3,067)</b>



## Explanation of budget

### Employees

The parking and network management employee budget is based on an establishment of 42 FTE's.

### Services

The budget mainly relates to fees payable for registering parking warrants.

### Third party payments

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

### Support services

The budget represents management and support services costs 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.

### Fees and charges

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

### Recharge from HRA

This recharge is for removal and storage of abandoned cars from housing estates.

<b>Movements</b>	<b>£'000</b>
<b>2009/10 Net Budget</b>	<b>(4,086)</b>
Inflation	31
Budget adjustments	1,151
Savings	(163)
<b>2010/11 Net Budget</b>	<b>(3,067)</b>

## Explanation of movements

### Inflation

Inflation reflects the fact that income from parking fines are fixed by statute and therefore, cannot be inflated.

### Budget adjustments

This relates to reallocation of central and corporate service charges previously held centrally in business support services to individual business units.

### Savings

Savings of £163k relate to the following:

- £50k net income recovery of reasonable costs (contribution to overheads) from issuing permits and licences to statutory undertakers under the Traffic Management Act which became operational from 01/03/09.
- £50k income from implementation of "pay by phone" parking charges.
- £50k efficiencies from lower contract costs by the procurement of new IT system with lower operating costs.
- £13k efficiencies from rationalisation of support costs as part of the planned modernisation and accommodation strategy.

## Divisional management

### Description of service

The core function of this team is to provide support services to the head of service and business unit managers. The divisional management 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>2009/10 total budget £'000</b>	<b>2010/11 total budget £'000</b>
Employees	389	390
Equipment, Furniture & Materials	15	15
Communications & Computing	48	42
Printing, Stationary & Office Expenses	<u>32</u>	32
Supplies and Services	94	89
Capital Charges	3	3
<b>Total Expenditure</b>	<b>486</b>	<b>482</b>
Recharges	(80)	(80)
<b>Total Income</b>	<b>(80)</b>	<b>(80)</b>
<b>Net Expenditure</b>	<b>406</b>	<b>402</b>

### Explanation of budget

#### Employees

The divisional management employee budget is based on an establishment of 5 FTE's.

#### Recharges

These budgets are for the recovery of overheads from business units.

<b>Movements</b>	<b>£'000</b>
<b>2009/10 Net Budget</b>	<b>406</b>
Inflation	2
Savings	(6)
<b>2010/11 Net Budget</b>	<b>402</b>

### Explanation of movements

#### Savings

Savings of £6k relate to rationalisation of support costs as part of the planned modernisation and accommodation strategy.

## South Dock Marina

### Description of service

South Dock Marina provides mooring services for both long term stays and visitors. Long term berths are available for leisure and residential use and are allocated upon signing a berthing license with the marina. The marina also has a 20 ton crane with yard facilities and car park.

Key objectives for the coming year are:

- Refurbishment of marina infrastructure.
- To make Marina's financial systems and procedures more robust.

### Cost centre group KC227

<b>Subjective analysis summary</b>	<b>2009/10 total budget £'000</b>	<b>2010/11 total budget £'000</b>
Employees	336	337
Property Costs	218	222
Equipment, Furniture & Materials	13	13
Communications & Computing	5	5
Printing, Stationary & Office Expenses	7	7
Miscellaneous	<u>2</u>	<u>2</u>
Supplies and Services	27	27
Third Party Payments	28	28
Support Services	0	190
<b>Total Expenditure</b>	<b>608</b>	<b>805</b>
Fees and Charges	(734)	(742)
<b>Total Income</b>	<b>(734)</b>	<b>(742)</b>
<b>Net Expenditure</b>	<b>(126)</b>	<b>63</b>

## Explanation of budget

### Employees

The employee budget is based on an establishment of 12 FTE's.

### Support services

The budget represents management and support services costs 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.

### Fees and charges

The income is from mooring fees.

<b>Movements</b>	<b>£'000</b>
<b>2009/10 Net Budget</b>	<b>(127)</b>
Inflation	(1)
Budget adjustments	190
<b>2010/11 Net Budget</b>	<b>63</b>

## Explanation of movements

### Inflation

Inflation includes the impact of increase in fees and charges on income.

### Budget adjustments

This relates to reallocation of central and corporate service charges previously held centrally in business support services to individual business units.

## 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>2009/10 total budget £'000</b>	<b>2010/11 total budget £'000</b>
Employees	464	466
Property Costs	106	107
Transport	20	20
Equipment, Furniture & Materials	16	16
Clothing, Uniforms & Laundry	3	3
Services	43	44
Communications & Computing	29	29
Printing, Stationary & Office Expenses	<u>6</u>	<u>6</u>
Supplies and Services	96	97
Third Party Payments	471	475
Support Services	152	153
<b>Total Expenditure</b>	<b>1,308</b>	<b>1,319</b>
Fees and Charges	(1,239)	(1,251)
Customer Receipts	(26)	(27)
Recharges	(43)	(43)
<b>Total Income</b>	<b>(1,308)</b>	<b>(1,321)</b>
<b>Net Expenditure</b>	<b>0</b>	<b>(2)</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.

### Support services

The budget represents management and support services costs 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.

### Fees and charges

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

### Recharges

These relate to internal recharges for operation of skip licences.

<b>Movements</b>	<b>£'000</b>
<b>2009/10 Net Budget</b>	<b>0</b>
Inflation	(2)
<b>2010/11 Net Budget</b>	<b>(2)</b>

## Explanation of movements

### Inflation

Inflation includes the impact of increase in fees and charges on income.

## 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).
- Transformation of the Burgess park.

### Cost centre group KC610

<b>Subjective analysis summary</b>	<b>2009/10 total budget £'000</b>	<b>2010/11 total budget £'000</b>
Agency Staff	29	29
Employees (excluding agency staff)	<u>1,602</u>	<u>1,610</u>
Employees	1,631	1,639
Property Costs	926	956
Transport	69	70
Equipment, Furniture & Materials	20	21
Services	54	55
Communications & Computing	35	36
Printing, Stationary & Office Expenses	47	48
Subscriptions	<u>1</u>	<u>1</u>
Supplies and Services	158	160
Third Party Payments	3,302	3,398
Support Services	81	655
Capital Charges	502	502
<b>Total Expenditure</b>	<b>6,669</b>	<b>7,381</b>
Fees and Charges	(416)	(420)
Customer Receipts	(16)	(16)
Interest	(13)	(13)
Recharges	(337)	(341)
<b>Total Income</b>	<b>(782)</b>	<b>(789)</b>
<b>Net Expenditure</b>	<b>5,887</b>	<b>6,592</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 building, utility cost and business rates for parks, ground maintenance and tree maintenance.

### Third party payments

These consist mainly of payments to term contractors for ground maintenance and tree maintenance.

### Support services

The budget represents management and support services costs 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.

### Fees and charges

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

<b>Movements</b>	<b>£'000</b>
<b>2009/10 Net Budget</b>	<b>5,887</b>
Inflation	130
Budget adjustments	573
<b>2010/11 Net Budget</b>	<b>6,592</b>

## Explanation of movements

### Inflation

Inflation includes an increase in utility charges above base inflation.

### Budget adjustments

This relates to reallocation of central and corporate service charges previously held centrally in business support services to individual business units.



## Cemeteries and crematoriums

### Description of service

The aim of this service is to provide an efficient burial and cremation service 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 KD640

<b>Subjective analysis summary</b>	<b>2009/10 total budget £'000</b>	<b>2010/11 total budget £'000</b>
Employees	466	468
Property Costs	138	149
Equipment, Furniture & Materials	33	33
Services	5	5
Communications & Computing	4	4
Printing, Stationary & Office Expenses	4	4
Miscellaneous	1	1
Supplies and Services	47	47
Third Party Payments	33	34
Support Services	0	119
Capital Charges	6	6
<b>Total Expenditure</b>	<b>689</b>	<b>823</b>
Fees and Charges	(1,324)	(1,132)
<b>Total Income</b>	<b>(1,324)</b>	<b>(1,132)</b>
<b>Net Expenditure</b>	<b>(635)</b>	<b>(309)</b>

## Explanation of budget

### Employees

The cemeteries and crematoriums employee budget is based on an establishment of 18 FTE's.

### Support services

The budget represents management and support services costs 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.

### Fees and charges

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

<b>Movements</b>	<b>£'000</b>
<b>2009/10 Net Budget</b>	<b>(635)</b>
Inflation	1
Budget adjustments	119
Commitments	206
<b>2010/11 Net Budget</b>	<b>(309)</b>

## Explanation of movements

### Inflation

Inflation includes an increase in utility charges above base inflation.

### Budget adjustments

This relates to reallocation of central and corporate service charges previously held centrally in business support services to individual business units.

### Commitments

This addresses the significant challenges in meeting the income target in this unit due to volume reductions and capacity issues.

## Public realm projects

### Description of service

Public realm projects are responsible for the implementation and management of all public realm projects. i.e. cleaner, greener and safer, transport and highways projects. For example traffic calming, resurfacing, cycle schemes and bus priority schemes etc. Moreover, this unit is responsible for supporting area management and area engagement initiatives in delivering 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:

- Cleaner, greener and safer programme
- Transport and highways projects
- Area working
- Liveability action teams
- Visual audits
- Street leaders
- Area plans
- Cleaner, greener, safer consultation

Key Objectives for the coming year are:

- Delivery of projects on time
- Delivery of projects to specification
- Delivery of projects within budget
- Implementation of market's improvement plan
- Delivery of the cleaner, greener, safer programme

### Cost centre group KC620

<b>Subjective analysis summary</b>	<b>2009/10 total budget £'000</b>	<b>2010/11 total budget £'000</b>
Agency Staff	4	4
Employees (excluding agency staff)	<u>1,103</u>	<u>1,108</u>
Employees	1,107	1,112
Property Costs	3	3
Transport	7	8
Equipment, Furniture & Materials	2	2
Catering	2	2
Services	112	113
Communications & Computing	28	29
Printing, Stationary & Office Expenses	9	9
Grants	304	306
Subscriptions	<u>1</u>	<u>1</u>
Supplies and Services	458	462
Capital Charges	130	130
<b>Total Expenditure</b>	<b>1,704</b>	<b>1,714</b>
Government Grants	(250)	(252)
Fees and Charges	(3)	(3)
Recharges	(404)	(408)
<b>Total Income</b>	<b>(657)</b>	<b>(663)</b>
<b>Net Expenditure</b>	<b>1,047</b>	<b>1,050</b>

## Explanation of budget

### Employees

The public realm projects employee budget is based on an establishment of 46 FTE's.

### Support services

The budget represents management and support services costs 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.

### Grants & subscriptions

The unit pays out grants totalling £306k to the following voluntary organisations.

Centre for Wildlife Gardening

Groundwork London

Surrey Docks Farm

Trust for Urban Ecology

Bankside Open Space Trust

Walworth Garden Farm

Pumphouse

### Government grants

These are grants that used to pay for area action teams.

<b>Movements</b>	<b>£'000</b>
<b>2009/10 Net Budget</b>	<b>1,047</b>
Inflation	3
<b>2010/11 Net Budget</b>	<b>1,050</b>

## Explanation of movements

### Inflation

Inflation includes increase in utility charges above base inflation.

# Housing general fund

## Divisional summary

### Description of division

These are housing management related services such as maintenance of stair lift and travellers' sites that are funded from the general fund.

Cost centre group KB250

<b>Subjective analysis summary</b>	<b>2009/10 total budget £'000</b>	<b>2010/11 total budget £'000</b>
Property Costs	148	151
Supplies and Services	35	35
Capital Charges	18	18
<b>Total Expenditure</b>	<b>201</b>	<b>204</b>
Fees and Charges	(116)	(117)
Recharges	(6)	(6)
<b>Total Income</b>	<b>(121)</b>	<b>(123)</b>
<b>Net Expenditure</b>	<b>80</b>	<b>82</b>

### Explanation of budget

Property costs

This covers repair & maintenance of stairlifts and utility charges for the travellers' sites.

Fees and charges

This relates to income received from travellers' sites.

<b>Movements</b>	<b>£'000</b>
<b>2009/10 Net Budget</b>	<b>80</b>
Inflation	2
<b>2010/11 Net Budget</b>	<b>82</b>

# Community safety and enforcement

## Divisional summary

### Description of division

This division consists of five main areas:

**Public Protection** – This service includes 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 & policy** - Analysts, 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 & drugs**– The crime and drugs unit is subdivided into 3 sub-groups:

- External funding – external grants are secured to fund work in this area, often by commissioning external organisations.
- Hate crimes and young people & 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.
- Programmes in relation to the safer Southwark partnership – this includes providing training for courses to deal with crime and drugs and alcohol projects.

<b>Services</b>	<b>2009/10 total budget £'000</b>	<b>2010/11 total budget £'000</b>
Public protection	3,628	4,030
Community wardens	4,907	4,410
Business and policy unit	2,709	4,259
External funding grant projects	423	427
Enforcement and creative design	1,359	1,206
Young people and hate crime	811	910
Crime and drugs	326	328
<b>Community safety and enforcement</b>	<b>14,163</b>	<b>15,570</b>

## Cost centre group KB300

<b>Subjective analysis summary</b>	<b>2009/10 total budget £'000</b>	<b>2010/11 total budget £'000</b>
Agency Staff	199	200
Employees (excluding agency staff)	<u>11,467</u>	<u>11,503</u>
Employees	11,666	11,703
Property Costs	179	183
Transport	146	56
Equipment, Furniture & Materials	167	169
Catering	12	12
Clothing, Uniforms & Laundry	12	12
Services	915	644
Communications & Computing	331	334
Printing, Stationary & Office Expenses	109	110
Grants	631	730
Subscriptions	5	5
PFI & PPP Schemes	0	0
Miscellaneous	<u>102</u>	<u>103</u>
Supplies and Services	2,285	2,120
Third Party Payments	2,349	2,372
Recharges from HRA	155	156
Other recharges	<u>96</u>	<u>2100</u>
Support Services	251	2,256
Capital Charges	22	22
<b>Total Expenditure</b>	<b>16,898</b>	<b>18,712</b>
Government Grants	299	301
Other Grants & Contributions	0	0
Fees and Charges	(968)	(1,021)
Customer Receipts	(151)	(153)
Interest	0	0
External Contract Income	0	0
Deductions & Reimbursements	0	0
Recharge to HRA	(1,704)	(,2055)
Other Recharges	(211)	(214)
<b>Total Income</b>	<b>(2,735)</b>	<b>(3,142)</b>
<b>Net Expenditure</b>	<b>14,163</b>	<b>15,570</b>

Services	2009/10		Budget adjustments £'000	Corporate adjustments £'000	Commitments £'000	savings £'000	2010/11
	Net budget £'000	Inflation £'000					total budget £'000
Public protection	3,628	21	465	0	0	(83)	4,030
Community wardens	4,907	22	0	0	(50)	(470)	4,410
Business and policy unit	2,709	23	1,538	0	0	(12)	4,259
External funding grant projects	423	4	0	0	0	0	427
Enforcement and creative design	1,359	7	0	0	0	(160)	1,206
Young people and hate crime	811	6	0	94	0	0	910
Crime and drugs	326	3	0	0	0	0	328
<b>Community safety and enforcement</b>	<b>14,163</b>	<b>86</b>	<b>2,003</b>	<b>94</b>	<b>(50)</b>	<b>(725)</b>	<b>15,570</b>



## Public protection

### Description of service

This business unit is concerned with entertainment licences, trading standards, food, pollution, health and safety, emergency planning and houses in multiple occupation.

Cost centre group KC240

<b>Subjective analysis summary</b>	<b>2009/10 total budget £'000</b>	<b>2010/11 total budget £'000</b>
Employees	3,750	3,735
Property Costs	13	13
Transport	33	34
Equipment, Furniture & Materials	63	64
Catering	3	3
Clothing, Uniforms & Laundry	2	2
Services	138	140
Communications & Computing	88	89
Printing, Stationary & Office Expenses	12	12
Subscriptions	5	5
Miscellaneous	<u>23</u>	<u>23</u>
Supplies and Services	333	337
Third Party Payments	12	12
Support Services	0	465
Capital Charges	21	21
<b>Total Expenditure</b>	<b>4,164</b>	<b>4,617</b>
Fees and Charges	(455)	(505)
Customer Receipts	(50)	(51)
Recharges	(30)	(31)
<b>Total Income</b>	<b>(536)</b>	<b>(587)</b>
<b>Net Expenditure</b>	<b>3,628</b>	<b>4,030</b>

## Explanation of budget

### Employees

Total number of staff is 69 FTE's with an average cost of £50.1k per FTE.

### Services

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

### Support services

The budget represents management and corporate support services costs 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.

### Fees and charges

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

<b>Movements</b>	<b>£'000</b>
<b>2009/10 Net Budget</b>	<b>3,628</b>
Inflation	21
Budget adjustments	465
Savings	(83)
<b>2010/11 Net Budget</b>	<b>4,030</b>

## Explanation of movements

### Budget adjustments

This relates to reallocation of central and corporate charges previously held centrally in business support services to individual business units.

### Savings

This is made up of £50k additional income from licensing fees for high risk houses in multiple occupation by increased inspection and £33k from service restructuring of the special projects team.

## Community wardens

### Description of service

The main objective of the community warden scheme is to reduce crime and fear of crime across the borough. This also includes the operation of CCTV cameras and Southwark anti-social behaviour unit (SASBU).

### Cost centre group KC270

<b>Subjective analysis summary</b>	<b>2009/10 total budget £'000</b>	<b>2010/11 total budget £'000</b>
Agency Staff	80	81
Employees (excluding agency staff)	<u>5,394</u>	<u>5,594</u>
Employees	5,474	5,675
Property Costs	144	148
Transport	55	(25)
Equipment, Furniture & Materials	27	28
Catering	2	2
Clothing, Uniforms & Laundry	10	10
Services	575	301
Communications & Computing	219	221
Printing, Stationary & Office Expenses	<u>30</u>	<u>30</u>
Supplies and Services	862	591
Third Party Payments	264	267
Recharges from HRA	155	156
Capital Charges	1	1
<b>Total Expenditure</b>	<b>6,956</b>	<b>6,814</b>
Government Grants	(64)	(64)
Customer Receipts	(101)	(102)
Recharge to HRA	(1,703)	(2,055)
Recharges	(181)	(183)
<b>Total Income</b>	<b>(2,049)</b>	<b>(2,404)</b>
<b>Net Expenditure</b>	<b>4,907</b>	<b>4,410</b>

## Explanation of budget

### Employees

Total number of staff is 126.8 FTE's with an average cost of £44.2k per FTE.

### Supplies & Services

The biggest elements relate to legal fees (£217k) and telecommunication costs (£193k).

### Support services

The budget represents management and corporate support services costs 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 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.

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

<b>Movements</b>	<b>£'000</b>
<b>2009/10 Net Budget</b>	<b>4,907</b>
Inflation	22
Commitments	(50)
Savings	(470)
<b>2010/11 Net Budget</b>	<b>4,410</b>

## Explanation of movements

### Commitments

The £50k relates to the clawback of one off funding allocated last year to fund the "invest to save" initiative to use bicycles instead of motor vehicles for patrolling the borough.

Savings are made of:

- £160k is expected from the reorganisation of the division by realigning management structures resulting in reduction of senior management posts in the division.
- £280k relates to the scheduled ending of the current contract with the Metropolitan Police Service who previously provided joint funding.
- £30k is efficiency savings from reduced transport costs as a result of the "invest to save" initiative to use bicycles instead of motor vehicles for patrolling the borough.

## Business and policy unit

### Description of service

This unit encompasses the analysts, finance and policy/strategic 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>2009/10 total budget £'000</b>	<b>2010/11 total budget £'000</b>
Agency Staff	106	106
Employees (excluding agency staff)	<u>491</u>	<u>493</u>
Employees	597	599
Property Costs	19	20
Transport	2	(10)
Equipment, Furniture & Materials	18	18
Catering	1	1
Clothing, Uniforms & Laundry	0	0
Services	49	49
Communications & Computing	17	17
Printing, Stationary & Office Expenses	<u>57</u>	<u>58</u>
Supplies and Services	142	144
Third Party Payments	1,687	1,704
Support Services	74	1,613
<b>Total Expenditure</b>	<b>2,521</b>	<b>4,069</b>
Government Grants	188	189
<b>Total Income</b>	<b>188</b>	<b>189</b>
<b>Net Expenditure</b>	<b>2,709</b>	<b>4,259</b>

### Explanation of budget

#### Employees

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

#### Third party payments

£1.7 million of grant is distributed to the following voluntary organisations, external partner organisations and Council services as part of the local area agreement funding:

<b>Programme</b>	<b>Delivery Agent</b>
Southwark Community Games	Council
Youth Inclusion Programme- SCG	Youth Offending Team
WNF Innovation Fund	TBC
Programme Management	Council
GATES (VSS)	Victim Support Southwark
Community reparation	Youth Offending Team
Apprentiships	Council
Mediation and transformation	Voluntary Service Organisation
Victim Support Intensive Intervention Violent Crime	Victim Support Southwark
Serious Violence Advocacy	Voluntary Service Organisation
Tackling underage sales	Trading standards
Intensive intervention Camberwell (RAW)	In-Volve
Gangs disruption team	Youth Offending Team
SAFE accommodation (SERVE)	TBC
YIP in Peckham Kickstart	Kickstart
Operational HAMROW	Met police
SOS St Giles	St Giles
Reducing Reoffending Strategy	Council
Reducing Reoffending- Prison Link Services	Council
Youth PPO	Youth Offending Team
Adult PPO	Probation

#### Support services

The budget represents management and corporate support services costs 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>2009/10 Net Budget</b>	<b>2,709</b>
Inflation	23
Budget adjustments	1,538
Savings	(12)
<b>2010/11 Net Budget</b>	<b>4,259</b>

#### Explanation of movements

##### Budget adjustments

This relates to reallocation of central and corporate charges previously held centrally in Business support services to individual business units.

##### Savings

Efficiency savings of £12k are expected from the modernisation and accommodation strategies.

## 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>2009/10 total budget £'000</b>	<b>2010/11 total budget £'000</b>
Employees	3	3
Grants	50	50
Third Party Payments	196	197
<b>Total Expenditure</b>	<b>248</b>	<b>251</b>
Government Grants	175	176
<b>Total Income</b>	<b>175</b>	<b>176</b>
<b>Net Expenditure</b>	<b>423</b>	<b>427</b>

### Explanation of budget

Grant expenditure

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. The £50k funding will be allocated to the following:

<b>Youth Taskforce ABG</b>	<b>Delivery Agent</b>
LIFE project	London Fire Brigade
Ex Gen	Voluntary Service Organisation
Mediation	Southwark Mediation
Reparations Activities- Equipment	Community safety enforcement &CD

Third party payment

197K of external grant funding is distributed to the following voluntary organisations, external partners and council services as part of joint partnership working:

<b>Domestic Violence</b>	<b>Delivery Agent(s)</b>
Bede IDVA	Bede House
Reducing Reoffending Strategy	Council
Diamond Initiative	Various
DV project money	Various Voluntary Service Organisations

<b>Movements</b>	<b>£'000</b>
<b>2009/10 Net Budget</b>	<b>423</b>
Inflation	4
<b>2010/11 Net Budget</b>	<b>427</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>2009/10 total budget £'000</b>	<b>2010/11 total budget £'000</b>
Employees	1,611	1,793
Property Costs	1	1
Transport	56	56
Equipment, Furniture & Materials	45	46
Clothing, Uniforms & Laundry	1	1
Services	74	74
Communications & Computing	<u>6</u>	<u>7</u>
Supplies and Services	126	127
Third Party Payments	74	75
<b>Total Expenditure</b>	<b>1,868</b>	<b>2,053</b>
Fees and Charges	(508)	(512)
HRA Recharges		(335)
<b>Total Income</b>	<b>(508)</b>	<b>(847)</b>
<b>Net Expenditure</b>	<b>1,359</b>	<b>1,206</b>



### Explanation of budget

#### Employees

Total number of staff is 35 FTE's with an average cost of £51.2k.

#### Fees and charges

£512k represents income from the issue of fixed penalty notices for various offences, and for the issue of skip licences.

#### HRA recharges

This reflects the recharges made to HRA for enforcement activities such as noise control carried out in housing estates.

<b>Movements</b>	<b>£'000</b>
<b>2009/10 Net Budget</b>	<b>1,359</b>
Inflation	7
Savings	(160)
<b>2010/11 Net Budget</b>	<b>1,206</b>

### Explanation of movements

#### Savings

Savings of £160k are expected from the reorganisation of the division by realigning management structures resulting in reduction in senior management posts in the division.

## Young people and hate crime

### Description of service

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

Cost centre group KC340

<b>Subjective analysis summary</b>	<b>2009/10 total budget £'000</b>	<b>2010/11 total budget £'000</b>
Employees	174	175
Equipment, Furniture & Materials	12	12
Catering	6	6
Services	58	58
Grants	482	579
Miscellaneous	<u>66</u>	<u>67</u>
Supplies and Services	623	722
Third Party Payments	14	14
<b>Total Expenditure</b>	<b>811</b>	<b>910</b>
<b>Total Income</b>	<b>0</b>	<b>0</b>
<b>Net Expenditure</b>	<b>811</b>	<b>910</b>

### Explanation of budget

#### Employees

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

#### Grant expenditure

The £579k grants are given for work with the following local primary care trusts (PCT) and other organisations for treating young people with drug issues and for work with domestic violence refugees:

<b>Young Persons Substance Misuse Partnership</b>	<b>Delivery Agent</b>
Staffing set up costs for new service	Blenheim CDP
CDEP 50% of allocation	London Borough of Lewisham
Young People consultation	Eclectic Productions
Residential Rehab & Treatment	
New Service Start Up and TUPE costs (for Q3 and Q4)	Blenheim - Exuite vehicle/services/start up costs
Delivery chain	Southwark Council - Community Safety
Young Offenders	Southwark Council - Youth Offending Team

<b>CLG - Preventing violent extremism (PVE)</b>	<b>Delivery Agent</b>
Radical Middle Way	Radical Middleway
Engagement & Dialogue	CIDU
Event: Napoleon- Mutah Beale	Council
Rockingham Youth Festival	Bengali Community Development Project
Southwark Muslim Forum	VSO- SMF
Southwark Muslim Parents Project	Council - CIDU
Southwark Multi Faith Forum	Council - CIDU
South City Radio Project: Young Muslims	Council
Training: Muslim Awareness training for staff	Muslim Safety Forum
Training: Leadership for female Muslims	Southwark Muslim Women's Association

<b>Movements</b>	<b>£'000</b>
<b>2009/10 Net Budget</b>	<b>811</b>
Inflation	6
Corporate Adjustments	94
<b>2010/11 Net Budget</b>	<b>910</b>

### **Explanation of movements**

Corporate adjustments

This reflects passporting of area based grants to community services division.

## 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>2009/10 total budget £'000</b>	<b>2010/11 total budget £'000</b>
Agency Staff	13	13
Employees (excluding agency staff)	<u>45</u>	<u>45</u>
Employees	58	58
Property Costs	1	1
Equipment, Furniture & Materials	2	2
Services	22	22
Communications & Computing	1	1
Printing, Stationary & Office Expenses	11	11
Grants	99	100
Subscriptions	1	1
Miscellaneous	<u>13</u>	<u>13</u>
Supplies and Services	148	150
Third Party Payments	101	102
Support Services	22	22
<b>Total Expenditure</b>	<b>329</b>	<b>332</b>
Fees and Charges	(4)	(4)
<b>Total Income</b>	<b>(4)</b>	<b>(4)</b>
<b>Net Expenditure</b>	<b>326</b>	<b>328</b>

### Explanation of budget

#### Employees

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

#### Grants and third party payments

£100k shown under grants and £102k shown as third party payments relates to funding to the following voluntary sector organisations:

<b>Programme</b>	<b>Delivery Agent</b>
Domestic violence	Victim Support Southwark
Domestic violence	St Giles
Domestic violence	Africa Advocacy
Domestic violence	Trainers
Alcohol	St Mungo's

<b>Movements</b>	<b>£'000</b>
<b>2009/10 Net Budget</b>	<b>326</b>
Inflation	2
<b>2010/11 Net Budget</b>	<b>328</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 consolidation.

Cost centre group KB400

<b>Subjective analysis summary</b>	<b>2009/10 total budget £'000</b>	<b>2010/11 total budget £'000</b>
Employees	813	817
Property Costs	5	5
Transport	14	14
Equipment, Furniture & Materials	16	16
Catering	34	31
Services	123	124
Communications & Computing	59	59
Printing, Stationary & Office Expenses	13	13
Subscriptions	4	4
Supplies and Services	248	248
Third Party Payments	150	152
Support Services	10,028	(1,037)
Capital Charges	3	3
<b>Total Expenditure</b>	<b>11,260</b>	<b>201</b>
Deductions & Reimbursements	(5)	(1)
Recharges	(1,125)	0
<b>Total Income</b>	<b>(1,130)</b>	<b>(1)</b>
<b>Net Expenditure</b>	<b>10,130</b>	<b>200</b>

## Explanation of budget

### Employees

Total number of staff is 18 FTE's with an average employee cost of £44k.

The majority of the costs within this budget heading are for staff and associated support costs which are recharged across the service areas. The £200k balance relates to pension costs which are classified as unapportionable overheads.

<b>Movements</b>	<b>£'000</b>
<b>2009/10 Net Budget</b>	<b>10,130</b>
Inflation	99
Budget adjustments	(10,027)
Savings	(2)
<b>2010/11 Net Budget</b>	<b>200</b>

## Explanation of movements

### Budget adjustments

This relates to reallocation of central and corporate charges previously held centrally in business support services to individual business units.

### Savings

Efficiency savings of £2k is expected from the modernisation and accommodation strategies.

## Sustainable services

### Divisional summary

#### Description of division

Sustainable services division is responsible for delivering Southwark's sustainability functions that include refuse, recycling, cleaning, pest control, public conveniences, energy and sustainable education. It is also responsible for monitoring the council's corporate sustainability agenda and managing 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 the controlled disposal of over 116,000 tonnes of municipal waste each year.

Services	2009/10 total budget £'000	2010/11 total budget £'000
Sustainable services overheads	627	321
Street cleansing	7,742	8,766
Environmental education	367	487
Waste PFI	18,738	20,908
Environmental health - hygiene services	119	94
Sustainable energy strategy	333	896
<b>Total for sustainable services</b>	<b>27,926</b>	<b>31,472</b>

Cost centre group KB500

<b>Subjective analysis summary</b>	<b>2009/10 total budget £'000</b>	<b>2010/11 total budget £'000</b>
Agency Staff	3,439	3,456
Employees (excluding agency staff)	<u>16,796</u>	<u>16,769</u>
Employees	20,235	20,225
Property Costs	734	752
Transport	1,707	1,722
Equipment, Furniture & Materials	771	1,029
Catering	8	8
Clothing, Uniforms & Laundry	86	86
Services	591	597
Communications & Computing	46	46
Printing, Stationary & Office Expenses	15	15
Subscriptions	1	1
PFI & PPP Schemes	19,527	19,978
Miscellaneous	<u>3</u>	<u>3</u>
Supplies and Services	21,046	21,762
Third Party Payments	3,377	3,341
Support Services	772	3,843
Capital Charges	67	67
<b>Total Expenditure</b>	<b>47,938</b>	<b>51,714</b>
Government Grants	(2,776)	(2,776)
Fees and Charges	(771)	(889)
External Contract Income	(508)	(513)
Deductions & Reimbursements	(7)	(7)
Recharge to HRA	(14,892)	(14,988)
Recharges	(1,059)	(1,069)
<b>Total Income</b>	<b>(20,012)</b>	<b>(20,242)</b>
<b>Net Expenditure</b>	<b>27,926</b>	<b>31,472</b>

<b>Services</b>	<b>2009/10 net budget £'000</b>	<b>Inflation £'000</b>	<b>Budget adjustments £'000</b>	<b>Commitments £'000</b>	<b>Savings £'000</b>	<b>2010/11 net budget £'000</b>
Sustainable services overheads	627	11	(316)	0	0	321
Street cleansing	7,742	44	979	0	0	8,765
Environmental education	367	2	200	0	(82)	487
Waste PFI	18,738	499	1,671	0	0	20,908
Hygiene services	119	(3)	8	0	(30)	94
Sustainable energy strategy	333	1	412	150	0	896
<b>Sustainable services</b>	<b>27,926</b>	<b>555</b>	<b>2,954</b>	<b>150</b>	<b>(112)</b>	<b>31,472</b>



## Sustainable services overheads

### Description of service

This covers the management of the division's corporate responsibilities. 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>2009/10 total budget £'000</b>	<b>2010/11 total budget £'000</b>
Employees	645	648
Property Costs	200	211
Transport	6	6
Equipment, Furniture & Materials	20	20
Communications & Computing	15	16
Printing, Stationary & Office Expenses	12	12
Subscriptions	<u>1</u>	<u>1</u>
Supplies and Services	48	49
Support Services	(328)	(538)
Capital Charges	56	56
<b>Total Expenditure</b>	<b>627</b>	<b>431</b>
Fees and Charges	0	(110)
<b>Total Income</b>	<b>0</b>	<b>(110)</b>
<b>Net Expenditure</b>	<b>627</b>	<b>321</b>

## Explanation of budget

### Employees

The unit has 4 FTE budgeted posts. The employees budget also includes pension costs (added years) of £321k.

### Support services

The negative figure shown reflects the apportionment of sustainable services overheads both corporate and divisional, except for pension costs of ex staff, to each service area within the division to ensure that individual service budgets reflect their total cost inclusive of support costs. In previous year some of the divisional charges were held centrally. This explains the variance between the years.

### Fees and charges

This relates to a service charge levied on the Waste PFI contract partner, Veolia environmental services, to cover its agreed share of the annual accommodation costs of Manor Place Depot. The depot is currently the operating base of the Waste PFI contract until the completion of the Old Kent Road facility.

<b>Movements</b>	<b>£'000</b>
<b>2009/10 Net Budget</b>	<b>627</b>
Inflation	11
Budget adjustments	(316)
<b>2010/11 Net Budget</b>	<b>321</b>

## Explanation of movements

### Budget adjustments

This relates to recoupment of central and corporate charges (overheads) previously held centrally in business support services cost centres to direct service cost codes.

## Street cleansing & highways grounds maintenance

### 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 366km 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 via a mixture of litter picking and manual sweeping. This is augmented by mechanical sweeping and fly tip removal.

### Cost centre group KC502

<b>Subjective analysis summary</b>	<b>2009/10 total budget £'000</b>	<b>2010/11 total budget £'000</b>
Agency Staff	1,286	1,293
Employees (excluding agency staff)	<u>5,367</u>	<u>5,394</u>
Employees	6,653	6,687
Transport	888	897
Equipment, Furniture & Materials	318	321
Clothing, Uniforms & Laundry	<u>7</u>	<u>7</u>
Supplies and Services	325	328
Third Party Payments	21	21
Support Services	656	1,641
<b>Total Expenditure</b>	<b>8,543</b>	<b>9,575</b>
External Contract Income	(196)	(198)
Recharges	(606)	(612)
<b>Total Income</b>	<b>(801)</b>	<b>(809)</b>
<b>Net Expenditure</b>	<b>7,742</b>	<b>8,766</b>

## Explanation of budget

### Employees

The unit has 281 FTE budgeted posts of which 240 are street cleaning operatives, 13 night cleansing operatives, 12 highways grounds/verges operatives, 4 weed spraying operatives, 2 dog clinical waste operatives, 2 water wardens, 2 hostels cleaners, and 6 supervisors. The total employee cost includes 76 agency staff.

### Transport

This budget covers the hire and running costs (fuel, repairs and maintenance) of the vehicles for street cleansing operations. The service has 51 vehicles.

### Supplies and services

This budget covers the direct operational costs (cleaning supplies and equipment) of the business unit.

### 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. Some of these charges were previously held centrally in business support services.

### Income

The service undertakes ad-hoc jobs (removal of dead foxes/cats, broken glass and general rubbish from private properties). The unit has cleaning agreements with various housing associations, schools, parks, Southwark hostels, street markets and the pool of London.

<b>Movements</b>	<b>£'000</b>
<b>2009/10 Net Budget</b>	<b>7,742</b>
Inflation	44
Budget adjustments	979
<b>2010/11 Net Budget</b>	<b>8,765</b>

## Explanation of movements

### Budget adjustments

This relate to reallocation of central and corporate charges previously held centrally in business support services to individual business units.

## 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 each school at least once a year and currently all 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>2009/10 total budget £'000</b>	<b>2010/11 total budget £'000</b>
Employees	309	230
Property Costs	6	6
Transport	11	9
Equipment, Furniture & Materials	19	19
Services	<u>21</u>	<u>21</u>
Supplies and Services	39	40
Third Party Payments	3	3
Support Services	0	200
<b>Total Expenditure</b>	<b>367</b>	<b>487</b>
<b>Total Income</b>	<b>0</b>	<b>0</b>
<b>Net Expenditure</b>	<b>367</b>	<b>487</b>

## Explanation of budget

### Employees

The unit has 6 FTE budgeted posts. The average employee cost, including on costs and other staff related costs is £38k.

### 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. These were previously held centrally in business support services.

<b>Movements</b>	<b>£'000</b>
<b>2009/10 Net Budget</b>	<b>367</b>
Inflation	2
Budget adjustments	200
Savings	(82)
<b>2010/11 Net Budget</b>	<b>487</b>

## Explanation of movements

### Savings

£80k savings is to be achieved by reconfiguring the services delivered through the environmental education programme. Efficiency savings of £2k is expected from the modernisation and accommodation strategies.

### Budget adjustments

This relate to reallocation of central and corporate charges previously held centrally in business support services to individual business units.

## Waste PFI

### Description of service

The council is a statutory waste disposal authority under the Environmental Protection Act 1990 and has a statutory duty for the management of the controlled disposal of approximately 120,000 tonnes of waste per annum from households (including schools, student hostels and care homes), 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.

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.

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.

### Cost centre group KC505

<b>Subjective analysis summary</b>	<b>2009/10 total budget £'000</b>	<b>2010/11 total budget £'000</b>
Employees	349	350
Property Costs	96	97
Transport	3	3
Services	570	576
Communications & Computing	4	4
PFI & PPP Schemes	<u>19,527</u>	<u>19,978</u>
Supplies and Services	20,101	20,557
Third Party Payments	2,700	2,757
Support Services	77	1,749
Capital Charges	9	9
<b>Total Expenditure</b>	<b>23,335</b>	<b>25,523</b>
Government Grants	(2,776)	(2,776)
Fees and Charges	(715)	(722)
Recharge to HRA	(1,105)	(1,116)
<b>Total Income</b>	<b>(4,597)</b>	<b>(4,615)</b>
<b>Net Expenditure</b>	<b>18,738</b>	<b>20,908</b>

## Explanation of budget

### Employees

The unit has 9 FTE budgeted posts. The average employee cost, including on costs and other staff related costs is £38.8k.

### Services

This covers 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.

### 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. Some of these charges were previously held centrally in business support services.

### Government grants

The council has an approved government credit of £34.5m for the waste PFI. This translates into an annual grant of £2.7 million for the waste collection and disposal elements of the contract.

### Fees and charges

The unit provides a refuse container hire service to housing managing 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). 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 recharges

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>2009/10 Net Budget</b>	<b>18,738</b>
Inflation	499
Budget adjustments	1,671
<b>2010/11 Net Budget</b>	<b>20,908</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. RPIX is equivalent to the Retail Price Index (RPI) excluding mortgage interest payments. It was the UK's target rate of inflation from 1992 to 2003. It avoids the distortions to inflationary rates caused by changes to mortgage interest payments as a result of changes to the bank rate. It is considered a more stable measure of "underlying" inflation than RPI.

#### Budget adjustments

This relate to reallocation of central and corporate charges previously held centrally in business support services to individual business units.

## 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>2009/10 total budget £'000</b>	<b>2010/11 total budget £'000</b>
Agency Staff	2,153	2,164
Employees (excluding agency staff)	<u>9,752</u>	<u>9,771</u>
Employees	11,905	11,934
Property Costs	423	430
Transport	798	806
Equipment, Furniture & Materials	410	414
Catering	8	8
Clothing, Uniforms & Laundry	78	79
Communications & Computing	<u>26</u>	<u>26</u>
Supplies and Services	522	527
Third Party Payments	501	506
Support Services	367	379
Capital Charges	2	2
<b>Total Expenditure</b>	<b>14,518</b>	<b>14,584</b>
Fees and Charges	(50)	(51)
External Contract Income	(312)	(315)
Deductions & Reimbursements	(7)	(7)
Recharge from HRA	(13,670)	(13,754)
Recharges	(360)	(364)
<b>Total Income</b>	<b>(14,399)</b>	<b>(14,490)</b>
<b>Net Expenditure</b>	<b>119</b>	<b>94</b>

## Explanation of budget

### Employees

The unit has 517 FTE budgeted posts. The average employee cost, including oncosts and other staff related costs is £23k. The 517 budgeted posts include 102 agency staff. The use of agency staff is essential to the efficient and smooth running of the service.

### Property

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 division.

### Third party payments

The budget covers subcontracted work of Southwark cleaning services (chute clearances, window cleaning and refuse bin cleaning on housing estates) 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. Some of these charges were previously held centrally in business 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

### Other income

The division undertakes contract and ad-hoc jobs for housing associations and other external clients (external contract income) as well as for schools, parks, Southwark hostels and other internal clients (shown as recharges).

<b>Movements</b>	<b>£'000</b>
<b>2009/10 Net Budget</b>	<b>119</b>
Inflation	(3)
Budget adjustments	8
Savings	(30)
<b>2010/11 Net Budget</b>	<b>94</b>

### **Explanation of movements**

#### Budget adjustments

This relates to reallocation of central and corporate charges previously held centrally in business support services to individual business units.

#### Savings

£30k savings will be achieved by rationalising the street inspection regime.

## Sustainable energy strategy

### Description of service

The energy strategy unit is responsible for the council's corporate sustainability function. Its functions include the delivery of the council's climate change strategy, national indicators climate change reduction targets, sustainability policy and energy procurement. The importance of climate change and energy management has increased in recent years and has greatly increased in prominence and scope. The council also now has a requirement to produce display energy certificates and energy performance certificates. The team's focus has therefore moved dramatically from its original focus on energy management of the council's housing estates.

The team also has responsibility for four new national indicators around climate change and fuel poverty. In addition, from 2010 the council will have stringent targets to meet under the carbon reduction commitment (CRC) energy efficiency scheme which is central to the UK's strategy for improving energy efficiency and reducing carbon dioxide (CO<sub>2</sub>) emissions, as set out in the Climate Change Act 2008.

In order to meet these indicators/targets, the unit launched the big emitters club programme (The 200 club) on 22 October 2009. Statistics show that workplaces produce 53% of Southwark's CO<sub>2</sub>. The 200 club will cluster local large emitters together and support them to cut these emissions.

### Cost centre group KC520

<b>Subjective analysis summary</b>	<b>2009/10 total budget £'000</b>	<b>2010/11 total budget £'000</b>
Employees	375	377
Property Costs	10	10
Transport	1	1
Equipment, Furniture & Materials	5	255
Printing, Stationary & Office Expenses	3	3
Miscellaneous	<u>3</u>	3
Supplies and Services	11	261
Third Party Payments	152	54
Support Services	0	412
<b>Total Expenditure</b>	<b>548</b>	<b>1,114</b>
Fees and Charges	(6)	(6)
Recharge to HRA	(117)	(118)
Recharges	(93)	(94)
<b>Total Income</b>	<b>(215)</b>	<b>(217)</b>
<b>Net Expenditure</b>	<b>333</b>	<b>896</b>

## Explanation of budget

### Employees

The unit has 13 FTE budgeted posts. The average employee cost, including oncosts and other staff related costs is £29k.

### Supplies and services

This includes £250k one off funding allocated for the installation of automatic meter reading technology systems for the council's utility metering devices for the purposes of billing and analysis.

### Third party payments

This budget included a £100K council investment in Salix - an independent, publicly funded company set up to accelerate public sector investment in energy efficient technologies. The movement (reduction) is the claw back of the £100k funding for the Salix 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. Some of these charges were previously held centrally in business support services.

### 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.

Income received from other internal clients are shown under Recharges

<b>Movements</b>	<b>£'000</b>
<b>2009/10 Net Budget</b>	<b>333</b>
Inflation	1
Budget adjustments	412
Commitments	150
<b>2010/11 Net Budget</b>	<b>896</b>

## Explanation of movements

### Budget adjustments

This relates to the reallocation of central and corporate charges previously held centrally in business support services to individual business units.

### Commitments

£250k one off funding allocated for the installation of automatic meter reading technology systems for the council's utility metering devices for the purposes of billing and analysis. This is offset by £100k that was clawed back for the one off funding that was allocated last year for "invest to save" initiatives to reduce energy costs of council's operational buildings.

## Culture, libraries, learning and leisure

### Divisional summary

#### Description of division

This division consists of four main areas namely:

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

**Libraries** – 12 standard libraries

**Adult learning** – provides community learning funded by a skills funding agency grant.

**Leisure** – 7 leisure centres, a water sports centre, sports grounds, community sports activities.

Services	2009/10 total budget £'000	2010/11 total budget £'000
Libraries	6,314	8,120
Leisure and wellbeing	4,274	4,315
Culture	1,723	2,085
Adult learning services	31	32
Culture, libraries, learning and leisure support	(2)	(17)
<b>Total for culture, libraries, learning and leisure</b>	<b>12,340</b>	<b>14,535</b>

Cost centre group KB900

<b>Subjective analysis summary</b>	<b>2009/10 total budget £'000</b>	<b>2010/11 total budget £'000</b>
Agency Staff	137	123
Employees (excluding agency staff)	<u>7,854</u>	<u>7,675</u>
Employees	7,991	7,798
Property Costs	1,416	1,485
Transport	104	105
Equipment, Furniture & Materials	766	774
Catering	9	9
Clothing, Uniforms & Laundry	14	14
Services	486	491
Communications & Computing	302	305
Printing, Stationary & Office Expenses	68	69
Grants	1,392	1,363
Subscriptions	49	49
Miscellaneous	<u>0</u>	<u>634</u>
Supplies and Services	3,086	3,708
Third Party Payments	2,314	2,324
Support Services	213	1,826
Capital Charges	637	637
<b>Total Expenditure</b>	<b>15,761</b>	<b>17,883</b>
Government Grants	(180)	(181)
Other Grants & Contributions	(2,072)	(2,088)
Fees and Charges	(801)	(706)
Customer Receipts	(133)	(134)
Recharges	(235)	(238)
<b>Total Income</b>	<b>(3,421)</b>	<b>(3,348)</b>
<b>Net Expenditure</b>	<b>12,340</b>	<b>14,535</b>

<b>Services</b>	<b>2009/10 net budget £'000</b>	<b>Inflation £'000</b>	<b>Budget adjustments £'000</b>	<b>Commitments £'000</b>	<b>Savings £'000</b>	<b>2010/11 net budget £'000</b>
Libraries	6,314	67	990	749	0	8,120
Leisure and wellbeing	4,274	37	234	0	(230)	4,315
Culture	1,723	16	387	0	(40)	2,085
Adult learning services	31	2	0	0	0	32
Culture, libraries, learning and leisure support	(2)	(1)	0	0	(14)	(17)
<b>Culture, libraries, learning and leisure</b>	<b>12,340</b>	<b>120</b>	<b>1,610</b>	<b>749</b>	<b>(284)</b>	<b>14,536</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>2009/10 total budget £'000</b>	<b>2010/11 total budget £'000</b>
Agency Staff	56	56
Employees (excluding agency staff)	<u>4,595</u>	<u>4,617</u>
Employees	4,651	4,674
Property Costs	723	773
Transport	48	48
Equipment, Furniture & Materials	633	639
Catering	3	3
Services	22	22
Communications & Computing	234	236
Printing, Stationary & Office Expenses	19	19
Subscriptions	35	35
Miscellaneous	<u>0</u>	<u>634</u>
Supplies and Services	946	1,589
Third Party Payments	9	9
Support Services	271	1,264
Capital Charges	228	228
<b>Total Expenditure</b>	<b>6,875</b>	<b>8,584</b>
Other Grants & Contributions	(102)	(103)
Fees and Charges	(415)	(316)
Recharges	(44)	(44)
<b>Total Income</b>	<b>(561)</b>	<b>(464)</b>
<b>Net Expenditure</b>	<b>6,314</b>	<b>8,120</b>

## Explanation of budget

### Employees

The libraries employee budget is based on an establishment of 133 FTE's.

### Property costs

These include rent and utility costs for the 12 libraries.

### Supplies and services

The increase in this budget reflects the additional funding of £634k allocated for the new library at Canada Water.

### 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.

### Fees and charges

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

<b>Movements</b>	<b>£'000</b>
<b>2009/10 Net Budget</b>	<b>6,314</b>
Inflation	67
Budget adjustments	990
Commitments	749
<b>2010/11 Net Budget</b>	<b>8,120</b>

## Explanation of movements

### Budget adjustments

This relates to reallocation of central and corporate charges previously held centrally in business support services to individual business units.

### Commitments

£634k establishes budget for the running costs of the new library. Any funding surplus from allocated budget will be used to support the current capital outlay for Canada Water library.

£103k compensates the income shortfall within the libraries business unit.

£12k funds the increase in rental costs at Camberwell Library.

## 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 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>2009/10 total budget £'000</b>	<b>2010/11 total budget £'000</b>
Agency Staff	24	24
Employees (excluding agency staff)	<u>1,109</u>	<u>897</u>
Employees	1,133	922
Property Costs	443	451
Transport	55	55
Equipment, Furniture & Materials	55	56
Catering	4	4
Clothing, Uniforms & Laundry	14	14
Services	237	239
Communications & Computing	19	19
Printing, Stationary & Office Expenses	8	8
Subscriptions	<u>1</u>	<u>1</u>
Supplies and Services	337	341
Third Party Payments	2,182	2,190
Support Services	63	297
Capital Charges	404	404
<b>Total Expenditure</b>	<b>4,617</b>	<b>4,660</b>
Government Grants	(180)	(181)
Other Grants & Contributions	(124)	(125)
Fees and Charges	(39)	(39)
<b>Total Income</b>	<b>(343)</b>	<b>(345)</b>
<b>Net Expenditure</b>	<b>4,274</b>	<b>4,315</b>

## Explanation of budget

### Employees

The leisure and wellbeing employee budget is based on an establishment of 22 FTE's.

### Third party payments

These are mainly the contracts costs.

### 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.

### Capital charges

Capital charges represent depreciation charges on the assets used by the business unit.

### Government and other grants

The total external grants expected to be received for leisure and wellbeing amount to £306k. £180k is allocated from the area based grant. Other grants are mainly received from Sports England and Sports Coach UK.

<b>Movements</b>	<b>£'000</b>
<b>2009/10 Net Budget</b>	<b>4,274</b>
Inflation	37
Budget adjustments	234
Savings	(230)
<b>2010/11 Net Budget</b>	<b>4,315</b>

## Explanation of movements

### Budget adjustments

This relates to reallocation of central and corporate charges previously held centrally in business support services to individual business units.

### Savings

£140k is to be achieved by structural review of the healthy living programme.

£90k efficiencies are to be gained from a mini leisure reorganisation.

## 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>2009/10 total budget £'000</b>	<b>2010/11 total budget £'000</b>
Employees	871	875
Property Costs	161	167
Transport	2	2
Equipment, Furniture & Materials	33	34
Catering	1	1
Services	186	188
Communications & Computing	24	24
Printing, Stationary & Office Expenses	31	31
Grants	629	594
Subscriptions	8	8
Supplies and Services	913	880
Third Party Payments	122	124
Support Services	39	426
Capital Charges	3	3
<b>Total Expenditure</b>	<b>2,110</b>	<b>2,477</b>
Fees and Charges	(297)	(300)
Customer Receipts	(50)	(51)
Recharges	(40)	(41)
<b>Total Income</b>	<b>(387)</b>	<b>(392)</b>
<b>Net Expenditure</b>	<b>1,723</b>	<b>2,085</b>

### Explanation of budget

#### Employees

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

#### Grants and third party payments

Grants of £594k and third party payments of £124k are the funds allocated for contracted grants payable to the following arts organisations and event management organisations:

Arts bodies
South London Gallery
STEP
Camberwell Arts Festival
Southwark Playhouse
Bermondsey Artists Group
New Peckham Varieties
Southwark Arts Forum
Carl Campbell Dance Co
Blue Elephant Theatre
London Bubble Theatre
Various small grants

Event organisers
Carnaval del Pueblo
Irish Festiva
The Mix
Bermondsey Carnival
Boundless
Thames Festival
LGBT

#### Services

These costs are associated with running a programme of events that runs throughout the year including The Event at Southwark Park, and Carnaval del Pueblo and The Mix (for young people) during the Burgess Park Weekend.

#### 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.

#### Fees and charges

Fees and charges of £300k include estimated film income of £208k and £43k from events hire.

<b>Movements</b>	<b>£'000</b>
<b>2009/10 Net Budget</b>	<b>1,723</b>
Inflation	16
Budget adjustments	387
Savings	(40)
<b>2010/11 Net Budget</b>	<b>2,085</b>

#### Explanation of movements

##### Budget adjustments

This relates to reallocation of central and corporate charges previously held centrally in business support services to individual business units.

##### Savings

£40k savings relates to the rationalisation of the service level agreement with South London Gallery.

## 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 Skills Funding Agency.

Cost centre group KC940

<b>Subjective analysis summary</b>	<b>2009/10 total budget £'000</b>	<b>2010/11 total budget £'000</b>
Agency Staff	20	20
Employees (excluding agency staff)	<u>1,085</u>	<u>1,090</u>
Employees	1,105	1,110
Property Costs	89	94
Equipment, Furniture & Materials	42	42
Catering	1	1
Services	41	41
Communications & Computing	23	23
Printing, Stationary & Office Expenses	10	10
Grants	763	769
Subscriptions	<u>5</u>	<u>5</u>
Supplies and Services	884	892
Third Party Payments	2	2
Support Services	59	59
Capital Charges	2	2
<b>Total Expenditure</b>	<b>2,140</b>	<b>2,159</b>
Other Grants & Contributions	(1,846)	(1,860)
Fees and Charges	(50)	(51)
Customer Receipts	(83)	(84)
Recharges	(130)	(132)
<b>Total Income</b>	<b>(2,109)</b>	<b>(2,126)</b>
<b>Net Expenditure</b>	<b>31</b>	<b>32</b>

## Explanation of budget

### Employees

The adult learning service employee budget is based on an establishment of 26 FTE's.

### 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.

### Grants and subscriptions

About 50% of the adult learning training provision is contracted out to various organisations outside of the Council. The budget of £769k covers the payments made to the following organisations:

Red Kite Learning
Multiskills Training
LLU+
Hip Hip
Flux Studios
Elephant Jobs
Blackfriars Settlement
Aylesbury Everywoman Centre
Cooltan Arts
Peckham Settlement
St Giles Trust
Vietnamese Women's Group
SMWA
Eclectic Productions
BEC Ltd
Globe Academy
Walworth Garden Farm
Stepping Stones
Beormund Community Centre
London Wildlife Trust

<b>Movements</b>	<b>£'000</b>
<b>2009/10 Net Budget</b>	<b>31</b>
Inflation	1
<b>2010/11 Net Budget</b>	<b>32</b>



## Culture, libraries, learning and leisure support

### Description of service

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

Cost centre group KC960

<b>Subjective analysis summary</b>	<b>2009/10 total budget £'000</b>	<b>2010/11 total budget £'000</b>
Agency Staff	36	23
Employees (excluding agency staff)	<u>194</u>	<u>195</u>
Employees	230	218
Transport	1	1
Equipment, Furniture & Materials	3	3
Communications & Computing	2	2
Printing, Stationary & Office Expenses	<u>1</u>	<u>1</u>
Supplies and Services	6	6
Support Services	(218)	(220)
<b>Total Expenditure</b>	<b>19</b>	<b>4</b>
Recharges	(21)	(21)
<b>Total Income</b>	<b>(21)</b>	<b>(21)</b>
<b>Net Expenditure</b>	<b>(2)</b>	<b>(17)</b>

### Explanation of budget

#### Employees

The culture, libraries, learning and leisure support employee budget is based on an establishment of 4 FTE's.

#### Support services

This budget is for recharging departmental service overheads.

<b>Movements</b>	<b>£'000</b>
<b>2009/10 Net Budget</b>	<b>(2)</b>
Inflation	(1)
Savings	(14)
<b>2010/11 Net Budget</b>	<b>(17)</b>

### Explanation of movements

#### 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 community services is focussed on an integrated health and community service that promotes health and well being and gives vulnerable adults far greater choice and control over their care and support in order that they can live more independent lives. This change is set out in the short pamphlet Putting People First (2007), which is a shared commitment by the Government, local councils and service providers to ensure that people who need care and support have the choice, flexibility and control to live their lives the way they wish.

The focus of health and community services will change from concern about what services it is providing to an emphasis on the benefits – or ‘outcomes’ – for vulnerable people. Our aim is that by March 2011 at least 30% of people eligible for social care funding will have a personal budget and exercise choice about what this is spent on to achieve their agreed outcomes. In particular we will work to ensure that our customers:

- Are healthy
- Have a good quality of life
- Make a positive contribution
- Exercise choice and control
- Are free from discrimination or harassment
- Have economic wellbeing
- Maintain their personal dignity.

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.

Clients contribute 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 (CRAG and fairer charging guidelines).

CRAG – charging for residential accommodation guidance – this sets out the detailed rules which every local authority is obliged to follow. The guidance is national and all residential and nursing clients living in registered accommodation are subject to the provision.

Fairer charging guidance is the equivalent “rule book” for non-residential services – this is more flexible and gives local authorities more discretion on how charges should be levied.

<b>Services</b>	<b>2009/10 total budget £'000</b>	<b>2010/11 total budget £'000</b>
Residential care	8,051	7,378
Nursing home placements	5,759	5,625
Home Care	8,227	8,616
Day Care	3,572	3,482
Assessment & care management	5,191	5,076
Direct payments	625	730
Other Services	4,900	5,073
<b>Older people</b>	<b>36,325</b>	<b>35,980</b>
Residential care	2,481	2,631
Nursing home placements	1,528	1,466
Home Care	3,589	2,585
Day Care	1,261	1,391
Assessment & care management	1,293	1,416
Direct payments	1,124	1,418
Other Services	2,864	3,724
<b>Adults under 65 with a physical disability or sensory impairment</b>	<b>14,140</b>	<b>14,631</b>
Residential care	24,683	25,912
Home Care	729	654
Day Care	5,294	5,397
Assessment & care management	2,178	3,858
Direct payments	795	970
Other Services	(8,783)	(7,208)
<b>Adults under 65 with a learning disability</b>	<b>24,896</b>	<b>29,583</b>
Residential care	4,051	4,118
Home Care	576	456
Day Care	352	367
Assessment & care management	2,965	3,053
Other Services	3,717	4,171
<b>Adults under 65 with mental health problems</b>	<b>11,661</b>	<b>12,165</b>
Substance misuse and other adult services	822	681
No recourse to public funds	2,432	2,382
<b>Other adult services</b>	<b>3,254</b>	<b>3,063</b>
<b>Supporting people</b>	<b>597</b>	<b>18,004</b>
Service strategy	1,299	1,489
Support services and business development services	7,836	3,896
<b>Service strategy and support</b>	<b>9,135</b>	<b>5,385</b>
<b>Total health and community services</b>	<b>100,008</b>	<b>118,811</b>

Cost centre group SA001

<b>Subjective analysis summary</b>	<b>2009/10 total budget £'000</b>	<b>2010/11 total budget £'000</b>
Agency Staff	1,695	1,414
Employees (excluding agency)	<u>20,972</u>	<u>20,516</u>
Employees	22,667	21,930
Property Costs	835	655
Transport	460	592
Equipment, Furniture & Materials	1,731	1,574
Catering	42	37
Clothing, Uniforms & Laundry	14	14
Services	797	814
Communications & Computing	292	449
Printing, Stationery & Office Expenses	77	62
Subscriptions	5	2
Miscellaneous	<u>54</u>	<u>37</u>
Supplies and Services	3,012	2,988
Third Party Payments	105,169	106,124
Transfer Payments	3,274	4,049
Support Services	9,875	9,837
Capital Charges	574	661
<b>Total Expenditure</b>	<b>145,866</b>	<b>146,836</b>
Government Grants	(20,388)	(1,622)
Other Grants and Contributions	(17,321)	(17,030)
Fees and Charges	(7,799)	(9,023)
Support Services recharge to Children's Social Care	(350)	(350)
<b>Total Income</b>	<b>(45,858)</b>	<b>(28,025)</b>
<b>Net expenditure budget</b>	<b>100,008</b>	<b>118,811</b>

Services	2009/10 net budget £'000	Inflation £'000	Budget			2010/11 net budget £'000
			Commitments £'000	Savings £'000	Adjustments £'000	
Older People	36,325	604	0	(700)	(249)	35,980
Adults under 65 with a physical disability or sensory impairment	14,140	241	0	(100)	350	14,631
Adults under 65 with a learning disability	24,896	381	1,446	(805)	3,665	29,583
Adults under 65 with a mental health problem	11,661	134	0	(75)	445	12,165
Other adult Services	3,254	37	0	0	(228)	3,063
Supporting People	597	183	0	(1,725)	18,949	18,004
Service strategy and support	9,135	88	0	125	(3,963)	5,385
<b>Total health and community services</b>	<b>100,008</b>	<b>1,668</b>	<b>1,446</b>	<b>3,280</b>	<b>18,969</b>	<b>118,811</b>

### Explanation of movements

#### Inflation

Adult services incur two types of inflationary costs. There is the standard 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 2010/11, commitments have been awarded for demand led pressured budgets in homecare within learning disabilities. This relates to the transition costs of clients transferring from children's to adult services (learning disabilities).

#### Savings

For 2010/11, savings are to be applied across a broad spectrum of services. Wherever possible savings are to be achieved through efficiencies mainly through service redesign and more effective commissioning. Please see service level information for detailed explanations.

#### Adjustments

##### Zero based budgeting

Various budget virements have been processed as part of a departmental wide zero based budget re-alignment process. This exercise involved the transfer and streamlining of budgets in various cost centres that are no longer relevant to present and future purposes.

The net impact to the budget is nil as funds have just been re-allocated within health and community services with agreement and sign off by managers.

##### Change in grant funding

The Supporting people grant up to 31/03/10 was a specific grant. As of the 1st April 2010 this grant changed status and is now paid as part of the councils area based grant allocation, and is therefore no longer a credit to the health and community services budget.

# Older people

## Divisional summary

### Description of division

The health and community services 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 community 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 community 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 strategy for adult services is for clients to be allowed greater independence and choice through using personal budgets to organise their own care and support arrangements to meet their eligible needs. 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>2009/10 total budget £'000</b>	<b>2010/11 total budget £'000</b>
Residential care	8,051	7,378
Nursing home placements	5,759	5,625
Home Care	8,227	8,616
Day Care	3,572	3,482
Assessment & care management	5,191	5,076
Direct payments	625	730
Other Services	4,900	5,073
<b>Older People</b>	<b>36,325</b>	<b>35,980</b>

<b>Subjective analysis summary</b>	<b>2009/10 total budget £'000</b>	<b>2010/11 total budget £'000</b>
Agency Staff	84	0
Employees	<u>7,296</u>	<u>6,906</u>
Employees	7,380	6,906
Property Costs	233	241
Transport	243	301
Equipment, Furniture & Materials	32	23
Catering	4	4
Clothing, Uniforms & Laundry	13	13
Services	220	157
Communications & Computing	11	10
Printing, Stationary & Office Expenses	30	22
Miscellaneous	<u>4</u>	<u>4</u>
Supplies and Services	313	233
Third Party Payments	32,933	33,956
Transfer Payments	638	821
Support Services	2,534	1,702
Capital Charges	66	66
<b>Total Expenditure</b>	<b>44,341</b>	<b>44,226</b>
Government Grants	(99)	(99)
Other Grants & Contributions	(2,675)	(2,468)
Fees and Charges	(5,242)	(5,679)
<b>Total Income</b>	<b>(8,016)</b>	<b>(8,246)</b>
<b>Net Expenditure</b>	<b>36,325</b>	<b>35,980</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 contributions towards the council's cost of providing health and community 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

These 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).

Services	2009/10				2010/11
	net budget £'000	Inflation £'000	Savings £'000	Adjustments £'000	net budget £'000
Residential care	8,051	84	(600)	(157)	7,378
Nursing home placements	5,759	72	0	(206)	5,625
Home care	8,227	312	0	77	8,616
Day care	3,572	36	0	(126)	3,482
Assessment & Care Management	5,191	28	0	(143)	5,076
Direct payments	625	6	0	99	730
Other services	4,900	66	(100)	207	5,073
<b>Older people</b>	<b>36,325</b>	<b>604</b>	<b>(700)</b>	<b>(249)</b>	<b>35,980</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.

#### Savings

These are mainly savings to be achieved from the residential block contract, a not-for-profit care provider, which is a £6.1m long term contract and the corporate modernisation of benefit advice services.

#### Adjustments

Zero based budgeting - various budget virements have been processed as part of a departmental wide zero based budget re-alignment process. This exercise involved the transfer and streamlining of budgets in various cost centres that are no longer relevant to present and future purposes.

The net impact to the budget is a reduction of £249K which has been reallocated across the department. The breakdown of this movement is summarised in the below service level detail.



## 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>2009/10 total budget £'000</b>	<b>2010/11 total budget £'000</b>
Third Party Payments	10,872	10,154
<b>Total Expenditure</b>	<b>10,872</b>	<b>10,154</b>
Other Grants & Contributions	(315)	(290)
Fees and Charges	(2,506)	(2,486)
<b>Total Income</b>	<b>(2,821)</b>	<b>(2,776)</b>
<b>Net Expenditure</b>	<b>8,051</b>	<b>7,378</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 of their care.

The council has several contracts in place with residential providers for elderly people. Some of these are not-for-profit providers and others are smaller contractors.

#### Outputs

There are 172 older people in residential care (39 in hospital and 133 in the community) at an average weekly unit cost of £484 compared to 182 clients at an average weekly unit cost of £464 in 2009/10.

<b>Movements</b>	<b>£'000</b>
<b>2009/10 Net budget</b>	<b>8,051</b>
Inflation	84
Savings	(600)
Adjustments	(157)
<b>2010/11 Net expenditure budget</b>	<b>7,378</b>

## **Explanation of movements**

### **Inflation**

Inflation has been applied in accordance with corporate guidelines.

### **Savings**

These savings are to be achieved from a £6.1m long term residential block contract with a not-for-profit care provider

### **Adjustments**

Zero based budgeting - various budget virements have been processed as part of a departmental wide zero based budget re-alignment process. This exercise involved the transfer and streamlining of budgets in various cost centres that are no longer relevant to present and future purposes.

The net impact to the budget for residential placements for older people is a reduction of £157k due to the downward trend in numbers in residential care. This has been reinvested in areas within the department to address other pressure areas.

## 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>2009/10 total budget £'000</b>	<b>2010/11 total budget £'000</b>
Third Party Payments	9,412	9,657
<b>Total Expenditure</b>	<b>9,412</b>	<b>9,657</b>
Other Grants & Contributions	(1,451)	(1,392)
Fees and Charges	(2,202)	(2,640)
<b>Total Income</b>	<b>(3,653)</b>	<b>(4,032)</b>
<b>Net Expenditure</b>	<b>5,759</b>	<b>5,625</b>

### Explanation of budget

#### Third party payments

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

#### Fees and charges

This budget is for the clients' contributions towards the cost.

#### Outputs

There are 320 nursing clients in placements, each costing on average £486 per week. A further breakdown of nursing clients is 114 hospital clients (costing £469 per week) and 206 community clients (costing £511 per week). This is compared to 318 clients costing on average £513 in 2009/10.

The council also pays for free nursing care £1.4M which is recharged back to Primary Care Trusts.

<b>Movements</b>	<b>£'000</b>
<b>2009/10 Net budget</b>	<b>5,759</b>
Inflation	72
Adjustments	(206)
<b>2010/11 Net budget</b>	<b>5,625</b>

## **Explanation of movements**

### **Inflation**

Inflation has been applied in accordance with corporate guidelines.

### **Adjustments**

Zero based budgeting - various budget virements have been processed as part of a departmental wide zero based budget re-alignment process. This exercise involved the transfer and streamlining of budgets in various cost centres that are no longer relevant to present and future purposes.

The net impact to the budget for nursing placements for older people is a reduction of £206k due to the average weekly cost reduction for each client. This has been reinvested in areas within the department to address other pressure areas.

## 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>2009/10 total budget £'000</b>	<b>2010/11 total budget £'000</b>
Third Party Payments	8,227	8,616
<b>Total Expenditure</b>	<b>8,227</b>	<b>8,616</b>
<b>Net Expenditure</b>	<b>8,227</b>	<b>8,616</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 has been reduced to reflect the projected savings which will come from this re-tendering exercise.

#### Outputs

There are 1,241 clients receiving home care (252 hospital and 989 community) each costing on average £141 per week, compared to 1,403 clients each costing on average £135 per week in 2009/10.

<b>Movements</b>	<b>£'000</b>
<b>2009/10 Net budget</b>	<b>8,227</b>
Inflation	72
Adjustments	77
<b>2010/11 Net budget</b>	<b>5,625</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.

#### Adjustments

Zero based budgeting - various budget virements have been processed as part of a departmental wide zero based budget re-alignment process. This exercise involved the transfer and streamlining of budgets in various cost centres that are no longer relevant to present and future purposes.

The net impact to the budget for homecare for older people is an increase of £77K to address growth pressures within this area.

## Daycare 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 Evelyn Coyle and Southwark Park day centres have been merged. The main day centres for older people are:

- Fred Francis
- Southwark Park
- Holmhurst

The last one is for older people with mental health needs.

<b>Subjective analysis summary</b>	<b>2009/10 total budget £'000</b>	<b>2010/11 total budget £'000</b>
Employees	1,605	1,478
Property Costs	130	154
Transport	180	213
Equipment, Furniture & Materials	11	11
Catering	4	4
Clothing, Uniforms & Laundry	1	1
Communications & Computing	8	8
Printing, Stationary & Office Expenses	0	1
Miscellaneous	<u>1</u>	<u>1</u>
Supplies and Services	25	26
Third Party Payments	1,719	1,709
Transfer Payments	13	13
Capital Charges	39	39
<b>Total Expenditure</b>	<b>3,711</b>	<b>3,632</b>
Other Grants & Contributions	(109)	(109)
Fees and Charges	(30)	(41)
<b>Total Income</b>	<b>(139)</b>	<b>(150)</b>
<b>Net Expenditure</b>	<b>3,572</b>	<b>3,482</b>

### Explanation of budget

#### Employees

The employees budget is for 48 full time equivalent posts at an average cost of £31k per FTE.

#### Third party payments

This budget is for day centre providers in the voluntary and community sector.

#### Other budgets

These budgets are for the costs of the day centres run in-house.

<b>Movements</b>	<b>£'000</b>
<b>2009/10 Net budget</b>	<b>3,572</b>
Inflation	36
Adjustments	(126)
<b>2010/11 Net budget</b>	<b>3,482</b>

### Explanation of movements

#### Inflation

Inflation has been applied in accordance with corporate guidelines.

#### Adjustments

Zero based budgeting - various budget virements have been processed as part of a departmental wide zero based budget re-alignment process. This exercise involved the transfer and streamlining of budgets in various cost centres that are no longer relevant to present and future purposes.

The net impact to the budget for daycare for older people is a reduction of £126k which relates to a reduction in employee related costs and these funds have been reinvested in areas within the department where there are pressures.

## 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>2009/10 total budget £'000</b>	<b>2010/11 total budget £'000</b>
Agency Staff	84	0
Employees	<u>5,203</u>	<u>5,058</u>
Employees	5,287	5,058
Property Costs	57	41
Transport	62	87
Equipment, Furniture & Materials	9	0
Services	188	140
Communications & Computing	2	1
Printing, Stationary & Office Expenses	<u>29</u>	<u>20</u>
Supplies and Services	227	161
Third Party Payments	12	5
Support Services	40	96
Capital Charges	18	18
<b>Total Expenditure</b>	<b>5,704</b>	<b>5,466</b>
Other Grants & Contributions	(513)	(390)
<b>Total Income</b>	<b>(513)</b>	<b>(390)</b>
<b>Net Expenditure</b>	<b>5,191</b>	<b>5,076</b>



### Explanation of budget

#### Employees

The employees budget is for 104 full time equivalent posts at an average cost of £48k per FTE.

<b>Movements</b>	<b>£'000</b>
<b>2009/10 Net budget</b>	<b>5,191</b>
Inflation	28
Adjustments	(143)
<b>2010/11 Net budget</b>	<b>5,076</b>

### Explanation of movements

#### Inflation

Inflation has been applied in accordance with corporate guidelines.

#### Adjustments

Zero based budgeting - various budget virements have been processed as part of a departmental wide zero based budget re-alignment process. This exercise involved the transfer and streamlining of budgets in various cost centres that are no longer relevant to present and future purposes.

The net impact to the budget for assessment and care management for older people is a reduction of £126k which relates to a reduction in employee related and running costs and these funds have been reinvested in areas within the department where there are pressures.

## 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>2009/10 total budget £'000</b>	<b>2010/11 total budget £'000</b>
Transfer Payments	625	808
<b>Total Expenditure</b>	<b>625</b>	<b>808</b>
Fees and Charges	0	(78)
<b>Total Income</b>	<b>0</b>	<b>(78)</b>
<b>Net Expenditure</b>	<b>625</b>	<b>730</b>

### Explanation of budget

The transfer payments budget is for the direct payments to the clients. There are 92 clients receiving direct payments at an average weekly cost of £167, which has increased from 81 clients at an average weekly cost of £159

<b>Movements</b>	<b>£'000</b>
<b>2009/10 Net budget</b>	<b>625</b>
Inflation	6
Adjustments	99
<b>2010/11 Net budget</b>	<b>730</b>

### Explanation of movements

#### Inflation

Inflation has been applied in accordance with corporate guidelines.

#### Adjustments

Zero based budgeting - various budget virements have been processed as part of a departmental wide zero based budget re-alignment process. This exercise involved the transfer and streamlining of budgets in various cost centres that are no longer relevant to present and future purposes.

The net impact to the budget for direct payments for older people is an increase of £99K to address growth pressures within this area.

## 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 intermediate 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>2009/10 total budget £'000</b>	<b>2010/11 total budget £'000</b>
Employees	488	370
Property Costs	46	46
Transport	1	1
Equipment, Furniture & Materials	12	12
Catering	0	0
Clothing, Uniforms & Laundry	12	12
Services	32	17
Communications & Computing	1	1
Printing, Stationary & Office Expenses	1	1
Miscellaneous	<u>3</u>	<u>3</u>
Supplies and Services	61	46
Third Party Payments	2,691	3,815
Support Services	2,494	1,606
Capital Charges	9	9
<b>Total Expenditure</b>	<b>5,790</b>	<b>5,893</b>
Government Grants	(99)	(99)
Other Grants & Contributions	(287)	(287)
Fees and Charges	(503)	(434)
<b>Total Income</b>	<b>(889)</b>	<b>(820)</b>
<b>Net Expenditure</b>	<b>4,901</b>	<b>5,073</b>

## Explanation of budget

### Employees

The employees budget is for 14 full time equivalent posts at an average cost of £26k per FTE.

### Other material budgets

The third party payments budget is for payments to external bodies involved in providing these services, including organisations in the voluntary and community sector, such as Southwark Carers and Community Action Southwark.

<b>Movements</b>	<b>£'000</b>
<b>2009/10 Net budget</b>	<b>4,901</b>
Inflation	66
Savings	(100)
Adjustments	207
<b>2010/11 Net budget</b>	<b>5,073</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.

### Adjustments

Zero based budgeting - various budget virements have been processed as part of a departmental wide zero based budget re-alignment process. This exercise involved the transfer and streamlining of budgets in various cost centres that are no longer relevant to present and future purposes.

The net impact to the budget for other services for older people is an increase of £207K to address growth pressures within this area.

## 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, not purely physical or mobility problems. 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	2009/10 total budget £'000	2010/11 total budget £'000
Residential care	2,481	2,631
Nursing home placements	1,528	1,466
Home Care	3,589	2,585
Day Care	1,261	1,391
Assessment & care management	1,293	1,416
Direct payments	1,124	1,418
Other Services	2,864	3,724
<b>Total for adults under 65 with a physical disability or sensory impairment</b>	<b>14,140</b>	<b>14,631</b>

Subjective analysis summary	2009/10 total budget £'000	2010/11 total budget £'000
Agency Staff	153	235
Employees (excluding agency staff)	<u>3,431</u>	<u>3,205</u>
Employees	3,584	3,440
Property Costs	77	100
Transport	122	226
Equipment, Furniture & Materials	1,487	1,385
Catering	5	5
Services	1	55
Communications & Computing	5	9
Printing, Stationary & Office Expenses	1	5
Miscellaneous	<u>7</u>	<u>2</u>
Supplies and Services	1,508	1,460
Third Party Payments	8,792	8,427
Transfer Payments	1,020	1,296
Support Services	0	623
Capital Charges	20	20
<b>Total Expenditure</b>	<b>15,123</b>	<b>15,592</b>
Government Grants	(48)	(47)
Other Grants & Contributions	(397)	(427)
Fees and Charges	(538)	(487)
<b>Total Income</b>	<b>(983)</b>	<b>(961)</b>
<b>Net Expenditure</b>	<b>14,140</b>	<b>14,631</b>

## Explanation of budget

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

<b>Services</b>	<b>2009/10 net budget £'000</b>	<b>Inflation £'000</b>	<b>Savings £'000</b>	<b>Adjustments £'000</b>	<b>2010/11 net budget £'000</b>
Residential care placements	2,481	25	0	125	2,631
Nursing home placements	1,528	16	0	(78)	1,466
Home care	3,589	136	0	(1,140)	2,585
Day care	1,261	18	0	112	1,391
Assessment & care management	1,293	10	0	113	1,416
Direct payments	1,124	11	0	283	1,418
Other services	2,864	25	(100)	935	3,724
<b>Total</b>	<b>14,140</b>	<b>241</b>	<b>(100)</b>	<b>350</b>	<b>14,631</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>2009/10 total budget £'000</b>	<b>2010/11 total budget £'000</b>
Third Party Payments	2,755	2,907
<b>Total Expenditure</b>	<b>2,755</b>	<b>2,907</b>
Fees and Charges	(274)	(276)
<b>Total Income</b>	<b>(274)</b>	<b>(276)</b>
<b>Net Expenditure</b>	<b>2,481</b>	<b>2,631</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 53 residential clients each costing on average £1,036 per week compared to 54 clients each costing on average £1,011 per week last year.

In addition there are 3 residential respite clients each costing £635 per week compared to 2 clients each costing around £830 per week last year.

<b>Movements</b>	<b>£'000</b>
<b>2009/10 Net budget</b>	<b>2,481</b>
Inflation	25
Adjustments	(125)
<b>2010/11 Net budget</b>	<b>2,631</b>

### Explanation of movements

#### Inflation

Inflation has been applied in accordance with corporate guidelines.

#### Adjustments

Zero based budgeting - various budget virements have been processed as part of a departmental wide zero based budget re-alignment process. This exercise involved the transfer and streamlining of budgets in various cost centres that are no longer relevant to present and future purposes.

The net impact to the budget for residential placements for adults under 65 with a physical disability or sensory impairment is an increase of £125K to address the rise in average unit cost for residential placement.

## 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>2009/10 total budget £'000</b>	<b>2010/11 total budget £'000</b>
Third Party Payments	1,806	1,721
<b>Total Expenditure</b>	<b>1,806</b>	<b>1,721</b>
Other Grants & Contributions	(60)	(90)
Fees and Charges	(218)	(165)
<b>Total Income</b>	<b>(278)</b>	<b>(255)</b>
<b>Net Expenditure</b>	<b>1,528</b>	<b>1,466</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 34 nursing clients each costing on average £922 per week, compared to 40 clients each costing on average £839 per week last financial year.

<b>Movements</b>	<b>£'000</b>
<b>2009/10 Net budget</b>	<b>1,528</b>
Inflation	16
Adjustments	(78)
<b>2010/11 Net budget</b>	<b>1,466</b>

### Explanation of movements

#### Inflation

Inflation has been applied in accordance with corporate guidelines

#### Adjustments

Zero based budgeting - various budget virements have been processed as part of a departmental wide zero based budget re-alignment process. This exercise involved the transfer and streamlining of budgets in various cost centres that are no longer relevant to present and future purposes.

The net impact to the budget is a decrease of £78K to reflect the reduction in clients from 40 to 34. This budget has been reallocated to pressure areas within the department.



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

### Description of service

Homecare are domiciliary 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>2009/10 total budget £'000</b>	<b>2010/11 total budget £'000</b>
Third Party Payments	3,589	2,585
<b>Total Expenditure</b>	<b>3,589</b>	<b>1,124</b>
<b>Net Expenditure</b>	<b>3,589</b>	<b>2,585</b>

### Explanation of budget

#### Material budgets

The third party payments budget is for the payments to external bodies who provide the care. The budget has been reduced to reflect the projected savings which will be made following on from the homecare retendering exercise which is currently being undertaken.

#### Outputs

There are 290 homecare clients each costing on average £196 per week, compared to 373 clients each costing on average £246 per week.

<b>Movements</b>	<b>£'000</b>
<b>2009/10 net budget</b>	<b>3,589</b>
Inflation	136
Adjustments	(1,140)
<b>2010/11 net budget</b>	<b>2,585</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.

#### Adjustments

Zero based budgeting - various budget virements have been processed as part of a departmental wide zero based budget re-alignment process. This exercise involved the transfer and streamlining of budgets in various cost centres that are no longer relevant to present and future purposes.

The net impact to the budget is a decrease of £1,140K to reflect the reduction in client numbers receiving a homecare service and the reduction in average unit cost.

## Daycare 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>2009/10 total budget £'000</b>	<b>2010/11 total budget £'000</b>
Employees	882	890
Property Costs	77	90
Transport	87	154
Equipment, Furniture & Materials	16	16
Catering	5	5
Communications & Computing	5	5
Supplies and Services	26	26
Third Party Payments	209	251
Transfer Payments	6	6
Capital Charges	20	20
<b>Total Expenditure</b>	<b>1,307</b>	<b>1,437</b>
Fees and Charges	(46)	(46)
<b>Total Income</b>	<b>(46)</b>	<b>(46)</b>
<b>Net Expenditure</b>	<b>1,261</b>	<b>1,391</b>

### Explanation of budget

#### Employees

The employees budget is for 27 full time equivalent posts at an average cost of £33k per FTE.

<b>Movements</b>	<b>£'000</b>
<b>2009/10 net budget</b>	<b>1,261</b>
Inflation	18
Adjustments	112
<b>2010/11 net budget</b>	<b>1,391</b>

### Explanation of movements

#### Inflation

Inflation has been applied in accordance with corporate guidelines

#### Adjustments

Zero based budgeting - various budget virements have been processed as part of a departmental wide zero based budget re-alignment process. This exercise involved the transfer and streamlining of budgets in various cost centres that are no longer relevant to present and future purposes.

The net impact to the budget is an increase of £112K which addressed the cost pressure of the Aylesbury Day Centre fleet.

## 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>2009/10 total budget £'000</b>	<b>2010/11 total budget £'000</b>
Agency Staff	92	174
Employees	<u>1,210</u>	<u>1,150</u>
Employees	1,302	1,324
Property Costs	0	10
Transport	12	36
Equipment, Furniture & Materials	0	1
Services	0	55
Communications & Computing	0	4
Printing, Stationary & Office Expenses	0	5
Miscellaneous	<u>0</u>	<u>2</u>
Supplies and Services	2	66
Transfer Payments	3	3
<b>Total Expenditure</b>	<b>1,317</b>	<b>1,440</b>
Government Grants	(24)	(24)
<b>Total Income</b>	<b>(24)</b>	<b>(24)</b>
<b>Net Expenditure</b>	<b>1,293</b>	<b>1,416</b>

### Explanation of budget

#### Employees

The employees budget is for 23.5 full time equivalent posts at an average cost of £56k per FTE.

The agency budget relates to the outreach service which has not yet been established.

<b>Movements</b>	<b>£'000</b>
<b>2009/10 net budget</b>	<b>1,293</b>
Inflation	10
Adjustments	113
<b>2010/11 net budget</b>	<b>1,416</b>

## **Explanation of movements**

### **Inflation**

Inflation has been applied in accordance with corporate guidelines

### **Adjustments**

Zero based budgeting - various budget virements have been processed as part of a departmental wide zero based budget re-alignment process. This exercise involved the transfer and streamlining of budgets in various cost centres that are no longer relevant to present and future purposes.

The net impact to the budget is an increase of £113K which addressed pressures within the service area such as legal fees and transport.

## 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>2009/10 total budget £'000</b>	<b>2010/11 total budget £'000</b>
Third Party Payments	252	270
Transfer Payments	872	1,148
<b>Total Expenditure</b>	<b>1,124</b>	<b>1,418</b>
<b>Net Expenditure</b>	<b>1,124</b>	<b>1,418</b>

### Explanation of budget

The transfer payments budget is for the direct payments to the clients. There are 73 clients on direct payments at an average weekly cost of £302 per client,

<b>Movements</b>	<b>£'000</b>
<b>2009/10 net budget</b>	<b>1,124</b>
Inflation	11
Adjustments	283
<b>2010/11 net budget</b>	<b>1,418</b>

### Explanation of movements

#### Inflation

Inflation has been applied in accordance with corporate guidelines

#### Adjustments

Zero based budgeting - various budget virements have been processed as part of a departmental wide zero based budget re-alignment process. This exercise involved the transfer and streamlining of budgets in various cost centres that are no longer relevant to present and future purposes.

The net impact to the budget is an increase of £283K which addressed the activity pressure relating to the growth of clients receiving direct payments rather than a traditional homecare service.

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

### Description of service

This is an amalgamation of several services within physical disabilities and includes services such as the occupational therapy team, the taxicard scheme and the integrated community equipment pooled services.

<b>Subjective analysis summary</b>	<b>2009/10 total budget £'000</b>	<b>2010/11 total budget £'000</b>
Agency Staff	61	60
Employees (excluding agency staff)	<u>1,339</u>	<u>1,165</u>
Employees	1,400	1,226
Transport	23	36
Equipment, Furniture & Materials	1,471	1,368
Services	1	0
Printing, Stationary & Office Expenses	1	0
Miscellaneous	<u>7</u>	<u>0</u>
Supplies and Services	1,480	1,368
Third Party Payments	183	693
Transfer Payments	139	139
Support Services	0	623
<b>Total Expenditure</b>	<b>3,225</b>	<b>4,084</b>
Government Grants	(24)	(23)
Other Grants & Contributions	(337)	(337)
<b>Total Income</b>	<b>(361)</b>	<b>(360)</b>
<b>Net Expenditure</b>	<b>2,864</b>	<b>3,724</b>

### Explanation of budget

#### Employees

The employees budget includes budget for 31.2 full time equivalent posts at an average cost of £39k per FTE.

#### Equipment, furniture and materials

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 PCT for the integrated community equipment service where both bodies work in partnership to deliver an efficient care service.

#### Support services

The physical disability or sensory impairment service has previously never been charged support services. From this financial year support services have been correctly allocated over all service areas in line with the best value accounting code of practice (BVACOP).

<b>Movements</b>	<b>£'000</b>
<b>2009/10 net budget</b>	<b>2,864</b>
Inflation	25
Savings	(100)
Adjustments	935
<b>2010/11 net budget</b>	<b>3,724</b>

### Explanation of movements

#### Inflation

Inflation has been applied in accordance with corporate guidelines

#### Savings

These are savings to be achieved from the reconfiguration of the integrated community equipment service.

#### Adjustments

Zero based budgeting - various budget virements have been processed as part of a departmental wide zero based budget re-alignment process. This exercise involved the transfer and streamlining of budgets in various cost centres that are no longer relevant to present and future purposes.

The net impact to the budget for other services for adults under 65 with a physical disability or sensory impairment is an increase of £935K which relates to the more accurate re-allocation of budgets and in particular the reallocation of support services which previously had not been allocated out correctly to service areas in line with BVACOP.

# 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 PCT.

<b>Services</b>	<b>2009/10 total budget £'000</b>	<b>2010/11 total budget £'000</b>
Residential care	24,683	25,912
Home Care	729	654
Day Care	5,294	5,397
Assessment & care management	2,178	3,858
Direct payments	795	970
Other Services	(8,783)	(7,208)
<b>Adults under 65 with a learning disability</b>	<b>24,896</b>	<b>29,583</b>



<b>Subjective analysis summary</b>	<b>2009/10 total budget £'000</b>	<b>2010/11 total budget £'000</b>
Agency Staff	82	81
Employees (excluding agency staff)	<u>2,006</u>	<u>2,076</u>
Employees	2,087	2,157
Property Costs	292	94
Transport	14	6
Equipment, Furniture & Materials	30	16
Catering	15	17
Services	9	44
Communications & Computing	19	6
Printing, Stationary & Office Expenses	4	1
Miscellaneous	<u>2</u>	<u>0</u>
Supplies and Services	78	85
Third Party Payments	32,530	36,526
Transfer Payments	1,263	1,578
Support Services	869	2,557
Capital Charges	175	175
<b>Total Expenditure</b>	<b>37,310</b>	<b>43,177</b>
Other Grants & Contributions	(11,224)	(12,211)
Fees and Charges	(840)	(1,033)
Other Recharges	(350)	(350)
<b>Total Income</b>	<b>(12,414)</b>	<b>(13,594)</b>
<b>Net Expenditure</b>	<b>24,896</b>	<b>29,583</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 community services to clients. Main sources are health sector bodies, particularly Southwark PCT.

#### Fees and charges

These 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 (Crag and fairer charging guidelines).

Services	2009/10	Budget				2010/11
	net budget £'000	Inflation £'000	Commitments £'000	Savings £'000	Adjustments £'000	net budget £'000
Residential care placements	24,683	247	1,446	(600)	136	25,912
Home care	729	28	0	0	(103)	654
Day care	5,294	56	0	(130)	177	5,397
Assessment & care management	2,178	15	0	(75)	1,740	3,858
Direct payments	795	8	0		167	970
Other services	(8,783)	27	0	0	1,548	(7,208)
<b>Adults under 65 with a learning disability</b>	<b>24,896</b>	<b>381</b>	<b>1,446</b>	<b>(805)</b>	<b>3,665</b>	<b>29,583</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 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>2009/10 total budget £'000</b>	<b>2010/11 total budget £'000</b>
Property Costs	94	0
Third Party Payments	25,364	26,782
Capital Charges	31	31
<b>Total Expenditure</b>	<b>25,489</b>	<b>26,813</b>
Fees and Charges	(806)	(901)
<b>Total Income</b>	<b>(806)</b>	<b>(901)</b>
<b>Net Expenditure</b>	<b>24,683</b>	<b>25,912</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.

There are two main residential contracts within learning disabilities and many other homecare and residential providers that are used for spot placements as well as other smaller contractors.

#### Outputs

There are 223 residential clients (including 5 in respite) at average weekly costs of £1,523 per client, compared with 324 residential clients at an average weekly cost of £1,493 per client in 2009/10.

<b>Movements</b>	<b>£'000</b>
<b>2009/10 net budget</b>	<b>24,683</b>
Inflation	247
Commitments	1,446
Savings	(600)
Adjustments	136
<b>2010/11 net budget</b>	<b>25,912</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**

These are savings to be achieved from the learning disabilities service redesign project.

### **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.

### **Adjustments**

Zero based budgeting - various budget virements have been processed as part of a departmental wide zero based budget re-alignment process. This exercise involved the transfer and streamlining of budgets in various cost centres that are no longer relevant to present and future purposes.

The net impact to the budget for residential care for adults under 65 with a learning disability is an increase of £136K which the increase in average weekly cost of placements.

## 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 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>2009/10 total budget £'000</b>	<b>2010/11 total budget £'000</b>
Third Party Payments	729	654
<b>Total Expenditure</b>	<b>729</b>	<b>654</b>
<b>Net Expenditure</b>	<b>729</b>	<b>654</b>

### Explanation of budget

Third party payments

This budget is for the payments to homecare providers.

Outputs

There are 46 clients in homecare (including domiciliary; lodgings and supported living schemes), each costing on average £287 per week.

<b>Movements</b>	<b>£'000</b>
<b>2009/10 net budget</b>	<b>729</b>
Inflation	28
Adjustments	(103)
<b>2010/11 net budget</b>	<b>654</b>

### Explanation of movements

Inflation

Inflation has been applied in accordance with corporate guidelines.

Adjustments

Zero based budgeting - various budget virements have been processed as part of a departmental wide zero based budget re-alignment process. This exercise involved the transfer and streamlining of budgets in various cost centres that are no longer relevant to present and future purposes.

The net impact to the budget is a decrease of £103K due to a more robust re-allocation of resources.

## Daycare for adults under 65 with a learning disability

### Description of service

Day centres services are provided for clients to support their continued independent living at home. An assessment of need is undertaken before a referral and a charge is levied for the service. Daycare services are provided on a block basis by voluntary organisations and by various spot providers. All day care services are outsourced.

<b>Subjective analysis summary</b>	<b>2009/10 total budget £'000</b>	<b>2010/11 total budget £'000</b>
Property Costs	151	42
Equipment, Furniture & Materials	9	9
Communications & Computing	1	1
Supplies and Services	10	10
Third Party Payments	4,568	4,738
Transfer Payments	465	494
Capital Charges	134	134
<b>Total Expenditure</b>	<b>5,328</b>	<b>5,418</b>
Fees and Charges	(34)	(21)
<b>Total Income</b>	<b>(34)</b>	<b>(21)</b>
<b>Net Expenditure</b>	<b>5,294</b>	<b>5,397</b>

### Explanation of budget

#### Third party payments

This budget is for the payments to day centres and includes the expenditure relating to day care transportation.

#### Outputs

There are 89 clients receiving spot daycare, each costing on average £297 per week. There are 157 clients receiving services under the block contract.

<b>Movements</b>	<b>£'000</b>
<b>2009/10 net budget</b>	<b>5,294</b>
Inflation	56
Savings	(130)
Adjustments	177
<b>2010/11 net budget</b>	<b>5,397</b>

**Explanation of movements****Inflation**

Inflation has been applied in accordance with corporate guidelines.

**Savings**

These are savings to be achieved from the re-commissioning of the block contract and associated expenditure.

**Adjustments**

Zero based budgeting - various budget virements have been processed as part of a departmental wide zero based budget re-alignment process. This exercise involved the transfer and streamlining of budgets in various cost centres that are no longer relevant to present and future purposes.

The net impact to the budget for daycare for adults under 65 with a learning disability is a increase of £177K to address the growing need of clients.

## 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>2009/10 total budget £'000</b>	<b>2010/11 total budget £'000</b>
Agency Staff	38	38
Employees	<u>1,173</u>	<u>1,189</u>
Employees	1,211	1,227
Property Costs	25	23
Transport	10	4
Equipment, Furniture & Materials	1	0
Services	9	44
Communications & Computing	16	2
Printing, Stationary & Office Expenses	4	1
Miscellaneous	<u>2</u>	<u>0</u>
Supplies and Services	31	47
Third Party Payments	31	0
Support Services	869	2,557
<b>Total Expenditure</b>	<b>2,178</b>	<b>3,858</b>
<b>Net Expenditure</b>	<b>2,178</b>	<b>3,858</b>

### Explanation of budget

The employees budget is for 23.5 full time equivalent posts at an average cost of £51k.

<b>Movements</b>	<b>£'000</b>
<b>2009/10 net budget</b>	<b>2,178</b>
Inflation	15
Savings	(75)
Adjustments	1,740
<b>2010/11 net budget</b>	<b>3,858</b>



**Explanation of movements****Inflation**

Inflation has been applied in accordance with corporate guidelines.

**Savings**

These are savings to be achieved from the reconfiguration of the commissioning team.

**Adjustments**

Zero based budgeting - various budget virements have been processed as part of a departmental wide zero based budget re-alignment process. This exercise involved the transfer and streamlining of budgets in various cost centres that are no longer relevant to present and future purposes.

The net impact to the budget for assessment and care management for adults under 65 with a learning disability is an increase of £1,740k due to the more accurate reallocation of support services in line with the best value accounting code of practice.

## 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>2009/10 total budget £'000</b>	<b>2010/11 total budget £'000</b>
Transfer Payments	795	1,081
<b>Total Expenditure</b>	<b>795</b>	<b>1,081</b>
Fees and Charges	0	(111)
<b>Total Income</b>	<b>0</b>	<b>(111)</b>
<b>Net Expenditure</b>	<b>795</b>	<b>970</b>

### Explanation of budget

#### Transfer payments

This budget is for the direct payments to the clients. There are 38 direct payment clients at an average weekly cost of £499 each compared to 29 clients at an average weekly cost of £506 in 2009/10. This budget has been adjusted to reflect transitional clients which are due to transfer from children's services.

<b>Movements</b>	<b>£'000</b>
<b>2009/10 net budget</b>	<b>795</b>
Inflation	8
Adjustments	167
<b>2010/11 net budget</b>	<b>970</b>

### Explanation of movements

#### Inflation

Inflation has been applied in accordance with corporate guidelines.

#### Adjustments

Zero based budgeting - various budget virements have been processed as part of a departmental wide zero based budget re-alignment process. This exercise involved the transfer and streamlining of budgets in various cost centres that are no longer relevant to present and future purposes.

The net impact is an increase of £167K to address the cost pressures of increased activity.

## Other services to adults under 65 with a learning disability

### Description of service

This is an amalgamation of several services within learning disabilities including:

- Advocacy and employment support e.g. Cambridge House and Talbot.
- In-house residential respite unit – Orient.

<b>Subjective analysis summary</b>	<b>2009/10 total budget £'000</b>	<b>2010/11 total budget £'000</b>
Agency Staff	44	43
Employees (excluding agency staff)	<u>833</u>	<u>887</u>
Employees	876	930
Property Costs	22	29
Transport	4	2
Equipment, Furniture & Materials	20	7
Catering	15	17
Communications & Computing	2	3
Supplies and Services	37	28
Third Party Payments	<u>1,838</u>	<u>4,352</u>
Transfer Payments	3	3
Support Services	0	0
Capital Charges	10	10
<b>Total Expenditure</b>	<b>2,791</b>	<b>5,354</b>
Other Grants & Contributions	(11,224)	(12,211)
Other Recharges	(350)	(350)
<b>Total Income</b>	<b>(11,574)</b>	<b>(12,561)</b>
<b>Net Expenditure</b>	<b>(8,783)</b>	<b>(7,207)</b>

### Explanation of budget

#### Employees

The employees budget is for 20.5 full time equivalent posts at an average cost of £43k per FTE.

#### Third party payments

The third party payments budget is for payments to external bodies involved in providing these services. £1,111k of the budget is for services provided by the voluntary and community sector.

#### Other grants and contributions

Southwark PCT contributes towards the costs of providing learning disability services via pooled budget arrangements with the council.

<b>Movements</b>	<b>£'000</b>
<b>2009/10 net budget</b>	<b>(8,783)</b>
Inflation	27
Adjustments	1,548
<b>2010/11 net budget</b>	<b>(7,207)</b>

## **Explanation of movements**

### **Inflation**

Inflation has been applied in accordance with corporate guidelines.

### **Adjustments**

Zero based budgeting - various budget adjustments have been made as part of a departmental wide zero based budget re-alignment process. This exercise involved the transfer and streamlining of budgets in various cost centres that are no longer relevant to present and future purposes.

The net impact to the budget for other services for adults under 65 with a learning disability is an increase of £1,548K to mainly fund the LD commissioning strategy – moving people out of residential care into supported living.

## Adults under 65 with a mental health problem

### Divisional summary

#### Description of division

Mental health services are integrated across health and community services. The 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.

<b>Services</b>	<b>2009/10 total budget £'000</b>	<b>2010/11 total budget £'000</b>
Residential care	4,051	4,118
Home Care	576	456
Day Care	352	367
Assessment & care management	2,965	3,053
Other Services	3,717	4,171
<b>Total</b>	<b>11,661</b>	<b>12,165</b>

<b>Subjective analysis summary</b>	<b>2009/10 total budget £'000</b>	<b>2010/11 total budget £'000</b>
Employees	4,299	4,482
Property Costs	189	196
Transport	34	45
Equipment, Furniture & Materials	19	19
Catering	7	7
Services	27	27
Communications & Computing	17	19
Printing, Stationary & Office Expenses	3	3
Supplies and Services	74	75
Third Party Payments	8,365	8,406
Transfer Payments	355	356
Support Services	587	689
Capital Charges	71	71
<b>Total Expenditure</b>	<b>13,973</b>	<b>14,320</b>
Other Grants & Contributions	(2,285)	(1,235)
Fees and Charges	(27)	(920)
<b>Total Income</b>	<b>(2,312)</b>	<b>(2,155)</b>
<b>Net Expenditure</b>	<b>11,661</b>	<b>12,165</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 contributions towards the council's cost of providing health and community services to clients. Main sources are health sector bodies such as Southwark PCT, and South London and Maudsley NHS trust.

### Fees and charges

These 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 (CRAG and fairer charging guidelines).

Services	2009/10				2010/11	
	net budget £'000	Inflation £'000	Savings £'000	Adjustments £'000	net budget £'000	
Residential care and nursing home placements	4,051	50	0	17	4,118	
Home care	576	18	0	(138)	456	
Day care	352	3	0	12	367	
Assessment & care management	2,965	25	0	63	3,053	
Other services	3,717	38	(75)	491	4,171	
<b>Total</b>	<b>11,661</b>	<b>134</b>	<b>(75)</b>	<b>445</b>	<b>12,165</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 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>2009/10 total budget £'000</b>	<b>2010/11 total budget £'000</b>
Third Party Payments	4,974	4,799
<b>Total Expenditure</b>	<b>4,974</b>	<b>4,799</b>
Other Grants & Contributions	(896)	(674)
Fees and Charges	(27)	(7)
<b>Total Income</b>	<b>(923)</b>	<b>(681)</b>
<b>Net Expenditure</b>	<b>4,051</b>	<b>4,118</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>2009/10 net budget</b>	<b>4,051</b>
Inflation	50
Adjustments	17
<b>2010/11 net budget</b>	<b>4,118</b>

### Explanation of movements

Inflation

Inflation has been applied in accordance with corporate guidelines.

## Homecare 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>2009/10 total budget £'000</b>	<b>2010/11 total budget £'000</b>
Third Party Payments	473	352
Transfer Payments	45	46
Capital Charges	58	58
<b>Total Expenditure</b>	<b>576</b>	<b>456</b>
<b>Net Expenditure</b>	<b>576</b>	<b>456</b>

### Explanation of budget

#### Third party payments

The third party payments budget is for the payments to external bodies who provide the care. The budget has been reduced to reflect the projected savings which will be made following on from the homecare retendering exercise which is currently being undertaken.

#### Outputs

There are currently 117 mental health clients receiving homecare services at an average weekly cost of £75 each, compared with 111 clients at an average weekly cost of £86 in 2009/10.

<b>Movements</b>	<b>£'000</b>
<b>2009/10 net budget</b>	<b>576</b>
Inflation	18
Adjustments	(138)
<b>2010/11 net budget</b>	<b>456</b>

### Explanation of movements

#### Inflation

Inflation has been applied in accordance with corporate guidelines.

#### Adjustments

Zero based budgeting - various budget adjustments have been made as part of a departmental wide zero based budget re-alignment process. This exercise involved the transfer and streamlining of budgets in various cost centres that are no longer relevant to present and future purposes.

The net impact to the budget is a decrease of £138k which reflects the reduction in the average weekly cost.



## Daycare for adults under 65 with a mental health problem

### Description of service

Day centre 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. The mental health in house day centre is Southwark Black Mental Health Day Centre.

<b>Subjective analysis summary</b>	<b>2009/10 total budget £'000</b>	<b>2010/11 total budget £'000</b>
Employees	274	280
Property Costs	61	68
Transport	6	6
Equipment, Furniture & Materials	9	9
Catering	7	7
Communications & Computing	5	5
Supplies and Services	21	21
Third Party Payments	4	6
Transfer Payments	10	10
<b>Total Expenditure</b>	<b>376</b>	<b>391</b>
Other Grants & Contributions	(24)	(24)
<b>Total Income</b>	<b>(24)</b>	<b>(24)</b>
<b>Net Expenditure</b>	<b>352</b>	<b>367</b>

### Explanation of budget

Employees

The employees budget is for 8 full time equivalent posts which equates to on average £35K per FTE.

<b>Movements</b>	<b>£'000</b>
<b>2009/10 net budget</b>	<b>352</b>
Inflation	3
Adjustments	12
<b>2010/11 net budget</b>	<b>367</b>

### Explanation of movements

Inflation

Inflation has been applied in accordance with corporate guidelines.

## 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 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>2009/10 total budget £'000</b>	<b>2010/11 total budget £'000</b>
Employees	3,999	4,202
Property Costs	121	121
Transport	28	39
Equipment, Furniture & Materials	10	10
Services	27	27
Communications & Computing	12	14
Printing, Stationary & Office Expenses	<u>3</u>	<u>3</u>
Supplies and Services	53	54
Third Party Payments	44	44
Support Services	83	40
Capital Charges	3	3
<b>Total Expenditure</b>	<b>4,330</b>	<b>4,503</b>
Other Grants & Contributions	(1,365)	(537)
Fees and Charges	0	(913)
<b>Total Income</b>	<b>(1,365)</b>	<b>(1,450)</b>
<b>Net Expenditure</b>	<b>2,965</b>	<b>3,053</b>

### Explanation of budget

#### Employees

The employees budget is for 78 full time equivalent posts which equates to on average £54K per FTE.

<b>Movements</b>	<b>£'000</b>
<b>2009/10 net budget</b>	<b>2,965</b>
Inflation	25
Adjustments	63
<b>2010/11 net budget</b>	<b>3,053</b>

### Explanation of movements

#### Inflation

Inflation has been applied in accordance with corporate guidelines.

#### Adjustments

Zero based budgeting - various budget adjustments have been made as part of a departmental wide zero based budget re-alignment process. This exercise involved the transfer and streamlining of budgets in various cost centres that are no longer relevant to present and future purposes.

The net impact to the budget for assessment and care management for adults under 65 with a mental health problem is an increase of £63K to address funding shortfalls within the staffing establishment.

## Other services to 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>2009/10 total budget £'000</b>	<b>2010/11 total budget £'000</b>
Employees	26	0
Property Costs	7	7
Third Party Payments	2,870	3,205
Transfer Payments	300	300
Support Services	504	649
Capital Charges	10	10
<b>Total Expenditure</b>	<b>3,717</b>	<b>4,171</b>
<b>Net Expenditure</b>	<b>3,717</b>	<b>4,171</b>

### Explanation of budget

Third party payments

This budget is to pay for the mental health contracts with various providers.

<b>Movements</b>	<b>£'000</b>
<b>2009/10 net budget</b>	<b>3,717</b>
Inflation	38
Savings	(75)
Adjustments	491
<b>2010/11 net budget</b>	<b>4,171</b>

### Explanation of movements

Inflation

Inflation has been applied in accordance with corporate guidelines.

Savings

These are savings to be achieved from the reconfiguration of the commissioning establishment.

Adjustments

Zero based budgeting - various budget adjustments have been made as part of a departmental wide zero based budget re-alignment process. This exercise involved the transfer and streamlining of budgets in various cost centres that are no longer fit for present and future purposes.

The net impact to the budget is an increase of £491K which relates to the more accurate re-allocation of budgets and in particular the reallocation of support services which previously had not been allocated out correctly to service areas in line with best value accounting code of practice.

## 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	2009/10 total budget £'000	2010/11 total budget £'000
Substance misuse and other adult services	822	681
No recourse to public funds	2,432	2,382
<b>Other Adult Services</b>	<b>3,254</b>	<b>3,063</b>

Subjective analysis summary	2009/10 total budget £'000	2010/11 total budget £'000
Agency Staff	164	164
Employees	<u>142</u>	<u>137</u>
Employees	306	301
Transport	3	0
Supplies and Services	29	28
Third Party Payments	3,581	3,234
Support Services	0	140
<b>Total Expenditure</b>	<b>3,919</b>	<b>3,703</b>
Government Grants	(164)	(164)
Other Grants & Contributions	(443)	(433)
Fees and Charges	(58)	(43)
<b>Total Income</b>	<b>(665)</b>	<b>(640)</b>
<b>Net Expenditure</b>	<b>3,254</b>	<b>3,063</b>

#### Explanation of budget

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

Services	2009/10 net budget £'000			Inflation £'000	Adjustments £'000	2010/11 net budget £'000	
Substance + other	822	13	(154)	681			
No recourse to public funds	2,432	24	(74)	2,382			
<b>Other Adult Services</b>	<b>3,254</b>	<b>37</b>	<b>(228)</b>	<b>3,063</b>			

#### Explanation of movements

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

## Substance misuse and other adult services

### Description of service

The substance misuse team provides help to adults aged 18 to 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>2009/10 total budget £'000</b>	<b>2010/11 total budget £'000</b>
Agency Staff	164	164
Supplies and Services	29	28
Third Party Payments	1,294	1,129
<b>Total Expenditure</b>	<b>1,487</b>	<b>1,321</b>
Government Grants	(164)	(164)
Other Grants & Contributions	(443)	(433)
Fees and Charges	(58)	(43)
<b>Total Income</b>	<b>(665)</b>	<b>(640)</b>
<b>Net Expenditure</b>	<b>822</b>	<b>681</b>

### Explanation of budget

#### Third party payments

The third party payments budget is for the payments to external bodies who provide the support for substance misuse clients and other services within other adult services.

#### Outputs

There are 4 residential clients costing £791 per week each; and 27 rehabilitation clients costing £336 per week each, compared to 22 residential clients costing on average £495 per week and 11 rehabilitation clients costing £263 on average in 2009/10.

<b>Movements</b>	<b>£'000</b>
<b>2009/10 net budget</b>	<b>822</b>
Inflation	13
Adjustments	(154)
<b>2010/11 net budget</b>	<b>681</b>

**Explanation of movements****Inflation**

Inflation has been applied in accordance with corporate guidelines.

**Adjustments**

Zero based budgeting - various budget adjustments have been made as part of a departmental wide zero based budget re-alignment process. This exercise involved the transfer and streamlining of budgets in various cost centres that are no longer relevant to present and future purposes.

The net impact to the budget for substance misuse and other adult services is a decrease of £154K which reflects the reduction in both client numbers and average unit costs.

## Support to those with no recourse to public funds

### Description of service

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. 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>2009/10 total budget £'000</b>	<b>2010/11 total budget £'000</b>
Employees	142	137
Transport	3	0
Third Party Payments	2,287	2,105
Support Services	0	140
<b>Total Expenditure</b>	<b>2,432</b>	<b>2,382</b>
<b>Net Expenditure</b>	<b>2,432</b>	<b>2,382</b>

### Explanation of budget

Third party payments

This budget is for the payments to external bodies who provide the support.

Outputs

There are 110 mental health clients with no recourse to public funds (NRPF), costing on average £235 per client per week compared to 116 costing on average £218 in 2009/10

There are 50 physically disabled NRPF clients costing on average £264 per client per week compared to 80 clients costing on average £243 per week in 2009/10.

<b>Movements</b>	<b>£'000</b>
<b>2009/10 net budget</b>	<b>2,432</b>
Inflation	24
Adjustments	(74)
<b>2010/11 net budget</b>	<b>2,382</b>

### Explanation of movements

Inflation

Inflation has been applied in accordance with corporate guidelines.

Adjustments

Zero based budgeting - various budget adjustments have been made as part of a departmental wide zero based budget re-alignment process. This exercise involved the transfer and streamlining of budgets in various cost centres that are no longer relevant to present and future purposes.

The net impact to the budget for no recourse to public funds is a decrease of £74K which reflects the reduction in client numbers.



## Supporting people

### Divisional summary

#### Description of division

Commissions and reviews supported housing services in accordance with the communities and 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>2009/10 total budget £'000</b>	<b>2010/11 total budget £'000</b>
Employees	579	599
Property Costs	2	3
Transport	1	4
Equipment, Furniture & Materials	3	4
Catering	2	0
Services	2	2
Communications & Computing	6	16
Printing, Stationary & Office Expenses	<u>2</u>	<u>1</u>
Supplies and Services	15	24
Third Party Payments	15,730	14,198
Support Services	2,303	3,177
<b>Total Expenditure</b>	<b>18,630</b>	<b>18,004</b>
Government Grants	(18,033)	0
<b>Total Income</b>	<b>(18,033)</b>	<b>0</b>
<b>Net Expenditure</b>	<b>597</b>	<b>18,004</b>

#### Explanation of budget

##### Employees

The employees' budget is for 13 full time equivalent posts.

##### Third party payments

This 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.

##### Government grants

In 2009/10 the department was in direct receipt of a supporting people grant. However from 2010/11 this is no longer a specific grant and the funding forms part of a wider area based grant.

<b>Movements</b>	<b>£'000</b>
<b>2009/10 net budget</b>	<b>597</b>
Inflation	183
Savings	(1,725)
Adjustments	18,950
<b>2010/11 net budget</b>	<b>18,004</b>

### **Explanation of movements**

#### **Inflation**

Inflation has been applied in accordance with corporate guidelines.

#### **Savings**

These are savings to be achieved from the remodelling, redesign and reconfiguration of the way the service is delivered.

#### **Adjustments**

Zero based budgeting - various budget adjustments have been made as part of a departmental wide zero based budget re-alignment process. This exercise involved the transfer and streamlining of budgets in various cost centres that are no longer relevant to present and future purposes.

The net impact to the budget for supporting people is an increase of £18,950K which relates to £18,033 specific grant transferred to an area based grant and support services allocated to this area of spend of £946K which previously were incorrectly charged to older peoples services.

## 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.

<b>Services</b>	<b>2009/10 total budget £'000</b>	<b>2010/11 total budget £'000</b>
Service strategy	1,299	1,489
Support services and business development services	7,836	3,896
<b>Service strategy and support</b>	<b>9,135</b>	<b>5,385</b>

<b>Subjective analysis summary</b>	<b>2009/10 total budget £'000</b>	<b>2010/11 total budget £'000</b>
Agency Staff	1,214	934
Employees	<u>3,218</u>	<u>3,111</u>
Employees	4,431	4,044
Property Costs	42	21
Transport	45	11
Equipment, Furniture & Materials	160	127
Catering	8	3
Services	538	528
Communications & Computing	236	390
Printing, Stationary & Office Expenses	36	30
Other	7	6
Supplies and Services	994	1,083
Third Party Payments	3,236	1,377
Support Services	3,582	948
Capital Charges	243	329
<b>Total Expenditure</b>	<b>12,574</b>	<b>7,815</b>
Government Grants	(2,043)	(1,311)
Other Grants & Contributions	(298)	(255)
Fees and Charges	(1,097)	(861)
<b>Total Income</b>	<b>(3,438)</b>	<b>(2,427)</b>
<b>Net Expenditure</b>	<b>9,136</b>	<b>5,388</b>

## Explanation of budget

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

<b>Services</b>	<b>2009/10 net budget £'000</b>	<b>Inflation £'000</b>	<b>Savings £'000</b>	<b>Adjustments £'000</b>	<b>2010/11 net budget £'000</b>
Service Strategy	1,299	19	300	(129)	1,489
Support services and business development services	7,836	69	(175)	(3,834)	3,896
<b>Service Strategy and Support</b>	<b>9,135</b>	<b>88</b>	<b>125</b>	<b>(3,963)</b>	<b>5,385</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>2009/10 total budget £'000</b>	<b>2010/11 total budget £'000</b>
Agency Staff	58	115
Employees	<u>440</u>	<u>308</u>
Employees	497	422
Property Costs	8	0
Transport	3	1
Equipment, Furniture & Materials	1	0
Catering	6	1
Services	215	210
Communications & Computing	3	4
Printing, Stationary & Office Expenses	<u>3</u>	<u>3</u>
Supplies and Services	226	217
Third Party Payments	1,490	1,000
Support Services	1	0
<b>Total Expenditure</b>	<b>2,226</b>	<b>1,641</b>
Government Grants	(732)	0
Other Grants & Contributions	(194)	(149)
<b>Total Income</b>	<b>(926)</b>	<b>(149)</b>
<b>Net Expenditure</b>	<b>1,300</b>	<b>1,492</b>

### Explanation of budget

The employees' budget is for 8 full time equivalent posts at an average of £53K per FTE.

<b>Movements</b>	<b>£'000</b>
<b>2009/10 net budget</b>	<b>1,300</b>
Inflation	19
Savings	300
Adjustments	(129)
<b>2010/11 net budget</b>	<b>1,492</b>

### Explanation of movements

#### Inflation

Inflation has been applied in accordance with corporate guidelines.

#### Savings

These positive savings are 50% of the homecare retendering exercise due to the delay in awarding the tender.

#### Adjustments

Zero based budgeting - various budget adjustments have been made as part of a departmental wide zero based budget re-alignment process. This exercise involved the transfer and streamlining of budgets in various cost centres that are no longer relevant to present and future purposes.

The net impact to the budget for service strategy is a reduction of £129K which relates to 1 post and other identified efficiencies.

## Support services and business development services

### Description of service

This includes the commissioning and contract unit; and business support staff such as IT

Subjective analysis summary	2009/10 total budget £'000	2010/11 total budget £'000
Agency Staff	1,156	819
Employees (excluding agency staff)	<u>2,778</u>	<u>2,803</u>
Employees	3,934	3,622
Property Costs	34	21
Transport	42	10
Equipment, Furniture & Materials	159	127
Catering	2	2
Services	323	318
Communications & Computing	233	386
Printing, Stationary & Office Expenses	34	27
Miscellaneous	<u>16</u>	<u>6</u>
Supplies and Services	768	866
Third Party Payments	1,746	377
Support Services	3,581	948
Capital Charges	243	329
<b>Total Expenditure</b>	<b>10,348</b>	<b>6,174</b>
Government Grants	(1,311)	(1,311)
Other Grants & Contributions	(104)	(106)
Fees and Charges	(1,097)	(861)
<b>Total Income</b>	<b>(2,512)</b>	<b>(2,278)</b>
<b>Net Expenditure</b>	<b>7,836</b>	<b>3,896</b>

### Explanation of budget

#### Employees

The employees' budget is for 53 full time equivalent posts at an average cost of £53K per FTE.

#### Support services

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, IT, commissioning team etc.

#### Government grants

£1.2m of the government grant income is for the transforming social care grant.

#### Fees and charges

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>2009/10 net budget</b>	<b>7,836</b>
Inflation	69
Savings	(175)
Adjustments	(3,834)
<b>2010/11 net budget</b>	<b>3,896</b>

### **Explanation of movements**

#### **Inflation**

Inflation has been applied in accordance with corporate guidelines.

#### **Savings**

These are savings to be achieved from the reconfiguration of the commissioning establishment

#### **Adjustments**

Zero based budgeting - various budget adjustments have been made as part of a departmental wide zero based budget re-alignment process. This exercise involved the transfer and streamlining of budgets in various cost centres that are no longer relevant to present and future purposes.

The net impact to the budget for support services is a reduction of £3,834K, the majority of which relates to the reallocation of support services costs over the relevant service areas.

# 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 preparing and implementing the council's planning policies, regulating building work and enforcing against unauthorized work; economic, property management, social and housing regeneration. The department's efforts are mainly focused on developing a sustainable framework to deliver new homes and jobs. These aims are achieved by working closely with developers, business, regeneration partnerships, statutory bodies and, above all, local people.

The department is responsible for the following broad activities:

- Administering a departmental general fund gross expenditure budget of £48m (excluding property facilities management function).
- Preparing the council's local development framework to set out the strategy for sustainable regeneration.
- The processing of planning applications – the department is projected to make decisions on a total of 1870 planning applications in 2010/11.
- Managing over 1300 commercial 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 and economic regeneration projects.

<b>Services</b>	<b>2009/10 total budget £'000</b>	<b>2010/11 total budget £'000</b>
Director and business support	3,789	3,790
Property services	(545)	(915)
Planning and transport	3,283	3,134
Economic development & strategic partnership	5,219	5,159
Housing strategy and options	14,812	15,801
<b>Total</b>	<b>26,559</b>	<b>26,968</b>



<b>Subjective analysis summary</b>	<b>2009/10 total budget £'000</b>	<b>2010/11 total budget £'000</b>
Agency Staff	218	107
Employees (excluding agency)	<u>19,255</u>	<u>19,002</u>
Employees	19,473	19,109
Property Costs	1,923	1,912
Transport Expenses	218	215
Equipment, Furniture & Materials	266	251
Catering	6	5
Services	2,616	2,564
Communications & Computing	262	248
Printing, Stationery & Office Expenses	266	262
Grants	11,725	10,246
Subscriptions	73	74
Miscellaneous	<u>8</u>	<u>8</u>
Supplies and Services	15,223	13,658
Third Party Payments	322	330
Other Recharges	4,758	4,806
Support Services	4,758	4,806
Capital Charges	7,621	7,621
<b>Total Expenditure</b>	<b>49,538</b>	<b>47,650</b>
Government Grants	(3,519)	(3,407)
Other Grants & Contributions	(153)	(154)
Fees and Charges	(13,586)	(11,265)
Customer Receipts	(200)	(202)
Recharge from HRA	(101)	(102)
Recharges	(5,420)	(5,551)
<b>Total Income</b>	<b>(22,979)</b>	<b>(20,682)</b>
<b>Net Expenditure</b>	<b>26,559</b>	<b>26,968</b>

## Explanation of budget

Explanations for material budgets have been provided under the individual division/units in the subsequent pages.

<b>Services</b>	<b>2009/10 net budget £'000</b>	<b>Inflation £'000</b>	<b>Savings £'000</b>	<b>Adjustments £'000</b>	<b>2010/11 net budget £'000</b>
Director and Business Support	3,789	34	(32)	0	3,790
Property Services	(545)	(13)	(358)	0	(915)
Planning and Transport	3,283	3	(152)	0	3,134
Economic Development and Strategic Partnership	5,219	38	(98)	0	5,159
Regeneration and Strategy	8,372	6	(35)	0	8,343
Community Housing Services	6,440	49	(231)	1,200	7,458
<b>Total</b>	<b>26,559</b>	<b>117</b>	<b>(908)</b>	<b>1,200</b>	<b>26,968</b>

## Explanation of movements

Explanations for material movements in the budgets have been provided under the individual division/units in the subsequent pages.

## Director and business support

### Divisional summary

#### Description of division

This unit comprises of the following:

- Departmental chief officer and a personal assistant.
- Head of strategy and information and a current team of 3.

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 role of the strategy and information division is to ensure 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:

- Coordination of decision making processes.
- Ensuring the department meets its obligations on health and safety with the support of the health and safety team.
- Ensuring the development and implementation of the learning and development plan for the department.
- Leading and co-ordinating the performance management, monitoring 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.
- Co-ordinating the freedom of information process.
- Co-ordinating responses to members enquiries.
- Leading the implementation of the learning and development plan and working towards gaining the 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.

<b>Subjective analysis summary</b>	<b>2009/10</b>	<b>2010/11</b>
<b>total budget £'000</b>	<b>total budget £'000</b>	
Agency Staff	21	9
Employees (excluding agency)	<u>621</u>	<u>605</u>
Employees	643	614
Transport Expenses	13	11
Equipment, Furniture & Materials	37	40
Services	122	121
Communications & Computing	24	23
Printing, Stationery & Office Ex	52	54
Subscriptions	3	4
Miscellaneous	<u>1</u>	<u>1</u>
Supplies and Services	238	243
Support Services	3,008	3,046
<b>Total Expenditure</b>	<b>3,903</b>	<b>3,906</b>
Recharge from HRA	(101)	(102)
Recharges	(13)	(14)
<b>Total Income</b>	<b>(114)</b>	<b>(115)</b>
<b>Net Expenditure</b>	<b>3,789</b>	<b>3,790</b>

## Explanation of budget

Staffing constitutes the bulk of the budget for the director's office, representing 70% of the total controllable gross budget for the department. Other material budgets are the supports services budget of £3m and services budget in that order.

### Employees

There are a total of 8.5 establishment posts in this unit. This is made up of the Chief Officer and his PA, a Strategy and Information team of 5.5 and a community liaison post. Total staffing budget including training, recruitment and all other employee budgets for the chief officer and support office is £605k giving rise to a total average cost of £71k per FTE

### Supplies and services

This is mainly made up of consultants and professional fees as well as for general office expenses.

### Income

Income for the Director's office reflects the HRA recharge.

### Housing revenue account (HRA) recharge

There is a £102k recharge to HRA for their share of chief officer time and other central overheads for the HRA recharge element of the transfer of community housing services and housing strategy and regeneration to regeneration and neighbourhoods.

<b>Movements</b>	<b>£'000</b>
<b>2009/10 net budget</b>	<b>3,789</b>
Inflation	34
Savings	(33)
<b>2010/11 net budget</b>	<b>3,790</b>

## Explanation of movements

### Inflation

Inflation reflects corporately guidelines.

### Savings

£33k savings would be achieved through staffing efficiencies without any redundancies.

## Property services

### Description of service

In common with an organisation's knowledge base, its staff, finance, and IT infrastructure, property assets are a key strategic corporate resource.

Although these assets are relatively illiquid, legally complex and generally expensive to hold, the prudent stewardship of the council's land and buildings is key in driving forward efficiency savings, improving services, and in raising our organisation's capacity to respond fully to the challenges of the present, and in the future.

Moreover, the size and diversity of this portfolio today provides Southwark with real opportunities to deploy its asset base to secure sustainable benefits for its whole community by participating as a key player both locally, and at regional level.

### Description of service and objectives

By applying its property and business skills to organise the asset base optimally property services creates the platform from which the council can deliver its corporate objectives to the very best of its ability.

To achieve this, property services interprets the council's corporate vision and values and organises its property assets effectively, to support them. It engages with all services and all activities across the council from business planning through to implementation.

The service is structured into five business units – property support, portfolio, corporate, development, and capital project delivery, delivering the following objectives:

### Property strategy

- Rationalisation to achieve corporate portfolio that is appropriate, fit for purpose, which the council can afford to maintain, and can respond to pressures and opportunities for further change;
- Successfully managing operational demand for corporate accommodation arising from extensive restructuring across the organisation and the ongoing drive to modernisation;
- Driving forward the consolidation of property management arrangements at strategic and operational levels;
- Having prepared a new 200,000sq.ft administrative building for occupation early 2009 managing a corresponding exit and reallocation strategy around the buildings we will release as part of an extensive, ongoing process;
- Responding to changing demand for property services from all parts of the organisation; balancing those demands against resources available;
- Embedding effective asset management planning corporately and operationally across the authority.

### Portfolio management

- Evolving our strategic approach for investment assets and for voluntary and community sector premises, covering:
  - Effective management of rented property
  - Obtaining best consideration on all commercial property transactions
  - Maximising debt recovery
  - Minimising the number of vacant properties
  - Implementing existing policy on property occupied by third parties
- Implementing a comprehensive and sustainable strategy for voluntary and community premises, underwritten by sound asset management practices;

Property development, acquisitions and disposals:

- Developing major schemes for the use of the council or the general community (property development is divided into two main teams, development team for smaller projects and the projects team for larger more strategic projects).
- Strategically disposing of properties and council land in a way that generates income and provides benefits to the community.
- Delivering challenging capital receipt targets year on year whilst maintaining best consideration principles and balancing revenue requirements.
- Support in s106 and affordable housing negotiations.

Capital project delivery:

- Delivery of major capital building projects including 3 primary schools and children's centre programme
- Providing technical support and advice on project development, feasibility and management
- Technical and quality control for Southwark schools for the future

Systems, support and performance:

- Practice management across a team of 50+ property professionals.
- Managing and developing information to actively inform decision making about our assets.
- Monitoring and challenging asset performance.
- Safeguarding the council's legal position with regard to its land holdings by completing a comprehensive review and registration of title programme.

Business planning:

- Ensuring that all of the above are properly resourced, fully interactive and, linked to the council's business planning processes in a coherent strategic whole.
- Business as usual running one of the largest and most diverse corporate estates in the UK.

<b>Subjective analysis summary</b>	<b>2009/10 total budget £'000</b>	<b>2010/11 total budget £'000</b>
Agency Staff	6	6
Employees (excluding agency)	<u>3,285</u>	<u>3,162</u>
Employees	3,291	3,168
Property Costs	1,686	1,716
Transport Expenses	56	52
Equipment, Furniture & Materials	26	26
Catering	1	0
Services	1,464	1,479
Communications & Computing	72	61
Printing, Stationery & Office Expenditure	14	12
Subscriptions	6	6
Miscellaneous	<u>1</u>	<u>1</u>
Supplies and Services	1,584	1,584
Third Party Payments	60	61
Support Services	11	11
Capital Charges	317	317
<b>Total Expenditure</b>	<b>7,005</b>	<b>6,909</b>
Fees and Charges	(3,615)	(3,767)
Customer Receipts	(200)	(202)
Recharges	(3,735)	(3,855)
<b>Total Income</b>	<b>(7,550)</b>	<b>(7,824)</b>
<b>Net Expenditure</b>	<b>(545)</b>	<b>(915)</b>

## Explanation of budget

Property services' budget includes property costs for both managed and surplus commercial and industrial property holding accounts for £1.7m as well as £317k asset rents.

### Employees

Property services employee budget is £3.1m. There are a total of 57.2FTE at an average cost of £55k.

### Supplies and services

It includes £533k professional fees and £772k property management fees.

## Income

### Fees and charges

Rent and service charge income from managed commercial and industrial property holding accounts.

### Customer receipts

It is made up of external surveyor fees for disposal, new leases, rent reviews, assignments etc.

### Recharge income

It is made up of internal surveyor fees, a percentage of income from disposals and project team income from children's services.

<b>Movements</b>	<b>£'000</b>
<b>2009/10 net budget</b>	<b>(545)</b>
Inflation	(13)
Savings	(358)
<b>2010/11 net budget</b>	<b>(915)</b>

## Explanation of movements

### Inflation

Inflation amount consists of the corporately applied (£26k) offset by alternative inflation of £13k for utilities.

### Savings

Efficiencies are expected to be achieved as follows:

- Rationalisation of team structures – £138k
- Identification of new income streams – £200k
- Impact of Tooley street move on running costs – £20k



# 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 planning applications, manages major transport projects and contains 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>2009/10 total budget £'000</b>	<b>2010/11 total budget £'000</b>
Head of planning and transport	260	222
Development management	1,580	1,508
Building control	2	(3)
Planning policy	637	640
Transport planning	804	767
<b>Total</b>	<b>3,283</b>	<b>3,134</b>

<b>Subjective analysis summary</b>	<b>2009/10 total budget £'000</b>	<b>2010/11 total budget £'000</b>
Agency Staff	66	55
Employees (excluding agency)	<u>5,697</u>	<u>5,705</u>
Employees	5,763	5,760
Property Costs	45	5
Transport Expenses	45	46
Equipment, Furniture & Materials	41	41
Catering	3	3
Services	494	459
Communications & Computing	59	59
Printing, Stationery & Office Expenses	90	91
Subscriptions	6	6
Miscellaneous	<u>4</u>	<u>4</u>
Supplies and Services	696	663
Third Party Payments	137	139
<b>Total Expenditure</b>	<b>6,687</b>	<b>6,612</b>
Government Grants	(36)	(36)
Other Grants & Contributions	(54)	(55)
Fees and Charges	(2,933)	(3,004)
Recharges	(380)	(384)
<b>Total Income</b>	<b>(3,404)</b>	<b>(3,478)</b>
<b>Net Expenditure</b>	<b>3,283</b>	<b>3,134</b>

### Explanation of budget

#### Employees

Total employee budget is £5.7m, excluding agency. The total FTEs for the division is 120.2. The average cost per FTE for the division is £47.5k.

<b>Services</b>	<b>2009/10 net budget £'000</b>	<b>Inflation £'000</b>	<b>Savings £'000</b>	<b>2010/11 net budget £'000</b>
Head of planning and transport	260	2	(40)	222
Development control	1,580	0	(72)	1,508
Building control	2	(5)	0	(3)
Planning policy	637	3	0	640
Transport planning	804	3	(40)	767
<b>Total</b>	<b>3,283</b>	<b>3</b>	<b>(152)</b>	<b>3,134</b>

**Summary of movements**

This summary of movements will be used for individual services

<b>Movements</b>	<b>£'000</b>
<b>2009/10 net budget</b>	<b>3,283</b>
Inflation	3
Savings	(152)
<b>2010/11 total budget</b>	<b>3,134</b>

## Head of planning and transport

### Description of service

The unit is responsible for the strategic management of the transport and planning division to ensure the key objectives are met within the units of development management, building control, planning policy and transport planning.

The unit is made up of a head of service and a personal assistant with the general role of co-ordinating and enabling the other business units within planning and transport to discharge their responsibilities.

<b>Subjective analysis summary</b>	<b>2009/10 total budget £'000</b>	<b>2010/11 total budget £'000</b>
Employees (excluding agency)	148	149
Supplies and Services	112	73
<b>Net Expenditure</b>	<b>260</b>	<b>222</b>

### Explanation of budget

#### Employees

The expected total average direct cost (including the head of the service) per FTE in this unit is £66k

#### Supplies and services

The total of £73k relates to consultants services and other running expenses.

<b>Movements</b>	<b>£'000</b>
<b>2009/10 total budget</b>	<b>260</b>
Inflation	2
Savings	(40)
<b>2010/11 total budget</b>	<b>222</b>

### Explanation of movements

#### Savings

The £40k savings represents a planned reduction in external consultants' budget.

## Development management

### Description of service

The main aims of the development management section are to ensure that all new developments within the borough are as follows:

- Represent an appropriate and efficient use of land in support of the council's regeneration and wider corporate objectives.
- Demonstrate the highest standards of sustainable design and construction and take full account of their environmental and other impacts.
- Do not cause nuisance to residents but have regard for the wider public interest.
- Enhance the character and appearance of the borough.
- Protect and enhance Southwark's architectural and archaeological heritage.

The main objectives of the unit are as follows:

- Achieve NI157 (turn-around time for planning applications) targets of 80% within the statutory time limit for all categories by March 2011.
- Provide a quality service. The measures should include: national and London ranking amongst LPAs. number of ombudsman decisions against the unit; exceeding the NI157 targets and showing continued improvement; meeting or exceeding the local target for appeals upheld.
- Expand and develop the on-line provision of services to customers.
- Achieve a good appeals record - where not more than 35% of appeals against decisions made by the council are allowed in favour of the appellant.
- Provide an 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 2010/11 is broken down as follows:

Under £350	1,700
£351 to £10,000	150
Over £10,000	20

This compares to the applications received in 2009/10 as follows.

Under £350	1,729
£351 to £10,000	167
Over £10,000	25

A small reduction is shown in each category due to the continuing recessionary economic climate.

<b>Subjective analysis summary</b>	<b>2009/10 total budget £'000</b>	<b>2010/11 total budget £'000</b>
Agency Staff	11	0
Employees (excluding agency)	<u>2,991</u>	<u>2,986</u>
Employees	3,002	2,986
Property Costs	2	2
Transport Expenses	7	7
Equipment, Furniture & Materials	28	29
Services	291	294
Communications & Computing	43	44
Printing, Stationery & Office Expenses	45	45
Subscriptions	1	1
Miscellaneous	<u>(9)</u>	<u>(9)</u>
Supplies and Services	400	404
<b>Total Expenditure</b>	<b>3,411</b>	<b>3,398</b>
Other Grants & Contributions	(54)	(55)
Fees and Charges	(1,774)	(1,833)
Recharges	(3)	(3)
<b>Total Income</b>	<b>(1,831)</b>	<b>(1,890)</b>
<b>Net Expenditure</b>	<b>1,580</b>	<b>1,508</b>

### Explanation of budget

#### Employees

The business unit currently has 63.85 full time equivalents at an average cost of £46.8k.

#### Supplies and services

The £404k supplies and services budget relates primarily to legal services, IT printing and training.

#### Other grants and contributions

£55k is anticipated income from S106 planning gains.

#### Fees and charges

£105k cost recovery, £120k from pre-application fees and £1.5m from statutory planning fees.

<b>Movements</b>	<b>£'000</b>
<b>2009/10 total budget</b>	<b>1,580</b>
Savings	(72)
<b>2010/11 total budget</b>	<b>1,508</b>

### Explanation of movements

#### Savings

£41k of the agreed savings will be achieved through increased fee income from pre-applications and the remaining £31k through staff reorganisation.

## 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 24hr dangerous structures service.

### Objectives

The projected number of building control applications for 2010/11 is 1400. The actual number in 2009/10 was 1653. This expected reduction in 2010/11 is due to the economic downturn. The trend over the past year has been for the average value of applications to fall. As a result, although the total number of applications has held up fairly well compared to previous years, the total value has fallen.

The main objectives of the unit are as follows:

- 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.

<b>Subjective analysis summary</b>	<b>2009/10 total budget £'000</b>	<b>2010/11 total budget £'000</b>
Employees	955	959
Transport Expenses	27	27
Equipment, Furniture & Materials	8	8
Services	31	32
Communications & Computing	10	10
Printing, Stationery & Office Expenses	<u>12</u>	<u>12</u>
Supplies and Services	61	61
Third Party Payments	119	120
<b>Total Expenditure</b>	<b>1,161</b>	<b>1,167</b>
Fees and Charges	(1,159)	(1,170)
<b>Total Income</b>	<b>(1,159)</b>	<b>(1,170)</b>
<b>Net Expenditure</b>	<b>2</b>	<b>(3)</b>

## Explanation of budget

### Employees

Building control currently has a total funded full time equivalents of 21.6 at an average cost of £44.4k.

### Third party payments

£120k relates to third party payments for the dangerous structures service.

### Income

The £1.17m target income does not take account of the current and continuing downturn in the property and building market.

<b>Movements</b>	<b>£'000</b>
<b>2009/10 total budget</b>	<b>2</b>
Inflation	(5)
<b>2010/11 total budget</b>	<b>(3)</b>

## Explanation of movements

No movement in the budget except for corporate inflation



## 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 through the preparation of a local development framework.

### Outputs

For 2010/11 the main aims of the unit are as follows:

- Steer the core strategy through the examination process to adoption.
- Steer the Canada Water area action plan through the examination process to adoption.
- Develop the Peckham and Nunhead area action plan in consultation with local residents and ward members.
- Prepare and update planning documents relating to development management policies and the implementation of section 106.
- Provide planning policy advice on all aspects of development but particularly on the council's main regeneration programmes at Elephant and Castle, Aylesbury and Canada Water.
- Produce an annual monitoring report on the effects of land use planning in Southwark.

<b>Subjective analysis summary</b>	<b>2009/10 total budget £'000</b>	<b>2010/11 total budget £'000</b>
Agency Staff	23	23
Employees (excluding agency)	<u>610</u>	<u>613</u>
Employees	633	636
Property Costs	1	1
Transport Expenses	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	33	34
<b>Total Expenditure</b>	<b>673</b>	<b>677</b>
Government Grants	(36)	(36)
<b>Total Income</b>	<b>(36)</b>	<b>(36)</b>
<b>Net Expenditure</b>	<b>637</b>	<b>640</b>

### Explanation of budget

The unit currently has a total funded full time equivalent of 12.5 at an average cost of £49k.

<b>Movements</b>	<b>£'000</b>
<b>2009/10 total budget</b>	<b>637</b>
Inflation	3
<b>2010/11 total budget</b>	<b>640</b>

### Explanation of movements

No movement in the budget except for corporate inflation

## Transport planning

### Description of service

The essence of the transport planning 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 and monitoring and review.

### Aims

The main aims of the division 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 spending programmes relating to walking, cycling and public transport.
- Transport related input to development management, including planning briefs, impact assessments, and section 106 agreements to mitigate the transport impact of developments.
- Road safety, education, awareness and related infrastructure improvements, traffic investigations, surveys and analysis.

<b>Subjective analysis summary</b>	<b>2009/10 total budget £'000</b>	<b>2010/11 total budget £'000</b>
Agency Staff	32	32
Employees (excluding agency)	<u>993</u>	<u>998</u>
Employees	1,025	1030
Property Costs	43	3
Transport Expenses	5	5
Supplies and Services	91	92
Third Party Payments	19	19
<b>Total Expenditure</b>	<b>1,182</b>	<b>1,148</b>
Recharges	(378)	(381)
<b>Total Income</b>	<b>(378)</b>	<b>(381)</b>
<b>Net Expenditure</b>	<b>804</b>	<b>767</b>

**Explanation of budget**

## Employees

There are currently 20 full time equivalents at an average cost of £49.9k.

## Supplies and services

Included in the budget of £92k is £50k relating to a partnership contract.

## Income

The £381k income budgets relates to recharges for the management and supervision of Transport for London funded transport schemes.

<b>Movements</b>	<b>£'000</b>
<b>2009/10 net budget</b>	<b>804</b>
Inflation	3
Savings	(40)
<b>2010/11 total budget</b>	<b>767</b>

**Explanation of movements**

## Savings

The minor works budget has been deleted to achieve £40k saving as the unit's contribution to the overall divisional savings effort.

# Economic development and strategic partnerships

## Divisional summary

### Description of division

The role of EDSP is to improve economic well-being and promote a vibrant and mixed economy through:

- working in partnership to develop and implement programmes that improve people's skills and therefore access to employment.
- putting benefits for local people and businesses at the heart of our regeneration plans.
- promoting and developing business growth, start-ups and inward investment.

The division maximises opportunities arising from regeneration programmes and inward investment to deliver sustainable and coordinated environmental regeneration for the benefit of business, residents and visitors.

To achieve this, the division leads on the following:

- employment and enterprise strategies for Southwark.
- the economic elements of the local area agreement and comprehensive area assessment.
- a programme of capital investment in local retail environments.
- commissioning and management of projects to support residents into employment and promote business growth.
- building partnerships and commissioning delivery of activities to support the implementation of the strategies.
- maximising the economic benefits from inward investment and major regeneration programmes.
- commissioning capital projects to support inward investment and deliver improvements for residents, workers and visitors.

<b>Subjective analysis summary</b>	<b>2009/10 total budget £'000</b>	<b>2010/11 total budget £'000</b>
Employees	1,312	1,317
Transport Expenses	17	17
Services	11	11
Communications & Computing	4	7
Printing, Stationery & Office Expenses	9	7
Grants	3,911	3,844
Subscriptions	<u>55</u>	<u>55</u>
Supplies and Services	3,966	3,899
<b>Total Expenditure</b>	<b>5,318</b>	<b>5,258</b>
Other Grants & Contributions	(99)	(100)
<b>Total Income</b>	<b>(99)</b>	<b>(100)</b>
<b>Net Expenditure</b>	<b>5,219</b>	<b>5,158</b>

## Explanation of budget

### Employees

The division has 39.17 full time equivalent positions (including externally funded posts at 34% of total staffing costs) with an average cost of £45k.

### Supplies and services

This definition covers the annual commissioning of employment and enterprise projects to deliver the aims of the respective strategies. These projects are subject to competitive tendering and contracts.

### Grants

The division benefits from a grant funded budget of £3.8M, including working neighbourhoods fund (WNF) an area based grant. Grants are actually commissioning budgets out of which payments are made to external parties to deliver specific projects on behalf of the department and council.

### Income

EDSP attracts income such as S106 agreements (currently forecast at £100k for 10/11), funding awards and partnering arrangements, for example with the LDA for the delivery of employment and business support services. The income figure is therefore subject to change throughout the year as other sources are confirmed.

The division also manages capital expenditure of £6,943,349 (not included in the figures above), 56% of which is raised externally. As actual income is subject to change throughout the year; income targets are set and monitored annually.

<b>Movements</b>	<b>£'000</b>
<b>2009/10 net budget</b>	<b>5,218</b>
Inflation	38
Savings	(98)
<b>2010/11 net budget</b>	<b>5,158</b>

## Explanation of movements

### Inflation

Corporate inflation applied.

### Savings

Savings are expected to be realised through a divisional reorganisation, as well as a staff restructure through the shared services reviews and a small reduction in the council's direct contribution to the commissioning budget counterbalanced by higher income targets.

# Housing strategy and options division

## Divisional summary

### Description of division

A new division to amalgamate housing strategy and regeneration with community housing services is being formed in financial year 2010/11.

This division brings together the council's strategic housing functions (housing strategy, housing investment strategy, housing regeneration initiatives, housing renewal, empty homes, home improvement agency functions, adaptations, strategic engagement with partner organisations such as RSLs) and provides services on behalf of the South East London Housing Partnership (SELHP), of which Southwark is a member. This together with housing 'needs' services, including housing advice, homelessness prevention and assessment, temporary accommodation and services for vulnerable homeless people. Services also include the older person's functions, providing emergency response and support to elderly clients and vulnerable groups, including those living in the council's sheltered properties.

### Summary cost centre groups; BB700

<b>Subjective analysis summary</b>	<b>2009/10 total budget £'000</b>	<b>2010/11 total budget £'000</b>
Employees (excluding agency)	8,246	8,124
Agency Staff	123	36
Employee Expenses	<u>94</u>	<u>88</u>
Employees	8,463	8,248
Property Costs	192	190
Transport	88	88
Equipment, Furniture & Materials	162	146
Catering	2	2
Services	527	494
Communications & Computing	104	100
Printing, Stationery & Office Expen	102	99
Grants	7,813	6,401
Subscriptions	4	4
Miscellaneous	<u>3</u>	<u>3</u>
Supplies and Services	8,716	7,247
Third Party Payments	124	130
Support Services	1,739	1,757
Capital Charges	7,303	7,303
<b>Total Expenditure</b>	<b>26,625</b>	<b>24,964</b>
Government Grants	(3,483)	(3,370)
Fees and Charges	(7,038)	(4,495)
Recharges	(1,292)	(1,299)
<b>Total Income</b>	<b>(11,813)</b>	<b>(9,164)</b>
<b>Net Expenditure</b>	<b>14,812</b>	<b>15,801</b>

<b>Movements</b>	<b>£'000</b>
<b>2009/10 net budget</b>	<b>14,812</b>
Inflation	55
Commitments	1,200
Savings	(266)
<b>2010/11 total budget</b>	<b>15,801</b>

## Strategy and regeneration services

### Description of service

These services are made up of the following teams;

- Housing regeneration initiatives
- Investment strategy – (HRA)
- Housing renewal
- Policy & performance
- South east London housing partnership

Detailed descriptions are provided within the units on the following pages.

### Cost centre group BC700

<b>Subjective analysis summary</b>	<b>2009/10 total budget £'000</b>	<b>2010/11 total budget £'000</b>
Employees	1,626	1,604
Property Costs	165	164
Transport Expenses	40	41
Equipment, Furniture & Materials	24	25
Catering	2	2
Services	18	18
Communications & Computing	13	13
Printing, Stationery & Office Exp	14	14
Subscriptions	2	2
Miscellaneous	<u>3</u>	<u>3</u>
Supplies and Services	75	76
Third Party Payments	1	1
Support Services	212	214
Capital Charges	7,303	7,303
<b>Total Expenditure</b>	<b>9,422</b>	<b>9,402</b>
Government Grants	(217)	(218)
Fees and Charges	(159)	(160)
Recharges	(675)	(681)
<b>Total Income</b>	<b>(1,050)</b>	<b>(1,060)</b>
<b>Net Expenditure</b>	<b>8,372</b>	<b>8,343</b>



### Explanation of budget

#### Employees

There are 37 full time equivalents (FTE) with an average cost per FTE of £42k.

#### Supplies and services

£76k to cover office running costs and communications.

#### Government grants

£102k for healthy homes. There is the homelessness grant at £40k and other various funding streams including from South East London Housing Association.

#### Fees and charges

£160k for charges to voluntary organisations.

#### Recharges

The recharge income of £681k relates mainly to the income from the capitalisation of staff costs on capital schemes.

Services	2009/10			2010/11
	net budget £'000	Inflation £'000	Savings £'000	net budget £'000
Housing Renewals	8,241	6	(35)	8,211
Housing Regeneration. Initiative	102	0	0	102
Policy and Performance	29	0	0	29
<b>Total</b>	<b>8,372</b>	<b>6</b>	<b>(35)</b>	<b>8,343</b>

### Explanation of movements

#### Savings

The saving of £35k are staff costs at £29k and building repairs and maintenance at £6k.

## Housing renewal

### Description of service

The unit helps 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:

- Area 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.

### Cost centre group BD710

<b>Subjective analysis summary</b>	<b>2009/10 total budget £'000</b>	<b>2010/11 total budget £'000</b>
Employees	1,458	1,436
Property Costs	165	164
Transport Expenses	40	40
Equipment, Furniture & Materials	24	24
Catering	2	2
Services	18	18
Communications & Computing	11	11
Printing, Stationery & Office Expenses	13	14
Grants & Subscriptions	2	2
Miscellaneous	3	3
Supplies and Services	73	73
Service Contracts (Private Sector)	1	1
Third Party Payments	1	1
Support Services	212	214
Capital Charges	7,303	7,303
<b>Total Expenditure</b>	<b>9,251</b>	<b>9,231</b>
Government Grants	(176)	(178)
Fees and Charges	(159)	(160)
Recharges	(675)	(681)
<b>Total Income</b>	<b>(1,010)</b>	<b>(1,020)</b>
<b>Net Expenditure</b>	<b>8,241</b>	<b>8,211</b>

<b>Movements</b>	<b>£'000</b>
<b>2009/10 net budget</b>	<b>8,241</b>
Inflation	2
Budget adjustments	3
Savings	(35)
<b>2010/11 Net budget</b>	<b>8,211</b>

## Housing regeneration initiatives

### Description of service

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 RSLs 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.

### Cost centre group BD715

<b>Subjective analysis summary</b>	<b>2009/10 total budget £'000</b>	<b>2010/11 total budget £'000</b>
Employees	101	101
Supplies and Services	1	1
<b>Total Expenditure</b>	<b>102</b>	<b>102</b>
<b>Net Expenditure</b>	<b>102</b>	<b>102</b>

### Investment strategy

- Investment team – This team sits within the HRA structure and is responsible for co-ordination and programme management of the council's housing investment programme (approximately £100m per annum), managing and monitoring resource allocation and spend, advising and supporting managers across all the housing services 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 and associated targets. Reviewing the investment needs for the housing service against anticipated resources. Maximising resources through bids for external funding.

## Policy and performance unit

### Description of service

The main functions for this unit are as follows:

- 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 PI monitoring.
- Developing approaches for tackling rough sleeping in the borough.
- Administering CLG homelessness grant and rough sleepers funding of £40k and other grants.

### Cost centre group BD720

<b>Subjective analysis summary</b>	<b>2009/10 total budget £'000</b>	<b>2010/11 total budget £'000</b>
Employees	67	67
Printing, Stationery & Office Expenses	1	1
<b>Total Expenditure</b>	<b>69</b>	<b>69</b>
Government Grants	-41	-40
<b>Total Income</b>	<b>-41</b>	<b>-40</b>
<b>Net Expenditure</b>	<b>29</b>	<b>29</b>

## South East London Housing Partnership (SELHP)

### **Description of service**

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 within strategy and regeneration services. 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 Greater London Authority (GLA) which allocates some funding sub-regionally. The co-ordinator reports to the SELHP Housing Directors group.

## Community housing services (CHS)

### Description of service

These front line services comprise 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 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.

Detailed descriptions are provided within the units on the following pages.

### Cost centre group JC700

<b>Subjective analysis summary</b>	<b>2009/10 total budget £'000</b>	<b>2010/11 total budget £'000</b>
Agency Staff	123	36
Employees (excluding agency)	<u>6,714</u>	<u>6,609</u>
Employees	6,836	6,645
Property Costs	26	26
Transport Expenses	48	47
Equipment, Furniture & Materials	138	122
Services	509	476
Communications & Computing	91	87
Printing, Stationery & Office costs	88	84
Grants	7,813	6,401
Subscriptions	<u>2</u>	<u>2</u>
Supplies and Services	8,641	7,171
Third Party Payments	124	130
Support Services	1,527	1,543
<b>Total Expenditure</b>	<b>17,202</b>	<b>15,562</b>
Government Grants	(3,266)	(3,153)
Fees & Charges	(6,879)	(4,334)
Recharges	(617)	(617)
<b>Total Income</b>	<b>(10,762)</b>	<b>(8,104)</b>
<b>Net Expenditure</b>	<b>6,440</b>	<b>7,458</b>

## Explanation of budget

### Overall

The overall increase in the cost of services of £1,018m relates to the change in subsidy by government from April. This was allocated to the cost of temporary accommodation (TA) to tenants. This reflects the removal of the cap and threshold system, replacing it by local housing allowance for temporary tenants using private sector and bed & breakfast accommodation. There are less empty properties targeted for the year and a reduction in void cost to £244k.

### Employees

The reduction in the community housing employees budget is due to savings being achieved. There is an establishment of 168 FTE at an average cost of £39.34k.

### Supplies and services

Services – The budget of £476k reflects payments to external agencies and voluntary organisations assisting with homeless prevention in the borough and includes £425k for an internally run homeless prevention scheme.

Grants – The cost of placement in the private sector for bed and breakfast and private accommodation for 2010/11 is £6.4m. This covers assessment and placement of temporary tenants.

### Government grants

The homelessness grant from the communities and local government department of £1.15m is consistent with the previous year. The remaining £2.043m represents the income from health and community services in respect of supported housing services funded by area based grant.

### Fees and charges

This budget covers the rent collection from bed & breakfast and privately leased properties and voids in year. Housing benefit expected is based on new government guidelines removing cap and threshold rates. These are replaced with a lower rate of guideline benefit based on local housing allowance. Total charges have reduced as a result of this change and are at £4,334m for the year.

### Recharges

A charge is made to the housing revenue account for the staff working on placement in council hostels, decant properties and tenancy related housing services of £556k in a full year. In addition recharges are made to health and community services for the elders support service at £61k.

Services	2009/10	Inflation	Budget	Commitments	Savings	2010/11
	net budget £'000		Adjustments £'000			net budget £'000
Temporary Accommodation	719	7	36	1,200	(32)	1,929
Housing Assessment & Support	3,661	30	(51)	0	(110)	3,529
Older Person Services	540	4	(74)	0	(15)	455
Housing Options Services	1,479	8	55	0	(74)	1,468
Procurement & Communications	41	0	35	0	0	76
<b>Total</b>	<b>6,440</b>	<b>49</b>	<b>0</b>	<b>1,200</b>	<b>(231)</b>	<b>7,458</b>

### Explanation of movements

#### Inflation

This is in line with corporate guidelines.

#### Savings

Employee and associated costs have been reduced due to a reduction in the establishment of 7.25 FTE posts.



## Temporary accommodation

### Description of service

This is a specialist housing service delivering temporary accommodation to statutory homeless clients.

### Outputs

Budgets are used to provide accommodation for tenants in privately leased properties and bed & breakfast (B&B), associated running costs for nomination and placement of these clients, as well as rent collection and monitoring takes place within this business unit.

### Cost drivers and unit costs:

- B&B costs £171.76 per week and is available on an emergency basis, based on an average of 68 homeless placements per night during financial year and 54 area office placements.
- Private leased property costs an average of £263.15 per week cost based on 321 of varying bed sizes profiled over the year.

<b>Subjective analysis summary</b>	<b>2009/10 total budget £'000</b>	<b>2010/11 total budget £'000</b>
Agency Staff	10	0
Employees (excluding agency)	<u>1,695</u>	<u>1,731</u>
Employees	1,705	1,731
Property Costs	11	11
Transport Expenses	7	6
Equipment, Furniture & Materials	16	7
Services	2	2
Communications & Computing	18	1
Printing, Stationery & Office	18	16
Grants	<u>6,764</u>	<u>5,411</u>
Supplies and Services	6,818	5,437
Third Party Payments	21	21
<b>Total Expenditure</b>	<b>8,561</b>	<b>7,206</b>
Government Grants	(407)	(387)
Fees and Charges	(6,879)	(4,334)
Recharges	(556)	(556)
<b>Total Income</b>	<b>(7,842)</b>	<b>(5,277)</b>
<b>Net Expenditure</b>	<b>719</b>	<b>1,929</b>

## Explanation of budget

### Employees

The establishment consist of 42.9 full time equivalent posts with an average cost per post of £40.34k.

### Grants

This reflects the cost of placing tenants in bed & breakfast and privately leased properties.

### Government grants

Revenue support from health and community services at £387k for supported accommodation services. The reduction from last year for efficiency savings at £20k is training and equipment costs.

### Fees and charges

This budget reflects income in respect of rent from tenants in bed and breakfast and private leased housing. Many tenants are eligible to housing benefit and the rental charged is based on the local housing allowance for B&B of £184.62 per week and variable rates for private leased accommodation dependant on the number of bedrooms. Income collection for the private sector leasing profile is set at a management target of 94% and void properties not expected to exceed an average of 19 at any one time.

### HRA recharge

£556k is staff working on the placement and support of tenants placed in estate decants and hostel properties around the borough, the cost is recharged to the housing revenue account.

<b>Movements</b>	<b>£'000</b>
<b>2009/10 net budget</b>	<b>719</b>
Inflation	7
Budget adjustments	36
Commitments	1,200
Savings	(32)
<b>2010/11 total budget</b>	<b>1,929</b>

## Explanation of movements

### Inflation

This reflects the corporate inflation guidelines.

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### Adjustments

This reflects the reallocation of allowances and staff costs across front line services.

### Commitments

This relates to the cost of the change in subsidy structure from 1 April 2010 from the use of caps and thresholds. Temporary accommodation housing benefit is now based on local housing allowance.

### Savings

£11k relates to short life contracts, 18 hours FTE for an information officer at £12k and office and furniture costs of £9k.

## Housing assessment and support

### Description of service

Clients are referred from housing assessment when homeless, or threatened with homelessness as described under the Housing Act 1996 (as amended) or where 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.

<b>Subjective analysis summary</b>	<b>2009/10 total budget £'000</b>	<b>2010/11 total budget £'000</b>
Agency Staff	21	17
Employees (excluding agency)	<u>2,194</u>	<u>2,106</u>
Employees	2,215	2,123
Property Costs	5	5
Transport Expenses	3	3
Equipment, Furniture & Materials	16	16
Services	486	460
Communications & Computing	15	6
Printing, Stationery & Office costs	16	24
Grants	<u>63</u>	<u>0</u>
Supplies and Services	595	506
Support Services	1,527	1,543
<b>Total Expenditure</b>	<b>4,346</b>	<b>4,180</b>
Government Grants	(686)	(651)
<b>Total Income</b>	<b>(686)</b>	<b>(651)</b>
<b>Net Expenditure</b>	<b>3,661</b>	<b>3,529</b>

## Explanation of budget

### Employees

The establishment for the housing assessment, support and business support is 51.7 full time equivalent posts with an average cost per post of £40,735.

### Services

Legal budgets at £300k for general litigation, fraud, possessions and evictions and £160k for tenant removal fees.

### Support services

This £1.543m is the cost of central support for insurance, purchasing, property, communications, finance and human resources.

### Government grants

Includes homelessness grant of £85k for housing benefit and homeless prevention staff. Also contributions of £566k from health and community services for resettlement services, learning disability, youth and families support officers. This has reduced year on year by £35k for efficiency savings.

<b>Movements</b>	<b>£'000</b>
<b>2009/10 net budget</b>	<b>3,661</b>
Inflation	30
Budget adjustments	(51)
Savings	(110)
<b>2010/11 net budget</b>	<b>3,529</b>

## Explanation of movements

### Inflation

Corporate guideline inflation

### Budget adjustments

Relate to consolidation of communications and the re-alignment of support across housing option services.

### Savings

Staff savings for caseworkers at £61k for 87 FTE hours and £49k for business support for 72 FTE hours.

## Older person services

### Description of service

The older persons' housing service includes the provision of support at 20 sheltered housing buildings for the elderly around the borough. Services provided are housing support and Southwark mobile alarm response for residents.

### Outputs

The main budget drivers are as follows:

- The cost of the sheltered tenant support service is £860k for 2010/11 this cost is based on support at 619 sheltered units at an average unit cost of £26.73 per week. There is also £230k for staff to run the mobile response service. Together the services are funded at £1,090m for the year.
- The full mobile alarm response net cost of services is £3.37p/w based on 2,600 service users in year.
- Funding towards the equipment installation costs for the base alarm unit for 300 new users is at £186.27 per installation.

<b>Subjective analysis summary</b>	<b>2009/10 total budget £'000</b>	<b>2010/11 total budget £'000</b>
Agency Staff	92	19
Employees (excluding agency)	<u>1,470</u>	<u>1,420</u>
Employees	1,561	1,438
Property Costs	10	10
Transport Expenses	31	31
Equipment, Furniture & Materials	65	60
Services	8	6
Communications & Computing	51	45
Printing, Stationery & Office costs	25	15
Subscriptions	<u>1</u>	1
Supplies and Services	151	<u>127</u>
<b>Total Expenditure</b>	<b>1,754</b>	<b>1,607</b>
Government Grants	(1,153)	(1,090)
Recharges	(61)	(61)
<b>Total Income</b>	<b>(1,214)</b>	<b>(1,151)</b>
<b>Net Expenditure</b>	<b>540</b>	<b>455</b>

## Explanation of budget

### Employees

The establishment of the older person's service is made up of 39 full time equivalent posts with an average cost per post of £36.4k includes out of hours service shift allowances.

### Supplies and services

Includes the cost of the equipment and the office expenses at the 20 sheltered units and office supplies at Fred Francis house.

### Government grants

Relates to grants funding from health and community services for sheltered services of £860k and mobile response of £230k.

### Recharges

This relates to income from the elders services.

<b>Movements</b>	<b>£'000</b>
<b>2009/10 net budget</b>	<b>540</b>
Inflation	4
Budget adjustments	(74)
Savings	(15)
<b>2010/11 net budget</b>	<b>455</b>

## Explanation of movements

### Inflation

This is in line with corporate guidelines.

### Budget adjustments

These relate to the reduction of support funding for sheltered wardens at £63k and the remainder for the mobile response service office costs reallocated and consolidation of the telephone budget across the division.

### Savings

This relates to reductions in allowances and staff overtime within the mobile response team.

## Housing options services

### 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 housing options establishment is made up of 35 full time equivalent posts with an average establishment cost of £37,457 per post.

- The main outputs driving the service are the 6,000 housing options appointments predicted in financial year 2010/11.
- 84,000 telephone approaches per year at a unit cost of £3.91 per call.
- Prevention of homelessness in 2009/10 was around 215 cases and in financial year 2010/11 expected at the same level.
- 190 private rented sector properties secured through rent deposit scheme and 275 through finder fee scheme.
- Reduces overcrowding in the borough – 750 cases in 2009/10 overcrowded families re-housed under home search. Case numbers for 2010/11 are expected to be consistent.

<b>Subjective analysis summary</b>	<b>2009/10 total budget £'000</b>	<b>2010/11 total budget £'000</b>
Employees	1,314	1,311
Transport Expenses	7	7
Equipment, Furniture & Materials	41	39
Services	13	8
Communications & Computing	7	0
Printing, Stationery & Office Expenses	29	29
Grants	423	425
Subscriptions	1	1
Supplies and Services	513	501
Third Party Payments	103	109
<b>Total Expenditure</b>	<b>1,937</b>	<b>1,928</b>
Government Grants	(458)	(459)
<b>Total Income</b>	<b>(458)</b>	<b>(459)</b>
<b>Net Expenditure</b>	<b>1,479</b>	<b>1,468</b>

## Explanation of budget

### Employees

There are 33 full time equivalents (FTEs) with an average cost of £37k.

### Grants

This is the cost of the finder's fee scheme for tenants diverting to the private sector.

### Government grants

This relates to homelessness grant at £459k including £425k for a homeless prevention scheme for tenants and £35k for housing initiatives officer also paid for by homelessness grant.

<b>Movements</b>	<b>£'000</b>
<b>2009/10 net budget</b>	<b>1,479</b>
Inflation	8
Budget adjustments	55
Savings	(74)
<b>2010/11 net budget</b>	<b>1,468</b>

## Explanation of movements

### Inflation

This reflects corporate guidelines.

### Budget adjustments

This reflects reallocation of staff costs to housing assessment, but has a nil impact across all services.

### Savings

This relates to two housing options officers and part funding for an initiatives officer total 84 hours and includes 36 hours from service reduction.



## Grant to external providers and procurement

### Description of service

External partners provide preventative homelessness services within the borough.

#### Outputs

The service is agreed annually in advance with quarterly targets and returns to government.

<b>Subjective analysis summary</b>	<b>2009/10 total budget £'000</b>	<b>2010/11 total budget £'000</b>
Employees	41	41
Communications & Computing	0	35
Grants	<u>563</u>	<u>566</u>
Supplies and Services	563	601
<b>Total Expenditure</b>	<b>605</b>	<b>642</b>
Government Grants	(563)	(565)
<b>Total Income</b>	<b>(563)</b>	<b>(565)</b>
<b>Net Expenditure</b>	<b>41</b>	<b>76</b>

### Explanation of budget

#### Employees

Employee's budget is 1 FTE for procurement support.

#### Communications & computing

The consolidated telephone budget for Bournemouth Road is included at £35k for 2010/11

#### Grants

This represents the full cost of external services.

#### Government grants

Homelessness grants provided to external bodies at £565k.

<b>Movements</b>	<b>£'000</b>
<b>2009/10 net budget</b>	<b>41</b>
Budget adjustments	35
<b>2010/11 net budget</b>	<b>76</b>

### Explanation of movements

#### Inflation

This reflects corporate guidelines.

#### Adjustments

Telephone budgets for Bournemouth Road offices consolidated.

# Major projects

## Description of service

Southwark Council's £4 billion regeneration programme is one of the largest in the UK.

Southwark is fast acquiring the characteristics, market perceptions and land values of central London. Locations within the borough which were previously ignored are becoming sought after areas. 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.

To deliver on our promise of improving life chances for our residents the major projects department was established in February 2007 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 we 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

## Cost centre group MA100

<b>Subjective analysis summary</b>	<b>2009/10 total budget £'000</b>	<b>2010/11 total budget £'000</b>
Agency staff	270	271
Employees excluding agency	<u>1,874</u>	<u>1,856</u>
Employees	2,144	2,127
Property Costs	91	91
Transport	16	17
Services	3,965	4,771
Grants	2,441	0
Other supplies and services	<u>56</u>	<u>61</u>
Supplies and services	6,462	4,832
Support services (Internal Charges)	28	28
Capital charges	24	24
<b>Total Expenditure</b>	<b>8,675</b>	<b>7,118</b>
Government Grants	(2,441)	0
Fees and Charges	(453)	(550)
Recharges to HRA	(1,053)	(1,671)
Other recharges	(270)	(272)
<b>Total Income</b>	<b>(4,217)</b>	<b>(2,493)</b>
<b>Net Expenditure</b>	<b>4,549</b>	<b>4,625</b>
Less contributions from reserves	(1,211)	(1,297)
<b>Base Budget</b>	<b>3,338</b>	<b>3,328</b>

## Movements

	2009/10			2010/11					
	Base budget £'000	One off transfer from reserves £'000	Total budget £'000	Inflation on 2010/2011 £'000	Base budget savings £'000	Commitments £'000	Base budget £'000	One off transfer from reserves £'000	2010/11 total budget £'000
Services									
Project Director and Support	747	0	747	5	-220	0	531	0	531
Elephant and Castle	1,141	0	1,141	9	0	0	1,150	0	1,150
Aylesbury	528	0	528	4	0	0	532	0	532
Aylesbury Grants	99	0	99	0	0	0	99	0	99
Southwark Schools for the Future (Secondary Programme)	317	326	643	2	0	189	509	393	902
Canada Water and Bermondsey Spa	419	885	1,307	2	0	0	421	904	1,325
Property Advisory	86	0	86	0	0	0	86	0	86
<b>Total</b>	<b>3,338</b>	<b>1,211</b>	<b>4,548</b>	<b>22</b>	<b>-220</b>	<b>189</b>	<b>3,328</b>	<b>1,297</b>	<b>4,625</b>

## **Explanation of movements**

### Inflation

Inflation is within corporate guidelines.

### Savings

£220k have been generated by re-structuring the strategic director support area.

### Increase in recharges to HRA

Expert housing and planning and property officers will be engaged throughout the year to assist major projects achieving council objectives.

## Project director and support

### Description of service

Major project's 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.

The major project director and team provides the strategic lead in the procurement and management of the professional, technical, programme, project and contract management expertise to turn the council's objectives into coordinated 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>2009/10 total budget £'000</b>	<b>2010/11 total budget £'000</b>
Employees	526	352
Property Costs	48	48
Supplies and Services	173	131
<b>Total Expenditure</b>	<b>747</b>	<b>531</b>
<b>Net Expenditure</b>	<b>747</b>	<b>531</b>

### Explanation of budget

#### Employees

There are 17.5 full time equivalents (FTEs) with an average cost of £20.1k.

#### Supplies and services

The services budget represents professional and technical advice which will be commissioned throughout the year to support projects within the department.

<b>Movements</b>	<b>£'000</b>
<b>2009/10 net budget</b>	<b>747</b>
Inflation	5
Savings	(221)
<b>2009/10 net expenditure budget</b>	<b>531</b>

### Explanation of movements

Inflation is within corporate guidelines

#### Savings

Following on from a restructure of the director's office, two support staff posts that have been vacant for the past 10 months has been deleted. Furthermore, consultants' budgets have been reduced to reflect the new business support requirements.

# 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 as 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 coordinate the effective delivery of the project.

## Cost centre group - MB200

<b>Subjective analysis summary</b>	<b>2009/10 total budget £'000</b>	<b>2010/11 total budget £'000</b>
Agency Staff	146	147
Employees excluding agency	<u>350</u>	<u>351</u>
Employees	496	498
Property Costs	40	40
Transport	112	13
Services	850	859
Other	<u>53</u>	<u>53</u>
Supplies and Services	903	912
<b>Total Expenditure</b>	<b>1,451</b>	<b>1,463</b>
Recharge to HRA	(250)	(250)
Fees and Charges	(60)	(63)
<b>Total Income</b>	<b>(310)</b>	<b>(313)</b>
<b>Net Expenditure</b>	<b>1,141</b>	<b>1,150</b>

## Explanation of budget

### Employees

There are 8 full time equivalents (FTEs) with an average cost of £62.3k.

### Services

These budgets provide funding for the financial, legal, technical and marketing costs for the following broad elements of the Elephant and castle project.

Commercial partner procurement - £400k

Master plan-highway & transport interchange - £115k

Housing partner procurement - £70k

Musco - £150k

Phase 1 demolition – £230k

### Recharges to HRA

HRA contribution of £250,000 towards the costs of housing procurement, master planning and Musco.

<b>Movements</b>	<b>£'000</b>
<b>2009/10 net budget</b>	<b>1,141</b>
Inflation	9
<b>2009/10 net expenditure budget</b>	<b>1,150</b>

#### **Explanation of movements**

Inflation is within corporate guidelines.

## 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 4000 mixed tenure homes and supporting social and community infrastructure to create a new urban community. The council's executive committee 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 and construction started in March 2009.

The council has undertaken a European procurement process and appointed master planners Urban Initiatives who together with the council and its partners prepared an area action plan (AAP). The AAP is a planning document that provides a framework for future development. This was adopted by the council in January 2010.

The homes and communities agency (HCA) has provided support for the redevelopment scheme which starts in full in 2010.

The costs and funding sources for the scheme for 2010/11 will be agreed and finalised before the first quarter of the year and incorporated into the revenue budgets. HRA is expected to be the main source of the funding.

### Cost centre group - MB300

<b>Subjective analysis summary</b>	<b>2009/10 total budget £'000</b>	<b>2010/11 total budget £'000</b>
Agency Staff	86	86
Employees excluding agency staff	<u>140</u>	<u>141</u>
Employees	226	227
Property Costs	3	3
Transport	4	4
Services	1,095	1,715
Miscellaneous	<u>3</u>	<u>4</u>
Supplies and Services	1,098	1,719
<b>Total Expenditure</b>	<b>1,331</b>	<b>1,953</b>
HRA recharges	(803)	(1,421)
<b>Total Income</b>	<b>(803)</b>	<b>(1,421)</b>
<b>Net Expenditure</b>	<b>528</b>	<b>532</b>



## Explanation of budget

### Services

The main components of the service budgets are as follows:

- Stakeholder - £33k
- Property advice internal and external - £86k
- Planning - £10k
- Legal - £60k
- Finance - £279k
- Surveys - £149k
- Studies - £509k
- Additional Management and Admin – £589k

The £620k extra costs in 2010-11 are due to:

- Costs relating to the preparation and related studies for Phase 1 which is due to go to tender in September.
- Continuing work towards the completion of phase.
- The professional fee costs associated with the interim outline business case for PFI which is due to be submitted.

### HRA Recharge income

These represents charges made to the HRA according to pre agreed formula for work done as part of the Aylesbury project but which falls under the landlord function.

<b>Movements</b>	<b>£'000</b>
<b>2009/10 net budget</b>	<b>528</b>
Inflation	4
<b>2009/10 net expenditure budget</b>	<b>532</b>

## Explanation of movements

Inflation is within corporate guidelines.

### Employees

There are 4 full time equivalents (FTEs) with an average cost of £56.8k.

### Outputs

- Continue programme of intensive consultation and communication with strategic partners e.g. Housing Corporation, Greater London Authority, Government of 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.

## Aylesbury grants

### Description of service

This grant funded the operations of the new deals for communities (NDC) supporting social and community projects on the Aylesbury estate. The objective of these projects are 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 included supporting the development of social enterprises that give local residents the ability to start local businesses, find local employment and receive locally-responsive services. 2009/10 was the final year that this grant was received.

Cost centre group - MB301

<b>Subjective analysis summary</b>	<b>2009/10 total budget £'000</b>	<b>2010/11 total budget £'000</b>
Employees	47	47
Grants	<u>2,441</u>	<u>0</u>
Supplies and Services	2,441	0
Support Services (Internal Charges)	28	28
Capital Charges	24	24
<b>Total Expenditure</b>	<b>2,540</b>	<b>99</b>
Government Grants	(2,441)	0
<b>Total Income</b>	<b>(2,441)</b>	<b>(0)</b>
<b>Net Expenditure</b>	<b>99</b>	<b>99</b>

### Material budgets

Grants

Grant income was held centrally before being allocated to community projects by the NDC project appraisal board.

<b>Movements</b>	<b>£'000</b>
<b>2009/10 net budget</b>	<b>99</b>
Inflation	0
<b>2009/10 net expenditure budget</b>	<b>99</b>

## 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. Southwark schools for the future (SSF) is Southwark's BSF programme.

The role of this division is to manage the the Southwark schools for the future (SSF) procurement programme through the local education partnership (LEP), a limited company created to deliver the SSF programme. The SSF secondary programme is an investment of £225m for 12 secondary schools; this includes 2 brand new schools and the Walworth Academy.

The team will guide the LEPco partnership company through the transition phase and agree how the LEPco will develop new projects and oversee their delivery upon a set of service based outcomes that the LEPco, Council and schools will take joint responsibility for delivering.

The team will continue to deliver client side management functions that include providing education transformation leadership, management of the commissioning of all phases of the project and the day-to-day contract management (including performance monitoring of the LEPco) and ensuring the council meets its contractual obligations.

### Cost centre group - MB400

<b>Subjective analysis summary</b>	<b>2009/10 total budget £'000</b>	<b>2010/11 total budget £'000</b>
Employees	175	326
Services	727	924
Other supplies and services	<u>0</u>	<u>4</u>
Supplies and Services	727	928
<b>Total Expenditure</b>	<b>902</b>	<b>1,254</b>
Fees and Charges	(259)	(352)
<b>Total Income</b>	<b>(259)</b>	<b>(352)</b>
<b>Net Expenditure</b>	<b>643</b>	<b>902</b>
Less contribution from reserves	(326)	(393)
<b>Base budget</b>	<b>317</b>	<b>509</b>

## Explanation of budget

### Employees

No of FTE 7 - No significant agency staff budgets in 2010/11 as the projects has now reached financial close

### Services

The following professional fees items would be incurred in order to manage the local education partnership agreement:

- Legal advice for phase 2 & 3 - £460k
- Financial advice - £257k
- Technical advice - £172k
- Property management - £27k
- Other professional fees - £8k

### Fees and charges

The £352k is made up of the following:

- Support from schools forum towards schools for the future projects – fixed at £250,000
- Recharges in respect of 2 Staff on secondment and other staff re-imburements - £102k

<b>Movements</b>	<b>£'000</b>
<b>2009/10 net budget</b>	<b>317</b>
Inflation	2
Commitment	190
<b>2009/10 net expenditure budget</b>	<b>509</b>

## Explanation of movements

Inflation is within corporate guidelines

## How will contribution from reserves be spent

The contribution from reserves will go towards payment for 3 additional staff required to manage the LEP agreement. The remaining will be spent on professional services mainly relating to legal advice on the LEP.

### Outputs

- No of FTEs – 7 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 advice

## 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 across a wider area; developing tools to test the transport implications of development; and, working with front line services to deliver investment, particularly in a new school for Rotherhithe, decent homes and in leisure facilities. The regeneration program will continue to provide financial receipts to support the council's programs and services; it will also continue to provide housing and re-housing opportunities for the borough.

#### Bermondsey Spa

In consultation with local people the council has formulated a master plan to shape the regeneration of the area. The masterplan and experience from its ongoing delivery have been used to guide 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. The regeneration program will continue to provide financial receipts to support the council's programs and services; it will also continue to provide housing and re-housing opportunities for the borough.

### Cost centre group - MB500

<b>Subjective analysis summary</b>	<b>2009/10 total budget £'000</b>	<b>2010/11 total budget £'000</b>
Agency staff	38	38
Employees excluding agency	<u>371</u>	<u>372</u>
Employees	409	410
Services	<u>1,120</u>	<u>1,142</u>
Supplies and Services	1,120	1,142
<b>Total Expenditure</b>	<b>1,529</b>	<b>1,552</b>
Fees and Charges	(134)	(135)
Recharges	(91)	(92)
<b>Total Income</b>	<b>(225)</b>	<b>(227)</b>
<b>Net Expenditure</b>	<b>1,304</b>	<b>1,325</b>
Less contribution from reserves	(885)	(904)
<b>Net Expenditure</b>	<b>419</b>	<b>421</b>

### Explanation of budget

#### Employees

There are 7 full time equivalents (FTEs).

#### Services

The planned expenditure in relation to technical and legal advice on land development is as follows.

Canada Water - £780k

Bermondsey Spa - £360k

#### Recharges

Recharges for services provided to other departments by the team.

#### Fees and charges

This is in respect of a charge to British Land Canada Quay (BLCQ) Development account and reflects the expenditure incurred on activities in Canada Water.

<b>Movements</b>	<b>£'000</b>
<b>2009/10 net budget</b>	<b>419</b>
Inflation	2
<b>2009/10 net expenditure budget</b>	<b>421</b>

### Explanation of movements

Inflation is within corporate guidelines

## Heygate rehousing

### Description of service

The property advisors business unit provides both in-house and external advice in relation to the major projects regeneration areas. This included managing and administering the various acquisition programmes within the department as well as technical issues in relation to the disposal of sites and compulsory purchase orders.

### Cost centre group - MB800

<b>Subjective analysis summary</b>	<b>2009/10 total budget £'000</b>	<b>2010/11 total budget £'000</b>
Employees	265	266
<b>Total Expenditure</b>	<b>265</b>	<b>266</b>
Recharges	(179)	(180)
<b>Total Income</b>	<b>(179)</b>	<b>(180)</b>
<b>Net Expenditure</b>	<b>86</b>	<b>86</b>

### Explanation of budget

#### Employees

The 2010/11 salary budget of £266k covers a team of four at an average cost of £66k.

#### Recharges

This budget is attributable to intra and inter departmental property professional work carried out by the team.

## Communities, law & governance

### Description of division

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. Through the monitoring officer role the department ensures that council decisions are taken, and its business priorities achieved, in compliance with local (constitutional) and national (statutory) frameworks. These services are described in more detail in the following pages.

### Cost centre group CA800

<b>Services</b>	<b>2009/10 total budget £'000</b>	<b>2010/11 total budget £'000</b>
Democratic Services	3,963	3,988
Electoral Services and Local Land Charges	224	223
Scrutiny & PAs	316	306
Legal Services	1,431	1,270
Community Engagement	7,833	7,283
<b>Total</b>	<b>13,767</b>	<b>13,070</b>

<b>Subjective analysis summary</b>	<b>2009/10 total budget £'000</b>	<b>2010/11 total budget £'000</b>
Agency Staff	139	140
Employees (excluding agency)	<u>9,837</u>	<u>9,776</u>
Employees	9,976	9,916
Property Costs	133	129
Transport Expenses	148	150
Equipment, Furniture & Materials	281	280
Catering	58	52
Services	661	568
Communications & Computing	232	259
Printing, Stationery & Office Expenses	418	401
Grants	3,171	2,732
Subscriptions	16	16
Miscellaneous	<u>1,646</u>	<u>1,623</u>
Supplies and Services	6,482	5,932
Third Party Payments	2,434	2,403
Support Services	2,654	2,680
<b>Total Expenditure</b>	<b>21,827</b>	<b>21,211</b>
Fees and Charges	(678)	(685)
Customer Receipts	(60)	(61)
Recharges	(7,321)	(7,395)
<b>Total Income</b>	<b>(8,060)</b>	<b>(8,141)</b>
<b>Net Expenditure</b>	<b>13,767</b>	<b>13,070</b>



## Explanation of budget

### Employees

There are 198.7 full time equivalent (FTE) posts within the department, 9.5 funded from area based grant (ABG) which is part of the grants budget in the table above. The average cost per FTE, including all employee related costs, such as training and pension, is £52k.

### Supplies and services

The miscellaneous budget of £1.6m is primarily the members' allowances budget of £1.4m held by democratic services.

### Grants

The grants budget is the responsibility of the community engagement division. The 2010/11 total reflects expenditure funded by ABG of £887k, a working neighbourhoods fund (WNF) allocation of £275k, payments in respect of the voluntary and community sector grants programme of £1,212k and the community councils grants programme of £122k. Further details can be found on the service budget pages.

### Recharge income

The recharge income budget is primarily legal charges to departments based on usage, £1.8m of the £7.4m legal recharges is expected from the housing litigation team however the actual charge will be dependent on the volume of legal support requested by HRA services.

Services	2009/10		Corporate reallocations £'000	Commitments £'000	Savings £'000	2010/11	
	net budget £'000	Inflation £'000				net budget £'000	net budget £'000
Democratic Services	3,963	31	0	130	(136)	3,988	
Electoral Services and Local							
Land Charges	224	(1)	0	0	0	223	
Scrutiny & PAs	316	2	0	0	(12)	306	
Legal Services	1,431	(17)	0	66	(210)	1,270	
Community Engagement	7,833	74	(399)	0	(225)	7,283	
<b>Total</b>	<b>13,767</b>	<b>89</b>	<b>(399)</b>	<b>196</b>	<b>(583)</b>	<b>13,070</b>	

## **Explanation of movements**

### Commitments

The departmental commitments are the result of increasing demands and responsibilities placed on the Authority, they include freedom of information duties and health and safety matters. Further details can be found on the budget pages for the individual services.

### Savings

The main themes for achieving savings during 2010/11 are; applying value for money and performance criteria to the departmental grants programme, streamlining management and administrative functions through merging service areas and working smarter and changing practices to lessen the authority's dependence on external legal providers. Further details can be found on the budget pages for the individual services.

### Adjustments

The £399k budget reduction under the corporate reallocations heading reflects the planned tapering of ABG and WNF programmes, this tapering will continue in 2011/12.

## Democratic services

### Divisional summary

#### Description of division

Democratic services maintain the democratic legitimacy of the council's work and its accountability to the residents of Southwark including maintaining accessibility and promoting engagement. The service also provides direct support to members, including the Mayor's office, and leads on many aspects of corporate governance and constitutional process. It is responsible for FOI and the legal aspects of data protection.

<b>Subjective analysis summary</b>	<b>2009/10 total budget £'000</b>	<b>2010/11 total budget £'000</b>
Employees	1,685	1,705
Property Costs	43	43
Transport Expenses	80	81
Equipment, Furniture & Materials	87	85
Catering	26	20
Services	105	115
Communications & Computing	72	100
Printing, Stationery & Office Expenses	159	152
Subscriptions	6	6
Miscellaneous	<u>1,581</u>	<u>1,561</u>
Supplies and Services	2,036	2,038
Support Services	119	120
<b>Total Expenditure</b>	<b>3,963</b>	<b>3,988</b>
<b>Net Expenditure</b>	<b>3,963</b>	<b>3,988</b>

#### Explanation of budget

##### Employees

There are 36.2 full time equivalent posts at an average cost of £47k when including all employee related expenditure such as training and pension costs.

##### Supplies and services

The miscellaneous budget line includes members' allowances of £1.381m and £180k relating to expenditure incurred by the community councils as a result of its cross departmental remit.

<b>Movements</b>	<b>£'000</b>
<b>2009/10 net budget</b>	<b>3,963</b>
Inflation	31
Commitments	130
Savings	(136)
<b>2010/11 total budget</b>	<b>3,988</b>

### **Explanation of movements**

#### Commitments

The £130k is formed of a requirement to resource the authority's freedom of information and data protection functions to meet increasing demand (£90k), building capacity to ensure the authority's decision making processes are followed (£20k), and providing for the one-off need to induct new members following Borough elections (£20k).

#### Savings

The service plans to make savings in the way it delivers support to members (£54k), focus on supporting statutory decision making frameworks and meetings (£45k) and formalise arrangements covering the community councils (£32k).

## Electoral services and local land charges

### Divisional summary

#### Description of division

Electoral services and local land charges provides services for two crucial statutory functions. All elections and referenda are run by electoral services which includes elections for national bodies (UK and European parliaments), regional bodies (Greater London Assembly and the London Mayor) and the local council (borough council elections). The registration of all eligible residents of the borough on the register of electors is an essential precursor to the holding of free and fair elections. local land charges maintains the statutory register of local land charges. Access to the information held on the register, through the provision of official and personal searches, is a part of the conveyancing process.

Subjective analysis summary	2009/10 total budget £'000	2010/11 total budget £'000
Agency Staff	32	33
Employees (excluding agency)	<u>587</u>	<u>590</u>
Employees	620	623
Property Costs	2	2
Transport Expenses	5	5
Equipment, Furniture & Materials	31	31
Catering	8	9
Services	41	42
Communications & Computing	60	60
Printing, Stationery & Office Expenses	50	50
Miscellaneous	<u>6</u>	<u>6</u>
Supplies and Services	196	198
<b>Total Expenditure</b>	<b>822</b>	<b>827</b>
Fees and Charges	(596)	(602)
Customer Receipts	(2)	(2)
<b>Total Income</b>	<b>(598)</b>	<b>(604)</b>
<b>Net Expenditure</b>	<b>224</b>	<b>223</b>

#### Explanation of budget

##### Employees

There are 9 full time equivalent posts at an average cost of £44k when including all employee related expenditure such as training. Included in the employees budget is a figure of £195k which relates to the cost of operating the annual electoral canvass. There is a small agency staff budget to reflect the temporary peaks in workload associated with running elections.

##### Income

The fees and charges income budget relates to income generated from local land searches.

Movements	£'000
<b>2009/10 net budget</b>	<b>224</b>
Inflation	(1)
<b>2010/11 net budget</b>	<b>223</b>

# 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.

<b>Subjective analysis summary</b>	<b>2009/10 total budget £'000</b>	<b>2010/11 total budget £'000</b>
Employees	245	246
Property Costs	1	1
Transport Expenses	3	3
Equipment, Furniture & Materials	1	1
Catering	2	2
Services	35	36
Communications & Computing	5	5
Printing, Stationery & Office Expenses	22	10
Miscellaneous	1	1
Supplies and Services	67	56
<b>Total Expenditure</b>	<b>316</b>	<b>306</b>
<b>Net Expenditure</b>	<b>316</b>	<b>306</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 £49k.

<b>Movements</b>	<b>£'000</b>
<b>2009/10 net budget</b>	<b>316</b>
Inflation	2
Savings	(12)
<b>2010/11 net budget</b>	<b>306</b>

### Explanation of movements

#### 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.

<b>Subjective analysis summary</b>	<b>2009/10 total budget £'000</b>	<b>2010/11 total budget £'000</b>
Employees	5,977	5,977
Property Costs	11	6
Transport Expenses	48	50
Equipment, Furniture & Materials	141	143
Catering	5	5
Services	191	84
Communications & Computing	68	67
Printing, Stationery & Office Expenses	129	130
Miscellaneous	<u>7</u>	<u>7</u>
Supplies and Services	541	436
Support Services	2,180	2,202
<b>Total Expenditure</b>	<b>8,758</b>	<b>8,671</b>
Customer Receipts	(58)	(59)
Recharges	(7,269)	(7,342)
<b>Total Income</b>	<b>(7,328)</b>	<b>(7,401)</b>
<b>Net Expenditure</b>	<b>1,431</b>	<b>1,270</b>

## Explanation of budget

### Employees

The service has 106 FTE budgeted posts. The average employee cost, including all employee related expenditure, such as training, is £56k.

### Supplies and services

Support services include corporate support costs of £688k, internal overheads of £461k and corporate legal costs of £1,053k.

## Income

### Recharge income

The £7.4m income budget is predominantly the expected income from other departments based on the volume of legal support delivered. The housing litigation team has an income budget of £1.8m however 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>2009/10 net budget</b>	<b>1,431</b>
Inflation	(17)
Commitments	66
Savings	(210)
<b>2010/11 net budget</b>	<b>1,270</b>

## Explanation of movements

### Inflation

The inflation figure is negative due to the size of recharge budget.

### Commitments

The commitment concerns the requirement placed on the authority to manage the increasing attention focussed on regulatory and health and safety legal responsibilities.

### Savings

The savings figure comprises efficiencies on external legal costs delivered by legal services on behalf of client departments (£110k) and a reduction in staffing costs across management and administrative functions (£100k).



## Community engagement

### Divisional summary

#### Description of division

Community engagement is made up of 4 teams:

- Neighbourhoods
- Commissioning and voluntary sector support
- Community participation
- Quality and performance

The division works to bring the council's services closer to the people it serves and to put local people at the heart of everything the council does. We work with departments across the council to ensure that they involve residents in the planning and delivery of all of our services and give local people a real voice in decision making. The division is responsible for developing and improving the role of the eight community councils to engage more people with the work the council does in our neighbourhoods. It also leads the council's partnership with the community and voluntary sector in Southwark to maintain and develop a strong voluntary sector that works with the council to build safe, healthy and thriving communities.

Activities include:

- Promoting engagement and empowerment across the council and within communities, involving Southwark's communities in decision making and service design;
- Developing and maintaining positive relationships with the voluntary and community sector;
- Providing financial and administrative support to about 50 organisations;
- Promoting understanding of and cohesion among Southwark's diverse communities;
- Developing the role of the 8 community councils and co-ordinating the work the Council and its partners do on a neighbourhood basis.

<b>Subjective analysis summary</b>	<b>2009/10 total budget £'000</b>	<b>2010/11 total budget £'000</b>
Agency Staff	107	107
Employees (excluding agency)	<u>1,343</u>	<u>1,258</u>
Employees	1,449	1,366
Property Costs	76	77
Transport Expenses	11	11
Equipment, Furniture & Materials	21	21
Catering	15	16
Services	289	292
Communications & Computing	27	27
Printing, Stationery & Office Expenses	58	59
Grants	3,171	2,732
Subscriptions	10	10
Miscellaneous	<u>52</u>	<u>48</u>
Supplies and Services	3,643	3,204
Third Party Payments	2,433	2,403
Support Services	354	358
<b>Total Expenditure</b>	<b>7,967</b>	<b>7,418</b>
Fees and Charges	(82)	(83)
Recharges	(52)	(53)
<b>Total Income</b>	<b>(134)</b>	<b>(136)</b>
<b>Net Expenditure</b>	<b>7,833</b>	<b>7,283</b>

## Explanation of budget

The service is funded through a combination of mainstream funding, an allocation of the budget supported by area based grant funding (ABG) and an allocation of the working neighbourhoods fund (WNF).

The grants line comprises ABG funding of £887k, a WNF allocation of £275k, the voluntary and community sector grants programme of £1,212k and the community council grants programme of £122k.

The third party payments budget is mainly for community legal services (£1,194k), the London borough grants levy of £961k and the Links grant of £211k.

### Employees

There are 42.5 full time equivalent posts, with 9.5 posts funded from ABG which is part of the grants figure in the table above, at an average cost of £49k when including all employee related expenditure, such as pension and training costs.

### Grants

As noted above the service provides grant funding to 35 organisations which were assessed against the following three objectives;

- support for organisations that promote specific cultural, social, faith and personal identities in ways that contribute to the development of confident communities able to play a full role in civic and public life.
- support for organisations that build 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.
- support for organisations that provide a core resource base for work that tackles social exclusion in the deprived area and neighbourhoods in Southwark.

There are further grant allocations sourced from WNF, these are as follows;

- Active Citizens Hub £140,000
- Community Action Southwark £42,000
- Southwark Travellers Action Group £40,000

<b>Movements</b>	<b>£'000</b>
<b>2009/10 net budget</b>	<b>7,833</b>
Inflation	74
Corporate reallocations	(399)
Savings	(225)
<b>2010/11 total budget</b>	<b>7,283</b>

## Explanation of movements

### Corporate reallocations

This reflects the tapering of ABG and WNF budgets.

### Savings

The savings programme includes activities under the following headings;

- The application of performance criteria to the voluntary sector grants programme and the legal advice contract (£135k)
- Efficiencies derived from a merged service area and management structure (£90k).

## Deputy chief executive's department (DCE)

### Description of division

This department supports both internal and external clients. 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.

DCE brings together many of the corporate functions of the council. It is made up of four 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. There is a division which formed part of the DCE in 2009/2010, organisational development, which was transferred to another department during the year. However the budget for this service will be transferred to the new department after 1 April 2010 and is therefore still shown in the following DCE pages.

<b>Divisions</b>	<b>2009/10 total budget £'000</b>	<b>2010/11 total budget £'000</b>
Human Resources	5,170	5,206
Organisational Development	1,820	1,686
Corporate Strategy	2,275	1,836
Communications	1,635	1,645
Client Services	38,809	41,458
Benefits, Subsidies and Grants	(5,398)	(5,592)
<b>Deputy Chief Exec.</b>	<b>44,311</b>	<b>46,237</b>

<b>Subjective analysis summary</b>	<b>2009/10 total budget £'000</b>	<b>2010/11 total budget £'000</b>
Agency Staff	135	136
Employees (excluding agency)	<u>13,419</u>	<u>13,342</u>
Employees	13,554	13,478
Property Costs	1,103	1,117
Transport Expenses	87	88
Equipment, Furniture & Materials	167	168
Catering	73	73
Clothing, Uniforms & Laundry	4	4
Services	1,806	1,829
Communications & Computing	454	458
Printing, Stationery & Office Expenses	394	398
Grants	714	268
Subscriptions	53	53
Miscellaneous	<u>609</u>	<u>615</u>
Supplies and Services	4,274	3,866
Third Party Payments	22,756	23,198
Transfer Payments	189,827	193,809
Support Services	5,434	5,488
Capital Charges	1,844	1,844
<b>Total Expenditure</b>	<b>238,879</b>	<b>242,888</b>
Government Grants	(187,203)	(189,064)
Other Grants & Contributions	(958)	(966)
Fees and Charges	(4,198)	(4,390)
Customer Receipts	(31)	(31)
Deductions & Reimbursements	(7)	(7)
Recharges	(2,171)	(2,193)
<b>Total Income</b>	<b>(194,568)</b>	<b>(196,651)</b>
<b>Net Expenditure</b>	<b>44,311</b>	<b>46,237</b>

<b>Services</b>	<b>2009/10 net budget £'000</b>	<b>Inflation £'000</b>	<b>Corporate reallocations £'000</b>	<b>Commitments £'000</b>	<b>Savings £'000</b>	<b>2010/11 net budget £'000</b>
Human Resources	5,170	34	-	-	-	5,204
Org. Development	1,820	7	29	-	(170)	1,686
Corporate Strategy and Strategic Services	2,275	9	(448)	-	-	1,836
Communications	1,635	10	-	-	-	1,645
Client Services	38,809	521	-	2,628	(500)	41,458
Revenues, Benefits and Grants	(5,398)	(44)	-	-	(150)	(5,592)
<b>Total</b>	<b>44,311</b>	<b>537</b>	<b>(419)</b>	<b>2,628</b>	<b>(820)</b>	<b>46,237</b>

**Explanation of movements****Inflation**

The average inflation rate across the department is 1.2%. Most budgets have been inflated in line with the corporate guidelines, but alternative inflation rates have been calculated where the rate is specified by contract. These are noted on the pages relating to the appropriate services.

**Corporate reallocations**

The corporate reallocations arise from internal reorganisations in the organisational development and corporate strategy and strategic services divisions. Further details are given on the pages for those services.

**Commitments**

The commitments arise from unavoidable additional costs of concessionary fares and costs relating to the termination of the revenues and benefits contract with Liberata. Further details can be found on the client services page.

**Savings**

Savings of £820k have been identified across the department and applied to the budgets. Further details are set out on the pages relating to the individual services.

# Human resources

## Divisional summary

### Description of division

This unit provides corporate leadership and a direct support function for human resources, payroll and pensions administration across the council. 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.

The new structure has been formed following a shared services review which consolidated all HR and payroll resources into one place. This review delivered 20% efficiencies in 2009/10.

<b>Subjective analysis summary</b>	<b>2009/10 total budget £'000</b>	<b>2010/11 total budget £'000</b>
Employees	4,306	4,327
Property Costs	56	57
Transport Expenses	19	19
Equipment, Furniture & Materials	18	18
Catering	5	5
Services	368	378
Communications & Computing	85	86
Printing, Stationery & Office Expenses	21	21
Subscriptions	30	31
Miscellaneous	<u>419</u>	423
Supplies and Services	946	<u>962</u>
Support Services	20	20
<b>Total Expenditure</b>	<b>5,347</b>	<b>5,385</b>
Fees and Charges	(159)	(161)
Recharges	(18)	(18)
<b>Total Income</b>	<b>(177)</b>	<b>(179)</b>
<b>Net Expenditure</b>	<b>5,170</b>	<b>5,206</b>

### Explanation of budget

#### Employees

The employees' budget covers 96 FTEs with an average cost of £45k per FTE.

Human resources administers the council's recruitment advertising contract. The value of the contract depends upon the number of advertisements placed and will be approximately £725k in 2010/2011. This is fully recharged to departments using a holding code and so is not included in the service's budget.

#### Supplies and services

Included in the services budget above is £235k for the occupational health contract.

<b>Movements</b>	<b>£'000</b>
<b>2009/10 net budget</b>	<b>5,170</b>
Inflation	36
<b>2010/11 total budget</b>	<b>5,206</b>

### Explanation of movements

#### Inflation

Generally inflation has been applied in accordance with corporate guidelines. An alternative inflation rate of 3.8% was applied to the occupational health contract in line with the contractual agreement.

# Organisational development

## Divisional summary

### Description of division

The organisational development (OD) 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. This service was transferred to children's services on 1 January 2010 and the budgets will be transferred out of the deputy chief executive's department during 2010/2011.

<b>Subjective analysis summary</b>	<b>2009/10 total budget £'000</b>	<b>2010/11 total budget £'000</b>
Employees	1,692	1,560
Property Costs	114	115
Transport Expenses	3	3
Equipment, Furniture & Materials	41	41
Catering	29	29
Services	415	419
Communications & Computing	45	46
Printing, Stationery & Office Expenses	11	11
Miscellaneous	<u>81</u>	<u>82</u>
Supplies and Services	622	628
Support Services	282	285
Capital Charges	194	194
<b>Total Expenditure</b>	<b>2,907</b>	<b>2,785</b>
Fees and Charges	(314)	(318)
Customer Receipts	(26)	(27)
Recharges	(747)	(754)
<b>Total Income</b>	<b>(1,087)</b>	<b>(1,099)</b>
<b>Net Expenditure</b>	<b>1,820</b>	<b>1,686</b>

### Explanation of budget

Although the council's training function has been centralised not all of the budget transfers between organisational development and other departments had been completed at 1 April 2010. In particular, training budgets had not been transferred from all departments; and organisational development had not been able to transfer income budgets relating to Cator Street Business and Training Centre to Facilities Management. Negotiations are continuing to enable these budgets to be transferred and there is therefore likely to be considerable change to the 2010/2011 budgets quoted in the table above.

#### Employees

The employees' budget covers 24 FTEs with an average cost of £65k per FTE.



<b>Movements</b>	<b>£'000</b>
<b>2009/10 net budget</b>	<b>1,820</b>
Inflation	7
Corporate reallocations	29
Savings	(170)
<b>2010/11 total budget</b>	<b>1,686</b>

### **Explanation of movements**

#### Savings

The savings of £170k relate to adults' services training and were agreed before the training budgets for that service were transferred to organisational development.

# Corporate strategy and strategic partnerships

## Divisional summary

### Description of division

This service provides support and advice to the executive, Southwark's corporate management team and the board of Southwark Alliance to help shape and determine the policy, strategy, planning and business associated with the leadership of the authority and its local strategic partnership.

Key outputs include production and delivery of a sustainable community strategy and corporate plan and the development and delivery of programmes of transformational change in support of the aims and objectives set out within them.

<b>Subjective analysis summary</b>	<b>2009/10 total budget £'000</b>	<b>2010/11 total budget £'000</b>
Agency Staff	4	4
Employees (excluding agency)	<u>1,369</u>	<u>1,375</u>
Employees	1,373	1,379
Property Costs	25	25
Transport Expenses	5	5
Equipment, Furniture & Materials	25	25
Catering	12	12
Services	132	133
Communications & Computing	21	21
Printing, Stationery & Office Expenses	15	15
Grants	448	0
Subscriptions	9	9
Miscellaneous	<u>6</u>	<u>6</u>
Supplies and Services	668	221
Support Services	204	206
<b>Total Expenditure</b>	<b>2,275</b>	<b>1,836</b>
<b>Net Expenditure</b>	<b>2,275</b>	<b>1,836</b>

### Explanation of budget

The division is undergoing reorganisation which will be completed within the first quarter of 2010/11. This may result in the realignment of some budgets at cost element level.

#### Employees

The employees' budget also funds the use of agency staff covering vacant posts. It provides for 24 FTEs and 3 trainees (senior apprentices), at an average of £51k.

<b>Movements</b>	<b>£'000</b>
<b>2009/10 net budget</b>	<b>2,275</b>
Inflation	9
Corporate reallocations	(448)
<b>2010/11 total budget</b>	<b>1,836</b>

### **Explanation of movements**

#### **Inflation**

Inflation has been applied in line with corporate guidelines.

#### **Corporate reallocations**

The reorganisation creates savings of £448k per annum from 2011/12. Redundancy and associated costs have yet to be fully quantified, as these are in part dependent on whether members of the team in redundant posts can be successfully redeployed. It is estimated that first year savings for 2010/11 will be in the region of £336k, as some of the termination costs cannot be fully contained within the 2009/10 budget.

# 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 completed in 2008/2009. The centralised communications unit is responsible for running campaigns on behalf of client departments.

Communications administers the council's publicity campaigns. The value of the work carried out depends upon the number of campaigns and will be approximately £1m in 2010/2011. This is fully recharged to departments.

<b>Subjective analysis summary</b>	<b>2009/10 total budget £'000</b>	<b>2010/11 total budget £'000</b>
Employees	1,175	1,181
Transport Expenses	1	1
Equipment, Furniture & Materials	31	31
Services	144	146
Communications & Computing	92	93
Printing, Stationery & Office Expenses	183	184
Subscriptions	<u>9</u>	<u>9</u>
Supplies and Services	459	463
<b>Total Expenditure</b>	<b>1,635</b>	<b>1,645</b>
<b>Net Expenditure</b>	<b>1,635</b>	<b>1,645</b>

### Explanation of budget

#### Employees

The employees' budget covers 26 FTE posts with an average cost of £45k per FTE.

#### Supplies and services

Ten issues of Southwark Life magazine are published annually and distributed to all residents of the borough. Southwark Life budget of £79k for consultants' services and marketing is included in the services budget above; £78k for dispatches of Southwark Life is included in communications and computing; and there is a further budget of £169k for printing.

<b>Movements</b>	<b>£'000</b>
<b>2009/10 net budget</b>	<b>1,635</b>
Inflation	10
<b>2010/11 total budget</b>	<b>1,645</b>

#### **Explanation of movements**

Inflation

Inflation has been applied in accordance with corporate guidelines.

# 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, the freedom bus pass/blue badge team, the collection of council tax, business rates, sundry debts and the administration of the housing and council tax benefit scheme.

<b>Subjective analysis summary</b>	<b>2009/10 total budget £'000</b>	<b>2010/11 total budget £'000</b>
Agency Staff	131	132
Employees (excluding agency)	<u>4,877</u>	<u>4,900</u>
Employees	5,008	5,032
Property Costs	908	920
Transport Expenses	59	60
Equipment, Furniture & Materials	52	53
Catering	27	27
Clothing, Uniforms & Laundry	4	4
Services	747	754
Communications & Computing	211	213
Printing, Stationery & Office Expenses	164	166
Subscriptions	5	5
Miscellaneous	<u>103</u>	<u>104</u>
Supplies and Services	1,313	1,326
Third Party Payments	22,756	23,198
Transfer Payments	5,265	7,401
Support Services	4,928	4,977
Capital Charges	1,650	1,650
<b>Total Expenditure</b>	<b>41,887</b>	<b>44,564</b>
Government Grants	(177)	(178)
Other Grants & Contributions	(958)	(966)
Fees and Charges	(525)	(530)
Customer Receipts	(5)	(5)
Deductions & Reimbursements	(7)	(7)
Recharges	(1,406)	(1,420)
<b>Total Income</b>	<b>(3,078)</b>	<b>(3,106)</b>
<b>Net Expenditure</b>	<b>38,809</b>	<b>41,458</b>

## Explanation of budget

### Employees

The employees' budget, which includes agency staff covering vacant posts, covers 116 FTEs with an average cost of £42k.

The agency budget includes £105k for freedom passes. 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.

The major spend of client services is 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 £13.4m. 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 third party payments budget also includes the revenues and benefits contract with Liberata, which has a value of £9.5m.

The budgets for the three one stop shops mainly cover property-related costs such as rents and security (£410k in all). The property costs budget also includes £121k 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 (£7,401k) is shown under transfer payments.

Material non-employee budgets within the coroner's service include professional fees (£496k) in supplies and services and contractors (£185k) 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 £179k for citizenship.

<b>Movements</b>	<b>£'000</b>
<b>2009/10 net budget</b>	<b>36</b>
Inflation	521
Commitments	2,628
Savings	(500)
<b>2010/11 net budget</b>	<b>41,458</b>

## **Explanation of movements**

### **Inflation**

Inflation has generally been applied in accordance with corporate guidelines. An inflation rate of 1.4% has been applied to the cost of the customer service centre contract, and 2.3% has been applied to the cost of the revenues and benefits contract. These rates are in accordance with the terms of those contracts.

### **Commitments**

The commitments include £2,063k for concessionary fares. This is made up of £451k for the reallocation of concessionary fares following London Councils arbitration, based on current usage and £1,618k for an estimated increase in the cost of concessionary fares in 2010/11 if there is full take up of the Concessionary Bus Travel Act 2007, which increased the minimum concession to free national travel on local buses in England.

There is a further commitment of £545k to cover additional costs expected to arise from the decision to end the revenues and benefits contract with effect from 31 March 2011.

### **Savings**

The customer services centre contract has savings of £500k for 2010/2011 built into it.



## Benefits, subsidies and grants

### Divisional summary

#### Description of division

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 and administration grant income received from the Department for Work and Pensions.

Subjective analysis summary	2009/10 total budget £'000	2010/11 total budget £'000
Grants	<u>266</u>	<u>268</u>
Supplies and Services	266	268
Discretionary Awards and Fees	148	150
Rent Allowances	55,145	55,696
Rent Rebates	100,718	101,725
Council Tax Rebates	<u>28,551</u>	<u>28,837</u>
Transfer Payments	184,562	186,408
<b>Total Expenditure</b>	<b>184,828</b>	<b>186,676</b>
Government Grants	(187,026)	(188,886)
Fees and Charges	(3,200)	(3,382)
<b>Total Income</b>	<b>(190,226)</b>	<b>(192,268)</b>
<b>Net Expenditure</b>	<b>(5,398)</b>	<b>(5,592)</b>

#### Explanation of budget

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 £5,132k.

The fees and charges income budget relates to costs recovered for overpayment of council tax and benefits.

Movements	£'000
<b>2009/10 net budget</b>	<b>(5,398)</b>
Inflation	(44)
Savings	(150)
<b>2010/11 net budget</b>	<b>(5,592)</b>

#### Explanation of movements

##### Inflation

Inflation has been applied in accordance with corporate guidelines.

##### Savings

The savings of £150k relate to additional income generated from an increase in court charges for Council Tax and NNDR benefit overpayments recovered, as these are currently below the average for London.

# Finance and resources

## Description of service

Following the finance shared services review in 2009/10, the former financial management services division has been re-aligned and reorganised into the services as shown in the table below.

The information service division was already a part of financial management services and remains so.

In addition, corporate facilities management and the corporate programmes unit have come under the finance umbrella and now form part of the newly created finance & resources department.

Descriptions of the divisions are given in the relevant sections below.

<b>Services</b>	<b>2009/10 total budget £'000</b>	<b>2010/11 total budget £'000</b>
Management Team	534	470
Financial Governance	1,389	1,347
Fin. Professional Shared Services	3,989	3,914
Departmental Finance	3,634	3,505
Fin. Transaction Shared Services	1,858	1,867
Information Services	11,366	11,078
Corp. Facilities Management	12,518	12,546
Corporate Programmes Unit	36	33
<b>Total</b>	<b>35,324</b>	<b>34,760</b>

## Cost centre group CA100

<b>Subjective analysis summary</b>	<b>2009/10 total budget £'000</b>	<b>2010/11 total budget £'000</b>
Agency Staff	59	59
Employees (excluding agency)	<u>16,486</u>	<u>16,096</u>
Employees	16,545	16,157
Property Costs	11,706	11,895
Transport Expenses	65	66
Equipment, Furniture & Materials	289	292
Catering	75	76
Services	1,906	1,884
Communications & Computing	8,556	8,412
Printing, Stationery & Office Expenses	299	302
Subscriptions	48	48
Miscellaneous	<u>69</u>	<u>54</u>
Supplies and Services	11,242	11,068
Third Party Payments	723	680
Support Services	1,324	1,337
Capital Charges	807	807
<b>Total Expenditure</b>	<b>42,412</b>	<b>42,010</b>
Other Grants & Contributions	(11)	(11)
Fees and Charges	-727	-824
Customer Receipts	-159	-161
External Contract Income	-52	-52
Recharges	-6,140	-6,682
<b>Total Income</b>	<b>-7,088</b>	<b>-7,250</b>
<b>Net Expenditure</b>	<b>35,324</b>	<b>34,760</b>

## Explanation of budget

### Employees

There are 320 FTE posts at an average cost of £50k, including staff related costs. FTE per Division is as follows:

Division	FTE
Management	7
Financial Governance	13
Financial Professional Shared Services	54
Departmental Finance	76
Financial Transaction Shared Services	36
Information Services	65
Corporate Facilities Management	60
Corporate programmes unit	9
	320

### Income

Details of income budgets are contained in the relevant sections below.

## Movements

Services	2009/10			2010/11
	net budget £'000	Inflation £'000	Savings £'000	net budget £'000
Management Team	534	3	(67)	938
Financial Governance	1,389	11	(53)	1,347
Financial Professional Shared Services	3,989	22	(97)	3,914
Departmental Finance	3,634	17	(147)	3,505
Financial Transaction Shared Services	1,858	9	0	1,867
Information Services	11,366	91	(379)	11,078
Corporate Facilities Management	12,517	180	(150)	12,547
Corporate Programmes Unit	36	(3)	0	33
<b>Total</b>	<b>35,324</b>	<b>330</b>	<b>(893)</b>	<b>34,760</b>

## Explanation of movements

### Inflation

Inflation is standard across the department.

### Commitments

There are no commitments.

### Savings

Savings are detailed within individual service areas below.

## Management team

### Divisional summary

#### Description of division

The finance director and the senior management team provide professional leadership and management to the finance function across the council. In addition, the finance director has the statutory S151 role.

<b>Subjective analysis summary</b>	<b>2009/10 total budget £'000</b>	<b>2010/11 total budget £'000</b>
Employees	534	470
Property Costs	1	1
Transport Expenses	7	7
Equipment, Furniture & Materials	19	19
Catering	1	1
Services	26	26
Communications & Computing	23	23
Printing, Stationery & Office Expenses	8	8
Subscriptions	3	3
Supplies and Services	79	79
Capital Charges	1	1
<b>Total Expenditure</b>	<b>622</b>	<b>559</b>
Recharges	(88)	(89)
<b>Total Income</b>	<b>(88)</b>	<b>(89)</b>
<b>Net Expenditure</b>	<b>534</b>	<b>470</b>

#### Explanation of budget

##### Income

Recharge income

There is a £89k recharge to the HRA in respect of debt management expenses.

<b>Movements</b>	<b>£'000</b>
<b>2009/10 net budget</b>	<b>534</b>
Inflation	3
Savings	(67)
<b>2010/11 net budget</b>	<b>470</b>

#### Explanation of movements

Savings

Savings of £67k will come from the deletion of 1.5FTE.

# Financial governance

## Divisional summary

### Description of division

Financial governance is responsible for the following:

- To improve systems, accountability, processes, procedures and culture throughout the council.
- To provide strategic advice, direction and support to the council and to maintain a healthy balance between the benefits of local financial management and the corporate need for high quality standards.
- To ensure that there is a framework in place for proper financial administration of the council's financial affairs.

<b>Subjective analysis summary</b>	<b>2009/10 total budget £'000</b>	<b>2010/11 total budget £'000</b>
Employees (excluding agency)	<u>570</u>	<u>560</u>
Employees	570	560
Equipment, Furniture & Materials	1	1
Services	867	835
Printing, Stationery & Office Expenses	3	3
Subscriptions	<u>3</u>	<u>3</u>
Supplies and Services	875	842
<b>Total Expenditure</b>	<b>1,445</b>	<b>1,403</b>
Recharges	(56)	(56)
<b>Total Income</b>	<b>(56)</b>	<b>(56)</b>
<b>Net Expenditure</b>	<b>1,389</b>	<b>1,347</b>

### Explanation of budget

Employees

There are 13 FTE posts at an average cost of £43k including staff related costs.

Income

Recharge income

Recharge income represents the cost of AAT trainees being recovered from users, depending on assignments.

<b>Movements</b>	<b>£'000</b>
<b>2009/10 net budget</b>	<b>1,389</b>
Inflation	11
Savings	(53)
<b>2010/11 net budget</b>	<b>1,347</b>

### Explanation of movements

Savings

£41k savings will be made from the grant fees budget and £12k from recruitment budgets.

## Finance and accounting support

### Divisional summary

#### Description of division

Finance professional shared services (FPSS) is responsible for the following :

- Reporting on the council's finances internally and externally
- Managing the corporate banking function
- Managing the budget and medium term planning
- Planning and monitoring the capital programme
- Managing the central procurement function
- Providing financial advice and support to the Council's major projects
- Providing financial advice and support to the corporate departments
- Managing the Insurance fund
- Managing the Pension Fund
- Providing and managing internal audit, risk management and anti-fraud.

<b>Subjective analysis summary</b>	<b>2009/10 total budget £'000</b>	<b>2010/11 total budget £'000</b>
Employees	3,408	3,393
Property Costs	1	1
Transport Expenses	5	5
Equipment, Furniture & Materials	54	54
Catering	2	2
Services	739	746
Communications & Computing	24	24
Printing, Stationery & Office Expenses	48	48
Subscriptions	24	24
Miscellaneous	<u>22</u>	<u>6</u>
Supplies and Services	912	905
Third Party Payments	656	612
<b>Total Expenditure</b>	<b>4,981</b>	<b>4,915</b>
Fees and Charges	(217)	(220)
Recharges	(775)	(782)
<b>Total Income</b>	<b>(992)</b>	<b>(1,002)</b>
<b>Net Expenditure</b>	<b>3,989</b>	<b>3,914</b>

## Explanation of budget

### Employees

There are 54 FTE posts at an average cost of £63k including staff related costs.

### Income

Recharge income is made up as follows:

Recharges to HRA for income collection - £660k

Recharge Insurance Fund - £50k

Recharge for Allpay transactions - £168k

Recharge to pensions Fund - £124k

Total Income - £1,002k

<b>Movements</b>	<b>£'000</b>
<b>2009/10 net budget</b>	<b>3,989</b>
Inflation	22
Savings	(97)
<b>2010/11 net budget</b>	<b>3,914</b>

## Explanation of movements

### Savings

Savings of £50k will come from the Internal Audit contract. £31k will come from the deletion of 0.5FTE and £16k from running expenses.



## Departmental finance

### Divisional summary

#### Description of division

Departmental Finance provides a financial support service to:

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

In addition, departmental finance provides a link between departmental issues and corporate goals.

Subjective analysis summary	2009/10 total budget £'000	2010/11 total budget £'000
Employees	3,646	3,516
<b>Total Expenditure</b>	<b>3,646</b>	<b>3,516</b>
Recharge to PCT	(11)	(11)
<b>Total Income</b>	<b>(11)</b>	<b>(11)</b>
<b>Net Expenditure</b>	<b>3,634</b>	<b>3,505</b>

#### Explanation of budget

Employees

There are 76 FTE posts at an average cost of £46k including staff related costs.

Income

The £11k is a recharge to the PCT for staffing costs.

Movements	£'000
<b>2009/10 net budget</b>	<b>3,634</b>
Inflation	17
Savings	(147)
<b>2010/11 total budget</b>	<b>3,504</b>

#### Explanation of movements

Savings

Savings of £147k will be made by deleting 4 or 5 posts as part of the impending review of departmental finance.

# Finance transaction shared services

## Divisional summary

### Description of division

The finance transaction shared service is responsible for:

Accounts payable and accounts receivable.

- A master data management function covering customer and vendor data for the council as a whole.
- SAP system operational administration and management functions.

<b>Subjective analysis summary</b>	<b>2009/10 total budget £'000</b>	<b>2010/11 total budget £'000</b>
Employees (excluding agency)	<u>1,771</u>	<u>1,780</u>
Employees	1,771	1,780
Equipment, Furniture & Materials	3	3
Services	18	18
Communications & Computing	2	2
Printing, Stationery & Office Expenses	64	65
Subscriptions	<u>1</u>	<u>1</u>
Supplies and Services	87	87
<b>Total Expenditure</b>	<b>1,858</b>	<b>1,867</b>
<b>Net Expenditure</b>	<b>1,858</b>	<b>1,867</b>

### Explanation of budget

There are 36 FTE posts at an average cost of £49k including staff related costs.

<b>Movements</b>	<b>£'000</b>
<b>2009/10 net budget</b>	<b>1,858</b>
Inflation	9
<b>2010/11 total budget</b>	<b>1,867</b>

## Information services

### Divisional summary

#### Description of division

Information services division (ISD) - the council's information communications technology (ICT) team. ISD manage Serco to deliver the ICT service and advise how technology and information systems can support and enable business initiatives. Information services is responsible for setting and implementing the council's information service strategy.

<b>Subjective analysis summary</b>	<b>2009/10 total budget £'000</b>	<b>2010/11 total budget £'000</b>
Agency Staff	59	59
Employees (excluding agency)	<u>3,369</u>	<u>3,235</u>
Employees	3,429	3,295
Property Costs	275	278
Transport Expenses	17	18
Equipment, Furniture & Materials	25	26
Catering	6	6
Services	98	99
Communications & Computing	8,480	8,336
Printing, Stationery & Office Expenses	43	44
Subscriptions	14	14
Miscellaneous	<u>3</u>	<u>3</u>
Supplies and Services	8,670	8,528
Capital Charges	524	524
<b>Total Expenditure</b>	<b>12,916</b>	<b>12,643</b>
Fees and Charges	(134)	(136)
External Contract Income	(52)	(52)
Recharges	(1,363)	(1,377)
<b>Total Income</b>	<b>(1,549)</b>	<b>(1,565)</b>
<b>Net Expenditure</b>	<b>11,366</b>	<b>11,078</b>

#### Explanation of budget

##### Employees

There are 65 FTE posts at an average cost of £50k including staff related costs.

##### Income is as follows:

Old rental income to be netted off - £136k

PCT income for workstations - £52k

##### Telephone and 3rd party charges

To HRA - £380k

To other departments - £997k

Total - £1,377k

<b>Movements</b>	<b>£'000</b>
<b>2009/10 net budget</b>	<b>11,366</b>
Inflation	91
Savings	(379)
<b>2010/11 total budget</b>	<b>11,078</b>

#### **Explanation of movements**

Savings

£229k savings will be made from ICT Contracts.

£150k savings will come from the forthcoming restructure of the division.

## Corporate facilities management

### Divisional summary

#### Description of division

Corporate facilities management (CFM) - are responsible for the management, repair, maintenance and provision of services to the council's non-housing estate. They provide standard methods of management for buildings and services across Southwark to deliver an improved working environment for staff and the public.

<b>Subjective analysis summary</b>	<b>2009/10 total budget £'000</b>	<b>2010/11 total budget £'000</b>
Employees	2,703	2,656
Property Costs	11,429	11,614
Transport Expenses	32	32
Equipment, Furniture & Materials	185	187
Catering	66	66
Services	157	159
Communications & Computing	25	26
Printing, Stationery & Office Expenses	127	128
Subscriptions	3	3
Miscellaneous	<u>44</u>	<u>45</u>
Supplies and Services	607	613
Third Party Payments	67	68
Support Services	1,324	1,337
Capital Charges	281	281
<b>Total Expenditure</b>	<b>16,443</b>	<b>16,602</b>
Fees and Charges	(375)	(468)
Customer Receipts	(159)	(161)
Recharges	(3,392)	(3,426)
<b>Total Income</b>	<b>(3,925)</b>	<b>(4,055)</b>
<b>Net Expenditure</b>	<b>12,517</b>	<b>12,547</b>

## Explanation of budget

### Employees

There are 60 FTE posts at an average cost of £44k including staff related costs.

### Fees & charges

Recharges to external agencies - £468k

### Customer receipts

Helpdesk and stationery - £161k

### Recharges

Cleaning - £933k

Security - £894k

Corporate FM - £1,115k

CFM Service Desk - £358k

Walworth Town hall - £126k

Total Recharges - £3,426k

<b>Movements</b>	<b>£'000</b>
<b>2009/10 net budget</b>	<b>12,517</b>
Inflation	180
Savings	(150)
<b>2010/11 total budget</b>	<b>12,547</b>

## Explanation of movements

### Savings

£60k savings will come from the rationalisation of the facilities management structure.

£90k savings will come from the income for Tooley Street cafe and flat.

## Corporate programmes unit (CPU)

### Divisional summary

#### Description of division

The corporate programmes unit supports and delivers programmes and projects which reflect the priorities of the Council for cross-cutting modernisation and improvement. Currently the CPU is managing the localities and census programmes, supporting change in IS and FM, coordinating the implementation and monitoring of benefits derived from the Tooley Street programme, and promoting the on-going implementation of modern ways of working. The CPU has been developed from the former modernisation and improvement division. It is building the capacity to provide a common framework for delivering cross-cutting programmes within council's corporate centre. Its focus is ensuring that investment delivers benefits that match corporate priorities for change.

<b>Subjective analysis summary</b>	<b>2009/10 total budget £'000</b>	<b>2010/11 total budget £'000</b>
Employees	486	488
Transport Expenses	3	3
Equipment, Furniture & Materials	3	3
Catering	1	1
Services	2	2
Communications & Computing	1	1
Printing, Stationery & Office Expenses	<u>7</u>	<u>7</u>
Supplies and Services	14	14
<b>Total Expenditure</b>	<b>502</b>	<b>505</b>
Recharges	(467)	(471)
<b>Total Income</b>	<b>(467)</b>	<b>(471)</b>
<b>Net Expenditure</b>	<b>36</b>	<b>33</b>

#### Explanation of budget

Employees

The employees' budget covers 9 FTEs with an average cost of £54k.

<b>Movements</b>	<b>£'000</b>
<b>2009/10 net budget</b>	<b>36</b>
Inflation	(3)
<b>2010/11 total budget</b>	<b>33</b>

#### Explanation of movements

Inflation

Inflation has been applied in line with corporate guidelines.

# Corporate budgets

	<b>2009/10 total budget £'000</b>	<b>2010/11 total budget £'000</b>
Corporate	(10,140)	(8,130)
Insurance	50	50
<b>Total</b>	<b>(10,090)</b>	<b>(8,080)</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 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 on page 22.

<b>Subjective analysis summary</b>	<b>2009/10 total budget £'000</b>	<b>2010/11 total budget £'000</b>
Employees	2,137	2,163
Property Costs	4,573	4,619
Transport Expenses	475	480
Supplies and Services	3,563	5,451
Third Party Payments	4,137	4,178
Support Services	8,590	8,676
Capital Charges	41	41
<b>Total Expenditure</b>	<b>23,516</b>	<b>25,607</b>
Fees and Charges	(904)	(913)
Recharge to HRA	(1,095)	(1,106)
Recharges	(31,608)	(31,668)
<b>Total Income</b>	<b>(33,607)</b>	<b>(33,687)</b>
<b>Net expenditure</b>	<b>(10,090)</b>	<b>(8,080)</b>

<b>Movements</b>	<b>£'000</b>
<b>2009/10 net budget</b>	<b>(10,090)</b>
Inflation	122
Additional inflation	532
Corporate re-allocations	240
Commitments	4,116
Savings	(3,000)
<b>2010/11 Base Budget</b>	<b>(8,080)</b>



<b>Explanation of movements</b>	<b>£'000</b>
Inflation	122
Additional inflation	532
<b>Total Inflation</b>	<b>654</b>
<b>Corporate re-allocations</b>	<b>240</b>
Additional cost to provide a contingency budget for service pressures that cannot be fully estimated.	4,116
<b>Commitments</b>	<b>4,116</b>
Shared support services savings	(3,000)
<b>Savings</b>	<b>(3,000)</b>
<b>Total movements</b>	<b>2,010</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 monies 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>2009/10 total budget £'000</b>	<b>2010/11 total budget £'000</b>
Property Costs	4,562	4,608
Transport Expenses	470	475
Supplies and Services	1,546	1,562
<b>Total Expenditure</b>	<b>6,579</b>	<b>6,645</b>
Fees and Charges	(474)	(480)
Recharges	(6,055)	(6,115)
<b>Total Income</b>	<b>(6,529)</b>	<b>(6,595)</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 delivering HRA services resides with a number of departments across the council.

## 2010/11 budget

The HRA continues to be under pressure as resources remain constrained. The government effectively operates control over rent policy, through the rent restructuring regime, under which local authorities are financially penalised if they deviate from the prescribed guideline rent.

For 2010/11, the HRA budget has been balanced by a range of measures, including increases in rents, improved collection and voids management, generating higher income and lower debt provisions and a re-balancing of resources between the revenue account and the investment programme. Re-profiling and re-direction of resources also provides the flexibility to target areas of highest priority/ greatest need with minimal impact. Efficiency savings are assumed in line with corporate guidance on the general fund and these will be delivered through revised and more efficient working across housing services, together with further contract and supply-chain improvements.

## Rent and other charges

The average rent increase for 2010/11 was 1.33%, 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. Tenant service charges and district heating charges were frozen at 2009 prices, as were garages and other non-residential charges, pending a wholesale review of charging policy to be considered during 2010.

## Housing subsidy

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. For 2010/11 management and maintenance allowances increased by a net £106.54 per property, against which £123.85 per property was withdrawn through rent claw back. Major repairs allowance (MRA), the element which represents the estimated long-term amount of capital spending required to maintain the stock in its current condition increased by £27.13 per property, but this does not adequately reflect building cost pressures in London and the South East.

## Dwelling stock/ voids

Movements in the council's housing stock, arising primarily from major regeneration schemes together with Right to Buy (RTB) and other general disposals, generate a loss of rental income, which can be only partly mitigated through temporary accommodation usage, leaseholder service charges and operational efficiency savings in managing the stock. For budget planning purposes, it assumes a reduction of 511 properties (year on year average), of which 30 are RTB sales.

Void loss is a constant pressure, arising from general turn round voids as properties are vacated and let in the normal course of business and more specifically as a result of major regeneration schemes, which have long lead-in periods. The budget is set to reflect anticipated activity during the year with a view to minimising the revenue effects.

<b>HOUSING REVENUE ACCOUNT BASE BUDGET 2010/11</b>		Revised Base Budget 2009/10	Inflated Budget	Budget Adjustments	Growth	Commitments	Savings/Income Generation	Base Budget 2010/11
	£	£	£	£	£	£	£	£
<b>Expenditure:</b>								
Employees	29,165,283	29,507,041	59,838	1,750,000	292,000	(1,287,425)	30,321,454	
Running Costs	22,434,356	22,434,356	(12,490)	0	0	(1,229,362)	21,192,504	
Thames Water Charges	10,778,489	11,206,505	(328,034)	0	0	0	10,878,471	
Contingency Reserve	0	0	0	0	0	1,475,000	1,475,000	
Grounds Maintenance & Estate Cleaning	14,462,911	14,462,911	0	8,000	0	(70,000)	14,400,911	
Responsive Repairs & Heating Repairs	48,870,200	48,870,200	78,688	314,000	300,000	(3,281,019)	46,281,869	
Revenue Contribution to Investment Programme	7,507,398	7,507,398	100,259	0	(1,300,000)	0	6,307,657	
Regeneration Landlord Commitments	5,400,000	5,400,000	0	0	700,000	(100,000)	6,000,000	
Planned Maintenance (External Decorations)	7,778,724	7,778,724	(93,027)	0	0	0	7,685,697	
Service Level Agreements	12,555,272	12,555,272	230,735	0	100,000	0	12,886,007	
Corporate Support Costs	6,216,984	6,216,984	(47,325)	0	0	0	6,169,659	
Asset Rents (Debt Charges)	86,909,451	86,909,451	0	0	0	(500,126)	86,409,325	
Co-Op's, TMO's etc.	2,435,933	2,584,745	(89,111)	0	0	0	2,495,634	
Heating Account	12,197,533	12,197,533	0	0	0	0	12,197,533	
<b>Sub-total</b>	<b>266,712,534</b>	<b>267,631,120</b>	<b>(100,467)</b>	<b>2,072,000</b>	<b>92,000</b>	<b>(4,992,932)</b>	<b>264,701,721</b>	
<b>Income:</b>								
Rents - Dwellings	(156,170,482)	(156,170,482)	550,157	0	(156,500)	(329,479)	(156,106,304)	
Rents - Non Dwellings	(3,088,984)	(3,088,984)	0	0	144,400	(1,249,999)	(4,194,583)	
Heating/Hot Water Charges	(9,886,035)	(9,886,035)	0	0	163,435	0	(9,722,600)	
Tenant Service Charges	(12,120,600)	(12,120,600)	(400)	0	135,200	0	(11,985,800)	
Thames Water Charges	(10,314,600)	(10,314,600)	0	0	(159,100)	0	(10,473,700)	
Commission Receivable	(2,446,074)	(2,523,117)	22,121	0	0	0	(2,500,996)	
Leaseholders - Major Works	(10,000,000)	(10,000,000)	0	0	2,000,000	0	(8,000,000)	
Leaseholders - Service Charges	(16,405,000)	(16,405,000)	0	0	0	0	(16,405,000)	
Housing Subsidy & Grants	(33,539,597)	(33,539,597)	0	0	0	376,377	(33,163,220)	
Interest on Balances	(832,314)	(832,314)	0	0	580,000	0	(252,314)	
Commercial Property Rents	(6,631,317)	(6,631,317)	0	0	0	(33,000)	(6,664,317)	
Fees & Charges	(1,770,319)	(1,770,319)	44,644	0	0	0	(1,725,675)	
Capitalisation (Repairs)	(3,000,000)	(3,000,000)	0	0	0	0	(3,000,000)	
Recharges	(507,212)	(507,212)	0	0	0	0	(507,212)	
<b>Sub-total</b>	<b>(266,712,534)</b>	<b>(266,789,577)</b>	<b>616,522</b>	<b>0</b>	<b>2,707,435</b>	<b>(1,236,101)</b>	<b>(264,701,721)</b>	
<b>Net HRA</b>	<b>0</b>	<b>841,543</b>	<b>516,055</b>	<b>2,072,000</b>	<b>2,799,435</b>	<b>(6,229,033)</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 2009/16 includes the housing investment programme totalling £592m and other investment of £414m and is shown below summarised by department.

Department	Expenditure/Funding
<b>Expenditure</b>	<b>£'000</b>
Children's Services	92,605
Southwark Schools for the Future	227,444
Deputy Chief Executive	13,614
Environment & Housing	110,331
Health & Community Services	10,073
Housing Investment Programme	592,474
Housing General Fund	20,927
Regeneration & Neighbourhoods/ Major Projects	48,967
<b>Total Expenditure</b>	<b>1,116,435</b>
<b>Funded by:</b>	
Corporate Resource Pool	352,164
Major Repairs Allowance	261,014
Grants and Gains	369,351
Revenue and Reserves	133,906
<b>Total Funding</b>	<b>1,116,435</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 2009-16 by scheme

Capital programme 2009-16	Children's services		
	2009 £	2010 £	2011+ £
<b>Description of scheme</b>			
<b>2004/05 Schemes</b>			
Oliver Goldsmith Primary	84,550	0	0
Charter School	116,542	0	0
Lyndhurst School (04-05 Schemes)	56,000	0	0
<b>Miscellaneous</b>			
The Charter School -Business & Enterprise College	100,000	0	0
<b>Planned Maintenance</b>			
Willowbank Southwark inclusive learning service	20,000	0	0
Anne Bernadt floor renewals	159,506	0	0
Surrey Square - external refurbishment	1,527	0	0
Rotherhithe Primary	115,000	0	0
Camelot Primary School - kitchen extension refurbishment	2,403	0	0
Boiler maintenance 07/08- Rob Brown, Porlck, OldBell	10,408	0	0
Electrical rewire- Surrey Square, Townsend, Friar & Charlotte Sharman Schools	212,103	30,000	0
Boiler replacement package 2006-07	11,749	0	0
Rewire of Keyworth, Charles Dickens, Crawford & Goodrich Schools	33,948	0	0
<b>Quick Wins</b>			
The Charter School building schools for the future	423,947	50,000	0
Kingsdale Secondary School	988,609	0	0
<b>Senda</b>			
Pupil development unit	53,965	0	0
<b>Big Lottery Fund Schemes</b>			
Rotherhithe Primary	864	0	0
Redriff Primary	903	0	0
Beormund Special School	1,182	0	0
Lyndhurst Primary School	2,212	0	0
St Saviours & St Olaves School	7,000	16,322	0

<b>Capital programme 2009-16</b>	<b>Children's services</b> continued		
Description of scheme	2009 £	2010 £	2011+ £
<b>Academies</b>			
Langbourne Primary	5,000	0	0
Langbourne Primary School (office relocation)	417,689	11,446	0
Waverly School	1,020,315	50,000	0
<b>3 Primaries</b>			
Michael Faraday Primary- new build	5,800,000	5,400,000	519,196
Eveline Lowe School - remodelling	3,000,000	3,440,000	465,706
Southwark Park School - remodelling	5,780,000	4,300,000	312,295
<b>Children's Centres Programme - 1</b>			
South Bermondsey Children's Centre	4,000	0	0
Peckham Children's Centre	30,000	0	0
Kintore Way Nursery School/ Children's Centre	54,360	0	0
Dulwich Wood Nursery School/ Children's Centre/ Early Years Centre	102,608	0	0
Grove Nursery School	30,000	0	0
<b>Children's Centres Programme - 2</b>			
Rye Oak Children's Centre	922,887	0	0
Bessemer Grange Primary School/ Children's Centre	2,281,103	466,790	0
Crawford School - alterations & extensions	91,000	0	0
Redriff Children's Centre	860,831	52,000	0
Victory Children's Centre	265,877	50,000	0
Ivydale School - new Children's Centre	272,494	15,000	0
Pilgrims Way Primary School	16,000	0	0
		0	0
<b>Children's Centres Programme - 3</b>			
Gumboots Nursery Children's Centre	100,000	670,000	0
Heber Primary School Children's Centre	46,294	0	0
Goose Green Primary School Kitchen	0	755,000	0
SureStart Capital Grants to Private & Voluntary Sector Providers	2,555,410	1,682,207	0

<b>Capital programme 2009-16</b>	<b>Children's services</b> continued		
Description of scheme	2009 £	2010 £	2011+ £
<b>Primary Capital Programme</b>			
Heber School entrance	487,500	12,500	31,000
Cherry Garden Special School- new build	20,000	1,250,000	11,230,000
Robert Browning Primary School- ground floor remodel & toilets	30,000	800,000	170,000
Haymerle Special School to support change from moderate learning difficulties to autistic spectrum disorder	20,000	800,000	180,000
Alma School- external works	50,000	50,000	0
Dulwich Hamlet Junior School- kitchen works	800,000	50,000	0
Langbourne rationalise to 1FE	150,000	0	0
Rotherhithe Primary/ Academy co-location		100,000	6,000,000
all schools: plant fabric and modernisation including locally co-ordinated voluntary aided programme for voluntary aided schools	982,500	2,193,818	705,000
Townsend School- heating	18,000	0	0
Dog Kennel Hill Schools- replacement windows	450,000	0	0
Goodrich School- additional places	302,000	0	0
Goose Green Primary School & Children's Centre	30,000	45,000	0
Crampton School- additional places	150,000	0	0
Lyndhurst School- additional places	150,000	0	0
Other primary school expansions	500,000	0	0
John Ruskin School- kitchens	75,000	0	0
Lyndhurst School- kitchens	75,000	0	0
Lyndhurst School- permanent classes	1,086,511	0	0
Surrey Square Pavillion	1,094,000	0	0
Challenge Fund kitchens	0	360,000	6,063,000
New primary school places	0	6,000,000	0
Brunswick Park	350,000	0	0
<b>Youth Block</b>			
Multi use games areas	425,654	0	0
Oxford & Bermondsey Youth Centre	120,000	0	0
Caribbean Youth Centre	200,000	0	0
Outdoor adventure centre	0	110,000	0
Odessa Youth Centre & Rotherhithe	0	150,000	0
Music arts & media	0	150,000	0



<b>Capital programme 2009-16</b>	<b>Children's services</b> continued		
Description of scheme	2009 £	2010 £	2011+ £
Participation centre		300,000	0
Further developments in Dulwich	180,000	810,000	0
Youth Capital Fund (DCSF)	235,117	191,900	0
Camberwell Leisure Centre	452,000		0
<b>Aiming High</b>			
Aiming high programme (AHDC)	169,500	397,100	0
<b>Playbuilder Projects</b>			
Playbuilder projects	501,400	753,500	0
<b>TOTAL SPEND</b>	<b>35,162,468</b>	<b>31,512,583</b>	<b>25,929,697</b>

<b>Capital programme 2009-16</b>	<b>Deputy Chief Executive</b>		
Description of scheme	2009 £	2010 £	2011+ £
<b>Corporate Information System</b>			
Small projects	500,000	500,000	0
Data security	500,000	290,000	0
Infrastructure capacity enhancement	100,000	350,000	0
Web rationalisation	73,000	310,000	0
Data centre move	1,077,000		0
Enabling		350,000	0
Initiatives		100,000	0
Other	314,389		0
<b>Office Accommodation Strategy</b>			
Tooley Street - design & build	8,524,907		0
Tooley Street - design & fit out	20,963		0
Tooley St. moves	80,000		0
Tooley Street IT	524,097		0
<b>TOTAL SPEND</b>	<b>11,714,356</b>	<b>1,900,000</b>	-

Capital programme 2009-16	Environment and Housing		
	2009 £	2010 £	2011+ £
Description of scheme			
Art acquisitions	10,000	10,000	50,000
Kingswood House refurbishment	0	230,000	0
John Harvard Library	1,013,027	0	0
Thomas Carlton Centre childcare PAU	60,000	940,000	0
Camberwell Leisure Centre	70,000	1,000,000	929,050
Dulwich Leisure Centre	3,000,000	2,162,874	500,000
Surrey Docks Leisure Centre	1,884,000	93,961	0
Southwark Park Sports Complex	85,000	500,000	353,622
Pynners Sports Ground reinstatement work	0	600,000	0
Leisure Centre DDA / H&S essential works	587,262	0	0
DLC urgent asbestos works	160,000	0	0
CLC urgent asbestos works	282,000	0	0
Essential repairs at Pynners Sports Group	42,483	53,270	0
Seven Islands LC refurbishment	0	158,000	0
Burgess Park Youth Sports Centre	300,000	0	0
Patterson Park	35,119	0	0
Dulwich Horticultural Centre of Excellence	236,460	0	0
Peckham Rye Cafe	69,182	0	0
4 Parks refurbishment scheme	103,588	0	0
Belair Park car park and changing rooms	252,094	39,080	0
Durand's Wharf	9,947	0	0
Burgess Park - improvements	461,366	81,400	0
Southwark Park - lake relining	102,156	0	0
St Mary's Frobisher Park redevelopment	98,000	0	0
land to rear of 129 Camberwell Road	2,500	0	0
Solomons Passage	19,290	0	0
Green Chain Walk	60,000	25,000	65,000
Russia Dock Woodland Natural Ribbon	16,000	39,000	0
Honor Oak remediation project	300,000	2,300,000	1,600,000
Mausoleum complete at Camb New Cemetry	100,000	0	0
Dog Kennel Hill & Greendale	150,215	0	0
Bermondsey CGS	943,529	1,157,510	2,031,250
Borough & Bankside CGS	1,101,632	1,177,770	2,031,250
Camberwell CGS	879,507	1,118,968	2,031,250
Dulwich CGS	560,645	930,832	2,031,250
Nunhead & Peckham Rye - CGS	860,342	1,697,755	2,031,250

<b>Capital programme 2009-16</b>	<b>Environment and Housing</b> continued		
Description of scheme	2009 £	2010 £	2011+ £
Peckham CGS	1,283,342	1,251,783	2,031,250
Rotherhithe CGS	1,006,974	1,127,658	2,031,250
Walworth CGS	977,782	1,174,068	2,031,250
CCTV (TFL Project)	123,919	0	0
Improvements to Highways & Parks signage	60,464	0	0
Containment Parapet at St. James Road	47,030	0	0
Non principal road repairs	3,356,479	0	0
Non principal roads structural repairs	430,460	0	0
Lamp column replacement	1,472,052	1,000,000	5,000,000
Crampton Street Road safety improvements	29,746	0	0
Sturge St, Swk Bridge Rd & G Suffolk St	29,724	0	0
Walworth Road street scene improvements	1,385,813	0	0
Bermondsey Square Footpaths	59,249	0	0
Denmark Hill/Champion footpath refurbish	467,258	0	0
S106 JUNCTION SUMNER RD/St George way	25,000	25,000	0
AM NPR Programme	3,900,000	4,000,000	20,000,000
S106 PROJECT - Amelia Street	636,217	0	0
CPZ Reviews	250,000	126,000	130,000
Integrated waste solutions programme	3,675,904	4,932,595	3,428,000
SELCHP / MUSCO		0	1,000,000
<b>TOTAL SPEND</b>	<b>33,072,757</b>	<b>27,952,524</b>	<b>49,305,672</b>

<b>Capital programme 2009-16</b>	<b>Health and Community Services</b>		
Description of scheme	2009 £	2010 £	2011+ £
Social care SCP	163,000	163,000	1,304,000
Mental health SCP	166,000	166,000	1,325,000
Social care IT infrastructure (new grant)	100,936	100,936	807,488
Aylesbury Resource Centre (Learning Disabilities)	717,500	4,759,051	0
Cherry Garden St.	300,000	0	0
<b>TOTAL SPEND</b>	<b>1,447,436.00</b>	<b>5,188,987.00</b>	<b>3,436,488.00</b>

<b>Capital programme 2009-16</b>	<b>Housing Investment Programme</b>		
Description of scheme	2009 £	2010 £	2011+ £
Decent homes and associated works	48,114,183	62,661,327	316,953,534
Landlord obligations	17,781,038	24,717,840	34,938,348
Regeneration schemes	15,022,131	2,210,765	744,116
Other	5,251,303	4,575,453	19,212,549
Aylesbury acquisition programme	854,000	5,000,000	10,450,253
Heygate acquisition programme	4,011,660	4,600,000	2,585,444
New deal for communities	3,112,000	5,040,000	4,637,747
<b>TOTAL SPEND</b>	<b>94,146,314</b>	<b>108,805,385</b>	<b>389,521,991</b>

<b>Capital programme 2009-16</b>	<b>Housing</b>		
Description of scheme	2009 £	2010 £	2011+ £
Travellers sites	446,982	686,682	17,266
East Peckham & Nunhead	801,293	3,341,457	0
AHF 122-148 Ivydale	0	650,000	650,000
AHF Canada Water B2	750,000	750,000	0
LHB loans scheme	285,445	0	0
LHB empty homes grant	110,239	0	0
Renewal area solar heating	210,000	210,000	0
EHI - 91 Kennington Pk Rd	20,000	0	0
Home Improvement office - empty homes	500,000	400,000	400,000
Home improvement agency - discretionary	491,396	501,224	511,248
Home improvement agency - DFG mandatory	1,500,000	1,500,000	1,500,000
Bellenden - environmental	8,899	0	0
Street improvements - private stock	16,400	0	0
Small works grants	100,000	200,000	200,000
Home repair loan	200,000	400,000	400,000
Home repair grant	500,000	600,000	600,000
Home improvement office - HMO grants	75,000	75,000	75,000
Astbury & Colls St - improvement scheme	100,000	0	0
Southwark moving on grant	20,000	20,000	0
Low Carbon Zone (LCZ) group repair sch	800,000	283,600	20,000
<b>TOTAL SPEND</b>	<b>6,935,654</b>	<b>9,617,963</b>	<b>4,373,514</b>

Capital programme 2009-16	Regeneration and Neighbourhoods		
Description of scheme	2009 £	2010 £	2011+ £
<b>Transport &amp; Planning</b>			
20MPH zones	1,458,446	0	0
Local area accessibility	78,924	0	0
Bus priority	656,001	0	0
Local safety schemes	639,973	0	0
Environment	22,822	0	0
Principal road renewal	841,337	0	0
School travel plans	195,671	0	0
Streets for people	1,443,821	0	0
Bridge strengthening	488,585	0	0
Controlled parking zones	50,940	0	0
Cycling	1,690,520	0	0
Asylum Road	38,152	0	0
Regeneration area schemes	230,000	0	0
Seltrans	29,000	0	0
DM/BC system	94,000	0	0
Car clubs	40,000	0	0
Other (less than £20k)	21,433	0	0
<b>Economic Development &amp; Strategic Projects</b>			
Lighting improvements	301,290	0	0
Public realm	183,641	0	0
Community facilities	858,491	0	0
Bermondsey street tunnel	1,504,715	470,689	0
Roads/Junctions improvements	527,603	33,692	0
Environmental schemes	2,166,245	2,235,322	0
Cathedral Square	119,314	0	0
Bankside signage strategy	66,227	0	0
More London pedestrian signage	42,111	0	0
Thamespath pedestrian diversion	323,000	0	0
Barons Place shared surface sheme	41,000	0	0
Dodson & Amigo Estate	55,000	0	0
Other (less than £20k)	59,066	0	0

<b>Capital programme 2009-16</b>	<b>Regeneration and Neighbourhoods</b> continued		
Description of scheme	2009 £	2010 £	2011+ £
<b>Other Capital Projects</b>			
Elephant & Castle SRB 56 Southwark Bridge Rd	229,890	0	0
St Mary's Churchyard	17,265	0	0
<b>Property Services</b>			
Canada Water Library	8,933,000	4,360,270	350,000
Bermondsey Spa EIP	200,000	0	0
<b>Property Programme</b>			
DDA - work to council buildings	350,000	1,570,343	0
Property works programme	700,000	948,815	0
Burgess Park redevelopment	700,000	5,300,000	0
Voluntary sector strategy	0	1,300,000	0
19 Spa Road - one stop shop	0	0	7,000,000
<b>TOTAL SPEND</b>	<b>25,397,483</b>	<b>16,219,131</b>	<b>7,350,000</b>

<b>Capital programme 2009-16</b>	<b>Southwark Schools for the Future</b>		
Description of scheme	2009 £	2010 £	2011+ £
Walworth Academy	14,595,819	2,074,706	
Other Southwark schools for the future	9,500,000	52,033,000	76,761,336
SSF ICT	0	3,000,000	8,197,700
SSF contingency	1,500,000	0	11,180,980
PFI credits	0	0	48,600,000
<b>TOTAL SPEND</b>	<b>25,595,819</b>	<b>57,107,706</b>	<b>144,740,016</b>

# 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.

## **BVACOP**

The best value accounting code of practice.

## **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.

## **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 expected 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 functions that support the provision of services to the public, including 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.



