

# **Southwark Council**

## **Budget Book**

**2012/13**

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## Introduction

This budget book presents key information in relation to the 2012/13 budget agreed by the Council in February 2012. It contains descriptions and the budgets for the services that the Council provides. The following sections set out the framework within which the Council sets its budget.

### Council Plan

The budgets have been agreed within the framework of the Council Plan confirmed at Council Assembly in July 2011. The Council Plan contained the leader's vision of a fairer future for all in Southwark. The full report can be found using the following links

Report - <http://moderngov.Southwark.gov.uk/mgConvert2PDF.aspx?ID=20463>

Schedule A – <http://moderngov.Southwark.gov.uk/mgConvert2PDF.aspx?ID=20497>

### Budget principles

On 21 September 2010 the Cabinet agreed seven budget principles to guide and underpin the work of officers in preparing a balanced budget. These underpinned the budget decisions made by the Council over the last few years, including the budget for 2012/13 that was agreed by Council Assembly on 29 February 2012.

These principles were set as follows:

- At a time of unprecedented cuts proposed by central government, the 2011 Southwark budget should continue to prioritise the commitments made by the Cabinet at its first meeting as a new administration in June and its vision to create a fairer future for all by promoting social and economic equality in an economically vibrant borough.
- We recognise that some services currently provided by the Council may be lost, and some may change. However, we will do all that we can to protect our frontline services and support our most vulnerable residents.
- We will ensure that the services which the Council delivers provide value for money, value for council tax payers and contribute towards delivering our vision of creating a fairer future for all in Southwark.
- We will explore alternative ways of providing a service prior to proposing any cut or reduction. This will include talking to partner organisations, the voluntary sector, the trade unions, the business community and other local authorities.
- We will be transparent with any specific group or groups of users who may be affected by any cut or reduction in service provision as soon as possible and explore with them other ways to provide the service. We will conduct an equalities impact assessment for our budget proposals.
- Before proposing any cut or reduction we will have a clear and comprehensive explanation for why that service should be cut, reduced or no longer provided by the Council, and this explanation should be capable of being subject to robust challenge.
- Budget proposals should be based on a three year approach and should have regard to innovative ways of providing services and maintaining employment in the borough.

### Policy and resources strategy

When the Council agrees the annual budget, this is done within the framework of the policy and resources strategy. This strategy ensures that there is a fully integrated business and budget planning process. 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 financial management and control strategy, part of the medium term resources 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 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.

### **Medium term resources strategy**

The purpose of the medium term resources strategy (MTRS) is to enable the Council to make best use of financial, human, technological and other resources available and enable the continued provision of value for money services that meet the needs of residents, businesses and other stakeholders.

The medium term resources strategy (MTRS) and Council Plan form important components of the Council's "business management framework". The business management framework provides a "golden thread" linking the Council's overarching strategy and plans such as the Council Plan to the performance of departments and individual members of staff within the Council. This ensures that there is collective responsibility across the Council for achieving the outcomes of the MTRS. The MTRS is kept under regular review and is due to be refreshed in the summer 2012, to ensure it remains relevant to delivering the Council Plan and local priorities. While the refreshed 2012–15 MTRS has not yet been formally agreed by Cabinet, the key factors contained in the refreshed strategy were taken into account by the Council when the 2012/13 budget was agreed in February 2012.

However in advance of that refresh, reform of HRA subsidy (see below) meant that the rent setting element of the MTRS was amended as follows:

- To set rents at a level consistent with income assumptions within the 30-year HRA self-financing business plan.

The current MTRS also contains a number of important changes from previous years. The most important is the context of the significantly different financial environment that the Council faces over the forthcoming period. Southwark's funding from the Department for Communities and Local Government (DCLG) fell by £34 million last year and has fallen by a further £17 million this year. There is currently no clarity on the scale of the anticipated reductions in 2013/14. These circumstances require the Council to go further to ensure that it is getting the best possible value for money from how we utilise the Council's resources.

Another key change is the relaxation of government requirements, which has enabled the Council to develop a strategy that is more fitted to Southwark's own requirements. As a result, the MTRS is both more integrated with the Council Plan than in previous years and with the Council's vision of a Fairer Future for All in Southwark.

### **Financial management and control strategy**

The financial management and control strategy sets out the financial principles of the Council and the remit within which it plans its business. The strategy sets out the following key outcomes which are to be achieved over the period of the MTRS:

- unqualified accounts each year
- a balanced three year budget agreed annually
- a robust ten year capital programme
- a five year housing investment programme, secured and maintained
- collection income due to the Council is maximised
- appropriate levels of general and earmarked balances are maintained and contingencies to protect Council services from future risks are in place
- maximisation of returns from Council investments

- minimisation of the impact of fraud and corruption on Council business

## **Council budgets**

Through the business and budget planning process, resources are allocated to services and this 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 revenue account (HRA)
- Schools budget

## **General fund revenue budget**

On 29 February 2012 Council Assembly set a balanced general fund revenue budget of £308.2 million for 2012/13 with a 0% increase in the level of council tax for Southwark's element.

## **Capital**

In June 2012, the Council's Cabinet is due to agree a refreshed ten year capital programme 2012-22, which secures the physical renewal of the borough by setting out plans for regeneration, housing, leisure, environment and schools in line with the community strategy and the Council's 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 Cabinet on 24 January 2012.

Local authority social housing will be supported by central government in a new way from 1 April 2012, as the housing subsidy system is replaced by one based on debt levels set centrally to enable self-financing. There were various determinations from government that have been subject to consultation in order to facilitate this change. In the past the Council normally made representations as appropriate during the consultation period for the Subsidy determinations. As it was particularly important for the position at the commencement of self-financing to be as robust as possible in terms of Southwark's ability to deliver services within the new financial framework, officers made a detailed submission to DCLG. Whilst there is no statutory requirement to consult, the Council is committed to engaging with stakeholders, particularly under the terms of the Tenancy Agreement, and so the indicative budget report to Cabinet on 13 December 2011 formed the basis of early consultation with Tenant Council, area housing forums and Home Owner Council. This process commenced before Christmas 2011, and continued throughout January 2012. The Council is obliged by statute to agree a balanced HRA budget, whereby income and expenditure levels for the forthcoming year match and this was agreed by Cabinet on 24 January 2012.

## **DSG**

On 26 January 2012 the schools forum agreed the schools budget for 2012/13 including the allocation of the dedicated schools grant (DSG), which is the main funding source from the government. This budget was updated on 15 March 2012.

## **Other publications**

The Council also produces 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

Further details of these publications can be obtained by writing to: Duncan Whitfield, Finance Director, Southwark Council, P.O. Box 64529, London SE1P 5LX

### **List of contacts**

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

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Edwin Thomas	Environment and leisure	020 7525 2385
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## Background to settlement

### Spending Review

On 20 October 2010 the Chancellor of the Exchequer announced the Spending Review (SR) 2010, covering the period from 2011/12 to 2014/15. He announced that funding to local government will be reduced by 7.1% for each year to 2014/15. On the same day 'SR 2010' (published by HM Treasury) confirmed there were to be 'overall resource savings in local government departmental expenditure limits (DEL) to councils of 28 per cent over the four years'. Also on 20 October 2010, the Secretary of State for Communities and Local Government wrote to all Councils explaining that 'Councils will face an average loss of grant of 7.25%, in real terms, in each of the next four years'.

The spending review confirmed that the number of specific grants to local government would be reduced as part of the government's intention to lift the ring-fencing of all local government revenue grants from 2011/12, with the exception of local health and schools grants.

### Floor funding

This means that no authority receives less than the designated floor change (given as a percentage on the previous years grant awarded to the authority) in formula grant support from central government. For local authorities, formula grant comprises revenue support grant and redistributed business rates. The floor element therefore represents a 'cost' to the system (which is the amount of grant needed to bring all the authorities below the floor up to the level of the floor).

### Financing

Authorities are grouped together as follows: education/personal social services (PSS) authorities, police authorities, fire authorities and shire districts. The floor damping system is self-financing within each of these groups of authorities. Authorities in one group will not cross-subsidise the floor for authorities in another group. Southwark is an education / PSS authority.

### Adjustments

The floor damping scheme is based on a 'like-for-like' comparison of formula grant between 2011/12, after adjusting for changes in funding and responsibility, and 2012/13.

### The floor damping scheme for Education/PSS Authorities

Local authorities vary considerably in the proportion of their budget that is financed by formula grant. A given percentage reduction in formula grant will therefore have a bigger impact in authorities that are most dependent on formula grant. The government divided authorities with responsibility for education and social services into four bands according to the extent to which they relied on formula grant to finance their budget requirement and sets a different floor for each band. The band to which each authority has been allocated is described in Annex U of the Local Government Finance Report (England) 2012/13. The highest floor, Band 1, representing the smallest reduction applies to the most dependent band of authorities and the lowest floor to the least dependent.

The floor levels for education/PSS authorities have been set as follows in 2012/13

Band	Floor level
Band 1 - Authorities most dependent on formula grant	(7.4%) *
Band 2	(8.4%)
Band 3	(9.4%)
Band 4 - Authorities least dependent on formula grant	(10.4%)

\* Southwark falls into this band



## Formula grant

Formula grant is based on a complex formula which takes into account

- **'Relative needs'** – which reflects factors that affect the costs of service delivery, such as levels of deprivation or labour costs in different areas. More needy areas will receive more formula grant
- **'Relative resources'** - which reflects the income that councils are able to raise locally by collecting council tax. Areas with a higher council tax base will receive less formula grant
- **'Central allocation'** which is shared evenly out on a 'per capita' basis
- The way that certain specific grants which this year have been included in formula grant were previously allocated
- **'Damping'** in order to limit the effect of changes from year to year.

Since 2011/12 the government has changed the way formula grant is calculated to take greater account of relative needs and less account of central allocation.

The amount of formula grant each authority receives also depends on the type of authority they are, because they have different responsibilities - not every authority delivers every service.

The government has also provided additional grant to those authorities that have chosen not to increase their council tax charge in the form of council tax freeze grant.

Southwark Council is to receive a total of £217 million in Formula Grant in 2012/13, which includes £2.3million in council tax freeze grant. Southwark Council's Formula Grant is broken down into a number of blocks which are set out in the table below.

<b>Block</b>	<b>2011/12 Original £000</b>	<b>2011/12 Adjusted £000</b>	<b>2012/13 Settlement £000</b>	<b>Change £000</b>	<b>%</b>
Grants rolled in using tailored distributions	18,541	18,541	18,503	(0,038)	(0.21)
Relative needs amount	189,666	188,865	168,138	(20,727)	(10.97)
Relative resource amount	(30,023)	(30,023)	(28,188)	1,835	6.11
Central allocation	41,117	41,117	37,055	(4,061)	(9.88)
Floor damping	13,489	13,489	19,313	5,824	43.18
<b>Sub-total</b>	<b>232,790</b>	<b>231,988</b>	<b>214,821</b>	<b>(17,167)</b>	<b>(7.40)</b>
Council tax freeze grant		2,257	2,257		0.00
<b>Formula Grant</b>	<b>232,790</b>	<b>234,245</b>	<b>217,078</b>	<b>(17,167)</b>	<b>(7.33)</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.

The external income that Southwark receives is shown in the table below. This income is split between income under the heading of revenue spending power and other income.

	<b>DCLG 2011/12 'adjusted' £000</b>	<b>2011/12 £000</b>	<b>DCLG 2012/13 'estimated' £000</b>	<b>2012/13 £000</b>	<b>Change £000</b>	<b>% Change</b>
Formula grant	231,988	231,988	214,821	214,821	(17,167)	(7.40)
Council tax requirement	87,948	87,948	87,948	91,242	3,294	3.75
<b>Core grants</b>						
Early intervention grant	19,545	19,635	19,903	20,467	832	4.24
Learning disabilities & health reform grant	12,479	12,479	12,775	12,784	305	2.44
Preventing homelessness	1,725	1,725	1,725	1,725	0	0.00
Council tax freeze grant	2,239	2,257	2,239	2,257	0	0.00
NHS funding to support social care and benefit health	4,284	4,284	4,111	4,111	(174)	(4.05)
<b>Revenue spending power</b>	<b>360,208</b>	<b>360,316</b>	<b>343,521</b>	<b>347,406</b>	<b>(12,910)</b>	<b>(3.58)</b>
<b>Other</b>						
Housing and council tax benefit subsidy administration grant	4,240	4,240	4,234	4,234	(6)	(0.13)
Private finance initiative (PFI) grant	2,776	2,776	2,776	2,776	0	0.01
New homes bonus	2,590	2,590	5,182	5,182	2,592	100.07
Neighbourhood management pathfinder	262	262				
Local lead flood authorities	183	183	438	438	255	139.73
Extended rights to free school meals	11	11	14	14	3	24.07
<b>Total</b>	<b>370,259</b>	<b>370,367</b>	<b>356,152</b>	<b>360,051</b>	<b>(10,068)</b>	<b>(2.72)</b>

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>2011/12 Original £000</b>	<b>2011/12 Adjusted £000</b>	<b>2012/13 Provisional £000</b>	<b>2012/13 Final £000</b>	<b>Change £000</b>	<b>% Change</b>
Revenue support grant	54,966	54,164	1,871	1,871	(52,293)	(96.5)
Redistributed business rates	177,824	177,824	212,950	212,950	35,126	19.8
Council tax freeze grant		2,257	2,257	2,257	0	0.0
<b>Total</b>	<b>232,790</b>	<b>234,245</b>	<b>217,078</b>	<b>217,078</b>	<b>(17,167)</b>	<b>(7.33)</b>

### Council tax requirement

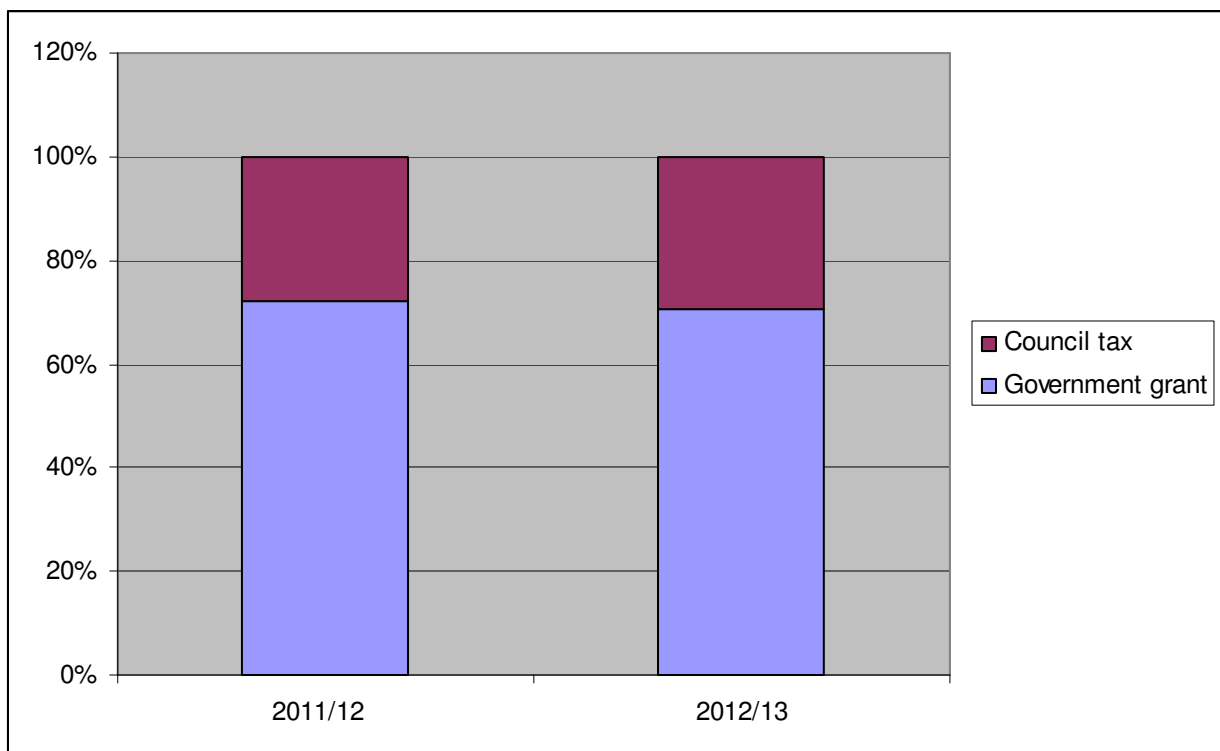
The council tax requirement is solely dependent on the Council's net budget requirement for non-schools services and the government grant received for these services is known as formula grant.

### Government grant and council tax

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

Year	Government Grant		Council Tax		Budget Requirement	
	£000	%	£000	%	£000	%
2011/12	232,790	72%	90,231	28%	323,021	100
2012/13	217,078	70%	91,119*	30%	308,197	100

\*Includes £124k collection fund deficit



## Dedicated schools grant

The current methodology for funding schools through the Dedicated Schools Grant (DSG) will be continued for 2012/13 with the underlying school budget being kept at flat cash rate per pupil for 2012/13.

To protect local authorities with falling pupil numbers arrangements continue to ensure that no authority loses more than 2% of its budget in cash terms.

Although the overall schools budget will stay at the same level on a per pupil basis before the addition of the Pupil Premium, the actual level of each school's individual budget will vary. This depends on local decisions about how best to meet needs and priorities. This does mean that some schools will see budget reductions, either because they have fewer pupils or local changes to funding distribution. To protect schools from significant budget reductions, the Minimum Funding Guarantee continues to ensure that no school sees more than a 1.5% per pupil reduction in 2012-13 budgets (excluding sixth form funding) compared to 2011/12 and before the Pupil Premium is added.

The "Consultation on School Funding Reform" set out proposals for the funding system from 2013/14.

Guaranteed unit of funding (GUF)

	2011/12	2012/13
Guaranteed unit of funding (GUF)	£6,200.27	£6,200.27
GUF adjustment	£1,044.18	£1,044.18
<b>Total</b>	<b>£7,244.45</b>	<b>£7,244.45</b>

As shown above, no increase was awarded to Southwark's 2011/12 GUF in 2012/13. On the basis of an adjusted pupil population of 30,737 Southwark will receive a net total of £193.769m (£222.672m less academy recoupment of £28.903m) Because the pupil number basis of the grant has been retained, it is still based on the number of pupils attending Southwark schools as counted in the January pupil led annual school census (PLASC). Final confirmation of pupil numbers is not known until after 1st April, so 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.

The per pupil Minimum Funding Guarantee has been retained to ensure no school receives a cut in its budget of more than 1.5% per pupil **before** any pupil premium is allocated.

Funding is received in respect of free entitlement for the Council's three-year-old population. This free entitlement gives children the opportunity to take part in planned learning activities, and helps them progress towards early learning goals set out in the Early Years Foundation Stage. Funding for free entitlement is based on the assumption that the level of take up is at least 90% of the three-year-old population. Double funding of pupils registered at Pupil Referral Units and schools has been stopped. A cash floor arrangement at local authority level has been retained for 2012/13, set at minus 2%.

## Pupil premium

The Pupil Premium targets additional money at pupils from the most deprived background to help them achieve their full potential.

In 2012/13 the amount nationally available for the Pupil Premium will double from £625m in 2011/12 to £1.25bn. It will further rise to £2.5bn by 2014/15.

The Government decided that eligibility for the Pupil Premium in 2012/13 will be extended to pupils who have been eligible for free school meals (FSM) at any point in the last 6 years.

Increasing overall funding for the Premium next year to £1.25bn will enable the coverage of the Premium to be extended to a further half a million pupils, while at the same time increasing the level of the Premium from £488 to £600 per pupil. This will ensure that a higher proportion of underachieving children are able to benefit from the extra funding provided through the Premium.

Schools will have the freedom to spend the Premium, which is additional to the underlying schools budget, in a way they think will best support the raising of attainment for the most vulnerable pupils.

Schools and local authorities are urged to encourage parents to register their child as eligible for free school meals so that each school receives their maximum Pupil Premium entitlement. To ensure transparency and accountability, schools will be required from September 2012 to publish on-line information about how they have used their Pupil Premium allocations. New measures will be included in the performance tables that will capture the attainment of pupils covered by the Pupil Premium.

Up to £50m of the £1.25bn will be used to support a summer school programme to help the most disadvantaged pupils make the transition from primary to secondary school.

Provision for children in care who have been looked after for more than six months will continue, recognising that they need additional support to help them raise their educational achievement.

Provision will continue for children of parents in the armed services, who face particular challenges. The level of this Service Child Premium will be £250 in 2012/13, up from £200 in 2011/12.

### **Funding for 16-19 provision**

The Young People's Learning Agency (YPLA) continues to provide funding that will be made available for 16-19 education and training in 2012/13. The government plans to fund an increased number of places as we approach the raising of the participation age. It is expected that 1,577,000 places will be funded in the 2012/13 academic year compared with the 1,543,000 learners that providers are expected to have recruited in 2011/12.

Transitional protection was introduced in 2011/12 in order to help schools and colleges to manage unit cost savings that need to be made. This transitional protection will continue to provide for these policy changes for 2012/13 and will continue to be made available until 2015/16.

## Budget strategy

### Objectives of setting the budget

In addition to the statutory requirement to set a budget the Council has its own objectives in preparing and setting a budget:

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

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

The main process is as follows:

- Budget proposals made to the 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

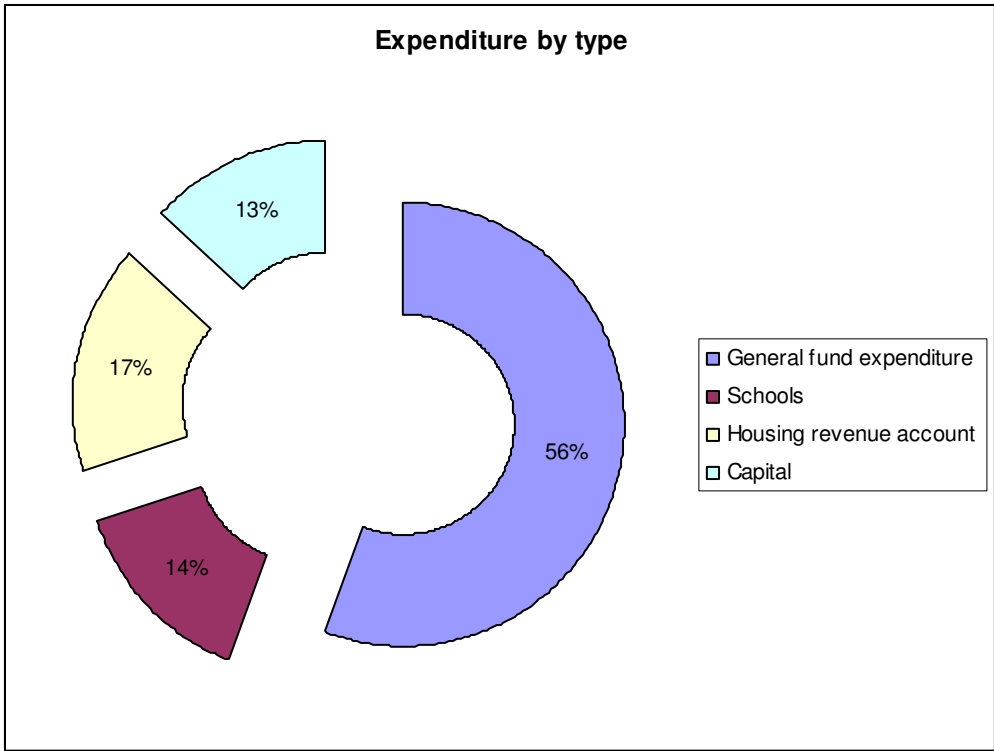
### Budget plan

In 2012/13 the Council will spend in the region of £1.5bn. This expenditure can be classified into four main types as follows:

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<b>Expenditure type</b>	<b>£m</b>
General fund expenditure	861
Capital	207
Housing revenue account	257
Schools	215
<b>Total</b>	<b>1,540</b>

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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.

## Council tax

In 2012/13 the band D council tax for Southwark services has been frozen at £912.14. The GLA precept was reduced by £2.20 so the total band D council tax paid by Southwark taxpayers is £1,218.86.

### How Southwark compares with other London authorities

Local authority	Band D Council Tax for the authority	Increase in Council Tax for the authority	Band D Council Tax for the authority including GLA precept	Increase in Council Tax for the authority including GLA precept	London Ranking (inc City) Lowest = 1
<b>INNER LONDON</b>	<b>£</b>	<b>%</b>	<b>£</b>	<b>%</b>	
City of London	857.31	0.00%	935.93	-0.35%	3
Camden	1,021.53	-0.02%	1,328.25	-0.25%	15
Greenwich	981.04	0.00%	1,287.76	-0.24%	11
Hackney	998.45	0.00%	1,305.17	-0.24%	13
Hammersmith & Fulham	781.34	-3.75%	1,088.06	-2.99%	4
Islington	961.87	0.00%	1,268.59	-0.24%	10
Kensington & Chelsea	782.58	0.00%	1,089.30	-0.28%	5
Lambeth	925.29	0.00%	1,232.01	-0.25%	8
Lewisham	1,042.11	0.00%	1,348.83	-0.23%	16
<b>Southwark</b>	<b>912.14</b>	<b>0.00%</b>	<b>1,218.86</b>	<b>-0.25%</b>	<b>7</b>
Tower Hamlets	885.52	0.00%	1,192.24	-0.26%	6
Wandsworth	377.00	-0.02%	683.72	-0.46%	1
Westminster	378.01	-0.02%	684.73	-0.46%	2
<b>OUTER LONDON</b>					
Barking & Dagenham	1,016.40	0.00%	1,323.12	-0.23%	14
Barnet	1,113.20	0.00%	1,419.92	-0.22%	24
Bexley	1,128.59	0.00%	1,435.31	-0.22%	25
Brent	1,058.94	0.00%	1,365.66	-0.23%	17
Bromley	991.31	0.00%	1,298.03	-0.24%	12
Croydon	1,150.11	0.00%	1,456.83	-0.21%	27
Ealing	1,059.93	0.00%	1,366.65	-0.23%	18
Enfield	1,100.34	0.00%	1,407.06	-0.22%	21
Haringey	1,184.32	0.00%	1,491.04	-0.21%	29
Harrow	1,186.55	0.00%	1,493.27	-0.21%	30
Havering	1,195.18	0.00%	1,501.90	-0.21%	31
Hillingdon	1,112.93	0.00%	1,419.65	-0.22%	23
Hounslow	1,090.65	0.00%	1,397.37	-0.22%	19
Kingston-upon-Thames	1,352.72	0.00%	1,659.44	-0.19%	33
Merton	1,106.56	0.00%	1,413.28	-0.22%	22
Newham	945.63	0.00%	1,252.35	-0.25%	9
Redbridge	1,095.53	0.00%	1,402.25	-0.22%	20
Richmond-upon-Thames	1,287.39	0.00%	1,594.11	-0.19%	32
Sutton	1,140.89	0.00%	1,447.61	-0.21%	26
Waltham Forest	1,152.21	0.00%	1,458.93	-0.21%	28
London Average	998.20	-0.09%	1,304.47	-0.30%	
London Average (excl City)	998.48	-0.09%	1,305.20	-0.30%	
Inner London Average (incl City)	806.93	0.08%	1,112.48	-0.40%	
Inner London Average (excl City)	807.67	-0.05%	1,113.39	-0.40%	
Outer London Average	1,118.78	0.00%	1,425.50	-0.22%	

**Note:** These averages are calculated as follows:

$$\frac{\text{The sum of each authority's band D council tax} \times \text{each authority's council tax base}}{\text{The sum of each authority's council tax base}}$$



### Council tax base

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 (£306.72), are added together to give a total council tax of £1,218.86 for a band D property.

<b>Council tax base</b>	<b>2011/12</b>	<b>2012/13</b>
Gross tax base	103,119	103,929
Budgeted collection rates	96%	96.25%
Net tax base	98,994	100,031

### Council tax calculation

	<b>2011/12</b>		<b>2012/13</b>
	<b>£000</b>		<b>£000</b>
Gross Southwark revenue requirement		323,021	308,197
Greater London Authority		30,671	30,682
<b>Total revenue requirement</b>		<b>353,692</b>	<b>338,879</b>
Less income from			
Revenue support grant	(54,966)		(4,128)
National non-domestic rates	(177,824)	(232,790)	(212,950)
			(217,078)
<b>Amount to be raised</b>		<b>120,902</b>	<b>121,800</b>
Add deficit/(surplus) on collection fund		65	124
<b>Amount to be met from council tax</b>		<b>120,967</b>	<b>121,924</b>
Divided by the council tax base of		98,994	100,031
<b>Council tax per band D property</b>		<b>£1,221.96</b>	<b>£1,218.86</b>

The table below shows the council tax for all property bands.

<b>Number of properties in each tax band</b>							
<b>Council tax band</b>	<b>Value of properties in band</b>			<b>Number of properties per valuation list in this band (Nov 2011)</b>	<b>Percentage of properties in this band</b>	<b>Number of band D equivalents (after adjustment for discounts and exemptions)</b>	<b>2012/13 Council tax</b>
A	Below		£40,000	12,460	9.77%	6,686	812.57
B	£40,000	to	£52,000	37,271	29.21%	23,971	948.00
C	£52,000	to	£68,000	33,259	26.07%	25,525	1,083.43
<b>D</b>	<b>£68,000</b>	<b>to</b>	<b>£88,000</b>	<b>20,753</b>	<b>16.26%</b>	<b>18,322</b>	<b>1,218.86</b>
E	£88,000	to	£120,000	13,661	10.71%	14,924	1,489.72
F	£120,000	to	£160,000	5,691	4.46%	7,459	1,760.58
G	£160,000	to	£320,000	3,942	3.09%	6,084	2,031.43
H	Above £320,000			556	0.44%	955	2437.72
<b>Total</b>				<b>127,593</b>	<b>100.00%</b>	<b>103,928</b>	
<b>Estimated collectable amount %</b>						<b>96.25%</b>	
<b>Council tax base</b>						<b>100,031</b>	
<b>Budgeted amount to be met from council tax £000 (Tax base x band D)</b>						<b>121,924</b>	

The full council tax charges for 2012/13 are shown below:

	<b>Band A</b>	<b>Band B</b>	<b>Band C</b>	<b>Band D</b>	<b>Band E</b>	<b>Band F</b>	<b>Band G</b>	<b>Band H</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Southwark	608.09	709.44	810.79	912.14	1114.84	1317.54	1520.23	1824.28
GLA	204.48	238.56	272.64	306.72	374.88	443.04	511.20	613.44
<b>Total council tax</b>	<b>812.57</b>	<b>948.00</b>	<b>1083.43</b>	<b>1218.86</b>	<b>1489.72</b>	<b>1760.58</b>	<b>2031.43</b>	<b>2437.72</b>

## 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 2012/13 the Greater London Authority precept is £306.72 for Band D, compared to £308.92 in 2011/12. However the increased total precept to be paid to the GLA has increased due to the increased tax base in 2012/13.

In addition to the GLA precept, Southwark's element of the council tax also includes the levy from three other organisations. The total precept amount and levies are shown in the table below:

	2011/12 £000	2012/13 £000
Greater London Authority	30,671	30,682
<b>Total precepts</b>	<b>30,671</b>	<b>30,682</b>
Environment Agency	195	195
London Pension Fund	1,448	1,446
Lee Valley Regional Park Authority	293	287
<b>Total levies</b>	<b>1,936</b>	<b>1,928</b>
<b>Total precepts and levies</b>	<b>32,607</b>	<b>32,610</b>

## Collection fund

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

For further information please contact the Financial Accounting Team.

Chris O'Brien 020 7525 7468

## Summary of key changes to the general fund budget between 2011/12 and 2012/13

	£m
<b>2011/12 Budget</b>	<b>323.0</b>
Inflation	3.8
Commitments	10.2
Growth	0.7
<b>Total increased spending</b>	<b>14.7</b>
Contribution to/(from) reserves	(1.1)
Savings	(28.4)
<b>Total decrease in budget</b>	<b>(14.8)</b>
<b>2012/13 Budget</b>	<b>308.2</b>
The reduction in spending is reflected by	
Decrease in grant from the government	(15.6)
Increased income from the council tax payers	0.9
Movement in collection fund deficit	(0.1)
<b>Total decrease in funding</b>	<b>(14.8)</b>

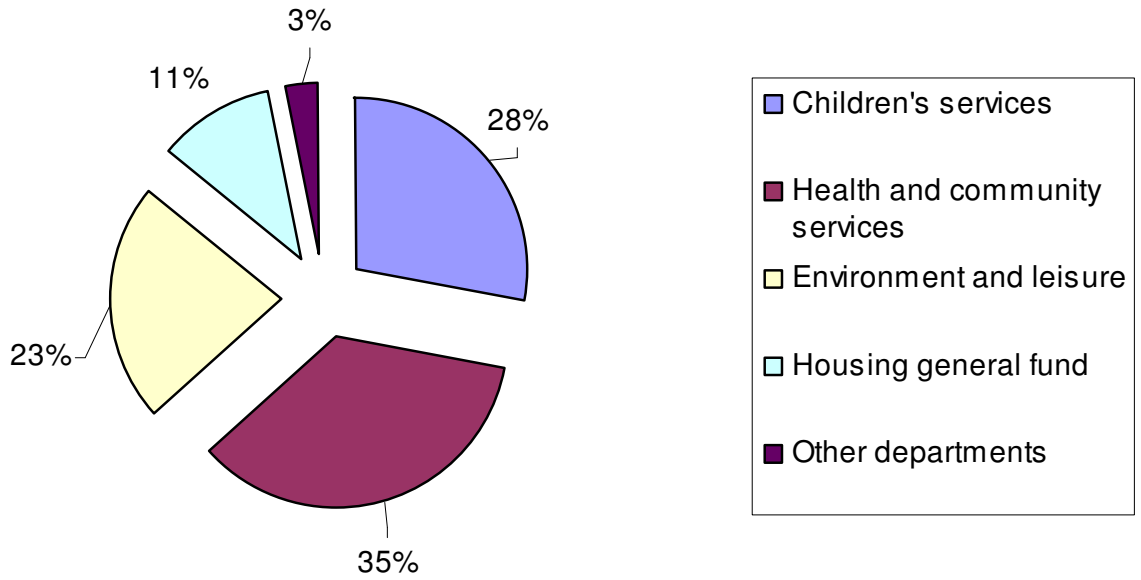
In 2011/12 the Council's net budget requirement was £323m, which compares to £308.2m for 2012/13. The key changes to the budget are:

**Summary of general fund gross expenditure and income**

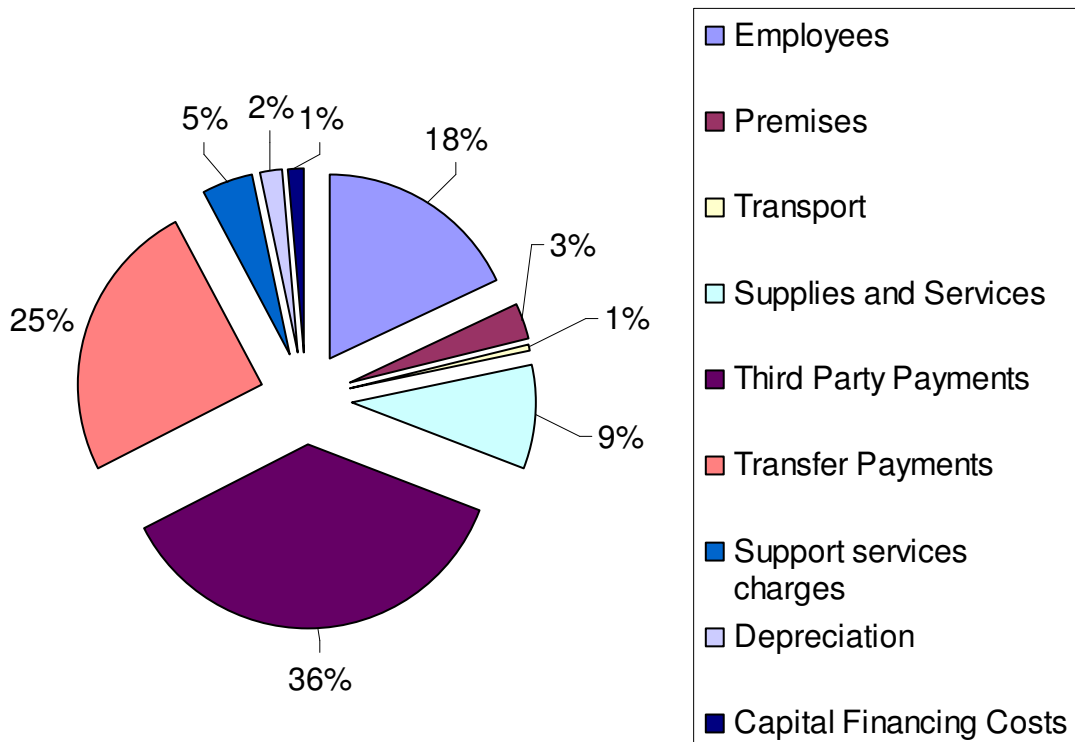
<b>2011/12 net expenditure</b>	<b>Department</b>	<b>2012/13 gross expenditure</b>	<b>2012/13 income</b>	<b>2012/13 net expenditure</b>
<b>£m</b>		<b>£m</b>	<b>£m</b>	<b>£m</b>
90.4	Children's services	309.9	(224.0)	85.9
68.7	Environment and leisure	113.3	(43.4)	69.9
112.9	Health and community services	134.6	(26.8)	107.8
42.4	Housing services	45.8	(8.4)	37.4
9.8	Regeneration and neighbourhoods	20.9	(11.6)	9.3
23.3	Finance and resources	304.0	(272.7)	31.3
9.3	Deputy chief executive	10.8	(2.4)	8.4
11.5	Communities, law & governance	20.3	(10.2)	10.1
(55.0)	Corporate support cost recharge income	0.0	(59.2)	(59.2)
1.2	Corporate and democratic core	2.3	(1.1)	1.2
<b>314.5</b>	<b>Total general fund cost of services</b>	<b>961.9</b>	<b>(659.8)</b>	<b>302.1</b>
13.2	Cost of borrowing	13.1	0.0	13.1
(3.6)	Interest and investment Income	0.0	(3.5)	(3.5)
<b>9.7</b>	<b>Total cost of financing</b>	<b>13.1</b>	<b>(3.5)</b>	<b>9.6</b>
(1.2)	Contribution to / (from) reserves	1.0	(4.5)	(3.5)
<b>323.0</b>	<b>Amount met from government grants and local taxation</b>	<b>976.0</b>	<b>(667.8)</b>	<b>308.2</b>
(29.2)	Revenue support grant		(4.1)	(4.1)
(201.5)	Re-distributed non domestic rates (business rates)		(213.0)	(213.0)
<b>(230.7)</b>	<b>Formula grant</b>	<b>0.0</b>	<b>(217.1)</b>	<b>(217.1)</b>
(1.2)	Shortfall (surplus) on collection fund from previous year			0.1
<b>88.0</b>	<b>Council tax requirement</b>			<b>91.2</b>
<b>96,419</b>	<b>Council tax base (number of band D equivalent properties)</b>			100,031
<b>£912.14</b>	<b>Southwark council tax</b>			<b>£912.14</b>

## How the money is spent

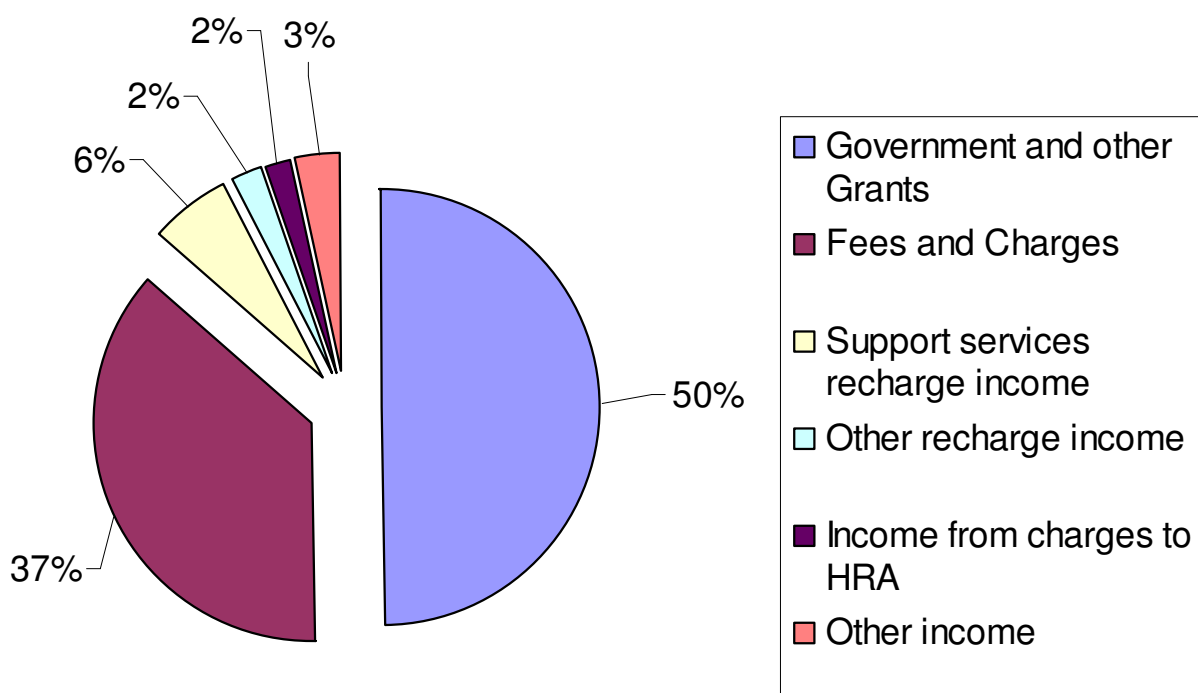
### Net expenditure by service department



## Expenditure by type



## Income by type





# Children's Services

## Vision

Children's services and its partners are committed to ensuring every child, young person and family in Southwark leads 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.

## Priorities

Success in achieving our vision is measured through the objectives set in the Children and Young People's Plan and Council Plan, which in summary are to:

Achieve Annual Performance Assessment (APA) grade of 'performing well'

Be champion of choice, access and quality through securing strong universal services and delivering Council priority commitments

Support vulnerable children, young people and families, and keep them safe, through providing effective early help, targeted support and quality specialist services

## Description of department

The department provides the following services, arranged as three divisions:

- Education: Delivery of universal services and statutory functions, including early years, school improvement, admissions and youth services, alongside specialist education, and special educational needs teams
- Specialist services: Delivery of statutory social care functions, including providing services for looked after children, child protection, foster care, adoption, youth offending and children with disabilities
- Strategy, commissioning & business improvement: Delivery of strategy, performance, planning and commissioning services for the department, alongside business IT systems support, health and safety, complaints and records and information management as well as a specialist parenting service and project support for the free healthy school meal programme

It also provides the funding to schools by passing on the Dedicated Schools Grant (DSG) and administering the funding formulas.

## 2011/12 performance

Children's services was judged by Ofsted to be 'performing well' in providing effective, quality services and improving the outcomes of the children and young people we serve. Nearly 75% of nursery and primary and secondary provision is judged good or outstanding, and attainment across all key stages is in line or above comparator averages. More of our children and young people are growing up equipped to play a full part in society, with falling rates of young people not in education, employment or training, teenage conceptions and youth offending. Continued good outcomes in the inspections of specialist services further evidence our success in striving to keep children safe. These outcomes were made in the context of a reduction in grants of over £6.0m and savings targets of £5.783m in 2011/12.

## 2012/13 priorities and activities

The proposed savings for 2012/13 total £6.174m, which equates to 8% of the core budget excluding recharges. These reductions are coupled with a high level of change in regulatory frameworks across all levels of the system, including large-scale change across education, early help, disabilities, early years and child protection.

Priorities for the coming year include ensuring that change can be delivered in a sustainable way, without losing the essential continuity required to deliver core statutory duties. Key outcomes sought this year include:

- Completed transformations of universal services, including reconfigured education and youth services, to reflect changing statutory duties and better support needs
- Simplified, efficient, holistic services which put the child and family at the heart of service delivery
- Established early help offer which makes a difference and can turn families lives' around, and includes a redesigned integrated child support service and children's centre offer

### Children's services department summary budget tables

DIVISIONS	2011/12 Total Budget £000	Budget Adjustments £000	Inflation £000	Commitments £000	Savings £000	Growth £000	2012/13 Total Budget £000
EDUCATION SERVICES STRATEGY, COMMISSIONING AND BUSINESS IMPROVEMENT	34,069	5,290	6		(3,460)		34,947
SPECIALIST SERVICES	10,653	(843)		1,414	(730)		10,493
CENTRAL COSTS	50,686	927	511	135	(1,600)	250	50,909
SCHOOLS AND EXTERNAL FUNDING	16,975	(2,865)	179		(384)		13,913
	(21,945)	(3,500)					(24,496)
<b>CHILDREN'S SERVICES</b>	<b>90,438</b>	<b>(993)</b>	<b>696</b>	<b>1,549</b>	<b>(6,174)</b>	<b>250</b>	<b>85,766</b>

	2010/11 Outturn £000	2011/12 Total Budget £000	2012/13 Total Budget £000
<b>Subjective Analysis</b>			
Employees	60,340	54,783	49,008
Premises	2,873	1,711	1,431
Transport	4,864	3,523	3,750
Supplies and services	20,586	15,964	13,517
School related payments	188,750	165,071	200,360
Third party payments	49,912	53,042	53,280
Transfer payments	3,942	1,235	1,690
Support services	13,959	11,875	12,202
Capital charges	55,425	4,975	4,542
Total expenditure	400,651	312,179	339,780
Fees and charges	(12,371)	(4,017)	(2,700)
Dedicated schools grant	(179,863)	(183,872)	(222,672)
Standards fund	(26,398)		
SureStart	(16,307)		
Early intervention grant		(19,897)	(20,467)
Other government grants	(12,664)	(8,426)	(4,193)
Other grants	(4,783)	(3,224)	(3,135)
Miscellaneous income	(287)	(3)	(3)
Total income	(252,672)	(219,439)	(253,170)
Net expenditure before recharges	147,978	92,740	86,610
Recharges to the general fund	(3,238)	(2,302)	(844)
<b>Total net expenditure</b>	<b>144,740</b>	<b>90,438</b>	<b>85,766</b>

<b>MOVEMENTS</b>	<b>£000</b>
2011/12 TOTAL BUDGET	90,438
INFLATION	696
BUDGET ADJUSTMENTS	(993)
COMMITMENTS	1,549
SAVINGS	(6,174)
GROWTH	250
<b>2012/13 TOTAL BUDGET</b>	<b>85,766</b>

## Education Services

Delivery of universal children services and statutory functions, including early years, school improvement, admissions and youth services, alongside specialist education, and special educational needs teams.

### Education services summary budget tables

SERVICES	2011/12 Total Budget £000	Budget Adjustments £000	Inflation £000	Commitments £000	Savings £000	Growth £000	2012/13 Total Budget £000
EDUCATION STRATEGY	383	141			(93)		431
EARLY INTERVENTION AND PREVENTION	10,957	578			(725)		10,810
PUPIL ACCESS	4,931	35	6		(300)		4,672
SPECIAL EDUCATIONAL NEEDS	6,264	1,683			0		7,947
SPECIALIST EDUCATIONAL SERVICES	3,119	2,316			(900)		4,535
STANDARDS 0-19	2,537	1,019			(360)		3,196
YOUTH AND PLAY SERVICES	5,878	(1,440)			(1,082)		3,356
<b>EDUCATION SERVICES</b>	<b>34,069</b>	<b>4,332</b>	<b>6</b>	<b>0</b>	<b>(3,460)</b>	<b>0</b>	<b>34,947</b>

	2010/11 Outturn £000	2011/12 Total Budget £000	2012/13 Total Budget £000
<b>Subjective Analysis</b>			
Employees	30,518	25,620	22,012
Premises	1,662	913	638
Transport	3,771	2,673	2,851
Supplies And Services	14,269	10,097	8,773
Third Party Payments	21,396	21,184	19,199
Transfer Payments	197	149	76
Support Services	2,092	369	973
Capital Charges	13,760	245	565
<b>Total Expenditure</b>	<b>87,665</b>	<b>61,250</b>	<b>55,087</b>
Fees and charges	(2,713)	(3,875)	(2,597)
Standards fund	(4,869)		
SureStart	(14,913)		
Early intervention grant		(16,981)	(13,881)
Other government grants	(5,471)	(2,140)	(88)
Other grants	(2,913)	(2,905)	(2,889)
Miscellaneous income	(148)	(3)	(3)
<b>Total Income</b>	<b>(31,027)</b>	<b>(25,904)</b>	<b>(19,458)</b>
Net expenditure before recharges	56,638	35,346	35,629
Recharges to the general fund	(2,767)	(1,277)	(682)
<b>Total net expenditure</b>	<b>53,871</b>	<b>34,069</b>	<b>34,947</b>

<b>MOVEMENTS</b>	<b>£000</b>
2011/12 TOTAL BUDGET	34,069
INFLATION	6
BUDGET ADJUSTMENTS	4,332
COMMITMENTS	
SAVINGS	(3,460)
GROWTH	
<b>2012/13 TOTAL BUDGET</b>	<b>34,947</b>

## Education Strategy Service

### Description of Service

This represents the strategic and policy section for the education service.

### Education strategy service summary budget tables

SERVICES	2011/12 Total Budget £000	Budget Adjustments £000	Inflation £000	Commitments £000	Savings £000	Growth £000	2012/13 Total Budget £000
<b>EDUCATION STRATEGY</b>	<b>383</b>	<b>141</b>			<b>(93)</b>		<b>431</b>

	2010/11 Outturn £000	2011/12 Total Budget £000	2012/13 Total Budget £000
<b>Subjective analysis</b>			
Employees	633	347	331
Premises	1		
Transport	7		
Supplies and Services	92	71	36
Third Party Payments	2		64
Support Services		(35)	
Capital Financing Costs	1		
<b>Total Expenditure</b>	<b>736</b>	<b>383</b>	<b>431</b>
Government Grants	(136)		
Deductions & Reimbursements	(10)		
<b>Total Income</b>	<b>(146)</b>		
<b>Total net expenditure</b>	<b>590</b>	<b>383</b>	<b>431</b>

<b>MOVEMENTS</b>	<b>£000</b>
2011/12 TOTAL BUDGET	383
BUDGET ADJUSTMENTS	141
INFLATION	
COMMITMENTS	
SAVINGS	(93)
GROWTH	
<b>2012/13 TOTAL BUDGET</b>	<b>431</b>

## **Early Intervention and Prevention**

### **Description of Service**

This service covers areas of: early intervention for children and families with a particular focus on working with children and young people in schools and early years settings; management of early years centres and children's centres; and the central co-ordination of the Children's Centre programme. It comprises:

- Integrated Child Support Service
- Children's Centres Team
- Childcare Development
- Early Years Centres
- Other Services

The service has 116 FTE (Full time equivalent) posts

### **Integrated Child Support Service**

The integrated child support service (ICSS) works with children, young people and families who are experiencing difficulties. The team provide a service for children who need extra help with their learning, social, emotional, behavioural, developmental and attendance needs. Services provided include:

- Education welfare (attendance and truancy)
- Educational psychology
- Behaviour
- Early years early intervention

### **Early years operations**

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

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

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

### **Children's centres**

The centres are responsible for implementing the sure start children's centre (SSCC) programme. The Council operates children's centres providing a range of family focused services available to the whole of Southwark.

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

### **Other services**

#### **Nursery minimum free entitlement (MFE)**

Each three and four-year-old child is entitled to receive 15 hours of free education per week. This is delivered in a number of settings including the private voluntary and independent sector. This budget provides for the payment made for each session of minimum free entitlement at one of these settings. In addition, the scheme has been expanded to cater for two-year old children ahead of the government's introduction of a scheme in September 2012.

## Early Intervention and Prevention summary budget tables

SERVICES	2011/12	Budget		Inflation	Commitments	Savings	Growth	2012/13
	Total Budget	Adjustments						Total Budget
	£000	£000	£000	£000	£000	£000	£000	£000
ICSS	1,397					(225)		1,172
CHILDRENS CENTRE TEAM	961	412				(125)		1,248
CHILD CARE DEVELOPMENT	1,360	(64)				(75)		1,221
EARLY YEARS CENTRES	3,091	175				(300)		2,966
NURSERY MFE	4,148	55						4,203
<b>EARLY INTERVENTION AND PREVENTION</b>	<b>10,957</b>	<b>578</b>	<b>0</b>	<b>0</b>		<b>(725)</b>	<b>0</b>	<b>10,810</b>

	2010/11 Outturn	2011/12 Total Budget	2012/13 Total Budget
	£000	£000	£000
<b>Subjective analysis</b>			
Employees	8,545	7,304	6,823
Premises	539	213	176
Transport	114	30	29
Supplies and Services	5,152	5,457	5,290
Third Party Payments	9,017	10,043	7,665
Transfer Payments	1		
Support Services	1,495	443	790
Capital Charges		149	
Capital Financing Costs	9,934		275
<b>Total expenditure</b>	<b>34,797</b>	<b>23,639</b>	<b>21,048</b>
Government Grants	(13,857)	(11,651)	(9,207)
Other Grants	(7)		
Fees and Charges	(117)	(58)	(58)
Customer Receipts	(896)	(924)	(924)
Deductions & Reimbursements	(39)		
<b>Total income</b>	<b>(14,916)</b>	<b>(12,633)</b>	<b>(10,190)</b>
Net expenditure before recharges	19,881	11,006	10,858
Recharges to the general fund	(495)	(49)	(49)
<b>Total net expenditure</b>	<b>19,386</b>	<b>10,957</b>	<b>10,810</b>

MOVEMENTS	£000
<b>2011/12 TOTAL BUDGET</b>	<b>10,957</b>
INFLATION	
BUDGET ADJUSTMENTS	578
COMMITMENTS	
SAVINGS	(725)
GROWTH	
<b>2012/13 TOTAL BUDGET</b>	<b>10,810</b>



## Pupil Access

### Description of service

Pupil access provides a range of services to help parents and carers access school provision for their children, and a range of additional support for families with children at school when needed. The current structure consists of 72 FTE posts.

School admissions - the admissions team co-ordinates the allocation of primary and secondary school places on behalf of all maintained schools in the borough. It is also responsible for coordinating community school appeals and ensuring all admission authorities in the borough fully comply with the School Admissions Code of Practice.

Pupil benefits – provides access to financial support to eligible children during different stages of their education and includes:

- Help with schools meals following application process and eligibility check
- Help with school uniform for eligible year seven secondary school pupils
- Help with travel costs for pupils living in Southwark and attending the nearest school to their home with a vacancy (in line with statutory guidelines)

School travel assistance is available to support eligible children with special educational needs (SEN) on their journeys to nursery, primary, secondary school and college.

Parent partnership service (PPS) is a statutory advisory and information 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 team also provides a School Preference Advisor to assist families that need help to navigate the school admissions system.

### Pupil access service summary budget tables

	2011/12 Total Budget	Budget Adjustments	Inflation	Commitments	Savings	Growth	2012/13 Total Budget
SERVICES	£000	£000	£000	£000	£000	£000	£000
HOME 2 SCHOOL TRANSPORT	3,756	20	6		(300)		3,482
PARENT PARTNERSHIP CHILDREN MISSING IN EDUCATION	122	9					131
SCHOOL TRAVEL ADVISORS	176						176
PUPIL BENEFITS PUPIL ACCESS - CENTRAL	30	(30)					0
ADMISSIONS	193						193
	124	35					159
	531						531
<b>PUPIL ACCESS</b>	<b>4,932</b>	<b>34</b>	<b>6</b>	<b>0</b>	<b>(300)</b>	<b>0</b>	<b>4,672</b>

<b>Subjective analysis</b>	<b>2010/11 Outturn</b>	<b>2011/12 Total Budget</b>	<b>2012/13 Total Budget</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>
Employees	2,174	1,877	1,569
Premises	2		
Transport	3,409	2,471	2,702
Supplies and Services	199	436	240
Third Party Payments	173	166	161
Support Services	56		
<b>Total Expenditure</b>	<b>6,013</b>	<b>4,950</b>	<b>4,672</b>
Government Grants	(38)		
Fees and Charges	(14)	(19)	
Customer Receipts			
Deductions & Reimbursements	(32)		
<b>Total Income</b>	<b>(84)</b>	<b>(19)</b>	<b>0</b>
Net expenditure before recharges	5,929	4,931	4,672
Recharges			
<b>Total net expenditure</b>	<b>5,929</b>	<b>4,931</b>	<b>4,672</b>

<b>MOVEMENTS</b>	<b>£000</b>
<b>2011/12 TOTAL BUDGET</b>	4,932
INFLATION	6
BUDGET ADJUSTMENTS	34
COMMITMENTS	
SAVINGS	(300)
GROWTH	
<b>2012/13 TOTAL BUDGET</b>	<b>4,672</b>

## Special Educational Needs and Inclusion

### Description of service

The Local Education Authority (LEA) has statutory and strategic responsibilities regarding the identification of and provision for the special educational needs of children and young people who are resident in Southwark. The service consists of 48 FTE posts.

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

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

### Special Educational Needs and Inclusion service summary budget tables

DIVISIONS	2011/12		Inflation	Commitments	Savings	Growth	2012/13
	Total Budget	Budget Adjustments					Total Budget
	£000	£000	£000	£000	£000	£000	£000
SEN & INCLUSION TEAM	921	3					924
AUTISM SUPPORT TEAM	184	100					284
HEARING AND VISUAL IMPAIRMENT TEAM	547						547
EARLY YEARS	214						214
CHILDREN LOOKED AFTER	107						107
INDEPENDENT DAY/ BOARDING PROVISION	2,679	700					3,379
ACADEMIES	950	296					1,246
RECOUPMENT	317	406					723
THERAPIES	85						85
APPLIED BEHAVIOURAL ANALYSIS	76	(2)					74
CENMAC EQUIPMENT	99						99
SEN HOME TUITION	85	180					265
<b>SEN</b>	<b>6,264</b>	<b>1,683</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>7,947</b>

	2010/11 Outturn £000	2011/12 Total Budget £000	2012/13 Total Budget £000
<b>Subjective analysis</b>			
Employees	1,960	1,696	1,848
Premises	80		
Transport	6	6	6
Supplies and Services	354	477	711
Third Party Payments	6,446	6,794	8,197
Transfer Payments	189	59	59
Support Services	33		
<b>Total Expenditure</b>	<b>9,068</b>	<b>9,032</b>	<b>10,821</b>
Government Grants	(195)	(76)	(182)
Other Grants	(2,507)	(2,692)	(2,693)
Fees and Charges	(5)		
Deductions & Reimbursements	(6)		
<b>Total Income</b>	<b>(2,713)</b>	<b>(2,768)</b>	<b>(2,874)</b>
<b>Total net expenditure</b>	<b>6,355</b>	<b>6,264</b>	<b>7,947</b>

<b>MOVEMENTS</b>	<b>£000</b>
<b>2011/12 TOTAL BUDGET</b>	<b>6,264</b>
INFLATION	
BUDGET ADJUSTMENTS	1,683
COMMITMENTS	
SAVINGS	
GROWTH	
<b>2012/13 TOTAL BUDGET</b>	<b>7,947</b>

## Specialist Education Services

### Description of service

The main service areas within this division are 14 – 19 partnership, connexions, education other than at school (EOTAS), the secondary pupil referral units (SILS) and business alliance and education (EBA).

### 14 -19 partnership

The partnership team supports all schools academies and other providers to develop a curriculum offer that best meets the needs of all young people. The team also works with providers to ensure that there is a broad, balanced and high quality post 16 provision in the borough.

### Connexions

This is a support service for the most vulnerable 13-19 year-olds to help guide and support these young people through their transition to adulthood and working life. The service works in partnership with schools and other organisations to deliver a comprehensive and coherent support service for young people.

### SILS

Southwark inclusive learning services (SILS) provides support to pupils not educated in mainstream school settings.

- There are currently four discrete units within the SILS structure
- SILS3 offers 64 places at Key Stage 3 with a full reintegration focus
- SILS4 offers 40 full time equivalent (FTE) places at Key Stage 4
- SILS6+ is a traded provision that schools can buy into to meet their statutory obligation to provide full time education after the fifth day of any fixed term exclusion
- The Young Parents Education Centre works with young parents to re introduce them to learning and plan for progression into full time study or the world of work. YPEC is also able to work with young mothers of school age prior to a return to their mainstream school.

### EOTAS

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

### Education Business Alliance - EBA

The EBA works with schools and the business community to motivate students by raising aspirations and achievement through partnerships which enhance teaching and learning with 'real life' and relevant contexts and give students knowledge and understanding of the world of work.

The service covers volunteering opportunities, learning partnerships, employability and enterprise projects.

FTEs 91

## Specialist education services division summary budget tables

	2011/12 Total Budget	Budget Adjustments	Inflation	Commitments	Savings	Growth	2012/13 Total Budget
	£000	£000	£000	£000	£000	£000	£000
<b>SERVICES</b>							
14- 19 PARTNERSHIP	619	(1)			(200)		418
CONNEXIONS	(1,428)	2,199			(700)		71
EDU BUS ALLIANCE	188						188
SILS / EOTAS	3,740	118					3,858
<b>SPECIALIST EDUCATION SERVICES</b>	<b>3,119</b>	<b>2,316</b>	<b>0</b>	<b>0</b>	<b>(900)</b>	<b>0</b>	<b>4,535</b>

	2010/11 Outturn	2011/12 Total Budget	2012/13 Total Budget
	£000	£000	£000
<b>Subjective analysis</b>			
Employees	3,335	3,106	4,017
Premises	197	197	198
Transport	13	13	13
Supplies and Services	4,696	1,173	1,029
Third Party Payments	3,399	2,435	1,700
Transfer Payments		85	12
Support Services	272	182	109
Capital Charges		25	
Capital Financing Costs	331		150
<b>Total Expenditure</b>	<b>12,243</b>	<b>7,216</b>	<b>7,228</b>
Government Grants	(4,721)	(910)	(69)
Early intervention Grant		(2,400)	(1,890)
Other Grants	(12)	(16)	
Fees and Charges	(62)	(30)	(28)
Customer Receipts	(6)	(140)	(104)
Deductions & Reimbursements	(9)		
<b>Total Income</b>	<b>(4,810)</b>	<b>(3,496)</b>	<b>(2,091)</b>
Net expenditure before recharges	7,433	3,720	5,136
Recharges to general fund	(675)	(601)	(601)
<b>Total net expenditure</b>	<b>6,758</b>	<b>3,119</b>	<b>4,535</b>
<b>MOVEMENTS</b>	<b>£000</b>		
<b>2011/12 TOTAL BUDGET</b>	<b>3,119</b>		
BUDGET ADJUSTMENTS	2,316		
INFLATION			
COMMITMENTS			
SAVINGS	(900)		
GROWTH			
<b>2012/13 TOTAL BUDGET</b>	<b>4,535</b>		

## **0-19 Standards**

### **Description of services**

#### **Early years learning and 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

#### **Standards Team**

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

- Raising the quality of teaching and learning through training and school support
- Reviewing the impact of the senior school leaders team as an indicator of the effectiveness of our support to low-achieving schools
- Supporting schools to ensure that they are able to implement student attainment tracking to analyse individual strengths and weaknesses, and provide individual support
- Support to primary schools and maintained secondary schools to raise attainment is delivered through a team of senior advisers

#### **Governor development team**

The objective of this service is to:

- Support and improve school governance in Southwark
- Every governing body to be effective and informed
- Ensure that governors understand their strategic and monitoring roles
- Focus in inverse proportion to success on those governing bodies that most need support in order to strengthen them and to assist them to improve
- Inform governors on changes brought about by Government legislation, the Young Southwark/Children's Service agenda and the national debate on the role of governance
- Continue to focus on our professional development as governor advisers

#### **Professional development and training team**

This service aims to provide high quality professional development opportunities to those involved in the education and well being of children and the young people of Southwark Council to:

- Extend and advance the learning of pupils through the professional development of those who work with them
- Support the leadership and management of schools and education settings
- Provide performance management reviewers and reviewers with a directory of development opportunities reflecting local and national needs

FTEs 51.94

## 0-19 Standards summary budget tables

	2011/12		Inflation	Commitments	Savings	Growth	2012/13
	Total Budget	Budget Adjustments					Total Budget
SERVICES	£000	£000	£000	£000	£000	£000	£000
STANDARDS TEAM	2,335	1,085			(360)		3,060
GOVERNOR DEVELOPMENT	51						51
PROFESSIONAL DEVELOPMENT AND TRAINING	151	(66)					85
<b>0-19 STANDARDS</b>	<b>2,537</b>	<b>1,019</b>	<b>0</b>	<b>0</b>	<b>(360)</b>	<b>0</b>	<b>3,196</b>

	2010/11	2011/12	2012/13
	Outturn	Total Budget	Total Budget
Subjective analysis	£000	£000	£000
Employees	6,186	4,649	3,844
Premises	248	143	58
Transport	88	63	61
Supplies and Services	1,540	394	663
Third Party Payments	175	790	667
Transfer Payments		5	5
Support Services	59	8	8
Capital Charges		3	
Capital Financing Costs	1		
<b>Total expenditure</b>	<b>8,297</b>	<b>6,055</b>	<b>5,306</b>
Government Grants	(4,059)	(2,348)	(1,470)
Fees and Charges	(413)	(965)	(435)
Customer Receipts	(27)	(170)	(170)
Deductions & Reimbursements	(16)	(3)	(3)
<b>Total income</b>	<b>(4,515)</b>	<b>(3,486)</b>	<b>(2,078)</b>
Net expenditure before recharges	3,782	2,569	3,228
<b>Recharges to the general fund</b>	<b>(444)</b>	<b>(32)</b>	<b>(32)</b>
<b>Total net expenditure</b>	<b>3,338</b>	<b>2,537</b>	<b>3,196</b>

MOVEMENTS	£000
<b>2011/12 TOTAL BUDGET</b>	<b>2,537</b>
INFLATION	
BUDGET ADJUSTMENTS	1,019
COMMITMENTS	
SAVINGS	(360)
GROWTH	
<b>2012/13 TOTAL BUDGET</b>	<b>3,196</b>



## Youth & Play Services

### Description of services

The youth and play services comprise of the services for young people, play and after school.

#### Youth service

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

The service has been recently restructured. The division is made up of two sections; specialist work and open access youth work.

The new model will utilise a range of providers because local young people have a wide range of needs, interests and aspirations, which require a corresponding breadth of youth interventions to provide them with the very best opportunities to use their leisure time constructively. Consequently, it is proposed that the reconfigured service will employ a flexible, partnership-based model of delivery which maximises the different expertise of the local authority and voluntary sector, whilst also seeking to increase value for money and reduce duplication. We will be operating a 'hub and spoke' model, creating centres of excellence where services are provided and delivering outreach and detached services from these locations.

#### Play

The service provides opportunities for children and young people to play and learn in a safe supervised environment.

- There are eleven adventure playgrounds, a kart track, skate park, junior sports facility, and three mobile play teams. All activities are facilitated by experienced and trained staff.
- A number of traded services are offered including, play workers in schools and home-to-school transport.
- In addition to the directly run services, the Play Service has developed and managed a varied range of play related capital programmes. It also provides advice and guidance on issues of play and after school provision.

#### After school 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.

#### Youth and Play Service summary budget tables

	2011/12 Total Budget	Budget Adjustments	Inflation	Commitments	Savings	Growth	2012/13 Total Budget
DIVISIONS	£000	£000	£000	£000	£000	£000	£000
YOUTH SERVICES	3,880	(1,494)			(250)		2,136
AFTER SCHOOL SERVICE	930				(582)		348
PLAY SERVICE	1,068	54			(250)		872
<b>YOUTH AND PLAY SERVICES</b>	<b>5,878</b>	<b>(1,440)</b>	<b>0</b>	<b>0</b>	<b>(1,082)</b>	<b>0</b>	<b>3,356</b>

	2010/11 Outturn £000	2011/12 Total Budget £000	2012/13 Total Budget £000
<b>Subjective analysis</b>			
Employees	6,569	5,953	2,930
Premises	540	349	206
Transport	130	86	41
Other Supplies and Services	891	1,259	804
Voluntary Organisation Grants	684	780	
Third Party Payments	2,161	983	245
Transfer Payments	7		
Support Services	84	(230)	65
Capital Charges		67	
Capital Financing Costs	3,490		139
<b>Total expenditure</b>	<b>14,556</b>	<b>9,248</b>	<b>4,430</b>
Government Grants	(1,190)	(1,036)	
Early Intervention Grant		(700)	
Other Grants	(387)	(197)	(197)
Fees and Charges	(1,047)	(1,188)	(627)
Customer Receipts	(38)	(250)	(250)
Deductions & Reimbursements	(26)		
<b>Total income</b>	<b>(2,688)</b>	<b>(3,370)</b>	<b>(1,074)</b>
Net expenditure before recharges	11,869	5,878	3,356
Recharges to general fund	(92)		
<b>Total net expenditure</b>	<b>11,776</b>	<b>5,878</b>	<b>3,356</b>

<b>MOVEMENTS</b>	<b>£000</b>
<b>2011/12 TOTAL BUDGET</b>	5,878
BUDGET ADJUSTMENTS	(1,440)
INFLATION	
COMMITMENTS	
SAVINGS	(1,082)
GROWTH	
<b>2012/13 TOTAL BUDGET</b>	<b>3,356</b>

## Strategy, Commissioning and Business Improvement

### Description of division

The strategy, commissioning and business improvement division is led by an assistant director (strategy and support) and co-ordinates the delivery of key strategies, plans and partnership arrangements in line with national and local requirements including the local safeguarding board. Continuous service improvement is achieved through robust performance management and challenge, inspection and regulation readiness, and the use of intelligence and data to drive improvement.

The division ensures that the department complies with statutory requirements and local governance and that the collection, recording, management and analysis of data meets the Children's Services Data Quality Policy and IT business systems standards. Specialist services for children and families are commissioned by the division, including placements for looked after children, support for vulnerable families and children and a range of services that provide short breaks for children with disabilities. A specialist parenting service provides challenge and support to some of the most troubled families in Southwark, working closely with colleagues on housing, community safety and the youth offending team.

The division leads on transforming services to deliver new ways of working, efficiencies and savings. Over 2011/12 the service transformation process has reduced posts in the division from 76.5 to 64 FTEs and has delivered efficiency savings of £525k. The transformation process is continuous and additional efficiencies of £730k will be achieved in 2012/13.

### Strategy, Commissioning and Business Improvement division summary budget tables

	2011/12 Total Budget	Budget Adjustments	Inflation	Commitments	Savings	Growth	2012/13 Total Budget
SERVICES	£000	£000	£000	£000	£000	£000	£000
CHILDREN'S COMMISSIONING STRATEGY PLANNING & PERFORMANCE BUSINESS IMPROVEMENT SPECIALIST PARENTING SERVICE	4,054	(1,333)			(75)		2,646
FREE HEALTHY SCHOOL MEALS	1,258	109					1,367
CAPITAL PROJECTS	3,471	(70)			(655)		2,746
LEARNING & DEVELOPMENT	682	(175)					507
		1,145		1,414			2,559
	533						533
<b>SC&amp;BI</b>	<b>10,518</b>	<b>(844)</b>	<b>0</b>	<b>1,414</b>	<b>(730)</b>	<b>0</b>	<b>10,358</b>

	<b>2010/11 Outturn £000</b>	<b>2011/12 Total Budget £000</b>	<b>2012/13 Total Budget £000</b>
<b>Subjective analysis</b>			
Employees	4,366	5,253	5,071
Premises	216	66	60
Transport	39	32	33
Supplies and Services	2,191	1,233	1,077
Third Party Payments	3,170	4,236	6,287
Transfer Payments	28		
Support Services	447	373	296
Capital Charges		503	
Capital Financing Costs	41		35
<b>Total Expenditure</b>	<b>10,498</b>	<b>11,696</b>	<b>12,859</b>
Government Grants	(1,684)	(725)	(2,354)
Other Grants	(490)	(167)	
Fees and Charges	(73)	(127)	
Customer Receipts	38	(15)	(103)
Deductions & Reimbursements	(23)		
<b>Total Income</b>	<b>(2,232)</b>	<b>(1,034)</b>	<b>(2,457)</b>
Net Expenditure before recharges	8,266	10,662	10,402
Recharges	64	(144)	(44)
<b>Total net expenditure</b>	<b>8,330</b>	<b>10,518</b>	<b>10,358</b>

<b>MOVEMENTS</b>	<b>£000</b>
<b>2011/12 TOTAL BUDGET</b>	10,518
INFLATION	
BUDGET ADJUSTMENTS	(844)
COMMITMENTS	1,414
SAVINGS	(730)
GROWTH	
<b>2012/13 TOTAL BUDGET</b>	<b>10,358</b>

## Specialist Services

### Description of service

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

### Specialist services summary budget tables

	2011/12 Total Budget	Budget Adjustments	Inflation	Commitments	Savings	Growth	2012/13 Total Budget
	£000	£000	£000	£000	£000	£000	£000
<b>SERVICES</b>							
ASSESSMENT AND SAFEGUARDING SUPPORT CHILDREN LOOKED AFTER SERVICES	9,611	(196)		135			9,550
SPECIALIST CHILD HEALTH AND DISABILITY SERVICES	28,581	1,929	511			250	31,271
YOUTH OFFENDING SERVICES	5,939	(88)			(200)		5,651
QUALITY ASSURANCE AND SAFEGUARDING MANAGEMENT AND ADMINISTRATION	2,994	(732)			(76)		2,186
	2,055	(517)			(72)		1,466
	1,642	531			(1,252)		921
<b>SPECIALIST SERVICES</b>	<b>50,822</b>	<b>927</b>	<b>511</b>	<b>135</b>	<b>(1,600)</b>	<b>250</b>	<b>51,045</b>

	2010/11 Outturn	2011/12 Total Budget	2012/13 Total Budget
	£000	£000	£000
<b>Subjective Analysis</b>			
Employees	25,233	23,624	21,639
Premises	953	732	734
Transport	1,051	818	865
Supplies and services	4,078	3,396	3,289
Third party payments	25,014	26,729	27,540
Transfer payments	3,717	1,086	1,614
Support services	(448)	506	306
Capital charges	141	195	33
<b>Total expenditure</b>	<b>59,740</b>	<b>57,086</b>	<b>56,311</b>
Fees and charges	(701)		
Government grants	(3,907)	(5,232)	(4,613)
Other grants	(417)	(151)	(245)
Miscellaneous income	(116)		
<b>Total income</b>	<b>(5,141)</b>	<b>(5,383)</b>	<b>(5,149)</b>
Net expenditure before recharges	54,599	51,702	51,162
Recharges to the general fund	(492)	(881)	(117)
<b>Total net expenditure</b>	<b>54,106</b>	<b>50,822</b>	<b>51,045</b>

<b>MOVEMENTS</b>	<b>£000</b>
<b>2011/12 TOTAL BUDGET</b>	50,822
INFLATION	511
BUDGET ADJUSTMENTS	927
COMMITMENTS	135
SAVINGS	(1,600)
GROWTH	250
<b>2012/13 TOTAL BUDGET</b>	<b>51,045</b>

## Assessment, Safeguarding and Family Support

### Description of service

The assessment, safeguarding and family support (ASAF) business unit provides social work assistance to the children and families of Southwark. The focus of this service is to ensure that children who are at risk of abuse or in need are provided with timely and effective assessments and interventions. This is provided by the referral & assessment and the family, support & safeguarding teams.

The referral & assessment service is known as the front door for children's specialist services. It received almost 14,000 contacts in 2011/12 regarding children and families in the borough for which other agencies, friend and families had concerns. Initial assessments were undertaken arising from these contacts.

Some children live in circumstances where their needs are complex and their family circumstances require a detailed level of assessment, generally assessed through a "core assessment". Many of the children who have had core assessments completed will go on to have allocated social workers in teams that provide longer-term services. This figure also includes some pre-birth assessments due to concerns about the risk to unborn babies.

The ASAF service is also expected to support approximately 125 special guardianship orders (SGOs) and 80 residence orders.

The referral and assessment team has 57.5 FTE posts, family support 70 FTE posts and a further 30 FTE posts for management and business support.

### Assessment and safeguarding support service summary budget tables

	2011/12		Inflation £000	Commitments £000	Savings £000	Growth £000	2012/13
	Total Budget £000	Budget Adjustments £000					Total Budget £000
<b>SERVICES</b>							
REFERRAL AND ASSESSMENT	2,845	(16)					2,829
FAMILY SUPPORT AND SAFEGUARDING SERVICES	3,574	(359)					3,215
FAMILY SUPPORT PLACEMENTS	1,654			135			1,789
MANAGEMENT AND BUSINESS SUPPORT	1,538	179					1,717
<b>ASSESSMENT, SAFEGUARDING &amp; FAMILY SUPPORT</b>	<b>9,611</b>	<b>(196)</b>	<b>0</b>	<b>135</b>	<b>0</b>	<b>0</b>	<b>9,550</b>

	2010/11 Outturn £000	2011/12 Total Budget £000	2012/13 Total Budget £000
<b>Subjective Analysis</b>			
Employees	8,183	7,423	7,154
Premises	224	161	161
Transport	258	246	246
Supplies And Services	187	165	165
Third Party Payments	1,839	1,729	1,945
Transfer Payments	200	169	169
Support Services	(329)	47	47
Capital Charges	34	41	33
<b>Total Expenditure</b>	<b>10,596</b>	<b>9,981</b>	<b>9,920</b>
Fees and charges			
Government grants		(370)	(370)
Other grants	(4)		
Miscellaneous income	(40)		
<b>Total Income</b>	<b>(44)</b>	<b>(370)</b>	<b>(370)</b>
Net Expenditure Before Recharges	10,552	9,611	9,550
Recharges To The General Fund	(10)		
<b>Total net expenditure</b>	<b>10,542</b>	<b>9,611</b>	<b>9,550</b>

<b>MOVEMENTS</b>	<b>£000</b>
<b>2011/12 TOTAL BUDGET</b>	9,611
INFLATION	
BUDGET ADJUSTMENTS	(196)
COMMITMENTS	135
SAVINGS	
GROWTH	
<b>2012/13 TOTAL BUDGET</b>	<b>9,550</b>



## Children Looked After

### Description of service

The children looked-after service (CLA) has three main service areas:

- services for looked-after children age 0 – 12
- services for looked-after children over 12 and aftercare services up to the age of 21
- adoption, permanence & fostering services

The CLA service is also supported by specialist IT, finance and support service staff and has developed a range of integrated service initiatives to enhance outcomes for looked-after children.

The looked after service for 0-12 year olds has 43 FTE posts, Over 12 and aftercare 45 FTE posts, Adoption, Permanence & Fostering has 31 posts and a further 33 management and resources posts. The CLA service is also expected to support 410 children in fostering, 35 in residential homes, and 165 adoptions.

### Children looked after service summary budget tables

	2011/12					2012/13	
	Total Budget	Budget Adjustments	Inflation	Commitments	Savings	Growth	Total Budget
SERVICES	£000	£000	£000	£000	£000	£000	£000
CLA 0-12	2,892						2,892
CLA ADOLESCENCE & AFTER-CARE	2,288	416					2,704
ADOPTION, PERMANENCE & FOSTERING	8,058		284			100	8,442
LOOKED AFTER PLACEMENTS	11,444	1,074	227			150	12,895
MANAGEMENT AND BUSINESS SUPPORT	3,899	439					4,338
<b>CHILDREN LOOKED AFTER</b>	<b>28,581</b>	<b>1,929</b>	<b>511</b>	<b>0</b>	<b>0</b>	<b>250</b>	<b>31,271</b>

	2010/11	2011/12	2012/13
	Outturn	Total Budget	Total Budget
Subjective Analysis	£000	£000	£000
Employees	8,388	7,858	7,850
Premises	580	368	368
Transport	482	334	334
Supplies And Services	3,180	2,355	2,887
Third Party Payments	18,396	18,825	20,466
Transfer Payments	2,274	339	379
Support Services	(42)	55	55
Capital Charges	99	154	0
<b>Total Expenditure</b>	<b>33,357</b>	<b>30,288</b>	<b>32,339</b>
Fees and charges	(157)		
Government grants	(1,124)	(1,386)	(951)
Other grants			
Miscellaneous income			
<b>Total Income</b>	<b>(1,281)</b>	<b>(1,386)</b>	<b>(951)</b>
Net Expenditure Before Recharges	32,076	28,902	31,388
Recharges To The General Fund	(72)	(321)	(117)
<b>Total net expenditure</b>	<b>32,004</b>	<b>28,581</b>	<b>31,271</b>

<b>MOVEMENTS</b>	<b>£000</b>
<b>2011/12 TOTAL BUDGET</b>	28,581
INFLATION	511
BUDGET ADJUSTMENTS	1,929
COMMITMENTS	
SAVINGS	
GROWTH	250
<b>2012/13 TOTAL BUDGET</b>	<b>31,271</b>

## Specialist Child Health and Disability Service

### Description of service

These services are there to provide vital social work support and services to children suffering from disabilities, assessed as in need of care from mental health professionals or affected by complex or long term illnesses.

The disabilities service has 39 FTE posts and is expected to provide direct support to 175 children who live with their families, along with supporting children in fostering and residential homes.

### Children with disabilities service summary budget tables

	2011/12 Total Budget £000	Budget Adjustments £000	Inflation £000	Commitments £000	Savings £000	Growth £000	2012/13 Total Budget £000
<b>SERVICES</b>							
DISABILITY PLACEMENTS & CARE PACKAGES	4,061	(50)			(200)		3,811
CHILDREN'S ADOLESCENCE & MENTAL HEALTH SERVICE (CAMHS)	238						238
CHILD HEALTH, COMPLEX NEEDS & EMERGENCY DUTY	1,640	(38)					1,602
<b>SPECIALIST CHILD HEALTH &amp; DISABILITY SERVICE</b>	<b>5,939</b>	<b>(88)</b>	<b>0</b>	<b>0</b>	<b>(200)</b>	<b>0</b>	<b>5,651</b>

	2010/11 Outturn £000	2011/12 Total Budget £000	2012/13 Total Budget £000
<b>Subjective Analysis</b>			
Employees	2,208	1,786	1,748
Premises	140	164	164
Transport	86	52	52
Supplies And Services	142	70	70
Third Party Payments	4,066	4,193	3,887
Transfer Payments	1,224	544	676
Support Services	(80)	404	204
Capital Charges	5		
<b>Total Expenditure</b>	<b>7,791</b>	<b>7,213</b>	<b>6,801</b>
Fees and charges	(2)		
Government grants	(1,122)	(1,122)	(905)
Other grants	(340)	(152)	(245)
Miscellaneous income	(6)		
<b>Total Income</b>	<b>(1,470)</b>	<b>(1,274)</b>	<b>(1,150)</b>
Net Expenditure Before Recharges	6,321	5,939	5,651
Recharges To The General Fund	(244)		
<b>Total net expenditure</b>	<b>6,077</b>	<b>5,939</b>	<b>5,651</b>

<b>MOVEMENTS</b>	<b>£000</b>
2011/12 TOTAL BUDGET	5,939
INFLATION	
BUDGET ADJUSTMENTS	(88)
COMMITMENTS	
SAVINGS	(200)
GROWTH	
<b>2012/13 TOTAL BUDGET</b>	<b>5,651</b>

## Youth Offending Team

### Description of service

The main aim of the youth offending team (YOT) is to prevent offending and re-offending by children and young people. The Southwark YOT works in partnership with London Probation Trust, the NHS and Metropolitan Police through which this aim is delivered. The youth offending service has a key role to play by:

- ensuring that the young person serves their sentence
- engaging with the young offenders, helping them participate in constructive work with the aim of decreasing the chance of reoffending
- minimising the young person's risk of harm to others or themselves by monitoring the behaviour and applying effective interventions.

The YOT makes 2,000 contacts with young people each quarter aged 8-18, working with partners to provide a range of services to them, their families and communities at various intensities dependent on their need and risk.

It has approximately 70 FTE posts.

### Youth offending service summary budget tables

	2011/12 Total Budget £000	Budget Adjustments £000	Inflation £000	Commitments £000	Savings £000	Growth £000	2012/13 Total Budget £000
<b>YOUTH OFFENDING TEAM</b>	<b>2,994</b>	<b>(732)</b>	<b>0</b>	<b>0</b>	<b>(76)</b>	<b>0</b>	<b>2,186</b>

	2010/11 Outturn £000	2011/12 Total Budget £000	2012/13 Total Budget £000
<b>Subjective Analysis</b>			
Employees	4,513	4,486	3,151
Premises	4	39	41
Transport	197	115	161
Supplies And Services	516	211	104
Third Party Payments	609	1,022	653
Transfer Payments	16	28	15
Support Services	2		
Capital Charges	4		
<b>Total Expenditure</b>	<b>5,861</b>	<b>5,901</b>	<b>4,125</b>
Fees and charges	(584)		
Government grants	(1,659)	(2,348)	(1,939)
Other grants			
Miscellaneous income	(23)		
<b>Total Income</b>	<b>(2,266)</b>	<b>(2,348)</b>	<b>(1,939)</b>
Net Expenditure Before Recharges	3,595	3,553	2,186
Recharges To The General Fund	(164)	(559)	
<b>Total net expenditure</b>	<b>3,431</b>	<b>2,994</b>	<b>2,186</b>

<b>MOVEMENTS</b>	<b>£000</b>
<b>2011/12 TOTAL BUDGET</b>	2,994
INFLATION	
BUDGET ADJUSTMENTS	(732)
COMMITMENTS	
SAVINGS	(76)
GROWTH	
<b>2012/13 TOTAL BUDGET</b>	<b>2,186</b>

## Quality Assurance and Social Work Improvement Unit

### Description of service

The quality assurance and social work improvement unit is a small independent business unit which provides specialist independent advice and leadership on key areas of service delivery in relation to safeguarding, child protection, looked after children and children's rights and participation, including:

- Convening and independent chairing of child protection conferences and statutory reviews of looked after children
- Investigating allegations against professionals, including the Local Area Designated Officer (LADO) role
- Reviewing and agreeing divisional procedures and core standards with the operational business units
- Leading joint audits against the standards
- Chairing complex safeguarding strategy meetings
- Leadership for the division on children's rights and participation in service planning for children looked after
- Leadership on the multi-professional management of adults known to present a risk to children
- Commissioning of learning and training in delivery in child protection and safeguarding
- Working together with the Southwark Safeguarding Children Board (SSCB) in terms of
  - providing trainers for the multi-agency training programme
  - leading on projects and reviews on behalf of the SSCB
  - providing a link for advice and consultation to other agency representatives, including schools, the NHS, foundation trusts and mental health trusts

The QA&SWU has 27 FTE posts

### Quality assurance & social work improvement summary budget tables

	2011/12 Total Budget £000	Budget Adjustments £000	Inflation £000	Commitments £000	Savings £000	Growth £000	2012/13 Total Budget £000
<b>SERVICES</b>							
CHILD PROTECTION	407						407
CLA INDEPENDENT REVIEW & RIGHTS	609	(62)					547
QUALITY ASSURANCE ADMINISTRATION	494	(50)			(72)		372
SAFEGUARDING	545	(405)					140
<b>QUALITY ASSURANCE &amp; SOCIAL WORK IMPROVEMENT UNIT</b>	<b>2,055</b>	<b>(517)</b>	<b>0</b>	<b>0</b>	<b>(72)</b>	<b>0</b>	<b>1,466</b>

	2010/11 Outturn £000	2011/12 Total Budget £000	2012/13 Total Budget £000
<b>Subjective Analysis</b>			
Employees	1,674	1,568	1,264
Premises	4		
Transport	27	58	58
Supplies And Services	34	29	29
Third Party Payments	99	400	115
Transfer Payments	3	6	11
Support Services			
Capital Charges			
<b>Total Expenditure</b>	<b>1,841</b>	<b>2,061</b>	<b>1,477</b>
Fees and charges			
Government grants		(6)	(11)
Other grants	(74)		
Miscellaneous income	(1)		
<b>Total Income</b>	<b>(75)</b>	<b>(6)</b>	<b>(11)</b>
Net expenditure before recharges	1,766	2,055	1,466
Recharges to the general fund	(1)		
Recharges to the housing revenue account			
<b>Total net expenditure</b>	<b>1,765</b>	<b>2,055</b>	<b>1,466</b>

<b>MOVEMENTS</b>	<b>£000</b>
<b>2011/12 TOTAL BUDGET</b>	2,055
INFLATION	
BUDGET ADJUSTMENTS	(517)
COMMITMENTS	
SAVINGS	(72)
GROWTH	
<b>2012/13 TOTAL BUDGET</b>	<b>1,466</b>



## Specialist Services Strategy

### Description of service

The specialist services strategy budget covers the specialist services deputy director's team and the business development team, which oversee and co-ordinate the whole of the division's work. New initiatives such as early help pilots are also funded from here.

### Specialist Services strategy summary budget tables

	2011/12 Total Budget £000	Budget Adjustments £000	Inflation £000	Commitments £000	Savings £000	Growth £000	2012/13 Total Budget £000
PROJECTS AND PLANNING	1,343	(322)			(818)		203
STRATEGY & BUSINESS SUPPORT	299	853			(434)		718
<b>SPECIALIST SERVICES STRATEGY</b>	<b>1,642</b>	<b>531</b>	<b>0</b>	<b>0</b>	<b>(1,252)</b>	<b>0</b>	<b>921</b>

	2010/11 Outturn £000	2011/12 Total Budget £000	2012/13 Total Budget £000
<b>Subjective Analysis</b>			
Employees	268	501	472
Premises	2		
Transport	1	15	15
Supplies And Services	19	567	33
Third Party Payments	4	559	474
Transfer Payments			364
Support Services			
Capital Charges			
<b>Total Expenditure</b>	<b>294</b>	<b>1,642</b>	<b>1,358</b>
Fees and charges			
Government grants	(1)		(437)
Other grants			
Miscellaneous income	(5)		
<b>Total Income</b>	<b>(6)</b>	<b>0</b>	<b>(437)</b>
Net Expenditure Before Recharges	288	1,642	921
Recharges To The General Fund			
<b>Total net expenditure</b>	<b>288</b>	<b>1,642</b>	<b>921</b>

MOVEMENTS	£000
2011/12 TOTAL BUDGET	1,642
INFLATION	
BUDGET ADJUSTMENTS	531
COMMITMENTS	
SAVINGS	(1,252)
GROWTH	
<b>2012/13 TOTAL BUDGET</b>	<b>921</b>

## Children's Central Costs

### Description of service

These relate to budgets not allocated directly to divisions. These include technical accounting budgets such as depreciation for Council owned school buildings and corporate overheads.

### Central costs summary budget tables

	2011/12 Total Budget	Budget Adjustments	Inflation	Commitments	Savings	Growth	2012/13 Total Budget
	£000	£000	£000	£000	£000	£000	£000
<b>SERVICES</b>							
SCHOOL BUILDINGS DEPRECIATION	4,032	(123)					3,909
CS CENTRAL BUDGETS	2,417	(2,734)	179		(384)		(522)
CS OVERHEADS	10,525						10,525
<b>CENTRAL COSTS</b>	<b>16,974</b>	<b>(2,857)</b>	<b>179</b>	<b>0</b>	<b>(384)</b>	<b>0</b>	<b>13,912</b>

	2010/11 Outturn	2011/12 Total Budget	2012/13 Total Budget
	£000	£000	£000
<b>Subjective Analysis</b>			
Employees	223	285	285
Premises	41		
Transport	4		
Supplies And Services	48	1,238	127
Third Party Payments	332	893	275
Transfer Payments			
Support Services	11,868	10,627	10,627
Capital Charges	41,483	4,032	3,909
<b>Total Expenditure</b>	<b>53,999</b>	<b>17,075</b>	<b>15,223</b>
Fees and charges	(1)		
Government grants	(96)	(101)	(1,311)
Other grants			
Miscellaneous income			
<b>Total Income</b>	<b>(97)</b>	<b>(101)</b>	<b>(1,311)</b>
Net Expenditure Before Recharges	53,902	16,974	13,912
Recharges To The General Fund	(42)		
<b>Total net expenditure</b>	<b>53,860</b>	<b>16,974</b>	<b>13,912</b>

<b>MOVEMENTS</b>	<b>£000</b>
<b>2011/12 TOTAL BUDGET</b>	16,974
INFLATION	179
BUDGET ADJUSTMENTS	(2,857)
COMMITMENTS	
SAVINGS	(384)
GROWTH	
<b>2012/13 TOTAL BUDGET</b>	<b>13,912</b>

## Schools and External Funding

### Description of service

This area mainly relates to school budgets. Schools are mainly funded from the Dedicated Schools Grant (DSG) which is received by the Council from the Department for Education. This funding is passed onto Southwark schools using a locally agreed formula, with around £24.5m used to fund Council managed education services.

### Schools and external funding summary budget tables

	2011/12 Total Budget £000	Budget Adjustments £000	Inflation £000	Commitments £000	Savings £000	Growth £000	2012/13 Total Budget £000
<b>SERVICES</b>							
SCHOOLS	162,628	4,744					167,372
SCHOOLS RETAINED BUDGETS	2,439	1,642					4,081
ACADEMY/ LACSEG		28,903					28,903
DSG & OTHER FUNDING	(187,012)	(37,840)					(224,852)
<b>SCHOOLS AND EXTERNAL FUNDING</b>	<b>(21,945)</b>	<b>(2,551)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(24,496)</b>

	2010/11 Outturn £000	2011/12 Total Budget £000	2012/13 Total Budget £000
<b>Subjective Analysis</b>			
Employees			
Premises			
Transport			
Supplies and services			
School related payments	188,750	165,067	200,356
Third party payments			
Transfer payments			
Support services			
Capital charges			
<b>Total expenditure</b>	<b>188,750</b>	<b>165,067</b>	<b>200,356</b>
Fees and charges	(8,920)		
Dedicated schools grant	(179,863)	(183,872)	(222,672)
Standards fund grant	(21,529)		
Other government grants	(2,902)	(3,140)	(2,180)
Other grants	(963)		
Miscellaneous income			
<b>Total income</b>	<b>(214,177)</b>	<b>(187,012)</b>	<b>(224,852)</b>
<b>Total net expenditure</b>	<b>(25,427)</b>	<b>(21,945)</b>	<b>(24,496)</b>

<b>MOVEMENTS</b>	<b>£000</b>
<b>2011/12 TOTAL BUDGET</b>	<b>(21,945)</b>
INFLATION	
BUDGET ADJUSTMENTS	(2,551)
COMMITMENTS	
SAVINGS	
GROWTH	
<b>2012/13 TOTAL BUDGET</b>	<b>(24,496)</b>

## Health and Community Services

Health and community services provides support for the most vulnerable people in our community. These are frail older people, including those with dementia, disabled people of all ages, people with a learning disability and people with mental health problems. This includes residential and nursing home placements, services to allow people to maintain independence and support them living in their own homes, home care, day care, intermediate care, advocacy and support, equipment to aid daily life, transport and meals on wheels. People who are eligible for social care increasingly have personal budgets, including direct payments, where they self-direct the support they need to meet agreed outcomes.

### Description of department

The key objective for adult social care in Southwark is to support more people to live independently and well at home and in the community for as long as possible. We want people to live independent and fulfilling lives, based on choices that are important to them. We also want to develop a system that is sustainable for the future and can continue to operate effectively in the context of a much reduced public purse. This requires services to be more effective and more personalised, focusing on individuals rather than institutions and shifting the balance of care away from residential homes and towards more personalised services in community settings.

The vision for health and community services is to focus on promoting health and wellbeing and to give vulnerable adults greater choice and control over their care and support in order that they can live more independent lives. To this end our approach will change from concern about the services provided to an emphasis on the benefits for vulnerable people.

We have published a Charter of Rights which is designed to highlight what people in Southwark with adult social care needs could expect from our services. It combines some of the national entitlements, outlined in legislation, that people can expect from adult social care services, particularly in terms of entitlement to an assessment of adult social care needs, relevant assessment for carers and the duties on Councils around safeguarding for particular individuals made vulnerable by their situations.

The vision for adult social care is designed to provide a framework within which individual proposals for service change and redesign need to fit. Individual proposals will therefore need to be taken forward in line with the agreed budget for adult social care, which was accepted by the Council Assembly as part of the overall Council budget on 29th February 2012

In particular we will work with people to ensure that they:

- are healthy
- are free from abuse or neglect
- have a good quality of life and economic wellbeing
- make a positive contribution
- exercise choice and control
- are free from discrimination or harassment
- maintain their personal dignity

Adult social care services are for:

- Older people who need help with daily living, including people with dementia
- 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 who require supported housing services
- People caring for family members with social care needs

We provide practical help in the home, including advice and adaptations. We help people recover from illness. We assist people who need help with getting back into work.

### Departmental Staff Summary

DIVISIONS	STAFF Count
	FTE
OLDER PEOPLE & PHYSICAL DISABILITIES COMMISSIONING	39
PHYSICAL DISABILITIES & OCCUPATIONAL THERAPY SERVICE	51
LEARNING DISABILITIES	46
PROVIDER SERVICES	44
NO RECOURSE TO PUBLIC FUNDS (NRPF)	2
OLDER PEOPLE SERVICE	85
MENTAL HEALTH	83
COMMUNITY CARE & TRANSFORMATION	48
BUSINESS STRATEGY & SUPPORT	13
<b>HEALTH AND COMMUNITY SERVICES</b>	<b>411</b>

### Health and Community Services department summary budget tables

DIVISIONS	2011/12	Budget			2012/13		
	Total Budget £000	Adjustments £000	Inflation £000	Commitments £000	Savings £000	Growth £000	Total Budget £000
OLDER PEOPLE & PHYSICAL DISABILITIES COMMISSIONING	20,499	81	59	42	(3,621)		17,059
PHYSICAL DISABILITIES & OCCUPATIONAL THERAPY SERVICE	11,478	266	153		(407)		11,490
LEARNING DISABILITIES	30,386	(1,180)	152		(1,584)		27,775
PROVIDER SERVICES	2,974	(4)			(433)		2,537
NO RECOURSE TO PUBLIC FUNDS (NRPF)	2,355	(324)			(180)		1,851
OLDER PEOPLE SERVICE	29,504	(684)	778		(728)	333	29,203
MENTAL HEALTH	11,297	(4)	17		(627)		10,683
COMMUNITY CARE & TRANSFORMATION	1,449	266			(260)		1,455
BUSINESS STRATEGY & SUPPORT	2,970	1,040		4,110	(2,454)		5,666
<b>HEALTH AND COMMUNITY SERVICES</b>	<b>112,913</b>	<b>(544)</b>	<b>1,159</b>	<b>4,152</b>	<b>(10,295)</b>	<b>333</b>	<b>107,719</b>

	<b>2010/11</b>	<b>2011/12</b>	<b>2012/13</b>
	<b>Outturn</b>	<b>Total Budget</b>	<b>Total Budget</b>
<b>Subjective analysis</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
Employees	21,144	20,490	19,739
Premises	775	449	677
Transport	616	461	469
Supplies and services	2,803	2,799	2,924
Third party payments	89,476	101,869	97,334
Rent allowances			
Rent rebates			
Provisions	1,050		
Other transfer payments	5,611	4,080	4,709
Support services	8,645	8,400	8,331
Capital charges	2,262	661	368
<b>Total expenditure</b>	<b>132,381</b>	<b>139,209</b>	<b>134,550</b>
Fees and charges	(7,555)	(8,096)	(8,071)
Government grants	(713)	(12,691)	(12,479)
Other grants	(5,844)	(4,231)	(4,803)
Miscellaneous income	(1,489)	(1,277)	(1,478)
<b>Total income</b>	<b>(15,601)</b>	<b>(26,295)</b>	<b>(26,831)</b>
<b>Total net expenditure</b>	<b>116,780</b>	<b>112,913</b>	<b>107,719</b>

<b>MOVEMENTS</b>	<b>£000</b>
<b>2011/12 TOTAL BUDGET</b>	112,913
INFLATION	1,159
BUDGET ADJUSTMENTS	(544)
COMMITMENTS	4,152
SAVINGS	(10,295)
GROWTH	333
<b>2012/13 TOTAL BUDGET</b>	<b>107,719</b>

### **Explanation of Movement.**

Alternative inflation: this covers inflation tied to long term contracts such as Anchor Trust and other contracts on client transport, Extra care and Home care.

Budget Adjustments: adjustment of £251k relates to operational changes and £293k to accounting adjustments.

Budget Commitments £4.1m has been awarded to meet various service objectives and comes from National Health Service (NHS) funding to support greater integration between health and social care.

Savings: £10.2m savings have been set in this second year of a three year savings plan. £5.7m efficiency savings from:

- supporting people services
- mental health service redesign
- shifting the balance of care
- reduction of National Assistance spend
- development of Southwark Resource centre
- Integration of systems with NHS
- Improving Hospital discharge and take up of reablement services.

£4.2m of other savings from:

- reshaping of voluntary sector open access services
- decommissioning of day centre services
- review and redesign of approach to personalised services

Budget growth: £333k is awarded for expected increase from review of care home fee rates



## Older People and Physical Disabilities Commissioning

### Description of division

The older people and physical disabilities commissioning service has a key enabling role delivering business plan priorities and the vision for adult social care. It also has lead responsibility for a number of key savings projects linked to the delivery of the department's savings plan. Commissioning priorities are focused on identifying more effective ways to manage and stimulate the market in order to continue to transform services that are directly contracted for by the Council and to create a more responsive and diverse offer for users choosing to self manage their personal budgets.

Comprising of a number of commissioning teams for older people, disabilities, personalisation projects, prevention and supported housing services, the work of these teams includes the development of new service models, transformation through re-commissioning / tendering of existing services, re-negotiation of contracts, and the management and stimulation of the market.

In addition to commissioning functions, the department is responsible for the performance management and quality assurance of contracts for adult social care services as well as the strategic management of the centralised brokerage team.

### Older people and physical disabilities commissioning summary budget tables

SERVICES	2011/12	Budget			Savings £000	Growth £000	2012/13
	Total Budget £000	Adjustments £000	Inflation £000	Commitments £000			Total Budget £000
COMMISSIONING & BROKERAGE	892	288					1,180
SUPPORTING PEOPLE SERVICES	14,015	24			(3,000)		11,039
COMMUNITY EQUIPMENT CONTRACT	1,113	48					1,161
OPEN ACCESS SERVICES	1,440	(326)			(300)		814
EXTRA CARE SERVICES	509	207	36				752
CARERS SERVICES	626	3					629
MEALS ON WHEELS	521			42			563
TAXICARD	147	(7)	7				147
OTHER SERVICES	550	(158)	16		(321)		87
BUSINESS PERFORMANCE	685						685
<b>OLDER PEOPLE &amp; PHYSICAL DISABILITIES COMMISSIONING</b>	<b>20,498</b>	<b>79</b>	<b>59</b>	<b>42</b>	<b>(3,621)</b>	<b>0</b>	<b>17,059</b>

Subjective analysis summary	2010/11	2011/12	2012/13
	Outturn £000	Total Budget £000	Total Budget £000
Employees	1,704	1,755	1,875
Premises	72	98	70
Transport	9	4	13
Supplies and services	1,643	1,429	1,463
Third party payments	19,051	14,582	10,955
Transfer payments	165	147	147
Support services	3,842	3,687	3,627
Capital charges	95	15	16
<b>Total Expenditure</b>	<b>26,581</b>	<b>21,717</b>	<b>18,166</b>
Fees and charges	(429)	(445)	(434)
Government grants			
Other grants	(797)	(776)	(672)
Miscellaneous income	(42)		
<b>Total Income</b>	<b>(1,268)</b>	<b>(1,221)</b>	<b>(1,106)</b>
<b>Total net expenditure</b>	<b>25,313</b>	<b>20,498</b>	<b>17,059</b>

<b>MOVEMENTS</b>	<b>£000</b>
2011/12 TOTAL BUDGET	20,498
INFLATION	59
BUDGET ADJUSTMENTS	79
COMMITMENTS	42
SAVINGS	(3,621)
GROWTH	
<b>2012/13 TOTAL BUDGET</b>	<b>17,059</b>

## Physical Disabilities & Occupational Therapy service

### Description of division

The Physical Disabilities & Occupational Therapy 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. This service aims to support people to live safe and independent lives in their own homes. We offer everyone a personal budget so that people can direct their support and organise a service that meets the outcomes they wish to achieve. A significant number of people continue to manage this through a direct payment. There remain homecare services for those needing Council managed personal care, and there are respite services should carers require a break.

The department supports a total of 411 users, with users accessing a single service.

Type of service	Number of users	2012/13 Total Budget £000
RESIDENTIAL CARE	52	2,420
NURSING CARE	35	1,390
DIRECT PAYMENTS	204	2,436
HOMECARE	96	1,877
DAY SERVICES	10	151
RESPIRE SERVICES	14	42
<b>TOTAL</b>	<b>411</b>	<b>8,316</b>

The Sensory Impairment service consists of visual impairment rehabilitation officers and a Hearing Impairment technical officer. They work with all adults to support people with their visual or hearing impairment needs.

### Physical Disabilities & Occupational Therapy summary budget tables

DIVISIONS & SERVICES	2011/12 Total Budget £000	Budget Adjustments £000	Inflation £000	Commitments £000	Savings £000	Growth £000	2012/13 Total Budget £000
ASSESSMENT & CARE MANAGEMENT	2,535	9			(181)		2,364
RESIDENTIAL CARE	2,532	86			(198)		2,420
NURSING CARE	1,466	(77)					1,390
DIRECT PAYMENTS	1,148	1,288					2,436
HOMECARE	2,641	(888)	153		(29)		1,877
DAY SERVICES	252	(101)					151
RESPIRE SERVICES	99	(57)					42
BUSINESS PERFORMANCE	805	4					808
<b>PHYSICAL DISABILITY &amp; OCCUPATIONAL THERAPY</b>	<b>11,478</b>	<b>266</b>	<b>153</b>	<b>0</b>	<b>(407)</b>	<b>0</b>	<b>11,490</b>

<b>Subjective analysis summary</b>	<b>2010/11</b>	<b>2011/12</b>	<b>2012/13</b>
	<b>Outturn</b>	<b>Total Budget</b>	<b>Total Budget</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>
Employees	2,252	2,412	2,241
Premises	1	10	10
Transport	62	62	62
Supplies and services	49	76	76
Third party payments	7,853	7,819	6,652
Transfer payments	1,674	1,148	2,493
Support services	560	507	507
Capital charges			
<b>Total Expenditure</b>	<b>12,451</b>	<b>12,034</b>	<b>12,041</b>
Fees and charges	(401)	(441)	(442)
Government grants	(24)	(24)	(24)
Other grants	(52)	(90)	(85)
Miscellaneous income	(2)		
<b>Total Income</b>	<b>(479)</b>	<b>(555)</b>	<b>(551)</b>
<b>Total net expenditure</b>	<b>11,972</b>	<b>11,478</b>	<b>11,490</b>

<b>MOVEMENTS</b>	<b>£000</b>
<b>2011/12 TOTAL BUDGET</b>	11,478
INFLATION	153
BUDGET ADJUSTMENTS	266
COMMITMENTS	
SAVINGS	(407)
GROWTH	
<b>2012/13 TOTAL BUDGET</b>	<b>11,490</b>

## Adults with Learning Disabilities

### Description of division

The purpose of services for people with learning disabilities is to enable and support them to live, work and learn in the community as independently as possible. The range of services on offer includes residential and nursing care for those people who are unable to be independent at home. Supported living is provided so that people have their own tenancy and individualised support. We now offer everyone living in the community a personal budget so that they can have a personalised service built around them in their own home, and a significant number of people continue to manage a direct payment. There remain homecare services for those needing Council managed personal care. Respite services are available to give carers a break, and day opportunities provide respite with a focus on facilitating independent living and access to employment, leisure and education.

A total of 558 clients are supported with each client accessing one or more services.

<b>Service type</b>	<b>Number of services provided</b>	<b>2012/13 Total Budget £000</b>
RESIDENTIAL CARE	210	17,284
SUPPORTED LIVING SERVICES	162	6,472
DAY SERVICES	322	5,202
DIRECT PAYMENTS	63	1,630
RESPIRE SERVICES	56	939
HOMECARE	45	912
ADULT PLACEMENT SCHEME	11	553
<b>TOTAL</b>	<b>869</b>	<b>32,993</b>

Our learning disabilities social work team works in partnership with the nursing and therapy teams for adults with learning disabilities from Guys and St Thomas Foundation NHS Trust and the psychology and mental health services for adults with learning disabilities from South London and Maudsley NHS Trust, providing jointly coordinated support and interventions as required.

Southwark's learning disabilities partnership board has responsibility for the implementation of national policy in Southwark. 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 Council adult social care commissioning team in collaboration with the NHS. The information below concerns the Council's budget for adults with learning disabilities. The NHS has a separate budget to commission services for adults with learning disabilities who have a primary healthcare need and meet the criteria for NHS continuing healthcare funding.

## Learning disability summary budget tables

DIVISIONS & SERVICES	2011/12 Total Budget £000	Budget Adjustments £000	Inflation £000	Commitments £000	Savings £000	Growth £000	2012/13 Total Budget £000
ASSESSMENT & CARE MANAGEMENT	1,336	204			(170)		1,371
RESIDENTIAL CARE	19,610	(2,176)			(150)		17,284
SUPPORTED LIVING SERVICES	2,089	4,382					6,472
DAY SERVICES	5,480	497	75		(850)		5,202
DIRECT PAYMENTS	970	660					1,630
RESPIRE SERVICES	4,619	(3,529)			(150)		939
HOMECARE	691	166	56				912
ADULT PLACEMENT SCHEME	2,158	(1,626)	21				553
ADVOCACY SERVICES	161						161
CARERS SERVICES	112						112
CONTINUING CARE	160	104			(264)		0
HEALTH FUNDING	(12,479)						(12,479)
BUSINESS PERFORMANCE	5,479	137					5,617
<b>ADULTS WITH LEARNING DISABILITIES</b>	<b>30,386</b>	<b>(1180)</b>	<b>152</b>	<b>0</b>	<b>(1,584)</b>	<b>0</b>	<b>27,775</b>

Subjective analysis	2010/11 Outturn £000	2011/12 Total Budget £000	2012/13 Total Budget £000
Employees	2,320	2,147	2,169
Premises	256	95	95
Transport	(4)	5	5
Supplies and services	193	84	84
Third party payments	35,384	37,554	34,028
Transfer payments	2,634	1,600	2,267
Support services	4	2,082	2,082
Capital charges	102	165	76
<b>Total Expenditure</b>	<b>40,889</b>	<b>43,732</b>	<b>40,805</b>
Fees and charges	(908)	(1,032)	(717)
Government grants		(12,479)	(12,479)
Other grants	(12,146)	515	515
Miscellaneous income	(15)		
<b>Total Income</b>	<b>(13,069)</b>	<b>(12,997)</b>	<b>(12,681)</b>
Net Expenditure before recharges	27,820	30,735	28,124
Recharges to the General Fund	(428)	(350)	(350)
<b>Total net expenditure</b>	<b>27,392</b>	<b>30,386</b>	<b>27,775</b>

MOVEMENTS	£000
<b>2011/12 TOTAL BUDGET</b>	<b>30,386</b>
INFLATION	152
BUDGET ADJUSTMENTS	(1,180)
COMMITMENTS	
SAVINGS	(1,584)
GROWTH	
<b>2012/13 TOTAL BUDGET</b>	<b>27,775</b>

## Provider Services

### Description of division

Council run day centre services are provided to 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. Day centres support specific client groups –

Older People –

- Fred Francis Day Centre
- Southwark Park Road Day Centre

Clients with Mental Health issues –

- Maroons Day Centre

Clients with Physical Disabilities

- Southwark Resource Centre

### Provider Services summary budget tables

DIVISIONS & SERVICES	2011/12	Budget				2012/13
	Total Budget £000	Adjustments £000	Inflation £000	Commitments £000	Savings £000	Total Budget £000
DAY SERVICES - OLDER PEOPLE	1,443	(2)			(100)	1,341
DAY SERVICES - PHYSICAL DISABLED	932	65			(200)	797
DAY SERVICES - MENTAL HEALTH	365	3			(133)	235
BUSINESS PERFORMANCE	234	(70)				164
<b>ADULTS PROVIDER SERVICES</b>	<b>2,974</b>	<b>(4)</b>	<b>0</b>	<b>0</b>	<b>(433)</b>	<b>0</b>

Subjective analysis summary	2010/11	2011/12	2012/13
	Outturn £000	Total Budget £000	Total Budget £000
Employees	2,643	2,383	1,845
Premises	234	189	189
Transport	344	274	274
Supplies and services	112	81	82
Third party payments	(426)	4	4
Transfer payments	19	32	32
Support services	57	52	51
Capital charges	1,783	58	159
<b>Total Expenditure</b>	<b>4,766</b>	<b>3,073</b>	<b>2,636</b>
Fees and charges	(76)	(77)	(77)
Government grants			
Other grants	(24)	(24)	(24)
Miscellaneous income	(5)		
<b>Total Income</b>	<b>(105)</b>	<b>(101)</b>	<b>(101)</b>
<b>Total net expenditure</b>	<b>4,661</b>	<b>2,974</b>	<b>2,537</b>

<b>MOVEMENTS</b>	<b>£000</b>
<b>2011/12 TOTAL BUDGET</b>	<b>2,974</b>
INFLATION	
BUDGET ADJUSTMENTS	(4)
COMMITMENTS	
SAVINGS	(433)
GROWTH	
<b>2012/13 TOTAL BUDGET</b>	<b>2,537</b>



## No Recourse to Public Funds (NRPF)

### Description of division

The no recourse to public funds team is 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.

The department supports a total of 122 clients.

<b>Client group</b>	<b>Number of clients</b>	<b>2012/13 Total Budget £000</b>
ADULTS WITH DISABILITIES	54	716
ADULTS WITH MENTAL HEALTH PROBLEMS	68	916
<b>TOTAL</b>	<b>122</b>	<b>1,632</b>

### Non Recourse to Public Funds summary budget tables

<b>DIVISIONS &amp; SERVICES</b>	<b>2011/12 Total Budget £000</b>	<b>Budget Adjustments £000</b>	<b>Inflation £000</b>	<b>Commitments £000</b>	<b>Savings £000</b>	<b>Growth £000</b>	<b>2012/13 Total Budget £000</b>
ASSESSMENT & CARE MANAGEMENT	136	(45)					91
ACCOMMODATION & SUBSISTENCE	2,105	(292)			(180)		1,632
BUSINESS PERFORMANCE	114	14					127
<b>ADULTS WITH NO RECOURSE TO PUBLIC FUNDS</b>	<b>2,355</b>	<b>(324)</b>	<b>0</b>	<b>0</b>	<b>(180)</b>	<b>0</b>	<b>1,851</b>

	2010/11 Outturn £000	2011/12 Total Budget £000	2012/13 Total Budget £000
<b>Subjective analysis</b>			
Employees	84	136	91
Premises	14		
Transport			
Supplies and services	24		
Third party payments	1,992	2,105	1,632
Transfer payments	18		
Support services	126	114	127
Capital charges			
<b>Total Expenditure</b>	<b>2,257</b>	<b>2,355</b>	<b>1,851</b>
Fees and charges			
Government grants			
Other grants	(24)		
Miscellaneous income			
<b>Total Income</b>	<b>(24)</b>		
<b>Total net expenditure</b>	<b>2,233</b>	<b>2,355</b>	<b>1,851</b>

<b>MOVEMENTS</b>	<b>£000</b>
<b>2011/12 TOTAL BUDGET</b>	<b>2,355</b>
INFLATION	
BUDGET ADJUSTMENTS	(324)
COMMITMENTS	
SAVINGS	(180)
GROWTH	
<b>2012/13 TOTAL BUDGET</b>	<b>1,851</b>

## Older People Service

### Description of division

The health and community services vision for older people's services is one of a seamless service that maximises independence and enable people to stay safely in their own homes and communities. Although health and social services are not integrated, both service areas work in partnership. These services include primary care, community health and social care services. 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 provide appropriate responses. This involves providing more community based rehabilitative and support services and reducing reliance on residential and nursing care home placements across all adult client groups. Older people social care services are currently split into:

- Older people access & information
- Older people care management
- Hospital services north and south – King's and Guys & St Thomas'

The emphasis of the community teams is on supporting people in remaining safely and independently in their own homes through reablement/rehabilitative services and personal budgets that enable people to purchase the services that they want in order to meet their needs. For those with high levels of need, residential and nursing placements can be considered.

The emphasis for the hospital services is on facilitating timely and safe discharge from hospital and ensuring that people can remain at home safely. Within the hospital there are 2 integrated intermediate care teams comprising social workers, therapy and nursing staff and rehabilitation support workers. The aim is to help people achieve greater independence at home resulting in shorter length of stay and lower longer term dependency levels, thereby maximising independence and reducing the longer term cost of care provision.

The overall strategy for adult services is maximise independence, improve health and well being and for people to be allowed greater independence and choice through the use of personal budgets so that they can organise their own care and support in order to meet their eligible needs.

The division has seven service areas and supports 1,690 users.

Type of Service	Number of users	2012/13 Total Budget £000
Residential care placements	309	7,532
Nursing home placements	249	4,378
Home care	290	10,225
Day care	11	39
Assessment & care management	56	3,780
Direct payments	771	872
Other services	4	261
<b>Total</b>	<b>1,690</b>	<b>27,087</b>

Residential placements figure above includes Anchor Trust Block Contract which has a gross value of £5.7m. There are presently 165 clients spread across 4 homes costing an average £561 per client per week.

## Older People summary budget tables

DIVISIONS & SERVICES	2011/12 Total Budget £000	Budget Adjustments £000	Inflation £000	Commitments £000	Savings £000	Growth £000	2012/13 Total Budget £000
RESIDENTIAL CARE PLACEMENTS	7620	(177)	287		(198)		7,532
NURSING HOME PLACEMENTS	5,414	(1,035)					4,379
HOME CARE	8,130	1,291	471			333	10,225
DAY CARE ASSESSMENT & CARE MANAGEMENT	4,609	39 (307)	20		(530)		3,792
DIRECT PAYMENTS	730	142					872
OTHER SERVICES	125	136					261
BUSINESS PERFORMANCE	2,876	(773)					2,103
<b>OLDER PEOPLE</b>	<b>29,504</b>	<b>(684)</b>	<b>778</b>	<b>0</b>	<b>(728)</b>	<b>333</b>	<b>29,203</b>

	2010/11 Outturn £000	2011/12 Total Budget £000	2012/13 Total Budget £000
<b>Subjective analysis</b>			
Employees	5,733	4,708	4,306
Premises	78	44	
Transport	103	88	87
Supplies and services	241	298	326
Third party payments	27,446	29,542	30,321
Rent allowances			
Rent rebates			
Council tax rebates			
Other transfer payments	1,107	808	965
Support services	1,455	1317	1308
Capital charges	14	18	12
<b>Total expenditure</b>	<b>36,177</b>	<b>36,823</b>	<b>37,325</b>
Fees and charges	(4,866)	(5,208)	(5,208)
Government grants			
Other grants	(1,772)	(2,112)	(2,913)
Miscellaneous income	(13)		
<b>Total income</b>	<b>(6,651)</b>	<b>(7,320)</b>	<b>(8,121)</b>
<b>Total net expenditure</b>	<b>29,524</b>	<b>29,504</b>	<b>29,203</b>

<b>MOVEMENTS</b>	<b>£000</b>
<b>2011/12 TOTAL BUDGET</b>	<b>29,504</b>
INFLATION	778
BUDGET ADJUSTMENTS	(684)
COMMITMENTS	
SAVINGS	(728)
GROWTH	333
<b>2012/13 TOTAL BUDGET</b>	<b>29,203</b>

## Mental Health

### Description of division

Mental health services are integrated across health and the Council, with the PCT leading on commissioning services. . A range of services for people suffering from common mental illness (CMI) and serious mental illness (SMI) are provided; 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.

The Substance Misuse Team supports adults aged 18-65 who are misusing drugs and/or alcohol and want to work towards abstinence. The ethos of the team is firmly located in the recovery model. The team is made up of a team manager, senior practitioner, 4 social workers and 2 administrators. There is also a social worker attached to the team from the Drugs Intervention Project (DIP) who works with offenders who misuse substances and is employed by the Crime Reduction Initiative (CRI). Assessments are carried out under the NHS and Community Care Act 1990 and eligibility for a service is dictated by Fair Access to Care Services (FACS) criteria at the critical and substantial risk level. The team has a budget for rehabilitation which is provided by Southwark Council and Southwark PCT. The team meets each week to look at new referrals, review ongoing care packages and make decisions about resource allocation. Working in partnership with the service user a decision is made about the most appropriate form of rehabilitation for them. This could include a residential programme, day programme, drop in or groups. People are also offered the opportunity for after-care to support their recovery.

### Mental health summary budget tables

DIVISIONS & SERVICES	2011/12	Budget				2012/13	
	Total Budget £000	Adjustments £000	Inflation £000	Commitments £000	Savings £000	Growth £000	Total Budget £000
ASSESSMENT & CARE MANAGEMENT	2,405	15					2,420
RESIDENTIAL CARE	4,117				(300)		3,817
PCT-MANAGED SERVICES	2,640				(267)		2,373
DOMICILIARY CARE	431	21	17				469
SUBSTANCE MISUSE TREATMENT	515	(41)			(60)		414
S117	300						300
BUSINESS PERFORMANCE	889						889
<b>ADULTS UNDER 65 WITH A MENTAL HEALTH PROBLEM</b>	<b>11,297</b>	<b>(4)</b>	<b>17</b>	<b>0</b>	<b>(627)</b>	<b>0</b>	<b>10,683</b>

	2010/11 Outturn £000	2011/12 Total Budget £000	2012/13 Total Budget £000
<b>Subjective analysis</b>			
Employees	3,358	3,763	3,763
Premises	181	8	8
Transport	93	22	22
Supplies and services	790	2	2
Third party payments	9,066	9,006	8,410
Transfer payments	145	346	300
Support services	618	528	529
Capital charges	87	71	83
<b>Total Expenditure</b>	<b>14,337</b>	<b>13,747</b>	<b>13,118</b>
Fees and charges	(45)	(960)	(945)
Government grants			
Other grants	(1,843)	(1,489)	(1,489)
Miscellaneous income	(19)		
<b>Total Income</b>	<b>(1,906)</b>	<b>(2,450)</b>	<b>(2,435)</b>
Net Expenditure before recharges	12,431	11,297	10,683
Recharges to the General Fund	(7)		
<b>Total net expenditure</b>	<b>12,424</b>	<b>11,297</b>	<b>10,683</b>

<b>MOVEMENTS</b>	<b>£000</b>
<b>2011/12 TOTAL BUDGET</b>	11,297
INFLATION	17
BUDGET ADJUSTMENTS	(4)
COMMITMENTS	
SAVINGS	(627)
GROWTH	
<b>2012/13 TOTAL BUDGET</b>	<b>10,683</b>

## Community Care and Transformation

### Description of division

Community care and transformation is made up of various services of a strategic, support and project based nature, which are core to the departmental medium to long term vision. Among the key services here are: transformation; reablement team; Carefirst team; safeguarding adult team; mental health older adults team; Mental Capacity Act training.

### Community Care & Transformation summary budget tables

	2011/12 Total Budget £000	Budget Adjustments £000	Inflation £000	Commitments £000	Savings £000	Growth £000	2012/13 Total Budget £000
<b>SERVICES</b>							
HC TENDER IMPLEMENTATION TEAM		153					153
TASC CONTACT CENTRE		273					273
CAREFIRST TEAM	177	53					230
STRATEGIC MANAGEMENT ADULT SC AND SAFEGUARDING TEAM	278	(55)					223
TRANSFORMING SOCIAL CARE PROGRAMME	263	(25)					238
COMMUNITY CARE CHARGES	1,335	(134)					1,201
MCA TRAINING	(846)				(260)		(1,106)
STROKE CARE	145						145
	99						99
<b>COMMUNITY CARE &amp; TRANSFORMATION</b>	<b>1,449</b>	<b>266</b>	<b>0</b>	<b>0</b>	<b>(260)</b>	<b>0</b>	<b>1,455</b>

	2010/11 Outturn £000	2011/12 Total Budget £000	2012/13 Total Budget £000
<b>Subjective Analysis</b>			
Employees	1,337	1,843	1,878
Premises	4	5	5
Transport	12	4	4
Supplies And Services	138	216	216
Third Party Payments	127	426	566
Transfer Payments			
Support Services	78	70	70
Capital Charges			
<b>Total Expenditure</b>	<b>1,696</b>	<b>2,564</b>	<b>2,739</b>
Fees and charges	(2,165)	(860)	(1,120)
Government grants	(666)	(164)	
Other grants	(151)	(91)	
Miscellaneous income	(39)		(164)
<b>Total Income</b>	<b>(3,021)</b>	<b>(1,115)</b>	<b>(1,284)</b>
<b>Total net expenditure</b>	<b>(1,325)</b>	<b>1,449</b>	<b>1,455</b>



<b>MOVEMENTS</b>	<b>£000</b>
<b>2011/12 TOTAL BUDGET</b>	<b>1,449</b>
INFLATION	
BUDGET ADJUSTMENTS	266
COMMITMENTS	
SAVINGS	(260)
GROWTH	
<b>2012/13 TOTAL BUDGET</b>	<b>1,455</b>

## Business Strategy and Support

### Description of division

The business strategy and support division is made up of various support services budgets and includes service strategy, business development, corporate health, complaints team, IT, strategic management, quality assurance, performance team and secretariat, corporate and other overheads.

### Business Strategy & Support summary budget tables

	2011/12						2012/13
	Total	Budget	Inflation	Commitments	Savings	Growth	Total
	Budget	Adjustments					Budget
	£000	£000	£000	£000	£000	£000	£000
<b>SERVICES</b>							
DEPARTMENTAL IT	408	(262)					146
CORPORATE HEALTH	119				(50)		69
QUALITY ASSURANCE		447					447
STRATEGY & SUPPORT	2,444	843		4,110	(2,404)		4,993
<b>BUSINESS STRATEGY AND SUPPORT</b>	<b>2,970</b>	<b>1,028</b>	<b>0</b>	<b>4,110</b>	<b>(2,454)</b>	<b>0</b>	<b>5,654</b>

	2010/11	2011/12	2012/13
	Outturn	Total	Total
	£000	£000	£000
<b>Subjective Analysis</b>			
Employees	2,067	1,319	1,548
Premises			300
Transport	2	1	1
Supplies And Services	508	606	673
Third Party Payments	(295)	832	3,207
Transfer Payments	709		
Support Services	(391)	44	44
Capital Charges	10	333	10
<b>Total Expenditure</b>	<b>2,610</b>	<b>3,134</b>	<b>5,784</b>
Fees and charges	(84)		
Government grants			
Other grants	(1,197)	(164)	(130)
Miscellaneous income	(863)		
<b>Total Income</b>	<b>(2,145)</b>	<b>(164)</b>	<b>(130)</b>
<b>Total net expenditure</b>	<b>466</b>	<b>2,970</b>	<b>5,654</b>

<b>MOVEMENTS</b>	<b>£000</b>
<b>2011/12 TOTAL BUDGET</b>	<b>2,970</b>
INFLATION	
BUDGET ADJUSTMENTS	1,028
COMMITMENTS	4,110
SAVINGS	(2,454)
GROWTH	
<b>2012/13 TOTAL BUDGET</b>	<b>5,654</b>

## Environment and Leisure

The services we deliver make a real difference to the everyday lives of all residents and visitors. The majority of our operations are frontline service: they physically improve the environment, they provide the opportunities for health and enjoyment or they help improve safety and confidence.

We are facing unprecedented cuts to our funding and government grants. These cuts are having a significant impact on the way we deliver our services and in some areas the potential loss of services. As a department we have identified over 25% operational savings over three years in order to deliver a balanced budget and have already implemented savings equating to 19%.

In addition to the cuts to base budgets, there have been significant losses to external funds. This has meant we have had to make difficult decisions that directly impact on our service delivery, the environment and the experience of our residents and visitors.

Our budget proposals have been developed with our partners and in line with the Cabinet's budget principles. We will deliver the best value for money possible and maximise the use of our existing assets, as well as exploring alternative methods of provision with our partners, neighbouring boroughs and the voluntary sector. We have worked to produce proposals based on service need and demand, and do all that we can to protect our front-line services and support the needs of our residents.

### Description of department

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

To achieve the mission, the department will deliver six priorities of:

- A clean borough and sustainable, efficient waste services
- Vibrant, safe and high quality parks and public places
- A reassuring presence and a tough stance to identify early, prevent and deter, crime and antisocial behaviour, including supporting victims
- Providing positive life opportunities through sports, libraries, learning and culture
- Protecting and enhancing the health of the community

The department's services are provided through five divisions:

- Public realm: parks and open spaces, parking, highways, cleaner greener safer initiatives, cemeteries and crematorium
- Sustainable services: waste management and refuse collection, street cleaning and recycling, carbon reduction and energy projects
- Community safety & enforcement: Safer Southwark Partnership, drug and alcohol teams, emergency planning, environmental health, the community wardens, anti-social behaviour unit, environmental enforcement, noise teams and CCTV
- Culture, libraries, learning and leisure: culture, museums and archives, leisure centres, sports outreach, libraries and adult learning
- Service development and business support: departmental systems, shared services, procurement, customer services, performance management, learning and development, risk management, business planning, compliance, governance, equalities, policy, strategy

Environment and leisure is directly responsible for managing and delivering frontline services that make a real difference to every resident's quality of life. The delivery of a quality environment and high quality services supporting our core business.

All our services firmly support the Cabinet's vision of a fairer future for all: our services enhance the everyday lives of all residents, providing opportunities to be involved, to learn, to help and enjoy. Our aim is to make Southwark's environment clean, safe, sustainable, happy, healthy and uplifting, and help all residents to be involved, to care and to achieve.

We will do this by transforming our services to make sure they make the best use of the money available and deliver the services that are really needed by our residents and enhance the lives of all in the borough.

Community safety and enforcement continues to work closely with our partners in the Metropolitan Police, voluntary sector and community to ensure Southwark is safer for all: we are implementing the new violent crime strategy and cracking down on antisocial behaviour.

We are taking a long term view and lead on behalf of the Council on sustainability. Climate change and carbon reduction: we are proud of our record in being innovative around these agendas and have set out a challenging plan to reduce CO2 emissions over the course of this business plan.

We are working with our partners to radically transform our waste and recycling services through a new leading edge facility which recently opened on the Old Kent Road, allowing us to achieve our target of doubling recycling rates to 40% by 2014 and increasing the sustainability of the borough.

The 2012 Olympics will have a significant impact on the borough and our services, and we are leading on the preparations for the games, and ensuring our services continue to run smoothly throughout.

We are transforming and investing in the borough's assets: we have already delivered a new library at Canada Water and are currently transforming Burgess Park into a flagship green space for all to enjoy. Other projects include a new leisure centre at Elephant and Castle, phase 2 of refurbishment of Camberwell Leisure Centre, a new library for Camberwell and completion of Southbank accessibility improvements.

The department delivers statutory and non-statutory services. Examples of statutory obligations include highway network management, refuse collection, libraries, environmental health, trading standards and licensing and delivering a crime and drugs strategy for the borough.

In measuring our performance, we focus on real outcomes: increased productivity, growing use and our residents being more satisfied.

Since the majority of our operations are frontline, the biggest element of our expenditure is on employees. Payments to term contractors of services that we cannot provide in house, such as waste collection and disposal, parking enforcement, highways maintenance are the second largest category of expenditure.

In terms of budget movements, budget adjustments mainly relate to transfer of budgets for depreciation costs. Commitments are for reduction in parking income and additional unavoidable costs during the seven weeks of the Olympics in 2012.

The department's approach to achieving savings has been in accordance with the budget principles to focus on a core provision of quality services, efficiency savings, smarter procurement and tougher contract management; reducing optional services and using data and intelligence to target services to places or people where they will be more effective.

Savings of £5m is made up of £2.9m of efficiencies and improved use of resources, £600k of income generation and £1.5m of other savings. The largest saving is made from contract savings resulting from reduced household waste tonnage.

## Environment and leisure department summary budget tables

DIVISIONS	2011/12 Total Budget £000	Budget Adjustments £000	Inflation £000	Commitments £000	Savings £000	Growth £000	2012/13 Total Budget £000
PUBLIC REALM DIVISION	13,782	3,319	630	725	(675)		17,781
COMMUNITY SAFETY DIVISION	10,724	204		197	(778)		10,347
SERVICE DEVELOPMENT AND BUSINESS SUPPORT SERVICES	346	164			(8)		502
SUSTAINABLE SERVICES	30,080	214	513	95	(2,788)		28,113
CULTURE, LIBRARIES LEARNING & LEISURE	13,728	243	91	53	(711)	45	13,449
<b>ENVIRONMENT AND LEISURE</b>	<b>68,660</b>	<b>4,144</b>	<b>1,234</b>	<b>1,070</b>	<b>(4,960)</b>	<b>45</b>	<b>70,193</b>

	2010/11 Outturn £000	2011/12 Total Budget £000	2012/13 Total Budget £000
<b>Subjective analysis</b>			
Employees	47,214	41,740	39,798
Premises	5,450	5,885	6,035
Transport	2,295	2,246	2,054
Supplies and services	28,350	26,971	26,207
Third party payments	22,727	19,975	19,045
Transfer Payments	4		
Support services	15,585	13,125	12,628
Capital charges	11,519	3,453	7,569
<b>Total expenditure</b>	<b>133,144</b>	<b>113,396</b>	<b>113,336</b>
Fees and charges	(19,046)	(19,608)	(18,718)
Government grants	(5,083)	(2,889)	(4,560)
Other grants	(2,711)	(1,966)	(215)
Miscellaneous income	(891)	(677)	(665)
<b>Total income</b>	<b>(27,731)</b>	<b>(25,140)</b>	<b>(24,159)</b>
Net expenditure before recharges	105,413	88,256	89,177
Recharges to the general fund	(5,512)	(2,747)	(2,266)
Recharges to the housing revenue account	(16,647)	(16,849)	(16,718)
<b>Total net expenditure</b>	<b>83,254</b>	<b>68,660</b>	<b>70,193</b>

<b>MOVEMENTS</b>	<b>£000</b>
<b>2011/12 TOTAL BUDGET</b>	68,660
BUDGET ADJUSTMENTS	4,144
INFLATION	1,234
COMMITMENTS	1,070
SAVINGS	(4,960)
GROWTH	45
<b>2012/13 TOTAL BUDGET</b>	<b>70,193</b>

## Public Realm

### Description of division

The aim of the public realm division is to maintain and improve the borough's physical environment and create a public realm that is safe, attractive and liveable for residents, business and visitors alike.

Public realm incorporates all areas to which the public has open access. The public realm division takes a wide view on what might be included and looks to impact upon streets and parks to improve the quality of the environment. For example; if a private area of land is spoiling the visual amenity of an area, the Council would consider this to be a 'public realm issue'.

The objective of the public realm division is to provide accessible, responsive and effective customer-care, working in partnership with the community to deliver well-designed and integrated services to manage the public realm.

### Public Realm division summary budget tables

	2011/12 Total Budget £000	Budget Adjustments £000	Inflation £000	Commitments £000	Savings £000	Growth £000	2012/13 Total Budget £000
<b>SERVICES</b>							
SOUTH DOCK MARINA	46		10		(50)		6
P R - ASSET MANAGEMENT	9,199	1,834	226	66	(200)		11,124
PARKING MANAGEMENT	(3,312)	87	273	650	(200)		(2,503)
DIVISIONAL MANAGEMENT OVERHEADS	400	24					424
MARKET SERVICES	1	12					13
STREETWORKS	302				(150)		152
PARKS & OPEN SPACES	6,761	1,323	121	9	(75)		8,138
PUBLIC REALM PROJECTS	386	40					426
<b>PUBLIC REALM</b>	<b>13,782</b>	<b>3,319</b>	<b>630</b>	<b>725</b>	<b>(675)</b>	<b>0</b>	<b>17,781</b>

	2010/11 Outturn £000	2011/12 Total Budget £000	2012/13 Total Budget £000
<b>Subjective analysis</b>			
Employees	6,147	5,500	5,322
Premises	3,145	3,055	3,242
Transport	242	159	168
Supplies and services	1,864	1,370	1,359
Third party payments	15,445	14,009	14,396
Transfer Payments	4		
Support services	5,452	4,264	4,161
Capital charges	7,614	2,724	6,041
<b>Total expenditure</b>	<b>39,912</b>	<b>31,082</b>	<b>34,687</b>
Fees and charges	(16,113)	(16,338)	(16,010)
Government grants	(87)		
Other grants	(8)		
Miscellaneous income	(30)	(13)	
<b>Total income</b>	<b>(16,237)</b>	<b>(16,351)</b>	<b>(16,010)</b>
Net expenditure before recharges	23,675	14,730	18,678
Recharges to the general fund	(2,885)	(811)	(455)
Recharges to the housing revenue account	(137)	(137)	(442)
<b>Total net expenditure</b>	<b>20,652</b>	<b>13,782</b>	<b>17,781</b>

<b>MOVEMENTS</b>	<b>£000</b>
<b>2011/12 TOTAL BUDGET</b>	<b>13,782</b>
BUDGET ADJUSTMENTS	3,319
INFLATION	630
COMMITMENTS	725
SAVINGS	(675)
GROWTH	
<b>2012/13 TOTAL BUDGET</b>	<b>17,781</b>



## 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. The key objective for the coming year is to determine the actual condition of the marina assets.

The employee budget is based on an establishment of six FTE posts. The income is from mooring fees, crane hire, and pump outs. The savings relate to additional income that will be generated by raising the fees and charges to average for similar marinas.

### South Dock Marina summary budget table

	2011/12 Total Budget £000	Budget Adjustments £000	Inflation £000	Commitments £000	Savings £000	Growth £000	2012/13 Total Budget £000
<b>SOUTH DOCK MARINA</b>	46	0	10	0	(50)	0	6

	2010/11 Outturn £000	2011/12 Total Budget £000	2012/13 Total Budget £000
<b>Subjective analysis</b>			
Employees	314	286	286
Premises	186	233	243
Transport			
Supplies and services	58	27	27
Third party payments	101	28	28
Support services	270	214	214
Capital charges	1		
<b>Total expenditure</b>	<b>931</b>	<b>788</b>	<b>798</b>
Fees and charges	(824)	(742)	(792)
Miscellaneous income	(3)		
<b>Total income</b>	<b>(827)</b>	<b>(742)</b>	<b>(792)</b>
Net expenditure before recharges	104	46	6
Recharges to the general fund	(1)		
<b>Total net expenditure</b>	<b>103</b>	<b>46</b>	<b>6</b>

<b>MOVEMENTS</b>	<b>£000</b>
2011/12 TOTAL BUDGET	46
BUDGET ADJUSTMENTS	
INFLATION	10
COMMITMENTS	
SAVINGS	(50)
GROWTH	
<b>2012/13 TOTAL BUDGET</b>	<b>6</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 looks after street lighting, both illuminated and non-illuminated street furniture, highway maintenance, winter maintenance, minor works to parks, parking meter maintenance and insurance claims.

The key objectives for 2012/13 are to 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 and adopt principles of sustainable development in all schemes including lifecycle costing where appropriate.

The unit's staffing budget is based on an establishment of 54 FTE posts.

The budget adjustments relate to transfer of budgets for depreciation costs. The property costs are mainly electricity costs for street lighting, illuminated street furniture etc and the third party payments are mainly for payments to the term contractor for highways maintenance.

Inflation is for contract price increases for highways maintenance.

The commitments relate to additional Transport for London costs for maintaining traffic signals. The unit will make savings by revising reactive street maintenance. Safety issues will continue to be prioritised and addressed but planned maintenance programmes will be reduced. Resources will be focused on urgent repairs to be carried out.

### Public Realm – Asset Management summary budget table

	2011/12						2012/13
	Total	Budget					Total
	Budget	Adjustments	Inflation	Commitments	Savings	Growth	Budget
	£000	£000	£000	£000	£000	£000	£000
<b>P R – ASSET MANAGEMENT</b>	<b>9,199</b>	<b>1,834</b>	<b>226</b>	<b>66</b>	<b>(200)</b>	<b>0</b>	<b>11,124</b>

	2010/11	2011/12	2012/13
	Outturn	Total Budget	Total Budget
	£000	£000	£000
<b>Subjective analysis</b>			
Employees	1,150	997	1,056
Premises	951	901	1,102
Transport	55	57	51
Supplies and services	86	70	77
Third party payments	4,468	4,026	3,994
Support services	2,077	1,633	1,647
Capital charges	3,866	2,030	3,864
<b>Total expenditure</b>	<b>12,652</b>	<b>9,714</b>	<b>11,791</b>
Fees and charges	(744)	(510)	(667)
Government grants	(87)		
Miscellaneous income	(7)		
<b>Total income</b>	<b>(837)</b>	<b>(510)</b>	<b>(667)</b>
Net expenditure before recharges	11,815	9,204	11,124
Recharges to the general fund	(8)	(5)	
<b>Total net expenditure</b>	<b>11,807</b>	<b>9,199</b>	<b>11,124</b>

<b>MOVEMENTS</b>	<b>£000</b>
<b>2011/12 TOTAL BUDGET</b>	9,199
BUDGET ADJUSTMENTS	1,834
INFLATION	226
COMMITMENTS	66
SAVINGS	(200)
GROWTH	
<b>2012/13 TOTAL BUDGET</b>	<b>11,124</b>

## Parking Management

### Description of service

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

- Parking policy
- Suspensions
- Permits
- On-street & estate enforcement
- Parking customer service

The parking management employee budget is based on an establishment of 13 FTE posts. Third party payments mainly consist of payments to term contractor for parking enforcement.

The unit's income is from parking penalty charge notices, car parks and bailiff services.

Inflation figure is the annual contract price increase for the parking enforcement contract. Commitments relate to a predicted income shortfall in parking unit. Savings will be generated mainly raising parking fees to Inner London average and by rationalisation of school crossing patrol service.

### Parking Management summary budget table

	2011/12 Total Budget £000	Budget Adjustments £000	Inflation £000	Commitments £000	Savings £000	Growth £000	2012/13 Total Budget £000
<b>PARKING MANAGEMENT</b>	<b>(3,312)</b>	<b>87</b>	<b>273</b>	<b>650</b>	<b>(200)</b>	<b>0</b>	<b>(2,503)</b>

	2010/11 Outturn £000	2011/12 Total Budget £000	2012/13 Total Budget £000
<b>Subjective analysis</b>			
Employees	453	411	411
Premises	540	688	690
Transport	19	1	1
Supplies and services	484	503	503
Third party payments	4,698	5,360	5,609
Support services	1,336	1,109	1,109
Capital charges	1,537	66	134
<b>Total expenditure</b>	<b>9,066</b>	<b>8,138</b>	<b>8,457</b>
Fees and charges	(10,722)	(11,450)	(10,960)
Miscellaneous income			
<b>Total income</b>	<b>(10,723)</b>	<b>(11,450)</b>	<b>(10,960)</b>
Net expenditure before recharges	(1,657)	(3,312)	(2,503)
Recharges to the general fund	(29)		
<b>Total net expenditure</b>	<b>(1,686)</b>	<b>(3,312)</b>	<b>(2,503)</b>

<b>MOVEMENTS</b>	<b>£000</b>
<b>2011/12 TOTAL BUDGET</b>	<b>(3,312)</b>
BUDGET ADJUSTMENTS	87
INFLATION	273
COMMITMENTS	650
SAVINGS	(200)
GROWTH	
<b>2012/13 TOTAL BUDGET</b>	<b>(2,503)</b>

## Divisional Management Overheads

### Description of budget

The divisional management overhead budget covers support services to the head of service and business unit managers. The divisional management unit is responsible for the production of 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.

The divisional management employee budget is based on an establishment of four full-time equivalent posts, including the head of service, and the recharges budget is for the recovery of overheads from business units.

### Divisional Management overheads summary budget table

	2011/12 Total Budget £000	Budget Adjustments £000	Inflation £000	Commitments £000	Savings £000	Growth £000	2012/13 Total Budget £000
<b>DIVISIONAL MANAGEMENT OVERHEADS</b>	400	24	0	0	0	0	424

	2010/11 Outturn £000	2011/12 Total Budget £000	2012/13 Total Budget £000
<b>Subjective analysis</b>			
Employees	389	389	336
Transport	6		
Supplies and services	6	89	89
Capital charges	48	3	44
<b>Total expenditure</b>	<b>449</b>	<b>481</b>	<b>470</b>
Miscellaneous income	(6)		
<b>Total income</b>	<b>(6)</b>		
Net expenditure before recharges	443	481	470
Recharges to the general fund	(80)	(80)	(45)
<b>Total net expenditure</b>	<b>362</b>	<b>400</b>	<b>424</b>

<b>MOVEMENTS</b>	<b>£000</b>
<b>2011/12 TOTAL BUDGET</b>	400
BUDGET ADJUSTMENTS	24
INFLATION	
COMMITMENTS	
SAVINGS	
GROWTH	
<b>2012/13 TOTAL BUDGET</b>	<b>424</b>

## Market services

### Description of service

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

The market services employee budget is based on an establishment of 11 FTE posts. The third party payments relate to cleaning and waste disposal contractors.

Support services 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.

The income is generated by charging fees to permanent and casual traders in various street market locations in the borough. The recharges relate to internal recharges for operation of skip licences.

### Markets services summary budget table

	2011/12 Total Budget £000	Budget Adjustments £000	Inflation £000	Commitments £000	Savings £000	Growth £000	2012/13 Total Budget £000
<b>MARKET SERVICES</b>	<b>1</b>	<b>12</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>13</b>

	2010/11 Outturn £000	2011/12 Total Budget £000	2012/13 Total Budget £000
<b>Subjective analysis</b>			
Employees	225	464	460
Premises	108	113	75
Transport	5	20	26
Supplies and services	134	97	22
Third party payments	608	475	417
Support services		153	35
Capital charges	14		12
<b>Total expenditure</b>	<b>1,093</b>	<b>1,322</b>	<b>1,048</b>
Fees and charges	(589)	(1,278)	(1,035)
<b>Total income</b>	<b>(589)</b>	<b>(1,278)</b>	<b>(1,035)</b>
Net expenditure before recharges	504	44	13
Recharges to the general fund	(496)	(43)	
<b>Total net expenditure</b>	<b>8</b>	<b>1</b>	<b>13</b>

<b>MOVEMENTS</b>	<b>£000</b>
<b>2011/12 TOTAL BUDGET</b>	<b>1</b>
BUDGET ADJUSTMENTS	12
INFLATION	
COMMITMENTS	
SAVINGS	
GROWTH	
<b>2012/13 TOTAL BUDGET</b>	<b>13</b>



## Street Works Management

### Description of service

Street works management has been established to integrate functions needed to manage road works, license obstructions on the highway e.g. hoardings, scaffoldings, tables and chairs.

The unit is composed of:

- Network management
- Highway licences/Permits
- Abandoned vehicles

The street works management employee budget is based on an establishment of 14 FTE posts. Third party payments mainly consist of payments to term contractor for specialist advisory and consultancy services.

The unit's income is from fines and licenses issued to utility companies to work on our roads and footpaths under the London permitting scheme. The recharge from the housing revenue account is for the storage of abandoned/removed cars from housing estates.

Savings will be generated from additional income raised using the new London wide permitting scheme and other highway licensing functions

### Street works management summary budget table

	2011/12 Total Budget £000	Budget Adjustments £000	Inflation £000	Commitments £000	Savings £000	Growth £000	2012/13 Total Budget £000
<b>STREETWORKS</b>	<b>302</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(150)</b>	<b>0</b>	<b>152</b>

	2010/11 Outturn £000	2011/12 Total Budget £000	2012/13 Total Budget £000
<b>Subjective analysis</b>			
Employees	474	532	532-
Premises	1		
Transport	41	5	5
Supplies and services	229	248	235
Third party payments	1,029	41	41
Support services	380	293	293
<b>Total expenditure</b>	<b>2,154</b>	<b>1,118</b>	<b>1,105</b>
Fees and charges	(1,257)	(666)	(816)
Miscellaneous income	(2)		
<b>Total income</b>	<b>(1,259)</b>	<b>(666)</b>	<b>(816)</b>
Net expenditure before recharges	895	453	290
Recharges to the general fund	(47)	(13)	(13)
Recharges to the housing revenue account	(137)	(137)	(125)
<b>Total net expenditure</b>	<b>711</b>	<b>302</b>	<b>152</b>

<b>MOVEMENTS</b>	<b>£000</b>
<b>2011/12 TOTAL BUDGET</b>	302
BUDGET ADJUSTMENTS	
INFLATION	
COMMITMENTS	
SAVINGS	(150)
GROWTH	
<b>2012/13 TOTAL BUDGET</b>	<b>152</b>

## Parks and Open Spaces

### Description of service

The 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
- The management of the borough's trees on highways, parks and estates
- Transformation of the Burgess Park
- Maintenance of grants to various external organisations for environmental and ecology projects

The business unit also incorporates the cemeteries and crematoria service with an objective to provide an efficient burial and cremation service and that all funerals are organised and conducted in a dignified way. The service is responsible for the 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.

The unit's employee budget is based on an establishment of 45 FTE posts. The premises budget is for building maintenance, utilities and business rates for parks, ground maintenance and tree maintenance. The third party payments consist mainly of payments to term contractors for ground maintenance and tree maintenance.

Income is received from pitch bookings, rechargeable tree work and renting park properties as well as cemetery burial fees and crematorium cremation fees. Recharges to housing revenue account relate to tree maintenance in housing estates.

Savings will be generated by increasing fees and charges for cemetery and crematorium to inner London average

### Parks and open spaces summary budget table

	2011/12						2012/13
	Total	Budget					Total
	Budget	Adjustments	Inflation	Commitments	Savings	Growth	Budget
	£000	£000	£000	£000	£000	£000	£000
<b>PARKS &amp; OPEN SPACES</b>	<b>6,761</b>	<b>1,323</b>	<b>121</b>	<b>9</b>	<b>(75)</b>	<b>0</b>	<b>8,138</b>

	<b>2010/11 Outturn £000</b>	<b>2011/12 Total Budget £000</b>	<b>2012/13 Total Budget £000</b>
<b>Subjective analysis</b>			
Employees	1,923	1,950	1,770
Premises	1,327	1,121	1,132
Transport	101	70	78
Supplies and services	629	311	381
Third party payments	3,658	3,952	4,179
Transfer Payments	4		
Support services	1,385	862	863
Capital charges	1,975	496	1,816
<b>Total expenditure</b>	<b>11,001</b>	<b>8,762</b>	<b>10,219</b>
Fees and charges	(1,745)	(1,690)	(1,737)
Other grants	(8)		
Miscellaneous income	(9)	(13)	
<b>Total income</b>	<b>(1,763)</b>	<b>(1,703)</b>	<b>(1,737)</b>
Net expenditure before recharges	9,238	7,059	8,481
Recharges to the general fund	(429)	(298)	(26)
Recharges to the housing revenue account			(317)
<b>Total net expenditure</b>	<b>8,810</b>	<b>6,761</b>	<b>8,138</b>

<b>MOVEMENTS</b>	<b>£000</b>
<b>2011/12 TOTAL BUDGET</b>	6,761
BUDGET ADJUSTMENTS	1,323
INFLATION	121
COMMITMENTS	9
SAVINGS	(75)
GROWTH	
<b>2012/13 TOTAL BUDGET</b>	<b>8,138</b>

## Public Realm Projects

### Description of service

Public realm projects are responsible for the implementation and management of all public realm programmes. Other projects include traffic calming, resurfacing, cycle schemes and bus priority schemes etc.

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

- Cleaner, greener and safer programme
- Transport and highways programme
- Car parking zones
- Streetscape Design Manual
- Cleaner, greener, safer consultation

Key Objectives for 2012/13 are:

- Delivery of projects on time
- Delivery of projects to specification
- Delivery of projects within budget
- Delivery of the cleaner, greener, safer programme

The public realm projects employee budget is based on an establishment of 30 FTE posts and third party payments relate to payments for specialist advisors. Other rechargeable income mainly relates to work carried out for other programmes or agencies such as Transport for London.

### Public realm projects summary budget table

	2011/12 Total Budget £000	Budget Adjustments £000	Inflation £000	Commitments £000	Savings £000	Growth £000	2012/13 Total Budget £000
<b>PUBLIC REALM PROJECTS</b>	<b>386</b>	<b>40</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>426</b>

	2010/11 Outturn £000	2011/12 Total Budget £000	2012/13 Total Budget £000
<b>Subjective analysis</b>			
Employees	1,220	471	471
Premises	33		
Transport	15	6	6
Supplies and services	238	24	24
Third party payments	883	128	128
Support services	3		
Capital charges	175	130	169
<b>Total expenditure</b>	<b>2,566</b>	<b>760</b>	<b>799</b>
Fees and charges	(231)	(3)	(3)
Miscellaneous income	(2)		
<b>Total income</b>	<b>(234)</b>	<b>(3)</b>	<b>(3)</b>
Net expenditure before recharges	2,333	756	796
Other Recharges	(1,795)	(370)	(370)
<b>Total net expenditure</b>	<b>537</b>	<b>386</b>	<b>426</b>

<b>MOVEMENTS</b>	<b>£000</b>
<b>2011/12 TOTAL BUDGET</b>	<b>386</b>
BUDGET ADJUSTMENTS	40
INFLATION	
COMMITMENTS	
SAVINGS	
GROWTH	
<b>2012/13 TOTAL BUDGET</b>	<b>426</b>

## Community Safety and Enforcement

### Divisional summary

The community safety and enforcement division has responsibility for producing and delivering the Safer Southwark Partnership Rolling Plan. This is a statutory requirement for all Community Safety Partnerships. There are a number of strategies that sit under the rolling plan including Violent Crime, Anti Social Behaviour and Hate Crime. The division leads on behalf of the Council to develop strong and effective partnership arrangements with a range of statutory, non statutory, voluntary, public and private sector partners to deliver programmes that aim to make Southwark a safer and healthier place to live, work and visit.

The community safety and enforcement division's mission statement is to 'protect and enhance the safety, health and economic welfare of Southwark's communities through effective strategic planning, prevention, early intervention, enforcement and reassurance'.

The key aims of the division are to:

- Protect the safety of the local community
- Reduce crime, including enviro crime and anti social behaviour and the fear of crime
- Building confidence with local communities and provide information on crime prevention and personal safety, thus reducing opportunities for crime
- Work in partnership with the community to enhance its health, safety, welfare and resilience

	2011/12 Total Budget £000	Budget Adjustments £000	Inflation £000	Commitments £000	Savings £000	Growth £000	2012/13 Total Budget £000
<b>SERVICES</b>							
COMMUNITY SAFETY PARTNERSHIP SERVICE	1,089	(37)		23	(20)		1,055
PUBLIC PROTECTION RESILIENCE AND EMERGENCY PLANNING	5,571	1,406		118	(30)		7,065
WARDENS & ENFORCEMENT	303			46	(10)		339
SOUTHWARK ANTI- SOCIAL BEHAVIOUR UNIT (SASBU)	3,652	(1,165)		10	(622)		1,875
	109				(96)		13
<b>COMMUNITY SAFETY AND ENFORCEMENT</b>	<b>10,724</b>	<b>204</b>	<b>0</b>	<b>197</b>	<b>778</b>	<b>0</b>	<b>10,347</b>

	2010/11 Outturn £000	2011/12 Total Budget £000	2012/13 Total Budget £000
<b>Subjective analysis</b>			
Employees	11,955	9,339	8,373
Premises	295	179	179
Transport	353	281	292
Supplies and services	1,471	1,659	1,160
Third party payments	4,528	(27)	485
Support services	2,883	2,278	2,256
Capital charges	71	22	51
<b>Total expenditure</b>	<b>21,555</b>	<b>13,731</b>	<b>12,796</b>
Fees and charges	(921)	(1,063)	(817)
Government grants	(2,095)		
Other grants	(307)		
Miscellaneous income	(74)	(10)	(10)
<b>Total income</b>	<b>(3,397)</b>	<b>(1,073)</b>	<b>(828)</b>
Net expenditure before recharges	18,158	12,657	11,968
Recharges to the general fund	(692)	(16)	(16)
Recharges to the housing revenue account	(1,917)	(1,917)	(1,605)
<b>Total net expenditure</b>	<b>15,549</b>	<b>10,724</b>	<b>10,347</b>

<b>MOVEMENTS</b>	<b>£000</b>
<b>2011/12 TOTAL BUDGET</b>	10,724
BUDGET ADJUSTMENTS	204
INFLATION	
COMMITMENTS	197
SAVINGS	(778)
GROWTH	
<b>2012/13 TOTAL BUDGET</b>	<b>10,347</b>



## Community Safety Partnership Service

### Description of service

The service is made up of 5 business areas:

- Drug alcohol action team - Responsible (in partnership with the health service) for setting the strategic direction of drugs and alcohol treatment provision in Southwark. This includes producing an annual needs assessment, treatment plan and commissioning plan. Also responsible for delivering the 'supporting families and those with multiple disadvantages' strand of the SSP rolling plan. Four FTEs, all grant funded.
- Reducing reoffending - Responsible for developing the strategic direction of reducing reoffending work in Southwark. This includes a reducing reoffending strategy, the 'reduce offending' strand of the SSP rolling plan and the delivery of an Integrated Offender Management Service.
- Safer Southwark Partnership- Responsible for setting the strategic direction of the Safer Southwark Partnership (SSP) in Southwark. This includes delivery of the Violent Crime Strategy. Four FTEs , one grant funded
- Commissioning and service improvement – Responsible for setting the strategic direction of SSP commissioned services to deliver partnership activity. This includes producing the Commissioning Plan, income generation and contract monitoring of all commissioned services (excluding the drug and alcohol action team).
- Divisional business - Responsible for setting the strategic direction of the partnership service and providing analytical support and performance management information for the division. This team produces the annual strategic assessment, rolling plan, impact and evaluation data as well as bespoke cohort studies to support commissioning decisions.

The service is made up of 20 FTE posts (including Head of Service, Business Unit Manager and five grant funded posts).

The third party payments should be read in conjunction with the grant receipts. Together they represent the budgets for payment to external partner agencies and voluntary organisations.

The loss of grants and reduction in funding has resulted in the service cutting a number of current functions and the division has moved to a closer and more collaborative approach with partner agencies to maximise the resources at their disposal.

Savings result from the reorganisation of the community safety service.

### Community safety partnership service summary budget table

SERVICES	2011/12 Total Budget £000	Budget Adjustments £000	Inflation £000	Commitments £000	Savings £000	Growth £000	2012/13 Total Budget £000
COMMUNITY SAFETY PARTNERSHIP SERVICE	1,089	(37)	0	23	(20)	0	1,055

	2010/11 Outturn n £000	2011/12 Total Budget £000	2012/13 Total Budget £000
<b>Subjective analysis</b>			
Employees	1,217	730	753
Premises	6	1	
Transport	11	(7)	4
Supplies and services	357	663	106
Third party payments	4,289	(315)	192
Support services	3	22	
Capital charges	3		
<b>Total expenditure</b>	<b>5,885</b>	<b>1,093</b>	<b>1,055</b>
Fees and charges	(2)	(4)	
Government grants	(1,820)		
Other grants	(251)		
Miscellaneous income	(25)		
<b>Total income</b>	<b>(2,098)</b>	<b>(4)</b>	
Net expenditure before recharges	3,787	1,089	1,055
Recharges to the general fund	(88)		
<b>Total net expenditure</b>	<b>3,699</b>	<b>1,089</b>	<b>1,055</b>

<b>MOVEMENTS</b>	<b>£000</b>
<b>2011/12 TOTAL BUDGET</b>	<b>1,089</b>
BUDGET ADJUSTMENTS	(37)
INFLATION	
COMMITMENTS	23
SAVINGS	(20)
GROWTH	
<b>2012/13 TOTAL BUDGET</b>	<b>1,055</b>

## Public Protection

### Description of service

The Service comprises the principal regulatory arm of the Council in the key areas of Environmental Health and Consumer Protection and also leads the preparation and delivery of strategy and policies in this area. The regulatory functions within the Service include:

- Noise, nuisance control
- Air quality and land contamination
- Entertainments, Alcohol and Special Treatments licensing
- Night time economy team
- Private sector housing health
- Public Health
- Food safety and standards
- Occupational health & safety
- Trading Standards incorporating an illegal economy team

The business unit responds to approximately 20,000 requests per annum. It has responsibility for regulating all premises that sell alcohol, places that offer entertainment, special treatments, all premises that prepare or sell food, all premises where people are employed to work and the entire private rented housing sector. In total the service regulates over 30,000 premises. We also carry out investigations regarding counterfeit goods, weights and measures, product safety, fair trading and proceeds of crime.

All of the business unit's services are ones that Southwark has a statutory duty to provide. The services have a historical basis in legislation designed to ensure public health, consumer fair-trading. The number of pieces of legislation that we enforce has grown over the years. European Union membership has added additional enforcement responsibilities.

Total number of staff budgeted is 80 FTE posts. The supplies and services budget mainly comprises of legal fees incurred in the enforcement process.

Fees and charges income are generated from the issuing of licences to businesses across the borough.

The commitments relate to additional corporate unavoidable costs during the seven weeks of the Olympics games.

### Public Protection summary budget table

	2011/12 Total Budget £000	Budget Adjustments £000	Inflation £000	Commitments £000	Savings £000	Growth £000	2012/13 Total Budget £000
<b>PUBLIC PROTECTION</b>	<b>5,571</b>	<b>1,406</b>	<b>0</b>	<b>118</b>	<b>(30)</b>	<b>0</b>	<b>7,065</b>

	2010/11	2011/12	2012/13
	Outturn	Total	Total
	£000	Budget	Budget
	£000	£000	£000
<b>Subjective analysis</b>			
Employees	3,369	3,331	4,556
Premises	14	6	7
Transport	138	109	161
Supplies and services	374	405	593
Third party payments	2		5
Support services	2,844	2,256	2,256
Capital charges	52	21	51
<b>Total expenditure</b>	<b>6,794</b>	<b>6,128</b>	<b>7,629</b>
Fees and charges	(509)	(548)	(555)
Government grants	(62)		
Miscellaneous income	(6)	(10)	(10)
<b>Total income</b>	<b>(577)</b>	<b>(558)</b>	<b>(565)</b>
Net expenditure before recharges	6,218	5,571	7,064
Recharges to the general fund	(18)		
<b>Total net expenditure</b>	<b>6,200</b>	<b>5,571</b>	<b>7,065</b>

<b>MOVEMENTS</b>	<b>£000</b>
2011/12 TOTAL BUDGET	5,571
BUDGET ADJUSTMENTS	1,406
INFLATION	
COMMITMENTS	118
SAVINGS	(30)
GROWTH	
<b>2012/13 TOTAL BUDGET</b>	<b>7,065</b>

## Resilience and Emergency Planning

### Description of service

This team is responsible for delivering the Council's requirements under the Civil Contingencies Act 2004. Key to this activity is the formulation and maintenance of departmental emergencies and business continuity plans. The emergency plans detail exactly what emergency and out-of-hours services are provided and may be deployed either as a "stand alone" service, or as part of a corporate response. The business continuity plans identify the organisation's critical functions and their recovery requirements.

The service is made up of four FTE posts. Supplies and services include costs of radio systems, security and resilience network, car leasing and telephone lines.

### Resilience and Emergency Planning summary budget table

	2011/12 Total Budget £000	Budget Adjustments £000	Inflation £000	Commitments £000	Savings £000	Growth £000	2012/13 Total Budget £000
<b>RESILIENCE AND EMERGENCY PLANNING</b>	<b>303</b>	<b>0</b>	<b>0</b>	<b>46</b>	<b>10</b>	<b>0</b>	<b>339</b>

	2010/11 Outturn £000	2011/12 Total Budget £000	2012/13 Total Budget £000
<b>Subjective analysis</b>			
Employees	184	180	226
Premises		3	3
Transport	7	2	2
Third party payments	53	106	96
Supplies and services		12	12
<b>Total expenditure</b>	<b>244</b>	<b>303</b>	<b>339</b>
Fees and charges	(19)		
Miscellaneous income			
<b>Total income</b>	<b>(19)</b>		
<b>Total Net Expenditure</b>	<b>225</b>	<b>303</b>	<b>339</b>

<b>MOVEMENTS</b>	<b>£000</b>
2011/12 TOTAL BUDGET	303
BUDGET ADJUSTMENTS	
INFLATION	
COMMITMENTS	46
SAVINGS	(10)
GROWTH	
<b>2012/13 TOTAL BUDGET</b>	<b>339</b>

## Wardens and Enforcement service

### Description of service

The wardens and enforcement service includes the community wardens scheme, the enforcement team and the CCTV Service. The main objective of the community warden scheme is to reduce crime and fear of crime across the borough.

The largest budget elements within supplies & services relate to legal fees for the wardens and enforcement teams and the telecommunication costs for the CCTV service.

Support services 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.

Wardens recharge the housing revenue account (HRA) for providing a reassuring presence to the tenants of housing estates and help reduce crime and the fear of crime. Recharges are also made to the HRA for the work of CCTV monitoring and camera maintenance on estates.

The savings proposals include the release of a second phase of savings from the reorganisation of the community wardens service around our key town centres, supported by a response service for the whole borough, which was approved as part of 2011/12 budget process.

### Wardens and Enforcement service summary budget table

	2011/12 Total Budget £000	Budget Adjustments £000	Inflation £000	Commitments £000	Savings £000	Growth £000	2012/13 Total Budget £000
<b>WARDENS &amp; ENFORCEMENT</b>	<b>3,651</b>	<b>(1,165)</b>	<b>0</b>	<b>10</b>	<b>(622)</b>	<b>0</b>	<b>1,874</b>

	2010/11 Outturn £000	2011/12 Total Budget £000	2012/13 Total Budget £000
<b>Subjective analysis</b>			
Employees	6,326	4,493	2,230
Premises	273	253	253
Transport	162	140	89
Supplies and services	563	153	130
Third party payments	237	270	270
Support services	33		
Capital charges	16	1	
<b>Total expenditure</b>	<b>7,610</b>	<b>5,310</b>	<b>2,972</b>
Fees and charges	(388)	(512)	(263)
Government grants	(192)		
Other grants	(38)		
Miscellaneous income	(36)		
<b>Total income</b>	<b>(654)</b>	<b>(512)</b>	<b>(263)</b>
Net expenditure before recharges	6,956	4,798	2,711
Recharges to the general fund	(585)		
Recharges to the housing revenue account	(1147)	(1,147)	(835)
<b>Total Net Expenditure</b>	<b>5,224</b>	<b>3,651</b>	<b>1,874</b>

<b>MOVEMENTS</b>	<b>£000</b>
<b>2011/12 TOTAL BUDGET</b>	3651
BUDGET ADJUSTMENTS	(1,165)
INFLATION	
COMMITMENTS	10
SAVINGS	(622)
GROWTH	
<b>2012/13 TOTAL BUDGET</b>	<b>1,874</b>

## Southwark Anti-Social Behaviour Unit (SASBU)

### Description of service

Southwark anti-social behaviour unit deals with all aspects of anti social behaviour (ASB) across the Council. Its role is to resolve complex issues of anti-social behaviour using a variety of powers.

The work involves resolving complex harassment cases which may involve individuals or families, dealing with large scale disorder particularly on housing estates and dealing with crack houses and rowdy dwellings. The unit works closely with internal and external partners and have dedicated police resources within the team.

As well as dealing with anti-social behaviour, the unit also has a key role is delivering the Council's violent crime strategy. A key aspect of this is managing the Councils risk assessment processes around vulnerable victims and witnesses particularly where they are tenants of the Council.

### SASBU service summary budget table

	2011/12 Total Budget £000	Budget Adjustments £000	Inflation £000	Commitments £000	Savings £000	Growth £000	2012/13 Total Budget £000
<b>SASBU</b>	109	0	0	0	(96)	0	13

	2010/11 Outturn £000	2011/12 Total Budget £000	2012/13 Total Budget £000
<b>Subjective analysis</b>			
Employees	860	604	608
Premises	2	(84)	(84)
Transport	35	37	37
Supplies and services	123	333	233
Third party payments		5	5
Support services	2		
Capital charges		1	
<b>Total expenditure</b>	<b>1,022</b>	<b>895</b>	<b>799</b>
Fees and charges	(4)		
Government grants	(20)		
Other grants	(19)		
Miscellaneous income	(7)		
<b>Total income</b>	<b>(50)</b>		
Net expenditure before recharges	972	895	799
Recharges to the general fund		(16)	(16)
Recharges to the housing revenue account	(770)	(770)	(770)
<b>Total Net Expenditure</b>	<b>202</b>	<b>109</b>	<b>13</b>

<b>MOVEMENTS</b>	<b>£000</b>
<b>2011/12 TOTAL BUDGET</b>	109
BUDGET ADJUSTMENTS	
INFLATION	
COMMITMENTS	
SAVINGS	(96)
GROWTH	
<b>2012/13 TOTAL BUDGET</b>	<b>13</b>



## Service Development and Business Support Services

### Divisional summary

Service development and business support services assist the whole of department with essential support services, specialist advice and research and project assistance.

This support ranges from the daily administration of the strategic director's office, to ensuring we have systems in place for health and safety, customer service, performance management and the delivery of the departments corporate functions and initiatives.

It also assists all the divisions to effectively deliver their services, maintaining the corporate and business functions, business planning, new initiatives, research and the development of policy and strategy. Business support services provide procurement expertise and advice to the department on procurement of major contracts.

The budget represents staff costs for 10 FTE posts. In addition, the employee costs include pension costs of employees who used to work for the department. The majority of the costs within this budget heading are for staff and associated support costs such as centrally held departmental costs for communications, IT etc. These costs are recharged across the service areas.

The budget adjustment relates to transfer of employees budgets to this division following centralisation of personal assistants and support to heads of services.

### Service development & business support services summary budget table

	2011/12 Total Budget £000	Budget Adjustments £000	Inflation £000	Commitments £000	Savings £000	Growth £000	2012/13 Total Budget £000
<b>SERVICE DEVELOPMENT AND BUSINESS SUPPORT SERVICES</b>	<b>346</b>	<b>164</b>	<b>0</b>	<b>0</b>	<b>(8)</b>	<b>0</b>	<b>502</b>

	2010/11 Outturn £000	2011/12 Total Budget £000	2012/13 Total Budget £000
<b>Subjective analysis</b>			
Employees	1,272	850	845
Premises	4	5	5
Transport	12	14	14
Supplies and services	44	277	244
Support services	(467)		
Capital charges	3	3	
<b>Total expenditure</b>	<b>868</b>	<b>1,148</b>	<b>1,207</b>
Fees and charges		(23)	
Other grants			
Miscellaneous income	(1)	(5)	(5)
<b>Total income</b>	<b>(1)</b>	<b>(28)</b>	<b>(5)</b>
Net expenditure before recharges	867	1,120	1,202
Recharges to the general fund	(613)	(774)	(700)
<b>Total Net Expenditure</b>	<b>255</b>	<b>346</b>	<b>502</b>

<b>MOVEMENTS</b>	<b>£000</b>
<b>2011/12 TOTAL BUDGET</b>	346
BUDGET ADJUSTMENTS	164
INFLATION	
COMMITMENTS	
SAVINGS	(8)
GROWTH	
<b>2012/13 TOTAL BUDGET</b>	<b>502</b>

## Sustainable Services

### Description of division

The sustainable services division is responsible for delivering a range of functions for Southwark that include refuse collection and disposal, 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.

### Sustainable services summary budget tables

	2011/12 Total Budget £000	Budget Adjustments £000	Inflation £000	Commitments £000	Savings £000	Growth £000	2012/13 Total Budget £000
<b>SERVICES</b>							
SUSTAINABLE SERVICES OVERHEADS	331	219			(290)		261
STREET CLEANSING	7,697	(57)	51	95	(100)		7,686
WASTE PFI	21,735	(72)	460		(2,314)		19,809
HYGIENE SERVICES	(11)	72	2		(84)		(21)
SUSTAINABLE ENERGY STRATEGY	327	51					378
<b>SUSTAINABLE SERVICES</b>	<b>30,080</b>	<b>214</b>	<b>513</b>	<b>95</b>	<b>(2,788)</b>	<b>0</b>	<b>28,113</b>

	2010/11 Outturn £000	2011/12 Total Budget £000	2012/13 Total Budget £000
<b>Subjective analysis</b>			
Employees	20,422	18,565	18,549
Premises	769	716	706
Transport	1,542	1,692	1,589
Supplies and services	21,060	21,280	20,901
Third party payments	445	3,424	2,108
Support services	5,048	4,521	4,112
Capital charges	2,280	67	336
<b>Total expenditure</b>	<b>51,567</b>	<b>50,265</b>	<b>48,302</b>
Fees and charges	(782)	(889)	(1,048)
Government grants	(2,787)	(2,889)	(2,776)
Other grants	(131)		(113)
Miscellaneous income	(748)	(650)	(650)
<b>Total income</b>	<b>(4,448)</b>	<b>(4,428)</b>	<b>(4,587)</b>
Net expenditure before recharges	47,118	45,837	43,714
Recharges to the general fund	(1,168)	(963)	(930)
Recharges to the housing revenue account	(14,592)	(14,794)	(14,671)
<b>Total Net Expenditure</b>	<b>31,358</b>	<b>30,080</b>	<b>28,113</b>

MOVEMENTS	£000
<b>2011/12 TOTAL BUDGET</b>	<b>30,080</b>
BUDGET ADJUSTMENTS	214
INFLATION	513
COMMITMENTS	95
SAVINGS	(2,788)
GROWTH	
<b>2012/13 TOTAL BUDGET</b>	<b>28,113</b>

## Sustainable Services Overheads

### Description of service

This service 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.

The unit has one FTE budgeted post. The employees budget also includes (added years) pension costs for the division. The added years pension costs amount to £276k.

The premises budget covers the cost of repairs and maintenance, business rates, cleaning, rent and utility costs of Manor Place depot, the hub of waste operations for the last 140 years. The site is to be decommissioned following the relocation of operations to the new waste facility on the Old Kent Road.

The support services budget reflects the recovery of sustainable services overheads to direct services within the division to ensure that individual service budgets reflect support costs in their total cost. The recovery of overheads excludes charges for added years and early retirement which are classified as unapportionable central overheads.

Fees and charges is a recharge to the Waste contract partner, Veolia environmental services, to cover its agreed share of the annual accommodation costs of Manor Place depot. This budget will be rationalised as part of the decommissioning process of Manor Place depot which is expected to be fully completed by 31 March 2013.

The budget adjustment relates to a revised charge for depreciation for Manor Place depot.

The savings are from the restructure of divisional management and support including revision of terms and conditions as well as a reduction in accommodation costs following the move from Manor Place depot to the new waste facility (Old Kent Road).

### Sustainable services overheads summary budget tables

SERVICES	2011/12		Inflation £000	Commitments £000	Savings £000	Growth £000	2012/13
	Total Budget £000	Budget Adjustments £000					Total Budget £000
<b>SUSTAINABLE SERVICES OVERHEADS</b>	<b>331</b>	<b>219</b>	<b>0</b>	<b>0</b>	<b>(290)</b>	<b>0</b>	<b>261</b>

	2010/11	2011/12	2012/13
	Outturn £000	Total Budget £000	Total Budget £000
<b>Subjective analysis</b>			
Employees	453	629	369
Premises	253	222	222
Transport	14	6	6
Supplies and services	59	48	47
Third party payments	4		
Support services	(592)	(520)	(571)
Capital charges	2,076	56	299
<b>Total expenditure</b>	<b>2,267</b>	<b>441</b>	<b>371</b>
Fees and charges	(113)	(110)	(110)
Miscellaneous income			
<b>Total income</b>	<b>(113)</b>	<b>(110)</b>	<b>(110)</b>
<b>Total Net Expenditure</b>	<b>2,154</b>	<b>331</b>	<b>261</b>

<b>MOVEMENTS</b>	<b>£000</b>
2011/12 TOTAL BUDGET	331
BUDGET ADJUSTMENTS	219
INFLATION	
COMMITMENTS	
SAVINGS	(290)
GROWTH	
<b>2012/13 TOTAL BUDGET</b>	<b>261</b>

## Street Cleansing

### Description of service

Southwark Council is a 'principal litter authority' by virtue of section 89 of the Environmental Protection Act 1990 (EPA) and as such is required to keep its land clear of litter and refuse. The 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.

The service is delivered via a mixture of litter picking and manual sweeping. This is augmented by mechanical sweeping and fly tip removal. The service utilises 241 FTE posts.

The transport budget covers the hire and running costs (fuel, insurance, repairs and maintenance) of the vehicles for street cleansing operations. The service operates with 50 vehicles.

Supplies and services budget covers the direct operational costs (cleaning supplies, uniforms and equipment) of the service.

The support services budget reflects the recharge of central support and departmental/divisional support costs to the service. The accounting principle is that the 'total cost' for a service should follow a consistent approach across local authorities and that the definition of 'total cost' should include direct costs related to services as well as related support functions costs.

The miscellaneous income budget covers income received from cleaning agreements with external organisations such as Network Rail, Dulwich Estates and Pool of London. It also covers the collection of refuse bags on the highway on behalf of Veolia commercial waste. These are valuable mini-contracts which have the effect of subsidising/reducing the Council's overall street cleansing costs. Other minor sources of income include the removal of dead foxes/cats, broken glass and general rubbish from private properties.

The recharges to the general fund relate to cleansing services to various internal clients including parks management, Southwark hostels and street markets.

In terms of budget movements, the budget adjustments relate to the realignment of divisional budgets following a service review in the 2011/12 budget planning process; the inflation adjustment is for the increase in fuel prices for the 50 vehicles used by the service. The Department of Energy and Climate Change put the year on year increase at 18.3% as at August 2011. The commitments are for additional unavoidable costs to the street cleansing service during the seven weeks of the Olympics in 2012, whilst the saving is as a result of the rescheduling and reprioritising of the mechanical sweeping service.

### Street cleansing summary budget tables

SERVICES	2011/12	Budget					2012/13
	Total Budget £000	Adjustments £000	Inflation £000	Commitments £000	Savings £000	Growth £000	Total Budget £000
<b>STREET CLEANSING</b>	<b>7,697</b>	<b>(57)</b>	<b>51</b>	<b>95</b>	<b>(100)</b>	<b>0</b>	<b>7,686</b>

	2010/11	2011/12	2012/13
	Outturn	Total Budget	Total Budget
Subjective analysis	£000	£000	£000
Employees	6,806	5,511	5,656
Premises	4		-
Transport	713	872	767
Supplies and services	262	188	188
Third party payments	32	21	116
Support services	2,194	1,816	1,670
Capital charges	116		
<b>Total expenditure</b>	<b>10,126</b>	<b>8,409</b>	<b>8,398</b>
Fees and charges			
Miscellaneous income	(245)	(155)	(155)
<b>Total income</b>	<b>(245)</b>	<b>(155)</b>	<b>(155)</b>
Net expenditure before recharges	9,880	8,254	8,243
Recharges to the general fund	(576)	(557)	(557)
<b>Total Net Expenditure</b>	<b>9,305</b>	<b>7,697</b>	<b>7,686</b>

<b>MOVEMENTS</b>	<b>£000</b>
2011/12 TOTAL BUDGET	7,697
BUDGET ADJUSTMENTS	(57)
INFLATION	51
COMMITMENTS	95
SAVINGS	(100)
GROWTH	
<b>2012/13 TOTAL BUDGET</b>	<b>7,686</b>

# 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 116,000 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. The contract is designed to deliver the Council's waste management strategy, increasing the borough's recycling performance and diverting waste from landfill. It also includes the construction of a purpose built state of the art waste and recycling facility.

The new integrated waste management facility (IWMF) at the Old Kent Road opened on 4 January 2012. All Council waste is now being tipped at the IWMF, which is open for Southwark cleaning vehicles to tip overnight, removing the need to go to the City of London. The facility has a recycling material's recovery facility coupled with a mechanical biological treatment plant that allows additional recyclables to be extracted from black bag waste. The facility will also treat the remaining residual waste to produce a solid recovered fuel, which can be used for energy recovery, thus significantly reducing the waste that is sent to landfill. It also boasts of a state of the art education centre.

The site also has a new household waste reuse and recycling centre where residents can bring their waste. It offers the same range of re-use and recycling options that were available at Manor Place depot. However, the facility is now under cover and the site layout is much improved. Initial feedback from users indicates an increased level of customer satisfaction with the service.

The facility has undergone a process of independent certification of acceptance testing which involved practical tests at the mechanical biological treatment (MBT) plant and materials recovery facility (MRF). There were other tests relating to quality of build, staffing arrangements, and compliance with regulatory conditions which have all been passed. The new facility was signed off as fully operational on 2nd March, 2012.

The overriding aim of this contract is to provide a sustainable long-term solution for the collection, treatment, recycling and disposal of municipal waste in the borough, capable of meeting high national and local performance targets and delivering ongoing service improvement over the duration of the contract. Achievements thus far, suggest that, the service is well on track to achieving these goals. The Council's ambition is to have the highest recycling rate of any urban authority in the UK. The Council has already seen a 40% increase in pre-PFI contract recycling rates.

The waste PFI client team has 7 FTE posts with responsibility for managing and monitoring the Council's waste strategy and the PFI contract (waste/recycling collections and disposal). It also has responsibility for ensuring regulatory compliance in respect of waste related activities.

Supplies and services and third party payments budgets cover the Council's annual unitary charge for the waste PFI contract. The unitary charge, designed to recover the contractor's costs (construction, service, operations, financing, insurance and other project incidentals). These budgets are structured to cover the long term costs (life cycle costs) of the waste PFI contract and guarantee ownership of the waste facility at the end of the contract term.

The support services budget reflects the recharge of central support and departmental/divisional support costs to the service.

Fees and charges income is derived from a refuse container hire service to residential property landlords and the provision of a rechargeable household waste collection service to residential hostels / homes, universities, schools and premises occupied by a charity and wholly or mainly used for charitable purposes.

The Government grant is the approved government credit of £34.5m for the waste PFI. This is set up as a 25 year annuity at a rate of 6.3% per annum. This translates into an annual grant of £2.8m to the authority.



The recharge to the housing revenue account is 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 budget adjustment is due to the realignment of divisional overheads following the service reviews of the 2011/12 budget planning process and a revision of capital charges to the service.

The inflation increase is the annual contract price variation.

The budget savings have arisen from reduced contract costs resulting from lower than previously anticipated levels of waste tonnage and efficiency savings from revised specifications which are not deemed detrimental to the quality of service. The service is continuously seeking improvements in business/operational processes so that resources are utilised more economically, effectively and efficiently especially in the current economic climate. These changes will be monitored to ensure service delivery continues to meet expectations.

### Waste PFI summary budget table

	2011/12 Total Budget £000	Budget Adjustments £000	Inflation £000	Commitments £000	Savings £000	Growth £000	2012/13 Total Budget £000
<b>WASTE PFI</b>	<b>21,735</b>	<b>(72)</b>	<b>460</b>	<b>0</b>	<b>(2,314)</b>	<b>0</b>	<b>19,809</b>

	2010/11 Outturn £000	2011/12 Total Budget £000	2012/13 Total Budget £000
<b>Subjective analysis</b>			
Employees	289	323	351
Premises	36	65	65
Transport	4	3	3
Supplies and services	20,035	20,560	20,193
Third party payments	36	2,859	1,454
Support services	3,140	2,531	2,439
Capital charges	29	9	29
<b>Total expenditure</b>	<b>23,568</b>	<b>26,350</b>	<b>24,535</b>
Fees and charges	(604)	(722)	(833)
Government grants	(2,776)	(2,776)	(2,776)
Other grants	(19)		
Miscellaneous income	(24)		
<b>Total income</b>	<b>(3,422)</b>	<b>(3,498)</b>	<b>(3,609)</b>
Net expenditure before recharges	20,146	22,851	20,926
Recharges to the general fund	(119)		
Recharges to the housing revenue account	(1,099)	(1,116)	(1,116)
<b>Total Net Expenditure</b>	<b>18,928</b>	<b>21,735</b>	<b>19,809</b>

<b>MOVEMENTS</b>	<b>£000</b>
2011/12 TOTAL BUDGET	21,735
BUDGET ADJUSTMENTS	(72)
INFLATION	460
COMMITMENTS	
SAVINGS	(2,314)
GROWTH	
<b>2012/13 TOTAL BUDGET</b>	<b>19,809</b>

## 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

The service operates with 511 FTE posts.

The premises budget covers the cost of repairs and maintenance, business rates, cleaning, rent and utility costs of Sandgate Estate, the operating base of the service.

The transport budget covers the hire and running costs (fuel, insurance, repairs and maintenance) of the vehicles for street cleansing operations. The service operates with 80 vehicles.

The supplies and services budget covers the direct operational costs (cleaning supplies, uniforms and equipment) of the service.

The third party payments 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.

The support services budget reflects the recharge of central support and departmental/divisional support costs to the service.

Miscellaneous income is from service contracts and ad-hoc jobs for various and external clients (tenant management organisations, housing associations, managing agents and other local authorities). However the main source of funding is the recharge to the housing revenue account for the provision of pest control, cleaning and grounds maintenance services to the Council's housing department.

The budget adjustments relate to the realignment of divisional budgets following a service review in the 2011/12 budget planning process and the inflation adjustment, for the increase in fuel prices. The saving will be through the generation of additional income from pest control services.

### Hygiene services summary budget tables

	2011/12 Total Budget £000	Budget Adjustments £000	Inflation £000	Commitments £000	Savings £000	Growth £000	2012/13 Total Budget £000
<b>HYGIENE SERVICES</b>	(11)	72	2	0	(84)	0	(21)

	2010/11	2011/12	2012/13
	Outturn	Total Budget	Total Budget
	£000	£000	£000
<b>Subjective analysis</b>			
Employees	12,368	11,718	11,788
Premises	425	419	419
Transport	810	810	812
Supplies and services	581	473	473
Third party payments	264	390	385
Support services	176	595	413
Capital charges	59	2	8
<b>Total expenditure</b>	<b>14,683</b>	<b>14,407</b>	<b>14,298</b>
Fees and charges	(62)	(51)	(105)
Miscellaneous income	(473)	(495)	(495)
<b>Total income</b>	<b>(534)</b>	<b>(545)</b>	<b>(599)</b>
Net expenditure before recharges	14,149	13,862	13,699
Recharges to the general fund	(377)	(313)	(283)
Recharges to the housing revenue account	(13,377)	(13,560)	(13,437)
<b>Total net expenditure</b>	<b>395</b>	<b>(11)</b>	<b>(21)</b>

<b>MOVEMENTS</b>	<b>£000</b>
<b>2011/12 TOTAL BUDGET</b>	(11)
BUDGET ADJUSTMENTS	72
INFLATION	2
COMMITMENTS	
SAVINGS	(84)
GROWTH	
<b>2012/13 TOTAL BUDGET</b>	<b>(21)</b>

## Sustainable Energy Strategy

### Description of service

The sustainable energy strategy unit is responsible for the Council's corporate sustainability function and overseeing the delivery of the Council's energy and carbon reduction strategy.

The unit consists of six full-time equivalent posts with responsibility for the following functions:

- procurement and management of the Council's five corporate energy contracts (value £18m per annum);
- ensuring statutory compliance with the new Carbon Reduction Commitment legislation (which obliges the Council to report annually and pay tax on building related carbon emissions)
- delivering and ensuring compliance with Display Energy Certificate legislation
- levering in capital funding
- identifying and project managing the installation of energy efficiency measures in the corporate, school and housing stock
- supporting local businesses to install measures and reduce emissions through the Council's '200 Club' business support mechanism

The team's focus has therefore moved dramatically from its original focus on energy management of the Council's housing estates.

The third party payments budget is for payments to contractors working on the low carbon zone (LCZ) project. This is fully funded by the Greater London Authority and is reflected as other grants income. The goal of the project is to assist in the delivery of corporate sustainability objectives such as the delivery of Council and borough-wide carbon emission reduction targets as well as the delivery of safer, warmer, greener housing targets.

The support services budget reflects the recharge of central support and departmental/divisional support costs to the service.

The recharge to the general fund (i.e. housing general fund) is for the management of energy performance certificates (EPC) and other domestic energy efficiency measures on behalf of housing services. There is also a recharge to the housing revenue account 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.

The budget adjustment is due to the realignment of divisional overheads following the service reviews of the 2011/12 budget planning process.

### Sustainable energy strategy summary budget tables

	2011/12 Total Budget £000	Budget Adjustments £000	Inflation £000	Commitments £000	Savings £000	Growth £000	2012/13 Total Budget £000
<b>SUSTAINABLE ENERGY STRATEGY</b>	<b>327</b>	<b>51</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>378</b>

	2010/11	2011/12	2012/13
	Outturn	Total Budget	Total Budget
	£000	£000	£000
<b>Subjective analysis</b>			
Employees	506	378	379
Premises	45	10	
Transport	1	1	1
Supplies and services	107	11	
Third party payments	107	153	152
Support services	156	105	167
<b>Total expenditure</b>	<b>923</b>	<b>658</b>	<b>699</b>
Fees and charges	(3)	(6)	
Government grants	(11)		
Other grants	(112)	(113)	(113)
Miscellaneous income	(7)		
<b>Total income</b>	<b>(133)</b>	<b>(119)</b>	<b>(113)</b>
Net expenditure before recharges	790	539	586
Recharges to the general fund	(94)	(94)	(94)
Recharges to the housing revenue account	(117)	(118)	(118)
<b>Total Net Expenditure</b>	<b>579</b>	<b>327</b>	<b>378</b>

<b>MOVEMENTS</b>	<b>£000</b>
<b>2011/12 TOTAL BUDGET</b>	<b>327</b>
BUDGET ADJUSTMENTS	51
INFLATION	
COMMITMENTS	
SAVINGS	
GROWTH	
<b>2012/13 TOTAL BUDGET</b>	<b>378</b>

## Culture, Libraries, Learning and Leisure

### Description of division

The culture, libraries, learning and leisure division has the responsibility for the operation of the Council's 12 libraries, five leisure centres, one water sports centre, various sports grounds, its sports development programme, adult learning service as well as arts and heritage services.

This division consists of four main areas namely:

- Libraries – 12 standard libraries
- Leisure – five leisure centres, a water sports centre, sports grounds, community sports activities
- Culture – arts & three heritage facilities
- Adult learning – provides community learning funded by a skills funding agency grant

	2011/12 Total Budget £000	Budget Adjustments £000	Inflation £000	Commitments £000	Savings £000	Growth £000	2012/13 Total Budget £000
<b>SERVICES</b>							
CLLL MANAGEMENT	(31)	(6)					(37)
LIBRARIES SERVICES	7,960	5			(274)		7,691
LEISURE AND WELLBEING	3,991	364	91		(345)		4,101
CULTURE	1,775	(411)		53	(50)	45	1,412
ADULT LEARNING SERVICE	33	292			(42)		282
<b>CULTURE LIBRARIES LEARNING AND LEISURE</b>	<b>13,728</b>	<b>243</b>	<b>91</b>	<b>53</b>	<b>(711)</b>	<b>45</b>	<b>13,449</b>

	2010/11 Outturn £000	2011/12 Total Budget £000	2012/13 Total Budget £000
<b>Subjective analysis</b>			
Employees	7,418	7,486	6,610
Premises	1,237	1,930	1,903
Transport	147	100	(9)
Supplies and services	3,911	2,386	2,543
Third party payments	2,309	2,570	2,056
Support services	2,669	2,062	2,099
Capital charges	1,551	637	1,142
<b>Total expenditure</b>	<b>19,243</b>	<b>17,171</b>	<b>16,344</b>
Fees and charges	(1,230)	(1,294)	(843)
Government grants	(115)		(1,784)
Other grants	(2,265)	(1,966)	(102)
Miscellaneous income	(38)		
<b>Total income</b>	<b>(3,648)</b>	<b>(3,260)</b>	<b>(2,729)</b>
Net expenditure before recharges	15,595	13,911	13,614
Recharges to the general fund	(155)	(183)	(165)
<b>Total Net Expenditure</b>	<b>15,440</b>	<b>13,728</b>	<b>13,449</b>

<b>MOVEMENTS</b>	<b>£000</b>
2011/12 TOTAL BUDGET	13,728
BUDGET ADJUSTMENTS	243
INFLATION	91
COMMITMENTS	53
SAVINGS	(711)
GROWTH	45
<b>2012/13 TOTAL BUDGET</b>	<b>13,449</b>

## Culture, Libraries, Learning and Leisure Overheads

### Description of service

This budget covers management support to the whole of culture, libraries, learning and leisure (CLLL). It consists of the head of service and some central divisional budgets. The support services budget is also for recharging departmental service overheads.

### Culture, libraries, learning and leisure overheads summary budget tables

	2011/12 Total Budget £000	Budget Adjustments £000	Inflation £000	Commitments £000	Savings £000	Growth £000	2012/13 Total Budget £000
<b>C L L AND L OVERHEADS</b>	<b>(31)</b>	<b>(6)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(37)</b>

	2010/11 Outturn £000	2011/12 Total Budget £000	2012/13 Total Budget £000
<b>Subjective analysis</b>			
Employees	188	180	180
Transport			
Supplies and services	88	4	4
Support services	(100)	(194)	(146)
Capital charges			
<b>Total expenditure</b>	<b>176</b>	<b>(10)</b>	<b>38</b>
Miscellaneous income	(1)		
<b>Total income</b>	<b>(1)</b>		
Net expenditure before recharges	175	(10)	38
Recharges to the general fund	(92)	(21)	(75)
<b>Total Net Expenditure</b>	<b>83</b>	<b>(31)</b>	<b>(37)</b>

<b>MOVEMENTS</b>	<b>£000</b>
2011/12 TOTAL BUDGET	(31)
BUDGET ADJUSTMENTS	(6)
INFLATION	
COMMITMENTS	
SAVINGS	
GROWTH	
<b>2012/13 TOTAL BUDGET</b>	<b>(37)</b>

## Libraries

### Description of service

There are 12 libraries in Southwark as well as the home library service for residents unable to otherwise access libraries due to ill health, disability or frailty. The service offers lending of books, recorded music and film for all age groups; materials in a range of languages and formats and free access to ICT. Seven libraries offer a free Wi-Fi service to complement provision of PC access. All libraries have extensive programmes of activities for adults, children and families including homework help, story times for very young children, reading groups for people of all ages, individual help with ICT, author events, holiday activities for children and young people and more recently structured programmes of adult learning at John Harvard Library and Canada Water. The service is increasing its use in terms of both loans and visitors, which runs counter to the overall national trend, which is one of decline.

The libraries employee budget is based on an establishment of 131 FTE posts. The premises costs include repairs and maintenance, business rates, cleaning, rent and utility costs for the 12 libraries, while supplies and services include book stock fund, magazine subscriptions, ICT costs and the leasing costs of copiers.

Support services represent 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 represent depreciation charges on the assets used by the business unit.

The income is mainly from fines, DVD rental and hall lettings.

Savings identified are the result of the recent libraries service review, but are mainly the result of a major staff restructuring.

### Libraries services summary budget tables

	2011/12 Total Budget £000	Budget Adjustments £000	Inflation £000	Commitments £000	Savings £000	Growth £000	2012/13 Total Budget £000
<b>LIBRARIES</b>	<b>7,960</b>	<b>5</b>	<b>0</b>	<b>0</b>	<b>(274)</b>	<b>0</b>	<b>7,691</b>

	2010/11 Outturn £000	2011/12 Total Budget £000	2012/13 Total Budget £000
<b>Subjective analysis</b>			
Employees	3,996	4,736	4,345
Premises	503	1,224	1,227
Transport	49	28	27
Supplies and services	1,340	1,147	1,218
Third party payments	6	16	16
Support services	1,754	1,389	1,234
Capital charges	558	228	430
<b>Total expenditure</b>	<b>8,206</b>	<b>8,768</b>	<b>8,497</b>
Fees and charges	(331)	(527)	(527)
Other grants	(111)	(103)	(102)
Miscellaneous income	(25)		
<b>Total income</b>	<b>(466)</b>	<b>(629)</b>	<b>(629)</b>
Net expenditure before recharges	7,740	8,138	7,869
Recharges to the general fund	(14)	(178)	(178)
<b>Total net expenditure</b>	<b>7,726</b>	<b>7,960</b>	<b>7,691</b>



<b>MOVEMENTS</b>	<b>£000</b>
<b>2011/12 TOTAL BUDGET</b>	<b>7,960</b>
BUDGET ADJUSTMENTS	5
INFLATION	
COMMITMENTS	
SAVINGS	(274)
GROWTH	
<b>2012/13 TOTAL BUDGET</b>	<b>7,691</b>

## 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, which includes continuation of a more limited sports development function. 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.

Leisure and wellbeing also includes the leisure management contract; Fusion being the provider contracted to deliver services across the council's leisure centres.

Three of the Council's leisure centres have been upgraded significantly over the past 3 years as part of a £12.3 million investment in leisure. Work will start in 2012/13 on a new leisure centre at Elephant & Castle, and a major refurbishment of Seven Islands Leisure Centre is planned within the next three years. The service has also been successful in attracting external funding from a range of national bodies including the Football Foundation and Sport England.

The leisure and wellbeing employee budget is based on an establishment of 13 FTE posts. Premises costs are mainly for maintenance of the leisure centres and sports grounds, as well as some business rates and rental costs for sports grounds. Third party payments are mainly for the Leisure Management contract cost.

Support services represent 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.

The capital charges represent depreciation charges on the assets used by the business unit.

The budget adjustments are mainly due to an increase in depreciation due to the refurbishment of leisure centres, whilst savings comprise contract savings delivered by the new Leisure Management Agreement and efficiency savings from reorganisation of management staff.

### Leisure and wellbeing summary budget table

	2011/12 Total Budget £000	Budget Adjustments £000	Inflation £000	Commitments £000	Savings £000	Growth £000	2012/13 Total Budget £000
<b>LEISURE AND WELLBEING</b>	<b>3,991</b>	<b>364</b>	<b>91</b>	<b>0</b>	<b>(345)</b>	<b>0</b>	<b>4,101</b>

	2010/11	2011/12	2012/13
	Outturn	Total Budget	Total Budget
Subjective analysis	£000	£000	£000
Employees	1,201	684	557
Premises	466	439	424
Transport	81	42	(36)
Supplies and services	363	175	58
Third party payments	2,204	2139	2,025
Support services	361	326	475
Capital charges	902	404	656
<b>Total expenditure</b>	<b>5,578</b>	<b>4,210</b>	<b>4,160</b>
Fees and charges	(224)	(219)	(59)
Government grants	(95)		
Other grants	(224)		
Miscellaneous income	(6)		
<b>Total income</b>	<b>(549)</b>	<b>(219)</b>	<b>(59)</b>
Net expenditure before recharges	5,029	3,991	4,101
Recharges to the general fund	(36)		
<b>Total net expenditure</b>	<b>4,993</b>	<b>3,991</b>	<b>4,101</b>

MOVEMENTS	£000
<b>2011/12 TOTAL BUDGET</b>	3,991
BUDGET ADJUSTMENTS	364
INFLATION	91
COMMITMENTS	
SAVINGS	(345)
GROWTH	
<b>2012/13 TOTAL BUDGET</b>	<b>4,101</b>

## Culture

### Description of service

The culture service comprises the arts unit and the heritage & museums unit, and is leading on the 2012 Cultural Olympiad for the council. The heritage & museums unit comprises the Cuming Museum, the local history library, Kingswood House and the Council's art collection.

The culture employee budget is based on an establishment of 13 FTE posts and the premises costs are related to maintenance and running costs of the three sites. Supplies and services are associated with running certain events such as Black History Month, as well as storage costs of the arts collection and a one-off allocation to Kingswood House for a feasibility study.

Support services represent management and support services costs (divisional and corporate) which have been apportioned to the service.

Third party payments are made up of grants to voluntary organisations.

Fees and charges are from property rental income.

The £411k budget adjustment is due to the transfer of the events unit to the communications unit during 2011/12. Efficiency savings will be made from reorganisation of management and support staff, and there is a £10k reduction in the grant to South London Gallery. The growth is for a one-off feasibility study at Kingswood House and the commitment is for Olympics related costs.

### Culture summary budget tables

	2011/12 Total Budget £000	Budget Adjustments £000	Inflation £000	Commitments £000	Savings £000	Growth £000	2012/13 Total Budget £000
<b>CULTURE</b>	1,775	(411)	0	53	(50)	45	1,412

	2010/11 Outturn £000	2011/12 Total Budget £000	2012/13 Total Budget £000
<b>Subjective analysis</b>			
Employees	986	914	571
Premises	175	169	154
Transport	16	31	
Supplies and services	1,199	211	510
Third party payments	98	413	13
Support services	568	475	238
Capital charges	64	3	35
<b>Total expenditure</b>	<b>3,107</b>	<b>2,216</b>	<b>1,522</b>
Fees and charges	(515)	(402)	(110)
Government grants	(20)		
Other grants	(16)		
Miscellaneous income	(5)		
<b>Total income</b>	<b>(556)</b>	<b>(402)</b>	<b>(110)</b>
Net expenditure before recharges	2,550	1,814	1,412
Recharges to the general fund	(48)	(39)	
<b>Total net expenditure</b>	<b>2,502</b>	<b>1,775</b>	<b>1,412</b>

<b>MOVEMENTS</b>	<b>£000</b>
<b>2011/12 TOTAL BUDGET</b>	<b>1,775</b>
BUDGET ADJUSTMENTS	(411)
INFLATION	
COMMITMENTS	53
SAVINGS	(50)
GROWTH	45
<b>2012/13 TOTAL BUDGET</b>	<b>1,412</b>

## Adult Learning Service

### Description of service

The Southwark Adult Learning Service provides 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 fully funded by the Skills Funding Agency (SFA) and therefore has a minimal net budget for the academic year. The adult learning service employee budget is based on an establishment of 20 FTE posts, which includes management and support staff, tutors and nursery staff.

The running costs of the Thomas Calton Centre, including business rates, cleaning and utilities are included under premises costs.

Support services 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.

About 40% of the adult learning provision is contracted out to various organisations outside of the Council.

The income is generated from SFA grants, nursery fees and course fees.

Efficiency savings will be made from reorganisation of management and support staff.

### Adult learning service summary budget tables

	2011/12 Total Budget £000	Budget Adjustments £000	Inflation £000	Commitments £000	Savings £000	Growth £000	2012/13 Total Budget £000
<b>ADULT LEARNING SERVICE</b>	<b>33</b>	<b>292</b>	<b>0</b>	<b>0</b>	<b>(42)</b>	<b>0</b>	<b>282</b>

	2010/11 Outturn £000	2011/12 Total Budget £000	2012/13 Total Budget £000
<b>Subjective analysis</b>			
Employees	1,048	973	957
Premises	93	98	98
Transport	1		
Supplies and services	922	848	753
Third party payments	1	1	1
Support services	87	66	298
Capital charges	26	2	19
<b>Total expenditure</b>	<b>2,177</b>	<b>1,987</b>	<b>2,126</b>
Fees and charges	(161)	(147)	(147)
Government grants			(1,784)
Other grants	(1,914)	(1,863)	
Miscellaneous income	(1)		
<b>Total income</b>	<b>(2,076)</b>	<b>(2,010)</b>	<b>(1,931)</b>
Net expenditure before recharges	101	(22)	195
Recharges to the general fund	35	55	88
<b>Total net expenditure</b>	<b>136</b>	<b>33</b>	<b>282</b>

<b>MOVEMENTS</b>	<b>£000</b>
<b>2011/12 TOTAL BUDGET</b>	33
BUDGET ADJUSTMENTS	292
INFLATION	
COMMITMENTS	
SAVINGS	(42)
GROWTH	
<b>2012/13 TOTAL BUDGET</b>	<b>282</b>

## Deputy Chief Executive

The overall aim of the deputy chief executive's (DCE) department is to provide leadership to transform the Council, to engage the talents of our workforce and to deliver regeneration across the borough in support of the Council's fairer future for all vision. The department is made up of the corporate strategy, human resources, planning and regeneration divisions. The department leads on the Council's strategic relationships with a range of external stakeholders and oversees delivery of some of the core Council-wide functions. There are a number of core interlinked objectives and themes governing the DCE work:

- The aim of the regeneration division is to deliver the key regeneration programmes across the borough, maximising benefits for residents and providing the infrastructure for an improved environment
- The planning division works to ensure that the built environment continues to deliver optimal social, economic and environmental benefits for the borough
- The corporate strategy division provides support and advice to the corporate management team, the Leader of the Council, the Cabinet and political groups in respect to strategy, policy, communication and performance
- The human resources division provides brings together the Council's functions for human resources, learning and development, payroll, pensions administration and workforce planning.

The work of DCE supports the priority theme in the Council Plan 2011-14 around transforming public services through partnership and innovation. The department is focussed on responding to the challenges facing the Council and its partners in a tough financial climate of providing high quality and responsive public services at a reduced cost. DCE supports the following objectives within the Council Plan:

- Transformation towards a more flexible organisation that works with partners and residents to enable sustainable personalised services
- Forging a new relationship between the Council and our residents, built on trust, openness and transparency in all we do
- Put in place a performance framework, including a refreshed approach to equalities, that best supports implementation of the plan (and budget) at all levels across the Council. This will include the delivery of shared services as a central budget theme
- Keeping value for money at the core of everything the council does to achieve the best outcomes for the investments made and to help keep council tax low
- Building an accessible and innovative organisation with efficient shared services and accessible local delivery

### Deputy chief executive's department summary budget tables

DIVISIONS	2011/12 Total Budget £000	Budget Adjustments £000	Inflation £000	Commitments £000	Savings £000	Growth £000	2012/13 Total Budget £000
HUMAN RESOURCES AND ORGANISATIONAL DEVELOPMENT	5,413	525	11		(268)		5,681
CORPORATE STRATEGY AND COMMUNICATIONS	4,591	282			(273)		4,600
PLANNING	2,885				(215)		2,670
REGENERATION AND PROPERTY	6,708	(1,408)			(301)		4,999
<b>DEPUTY CHIEF EXECUTIVE</b>	<b>19,598</b>	<b>(601)</b>	<b>11</b>	<b>0</b>	<b>(1,056)</b>	<b>0</b>	<b>17,951</b>



<b>Subjective analysis</b>	<b>2010/11 Outturn £000</b>	<b>2011/12 Total Budget £000</b>	<b>2012/13 Total Budget £000</b>
Employees	22,173	19,982	20,672
Premises	1,889	1,728	1,250
Transport	156	138	157
Supplies and services	15,757	6,082	5,396
Third party payments	32	119	200
Transfer payments			
Support services	4,272	3,062	3,064
Capital charges	7,410	1,965	448
<b>Total Expenditure</b>	<b>51,688</b>	<b>33,076</b>	<b>31,187</b>
Fees and charges	(5,106)	(6,044)	(5,655)
Government grants	(1,668)	(326)	
Other grants	(1,719)	(1,746)	(1,970)
Miscellaneous income	(341)	(4)	
<b>Total Income</b>	<b>(8,834)</b>	<b>(8,119)</b>	<b>(7,625)</b>
Net Expenditure before recharges	42,854	24,957	23,562
Recharges to the general fund	(5,796)	(5,257)	(5,259)
Recharges to the housing revenue account	(1,631)	(102)	(352)
<b>Total net expenditure</b>	<b>35,427</b>	<b>19,598</b>	<b>17,951</b>

<b>MOVEMENTS</b>	<b>£000</b>
<b>2011/12 TOTAL BUDGET</b>	19,598
INFLATION	11
BUDGET ADJUSTMENTS	(601)
COMMITMENTS	
SAVINGS	(1,056)
GROWTH	
<b>2012/13 TOTAL BUDGET</b>	<b>17,951</b>

## Human Resources

### Description of division

The human resources division brings together the Council's functions for human resources, payroll and pensions administration. It provides leadership for the organisation around workforce development to ensure that the Council can deliver a modern, flexible and skilled workforce for a fast moving London borough. This division has 128 FTEs and a budget of £5.68m.

The division includes the organisational development unit, which provides strategic direction and support to build capacity within training, development and management across the Council. It 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.

The human resources division has identified savings of £218k in 2012/13. These will be met from a reduction in the division's staff by changing the way the Council works by extending self-service across the organisation. These are part of the HR shared services review which was first implemented in April 2009 following the move to the Council's new offices at Tooley Street.

A further saving of £58k has been identified within organisational development from further efficiencies in service delivery arising from the development of the "Mylearningsource" web based learning management system. As a by-product this has enabled greater economic purchasing and development of interventions requiring reduced professional and back office resources.

### Human Resources summary budget tables

COST CENTRE GROUPS / BUSINESS UNITS	2011/12						2012/13
	Total Budget £000	Budget Adjustments £000	Inflation £000	Commitments £000	Savings £000	Growth £000	Total Budget £000
HUMAN RESOURCES	401		11		(87)		326
PAYROLL	463	(6)			(0)		457
INDUSTRIAL SAFETY	126				(45)		80
SUPPORT SERVICES	253	6			(31)		228
HR CORPORATE DEPARTMENTS	2,339				(47)		2,292
PENSIONS	591				(0)		591
TOFTUDS	248	5			0		252
ADULT TRAINING MANAGEMENT AND DEVELOPMENT	728				0		728
	264	520			(58)		726
<b>HUMAN RESOURCES</b>	<b>5,413</b>	<b>525</b>	<b>11</b>	<b>0</b>	<b>(268)</b>	<b>0</b>	<b>5,681</b>

<b>Subjective analysis</b>	<b>2010/11 Outturn £000</b>	<b>2011/12 Total Budget £000</b>	<b>2012/13 Total Budget £000</b>
Employees	6,570	5,196	5,864
Premises	31	42	36
Transport	30	19	20
Supplies and services	860	880	834
Third party payments	1		
Transfer payments			
Support services	5	15	22
Capital charges	11	15	
<b>Total Expenditure</b>	<b>7,508</b>	<b>6,167</b>	<b>6,775</b>
Fees and charges	(87)	(349)	(526)
Government grants	(124)		
Other grants	1		(167)
Miscellaneous income	(194)	(4)	
<b>Total Income</b>	<b>(405)</b>	<b>(353)</b>	<b>(693)</b>
Net expenditure before recharges	7,104	5,814	6,083
Recharges to the general fund	(682)	(400)	(402)
Recharges to the housing revenue account			
<b>Total net expenditure</b>	<b>6,422</b>	<b>5,413</b>	<b>5,681</b>

<b>MOVEMENTS</b>	<b>£000</b>
<b>2011/12 TOTAL BUDGET</b>	<b>5,413</b>
INFLATION	11
BUDGET ADJUSTMENTS	525
COMMITMENTS	
SAVINGS	(268)
GROWTH	
<b>2012/13 TOTAL BUDGET</b>	<b>5,681</b>

## Corporate Strategy

### Description of division

Southwark Council's "Council Plan" sets out a vision to create a fairer future for all. The vision sets out the importance of managing every penny carefully, being a compassionate Council and fostering a culture of innovation through partnership. The corporate strategy division plays a central role in ensuring the priorities of the Council Plan are embedded through the Council by providing cross-Council support to programmes and projects to bring about change throughout the organisation. The work of corporate strategy can only be achieved by working collaboratively with others across and beyond organisational boundaries.

The aims of the division are to provide the highest quality support and advice to the corporate management team, the Leader of the Council, the Cabinet and to the political groups in Council Assembly centred around policy and strategy development, partnerships and performance. Corporate strategy also leads on a number of the Council's strategic partnerships – such as the new Health and Well Being Board for Southwark.

The division is responsible for a one-Council approach to transformation, for policy development, communications delivery and strategy and partnership activity. The division aims to deliver a consistent and high quality approach to how the Council formulates policy, realises opportunities for improvement, and communicates internally and with the communities of Southwark. The division also leads on the Council's work with partners in the private and voluntary sectors to support residents in gaining employment and qualifications.

Corporate strategy division was reorganised in 2009/10, amalgamating several business units. During 2010/11, support to the Cabinet and opposition offices was reorganised, with these two teams brought into the corporate strategy division. In 2011, the housing strategy team was brought into the division, and in January 2012 the Council's economic development function and the departmental coordination function of the old regeneration and neighbourhoods department were also brought into the division.

The division has 96 FTEs and a budget of £4.6m. Savings of £273k have been identified for the division for 2012/13 which will be met by a review of the division's staffing levels and support costs.

### Corporate strategy summary budget tables

<b>COST CENTRE GROUPS / BUSINESS UNITS</b>	<b>2011/12 Total Budget £000</b>	<b>Budget Adjustments £000</b>	<b>Inflation £000</b>	<b>Commitments £000</b>	<b>Savings £000</b>	<b>Growth £000</b>	<b>2012/13 Total Budget £000</b>
CORPORATE STRATEGY	1,679				(80)		1,598
COMMUNICATIONS	898				(50)		848
EVENTS AND FILM		282					282
ECONOMIC DEVELOPMENT	2,014				(143)		1,871
<b>CORPORATE STRATEGY</b>	<b>4,591</b>	<b>282</b>	<b>0</b>	<b>0</b>	<b>(273)</b>	<b>0</b>	<b>4,600</b>

	2010/11 Outturn £000	2011/12 Total Budget £000	2012/13 Total Budget £000
<b>Subjective analysis</b>			
Employees	4,163	3,989	4,128
Premises	74	4	4
Transport	21	20	46
Supplies and services	4,709	1,202	1,223
Third party payments	13		81
Transfer payments			
Support services			
Capital charges	1		
<b>Total Expenditure</b>	<b>8,981</b>	<b>5,216</b>	<b>5,482</b>
Fees and charges	(97)		(257)
Government grants	(855)		
Other grants	(435)	(100)	(100)
Miscellaneous income	(47)		
<b>Total Income</b>	<b>(1,433)</b>	<b>(100)</b>	<b>(357)</b>
Net Expenditure before recharges	7,548	5,116	5,125
Recharges to the general fund	(235)	(525)	(525)
<b>Total net expenditure</b>	<b>7,313</b>	<b>4,591</b>	<b>4,600</b>

<b>MOVEMENTS</b>	<b>£000</b>
2011/12 TOTAL BUDGET	4,591
INFLATION	
BUDGET ADJUSTMENTS	282
COMMITMENTS	
SAVINGS	(273)
GROWTH	
<b>2012/13 TOTAL BUDGET</b>	<b>4,600</b>

## **Regeneration and Property**

### **Description of the division**

A fairer future for Southwark is built on having strong and successful communities. Our plans for regeneration need to work for local people and businesses, and be sustained in the longer term by local people. The Regeneration division leads on the Council's major regeneration schemes, ensuring that they deliver benefits and opportunities for all Southwark's communities. The division is working to deliver a number of Council Plan promises including the Council's promise to build the first new family homes on the Aylesbury Estate and at Elephant and Castle. The division is also developing long-term improvement plans for Camberwell and Peckham and working on a number of smaller regeneration schemes that will make the borough a better place to live, work and visit. The division is made up of a number of discrete regeneration and property teams in total comprising 126 FTEs and an overall budget of £4.99m. These teams include:

### **Elephant and Castle**

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, and currently being updated by the Core Strategy and revised SPD, proposes the demolition of 1,212 Council estate homes, transforming the Elephant and Castle shopping centre and the removal of subways around the gyratory. The opportunity area has the capacity for over 4,000 new and replacement homes and up to 45,000 sq metres of retail and leisure space, new open spaces, an enhanced public transport interchange and social and economic opportunities for residents.

### **Aylesbury regeneration**

The Aylesbury 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 aim of the unit is to lead on estate redevelopment, taking the lead in the preparation, procurement and commercial negotiation relating to both land and regeneration partnership transactions, ensuring that all transactions are completed within affordability parameters and with a proportionate commercial risk profile, regional and national stakeholders.

### **Property**

The Council's property assets are a key strategic resource. The prudent stewardship of the Council's land and buildings is key to delivering regeneration, in driving forward efficiency savings, improving services, and in raising our organisation's capacity to respond fully to the future challenges. Moreover, the size and diversity of the Council's portfolio provides the Council with opportunities to deploy its asset base to secure sustainable benefits for its whole community by participating as a key player at a local and regional level. Property Services organises its property assets to support the Council's vision. It engages with divisions from across the Council. The unit is structured into five teams – property support, portfolio, corporate, development, and capital project delivery.

### **Canada Water and Bermondsey Spa**

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 with British Land Canada Quays to redevelop a number of key sites in and around Surrey Quays shopping centre. The second stream is creating a planning framework that will facilitate appropriate change across a wider area and working with other services to deliver investment into the area, including in a new school for Rotherhithe.

In consultation with local people the Council has formulated a master plan to shape the regeneration of the Bermondsey Spa area. The master-plan 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 programmes and services; it will also continue to provide housing and re-housing opportunities for the borough.

## Southwark Schools for Future

Building Schools for the Future (BSF) was a central government investment programme to allow every Council to transform their secondary school estate. Southwark Schools for the Future (SSF) is Southwark's BSF programme. The role of the unit is to manage the implementation of the Southwark schools for the future procurement programme and to complete the procurement of the local education partnership, a limited company that will deliver the SSF programme. The SSF secondary programme is an investment of £200m for 12 secondary schools; this includes two brand new schools and the Walworth Academy.

### Director and business support

The director's office is responsible for creating and maintaining links with members and other chief officers, with the budget consisting mainly of corporate charges and Service Level Agreements to reflect the corporate costs for supporting departmental functions.

### Regeneration and property summary budget tables

COST CENTRE GROUPS / BUSINESS UNITS	2011/12	Budget	Inflation	Commitments	Savings	Growth	2012/13
	Total Budget £000	Adjustments £000	£000	£000	£000	£000	Total Budget £000
REGENERATION AND PROPERTY TEAMS	7,746	(1,742)			(236)		5,768
PROJECTS	223	(71)					151
CPHA SURPLUS	(48)	266					217
PHA PROPERTIES	(1,547)	152			(50)		(1,445)
BUSINESS SUPPORT	335	(12)			(15)		308
<b>REGENERATION AND PROPERTY</b>	<b>6,708</b>	<b>(1,408)</b>	<b>0</b>	<b>0</b>	<b>(301)</b>	<b>0</b>	<b>4,999</b>

Subjective analysis	2010/11	2011/12	2012/13
	Outturn £000	Total Budget £000	Total Budget £000
Employees	5,882	5,209	5,389
Premises	1,733	1,674	1,208
Transport	61	71	63
Supplies and services	8,308	3,064	2,548
Third party payments			
Transfer payments			
Support services	4,096	3,047	3,042
Capital charges	7,394	1,949	448
<b>Total Expenditure</b>	<b>27,475</b>	<b>15,014</b>	<b>12,698</b>
Fees and charges	(3,705)	(4,257)	(3,399)
Government grants	(92)		
Other grants	151		
Miscellaneous income	(56)		
<b>Total Income</b>	<b>(3,702)</b>	<b>(4,257)</b>	<b>(3,399)</b>
Net Expenditure before recharges	23,772	10,757	9,299
Recharges to the general fund	(4,287)	(3,947)	(3,948)
Recharges to the housing revenue account	(1,631)	(102)	(352)
<b>Total net expenditure</b>	<b>17,854</b>	<b>6,708</b>	<b>4,999</b>

<b>MOVEMENTS</b>	<b>£000</b>
<b>2011/12 TOTAL BUDGET</b>	6,708
INFLATION	
BUDGET ADJUSTMENTS	(1,408)
COMMITMENTS	
SAVINGS	(301)
GROWTH	
<b>2012/13 TOTAL BUDGET</b>	<b>4,999</b>



## Planning

### Description of division

The Planning division 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 overall objective of the 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

The total FTEs for the division is 142 and the budget is £2.67m

### Planning summary budget tables

<b>COST CENTRE GROUPS / BUSINESS UNITS</b>	<b>2011/12 Total Budget £000</b>	<b>Budget Adjustments £000</b>	<b>Inflation £000</b>	<b>Commitments £000</b>	<b>Savings £000</b>	<b>Growth £000</b>	<b>2012/13 Total Budget £000</b>
HEAD OF PLANNING AND TRANSPORT DEVELOPMENT	222	(4)					218
CONTROL	1,421	(16)			(215)		1,190
BUILDING CONTROL	(14)	9					(5)
PLANNING POLICY	586						586
TRANSPORT PLANNING	670	10					681
<b>PLANNING</b>	<b>2,885</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(215)</b>	<b>0</b>	<b>2,670</b>

<b>Subjective analysis</b>	<b>2010/11 Outturn £000</b>	<b>2011/12 Total Budget £000</b>	<b>2012/13 Total Budget £000</b>
Employees	5,558	5,589	5,291
Premises	51	8	3
Transport	43	28	28
Supplies and services	1,880	936	791
Third party payments	18	119	119
Transfer payments			
Support services	171		
Capital charges	3		
<b>Total Expenditure</b>	<b>7,724</b>	<b>6,680</b>	<b>6,232</b>
Fees and charges	(1,218)	(1,438)	(1,474)
Government grants	(597)	(326)	0
Other grants	(1,436)	(1,646)	(1,703)
Miscellaneous income	(43)		
<b>Total Income</b>	<b>(3,294)</b>	<b>(3,410)</b>	<b>(3,177)</b>
Net Expenditure before recharges	4,430	3,270	3,055
Recharges to the general fund	(593)	(385)	(385)
<b>Total net expenditure</b>	<b>3,838</b>	<b>2,885</b>	<b>2,670</b>

<b>MOVEMENTS</b>	<b>£000</b>
<b>2011/12 TOTAL BUDGET</b>	2,885
INFLATION	
BUDGET ADJUSTMENTS	
COMMITMENTS	
SAVINGS	(215)
GROWTH	
<b>2012/13 TOTAL BUDGET</b>	<b>2,670</b>

## Finance and Resources

The spending review of October 2010 heralded the most significant change for local government in this generation. All Council services will need to be transformed over a very short period, and finance and resources will play a key role in achieving this fundamental change.

The department will continue to explore new ways of working, develop technology, and make better use of facilities to provide more efficient and effective support to the Council's services. We also face major challenges to fully integrate the working of our various divisions, procure and manage key contracts and improve the revenues and benefits service.

### Description of department

Finance and resources provides the corporate support services of finance, facilities management, information and data services and procurement, as well as the revenues and benefits service. It is headed by the finance director who is the designated chief financial officer, and manages the department through the senior management team (SMT), consisting of the heads of the department's six service divisions, plus the head of financial governance.

Housing and council tax benefit payments make up the majority of the department's expenditure; employees, premises and service contracts make up most of the remainder. Support service expenditure is charged out to service departments as central overheads. Income consists mostly of government grants.

The department also controls a number of budgets that are not allocated to departments but are managed centrally under the heading of corporate budgets. These include contingency budgets and technical accounting budgets such as the reversal of depreciation and employee benefit charges reflected in departmental service budgets. One of the main corporate budgets is the Council's insurance budget.

The department manages a number of corporate and strategic contracts, some of which, such as the Council's information and communications technology managed service, are undergoing new supplier selection processes.

### Finance and resources department summary budget tables

DIVISIONS	2011/12	Budget				Growth £000	2012/13
	Total Budget £000	Adjustments £000	Inflation £000	Commitments £000	Savings £000		Total Budget £000
DIRECTOR'S OFFICE	568	(102)			(75)		391
FINANCIAL AND MANAGEMENT ACCOUNTING	5301	22			(372)		4,951
SPECIAL PROJECTS	1,029	328			(23)		1,334
FINANCIAL SERVICES	7,490	(4,454)			(500)		2,536
FINANCIAL GOVERNANCE	953						953
REVENUES AND BENEFITS	8,878	1,971			(627)		10,222
INFORMATION AND DATA SERVICES	9,615	3,707	208		(525)		13,005
CORPORATE FACILITIES MANAGEMENT	13,242	1,242	200		(555)		14,129
CORPORATE BUDGETS	(10,800)	401		3,085	(2,000)		(9,314)
<b>FINANCE AND RESOURCES</b>	<b>36,276</b>	<b>3,115</b>	<b>408</b>	<b>3,085</b>	<b>(4,677)</b>	<b>0</b>	<b>38,207</b>

<b>Subjective analysis</b>	<b>2010/11 Outturn £000</b>	<b>2011/12 Total Budget £000</b>	<b>2012/13 Total Budget £000</b>
Employees	22,513	18,470	22,935
Premises	16,683	20,970	17,354
Transport	209	575	173
Supplies and services	14,970	13,987	21,851
Third party payments	22,098	22,381	11,410
Rent allowances	12,090	92,963	92,963
Rent rebates	91,794	97,639	97,639
Council tax rebates	102,469	29,084	29,084
Other transfer payments	26,841	150	150
Support services	9,996	7,609	7,234
Capital charges	11,207	16,438	19,487
<b>Total expenditure</b>	<b>330,871</b>	<b>320,266</b>	<b>320,280</b>
Fees and charges	(8,215)	(5,932)	(5,440)
Government grants	(223,331)	(232,227)	(232,485)
Other grants	(11)	(11)	(11)
Miscellaneous income	(4,454)	(6,999)	(3,521)
<b>Total income</b>	<b>(236,012)</b>	<b>(245,169)</b>	<b>(241,457)</b>
Net expenditure before recharges	94,859	75,097	78,823
Recharges to the general fund	(14,784)	(34,930)	(37,790)
Recharges to the housing revenue account	(3,930)	(3,891)	(2,827)
<b>Total net expenditure</b>	<b>76,144</b>	<b>36,276</b>	<b>38,207</b>

<b>MOVEMENTS</b>	<b>£000</b>
2011/12 TOTAL BUDGET	36,277
INFLATION	408
BUDGET ADJUSTMENTS	3,114
COMMITMENTS	3,085
SAVINGS	(4,677)
GROWTH	
<b>2012/13 TOTAL BUDGET</b>	<b>38,207</b>

## Director's Office

The finance director provides professional leadership and management to the finance, procurement, facilities management and information and communication technology functions across the Council and is responsible for the revenues and benefits service. In addition, the finance director has the statutory Section 151 role.

The director's office budget includes accountancy trainees, for which some of the cost is recharged to the business units to which they are assigned. The number of professional accounting trainee posts is being reduced over a number of years from nine to three.

### Director's office summary budget tables

	2011/12 Total Budget £000	Budget Adjustments £000	Inflation £000	Commitments £000	Savings £000	Growth £000	2012/13 Total Budget £000
<b>DIRECTOR'S OFFICE</b>	568	(102)	0	0	(75)	0	391

<b>Subjective Analysis</b>	2010/11 Outturn £000	2011/12 Total Budget £000	2012/13 Total Budget £000
Employees	219	450	375
Premises		1	1
Transport	7	7	7
Supplies And Services	267	188	87
Third Party Payments			
Transfer Payments			
Support Services	62	66	66
Capital Charges	2	1	
<b>Total Expenditure</b>	<b>557</b>	<b>713</b>	<b>536</b>
Fees and charges			
Government grants			
Other grants			
Miscellaneous income	(9)		
<b>Total Income</b>	<b>(9)</b>	<b>0</b>	<b>0</b>
Net expenditure before recharges	548	713	536
Recharges to the general fund	(89)	(145)	(145)
<b>Total net expenditure</b>	<b>459</b>	<b>568</b>	<b>391</b>

<b>MOVEMENTS</b>	<b>£000</b>
<b>2011/12 TOTAL BUDGET</b>	568
INFLATION	
BUDGET ADJUSTMENTS	(102)
COMMITMENTS	
SAVINGS	(75)
GROWTH	
<b>2012/13 TOTAL BUDGET</b>	<b>391</b>

## Financial and Management Accounting

### Description of division

The financial and management accounting division is managed by the deputy finance director. The division provides corporate leadership on financial planning and financial reporting as well as performing the financial support functions within the main service departments.

The division is undergoing a significant restructure, which embraces shared ways of working, enhanced use of information technology, development of standard models for monitoring and control, and the removal of obsolete or unnecessarily bureaucratic processes. This will reduce the number of posts in the division from 115 to around 106 in 2012. This and other efficiencies such as cancellation of non-essential corporate subscriptions to accountancy bodies and reduced attendance at accounting and financial seminars and professional events have produced efficiency savings of £372k.

### Financial and management accounting summary budget tables

	2011/12 Total Budget £000	Budget Adjustments £000	Inflation £000	Commitments £000	Savings £000	Growth £000	2012/13 Total Budget £000
<b>SERVICES</b>							
DEPUTY FINANCE DIRECTOR	115						115
FINANCIAL MONITORING, BUDGETS AND PLANNING	488	(5)			(28)		455
FINANCIAL ACCOUNTING	1,006	27			(44)		989
CHILDREN'S SERVICES FINANCE	960	43			(67)		936
ENVIRONMENT FINANCE	844	(70)			(58)		716
REGENERATION FINANCE	412				(30)		382
HEALTH AND COMMUNITY SERVICES FINANCE	1,134	27			(72)		1,089
HOUSING FINANCE	342				(73)		269
<b>FINANCIAL &amp; MANAGEMENT ACCOUNTING</b>	<b>5,301</b>	<b>22</b>	<b>0</b>	<b>0</b>	<b>(372)</b>	<b>0</b>	<b>4,951</b>

Subjective Analysis	2010/11 Outturn £000	2011/12 Total Budget £000	2012/13 Total Budget £000
Employees	5,511	4,865	4,492
Premises			1
Transport	6	2	2
Supplies And Services	514	435	457
Third Party Payments			
Transfer Payments			
Support Services			
Capital Charges	3,250		
<b>Total Expenditure</b>	<b>9,281</b>	<b>5,302</b>	<b>4,952</b>
Fees and charges			
Government grants			
Other grants			
Miscellaneous income	(64)	(1)	(1)
<b>Total Income</b>	<b>(64)</b>	<b>(1)</b>	<b>(1)</b>
<b>Total net expenditure</b>	<b>9,217</b>	<b>5,301</b>	<b>4,951</b>

<b>MOVEMENTS</b>	<b>£000</b>
<b>2011/12 TOTAL BUDGET</b>	5,301
INFLATION	
BUDGET ADJUSTMENTS	22
COMMITMENTS	
SAVINGS	(372)
GROWTH	
<b>2012/13 TOTAL BUDGET</b>	<b>4,951</b>

## Special Projects

### Description of division

The special projects division is managed by the assistant finance director (special projects). It consists of 32 FTE posts and provides a pool of expertise to advise on procurement and special projects. It also provides financial support to the three central departments: deputy chief executive's department; communities, law & governance; and finance and resources.

The division is responsible for procurement and management of several corporate service and supply contracts. In addition, a new team has recently been developed to monitor the department's main service contracts, which should provide for improved services through better management of contracts.

### Special projects division summary budget tables

	2011/12 Total Budget	Budget Adjustments	Inflation	Commitments	Savings	Growth	2012/13 Total Budget
SERVICES	£000	£000	£000	£000	£000	£000	£000
SPECIAL PROJECTS	998	184			(23)		1,159
CORPORATE PROGRAMME UNIT	31	144					175
<b>SPECIAL PROJECTS</b>	<b>1,029</b>	<b>328</b>	<b>0</b>	<b>0</b>	<b>(23)</b>	<b>0</b>	<b>1,334</b>

	2010/11 Outturn	2011/12 Total Budget	2012/13 Total Budget
Subjective Analysis	£000	£000	£000
Employees	1,345	1,458	1,763
Premises			
Transport	8	6	6
Supplies And Services	153	37	37
Third Party Payments	72		
Transfer Payments			
Support Services			
Capital Charges			
<b>Total Expenditure</b>	<b>1,578</b>	<b>1,501</b>	<b>1,806</b>
Fees and charges	(3)		
Government grants			
Other grants			
Miscellaneous income	(39)	(472)	(472)
<b>Total Income</b>	<b>(42)</b>	<b>(472)</b>	<b>(472)</b>
Net expenditure before recharges	1,536	1,029	1,334
Recharges to the general fund	(28)		
<b>Total net expenditure</b>	<b>1,508</b>	<b>1,029</b>	<b>1,334</b>



<b>MOVEMENTS</b>	<b>£000</b>
<b>2011/12 TOTAL BUDGET</b>	1,029
INFLATION	
BUDGET ADJUSTMENTS	328
COMMITMENTS	
SAVINGS	(23)
GROWTH	
<b>2012/13 TOTAL BUDGET</b>	<b>1,334</b>

## Financial Services

### Description of division

The financial services division, managed by the assistant finance director (financial services), includes financial transaction processing, internal audit and counter-fraud services, risk and insurance, management of the main financial system (SAP), and management of the pension fund.

The division consists of 87 FTE posts and manages the contracts for internal audit, corporate insurance, and pension fund investment management.

The audit and fraud service has undergone a restructure in 2012, which includes absorbing the benefit fraud investigation function, previously part of the outsourced revenues and benefits service. This will allow for a more coordinated and efficient approach to counter-fraud and audit activities. This, together with a reduction of the number of posts and reduced running costs in the finance transactional shared service (FTSS) due to more efficient ways of working, will achieve efficiency savings estimated at £500k.

A £4.4m budget for corporate insurance premiums has been vired from risk and insurance to corporate budgets.

### Financial services summary budget tables

	2011/12 Total Budget £000	Budget Adjustments £000	Inflation £000	Commitments £000	Savings £000	Growth £000	2012/13 Total Budget £000
<b>SERVICES</b>							
ADF FINANCIAL SERVICES	107						107
FINANCE TRANSACTIONAL SHARED SERVICES	1,518	224			(224)		1,518
AUDIT AND FRAUD	965	(8)			(276)		681
INCOME COLLECTION	(221)						(221)
PENSION FUND INVESTMENT	(49)						(49)
RISK AND INSURANCE	4,693	(4,400)					293
SAP FINANCE	477	(270)					207
<b>FINANCIAL SERVICES</b>	<b>7,490</b>	<b>(4,454)</b>	<b>0</b>	<b>0</b>	<b>(500)</b>	<b>0</b>	<b>2,536</b>

	2010/11	2011/12	2012/13
	Outturn	Total	Total Budget
Subjective Analysis	£000	Budget	£000
Employees	3,720	3,281	3,375
Premises	59	4,714	105
Transport	32	503	28
Supplies And Services	1,720	2,759	1,194
Third Party Payments	472	453	41
Transfer Payments			
Support Services	213		
Capital Charges			
<b>Total Expenditure</b>	<b>6,216</b>	<b>11,710</b>	<b>4,743</b>
Fees and charges	(87)	(699)	(220)
Government grants			(75)
Other grants	(11)	(11)	(11)
Miscellaneous income	(40)		(50)
<b>Total Income</b>	<b>(138)</b>	<b>(710)</b>	<b>(356)</b>
Net expenditure before recharges	6,078	11,000	4,387
Recharges to the general fund	(883)	(2,740)	(1,081)
Recharges to the housing revenue account	(610)	(770)	(770)
<b>Total net expenditure</b>	<b>4,585</b>	<b>7,490</b>	<b>2,536</b>

<b>MOVEMENTS</b>	<b>£000</b>
2011/12 TOTAL BUDGET	7,490
INFLATION	
BUDGET ADJUSTMENTS	(4,454)
COMMITMENTS	
SAVINGS	(500)
GROWTH	
<b>2012/13 TOTAL BUDGET</b>	<b>2,536</b>

## Financial Governance

### Description of service

Financial governance is not part of one of the service divisions in the department, but is a small team of 3.4 FTE posts, which reports directly to the finance director. The head of financial governance is also a member of the department's senior management team.

The role of the team is to ensure that there is a framework in place for proper financial administration of the Council's financial affairs. It provides strategic advice, direction and support to the Council to maintain a healthy balance between the benefits of local financial management and the corporate need for high quality standards.

Savings in 2012/13 onward will be dependent on post Audit Commission arrangements and on risk assessment by the successor external auditor.

### Financial governance summary budget tables

	2011/12 Total Budget £000	Budget Adjustments £000	Inflation £000	Commitments £000	Savings £000	Growth £000	2012/13 Total Budget £000
<b>FINANCIAL GOVERNANCE</b>	<b>953</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>953</b>

	2010/11 Outturn £000	2011/12 Total Budget £000	2012/13 Total Budget £000
<b>Subjective Analysis</b>			
Employees	242	215	215
Premises			
Transport			
Supplies And Services	669	738	738
Third Party Payments			
Transfer Payments			
Support Services			
Capital Charges			
<b>Total Expenditure</b>	<b>911</b>	<b>953</b>	<b>953</b>
Fees and charges			
Government grants			
Other grants			
Miscellaneous income	(4)		
<b>Total Income</b>	<b>(4)</b>	<b>0</b>	<b>0</b>
Net expenditure before recharges	907	953	953
Recharges to the general fund			
<b>Total net expenditure</b>	<b>907</b>	<b>953</b>	<b>953</b>

<b>MOVEMENTS</b>	<b>£000</b>
2011/12 TOTAL BUDGET	953
INFLATION	
BUDGET ADJUSTMENTS	
COMMITMENTS	
SAVINGS	
GROWTH	
<b>2012/13 TOTAL BUDGET</b>	<b>953</b>

## Revenues and Benefits

### Description of division

The revenues and benefits service was brought back under the direct management of the Council in April 2011. The new revenues and benefits division is managed by the assistant director (revenues and benefits) and consists of 223 FTE posts as at 1 April 2012.

The division is responsible for the billing and collection of council tax and business rates, and the administration of the housing benefit and council tax benefit service.

The division's income comes from a variety of central government grants for the administration of the services and specific fees/charges.

Budget savings will come from negotiated savings from the Northgate managed ICT contract (£70k); a reduction in the requirement for temporary resources from Capita following successful recruitment to full time posts and further service specific reviews.

### Revenues and benefits division summary budget tables

	2011/12 Total Budget £000	Budget Adjustments £000	Inflation £000	Commitments £000	Savings £000	Growth £000	2012/13 Total Budget £000
<b>SERVICES</b>							
BENEFITS	(7,431)	2,814					(4,617)
REVENUES	6,765	1,528			(70)		8,223
QUALITY AND DEVELOPMENT	447	3,101					3,548
SERVICE CONTRACTS	9,097	(5,472)			(557)		3,068
<b>REVENUES AND BENEFITS</b>	<b>8,878</b>	<b>1,971</b>	<b>0</b>	<b>0</b>	<b>(627)</b>	<b>0</b>	<b>10,222</b>

	2010/11 Outturn £000	2011/12 Total Budget £000	2012/13 Total Budget £000
<b>Subjective analysis</b>			
Employees	2,496	1,034	8,547
Premises	14	107	60
Transport	16	11	14
Supplies and services	2,903	556	1,236
Third party payments	12,090	9,544	2,696
Rent allowances	91,794	92,963	92,963
Rent rebates	102,469	97,639	97,639
Council tax rebates	26,841	29,084	29,084
Other transfer payments	133	150	150
Support services	5,605	5,368	5,367
Capital charges			
<b>Total expenditure</b>	<b>244,362</b>	<b>236,457</b>	<b>237,757</b>
Fees and charges	(5,032)	(5,233)	(5,220)
Government grant	(223,331)	(222,315)	(222,315)
Other grants			
Miscellaneous income	(34)		
<b>Total income</b>	<b>(228,397)</b>	<b>(227,548)</b>	<b>(227,535)</b>
Net expenditure before recharges	15,965	8,909	10,222
Recharges to the general fund		(31)	
<b>Total net expenditure</b>	<b>15,965</b>	<b>8,878</b>	<b>10,222</b>

<b>MOVEMENTS</b>	<b>£000</b>
2011/12 TOTAL BUDGET	8,878
INFLATION	
BUDGET ADJUSTMENTS	1,971
COMMITMENTS	
SAVINGS	(627)
GROWTH	
<b>2012/13 TOTAL BUDGET</b>	<b>10,222</b>

## Information and Data Services

### Description of division

The information and data services division (IDSD) is responsible for setting, implementing and monitoring the Council's information and data strategy. It provides information and communications technology (ICT) support to Council services and advises how technology and information systems can support and enable business initiatives.

The division consists of 39 FTE posts as at 1 April 2012 and manages the main corporate information and communications technology contracts, including the corporate managed ICT service contract, for which the division is in the process of a procuring a new service provider.

The service has reduced its costs in 2011/12 through restructuring the core element of the division and streamlining the contract management arrangements. Further efficiencies will be explored through the procurement of new IT contracts and a review of the management of the Council's major IT applications, which will coincide with the end of the current managed ICT service contract with Serco in July 2012.

Depreciation for the ICT assets is included in the budget adjustment column

### Information and data services summary budget tables

	2011/12 Total Budget £000	Budget Adjustments £000	Inflation £000	Commitments £000	Savings £000	Growth £000	2012/13 Total Budget £000
<b>SERVICES</b>							
APPLICATION DATA AND OPERATIONS	1,939						1,939
DATA SECURITY	1,219						1,219
TECHNOLOGY	6,457	3,707	208		(525)		9,847
<b>INFORMATION AND DATA SERVICES</b>	<b>9,615</b>	<b>3,707</b>	<b>208</b>	<b>0</b>	<b>(525)</b>	<b>0</b>	<b>13,005</b>

	2010/11 Outturn £000	2011/12 Total Budget £000	2012/13 Total Budget £000
<b>Subjective Analysis</b>			
Employees	2,302	2,728	2,326
Premises	104	278	
Transport	5	17	3
Supplies And Services	1,516	387	970
Third Party Payments	7,641	7,247	6,930
Transfer Payments			
Support Services			
Capital Charges	708	524	4,342
<b>Total Expenditure</b>	<b>12,277</b>	<b>11,180</b>	<b>14,570</b>
Fees And Charges			
Government Grants			
Other Grants			
Miscellaneous Income	(195)	(188)	(188)
<b>Total Income</b>	<b>(195)</b>	<b>(188)</b>	<b>(188)</b>
Net expenditure before recharges	<b>12,082</b>	<b>10,992</b>	<b>14,382</b>
Recharges to the general fund	(1,181)	(854)	(854)
Recharges to the housing revenue account	(724)	(523)	(523)
<b>Total net expenditure</b>	<b>10,177</b>	<b>9,615</b>	<b>13,005</b>

<b>MOVEMENTS</b>	<b>£000</b>
<b>2011/12 TOTAL BUDGET</b>	<b>9,615</b>
INFLATION	208
BUDGET ADJUSTMENTS	3,707
COMMITMENTS	
SAVINGS	(525)
GROWTH	
<b>2012/13 TOTAL BUDGET</b>	<b>13,005</b>



## Corporate Facilities Management

### Description of division

The corporate facilities management division is managed by the head of corporate facilities management. The division is responsible for the direct management of the Council's major operational buildings, the corporate statutory compliance programme, and the provision of professional facilities management support to all Council services. The division consists of 60 FTE posts at 1 April 2012 and manages several contracts for facilities management to the Council's non-housing estate.

The division aims to optimise the sustainable use of corporate resources through setting corporate standards, centralising data management, and improving services through its procurement programme.

Cost savings will follow the reductions in levels of building repair and maintenance in response to future office and asset management strategies. A review and restructuring of the corporate facilities management function, including existing contracts and service levels, plus new contract arrangements to support 160 Tooley Street, will produce further savings.

### Corporate facilities management summary budget tables

	2011/12 Total Budget £000	Budget Adjustments £000	Inflation £000	Commitments £000	Savings £000	Growth £000	2012/13 Total Budget £000
<b>SERVICES</b>							
FACILITIES OPERATIONS	12,158	1,242	200		(555)		13,045
TECHNICAL COMMISSIONING	1,084						1,084
<b>CORPORATE FACILITIES MANAGEMENT</b>	<b>13,242</b>	<b>1,242</b>	<b>200</b>	<b>0</b>	<b>(555)</b>	<b>0</b>	<b>14,129</b>

	2010/11 Outturn £000	2011/12 Total Budget £000	2012/13 Total Budget £000
<b>Subjective Analysis</b>			
Employees	2,759	2,351	1,754
Premises	15,747	15,625	15,792
Transport	60	25	24
Supplies And Services	1,391	468	460
Third Party Payments	148	71	824
Transfer Payments			
Support Services	2,294	744	370
Capital Charges	4,991	475	900
<b>Total Expenditure</b>	<b>27,390</b>	<b>19,759</b>	<b>20,124</b>
Fees and charges	(3093)		
Government grants			
Other grants			
Miscellaneous income	(35)	(2811)	(2811)
<b>Total Income</b>	<b>(3,128)</b>	<b>(2,811)</b>	<b>(2,811)</b>
Net expenditure before recharges	24,262	16,948	17,313
Recharges to the general fund	(4,406)	(2,215)	(1,693)
Recharges to the housing revenue account	(1,491)	(1,491)	(1,491)
<b>Total net expenditure</b>	<b>18,365</b>	<b>13,242</b>	<b>14,129</b>

<b>MOVEMENTS</b>	<b>£000</b>
<b>2011/12 TOTAL BUDGET</b>	13,242
INFLATION	200
BUDGET ADJUSTMENTS	1,242
COMMITMENTS	
SAVINGS	(555)
GROWTH	
<b>2012/13 TOTAL BUDGET</b>	<b>14,129</b>

## Corporate Budgets

### Description of budgets

There are a number of budgets that are not allocated direct to departments and are therefore managed centrally under the heading of corporate budgets. These include contingency budgets and technical accounting budgets such as the reversal of depreciation and employee benefit charges reflected in departmental service budgets in order that they do not impact on the net budget requirement or level of council tax that the Council sets each year.

One of the main corporate budgets is the Council's insurance budget. 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 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.

### Corporate budgets summary tables

	2011/12 Total Budget £000	Budget Adjustments £000	Inflation £000	Commitments £000	Savings £000	Growth £000	2012/13 Total Budget £000
<b>SERVICES</b>							
<b>CORPORATE BUDGETS</b>	<b>(10,800)</b>	<b>401</b>	<b>0</b>	<b>3,085</b>	<b>(2000)</b>	<b>0</b>	<b>(9,314)</b>

	2010/11 Outturn £000	2011/12 Total Budget £000	2012/13 Total Budget £000
<b>Subjective Analysis</b>			
Employees	3,915	2,088	88
Premises	759	245	1,395
Transport	74	5	90
Supplies And Services	5,837	8,419	16,672
Third Party Payments	1,675	5,065	918
Transfer Payments			
Support Services	1,821	1,431	1,431
Capital Charges		15,438	14,245
<b>Total Expenditure</b>	<b>14,081</b>	<b>32,692</b>	<b>34,841</b>
Fees and charges		(30)	
Government grants		(9,931)	(10,095)
Other grants		20	
Miscellaneous income	(4,034)	(3,528)	
<b>Total Income</b>	<b>(4,034)</b>	<b>(13,469)</b>	<b>(10,095)</b>
Net expenditure before recharges	10,047	19,223	24,745
Recharges to the general fund	3,760	(28,916)	(34,017)
Recharges to the housing revenue account	(1,105)	(1,106)	(42)
<b>Total net expenditure</b>	<b>12,701</b>	<b>(10,800)</b>	<b>(9,314)</b>

<b>MOVEMENTS</b>	<b>£000</b>
<b>2011/12 TOTAL BUDGET</b>	<b>(10,800)</b>
INFLATION	
BUDGET ADJUSTMENTS	401
COMMITMENTS	3,085
SAVINGS	(2,000)
GROWTH	
<b>2012/13 TOTAL BUDGET</b>	<b>(9,314)</b>

## Communities, Law & Governance

The department provides a mix of front-line and back office services, and continues to make significant savings focussed as much as possible on back office services. Legal services in particular is moving towards sharing more services with the London Borough of Lambeth in order to drive savings, with joint procurement of the barristers framework contract implemented and a number of joint teams being set up.

In the last year the department has had to react quickly to changes driven by the impact of cuts on both the Council and the voluntary sector, and we expect to continue to have to meet this challenge, as well as leading the continued improvement of the whole Council's relationship with the voluntary sector

### Description of department

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. It also provides land charges, coronial and registrar services to the public.

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.

Staffing costs and grants to the voluntary sector form the majority of the expenditure budget with income being achieved through the delivery of legal service to departments and registration and land charges services to the public.

### Communities, law & governance department summary budget tables

DIVISIONS	2011/12 Total Budget £000	Budget Adjustments £000	Inflation £000	Commitments £000	Savings £000	Growth £000	2012/13 Total Budget £000
BUSINESS MANAGEMENT	438	(242)					196
ELECTIONS AND REGISTRATION SERVICES	461	207			(30)		638
SCRUTINY	329	(8)			(65)		256
LEGAL SERVICES	991	161			(400)	62	815
COMMUNITY ENGAGEMENT	9,290	(79)		(473)	(466)		8,273
<b>COMMUNITIES, LAW &amp; GOVERNANCE</b>	<b>11,510</b>	<b>40</b>	<b>0</b>	<b>(473)</b>	<b>(961)</b>	<b>62</b>	<b>10,178</b>

	<b>2010/11</b>	<b>2011/12</b>	<b>2012/13</b>
	<b>Outturn</b>	<b>Total Budget</b>	<b>Total Budget</b>
<b>Subjective analysis</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
Employees	10,197	9,530	9,592
Premises	353	249	303
Transport	173	155	161
Supplies and services	12,011	5,323	5,249
Third party payments	2,724	2,504	1,683
Transfer payments			
Support services	3,239	3,695	3,322
Capital charges	29	54	34
<b>Total expenditure</b>	<b>28,725</b>	<b>21,511</b>	<b>20,344</b>
Fees and charges	(1,868)	(1,295)	(1,295)
Government grants	(204)	(179)	(179)
Other grants	(1,244)	(965)	(965)
Miscellaneous Income	(75)	(7)	(7)
<b>Total income</b>	<b>(3,391)</b>	<b>(2,446)</b>	<b>(2,446)</b>
Net expenditure before recharges	25,335	19,065	17,898
Recharges to the general fund	(12,521)	(7,555)	(7,720)
<b>Total net expenditure</b>	<b>12,814</b>	<b>11,510</b>	<b>10,178</b>

<b>MOVEMENTS</b>	<b>£000</b>
2011/12 TOTAL BUDGET	11,510
INFLATION	
BUDGET ADJUSTMENTS	40
COMMITMENTS	(473)
SAVINGS	(961)
GROWTH	62
<b>2012/13 TOTAL BUDGET</b>	<b>10,178</b>

## Business Management

The Business and Performance Manager provides the core business support to the communities, law & governance department. The service has 3.5 FTE posts and responsibilities include departmental secretarial support.

The reduction in the 'support services' budget reflects the reduced support costs reallocated to the service following the transfer of member support and community council functions to community engagement.

### Business management summary budget tables

	2011/12 Total Budget £000	Budget Adjustments £000	Inflation £000	Commitments £000	Savings £000	Growth £000	2012/13 Total Budget £000
<b>BUSINESS MANAGEMENT</b>	438	(242)	0	0	0	0	196

	2010/11 Outturn £000	2011/12 Total Budget £000	2012/13 Total Budget £000
<b>Subjective Analysis</b>			
Employees	219	142	177
Premises			
Transport	1		
Supplies And Services	20		
Third Party Payments			
Transfer Payments			
Support Services	296	296	19
Capital Charges			
<b>Total Expenditure</b>	<b>537</b>	<b>438</b>	<b>196</b>
Fees and charges			
Government grants			
Other grants			
Miscellaneous income	(1)		
<b>Total Income</b>	<b>(1)</b>	<b>0</b>	<b>0</b>
<b>Total net expenditure</b>	<b>536</b>	<b>438</b>	<b>196</b>

<b>MOVEMENTS</b>	<b>£000</b>
<b>2011/12 TOTAL BUDGET</b>	438
INFLATION	
BUDGET ADJUSTMENTS	(242)
COMMITMENTS	
SAVINGS	
GROWTH	
<b>2012/13 TOTAL BUDGET</b>	<b>196</b>

## Elections and Registration Services

### Description of division

Elections and registration services provides a number of statutory functions. All elections and referenda are run by the division 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.

Southwark is the lead authority in the Inner South London coronial consortium, and provides administrative and management support to the office of the coroner, an autonomous office of the crown. Registrars is a statutory service for the registration of births, deaths and marriages. It also provides a nationality checking service and conducts citizenship ceremonies.

The budget adjustment reflects an increase in reallocated support costs following the inclusion of two services from the division of customer services. This is categorised as 'support services' in the subjective analysis table. The service plans to save £30k by increasing the use of data matching techniques leading to a more targeted annual canvass process. The service structure has 27.4 FTE posts as at 1 April 2012.

### Elections and registration services summary budget tables

	2011/12 Total Budget £000	Budget Adjustments £000	Inflation £000	Commitments £000	Savings £000	Growth £000	2012/13 Total Budget £000
<b>SERVICES</b>							
CUSTOMER SERVICES (part of)	145	(21)					125
ELECTORAL SERVICES	315	228			(30)		513
<b>ELECTIONS AND REGISTRATION SERVICES</b>	<b>461</b>	<b>207</b>	<b>0</b>	<b>0</b>	<b>(30)</b>	<b>0</b>	<b>638</b>



	<b>2010/11 Outturn £000</b>	<b>2011/12 Total Budget £000</b>	<b>2012/13 Total Budget £000</b>
<b>Subjective Analysis</b>			
Employees	1,692	1,316	1,355
Premises	126	137	137
Transport	8	9	9
Supplies And Services	1,145	884	854
Third Party Payments	176	236	236
Transfer Payments			
Support Services	120	185	374
Capital Charges	9	54	34
<b>Total Expenditure</b>	<b>3,277</b>	<b>2,821</b>	<b>2,998</b>
Fees and charges	(1,331)	(1,207)	(1,207)
Government grants	(204)	(179)	(179)
Other grants	(1,241)	(965)	(965)
Miscellaneous income	(13)	(7)	(7)
<b>Total Income</b>	<b>(2,789)</b>	<b>(2,358)</b>	<b>(2,358)</b>
net expenditure before recharges	488	463	640
recharges to the general fund		(2)	(2)
<b>Total net expenditure</b>	<b>488</b>	<b>461</b>	<b>638</b>

<b>MOVEMENTS</b>	<b>£000</b>
2011/12 TOTAL BUDGET	461
INFLATION	
BUDGET ADJUSTMENTS	207
COMMITMENTS	
SAVINGS	(30)
GROWTH	
<b>2012/13 TOTAL BUDGET</b>	<b>638</b>

## Scrutiny

### Description of division

The scrutiny team supports and develops 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.

The service plans to save £65k by reviewing the structure of scrutiny committees to reduce administrative and other costs while maintaining effective oversight of Council activities. The service structure consists of 4 FTE posts.

### Scrutiny division summary budget tables

	2011/12 Total Budget £000	Adjustments £000	Inflation £000	Commitments £000	Savings £000	Growth £000	2012/13 Total Budget £000
<b>SCRUTINY</b>	<b>329</b>	<b>(8)</b>	<b>0</b>	<b>0</b>	<b>(65)</b>	<b>0</b>	<b>256</b>

	2010/11 Outturn £000	2011/12 Total Budget £000	2012/13 Total Budget £000
<b>Subjective Analysis</b>			
Employees	243	245	195
Premises		1	1
Transport	1	3	1
Supplies And Services	22	41	28
Third Party Payments			
Transfer Payments			
Support Services	39	39	31
Capital Charges			
<b>Total Expenditure</b>	<b>304</b>	<b>329</b>	<b>256</b>
Fees and charges			
Government grants			
Other grants			
Miscellaneous income	(3)		
<b>Total Income</b>	<b>(3)</b>	<b>0</b>	<b>0</b>
<b>Total net expenditure</b>	<b>301</b>	<b>329</b>	<b>256</b>

<b>MOVEMENTS</b>	<b>£000</b>
2011/12 TOTAL BUDGET	329
INFLATION	
BUDGET ADJUSTMENTS	(8)
COMMITMENTS	
SAVINGS	(65)
GROWTH	
<b>2012/13 TOTAL BUDGET</b>	<b>256</b>

## Legal Services

### 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 in relation to governance matters, including Data Protection and Freedom of Information
- advice to members in Cabinet, 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

The budget adjustments reflect the transfer of the governance team to legal services and the creation of a corporate budget to fund the work of the team. The service plans to save £400k through a fundamental reorganisation of the legal teams, reducing senior management posts and further promoting modern ways of working. The growth item reflects the increasing service provision needs under freedom of information and data protection regimes. The service structure consists of 93.3 FTE posts as at 1 April 2012.

### Legal services summary budget tables

	2011/12 Total Budget £000	Budget Adjustments £000	Inflation £000	Commitments £000	Savings £000	Growth £000	2012/13 Total Budget £000
<b>SERVICES</b>							
LEGAL CORPORATE CLIENT	1,053	143					1,195
LEGAL SERVICES	(61)	19			(400)	62	(380)
<b>LEGAL SERVICES</b>	<b>991</b>	<b>161</b>	<b>0</b>	<b>0</b>	<b>(400)</b>	<b>62</b>	<b>815</b>

	<b>2010/11 Outturn £000</b>	<b>2011/12 Total Budget £000</b>	<b>2012/13 Total Budget £000</b>
<b>Subjective Analysis</b>			
Employees	5,567	5,814	5,877
Premises		6	6
Transport	52	63	67
Supplies And Services	7,267	556	656
Third Party Payments			
Transfer Payments			
Support Services	1,731	2,162	1,983
Capital Charges	5		
<b>Total Expenditure</b>	<b>14,621</b>	<b>8,601</b>	<b>8,589</b>
Fees and charges	(505)	(59)	(59)
Government grants			
Other grants			
Miscellaneous income	(35)		
<b>Total Income</b>	<b>(540)</b>	<b>(59)</b>	<b>(59)</b>
net expenditure before recharges	14,082	8,542	8,530
recharges to the general fund	(12,521)	(7,551)	(7,715)
<b>Total net expenditure</b>	<b>1,561</b>	<b>991</b>	<b>815</b>

<b>MOVEMENTS</b>	<b>£000</b>
2011/12 TOTAL BUDGET	991
INFLATION	
BUDGET ADJUSTMENTS	161
COMMITMENTS	
SAVINGS	(400)
GROWTH	62
<b>2012/13 TOTAL BUDGET</b>	<b>815</b>

# Community Engagement

## Description of division

Community engagement is made up of 4 teams:

- Neighbourhoods
- Commissioning and voluntary sector support
- Community participation
- Constitutional and community councils

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. It works 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 community councils to engage more people with the work the Council does in our neighbourhoods. It leads the Council's work on the Democracy Commission and the broader management of member decision making.

The division provide administrative, advisory and support services to Council committees (including community councils) the Cabinet and Council Assembly. The team also maintains the constitution, Council diary and forward plan.

The division 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 community councils and co-ordinating the work the Council and its partners do on a neighbourhood basis
- provision and promotion of the arrangements for devolved decision making
- supporting the democratic processes of the authority, particularly liaison with the Cabinet lead and political groups represented on the individual community councils and the Council
- maintenance and implementation of the constitution
- coordination and advice on the decision making processes of the Council Assembly, Cabinet, planning, licensing and standards committees
- ensuring adherence to and clarity of decision making processes, communication of decisions and effective tracking of decisions

The budget adjustments on the table below reflect the relative reduction in support costs allocated to the service following the transfer of some areas of activity to other departments. The negative commitment of £473k is the reduction in the Council's subscription to the London Councils voluntary sector grants programme. The service aims to deliver £466k of other savings through the rationalisation of community councils, a refocusing of the Council's voluntary sector grants programme with a subsequent loss of administrative costs. The service structure consists of 39.4 FTEs as at 1 April 2012.

## Community engagement division summary budget tables

	2011/12 Total Budget	Budget Adjustments	Inflation	Commitments	Savings	Growth	2012/13 Total Budget
	£000	£000	£000	£000	£000	£000	£000
<b>SERVICES</b>							
NEIGHBOURHOODS	595				(83)		512
CONSTITUTIONAL SUPPORT	479						479
COMMUNITY COUNCILS	525				(173)		352
MEMBER SUPPORT	1,926						1,926
COMMUNITY PARTICIPATION	423						423
VOLUNTARY SECTOR COMMISSIONING TEAM	4,201	21		(473)	(211)		3,539
HEAD OF SERVICE	1,142	(100)					1,042
<b>COMMUNITY ENGAGEMENT</b>	<b>9,290</b>	<b>(79)</b>		<b>(473)</b>	<b>(466)</b>		<b>8,273</b>

	2010/11 Outturn	2011/12 Total Budget	2012/13 Total Budget
	£000	£000	£000
<b>Subjective analysis</b>			
Employees	2,475	2,012	1,988
Premises	227	105	159
Transport	112	80	84
Supplies and services	3,556	3,843	3,711
Third party payments	2,548	2,268	1,447
Transfer Payments			
Support services	1,052	1,013	915
Capital charges	15		
<b>Total expenditure</b>	<b>9,986</b>	<b>9,322</b>	<b>8,304</b>
Fees and charges	(32)	(29)	(29)
Government grant			
Other grants	(3)		
Miscellaneous income	(23)		
<b>Total income</b>	<b>(58)</b>	<b>(29)</b>	<b>(29)</b>
Net expenditure before recharges	9,928	9,293	8,275
Recharges to the general fund		(3)	(3)
<b>Total net expenditure</b>	<b>9,928</b>	<b>9,290</b>	<b>8,273</b>

<b>MOVEMENTS</b>	<b>£000</b>
<b>2011/12 TOTAL BUDGET</b>	<b>9,290</b>
INFLATION	
BUDGET ADJUSTMENTS	(79)
COMMITMENTS	(473)
SAVINGS	(466)
GROWTH	
<b>2012/13 TOTAL BUDGET</b>	<b>8,273</b>

## Housing Services

### Strategic director's statement on department

The Housing Services department's activities are focused on:

- Ensuring Council housing is warm, dry and safe
- Delivering an improved repairs service
- Improving customer service
- Ensuring that homeowner charges are fair
- Delivering savings and providing VFM
- Increasing housing stock, using it effectively and reducing the use of temporary accommodation
- Involving customers in the improvement of services

The department comprises two major funding streams, the housing general fund (HGF) and the housing revenue account (HRA). The HGF is dealt with in detail over the following pages.

The HGF comprises:

- Customer experience - this is a new division which came into being in September 2011. The division is the client lead for the customer services contract, which delivers the customer call centre and one stop shops for the borough. It also provides corporate leadership for customer services and has responsibility for the delivery of the customer service strategy for the Council. The division is also responsible for customer complaints, blue badges and concessionary travel
- Housing strategy and options (community housing services) - provision of temporary bed and breakfast and private sector leased accommodation and support to vulnerable and homeless residents within the borough
- Area management - housing management related services such as stair lift maintenance and management of travellers' sites that are funded from the general fund.
- Other services - overheads and business support functions.

The HRA comprises:

- Maintenance and compliance - provides management of the day to day repairs service including maintenance of heating, electrics and lifts as well as gas servicing through the management of external contractors and in-house provision (Southwark Building Services). The division also ensures compliance with key safety legislation
- Major works - plans and delivers major elements of the Housing Investment Programme, specifically the Council's warm, dry, safe and FRA programmes and other landlord responsibilities
- Area management - provides day to day tenancy management services including tenancy checks, estate inspections and dealing with anti-social behaviour. This includes the management of empty properties, rent collection and arrears management
- Home ownership and tenant management initiatives - provides a broad range of services to secure tenants, homeowners and freeholders, prospective purchasers and their solicitors, estate agents and mortgagees. They are also responsible for the development and management of tenant managed organisations and the garage and commercial property portfolios.
- Housing strategy and options (community housing services) - provision of temporary hostel accommodation and estate void properties to support to vulnerable and homeless residents within the borough.

## Housing General Fund

The housing general fund (HGF) has 229.63 FTEs, 177.63 in community housing services and 52 in customer experience.

Major contracts include Vangent for the delivery of the customer service centre and one stop shops. This equates to around £13m and appears in the schedules below as third party payments. Orchard & Shipman and a range of other smaller providers supply the Council with bed and breakfast and private sector leased accommodation to meet temporary housing needs.

There are a number of key income streams across the housing general fund. These comprise: temporary accommodation £4.8m, travellers £0.1m, home improvement agency £0.5m. £1m supporting people funding comes through health and community services for the sheltered wardens support service, and a further £0.4m comes to temporary accommodation for supported hostel schemes. £0.6m of hostel costs are recharged to the HRA.

The major budget changes include the movement from HGF of £7.3m deferred charges and £1.5m of savings from customer experience, which have been re-profiled pending contract re-alignment and moved into the corporate centre. A £0.8m increase arising from volume and price changes has been applied to the budget for concessionary travel for Southwark residents and an inflationary uplift of £0.1m to the Vangent contract. Efficiency savings of £0.3m have been realised in Community Housing Services (CHS) from staff reductions and in the placements budgets.

Further detail is provided under individual divisions and services.

### Housing general fund summary budget tables

	2011/12 Total Budget	Budget Adjustments	Inflation	Commitments	Savings	Growth	2012/13 Total Budget
DIVISIONS	£000	£000	£000	£000	£000	£000	£000
HGF OTHER	708	(24)					684
COMMUNITY HOUSING SERVICES	16,101	(7,304)			(284)		8,513
CUSTOMER EXPERIENCE	25,529	1,611	143	792			28,075
AREA MANAGEMENT	76	47					123
<b>HOUSING GENERAL FUND</b>	<b>42,414</b>	<b>(5,671)</b>	<b>144</b>	<b>792</b>	<b>(284)</b>	<b>0</b>	<b>37,395</b>



	2010/11 Outturn £000	2011/12 Total Budget £000	2012/13 Total Budget £000
<b>Subjective analysis</b>			
Employees	10,294	9,804	9,794
Property Costs	1,129	971	1,269
Transport	119	72	88
Supplies and Services	9,383	8,543	7,436
Third Party Payments	14,365	12,189	13,302
Transfer Payments	7,347	10,654	11,446
Support Services	2,277	2,317	2,368
Capital Charges		7,346	
Depreciation	73		65
<b>Total expenditure</b>	<b>44,987</b>	<b>51,896</b>	<b>45,768</b>
Government Grants	(1,954)		
Other Grants & Contributions	48		
Fees and Charges	(6,200)	(6,103)	(5,214)
Customer Receipts	(1)		
Income for Third Parties	(54)	(50)	
Deductions & Reimbursements	(67)		
<b>Total income</b>	<b>(8,228)</b>	<b>(6,153)</b>	<b>(5,214)</b>
Net expenditure before recharges	36,759	45,743	40,554
General Recharges	(532)	(537)	(488)
Recharge from health and community services	(2,139)	(2,039)	(1,918)
Recharge from housing revenue account	(752)	(706)	(706)
Intra-Dept Overheads	0	(41)	(41)
Insurance Charge Recoveries	0	(6)	(6)
<b>Total net expenditure</b>	<b>33,336</b>	<b>42,414</b>	<b>37,395</b>

<b>MOVEMENTS</b>	<b>£000</b>
<b>2011/12 TOTAL BUDGET</b>	42,414
INFLATION	144
BUDGET ADJUSTMENTS	(5,671)
COMMITMENTS	792
SAVINGS	(284)
GROWTH	
<b>2012/13 TOTAL BUDGET</b>	<b>37,395</b>

## HGF Other

### Description of division

A support services function containing a small number of centralised overhead and recharge budgets. Budgets consist of pension expenses/ recharges & capital charges.

### HGF other summary budget tables

	2011/12 Total Budget	Budget Adjustments	Inflation	Commitments	Savings	Growth	2012/13 Total Budget
	£000	£000	£000	£000	£000	£000	£000
HGF & SS HOLDINGS	708	(24)					684
<b>HGF OTHER</b>	<b>708</b>	<b>(24)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>684</b>

	2010/11 Outturn	2011/12 Total Budget	2012/13 Total Budget
	£000	£000	£000
<b>Subjective analysis</b>			
Employees	1	143	143
Property Costs	(3)	6	6
Supplies and Services	16	9	9
Support Services	495	530	531
Capital Charges		25	
<b>Total expenditure</b>	<b>509</b>	<b>713</b>	<b>689</b>
<b>Total income</b>	<b>0</b>	<b>0</b>	<b>0</b>
Net expenditure before recharges	509	713	689
Insurance Charge Recoveries		(5)	(5)
<b>Total net expenditure</b>	<b>509</b>	<b>708</b>	<b>684</b>

<b>MOVEMENTS</b>	<b>£000</b>
<b>2011/12 TOTAL BUDGET</b>	<b>708</b>
INFLATION	
BUDGET ADJUSTMENTS	(24)
COMMITMENTS	
SAVINGS	
GROWTH	
<b>2012/13 TOTAL BUDGET</b>	<b>684</b>

## Community Housing Services

### Description of division

These front line services comprise the Council's statutory housing functions. This includes the assessment of homelessness. Services cover a referral process to supported accommodation and the provision of accommodation for clients living within the borough. In addition, 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 for elderly residents, a housing renewal programme; special needs support for vulnerable adults and a floating support service for resettlement cases.

There are 177.63 FTE posts as at 1 April 2012.

Services are driven by the temporary, vulnerable and elderly population. Placement and support is provided from general fund budgets to 680 vulnerable and homeless residents during the year. Caseworkers conduct statutory interviews and reviews.

Sheltered wardens provide services to 626 residents and a mobile response team of operatives provides support to 3,000 elderly clients. Around 6,000 housing options appointments are made annually and 84,000 telephone approaches also drive community housing services (CHS). Services are all based at Bournemouth Road. Homeless prevention is also monitored and provided by partners including St Mungo, St Giles and victim support.

The CHS contracts funded from the general fund are all accommodation based and provided from private sector organisations. There are presently two schemes in operation and these are scheduled to continue throughout financial year 2012/13.

Rents charges are made to tenants and income is collected for the provision of accommodation. This is from private sector landlords and local bed & breakfast hotels. Local Services Support Grant (LSSG) expenditure budgets for funding received from Communities and Local Government (CLG) for a variety of homeless prevention services is at £1.75m and funding is spread across all services. Recharges from health and community services at £1.917m relates to supporting people funding used within CHS to support functions such as sheltered wardens schemes, vulnerable adults support, mobile response callouts and supported accommodation.

The reallocation of budget adjustments within the older person's service is the amortisation charge at £7.303m and this has been moved to central services wholly funded by the corporate resources. There is also loss of supporting people funding in 2012/13 at £55k within this group. The total adjustment is therefore £7.248m. The budget adjustments shown between temporary accommodation, housing assessment, housing options and homeless partners represents the reallocation of services agreed at homelessness panel and not budget reductions across the division.

Total savings at £284k are detailed by business unit. In summary, these relate to temporary accommodation reducing by two posts and a reduction in placement budgets. Older person's services have also made savings of two posts, one within housing renewal and the other a monitoring officer for the mobile response service. Housing assessment has made office efficiency savings and housing options savings relate to a housing advisor.

In summary, the budget adjustments relate to the transfer of amortisation charges at £7.303m to corporate resource budgets. Individual business unit budget adjustments net to zero across community housing services and these internal allocations are detailed within service budgets below.

## Community housing services summary budget tables

	2011/12 Total Budget	Budget Adjustments	Inflation	Commitments	Savings	Growth	2012/13 Total Budget
<b>BUSINESS UNITS</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
SELHP	75						75
TEMPORARY ACCOMMODATION HOUSING ASSESSMENT AND SUPPORT OLDER PERSON SERVICES	1,498	180			(138)		1,540
HOUSING OPTIONS SERVICES	3,614	(78)			(7)		3,529
EXTERNAL HOMELESS PARTNERS	8,337	(7,248)			(99)		989
	1,625	(133)			(40)		1,452
	952	(24)					928
<b>CHS</b>	<b>16,101</b>	<b>(7,303)</b>	<b>0</b>	<b>0</b>	<b>(284)</b>	<b>0</b>	<b>8,514</b>

	2010/11 Outturn £000	2011/12 Total Budget £000	2012/13 Total Budget £000
<b>Subjective analysis</b>			
Employees	8,157	7,608	7,331
Property Costs	311	252	304
Transport	103	57	78
Supplies and Services	8,727	8,270	7,045
Third Party Payments	61	124	109
Support Services	1,782	1,787	1,837
Capital Charges		7,303	
Depreciation	8		
<b>Total expenditure</b>	<b>19,149</b>	<b>25,401</b>	<b>16,704</b>
Government Grants	(1,953)		
Other Grants & Contributions	48		
Fees and Charges	(5,973)	(5,968)	(5,079)
Customer Receipts	(1)		
Income for Third Parties	(54)	(50)	
Deductions & Reimbursements	(28)		
<b>Total income</b>	<b>(7,961)</b>	<b>(6,018)</b>	<b>(5,079)</b>
Net expenditure before recharges	11,188	19,383	11,625
General Recharges	(532)	(537)	(488)
Recharge from HCS	(2,139)	(2,039)	(1,917)
Recharge from HRA	(752)	(706)	(706)
<b>Total net expenditure</b>	<b>7,765</b>	<b>16,101</b>	<b>8,514</b>

<b>MOVEMENTS</b>	<b>£000</b>
<b>2011/12 TOTAL BUDGET</b>	<b>16,101</b>
INFLATION	
BUDGET ADJUSTMENTS	(7,303)
COMMITMENTS	
SAVINGS	(284)
GROWTH	
<b>2012/13 TOTAL BUDGET</b>	<b>8,514</b>

## South East London Housing Partnership (SELHP)

### Description of service

The role of co-ordinator for the south east London housing partnership (SELHP) falls to Southwark and is one of London's five sub-regional partnerships in place. The partnership is funded jointly by five boroughs and local registered social landlords (RSLs). The coordinator and a small team are based within community housing services. Their principal function is to develop and support the SELHP strategy. This involves developing sub-regional housing initiatives and representing the interests of the sub-region, liaising with London-wide forums. The Greater London Authority (GLA) allocates some funding sub-regionally and as co-ordinator reports directly to the SELHP housing directors group.

One FTE post as at 1 April 2012.

The major outputs and activities for this service is the administration of the partnership and this is managed by the south east London coordinator.

There are no contracts for this service.

Income streams are not relevant to this cost centre and there are no major variations.

### SELHP summary budget tables

	2011/12 Total Budget	Budget Adjustments	Inflation	Commitments	Savings	Growth	2012/13 Total Budget
	£000	£000	£000	£000	£000	£000	£000
<b>SELHP</b>	75	0	0	0	0	0	75

	2010/11 Outturn	2011/12 Total Budget	2012/13 Total Budget
	£000	£000	£000
<b>Subjective analysis</b>			
Supplies and Services	2		
Support Services		75	75
<b>Total expenditure</b>	2	75	75
Government Grants	(110)		
Other Grants & Contributions	48		
<b>Total income</b>	(62)	0	0
<b>Total net expenditure</b>	(60)	75	75

<b>MOVEMENTS</b>	<b>£000</b>
2011/12 TOTAL BUDGET	75
INFLATION	
BUDGET ADJUSTMENTS	
COMMITMENTS	
SAVINGS	
GROWTH	
<b>2012/13 TOTAL BUDGET</b>	<b>75</b>

## Temporary Accommodation

### Description of service

Temporary accommodation is a specialist housing service delivering temporary accommodation to statutory homeless clients and also provides supported accommodation for vulnerable clients. The procurement of properties for temporary accommodation, placing homeless and prevention cases falls to this business unit.

Temporary accommodation budgets are modelled on expected levels of demand each year. For financial year 2012/13 supply is at 680 properties. This is calculated by assessing the movement of the population. Historical trends and benefit changes resulting from the Welfare Reform Act and general demand fluctuations impact on this model and can increase the cost of accommodation available. The business unit procures and monitors properties to ensure the supply is matched to demand from the temporary population within Southwark. Supply is sourced by the in house procurement team who consider the availability and cost of bed and breakfast (B&B) hotels. Teams nominate and then place clients as required. The responsibility for rent collection and close monitoring of the clients needs falls to this business unit.

50.38 FTEs as at 1 April 2012.

Privately leased properties cost an average of £300 per week and supply levels of accommodation can range from one to four bed properties. The average numbers of nightly placements expected during 2012/13 is 350 throughout the year. This is reduced in 2012/13 due to a higher level of decant supply from Council properties being available.

B&B hotels are used for emergency cases and cost an average of £348 per week. It is expected that around 110 homeless placements will be made per night during financial year 2012/13.

These contracts are with Orchard & Shipman and the Social Lettings Agency. Properties are procured and leases granted for periods between two and five years to provide private sector accommodation for tenants with housing needs.

Rents charges are made to tenants housed in temporary placements. Income is collected on the housing rent system and accommodation is provided from the private sector landlords and B&B hotels. LSSG expenditure grant covers a variety of homeless prevention services including a rent deposit scheme. Recharges from health and community services at £387k relates to supporting people funding for supported hostels schemes helping vulnerable adults in need of support. The recharge at £556k represents an apportionment of the hostel team to the housing revenue account.

Reductions in fees and charges and supplies & services reflect the lower level of privately leased properties required during 2012/13. A budget adjustment for priority homelessness expenditure budgets at £133k has been transferred from housing options due to a change in management responsibility and does not represent a budget reduction overall. The balance in budget adjustments represents the reallocation of placement funding in bed and breakfast. Savings represent reduction in agency budgets at £27k, a hostel worker and an information officer. There is also a planned reduction in placement funding to pay for accommodation from the private sector resulting from less supply requirements.

### Temporary accommodation summary budget tables

	2011/12 Total Budget	Budget Adjustments	Inflation	Commitments	Savings	Growth	2012/13 Total Budget
	£000	£000	£000	£000	£000	£000	£000
<b>TEMPORARY ACCOMMODATION</b>	<b>1,498</b>	<b>180</b>	<b>0</b>	<b>0</b>	<b>(138)</b>	<b>0</b>	<b>1,540</b>

	2010/11 Outturn	2011/12 Total Budget	2012/13 Total Budget
<b>Subjective analysis</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
Employees	1,776	1,785	1,730
Property Costs		106	108
Transport	6	6	6
Supplies and Services	6,677	6,243	5,414
Third Party Payments		15	
Capital Charges			
<b>Total expenditure</b>	<b>8,459</b>	<b>8,155</b>	<b>7,258</b>
Government Grants	(65)		
Fees and Charges	(5,626)	(5,714)	(4,775)
Income for Third Parties	(8)		
Deductions & Reimbursements	(7)		
<b>Total income</b>	<b>(5,706)</b>	<b>(5,714)</b>	<b>(4,775)</b>
Net expenditure before recharges	2,753	2,441	2,483
Recharge from HCS	(381)	(387)	(387)
Recharge from HRA	(602)	(556)	(556)
<b>Total net expenditure</b>	<b>1,770</b>	<b>1,498</b>	<b>1,540</b>

<b>MOVEMENTS</b>	<b>£000</b>
<b>2011/12 TOTAL BUDGET</b>	1,498
INFLATION	
BUDGET ADJUSTMENTS	180
COMMITMENTS	
SAVINGS	(138)
GROWTH	
<b>2012/13 TOTAL BUDGET</b>	<b>1,540</b>

## 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. The business unit also takes responsibility for referrals to supported accommodation and assistance with vulnerable homeless households, including adults, families and young people.

34.25 FTEs as at 1 April 2012

The outputs driving this service are the acceptance of homeless cases against decisions targeted for 2012/13 is at 50%. Casework levels and determinations are based on visitors to Bournemouth Road and assessments are targeted at within 33 working days and this will occur in 90% of cases. The unit cost per casework determination is at £468 per case. Technical reviews for 2012/13 cost an average of £504 per decision made and this is based on 250 review requests expected for the year. There is a mediation service to improve stability and assess homeless applicants.

There are no relevant income streams within this business unit. Government grants in 2010/11 relate to homelessness grant and are now subsumed within LSSG grant and held centrally from April 2011.

The budget adjustment of £78k relates to the reallocation of move on expenditure funds and resettlement posts. The £7k savings relates to other employee expenses and legal funding and this represents efficiency savings from the business unit.

### Housing Assessment and Support Summary budget tables

	2011/12 Total Budget	Budget Adjustments	Inflation	Commitments	Savings	Growth	2012/13 Total Budget
	£000	£000	£000	£000	£000	£000	£000
<b>HOUSING ASSESSMENT AND SUPPORT</b>	<b>3,614</b>	<b>(78)</b>	<b>0</b>	<b>0</b>	<b>(7)</b>	<b>0</b>	<b>3,529</b>

	2010/11 Outturn	2011/12 Total Budget	2012/13 Total Budget
	£000	£000	£000
<b>Subjective analysis</b>			
Employees	2,086	1,853	1,915
Property Costs	16	5	5
Transport	4	3	3
Supplies and Services	664	670	514
Support Services	1,782	1,587	1,587
Capital Charges			
<b>Total expenditure</b>	<b>4,552</b>	<b>4,118</b>	<b>4,024</b>
Government Grants	(110)		
Fees and Charges	(27)		
Deductions & Reimbursements	(12)		
<b>Total income</b>	<b>(149)</b>	<b>0</b>	<b>0</b>
Net expenditure before recharges	4,403	4,118	4,024
Recharge from HCS	(514)	(504)	(495)
<b>Total net expenditure</b>	<b>3,889</b>	<b>3,614</b>	<b>3,529</b>



<b>MOVEMENTS</b>	<b>£000</b>
2011/12 TOTAL BUDGET	3,614
INFLATION	
BUDGET ADJUSTMENTS	(78)
COMMITMENTS	
SAVINGS	(7)
GROWTH	
<b>2012/13 TOTAL BUDGET</b>	<b>3,529</b>

## Older Persons Services

### Description of service

The older person's housing service includes the provision of tenant support at 20 sheltered housing buildings for the elderly around the borough. Services provided are specialist elderly housing support and Southwark's mobile alarm response scheme is used by residents. The Housing renewal service also falls to this business area and provides homeowners and private residents with a service of repairs and adaptations to their homes. The work in this area contributes to the achievement of PSA7 with regards to decant homes in the private sector.

63 FTEs as at 1 April 2012.

Budgets are driven by recharges from health and community services and cover the sheltered warden support service at £808k for 2012/13. This cost is based on support at 626 sheltered units at an average unit cost of £24.85 per week. Recharge budgets at £227k also part fund the mobile response team, together with general fund budgets of £409k run this service. The average cost of a basic mobile alarm response is £4.07 per week based on 3,000 visits in the year. Equipment funding towards the installation of the base alarm cost is £19.95 per installation made.

General recharges at £488k represents the fees collected by the home improvement agency, there is a reduction from previous years due to lower expected jobs and less healthy homes funding from SELHP. The funding of £1.035m is the supporting people funding for the sheltered warden support service and the contribution to the mobile response team callouts. The handypersons service is recharged to the housing revenue account at £150k.

Reduction in supporting people funding of £113k represents the change in recharges from HCS. The budget adjustments relate to the transfer of depreciation charges at £7.303m to corporate resource budgets less 355k reduction in supporting people funding in 2012-13. Savings at £99k represent a reduction in a housing renewal officer and a monitoring officer from the mobile response team.

### Older Persons Services summary budget tables

	2011/12 Total Budget £000	Budget Adjustments £000	Inflation £000	Commitments £000	Savings £000	Growth £000	2012/13 Total Budget £000
<b>OLDER PERSON SERVICES</b>	<b>8,337</b>	<b>(7,249)</b>	<b>0</b>	<b>0</b>	<b>(99)</b>	<b>0</b>	<b>989</b>

	2010/11 Outturn	2011/12 Total Budget	2012/13 Total Budget
<b>Subjective analysis</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
Employees	2,909	2,778	2,536
Property Costs	294	141	191
Transport	87	41	62
Supplies and Services	156	212	177
Third Party Payments	1		
Capital Charges		7,303	
Depreciation	8		
<b>Total expenditure</b>	<b>3,455</b>	<b>10,476</b>	<b>2,966</b>
Government Grants	(122)		
Fees and Charges	(315)	(254)	(304)
Customer Receipts	(1)		
Income for Third Parties	(46)	(50)	
Deductions & Reimbursements	(5)		
<b>Total income</b>	<b>(489)</b>	<b>(304)</b>	<b>(304)</b>
Net expenditure before recharges	2,966	10,172	2,662
General Recharges	(532)	(537)	(488)
Recharge from HCS	(1,244)	(1,148)	(1,035)
Recharge from HRA	(150)	(150)	(150)
<b>Total net expenditure</b>	<b>1,040</b>	<b>8,337</b>	<b>989</b>

<b>MOVEMENTS</b>	<b>£000</b>
2011/12 TOTAL BUDGET	8,337
INFLATION	
BUDGET ADJUSTMENTS	(7,249)
COMMITMENTS	
SAVINGS	(99)
GROWTH	
<b>2012/13 TOTAL BUDGET</b>	<b>989</b>

## Housing Options Services

### Description of service

The housing options service provides a range of functions, housing advice, private tenancy sustainment support and a home visiting service to tenants. Advice is available on a wide range of housing issues, particularly for private tenants. Additionally, the service provides homelessness prevention and advice on placement options prior to a move to temporary accommodation. Services are in place to reduce illegal evictions and assistance in cases of landlord harassment by securing private sector accommodation via the finder's fee deposit scheme.

28 FTE posts as at 1 April 2012.

The main outputs of this service predicted for 2012/13 are 6,000 housing options appointments and around 84,000 telephone approaches for the year costing around £7 per approach. The business unit advertises registered social landlord properties and provides services for planned prevention of 575 households, including 100 through the private sector finder's fee scheme. There is a home visiting service based on the number of visits and successful visits to clients.

There are no relevant income streams within this business unit. Government grants in 2010/11 relate to homelessness grant and are now subsumed within LSSG grant and held centrally from April 2011.

A budget adjustment for priority homelessness expenditure budgets at £133k has been transferred to temporary accommodation due to a change in management responsibility and does not represent a budget reduction overall.

Savings of £40k represent a loss of a housing advisor; this work is managed through the overall housing advice team and represents service efficiency savings.

### Housing options services summary budget tables

	2011/12 Total Budget £000	Budget Adjustments £000	Inflation £000	Commitments £000	Savings £000	Growth £000	2012/13 Total Budget £000
<b>HOUSING OPTIONS SERVICES</b>	1,625	(133)	0	0	(40)	0	1,452

	2010/11 Outturn £000	2011/12 Total Budget £000	2012/13 Total Budget £000
<b>Subjective analysis</b>			
Employees	1,281	1,127	1,108
Property Costs			
Transport	6	7	7
Supplies and Services	356	382	228
Third Party Payments	60	109	109
<b>Total expenditure</b>	<b>1,703</b>	<b>1,625</b>	<b>1,452</b>
Government Grants	(421)		
Fees and Charges	(5)		
Deductions & Reimbursements	(4)		
<b>Total income</b>	<b>(430)</b>	<b>0</b>	<b>0</b>
<b>Total net expenditure</b>	<b>1,273</b>	<b>1,625</b>	<b>1,452</b>

<b>MOVEMENTS</b>	<b>£000</b>
2011/12 TOTAL BUDGET	1,625
INFLATION	
BUDGET ADJUSTMENTS	(133)
COMMITMENTS	
SAVINGS	(40)
GROWTH	
<b>2012/13 TOTAL BUDGET</b>	<b>1,452</b>

## External Homeless Partners

### Description of service

This budget represents the services for homelessness prevention funding offered by external partners. These include rough sleeping services, victim support and brief intervention for vulnerable groups at risk of homelessness.

There are no income streams with external homeless partners. Government grants in 2010/11 relate to homelessness grant and are now subsumed within LSSG grant and held centrally from April 2011.

This budget adjustment represents housing assessment work transferring to the business unit not reducing the overall budget across the division.

One FTE post as at 1 April 2012.

### External homeless partners summary budget tables

	2011/12 Total Budget £000	Budget Adjustments £000	Inflation £000	Commitments £000	Savings £000	Growth £000	2012/13 Total Budget £000
<b>EXTERNAL HOMELESS PARTNERS</b>	<b>952</b>	<b>(24)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>928</b>

	2010/11 Outturn £000	2011/12 Total Budget £000	2012/13 Total Budget £000
<b>Subjective analysis</b>			
Employees	105	65	42
Transport			
Supplies and Services	872	762	711
Support Services		125	175
<b>Total expenditure</b>	<b>977</b>	<b>952</b>	<b>928</b>
Government Grants	(1,125)		
<b>Total income</b>	<b>(1,125)</b>	<b>0</b>	<b>0</b>
<b>Total net expenditure</b>	<b>(148)</b>	<b>952</b>	<b>928</b>

<b>MOVEMENTS</b>	<b>£000</b>
<b>2011/12 TOTAL BUDGET</b>	<b>952</b>
INFLATION	
BUDGET ADJUSTMENTS	(24)
COMMITMENTS	
SAVINGS	
GROWTH	
<b>2012/13 TOTAL BUDGET</b>	<b>928</b>

## Customer Experience

### Description of division

The customer experience (CE) division manages the Vangent contract for the delivery of customer services functions including the customer service centre (CSC), one stop shops and email service on behalf of many Council services. The division also includes the customer resolution team responsible for the corporate complaints function and the concessionary travel team which manages the freedom pass and blue badge schemes. The division has an overarching responsibility to seek to improve the delivery of customer services across the Council.

The division has a budget for 52 members of staff, one of whom is recharged to children's services.

There are more than 2.1 million customer service enquiries handled by Vangent each year.

7,252 first stage complaints were handled in 2011.

Southwark presently has 5,528 blue badges in circulation.

The budgetary changes relate to the following: -

£400k increase due to the movement of RCC staff into customer experience (which will be recharged back to the HRA as part of service cost recharges).

£1.5m increase due to the reinstatement of previously taken savings.

£300k decrease due to the need to split part of this budget between revenues and benefits and customer experience.

£143k is inflation on the Vangent contract and £792k relates to the increased cost of concessionary fares to the authority.

### Customer experience summary budget tables

	2011/12 Total Budget £000	Budget Adjustments £000	Inflation £000	Commitments £000	Savings £000	Growth £000	2012/13 Total Budget £000
HEAD OF CUSTOMER EXPERIENCE	511	394	1				906
COMMERCIAL SERVICES	13,045	1,159	142				14,346
CUSTOMER RESOLUTION	11,973	58		792			12,823
<b>CUSTOMER EXPERIENCE</b>	<b>25,529</b>	<b>1,611</b>	<b>143</b>	<b>792</b>	<b>0</b>	<b>0</b>	<b>28,075</b>

	2010/11	2011/12	2012/13
	Outturn	Total Budget	Total Budget
Subjective analysis	£000	£000	£000
Employees	2,137	2,054	2,321
Property Costs	642	565	810
Transport	16	15	10
Supplies and Services	623	237	355
Third Party Payments	14,303	12,063	13,190
Transfer Payments	7,347	10,654	11,446
Support Services			2
Depreciation			
<b>Total expenditure</b>	<b>25,068</b>	<b>25,588</b>	<b>28,134</b>
Fees and Charges	(109)	(18)	(18)
Customer Receipts			
Deductions & Reimbursements	(39)		
<b>Total income</b>	<b>(148)</b>	<b>(18)</b>	<b>(18)</b>
Net expenditure before recharges	24,920	25,570	28,116
Intra-departmental recharges		(41)	(41)
<b>Total net expenditure</b>	<b>24,920</b>	<b>25,529</b>	<b>28,075</b>

MOVEMENTS	£000
<b>2011/12 TOTAL BUDGET</b>	25,529
INFLATION	143
BUDGET ADJUSTMENTS	1,611
COMMITMENTS	792
SAVINGS	
GROWTH	
<b>2012/13 TOTAL BUDGET</b>	<b>28,075</b>



## Head of Customer Experience

### Description of service

The head of customer experience budget comprises the head of service, support costs for the whole division and a provision for apprentices. Support costs include rents, service charges and premises costs.

There is one permanent member of staff. The movement in budgets between the years represents a reworking of the requirement for support costs, especially in the areas of premises cleaning, service charges and rents.

### Head of customer experience summary budget tables

	2011/12 Total Budget £000	Budget Adjustments £000	Inflation £000	Commitments £000	Savings £000	Growth £000	2012/13 Total Budget £000
<b>HEAD OF CUSTOMER EXPERIENCE</b>	<b>511</b>	<b>394</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>906</b>

	2010/11 Outturn £000	2011/12 Total Budget £000	2012/13 Total Budget £000
<b>Subjective analysis</b>			
Employees	255	226	252
Property Costs	182	148	393
Transport	11	14	7
Supplies and Services	341	183	262
Third Party Payments	6		51
Support Services			
Depreciation			
<b>Total expenditure</b>	<b>795</b>	<b>571</b>	<b>965</b>
Fees and Charges		(18)	(18)
Customer Receipts			
Deductions & Reimbursements	(1)		
<b>Total income</b>	<b>(1)</b>	<b>(18)</b>	<b>(18)</b>
Net expenditure before recharges	794	553	947
Intra-Dept Overheads		(41)	(41)
<b>Total net expenditure</b>	<b>794</b>	<b>512</b>	<b>906</b>

<b>MOVEMENTS</b>	<b>£000</b>
<b>2011/12 TOTAL BUDGET</b>	<b>511</b>
INFLATION	1
BUDGET ADJUSTMENTS	394
COMMITMENTS	
SAVINGS	
GROWTH	
<b>2012/13 TOTAL BUDGET</b>	<b>906</b>

## Client Team

### Description of service

The Client Team is primarily involved with the monitoring and management of the Vangent customer services contract in the delivery of customer services functions including the customer service centre (CSC), one stop shops and email service on behalf of many Council services. It also works on service improvement initiatives including service migration.

Twelve members of staff are employed directly by the Council.

Of the 2.15 million interfaces with Vangent, 153,000 of them come through the one stop shops. Close on 2 million calls come through the customer call centre. This activity can be broken down as follows:-

- Enquiries 1,071k
- Switchboard 611k
- Raising or instituting repairs 272k
- Processing payments 29k

There are also between 13,000 and 14,000 form completions carried out by the call centre on behalf of customers and plus a further number of complaints.

The budgetary adjustments reflect the reinstatement of previously taken savings, partially offset in this business unit by a realignment of budgets to better suit the present structure.

### Client team summary budget tables

	2011/12 Total Budget £000	Budget Adjustments £000	Inflation £000	Commitments £000	Savings £000	Growth £000	2012/13 Total Budget £000
<b>CLIENT TEAM</b>	<b>13,045</b>	<b>1,159</b>	<b>142</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>14,346</b>

	2010/11 Outturn £000	2011/12 Total Budget £000	2012/13 Total Budget £000
<b>Subjective analysis</b>			
Employees	653	559	778
Property Costs	460	416	416
Transport	1		
Supplies and Services	197	5	13
Third Party Payments	14,272	12,065	13,139
<b>Total expenditure</b>	<b>15,583</b>	<b>13,045</b>	<b>14,346</b>
Fees and Charges	(108)		
Deductions & Reimbursements	(11)		
<b>Total income</b>	<b>(119)</b>	<b>0</b>	<b>0</b>
Net expenditure before recharges	15,464	13,045	14,346
Recharge from Education	(1)		
<b>Total net expenditure</b>	<b>15,463</b>	<b>13,045</b>	<b>14,346</b>

<b>MOVEMENTS</b>	<b>£000</b>
<b>2011/12 TOTAL BUDGET</b>	13,045
INFLATION	142
BUDGET ADJUSTMENTS	1,159
COMMITMENTS	
SAVINGS	
GROWTH	
<b>2012/13 TOTAL BUDGET</b>	<b>14,346</b>

## Customer Resolution

### Description of service

The customer resolution business unit deals with stage one repairs and engineering complaints; all stage 2 and 3 complaints and local government ombudsman enquiries. It also manages the Council's arbitration function all freedom of information (FOI) requests as well as children's services complaints. The concessionary fares team is responsible for the issue of blue badges and freedom passes.

In 2011, 7,252 stage 1 complaints were handled, 4,468 of them from housing services, 1,592 from environment and leisure and 922 from revenues and benefits.

There are 5,097 disabled and 431 discretionary freedom passes issued in Southwark as at 1 April 2012.

There are 39 FTEs in the business unit, including a business manager. One post is recharged to children's services. Six of these are in the concessionary travel team, also known as 'blue badges and freedom passes'. This section issue travel passes to disabled and discretionary customers.

### Customer resolution summary budget tables

	2011/12 Total Budget £000	Budget Adjustments £000	Inflation £000	Commitments £000	Savings £000	Growth £000	2012/13 Total Budget £000
<b>CUSTOMER RESOLUTION</b>	<b>11,973</b>	<b>58</b>	<b>0</b>	<b>792</b>	<b>0</b>	<b>0</b>	<b>12,823</b>

Subjective analysis	2010/11 Outturn £000	2011/12 Total Budget £000	2012/13 Total Budget £000
Employees	1,229	1,269	1,290
Property Costs			2
Transport	3		4
Supplies and Services	83	50	79
Support Services			2
Depreciation			
Transfer Payments	7,347	10,654	11,446
<b>Total expenditure</b>	<b>8,662</b>	<b>11,973</b>	<b>12,823</b>
Deductions & Reimbursements	(28)		
<b>Total income</b>	<b>(28)</b>	<b>0</b>	<b>0</b>
Net expenditure before recharges	8,634	11,973	12,823
Recharge from Education	1		
<b>Total net expenditure</b>	<b>8,635</b>	<b>11,973</b>	<b>12,823</b>

MOVEMENTS	£000
<b>2011/12 TOTAL BUDGET</b>	<b>11,973</b>
INFLATION	
BUDGET ADJUSTMENTS	58
COMMITMENTS	792
SAVINGS	
GROWTH	
<b>2012/13 TOTAL BUDGET</b>	<b>12,823</b>

## Area Management

### Description of division

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

The expenditure includes property costs and covers the repair & maintenance of stair lifts and utility charges for the travellers' sites.

The fees and charges relates to income received from travellers' sites for pitches. The law has changed with regard to increasing pitch fees for travellers. Rises are now limited to RPI since the previous increase, unless it can be demonstrated that on site facilities have been improved. The increase for 2012/13 has been set at 4.8%.

### Area management summary budget tables

	2011/12 Total Budget £000	Budget Adjustments £000	Inflation £000	Commitments £000	Savings £000	Growth £000	2012/13 Total Budget £000
<b>AREA MANAGEMENT</b>	76	47	0	0	0	0	123

	2010/11 Outturn £000	2011/12 Total Budget £000	2012/13 Total Budget £000
<b>Subjective analysis</b>			
Repairs, Alterations & Maintenance	85	98	98
Property Services/Charges	94	51	51
Services		26	26
Supplies & Services Provisions	17		
Payments to Other Bodies			
Capital Charges		18	
Depreciation	65		65
<b>Total expenditure</b>	<b>261</b>	<b>193</b>	<b>240</b>
Fees and Charges	(119)	(117)	(117)
<b>Total income</b>	<b>(119)</b>	<b>(117)</b>	<b>(117)</b>
Net expenditure before recharges	142	76	123
<b>Total net expenditure</b>	<b>142</b>	<b>76</b>	<b>123</b>

<b>MOVEMENTS</b>	<b>£000</b>
<b>2011/12 TOTAL BUDGET</b>	76
INFLATION	
BUDGET ADJUSTMENTS	47
COMMITMENTS	
SAVINGS	
GROWTH	
<b>2012/13 TOTAL BUDGET</b>	<b>123</b>

## Housing Services – Housing Revenue Account

	2011/12 Total Budget £000	Inflation £000	Commitments & Budget Adjustments £000	Savings & Income Generation £000	2012/13 Total Budget £000
Employees	30,346		300	(3,070)	27,576
Running Costs	23,047		864	(1,486)	22,425
Thames Water Charges	11,063			(162)	10,901
Contingency Reserve	1,475				1,475
Appropriation to Reserves	2,000				2,000
Grounds Maintenance and Estate Cleaning	14,370		(112)		14,258
Responsive Repairs and Heating Repairs	47,719	1,400	(53)	(2,304)	46,762
Revenue Contribution to Investment Programme	7,433		(2,100)		5,333
Regeneration/ Major Projects	7,400				7,400
Planned Maintenance	7,787				7,787
Service Level Agreements	5,542		18		5,560
Corporate Support Costs	14,417		57		14,474
Asset Rents (Debt Charges)	86,109		(9,592)		76,517
Co-op's, Tenant Management Organisations etc.	2,574				2,574
Heating Account	12,198				12,198
<b>Total Expenditure</b>	<b>273,480</b>	<b>1,400</b>	<b>(10,618)</b>	<b>(7,022)</b>	<b>257,240</b>
Rents - Dwellings	(165,722)		628	(15,567)	(180,661)
Thames Water Charges	(10,923)		1	24	(10,898)
Rents - Non Dwellings	(4,153)		220	(300)	(4,233)
Heating/ Hot Water	(9,529)			45	(9,484)
Tenant Service Charges	(12,458)			(50)	(12,508)
Leaseholders – Major Works	(9,730)		3,200		(6,530)
Leaseholders – Service Charges	(16,550)		700		(15,850)
Government Grants	(26,317)		26,133		(184)
Interest on Balances	(290)		38		(252)
Commercial Property Rents	(6,664)				(6,664)
Fees & Charges	(1,722)		587		(1,135)
Commission Receivable	(2,540)			30	(2,510)
Recharges	(780)		50		(730)
Capitalisation	(6,102)		501		(5,601)
<b>Total Income</b>	<b>(273,480)</b>	<b>0</b>	<b>32,058</b>	<b>(15,818)</b>	<b>(257,240)</b>
<b>Net HRA</b>	<b>0</b>	<b>1,400</b>	<b>21,440</b>	<b>(22,840)</b>	<b>0</b>

## **HRA Overview**

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, leaseholder service charges and other income. Responsibility for delivering HRA services resides primarily with the housing services department.

## **2012/13 Budget**

The HRA continues to be under financial pressure as resources remain constrained. For 2012/13, the budget gap of £6.4m has been balanced by a range of measures, including increases in rents and improved voids management generating greater income. Efficiency savings of 25% were assumed over a three-year planning horizon in line with those on the Council's general fund commencing in 2011/12. These continue to be delivered through a modernisation programme designed to streamline business processes and drive efficiencies across housing services, together with contract and supply-chain improvements. Re-profiling and re-direction of resources also provides the flexibility to target areas of the highest priority and the greatest need. Incorporating the short-term effect of moving to the new self-financing arrangements regarding funding from central government has also been a significant factor in setting the budget for 2012/13.

## **Rent & Other Charges**

Government has effectively operated control over rent policy since 2002/03. Southwark sets rents in accordance with the prescribed formula published each year as part of the annual housing subsidy determination, so as to maximise the amount of housing subsidy received from government. The average rent increase for 2012/13 was 7.96%. Tenant service charges, district heating charges and standard garage rents remain unchanged at 2011/12 prices, primarily reflecting more efficient contract management.

Concessionary charges for garages have been revised to provide a discount of £5 per week against the standard charge; and a new market rate has been introduced for non-residents. The garage portfolio is a valuable asset that provides significant scope to improve the rental stream to the HRA given targeted investment in the stock and higher lettings.

## **Self-Financing**

For 2012/13 the existing HRA subsidy system is to be abolished and replaced with a system of self-financing. This means the Council will no longer receive government support (apart from a one-off debt adjustment), but will retain its rental stream from which it must fund its landlord obligations going forward. The HRA ring-fence remains in place.

In terms of 2012/13 specifically, £26.0m of subsidy will be foregone, which will be partially offset by a reduction in debt charges and associated costs of £15.7m, due to the debt adjustment. However, as Major Repairs Allowance will no longer be available to act as a proxy figure for depreciation of the housing stock, a new methodology for calculating this adjustment needs to be employed, on a componentisation basis. This adds a further £6.1m, meaning that the net cost of moving to self-financing in the first year of operation is £16.4m.

## **Dwelling stock/ voids**

Movements in the Council's housing stock arise primarily from major regeneration schemes, the voids disposal programme and general disposals and right to buy (RTB) sales. This generates a loss of rental income, which can only be partly mitigated through a combination of temporary accommodation usage, leaseholder service charges and operational efficiency savings in managing the stock. For 2012/13 the estimated overall reduction is 350 properties, of which 50 are RTB sales.

Void loss is a constant pressure, arising from routine turn-round voids as properties are vacated and let in the normal course of business, long-term voids requiring significant investment 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 effect.

## 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 Council Plan. In July 2011, this programme was refreshed and extended to 2021 and the capital programme will be further refreshed during the course of the year. During this period the delivery of the decent warm dry and safe programme, 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 2012-21 includes the housing investment programme totalling £315m and other investment of £247m and is shown below summarised by department.

<b>Expenditure/Funding</b>	
<b>Expenditure</b>	<b>£000</b>
Children's Services	46,647
Southwark Schools for the Future	67,358
Finance and Resources	4,770
Environment and Leisure	72,467
Health and Community Services	1,195
Housing Investment Programme	315,301
Housing General Fund	7,818
Regeneration & Neighbourhoods/ Major Projects	46,746
<b>Total Expenditure</b>	<b>562,302</b>
<b>Funded by:</b>	
	<b>£000</b>
Corporate Resource Pool	217,489
Major Repairs Allowance	164,455
Grants and Gains	150,260
Revenue and Reserves	30,098
<b>Total Funding</b>	<b>562,302</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:

- Income from the sale of Council assets - although in some cases a proportion of this income must be set aside to repay loans
- Grants from central government departments
- 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, known as section 106 funds
- Contributions from revenue or reserves



## Capital Programme by scheme

Capital Programme 2012/13-2020/21		Children's Services		
Description of Programme / Project	2012/13 £000	2013/14 £000	2014/15+ £000	Total £000
Children's Centres - All Phases	533			533
Waverley	200			200
Eveline Lowe Primary	200			200
Michael Faraday Primary retention payment	716			716
Southwark Park Primary	5,000	3,000	117	8,117
Robert Browning Primary School	41			41
Planned Maintenance and Quick Win Schemes	200			200
Smaller projects - Primary Capital Programme	283			283
Crampton - additional places	347			347
Brunswick Park Primary School	30		97	127
Goose Green Primary School	70			70
St Anthony's expansion and refurbishment	2,000			2,000
Lynhurst expansion and refurbishment	3,500	1,800		5,300
Cherry Garden Special School	7,200	4,800		12,000
Haymerle Primary	155			155
Snowfields Early Years Accommodation	75			75
Youth Services	597			597
Carbon Reduction Fund	5			5
Rotherhithe Primary			10,000	10,000
Plant, fabric and modernisation - delegated decision	1,682			1,682
Bulge primary school classes - delegated decision	1,000			1,000
Challenge fund for schools - delegated decision	500			500
New places & improvements - future Cabinet report	2,500			2,500
<b>Children's Services Total</b>	<b>26,834</b>	<b>9,600</b>	<b>10,213</b>	<b>46,647</b>

<b>Capital Programme 2012/13-2020/21</b>	<b>Southwark Schools for the Future</b>			
<b>Description of Programme / Project</b>	<b>2012/13 £000</b>	<b>2013/14 £000</b>	<b>2014/15+ £000</b>	<b>Total £000</b>
St Michaels and All Angels (SMAA)	19,485	1,279		20,764
New School Aylesbury	958			958
Rotherhithe (CW new school)	9,811	2,943		12,754
Notre Dame (VA)	5,545	884		6,429
KS4 SILS	1,206			1,206
St Saviours and St Olaves	5,233	423		5,656
Bredinghurst / KS3 SILS	8,817	1,065		9,882
ICT	2,493			2,493
Contingency yet to be formally allocated	3,000	1,914	2,302	7,216
<b>Southwark Schools for the Future Total</b>	<b>56,548</b>	<b>8,508</b>	<b>2,302</b>	<b>67,358</b>

<b>Capital Programme 2012/13-2020/21</b>	<b>Finance and Resources</b>			
<b>Description of Programme / Project</b>	<b>2012/13 £000</b>	<b>2013/14 £000</b>	<b>2014/15+ £000</b>	<b>Total £000</b>
Information Services	136	136	838	1,109
Works to Council buildings - DDA	422	422	662	1,506
Essential upgrade of Carefirst system	2,155			2,155
<b>Finance and Resources Total</b>	<b>2,713</b>	<b>558</b>	<b>1,500</b>	<b>4,770</b>

<b>Capital Programme 2012/13-2020/21</b>		<b>Environment and Leisure</b>		
<b>Description of Programme / Project</b>	<b>2012/13 £000</b>	<b>2013/14 £000</b>	<b>2014/15+ £000</b>	<b>Total £000</b>
Culture, Learning, Libraries and Leisure			250	250
Olympics Legacy	551			551
Seven Islands Leisure Centre Refurbishment			8,000	8,000
Non-Principal Road Investment	5,000	5,000	29,050	39,050
Street Lights Investment	500	500	3,500	4,500
Honor Oak Remediation works	10			10
Burgess Park Revitalisation Project	188			188
Upgrade and Refurbishment of Essential CCTV	180			180
Cleaner Greener Safer	1,880	1,880	13,160	16,920
Peckham Rye one o'clock club	100			100
Southbank Accessibility Improvements	611			611
Integrated Waste Solutions Programme	1,820			1,820
Southeast London Combined Heat and Power	286			286
<b>Environment and Leisure total</b>	<b>11,127</b>	<b>7,380</b>	<b>53,960</b>	<b>72,467</b>

<b>Capital Programme 2012/13-2020/21</b>		<b>Health and Community Services</b>		
<b>Description of Programme / Project</b>	<b>2012/13 £000</b>	<b>2013/14 £000</b>	<b>2014/15+ £000</b>	<b>Total £000</b>
Southwark Resource Centre	358			358
Adult PSS Capital Allocations	837			837
<b>Health and Community Services Total</b>	<b>1,195</b>	<b>0</b>	<b>0</b>	<b>1,195</b>

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**Capital Programme 2012/13-2020/21****Housing General Fund**

<b>Description of Programme / Project</b>	<b>2012/13 £000</b>	<b>2013/14 £000</b>	<b>2014/15+ £000</b>	<b>Total £000</b>
East Peckham and Nunhead Housing Renewal	1,422	1,062	1,116	3,599
Empty Homes Grant	347			347
Homes Improvement Agency	515	515		1,030
Small works grants	78	50	150	278
Home repair loan	168	165	495	828
Home repair grant	160	160	480	800
Landlord grants	28	20	60	108
Southwark moving on grant	10			10
Springtide travellers site	100	191		291
Burnhill Close travellers site refurbishment	7			7
Affordable Housing Fund 122-148 Ivydale	520			520
<b>Housing General Fund Total</b>	<b>3,355</b>	<b>2,163</b>	<b>2,301</b>	<b>7,818</b>

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**Capital Programme 2012/13-2020/21****Regeneration**

<b>Description of Programme / Project</b>	<b>2012/13 £000</b>	<b>2013/14 £000</b>	<b>2014/15+ £000</b>	<b>Total £000</b>
Economic Development and Strategic Partnerships	1,356			1,356
Planning and Transport	3,446	2,915		6,361
Canada Water Library	343			343
Canada Water Development	242			242
Voluntary Sector Strategy			1,073	1,073
New Nunhead Community Centre	150			150
Bermondsey Spa Public Realm Improvements	613			613
Peckham Rye Station			10,000	10,000
Elephant and Castle Leisure Centre	12,000	6,500	500	19,000
Office Accommodation Strategy	5,526	2,081		7,607
<b>Regeneration Total</b>	<b>23,677</b>	<b>11,496</b>	<b>11,573</b>	<b>46,746</b>

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<b>Capital Programme 2012/13-2020/21</b>	<b>Total General Fund Programme</b>			
	<b>2012/13 £000</b>	<b>2013/14 £000</b>	<b>2014/15+ £000</b>	<b>Total £000</b>
<b>Total Expenditure Budget</b>	125,448	39,705	81,849	247,002
<b>Total Resources Budget</b>	110,622	40,294	161,913	312,829
<b>Forecast variation (under)/over</b>	<b>14,826</b>	<b>(589)</b>	<b>(80,064)</b>	<b>(65,827)</b>
<b>Cumulative position</b>	<b>14,826</b>	<b>14,237</b>	<b>(65,827)</b>	

<b>Capital Programme 2012/13-2020/21</b>	<b>Housing Investment Programme 2012-16</b>			
	<b>2012/13 £000</b>	<b>2013/14 £000</b>	<b>2014/15+ £000</b>	<b>Total £000</b>
<b>Description of Programme / Project</b>				
<b>Warm, dry and safe</b>				
Central heating - communal	1,436	1,000	2,000	4,436
Central heating - individual		4,800	9,600	14,400
Energy efficiency (wall/loft insulation)	200	200	400	800
Entryphones	309	300	600	1,209
Fire safety	2,149	1,100	2,200	5,449
Lifts	2,500	3,000	6,000	11,500
Major works	42,000	43,000	107,000	192,000
Minor voids capitalisation	3,000	3,000	6,000	12,000
Minor voids WDS works	1,000	1,000	2,000	4,000
Rewiring	3,604	2,000	4,000	9,604
Tanks/tank rooms refurbishment	1,900	1,000	2,000	4,900
<b>Regeneration</b>				
Aylesbury phase 1 (incl. PCs)	9,404	9,910	2,168	21,482
Aylesbury future phases			9,000	9,000
Aylesbury PPM	2,833	866	1,731	5,429
Bermondsey Spa refurb	84			84
East Dulwich Estate	936			936
Elmington	2,681	1,272	195	4,148
Heygate Estate (incl. PCs)	2,751			2,751
Hidden homes	301	300	400	1,001
Home loss payments	200	200	400	800
Hostel new build	1,364	2,000	1,000	4,364
Local Authority New Build	102			102
<b>Other programmes</b>				
Adaptations	2,000	2,000	4,000	8,000
Group repairs	471			471
Capitalisation of scheme management	1,600	1,600	3,200	6,400
Cash incentive scheme	368	300	600	1,268
Community Housing Services (hostels)	1,034	800	1,600	3,434
Digital switchover	1,200			1,200
Disposals	500	500	1,000	2,000
Fire reinstatement	100	200	400	700
Leasehold/freehold acquisitions	300	300	600	1,200
Major voids	1,601	1,500	3,000	6,101
Misc	143			143
Office accommodation	200	200	400	800
Play areas / environmental		100	200	300
Sheltered housing	63	200	400	663
T&RA halls	305	500	1,000	1,805
<b>Adjustment</b>				
Expenditure in revenue	(7,395)	(7,395)	(14,789)	(29,579)
<b>Housing Investment Programme Total</b>	<b>81,245</b>	<b>75,752</b>	<b>158,304</b>	<b>315,301</b>

<b>Capital Programme 2012/13-2020/21</b>	<b>Housing Investment Programme 2012-16</b>			
	<b>2012/13 £000</b>	<b>2013/14 £000</b>	<b>2014/15+ £000</b>	<b>Total £000</b>
<b>Total Expenditure Budget</b>	81,245	75,752	158,304	<b>315,301</b>
<b>Total Resources Budget</b>	81,245	75,752	158,304	<b>315,301</b>
<b>Forecast variation (under)/over</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Cumulative position</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>