

**Southwark Council**

**Budget Book**

**2013/14**

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# **Budget Overview**

## **2013/14**

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### List of contacts

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

Council department	Name	Contact tel. no.
Children's & Adult Services	Fay Hammond	020 7525 0614
Environment and Leisure	Edwin Thomas	020 7525 2385
Housing Services	Ian Young	020 7525 7489
Finance and Corporate Services and Chief Executive	Carl Rushbridge	020 7525 3380

## Introduction

This budget book presents key information in relation to the 2013/14 budget agreed by the Council in February 2013. 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 here.

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

The council plan is supported by a collection of schedules, these contain delivery schedules of key actions and targets for each portfolio

- A Finance and Resources
- B Equalities and Community Engagement
- C Health and Adult Social Care
- D Housing
- E Children's Services
- F Community Safety
- G Culture, Leisure, Sport and the Olympics
- H Transport, Environment and Recycling
- I Regeneration and Corporate Strategy

Schedules - <http://moderngov.Southwark.gov.uk/mgConvert2PDF.aspx?ID=20497>

## Budget principles

On 21 September 2010 the Cabinet agreed seven budget principles to the work of officers in preparing a balanced budget. These have 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.

The principles are;

- 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 Medium Term Resources Strategy (MTRS) enables the council to make best use of financial, human, technological and other resources available to enable the continued provision of value for money services that meet the needs of residents, businesses and other stakeholders.

Effective planning and resource management are crucial to meeting our collective goals and the MTRS provides a framework of underlying principles by which resources may be allocated across the council and other relevant considerations that need to be taken into account. It brings together strategies for:

- Finance
- Workforce
- Assets
- Technology
- Procurement
- The voluntary and community sector

The current Medium Term Resources Strategy 2011/12 – 2013/14 was agreed by Cabinet on 21 June 2011, see link below

[https://www.southwark.gov.uk/downloads/download/278/medium\\_term\\_resources\\_strategy](https://www.southwark.gov.uk/downloads/download/278/medium_term_resources_strategy)

### **Financial management and control strategy (Part of MTRS)**

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 27 February 2013 Council Assembly set a balanced general fund revenue budget of £334.0 million for 2013/14 with a 0% increase in the level of council tax for Southwark's element.

### **Capital**

On 25 September 2012, the cabinet approved a refresh of the 10 year capital programme for the period 2012/13-2021/22 which secured 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.

A further refresh is expected during the latter part of 2013/14 to ensure the capital programme is updated and fully aligned with the Council's plan and key priorities.

### **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. In 2012/13 the existing system of annual HRA subsidy payments from central government was abolished and replaced with one of self-financing, whereby the council retains all its rental income in order to finance future expenditure.

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 11 December 2012 formed the basis of early consultation with Tenant Council, area housing forums, TMO Liaison Committee and Home Owner Council. This process commenced before Christmas 2012, and continued throughout January 2013. 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 29 January 2013.

## **Non controllable budgets**

The budgets contain certain budgets that are required to show full cost of service, but are out of the control of individual departments.

These budgets all net out to zero within the general fund and as such are not subject to savings requirements.

These budgets are as follows

- IAS19 - £5.7m - International Accounting Standard 19. requires the council to show its outstanding liability to the pension fund in its accounts rather than just the payments made into the pension fund in the year.
- Capital charges - £18.2m – Depreciation charges made to service department revenue accounts, based on the value of the assets used by the service.
- Service cost recharges (SCRs) - £41.1m - Charges for services that support the provision of services to the public, including functions such as finance, human resources, legal services, information technology and the customer service centre.

## **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, Strategic Director of Finance and corporate Services, Southwark Council, P.O. Box 64529, London SE1P 5LX



## 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

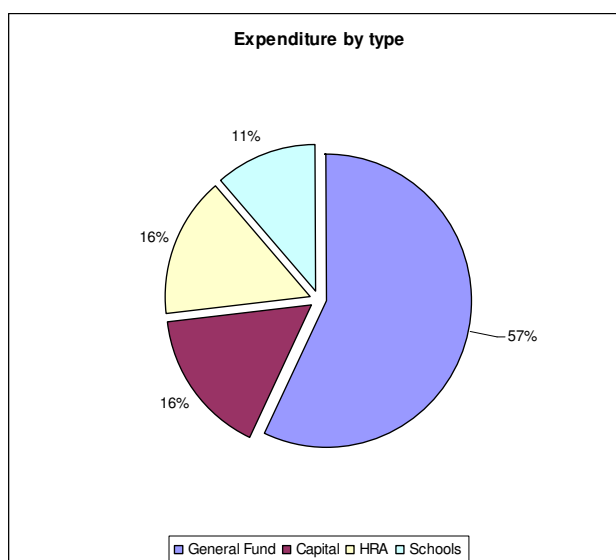
The main process is as follows:

- 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 2013/14 the Council will spend in the region of £1.7bn. This expenditure can be classified into four main types as follows:

Expenditure type	£m
General fund expenditure	974
Capital	275
Housing revenue account	269
Schools	211
<b>Total</b>	<b>1,729</b>



## Council tax

In 2013/14 the band D council tax for Southwark services has been frozen at £912.14. The GLA precept was reduced by £3.72 so the total band D council tax paid by Southwark taxpayers is £1,215.14.

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%	943.39	0.80%	3
Camden	1,021.77	0.00%	1,324.77	-0.26%	15
Greenwich	981.04	0.00%	1,284.04	-0.29%	11
Hackney	998.45	0.00%	1,301.45	-0.29%	12
Hammersmith & Fulham	757.90	-3.00%	1,060.90	-2.50%	4
Islington	961.87	0.00%	1,264.87	-0.29%	10
Kensington & Chelsea	782.58	0.00%	1,085.58	-0.34%	5
Lambeth	925.29	0.00%	1,228.29	-0.30%	8
Lewisham	1,060.35	1.75%	1,363.35	1.08%	18
<b>Southwark</b>	<b>912.14</b>	<b>0.00%</b>	<b>1,215.14</b>	<b>-0.31%</b>	<b>7</b>
Tower Hamlets	885.52	0.00%	1,188.52	-0.31%	6
Wandsworth	388.54	3.06%	691.54	1.14%	2
Westminster	378.01	0.00%	681.01	-0.54%	1
<b>OUTER LONDON</b>					
Barking & Dagenham	1,016.40	0.00%	1,319.40	-0.28%	14
Barnet	1,113.20	0.00%	1,416.20	-0.26%	24
Bexley	1,128.59	0.00%	1,431.59	-0.26%	25
Brent	1,058.94	0.00%	1,361.94	-0.27%	16
Bromley	1,010.07	1.89%	1,313.07	1.16%	13
Croydon	1,171.39	1.85%	1,474.39	1.21%	28
Ealing	1,059.93	0.00%	1,362.93	-0.27%	17
Enfield	1,100.34	0.00%	1,403.34	-0.26%	21
Haringey	1,184.32	0.00%	1,487.32	-0.25%	29
Harrow	1,210.28	2.00%	1,513.28	1.34%	31
Havering	1,195.18	0.00%	1,498.18	-0.25%	30
Hillingdon	1,112.93	0.00%	1,415.93	-0.26%	23
Hounslow	1,085.20	-0.50%	1,388.20	-0.66%	19
Kingston-upon-Thames	1,379.65	1.99%	1,682.65	1.40%	33
Merton	1,106.56	0.00%	1,409.56	-0.26%	22
Newham	945.63	0.00%	1,248.63	-0.30%	9
Redbridge	1,095.53	0.00%	1,398.53	-0.27%	20
Richmond-upon-Thames	1,287.39	0.00%	1,590.39	-0.23%	32
Sutton	1,140.89	0.00%	1,443.89	-0.26%	26
Waltham Forest	1,152.21	0.00%	1,455.21	-0.25%	27
London Average	999.31	0.10%	1,301.81	-0.20%	
London Average (excl City)	999.64	0.12%	1,302.64	-0.20%	
Inner London Average (incl City)	796.83	-1.25%	1,098.52	-1.25%	
Inner London Average (excl City)	796.47	-1.27%	1,099.47	-1.25%	
Outer London Average	1,125.23				

**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 (£303.00), are added together to give a total council tax of £1,215.14 for a band D property.

<b>Council tax base</b>	<b>2012/13</b>	<b>2013/14</b>
Gross tax base	103,929	84,593
Budgeted collection rates	96.25%	96.25%
Net tax base *	100,031	81,421

\* Note, from 2013/14, council tax support is given as a discount, previously it had been administered through council tax benefit. For 2013/14 this is equivalent to 21,215 band D equivalent properties.

#### Council tax calculation

	<b>2012/13</b>		<b>2013/14</b>	
	<b>£000</b>		<b>£000</b>	
Gross Southwark revenue requirement		308,197		327,772
Greater London Authority		30,682		24,670
<b>Total revenue requirement</b>		<b>338,879</b>		<b>352,442</b>
Less income from				
National non-domestic rates	(212,950)			
Retained business rates			(57,176)	
Business rates top-up			(43,278)	
Revenue support grant	(4,128)	(217,078)	(152,150)	(252,604)
<b>Amount to be raised</b>		<b>121,800</b>		<b>99,838</b>
Add deficit/(surplus) on collection fund		124		(900)
<b>Amount to be met from council tax</b>		<b>121,924</b>		<b>98,938</b>
Divided by the council tax base of		100,031		81,421
<b>Council tax per band D property</b>		<b>£1,218.86</b>		<b>£1,215.14</b>

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

Number of properties in each tax band							
Council Tax Band	Value of properties in band			Number of properties per valuation list in this band (Nov 2012)	% of properties in this band	Number of band D equivalents (after adjustment for discounts and exemptions)	2013/14 Council Tax
A	Below		£40,000	11,671	9.0%	4,024.35	810.09
B	£40,000	to	£52,000	37,742	29.2%	16,583.20	945.11
C	£52,000	to	£68,000	33,610	26.0%	19,891.64	1,080.12
D	£68,000	to	£88,000	21,418	16.6%	15,420.71	1,215.14
E	£88,000	to	£120,000	14,325	11.1%	13,889.45	1,485.17
F	£120,000	to	£160,000	5,884	4.6%	7,436.09	1,755.21
G	£160,000	to	£320,000	4,071	3.1%	6,283.78	2,025.23
H	Above £320,000			592	0.5%	1,064.08	2,430.28
<b>Total</b>				<b>129,313</b>	<b>100.0%</b>	<b>84,593.30</b>	
<b>Estimated collectable amount %</b>						<b>96.25%</b>	
<b>Council tax base</b>						<b>81,421.05</b>	
<b>Budgeted amount to be met from Council Tax £'000 (Tax base x Band D)</b>						<b>74,267</b>	

The full council tax charges for 2013/14 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	1,114.84	1,317.54	1,520.23	1,824.28
GLA	202.00	235.67	269.33	303.00	370.33	437.67	505.00	606.00
Total council tax	810.09	945.11	1,080.12	1,215.14	1,485.17	1,755.21	2,025.23	2,430.28

## 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 2013/14 the Greater London Authority precept is £303.00 for Band D, compared to £306.72 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:

	<b>2012/13 £000</b>	<b>2013/14 £000</b>
Greater London Authority	30,682	24,671
<b>Total precepts</b>	<b>30,682</b>	<b>24,671</b>
Environment Agency	195	191
London Pension Fund	1,446	1,404
Lee Valley Regional Park Authority	287	267
<b>Total levies</b>	<b>1,928</b>	<b>1,862</b>
<b>Total precepts and levies</b>	<b>32,610</b>	<b>26,533</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.

In 2013/14, a collection fund surplus of £900k has been included in the budget, in 2013/14 a £124k deficit was included.

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 2012/13 and 2013/14

In 2012/13 the Council's net (adjusted) total budget £345.5m, which compares to £334.0m for 2013/14. The key changes to the budget are:

	2012/13 £m	2013/14 £m
<b>Revised previous year budget</b>	<b>323.0</b>	<b>341.1</b>
<b>Inflation</b>		
Pay award: 0% in 2012/13, 1% for 2013/14	0	1.6
Inflation based on contractual commitments	3.6	2.4
<b>Commitments, Savings &amp; Growth <sup>1</sup></b>		
Commitments and Growth	10.8	11.7
Efficiencies and improved use of resources	(17.2)	(18.6)
Income generation	(1.0)	(0.2)
Savings impacting on service delivery	(10.1)	(6.1)
<b>Other adjustments</b>		
Reversal of one-off items from 2012/13	0.0	(2.0)
Net movement of council tax freeze grant	(0.1)	1.4
Reduced NHS funding to support social care and benefit health	0.2	0.0
Social fund	0.0	(1.7)
Fall out of contribution from balances	3.4	4.4
<b>Total Budget (before rolled in grants)</b>	<b>312.6</b>	<b>334.0</b>
Rolled in specific grants	32.9	
<b>Total Budget</b>	<b>345.5</b>	<b>334.0</b>
<b>Funded by</b>	<b>2012/13</b>	<b>2013/14</b>
	£m	£m
<u>Government Grants</u>		
Formula grant	(250.0)	(252.6)
<b>Council Tax</b>		
Council tax	(91.1)	(74.3)
Collection fund surplus	0.0	(0.9)
<b>Funding available</b>	<b>(341.1)</b>	<b>(327.8)</b>
Funding shortfall	4.4	6.2
Contributions from balances	(4.4)	(6.2)
<b>Balance</b>	<b>0</b>	<b>0</b>

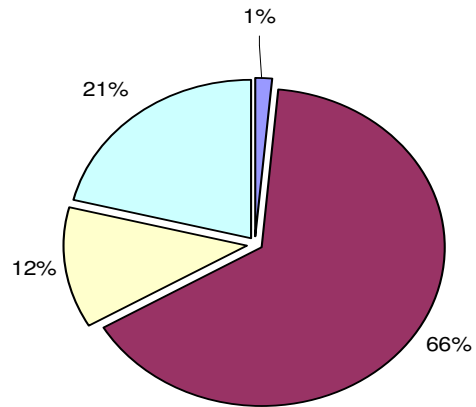
Summary of general fund gross expenditure and income

2012/13		Department	2013/14		
Net expenditure	*Adjusted net expenditure		Expenditure	Income	Net Expenditure
£m	£m		£m	£m	£m
193.5	224.5	Children's and Adult Services	436.8	(222.5)	214.3
71.2	71.2	Environment and leisure	121.8	(52.4)	69.4
42.2	42.2	Housing services	46.5	(7.0)	39.5
31.8	33.7	Finance and corporate services	318.8	(282.3)	36.5
21.5	21.5	Chief executive	33.5	(12.9)	20.6
(59.3)	(59.3)	Corporate support cost recharge income	0.0	(57.9)	(57.9)
1.2	1.2	Corporate and democratic core	2.2	(1.1)	1.1
<b>302.1</b>	<b>335.0</b>	<b>Total general fund cost of services</b>	<b>959.6</b>	<b>(636.1)</b>	<b>323.5</b>
13.1	13.1	Cost of borrowing	13.1	0.0	13.1
(3.5)	(3.5)	Interest and investment Income	0.0	(3.5)	(3.5)
<b>9.6</b>	<b>9.6</b>	<b>Total cost of financing</b>	<b>13.1</b>	<b>(3.5)</b>	<b>9.6</b>
(3.5)	(3.5)	Contribution to / (from) reserves	1.0	(6.3)	(5.3)
<b>308.2</b>	<b>341.1</b>	<b>Amount met from government grants and local taxation</b>	<b>973.7</b>	<b>(645.9)</b>	<b>327.8</b>
(217.1)	(250.0)	Formula grant			
		Start up funding	0.0	(252.6)	(252.6)
<b>(217.1)</b>	<b>(250.0)</b>	<b>Formula grant</b>	<b>0.0</b>	<b>(252.6)</b>	<b>(252.6)</b>
0.1	0.1	Shortfall (surplus) on collection fund from previous year			(0.9)
<b>91.2</b>	<b>91.2</b>	<b>Council tax requirement</b>			<b>74.3</b>
100,031	100,031	Council tax base (number of band D equivalent properties)			81,421.0
<b>£912.14</b>	<b>£912.14</b>	<b>Southwark council tax</b>			<b>£912.14</b>

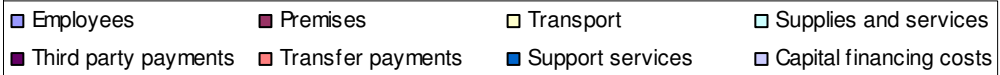
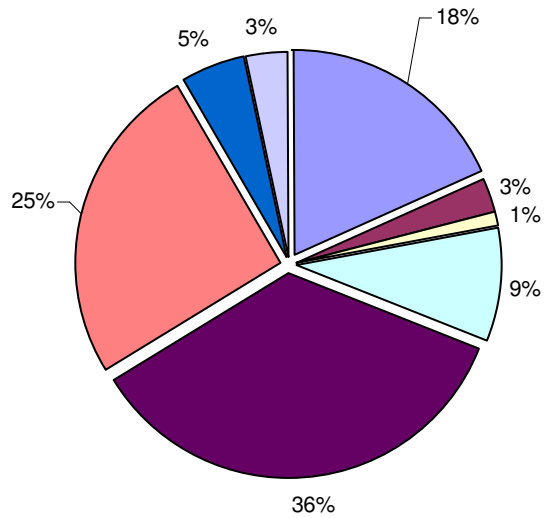
\* Budgets adjusted for £32.9m specific grants rolled into government funding.

### How the money is spent

#### Net expenditure by service department

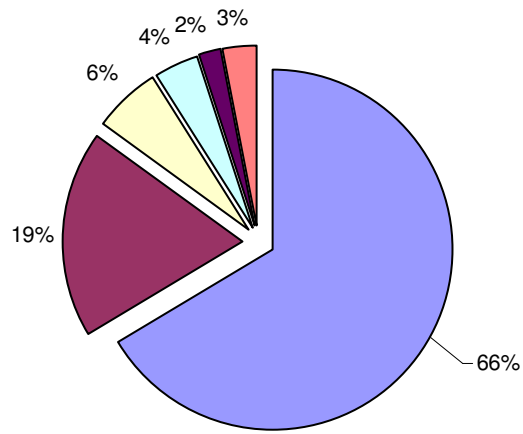


#### Expenditure by type





### Income by type



## **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.

### New funding methodology from 2013/14

The government is changing the way in which local government is funded through a retained business rates system. Under the proposals included in the consultation, authorities would keep the business rates that they collect, subject to a threshold/baseline set by the government. From 2013/14, each year the government will calculate for each local authority a baseline funding level and an individual authority business rate baseline

Under the new arrangements the government will assess the baseline funding level for each local authority. The difference between this baseline and the government's estimated business rate yield for the council will be made up by grant. Clearly the baseline funding level is fundamental to any estimate of the resources that will be available to the council in future years. This baseline will not be known until sometime after the autumn statements.

Authorities below the threshold will be described as "top up" authorities, and will receive additional funding up to the threshold. These top ups will be funded from tariffs taken from authorities generating business rates above the threshold. Southwark is likely to be a top up authority.

The risk inherent in the new system is that any uncollected business rates, or unfavourable variation from government estimates of rateable values, will impact directly on council resource available and therefore on service provision.

### **Start-up funding assessments**

The government had previously announced that for 2013/14, no local authority would be better or worse off than they would have been under the current formula grant system. To ensure that local authorities have a stable starting point at the outset of the new funding business rates retention scheme the government has calculated a start up allocation based on 2012/13 formula and current data.

For 2013/14 and 2014/15, each council has been assigned a Start-Up Funding Assessment. This combines formula funding (what formula grant would have been had it continued) and rolled-in grants (previously specific grants now deringfenced and included in the single assessment).

For Southwark, the government's calculation of start up funding comprises of the following:

	<b>Adjusted 2012/13 Funding £m</b>	<b>2013/14 Start up Funding £m</b>	<b>2014/15 Indicative Funding £m</b>
Grants Rolled In Using Tailored Distributions	18.50	18.43	
Relative Needs Amount	168.14	164.13	
Relative Resource Amount	(28.18)	(32.74)	
Central Allocation	37.05	41.83	
Floor Damping	19.31	19.16	
<b>Formula funding before LACSEG adjustment</b>	<b>214.82</b>	<b>210.81</b>	
Central Education Functions within LACSEG	1.84		
<b>Formula Funding</b>	<b>216.66</b>	<b>210.81</b>	<b>200.38</b>
Add Grants rolled in			
2011/12 Council Tax Freeze Compensation	2.26	2.26	2.26
Council Tax Support Funding	18.86	18.57	-
Early Intervention Funding	16.56	14.42	13.50
Homelessness Prevention Funding	1.54	1.54	1.54
Lead Local Flood Authority Funding	0.18	0.18	0.18
Learning Disability and Health Reform Funding	10.57	10.83	11.10
<b>Total Grants rolled in</b>	<b>49.97</b>	<b>47.80</b>	<b>28.58</b>
Central Education Functions within LACSEG	(5.23)	(5.24)	
<b>Total Start Up Funding</b>	<b>261.40</b>	<b>253.37</b>	<b>228.96</b>

The formula funding element has been calculated on a similar basis to formula grant in 2012/13. This calculation has been adjusted for technical changes that were part of the July 2012 consultation on the data components.

### **Retained Business Rates**

For the transition to the business rates retention system, the government have calculated for each local authority a baseline funding level. For Southwark this is £101.222m.

Each local authority a business rates base line is also calculated, for Southwark this is 96.572b representing 0.0089% (rounded) of a national retained shared total of £10.899bn. 40% of Southwark's baseline amount is passed on to the GLA, leaving £57.945m, see below.

	2013/14 £m	2014/15 £
Net forecast rate yield	193.14	199.06
Less: amount to be paid to central government (50%)	(96.57)	(99.53)
<b>Business rate baseline</b>	<b>96.57</b>	<b>99.53</b>
Less amount to be passed on to the GLA (40% of business rates baseline, 20% of net rate yield)	(38.63)	(39.81)
<b>RBR income for Southwark Council (30%)</b>	<b>57.94</b>	<b>59.72</b>

This figure is deducted from the baseline funding to determine the top-up or tariff, Southwark will receive a top-up of £43.279m

The baseline funding of £101.222m is then deducted from the start up funding £253.373m to determine the amount of revenue support grant, for Southwark this will be £152.152m. The total of each of the above element of the retained business rates system matches the start up funding as can be seen below. For 2014/15 the government have assumed a 3.0% inflation rate for the uplift of the baseline funding amount.

The above start up funding in the new format is shown below

		2013/14 £m	2014/15 £m	Change %
Retained Business Rates (RBR)	Variable	57.94	59.72	3.0%
RBR top up from government	Fixed	43.28	44.61	3.0%
<b>Baseline funding level</b>		<b>101.22</b>	<b>104.33</b>	<b>3.0%</b>
Revenue Support Grant (RSG)	Fixed	152.15	124.63	(18.1%)
<b>Total Funding</b>		<b>253.37</b>	<b>228.96</b>	<b>(9.6%)</b>

However, the RBR element of the settlement is a government average based on an inflated two year average, the actual amount of RBR is determined by the NNDR1 return to DCLG. Increases to the governments figure gives an authority more to spend, decreases to the estimated allows reduced spending.

Southwark's NNDR return submitted to DCLG in January 2013 reported a reduction in the overall collection of £2.57m, Southwark's share of this (30%) is £770k, the actual resources included in 2013/14 budget setting are shown below.

		2013/14 £m	2014/15 £m	Change %
Retained Business Rates (RBR) [DCLG]	Variable	57.94	59.72	3.0%
Less shortfall on forecast rate yield	Variable	(0.77)	-	-
RBR top up from government	Fixed	43.28	44.61	3.0%
<b>Revised baseline funding level</b>		<b>100.45</b>	<b>104.33</b>	<b>3.9%</b>
Revenue Support Grant (RSG)	Fixed	152.15	124.63	(18.1%)
<b>Revised total Funding</b>		<b>252.60</b>	<b>228.96</b>	<b>(9.4%)</b>

#### 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, shire districts and fire & rescue authorities. 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 2012/13, after adjusting for changes in funding and responsibility, and 2013/14.

#### 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 R of the calculation of formula funding 2013/14 on the DCLG website.. 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.

As with previous settlements, funding will be subject to damping, applied in bands.

Grant dependency is defined as the proportion of each council's budget requirement that was funded through the 2010/11 formula grant. The floor level for the bands in the damping group with education and social services responsibilities is shown below:

Floor band	Education and Social Services authorities	Shire district councils	Fire & rescue authorities	No. of London boroughs
Band 1 (most dependent)	<b>(2.70%)</b>	(5.40%)	(8.70%)	17
Band 2	(4.70%)	(7.40%)	(9.20%)	3
Band 3	(6.70%)	(9.40%)	(11.70%)	9
Band 4 (least dependent)	(8.70%)	(11.40%)		4

Southwark is a Band 1 authority in that it is one of those councils most dependent on start up funding, with 82% of the council's net budget funded through the start up funding. Nationally, there are 38 single-tier councils in this band, 17 of which are in London. In London, the figures suggest there will be 16 floor authorities. The floors are self-financing. This means that those councils within a particular band above the floor will have the resources from their formula grant scaled back. The resources made available are then used to bring the councils which are below the floor up to their 'band' levels.

In previous years the damping has been applied to the total adjusted government funding, for 2013/14 damping is only applied to the is only applied to the formula grant element of the start up funding, see below.

	Adjusted 2012/13 Funding £m	2013/14 Start up Funding £m	Variance %
Formula Funding (Protected by floor damping)	216.66	210.81	(2.7%)
Total Grants rolled in	49.97	47.80	(4.3%)
Central Education Functions within LACSEG	(5.23)	(5.24)	0.2%
<b>Total Start Up Funding</b>	<b>261.40</b>	<b>253.37</b>	<b>(3.1%)</b>

### Other core grants

The 2011/12 local government settlement heralded a major change in grant funding. From a position of some £103.5m in specific grants in 2010/11, this fell to £38.5m in 2011/12. Some grants transferred into formula grant and DSG, some formed the new core grants and others ceased to exist.

In 2012/13 the council received £37.5m of core grant funding. Government proposals for 2013/14 will move a further £27.5m into formula funding. 2012/13 and provisional 2013/14 core grants are shown below.

## 2012/13 and 2013/14 Core Grants

	2012/13	2012/13 value of grants rolling in (Note 1)	Grants included in 2013/14 start up funding (Note 2)	2013/14 Specific Grants	Total 2013/14 Funding	Change in funding	
	£m	£m	£m	£m	£m	£m	%
Early Intervention Grant	20.48	20.48	14.42	0.00	14.42	(6.06)	(29.6%)
Learning Disabilities and Health Reform Grant	10.57	10.57	10.83	0.00	10.83	0.26	2.5%
Homelessness Grant (Note 3)	1.72	1.72	1.54	0.00	1.54	(0.18)	(10.5%)
Lead Local Flood Authority Grant (Note 3)	0.44	0.18	0.18	0.26	0.44	0.00	(0.0%)
Housing and Council Tax Benefit Subsidy Administration grant	4.24	0.00	0.00	3.75	3.75	(0.49)	(11.6%)
<b>Total</b>	<b>37.45</b>	<b>32.95</b>	<b>26.97</b>	<b>4.01</b>	<b>30.98</b>	<b>(6.47)</b>	<b>(17.3%)</b>

Note 1 This is the 2012/13 value of current specific grants that will cease to exist in 2013/14, and will be transferred in to overall funding

Note 2 This is the value of these grants as part of 2013/14 start up funding.

Note 3: These grants currently form part of the Local Services Support Grant (LSSG)

## Revenue spending power and specific grants

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.

	DCLG 2012/13 'adjusted' £'000	DCLG 2013/14 £'000	Change	
			£'000	%
Start up funding	261,408	253,372	(8,036)	(3.1%)
Council tax requirement	72,378	72,672	294	0.4%
			0	
<b>Core grants</b>			0	
Council tax freeze grant	2,281	929	(1,352)	(59.3%)
Local lead flood authorities	255	255	0	0.0%
Social fund admin	309	288	(21)	(6.8%)
Community right to challenge	8	8	0	0.0%
Community right to bid	5	8	3	60.0%
New homes bonus	5,182	8,061	2,879	55.6%
New homes bonus adjustment		858	858	
Local reform and community voices	269	275	6	2.2%
NHS funding to support social care and benefit health	4,111	5,622	1,511	36.8%
NHS support for social care and Public Health Grant	20,700	21,809	1,109	5.4%
<b>Revenue spending power</b>	<b>366,906</b>	<b>364,157</b>	<b>(2,749)</b>	<b>(0.7%)</b>
Housing and council tax benefit subsidy administration grant	4,234	3,751	(483)	(11.4%)
Private finance initiative (PFI) grant [Waste]	2,776	2,776	0	0.0%
Private finance initiative (PFI) grant [Education]	4,414	4,414	0	0.0%
Council tax support new burdens funding	84	242	158	188.1%
Social fund	1,363	1,363	0	0.0%
<b>Total</b>	<b>379,777</b>	<b>376,703</b>	<b>(10,068)</b>	<b>(2.7%)</b>

## Council tax requirement

The council tax requirement is the sum needed to be raised from council tax after taking account of start up funding, collection fund surplus / deficit and contributions from reserves, see table below

	2012/13 Adjusted £m	2013/14 £m
Total Budget	345.5	334.0
Start – up / formula funding	(250.0)	(252.6)
Collection fund (surplus) / deficit	0.1	(0.9)
Contribution from balances	(4.4)	(6.2)
Council tax requirement	91.2	74.3

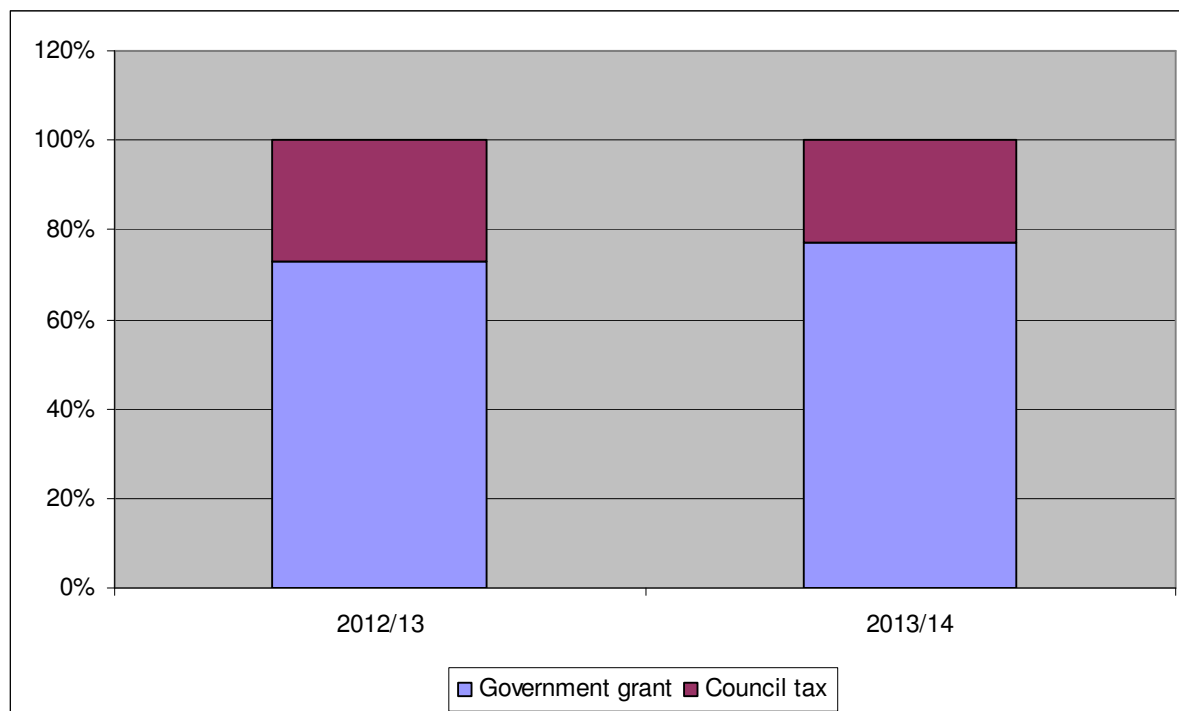
## Government grant and council tax

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

Year	Government Grant £'000	%	Council Tax £'000	%	Budget Requirement £'000	%
2012/13 (adjusted)	250,034	73%	91,119*	27%	341,153	100%
2013/14	252,605	77%	75,167 <sup>+</sup>	23%	327,772	100%

\* Includes £124k collection fund deficit

<sup>+</sup> Includes £900k collection fund surplus





# **Children and Adult Services**

**2013/14**

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## Children's and Adults' Services

### Vision and Priorities

Children's and adults' services, and its partners, are committed to ensuring every child, young person, adult and family thrives, and is empowered to lead safe and healthy lives. We continue to work with partners to deliver high-quality services that make a measureable difference in helping to overcome inequality and disadvantage, and strengthen families' ability to raise their children successfully and for children and adults alike to live independently based on choices important to them.

We will prioritise ensuring every child and young person gets the best start in life, and shifting the balance of care away from specialist children's services and residential homes for vulnerable adults. We will also make sure that vulnerable or troubled children, adults and families receive timely, purposeful support that brings safe, lasting and positive change, alongside ensuring vulnerable adults can live independently for longer in their home or the community. In the context of continuing reductions to the public purse, we seek to promote everyone's health and wellbeing, and give children with special educational needs or disability and vulnerable adults' greater choice and control over the services they receive.

### Description of Department

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

- **Adults' social care:** Delivers statutory social care functions, including providing services for frail older people, including those with dementia, and adults with a disability, learning difficulty or mental health concern
- **Education:** Delivers universal services and statutory functions, including early years, school improvement, admissions and youth services, alongside specialist education, and special educational needs teams
- **Strategy and commissioning:** Delivers 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
- **Children's social care:** Delivers statutory social care functions, including providing services for looked after children, child protection, foster care, adoption, youth offending and children with disabilities

The department also provides the funding to schools by passing on the dedicated schools grant and administering the funding formulas.

Children's & adult's services department summary budget tables

DIVISIONS	2012/13 Total Budget £000	Budget Adjustments £000	Inflation £000	Commitments £000	Savings £000	Growth £000	2013/14 Total Budget £000
ADULT SERVICES	107,718	10,427	643	0	(7,746)	1,000	112,042
EDUCATION SERVICES	35,128	23,553	142	0	(4,766)	0	54,057
STRATEGY AND COMMISSIONING	10,468	4,118	49	1,980	(1,128)	0	15,487
CHILDREN'S SOCIAL CARE	50,755	284	808	125	(1,750)	1,350	51,572
CENTRAL COSTS	13,912	1,675	0	0	0	0	15,587
SCHOOLS & ACADEMY RECOUPMENT	199,781	2,915	0	0	0	0	202,696
DEDICATED SCHOOLS GRANT & EXTERNAL FUNDING	(224,278)	(12,821)	0	0	0	0	(237,099)
<b>CHILDREN'S &amp; ADULT'S SERVICES</b>	<b>193,484</b>	<b>30,151</b>	<b>1,642</b>	<b>2,105</b>	<b>-15,390</b>	<b>2,350</b>	<b>214,342</b>

	2011/12 Outturn £000	2012/13 Total Budget £000	2013/14 Total Budget £000
<b>Subjective Analysis</b>			
Employees	72,526	68,747	66,903
Premises	3,747	2,108	1,703
Transport	4,655	4,219	4,156
Supplies and services	18,076	17,206	15,315
School related payments	170,957	167,371	150,890
Academy recoupment	0	28,329	42,442
Third party payments	140,680	153,932	155,381
Transfer payments	11,569	6,399	11,994
Support services	24,349	20,532	19,750
Capital charges	57,742	4,911	4,911
<b>Total expenditure</b>	<b>504,301</b>	<b>473,754</b>	<b>473,445</b>
Fees and charges	(10,174)	(11,687)	(12,076)
Dedicated schools grant	(201,040)	(224,282)	(237,098)
Early intervention grant	(19,483)	(20,467)	0
Other government grants	(14,818)	(14,488)	(3,075)
Other grants	(6,309)	(7,938)	(5,815)
School related income	(8,160)	0	0
Miscellaneous income	(239)	(3)	0
<b>Total income</b>	<b>(260,223)</b>	<b>(278,865)</b>	<b>(258,064)</b>
<b>Net expenditure before recharges</b>	<b>244,078</b>	<b>194,889</b>	<b>215,381</b>
Recharges to the general fund	(2,943)	(1,406)	(1,039)
<b>Total net expenditure</b>	<b>241,135</b>	<b>193,483</b>	<b>214,342</b>

MOVEMENTS	£000
2012/13 TOTAL BUDGET	193,484
INFLATION	1,642
BUDGET ADJUSTMENTS	30,151
COMMITMENTS	2,105
SAVINGS	(15,390)
GROWTH	2,350
<b>2013/14 TOTAL BUDGET</b>	<b>214,342</b>

## Adult Social Care Division

The Adult Social Care Division 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 support to allow people to maintain independence and support them living in their own homes including home care, day care, intermediate care, advocacy, 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.

### Departmental Staff Summary

SERVICES	STAFF
	Count FTE
ADULT COMMISSIONING	34
CONTACT ADULT SOCIAL CARE	42
COMMUNITY SUPPORT	52
REABLEMENT SERVICE	29
OCCUPATIONAL THERAPY SERVICE	29
LEARNING DISABILITIES	29
PROVIDER SERVICES	77
MENTAL HEALTH OLDER ADULTS	3
MENTAL HEALTH	72
COMMUNITY CARE & TRANSFORMATION	27
BUSINESS STRATEGY & PERFORMANCE	4
<b>ADULT SERVICES</b>	<b>398</b>

### Adult Services department summary budget tables

Services	2012/13	Budget Adjustments	Inflation	Commitments	Savings	Growth	Realignm	2013/14
	Total Budget						ent Adjustm ents	
	£000	£000	£000	£000	£000	£000	£000	£000
ADULT COMMISSIONING	14,904	1,679	20		(1,800)		(15)	14,788
PHYSICAL DISABILITIES	10,406	(673)	11		(360)		56	9,440
OCCUPATIONAL THERAPY SERVICE	1,133	18	12					1,163
LEARNING DISABILITIES	26,934	10,325	12		(2,456)	1,000	1,100	36,915
PROVIDER SERVICES	2,901	569	35		(300)		77	3,282
NO RECOURSE TO PUBLIC FUNDS (NRPF)	1,851	(94)	1				208	1,966
OLDER PEOPLE	23,804	7,350	431		(1,511)		(419)	29,655
MENTAL HEALTH	10,683	20	96		(1,000)			9,799
QUALITY AND TRANSFORMATION	2,896	(354)	17		(269)		(210)	2,080
BUSINESS STRATEGY & PERFORMANCE	12,206	(8,413)	8		(50)		(797)	2,954
<b>ADULT SERVICES</b>	<b>107,718</b>	<b>10,427</b>	<b>643</b>	<b>0</b>	<b>(7,746)</b>	<b>1,000</b>	<b>0</b>	<b>112,042</b>

	2011/12 Outturn	2012/13 Total Budget	2013/14 Total Budget
<b>Subjective analysis</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
Employees	18,206	19,739	20,301
Premises	689	677	712
Transport	643	469	266
Supplies and services	2,839	2,924	2,900
Third party payments	88,827	97,333	83,162
Transfer Payments	8,258	4,709	12,050
Support services	7,902	8,330	7,695
Capital charges	1,074	368	368
<b>Total expenditure</b>	<b>128,438</b>	<b>134,549</b>	<b>127,454</b>
Fees and charges	(7,159)	(8,987)	(8,256)
Government grants	(8,779)	(12,479)	(275)
Other grants	(3,569)	(4,803)	(6,319)
Miscellaneous income	(59)		
<b>Total income</b>	<b>(19,566)</b>	<b>(26,269)</b>	<b>(14,850)</b>
<b>Recharges to General Fund</b>	<b>(554)</b>	<b>(562)</b>	<b>(562)</b>
<b>Total net expenditure</b>	<b>108,318</b>	<b>107,718</b>	<b>112,042</b>

<b>MOVEMENTS</b>	<b>£000</b>
<b>2012/13 TOTAL BUDGET</b>	107,718
INFLATION	643
BUDGET ADJUSTMENTS	10,427
COMMITMENTS	
SAVINGS	(7,746)
GROWTH	1,000
REALIGNMENT	
<b>2013/14 TOTAL BUDGET</b>	<b>112,042</b>

## Commissioning

The Adult 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.

Adult commissioning summary budget tables

<b>SERVICES</b>	<b>2012/13 Total Budget</b>	<b>Budget Adjustm ents</b>	<b>Inflation</b>	<b>Commit ments</b>	<b>Savings</b>	<b>Growth</b>	<b>Realig nment Adjust ments</b>	<b>2013/14 Total Budget</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
COMMISSIONING & BROKERAGE SUPPORTING	1,170	587	16					1,773
PEOPLE SERVICES COMMUNITY EQUIPMENT CONTRACT COMMUNITY SUPPORT SERVICES	9,637				(1,800)			7,837
CARERS SERVICES	1,162							1,162
MEALS ON WHEELS	0	947						947
TAXICARD	630	(87)						543
OTHER SERVICES BUSINESS PERFORMANCE	563							563
	147		4					151
	901	(539)					(16)	346
	695	771						1,466
<b>COMMISSIONING</b>	<b>14,905</b>	<b>1,679</b>	<b>20</b>	<b>0</b>	<b>(1,800)</b>	<b>0</b>	<b>(16)</b>	<b>14,788</b>

<b>Subjective analysis summary</b>	<b>2011/12 Outturn £000</b>	<b>2012/13 Total Budget £000</b>	<b>2013/14 Total Budget £000</b>
Employees	1,861	1,278	1,792
Premises	21	67	47
Transport	7	8	9
Supplies and services	1,689	1,439	1,439
Third party payments	13,611	10,203	9,176
Transfer payments	129	147	151
Support services	3,382	2,857	2,993
Capital charges	87	11	11
<b>Total Expenditure</b>	<b>20,787</b>	<b>16,010</b>	<b>15,618</b>
Fees and charges	(269)	(434)	(225)
Other grants	(743)	(672)	(605)
Miscellaneous income	(11)		
<b>Total Income</b>	<b>(1,023)</b>	<b>(1,106)</b>	<b>(830)</b>
Net Expenditure before recharges	19,764	14,905	14,788
Recharges to the General Fund	(46)		
<b>Total net expenditure</b>	<b>19,718</b>	<b>14,905</b>	<b>14,788</b>

<b>MOVEMENTS</b>	<b>£000</b>
<b>2012/13 TOTAL BUDGET</b>	14,905
INFLATION	20
BUDGET ADJUSTMENTS	1,679
COMMITMENTS	
SAVINGS	(1,800)
GROWTH	
REALIGNMENT	(16)
<b>2013/14 TOTAL BUDGET</b>	<b>14,788</b>



## Physical Disabilities

The Physical Disabilities 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 service supports a total of 577 users, with users accessing a single service.

Type of service	Number of users	2013/14 Total Budget £000
RESIDENTIAL CARE	52	2,397
NURSING CARE	43	1,863
DIRECT PAYMENTS/PERSONAL BUDGETS	207	2,504
HOMECARE	199	1,851
DAY SERVICES	74	44
RESPIRE SERVICES	2	31
<b>TOTAL</b>	<b>577</b>	<b>8,690</b>

### Physical Disabilities summary budget tables

SERVICES	2012/13 Total Budget £000	Budget Adjustments £000	Inflation £000	Commitments £000	Savings £000	Growth £000	Budget Adjustments £000	2013/14 Total Budget £000
RESIDENTIAL CARE	2,239	100			(160)		(1)	2,178
NURSING CARE	1,403	172					119	1,694
HOMECARE	3,186	(1,308)			(80)		47	1,845
DIRECT PAYMENTS	1,205	1145					116	2,466
DAY SERVICES	194	(72)			(120)		43	45
RESPIRE SERVICES	94	(55)					(8)	31
BUSINESS PERFORMANCE	2085	(655)	11				(260)	1,181
<b>PHYSICAL DISABILITIES</b>	<b>10,406</b>	<b>(673)</b>	<b>11</b>	<b>0</b>	<b>(360)</b>	<b>0</b>	<b>56</b>	<b>9,440</b>

	2011/12	2012/13	2013/14
<b>Subjective analysis summary</b>	<b>Outturn</b>	<b>Total Budget</b>	<b>Total Budget</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>
Employees	935	1,236	165
Premises		10	
Transport	26	26	
Supplies and services	22	75	10
Third party payments	6,403	7,950	6,923
Transfer payments	2,164	1,237	2,523
Support services	520	507	507
<b>Total Expenditure</b>	<b>10,070</b>	<b>11,041</b>	<b>10,128</b>
Fees and charges	(397)	(381)	(435)
Other grants	(45)	(90)	(90)
Miscellaneous income	(1)		
<b>Total Income</b>	<b>(443)</b>	<b>(471)</b>	<b>(525)</b>
Net Expenditure before recharges	9,627	10,570	9,603
Recharges to the General Fund	(11)	(164)	(164)
<b>Total net expenditure</b>	<b>9,616</b>	<b>10,406</b>	<b>9,440</b>

<b>MOVEMENTS</b>	<b>£000</b>
<b>2012/13 TOTAL BUDGET</b>	10,406
INFLATION	11
BUDGET ADJUSTMENTS	(673)
COMMITMENTS	
SAVINGS	(360)
GROWTH	
REALIGNMENT	56
<b>2013/14 TOTAL BUDGET</b>	<b>9,440</b>

## Occupational Therapy service

The Occupational Therapy service consists of occupational therapists providing assessment and support to children and adults with physical disability, requiring equipment and home adaptations or OT interventions to develop their confidence and independence. This service aims to support people to live safe and independent lives in their own homes.

Occupational Therapy budget tables

SERVICES	2012/13 Total Budget	Budget Adjustments	Inflation	Commitments	Savings	Growth	2013/14 Total Budget
	£000	£000	£000	£000	£000	£000	£000
OT ASSESSMENT & SUPPORT	1,133	18	12				1,163
<b>OCCUPATIONAL THERAPY</b>	<b>1,133</b>	<b>18</b>	<b>12</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,163</b>

Subjective analysis summary	2011/12 Outturn	2012/13 Total Budget	2013/14 Total Budget
	£000	£000	£000
Employees	1,030	1,120	1,315
Premises			
Transport	43	36	36
Supplies and services	11	1	1
<b>Total Expenditure</b>	<b>1,084</b>	<b>1,157</b>	<b>1,352</b>
Other grants	(4)		(165)
Miscellaneous income	(1)		
<b>Total Income</b>	<b>(5)</b>		<b>(165)</b>
Net Expenditure before recharges	1,079	1,157	1,187
Recharges to the General Fund		(24)	(24)
<b>Total net expenditure</b>	<b>1,079</b>	<b>1,133</b>	<b>1,163</b>

MOVEMENTS	£000
<b>2012/13 TOTAL BUDGET</b>	1,133
INFLATION	12
BUDGET ADJUSTMENTS	18
COMMITMENTS	
SAVINGS	
GROWTH	
<b>2013/14 TOTAL BUDGET</b>	<b>1,163</b>

## Adults with Learning Disabilities

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 733 clients are supported with each client accessing one or more services.

<b>Service type</b>	<b>Number of services provided</b>	<b>2013/14 Total Budget £000</b>
RESIDENTIAL CARE	215	16,649
SUPPORTED LIVING SERVICES	164	6,441
DAY SERVICES	201	1,947
DIRECT PAYMENTS AND PERSONAL BUDGETS	92	3,325
RESPITE SERVICES	6	520
HOMECARE	47	845
ADULT PLACEMENT SCHEME	8	233
<b>TOTAL</b>	<b>733</b>	<b>29,960</b>

Note: Does not include Client data from Block Contracts

The 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.

Adults with Learning Disabilities summary budget tables

<b>SERVICES</b>	<b>2012/13 Total Budget</b>	<b>Budget Adjustment s</b>	<b>Inflati on</b>	<b>Commitment s</b>	<b>Saving s</b>	<b>Growth</b>	<b>Realign ment Adjust ments</b>	<b>2013/14 Total Budget</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
ASSESSMENT & CARE MANAGEMENT RESIDENTIAL CARE	1,149	51	12				124	1,336
SUPPORTED LIVING SERVICES	19,245	(3,594)			(606)		1461	16,506
DAY SERVICES	4,931	3234					(1,603)	6,562
DIRECT PAYMENTS RESPITE SERVICES	5,633	(122)			(1,700)		(179)	3,632
HOMECARE	1109	910				1,000	1,288	4,307
ADULT PLACEMENT SCHEME	394	(62)					233	565
ADVOCACY SERVICES	1179	(319)					(9)	851
HEALTH FUNDING	440	158			(150)		(215)	233
CONTINUING CARE	161	(109)						52
CARERS SERVICES	(11,695)	11,695						0
BUSINESS PERFORMANCE	782	(782)						0
<b>ADULTS WITH LEARNING DISABILITIES</b>	69	(17)						52
	3,537	(718)						2,819
	<b>26,934</b>	<b>10,325</b>	<b>12</b>	<b>0</b>	<b>(2,456)</b>	<b>1,000</b>	<b>1,100</b>	<b>36,915</b>

<b>Subjective analysis</b>	<b>2011/12 Outturn</b>	<b>2012/13 Total Budget</b>	<b>2013/14 Total Budget</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>
Employees	1,197	1,077	1,429
Premises	72	65	65
Transport	9	3	3
Supplies and services	127	56	56
Third party payments	32,950	34,404	29,544
Transfer payments	2,157	1,979	4,567
Support services	66	2,082	2,082
Capital charges	1,857	39	39
<b>Total Expenditure</b>	<b>38,435</b>	<b>39,705</b>	<b>37,785</b>
Fees and charges	(580)	(808)	(704)
Government grants	(8,779)	(12,479)	
Other grants	(27)	516	(166)
Miscellaneous income	(5)		
<b>Total Income</b>	<b>(9,391)</b>	<b>(12,771)</b>	<b>(870)</b>

<b>Total net expenditure</b>	<b>29,044</b>	<b>26,934</b>	<b>36,915</b>
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<b>MOVEMENTS</b>	<b>£000</b>
<b>2012/13 TOTAL BUDGET</b>	26,934
INFLATION	12
BUDGET ADJUSTMENTS COMMITMENTS	10,325
SAVINGS	(2,456)
GROWTH	1,000
REALIGNMENT	1,100
<b>2013/14 TOTAL BUDGET</b>	<b>36,915</b>

## Provider Services

Directly managed day centre and respite services are provided to service users in order to support them to continue living independently in the community. An assessment of need is undertaken before a referral and a charge is levied for the service. Directly managed services support specific client groups include:

### Older People

- Fred Francis Day Centre
- Southwark Park Road Day Centre

### Adults with Mental Health conditions

- Maroons Day Centre

### Adults and older people with physical, sensory and neurological conditions

- Southwark Resource Centre, incorporating the Independent Living Team, Sensory Impairment Team, and Telecare Assessment Team

### Children and Adults with Learning Disabilities

- Orient Street Residential Respite Unit

### Provider Services summary budget tables

SERVICES	2012/13	Budget		Inflation	Commitments	Savings	Growth	Realignment	2013/14
	Total	Adjustments	Adjustments						Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000
DAY SERVICES - OLDER PEOPLE	1,307	5		13		(300)			1,025
SOUTHWARK RESOURCE CENTRE	576	556		10			78		1,220
DAY SERVICES - MENTAL HEALTH	235			2					237
ORIENT STREET RESIDENTIAL RESPITE UNIT	619	27		9					655
BUSINESS PERFORMANCE	164	(20)		1					145
<b>ADULTS PROVIDER SERVICES</b>	<b>2,901</b>	<b>568</b>		<b>35</b>	<b>0</b>	<b>(300)</b>	<b>0</b>	<b>78</b>	<b>3,282</b>

	2011/12	2012/13	2013/14
<b>Subjective analysis summary</b>	<b>Outturn</b>	<b>Total Budget</b>	<b>Total Budget</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>
Employees	2566	2662	2905
Premises	321	211	277
Transport	302	181	81
Supplies and services	93	108	217
Third party payments	5	4	4
Transfer payments	10	26	26
Support services	6	51	51
Capital charges	(1,735)	63	161
<b>Total Expenditure</b>	<b>1,568</b>	<b>3,306</b>	<b>3,722</b>
Fees and charges	(31)	(31)	(66)
Government grants			
Other grants		(24)	(24)
Miscellaneous income	(6)		
<b>Total Income</b>	<b>(37)</b>	<b>(55)</b>	<b>(90)</b>
Net Expenditure before recharges	1,531	3,251	3,632
Recharges to the General Fund	(404)	(350)	(350)
<b>Total net expenditure</b>	<b>1,127</b>	<b>2,901</b>	<b>3,282</b>

<b>MOVEMENTS</b>	<b>£000</b>
<b>2012/13 TOTAL BUDGET</b>	2,901
INFLATION	35
BUDGET ADJUSTMENTS	568
COMMITMENTS	
SAVINGS	(300)
GROWTH	
REALIGNMENT	78
<b>2013/14 TOTAL BUDGET</b>	<b>3,282</b>



## No Recourse to Public Funds (NRPF)

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 service supports a total of 120 clients.

<b>Client group</b>	<b>Number of clients</b>	<b>2013/14 Total Budget</b>
		<b>£000</b>
ADULTS WITH DISABILITIES	59	933
ADULTS WITH MENTAL HEALTH NEEDS	61	920
<b>TOTAL</b>	<b>120</b>	<b>1,853</b>

### Non Recourse to Public Funds summary budget tables

<b>SERVICES</b>	<b>2012/13 Total Budget</b>	<b>Budget Adjustments</b>	<b>Inflation</b>	<b>Commitments</b>	<b>Savings</b>	<b>Growth</b>	<b>Realignment Adjustments</b>	<b>2013/14 Total Budget</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
ACCOMMODATION & SUBSISTENCE	1,646	(13)					220	1,853
BUSINESS PERFORMANCE	205	(81)	1				(12)	113
<b>ADULTS WITH NO RECOURSE TO PUBLIC FUNDS</b>	<b>1,851</b>	<b>(94)</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>208</b>	<b>1,966</b>

	2011/12	2012/13	2013/14
<b>Subjective analysis summary</b>	<b>Outturn</b>	<b>Total Budget</b>	<b>Total Budget</b>
	£000	£000	£000
Employees	80	91	
Premises	7		
Supplies and services	28		
Third party payments	1,490	1,646	1,852
Transfer payments	44		
Support services	13	114	114
<b>Total Expenditure</b>	<b>1,662</b>	<b>1,851</b>	<b>1,966</b>
Government grants	(11)		
<b>Total Income</b>	<b>(11)</b>		
Net Expenditure before recharges	1,651	1,851	1,966
Recharges to the General Fund	(38)		
<b>Total net expenditure</b>	<b>1,613</b>	<b>1,851</b>	<b>1,966</b>

<b>MOVEMENTS</b>	<b>£000</b>
<b>2012/13 TOTAL BUDGET</b>	1,851
INFLATION	1
BUDGET ADJUSTMENTS	(94)
COMMITMENTS	
SAVINGS	
GROWTH	
REALIGNMENT	208
<b>2013/14 TOTAL BUDGET</b>	<b>1,966</b>

## Older People Service

Following a major reorganisation, this is now a comprehensive service for adults and older people over the age of 18 years. The service will deliver a model for personalisation through a new customer journey for adults with social care needs.

The new customer journey has reconfigured Adult Social Care in Southwark to ensure that there is a whole system in place to deliver personalisation. The development of the new structures offers a significant opportunity to deliver more effective services by streamlining delivery, removing duplication and ensuring there is appropriate oversight of decision making.

The new customer journey

The new Customer Journey will include the three following service areas:

### Contact Adult Social Care Service

The Contact Adult Social Care Service incorporates the council's front door services for all enquiries about adult social care and the hospital discharge services from King's and GSTT. The front door service has responsibility for receiving all new referrals and enquiries and also to respond to enquiries regarding people that already have support in place but do not currently have an active involvement. The Hospital Discharge Team's main function is to discharge people safely into the community, refer directly into Reablement and to assess people for Residential and Nursing Care.

### Reablement Service

The Reablement Service is a multi-disciplinary and has responsibility for working with people to maximise their independence. The Service will set goals in the form of an independence plan and will work with people to deliver the elements of the identified outcomes. This service is the default function for all people that need a service, period of assessment or rehabilitation.

### Community Support Service

The Community Support Service will operate three distinct functions areas, complex support management, support planning and review (conversion and scheduled). The service has a responsibility to ensure that the support people receive is personalised and reviewed regularly and will focus on delivering personal budgets to all people eligible for support and on maximising the number of people that receive their Personal Budgets as a cash payment.

The service has seven areas and supports 1,862 users.

Type of Service	Number of users	2013/14
		Total Budget £000
Residential care placements	333	7,779
Nursing home placements	254	7,002
Home care	755	5,983
Reablement	246	958
Direct payments and Personal Budgets	491	4,364
Other services	17	456
<b>Total</b>	<b>2,096</b>	<b>26,542</b>

Note: Residential placements cost above includes Anchor Trust Block Contract which has a gross value of £4.1m.

Older People Service summary budget tables

SERVICES	2012/13	Budget Adjustments	Inflation	Commitments	Savings	Growth	Realignment Adjustments	2013/14
	Total Budget							Total Budget
	£000	£000	£000	£000	£000	£000	£000	£000
CONTACT ADULT CARE		1744					80	1,824
REABLEMENT SERVICE		1207					(187)	1020
COMMUNITY SUPPORT		2312					395	2707
RESIDENTIAL CARE								
PLACEMENTS NURSING HOME	1,666	5,328			(1,130)		(915)	4949
PLACEMENTS HOME CARE	4,378	(267)						4111
EXTRA CARE SERVICES	10,224	(4,631)	216		(350)		1,099	6558
DIRECT PAYMENTS & PERSONAL BUDGETS	752	85	22					859
BUSINESS PERFORMANCE	965	3200	147				110	4422
	5,819	(1,628)	46		(31)		(1,001)	3,205
<b>OLDER PEOPLE SERVICE</b>	<b>23,804</b>	<b>7,350</b>	<b>431</b>	<b>0</b>	<b>(1,511)</b>	<b>0</b>	<b>(419)</b>	<b>29,655</b>

	2011/12	2012/13	2013/14
	Outturn	Total Budget	Total Budget
<b>Subjective analysis</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
Employees	4,407	4,306	5,805
Premises	(2)		10
Transport	102	87	11
Supplies and services	243	326	297
Third party payments	25,336	25,045	25,666
Transfer payments	2,771	965	4,382
Support services	2,132	913	1,307
Capital charges	2		
<b>Total expenditure</b>	<b>34,991</b>	<b>31,642</b>	<b>37,578</b>
Fees and charges	(4,464)	(5,207)	(4,732)
Other grants	(1,934)	(2,631)	(3,164)
Miscellaneous income	(23)		(27)
<b>Total income</b>	<b>(6,421)</b>	<b>(7,838)</b>	<b>(7,923)</b>
Net Expenditure before Recharges	28,570	23,804	29,655
Recharges to the General Fund	(65)		
<b>Total net expenditure</b>	<b>28,505</b>	<b>23,804</b>	<b>29,655</b>
<b>MOVEMENTS</b>	<b>£000</b>		

<b>2012/13 TOTAL BUDGET</b>	23,804
INFLATION	431
BUDGET ADJUSTMENTS	7,350
COMMITMENTS	
SAVINGS	(1,511)
GROWTH	
REALIGNMENT	419
<b>2013/14 TOTAL BUDGET</b>	<b>29,655</b>

## Mental Health

Mental health services are integrated across health and the Council, with the CCG 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 'personalised', 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 using drugs and/or alcohol and want to work towards abstinence. The ethos of the team is firmly located within a recovery approach. 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 CCG. 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

SERVICES	2012/13	Budget					2013/14
	Total Budget	Adjustments	Inflation	Commitments	Savings	Growth	Total Budget
	£000	£000	£000	£000	£000	£000	£000
ASSESSMENT & CARE MANAGEMENT	2,421	55	36				2,512
RESIDENTIAL CARE	3,817				(1,000)		2,817
PCT-MANAGED SERVICES	2,373		60				2,433
DIRECT PAYMENTS AND PERSONAL BUDGETS	429						429
SUBSTANCE MISUSE	455	63					518
BUSINESS PERFORMANCE	1,188	(98)					1,090
<b>ADULTS UNDER 65 WITH A MENTAL HEALTH NEED</b>	<b>10,683</b>	<b>20</b>	<b>96</b>	<b>0</b>	<b>(1,000)</b>	<b>0</b>	<b>9,799</b>

	<b>2011/12 Outturn</b>	<b>2012/13 Total Budget</b>	<b>2013/14 Total Budget</b>
<b>Subjective analysis</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
Employees	3,341	3,763	3,734
Premises	162	8	8
Transport	83	22	22
Supplies and services	119	2	2
Third party payments	8,287	8,380	7,350
Transfer payments	129	345	401
Support services	970	529	529
Capital charges	137	83	84
<b>Total Expenditure</b>	<b>13,228</b>	<b>13,132</b>	<b>12,130</b>
Fees and charges	(1,021)	(960)	(1,332)
Government grants			
Other grants	(971)	(1,489)	(999)
Miscellaneous income	(2)		
<b>Total Income</b>	<b>(1,994)</b>	<b>(2,449)</b>	<b>(2,331)</b>
<b>Total net expenditure</b>	<b>11,234</b>	<b>10,683</b>	<b>9,799</b>

<b>MOVEMENTS</b>	<b>£000</b>
<b>2012/13 TOTAL BUDGET</b>	10,683
INFLATION	96
BUDGET ADJUSTMENTS	20
COMMITMENTS	
SAVINGS	(1,000)
GROWTH	
<b>2013/14 TOTAL BUDGET</b>	<b>9,799</b>

## Quality and Transformation

Quality 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: Safeguarding Service, Personalisation Service and the Carefirst team.

The **Safeguarding Adults Team** provides safeguarding advice to the public and advice to staff investigating Safeguarding Adult Concerns. The Team provides administrative support to staff during the strategy and case conferences and monitors compliance to agreed safeguarding procedures. The Team leads on the development of strategy, policy and procedures and provides advice and information on the Mental Capacity Act 2005 Deprivation of Liberty Safeguards co-coordinating Deprivation of Liberty Authorisations. The Team also supports the work of the Safeguarding Adults Board.

The **Personalisation Team** has a lead role in producing, delivering, refining and reporting on strategies that describe how the directorate will deliver its vision. The team have responsibility for engaging with partner organisations, local comparator authorities and incorporating best practice into our delivery.

The **Carefirst Team** Supports the Directorates Social Care IT system. The team is responsible for supporting the training and maintenance of the system. The team develops reports on activity and compliance and facilitates changes as requested from the business.

Quality and transformation summary budget tables

	2012/13 Total Budget	Budget Adjustments	Inflation	Commitm ents	Saving s	Growth	Realignme nt Adjustme nts	2013/ 14 Total Budg et
SERVICES	£000	£000	£000	£000	£000	£000	£000	£000
CAREFIRST TEAM	230		2					232
QUALITY ASSURANCE	447	(204)	2					245
STRATEGIC MANAGEMENT	209	1	2				(212)	0
LOCAL REFORM & COMMUNITY VOICES GRANT	0						0	0
ADULT SAFEGUARDING TEAM	237	36	3					276
TRANSFORMING SOCIAL CARE PROGRAMME	1,627	(186)	7		(269)			1179
MCA TRAINING	146		1					147
<b>QUALITY &amp; TRANSFORMATION</b>	<b>2,896</b>	<b>(353)</b>	<b>17</b>	<b>0</b>	<b>(269)</b>	<b>0</b>	<b>(212)</b>	<b>2,080</b>



	2011/12 Outturn	2012/13 Total Budget	2013/14 Total Budget
<b>Subjective Analysis</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
Employees	1,454	2,148	1,332
Premises		5	5
Transport	2	4	4
Supplies And Services	196	202	202
Third Party Payments	550	466	467
Support Services	148	71	70
<b>Total Expenditure</b>	<b>2,350</b>	<b>2,896</b>	<b>2,080</b>
Other grants	(65)		
Miscellaneous income	(2)		
<b>Total Income</b>	<b>(67)</b>	<b>0</b>	<b>0</b>
<b>Total net expenditure</b>	<b>2,283</b>	<b>2,896</b>	<b>2,080</b>

<b>MOVEMENTS</b>	<b>£000</b>
<b>2012/13 TOTAL BUDGET</b>	2,896
INFLATION	17
BUDGET ADJUSTMENTS	(353)
COMMITMENTS	
SAVINGS	(269)
GROWTH	
REALIGNMENT	(212)
<b>2013/14 TOTAL BUDGET</b>	<b>2,080</b>

## Business Strategy and Performance

The business strategy and performance 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 and performance summary budget tables

	2012/13 Total Budget	Budget Adjustme nts	Inflation	Commit ments	Savings	Growth	Realignm ent Adjustme nts	2013/14 Total Budget
	£000	£000	£000	£000	£000	£000	£000	£000
<b>SERVICES</b>								
DEPARTMENTAL IT	146							146
CORPORATE HEALTH	69	15	1					85
COMMUNITY CHARGES	(1,106)				(50)		415	(741)
STRATEGY & SUPPORT	13,098	(8,429)	7				(1,212)	3,464
<b>BUSINESS STRATEGY AND PERFORMANCE</b>	<b>12,207</b>	<b>(8,414)</b>	<b>8</b>	<b>0</b>	<b>(50)</b>	<b>0</b>	<b>(797)</b>	<b>2,954</b>

	2011/12 Outturn	2012/13 Total Budget	2013/14 Total Budget
	£000	£000	£000
<b>Subjective Analysis</b>			
Employees	1,334	2,058	1,824
Premises	108	311	300
Transport	69	101	1
Supplies And Services	311	715	676
Third Party Payments	194	9,237	1,904
Transfer Payments	853	9	
Support Services	667	1207	44
Capital Charges	725	171	72
<b>Total Expenditure</b>	<b>4,261</b>	<b>13,809</b>	<b>4,821</b>
Fees and charges	(398)	(1,166)	(761)
Government grants			
Other grants	232	(412)	(1,106)
Miscellaneous income	(7)		
<b>Total Income</b>	<b>(173)</b>	<b>(1,578)</b>	<b>(1,867)</b>
Net Expenditure before recharges	<b>4,088</b>	<b>12,231</b>	<b>2,954</b>
Recharges to the General Fund	8	(24)	
<b>Total net expenditure</b>	<b>4,096</b>	<b>12,207</b>	<b>2,954</b>

<b>MOVEMENTS</b>	<b>£000</b>
<b>2012/13 TOTAL BUDGET</b>	12,207
INFLATION	8
BUDGET ADJUSTMENTS	(8,414)
SAVINGS	(50)
GROWTH	
REALIGNMENT	(797)
<b>2013/14 TOTAL BUDGET</b>	<b>2,954</b>

## Education Services

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

Education services summary budget tables

SERVICES	2012/13	Budget	Inflation	Commitments	Savings	Growth	2013/14
	Total Budget	Adjustments					Total Budget
	£000	£000	£000	£000	£000	£000	£000
EDUCATION STRATEGY	431	(232)	2	0	0	0	201
EARLY HELP	10,740	15,809	53	0	(2,985)	0	23,617
PUPIL ACCESS	4,672	362	12	0	0	0	5,046
SPECIAL EDUCATIONAL NEEDS	7,947	4,274	7	0	(47)	0	12,181
SPECIALIST EDUCATIONAL SERVICES	4,825	1,827	16	0	(1,334)	0	5,334
STANDARDS 0-19	3,157	124	17	0	(50)	0	3,248
YOUTH AND PLAY SERVICES	3,356	1,389	35	0	(350)	0	4,430
<b>EDUCATION SERVICES</b>	<b>35,128</b>	<b>23,553</b>	<b>142</b>		<b>(4,766)</b>		<b>54,057</b>

	2011/12 Outturn	2012/13 Total Budget	2013/14 Total Budget
	£0	£0	£0
<b>Subjective Analysis</b>			
Employees	27,267	21,906	21,550
Premises	1,239	637	712
Transport	2,924	2,851	2,998
Supplies And Services	7,581	8,721	7,343
Third Party Payments	16,403	19,199	23,773
Transfer Payments	218	76	59
Support Services	777	1,263	990
Capital Charges	1,039	565	565
Total Expenditure	57,448	55,218	57,990
Fees and charges	(2,373)	(2,597)	(2,799)
Government grants	(16,119)	(13,918)	(481)
Other grants	(2,285)	(2,889)	(196)
Miscellaneous income	(91)	(3)	0
Total Income	(20,868)	(19,407)	(3,476)
Net Expenditure Before Recharges	36,580	35,811	54,514
Recharges To The General Fund	(1,084)	(682)	(456)
Total Net Expenditure	<b>35,496</b>	<b>35,129</b>	<b>54,058</b>

MOVEMENTS	£000
2012/13 TOTAL BUDGET	35,128
INFLATION	142
BUDGET ADJUSTMENTS	23,553
COMMITMENTS	0
SAVINGS	(4,766)
GROWTH	0
<b>2013/14 TOTAL BUDGET</b>	<b>54,057</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	2012/13 Total Budget £000	Budget Adjustments £000	Inflation £000	Commitments £000	Savings £000	Growth £000	2013/14 Total Budget £000
<b>EDUCATION STRATEGY</b>	<b>431</b>	<b>(232)</b>	<b>2</b>				<b>201</b>

	2011/12 Outturn £000	2012/13 Total Budget £000	2013/14 Total Budget £000
<b>Subjective analysis</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
Employees	438	331	171
Premises	1		
Transport	1		
Supplies and Services	32	36	30
Third Party Payments		64	
Support Services	5		
Capital Financing Costs	1		
<b>Total Expenditure</b>	<b>478</b>	<b>431</b>	<b>201</b>
Other Income	(11)		
<b>Total Income</b>	<b>(11)</b>		
<b>Total net expenditure</b>	<b>467</b>	<b>431</b>	<b>201</b>

<b>MOVEMENTS</b>	<b>£000</b>
2012/13 TOTAL BUDGET	431
BUDGET ADJUSTMENTS	(232)
INFLATION	2
COMMITMENTS	
SAVINGS	
GROWTH	
<b>2013/14 TOTAL BUDGET</b>	<b>201</b>

## **Early Help Services**

### 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:

- Early Help locality Services
- Early Help & Children's Centres Commissioning
- Early Years Centres
- Other Services

The service has 190 FTE (Full time equivalent) posts.

### **Early Help Locality Services**

The Early Help Service works with children, young people and families who are experiencing difficulties. The team provides 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
- Family support
- Early years early intervention

### **Early Help & Children's Centres Commissioning**

The Centres are responsible for implementing what was initially the sure start children's centre (SSCC) programme. The Council operates and commissions 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

### **Early Years centres**

The operation of the early years centres is based around delivering childcare and education for children in the early years (0-5).

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 the Council's four centres provide 169 places.

## Other services

### Nursery Minimum Free Entitlement (MFEE)

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.

### Two Year Old Offer

From September 2013, disadvantaged two year old children are entitled to a free nursery places for 15 hours per week. An estimated 1,300 children in Southwark are expected to meet the national eligibility criteria for a free place in 2013/14.

Both the MFEE and Two Year Old Offer are funded by the Dedicated Schools Grant.

### Early Help summary budget tables

SERVICES	2012/13	Budget	Inflation	Commitments	Savings	Growth	2013/14
	Total						Total
	Budget	Adjustments	£000	£000	£000	£000	Budget
	£000	£000	£000	£000	£000	£000	£000
EARLY HELP LOCALITY SERVICES	2,868	3,631	35	0	(996)	0	5,538
CHILDRENS CENTRE COMMISSIONING	703	5,468	0	0	(1,050)	0	5,121
EARLY YEARS CENTRES	2,965	(3)	19	0	(500)	0	2,481
2 YEAR OLD OFFER	0	6,712	0	0	(439)	0	6,273
NURSERY MFE	4,204	0	0	0	0	0	4,204
<b>EARLY HELP SERVICES</b>	<b>10,740</b>	<b>15,808</b>	<b>54</b>	<b>0</b>	<b>(2,985)</b>	<b>0</b>	<b>23,617</b>

	2011/12	2012/13 Total	2013/14 Total
	Outturn	Budget	Budget
	£000	£000	£000
<b>Subjective analysis</b>			
Employees	8,653	7,540	7,920
Premises	425	187	242
Transport	112	31	7
Supplies and Services	4,242	5,621	5,002
Third Party Payments	5,455	7,665	10,983
Transfer Payments	17	0	0
Support Services	251	790	615
Capital Charges	667	275	275
<b>Total expenditure</b>	<b>19,822</b>	<b>22,109</b>	<b>25,044</b>
Fees and charges	(923)	(1,002)	(971)
Government grants	(9,892)	(10,318)	0
Other Income	(18)	0	0
<b>Total income</b>	<b>(10,833)</b>	<b>(11,320)</b>	<b>(971)</b>
Net expenditure before recharges	8,989	10,789	24,073
Recharges to the general fund	(202)	(49)	(456)
<b>Total net expenditure</b>	<b>8,787</b>	<b>10,740</b>	<b>23,617</b>

<b>MOVEMENTS</b>	<b>£000</b>
<b>2012/13 TOTAL BUDGET</b>	10,740
INFLATION	54
BUDGET ADJUSTMENTS	15,808
COMMITMENTS	0
SAVINGS	(2,985)
GROWTH	0
<b>2013/14 TOTAL BUDGET</b>	<b>23,617</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 60 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

This team 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

School Travel Assistance is available to support eligible children with special educational needs (SEN) on their journeys to nursery, primary, secondary school and college. It is anticipated that up to 450 children will be offered support to travel to school.

### Parent Partnership Service

Parent partnership service 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

	2012/13 Total Budget	Budget Adjustments	Inflation	Commitments	Savings	Growth	2013/14 Total Budget
<b>SERVICES</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
HOME 2 SCHOOL TRANSPORT	3,482	573	11				4,066
PARENT PARTNERSHIP CHILDREN MISSING IN EDUCATION	132	10	1				143
PUPIL BENEFITS	176	(150)					26
PUPIL ACCESS - CENTRAL	192	(71)					121
ADMISSIONS	159						159
	531						531
<b>PUPIL ACCESS</b>	<b>4,672</b>	<b>362</b>	<b>12</b>				<b>5,046</b>

<b>Subjective analysis</b>	<b>2011/12 Outturn</b>	<b>2012/13 Total Budget</b>	<b>2013/14 Total Budget</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>
Employees	1,808	1,569	1,874
Premises	3		1
Transport	2,616	2,701	2,881
Supplies and Services	365	240	147
Third Party Payments	268	161	161
Support Services	8		
<b>Total Expenditure</b>	<b>5,068</b>	<b>4,672</b>	<b>5,065</b>
Customer Receipts	0	0	(19)
Deductions & Reimbursements	(10)	0	0
<b>Total Income</b>	<b>(10)</b>	<b>0</b>	<b>(19)</b>
Net expenditure before recharges	5,058	4,672	5,046
Recharges			
<b>Total net expenditure</b>	<b>5,058</b>	<b>4,672</b>	<b>5,046</b>

<b>MOVEMENTS</b>	<b>£000</b>
<b>2012/13 TOTAL BUDGET</b>	4,672
INFLATION	12
BUDGET ADJUSTMENTS	362
COMMITMENTS	
SAVINGS	
GROWTH	
<b>2013/14 TOTAL BUDGET</b>	<b>5,046</b>

## Special Educational Needs and Inclusion

### Description of service

The Local Authority 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 32 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
- Commissioning of education for pupils with SEN in independent special school and home tuition from a number of independent providers
- Advising and attending reviews and transition reviews
- Ensuring that all Southwark schools have due regard for the special educational needs code of practice
- From September 2013, additional responsibilities have transferred for post 16 placements for pupils in further education establishments

The majority of this budget area is funded from the Dedicated Schools Grant.

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

DIVISIONS	2012/13	Budget		Inflation	Commitments	Savings	Growth	2013/14
	Total Budget	Adjustments	£000					Total Budget
	£000	£000	£000	£000	£000	£000	£000	£000
SEN & INCLUSION TEAM	924	237	7			(47)		1,121
AUTISM SUPPORT TEAM	284	0						284
HEARING AND VISUAL IMPAIRMENT TEAM	547	0						547
EARLY YEARS	214	0						214
CHILDREN LOOKED AFTER	107	(107)						0
INDEPENDENT DAY/ BOARDING PROVISION	3,379	600						3,979
ACADEMIES SEN FUNDING	1,247	6						1,253
RECOUPMENT OF SEN FUNDING	723	(723)						0
THERAPIES	85	(41)						44
APPLIED BEHAVIOURAL ANALYSIS	73	(30)						43
CENMAC EQUIPMENT	99	0						99
SEN HOME TUITION	265	59						324
SEN PROVISION IN OTHER LOCAL AUTHORITIES		3,162						3,162
FURTHER EDUCATION & SIXTH FORM		1,111						1111
<b>SPECIAL EDUCATIONAL NEEDS</b>	<b>7,947</b>	<b>4,274</b>	<b>7</b>	<b>0</b>	<b>0</b>	<b>(47)</b>	<b>0</b>	<b>12,181</b>

	2011/12 Outturn	2012/13 Total Budget	2013/14 Total Budget
<b>Subjective analysis</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
Employees	1,528	1,848	1,690
Premises	41	0	0
Transport	3	6	7
Supplies and Services	612	711	387
Third Party Payments	7,853	8,196	10,038
Transfer Payments	199	59	59
Support Services	49	0	0
<b>Total Expenditure</b>	<b>10,285</b>	<b>10,820</b>	<b>12,181</b>
Government Grants	(8)	0	0
Other Grants	(75)	(182)	0
Fees and Charges	(2,037)	(2,693)	0
Deductions & Reimbursements	(14)	0	0
<b>Total Income</b>	<b>(2,134)</b>	<b>(2,875)</b>	<b>0</b>
Net expenditure before recharges	8,151	7,945	12,181
Recharges to the general fund	27	0	
<b>Total net expenditure</b>	<b>8,178</b>	<b>7,945</b>	<b>12,181</b>

<b>MOVEMENTS</b>	<b>£000</b>
<b>2012/13 TOTAL BUDGET</b>	7,947
INFLATION	7
BUDGET ADJUSTMENTS	4,274
COMMITMENTS	0
SAVINGS	(47)
GROWTH	0
<b>2013/14 TOTAL BUDGET</b>	<b>12,181</b>

## **Specialist Education Services**

The main service areas within this division are 14 – 19 partnership, supporting young people into employment and training, education other than at school (EOTAS), the secondary pupil referral units (SILS) and business alliance and education (EBA). The service consists of 90 fte posts.

### **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.

### **Supporting Young People to Employment and Training**

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.

### **Education Other Than at School (EOTAS)**

The 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.

## Specialist education services division summary budget tables

	2012/13 Total Budget	Budget Adjustments	Inflation	Commitments	Savings	Growth	2013/14 Total Budget
	£000	£000	£000	£000	£000	£000	£000
<b>SERVICES</b>							
14- 19 PARTNERSHIP SUPPORTING YOUNG PEOPLE TO EMPLOYMENT AND TRAINING	418	14	4	0	(394)	0	42
EDU BUS ALLIANCE	70	1440	12	0	(800)	0	722
LAC - EDUCATION	188	0	0	0	0	0	188
EOTAS	290	63	0	0	0	0	353
SILS	725	263	0	0	(75)	0	913
	3134	47	0	0	(65)	0	3116
<b>SPECIALIST EDUCATION SERVICES</b>	<b>4,825</b>	<b>1,827</b>	<b>16</b>	<b>0</b>	<b>(1,334)</b>	<b>0</b>	<b>5,334</b>

	2011/12 Outturn	2012/13 Total Budget	2013/14 Total Budget
	£000	£000	£000
<b>Subjective analysis</b>			
Employees	4,722	4,017	3,324
Premises	148	198	169
Transport	17	13	15
Supplies and Services	679	1029	309
Third Party Payments	1,862	1,700	1,170
Transfer Payments	2	12	0
Support Services	317	399	361
Capital Charges	156	151	151
<b>Total Expenditure</b>	<b>7,903</b>	<b>7,519</b>	<b>5,499</b>
Fees and Charges	(93)	(132)	(163)
Government Grants	(2,503)	(1,959)	(2)
Other Grants	(5)	0	0
Deductions & Reimbursements	(11)	0	0
<b>Total Income</b>	<b>(2,612)</b>	<b>(2,091)</b>	<b>(165)</b>
Net expenditure before recharges	5,291	5,428	5,334
Recharges to general fund	(222)	(601)	
<b>Total net expenditure</b>	<b>5,069</b>	<b>4,827</b>	<b>5,334</b>

<b>MOVEMENTS</b>	<b>£000</b>
<b>2012/13 TOTAL BUDGET</b>	<b>4,825</b>
BUDGET ADJUSTMENTS	16
INFLATION	1,827
COMMITMENTS	0
SAVINGS	(1,334)
GROWTH	0
<b>2013/14 TOTAL BUDGET</b>	<b>5,334</b>

## **0-19 Standards**

### **Early years learning and achievement**

The service works in partnership with Primary Schools, Maintained Nursery Schools and other 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**

A team of highly skilled, former headteachers make up the 0-19 Standards Team, led by a Head of Service. The majority of this team of senior advisers are Ofsted trained inspectors and understand the balance needed between support to a school and professional challenge.

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:

- Provide an experienced clerking service for governing bodies in Southwark (purchased by schools)
- 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
- Provide “Appropriate Body” services, advisory support and training for Newly Qualified Teachers in Southwark

The 0-19 standards has 52 full time equivalent posts

0-19 Standards summary budget tables

	2012/13 Total Budget	Budget Adjustme nts	Inflation	Commitm ents	Savings	Growth	2013/14 Total Budget
	£000	£000	£000	£000	£000	£000	£000
<b>SERVICES</b>							
STANDARDS TEAM	3,021	95	12		(50)		3,078
GOVERNOR DEVELOPMENT PROFESSIONAL DEVELOPMENT AND TRAINING	51		3				54
	86	29	2				117
<b>0-19 STANDARDS</b>	<b>3,158</b>	<b>124</b>	<b>17</b>		<b>(50)</b>		<b>3,249</b>

	2011/12 Outturn	2012/13 Total Budget	2013/14 Total Budget
	£000	£000	£000
<b>Subjective analysis</b>			
Employees	4,708	3,021	3,345
Premises	76	46	36
Transport	67	59	45
Supplies and Services	732	280	246
Third Party Payments	167	667	691
Transfer Payments	0	5	0
Support Services	-18	8	8
Capital Charges	72		
<b>Total expenditure</b>	<b>5,804</b>	<b>4,086</b>	<b>4,371</b>
Government Grants	(479)	(585)	(729)
Fees and Charges	(596)	(309)	(393)
Deductions & Reimbursements	(4)	(3)	
<b>Total income</b>	<b>(1,079)</b>	<b>(897)</b>	<b>(1,122)</b>
Net expenditure before recharges	4,725	3,189	3,249
Recharges to the general fund	(590)	(32)	
<b>Total net expenditure</b>	<b>4,135</b>	<b>3,157</b>	<b>3,249</b>

<b>MOVEMENTS</b>	<b>£000</b>
<b>2012/13 TOTAL BUDGET</b>	<b>3,158</b>
INFLATION	17
BUDGET ADJUSTMENTS	124
COMMITMENTS	0
SAVINGS	(50)
GROWTH	0
<b>2013/14 TOTAL BUDGET</b>	<b>3,249</b>



## Youth & Play 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.

A range of providers are utilised 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.

The youth service has 43.5 full time equivalent posts

### Play service

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.

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

The play service has 37.5 fte posts.

Youth and Play Service summary budget tables

	2012/13 Total Budget	Budget Adjustments	Inflation	Commitments	Savings	Growth	2013/14 Total Budget
DIVISIONS	£000	£000	£000	£000	£000	£000	£000
YOUTH SERVICES	2,136	1,379	20	0	(250)	0	3,285
PLAY	1220	10	15	0	(100)	0	1145
<b>YOUTH AND PLAY SERVICES</b>	<b>3,356</b>	<b>1,389</b>	<b>35</b>	<b>0</b>	<b>(350)</b>	<b>0</b>	<b>4,430</b>

	<b>2011/12 Outturn</b>	<b>2012/13 Total Budget</b>	<b>2013/14 Total Budget</b>
<b>Subjective analysis</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
Employees	5,135	3,580	3,229
Premises	481	206	264
Transport	106	41	44
Supplies and Services	900	804	988
Third Party Payments	794	745	962
Support Services	77	65	5
Capital Charges	139	139	139
<b>Total expenditure</b>	<b>7,632</b>	<b>5,580</b>	<b>5,631</b>
Fees and Charges	(869)	(877)	(917)
Government Grants	(1,935)	(1,150)	(87)
Other Grants	(243)	(197)	(197)
Deductions & Reimbursements	(24)		
<b>Total income</b>	<b>(3,071)</b>	<b>(2,224)</b>	<b>(1,201)</b>
Net expenditure before recharges	4,561	3,356	4,430
Recharges to general fund	(16)		
<b>Total net expenditure</b>	<b>4,545</b>	<b>3,356</b>	<b>4,430</b>

<b>MOVEMENTS</b>	<b>£000</b>
<b>2012/13 TOTAL BUDGET</b>	<b>3,356</b>
BUDGET ADJUSTMENTS	35
INFLATION	1,389
COMMITMENTS	
SAVINGS	(350)
GROWTH	
<b>2013/14 TOTAL BUDGET</b>	<b>4,430</b>

## Strategy and Commissioning

The strategy and commissioning division is led by a director for strategy and commissioning and co-ordinates the delivery of key strategies, plans and partnership arrangements in line with national and local requirements including the local children's 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 2012/13 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 2013/14.

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

	2012/13 Total Budget	Budget Adjustments	Inflation	Commitments	Savings	Growth	2013/14 Total Budget
	£000	£000	£000	£000	£000	£000	£000
<b>SERVICES</b>							
CHILDREN'S COMMISSIONING	2,646	815	6		(334)		3,133
STRATEGY PLANNING & PERFORMANCE BUSINESS	2,376	753	20		(318)		2,831
IMPROVEMENT SPECIALIST PARENTING SERVICE	1,846	2,005	13		(29)		3,834
FREE HEALTHY SCHOOL MEALS	507	546	9		(447)		616
CAPITAL PROJECTS	2,559			1,980			4,539
	533		1				534
<b>SC&amp;BI</b>	<b>10,467</b>	<b>4,119</b>	<b>49</b>	<b>1,980</b>	<b>-1,128</b>		<b>15,487</b>

	2011/12 Outturn	2012/13 Total Budget	2013/14 Total Budget
<b>Subjective analysis</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
Employees	4,929	5,178	6,636
Premises	799	60	1
Transport	29	33	30
Supplies and Services	4,620	1,129	1,031
Third Party Payments	4,574	6,266	7,589
Transfer Payments	10	0	0
Support Services	592	297	297
Capital Charges	41,671	35	35
<b>Total Expenditure</b>	<b>57,224</b>	<b>12,998</b>	<b>15,619</b>
Government Grants	(159)	(103)	(88)
Customer Receipts	(4,928)	(2,383)	0
Deductions & Reimbursements	(13)	0	0
<b>Total Income</b>	<b>(5,100)</b>	<b>(2,486)</b>	<b>(88)</b>
Net Expenditure before recharges	52,124	10,512	15,531
Recharges	(1,280)	(44)	(44)
<b>Total net expenditure</b>	<b>50,844</b>	<b>10,468</b>	<b>15,487</b>

<b>MOVEMENTS</b>	<b>£000</b>
<b>2012/13 TOTAL BUDGET</b>	10,467
INFLATION	49
BUDGET ADJUSTMENTS	4,119
COMMITMENTS	1,980
SAVINGS	(1,128)
GROWTH	
<b>2013/14 TOTAL BUDGET</b>	<b>15,487</b>

## Specialist Services

Specialist Services cover Southwark's children's and families' social care functions. The division comprises services for children at risk of harm or in need of protection; children looked after, care leavers, children with disabilities and functions relating to youth offending.

Specialist services summary budget tables

	2012/13 Total Budget	Budget Adjustments	Inflation	Commitments	Savings	Growth	2013/14 Total Budget
SERVICES	£000	£000	£000	£000	£000	£000	£000
ASSESSMENT AND SAFEGUARDING SUPPORT CHILDREN LOOKED AFTER and DISABILITY SERVICES	9,551	(340)	113	125	(153)	575	9,871
YOUTH OFFENDING SERVICES	36,632	(73)	639		(1,117)	25	36,106
QUALITY ASSURANCE AND SAFEGUARDING MANAGEMENT AND ADMINISTRATION	2,186	527	39		(30)	750	3,472
	1,454	(211)	12		(30)		1,225
	932	381	5		(420)		898
<b>SPECIALIST SERVICES</b>	<b>50,755</b>	<b>284</b>	<b>808</b>	<b>125</b>	<b>(1,750)</b>	<b>1,350</b>	<b>51,572</b>

	2011/12 Outturn	2012/13 Total Budget	2013/14 Total Budget
Subjective Analysis	£000	£000	£000
Employees	21,087	21,639	18,811
Premises	1,007	734	366
Transport	1,057	865	830
Supplies and services	2,702	3,289	3,230
Third party payments	23,766	27,540	29,473
Transfer payments	3,083	1,614	1,506
Support services	1,400	16	140
Capital charges	11	33	33
<b>Total expenditure</b>	<b>54,113</b>	<b>55,730</b>	<b>54,389</b>
Fees and charges	(68)		
Government grants	(4,220)	(4,613)	(2,595)
Other grants	(455)	(245)	(245)
Miscellaneous income	(73)		
<b>Total income</b>	<b>(4,816)</b>	<b>(4,858)</b>	<b>(2,840)</b>
Net expenditure before recharges	49,297	50,872	51,549
Recharges to the general fund	(13)	(117)	23
<b>Total net expenditure</b>	<b>49,284</b>	<b>50,755</b>	<b>51,572</b>

<b>MOVEMENTS</b>	<b>£000</b>
<b>2012/13 TOTAL BUDGET</b>	50,755
INFLATION	808
BUDGET ADJUSTMENTS	284
COMMITMENTS	125
SAVINGS	(1,750)
GROWTH	1,350
<b>2013/14 TOTAL BUDGET</b>	<b>51,572</b>

## Assessment, Safeguarding and Family Support

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 receives around 14,000 contacts regarding children and families in the borough for which other agencies, friend and families have concerns. Initial assessments are 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 140 special guardianship orders (SGOs) and 80 residence orders.

The referral and assessment team has 57 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

	2012/13						2013/14
	Total Budget	Budget Adjustments	Inflation	Commitments	Savings	Growth	Total Budget
	£000	£000	£000	£000	£000	£000	£000
<b>SERVICES</b>							
REFERRAL AND ASSESSMENT	2,824	5	25				2,854
FAMILY SUPPORT AND SAFEGUARDING SERVICES	3,221	367	31				3,619
FAMILY SUPPORT PLACEMENTS	1,789		39	125	0	575	2,528
MANAGEMENT AND BUSINESS SUPPORT	1,717	(712)	18		(153)		870
<b>ASSESSMENT, SAFEGUARDING &amp; FAMILY SUPPORT</b>	<b>9,551</b>	<b>(340)</b>	<b>113</b>	<b>125</b>	<b>(153)</b>	<b>575</b>	<b>9,871</b>

	2011/12 Outturn	2012/13 Total Budget	2013/14 Total Budget
	£000	£000	£000
<b>Subjective Analysis</b>			
Employees	7,232	7,154	6,368
Premises	290	161	167
Transport	272	246	238
Supplies And Services	198	165	165
Third Party Payments	1,826	1,945	2,684
Transfer Payments	98	169	169
Support Services	71	47	47
Capital Charges	0	33	33
<b>Total Expenditure</b>	<b>9,987</b>	<b>9,920</b>	<b>9,871</b>
Fees and charges	0	0	0
Government grants	(370)	(370)	0
Other grants	(3)	0	0
Miscellaneous income	(36)	0	0
<b>Total Income</b>	<b>(409)</b>	<b>(370)</b>	<b>0</b>
Net Expenditure Before Recharges	9,578	9,550	9,871
Recharges To The General Fund	(13)	0	0
<b>Total net expenditure</b>	<b>9,565</b>	<b>9,550</b>	<b>9,871</b>

<b>MOVEMENTS</b>	<b>£000</b>
<b>2012/13 TOTAL BUDGET</b>	9,551
INFLATION	(340)
BUDGET ADJUSTMENTS	113
COMMITMENTS	125
SAVINGS	(153)
GROWTH	575
<b>2013/14 TOTAL BUDGET</b>	<b>9,871</b>



## Children Looked After

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

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

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 - 43 FTE posts; over 12s and aftercare - 45 FTE posts; Adoption, Permanence & Fostering - 31 posts and a further 33 management and resources posts. The CLA service is expected to support 410 children in fostering, 35 in residential homes, and 165 adoptions.

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.

These services 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.

### Children looked after service summary budget tables

	2012/13						2013/14
	Total Budget	Budget Adjustments	Inflation	Commitments	Savings	Growth	Total Budget
<b>SERVICES</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
CLA 0-12 & ADOPTION SERVICES	4,042	3	58	0	(50)	0	4,053
CLA ADOLESCENCE & AFTER-CARE	2,704	(177)	20	0	0	0	2,547
DISABILITIES CHILD HEALTH & FOSTERING	12,653	959	195	0	(400)	25	13,432
LOOKED AFTER PLACEMENTS	12,895	0	352	0	(550)	0	12,697
MANAGEMENT AND BUSINESS SUPPORT	4,338	(858)	14	0	(117)	0	3,377
<b>CHILDREN LOOKED AFTER</b>	<b>36,632</b>	<b>(73)</b>	<b>639</b>	<b>0</b>	<b>(1,117)</b>	<b>25</b>	<b>36,106</b>

	2011/12	2012/13	2013/14
	Outturn	Total Budget	Total Budget
	£000	£000	£000
<b>Subjective Analysis</b>			
Employees	9,384	9,598	8,311
Premises	707	532	193
Transport	611	385	372
Supplies And Services	1,978	2,957	2,907
Third Party Payments	21,172	24,354	24,980
Transfer Payments	2,975	1,055	1,102
Support Services	1,319	-31	92
Capital Charges	7	0	0
<b>Total Expenditure</b>	<b>38,153</b>	<b>38,850</b>	<b>37,957</b>
Fees and charges	(74)	0	0
Government grants	(1,574)	(1,856)	(1,629)
Other grants	(386)	(245)	(245)
Miscellaneous income	(22)	0	0
<b>Total Income</b>	<b>(2,056)</b>	<b>(2,101)</b>	<b>(1,874)</b>
Net Expenditure Before Recharges	36,097	36,749	36,083
Recharges To The General Fund	(1)	(117)	23
<b>Total net expenditure</b>	<b>36,096</b>	<b>36,632</b>	<b>36,106</b>

<b>MOVEMENTS</b>	<b>£000</b>
<b>2012/13 TOTAL BUDGET</b>	36,632
INFLATION	(73)
BUDGET ADJUSTMENTS	639
COMMITMENTS	
SAVINGS	(1,117)
GROWTH	25
<b>2013/14 TOTAL BUDGET</b>	<b>36,106</b>

## Youth Offending Team

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.

There are 69 FTE posts.

### Youth offending service summary budget tables

	2012/13 Total Budget £000	Budget Adjustments £000	Inflation £000	Commitments £000	Savings £000	Growth £000	2013/14 Total Budget £000
<b>YOUTH OFFENDING TEAM</b>	<b>2,186</b>	<b>527</b>	<b>39</b>		<b>-30</b>	<b>750</b>	<b>3,472</b>

	2011/12 Outturn £000	2012/13 Total Budget £000	2013/14 Total Budget £000
<b>Subjective Analysis</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
Employees	3,185	3,151	2,739
Premises	5	41	6
Transport	147	161	162
Supplies And Services	72	104	104
Third Party Payments	633	653	1,412
Transfer Payments	9	15	15
Support Services	7	0	0
Capital Charges	4	0	0
<b>Total Expenditure</b>	<b>4,062</b>	<b>4,125</b>	<b>4,438</b>
Fees and charges	6	0	0
Government grants	(1,937)	(1,939)	(966)
Other grants			
Miscellaneous income	(12)	0	0
<b>Total Income</b>	<b>(1,943)</b>	<b>(1,939)</b>	<b>(966)</b>
Net Expenditure Before Recharges	2,119	2,186	3,472
Recharges To The General Fund	0	0	0
<b>Total net expenditure</b>	<b>2,119</b>	<b>2,186</b>	<b>3,472</b>

<b>MOVEMENTS</b>	<b>£000</b>
<b>2012/13 TOTAL BUDGET</b>	2,186
INFLATION	527
BUDGET ADJUSTMENTS	39
COMMITMENTS	
SAVINGS	(30)
GROWTH	750
<b>2013/14 TOTAL BUDGET</b>	<b>3,472</b>

## Quality Assurance and Social Work Improvement Unit

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 service has 27 FTE posts

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

	2012/13 Total Budget	Budget Adjustments	Inflation	Commitments	Savings	Growth	2013/14 Total Budget
	£000	£000	£000	£000	£000	£000	£000
<b>SERVICES</b>							
CHILD PROTECTION	403	46	3				452
CLA INDEPENDENT REVIEW & RIGHTS	547	(17)	4				534
QUALITY ASSURANCE ADMINISTRATION	376	(239)	3		(30)		110
SAFEGUARDING	128		1				129
<b>QUALITY ASSURANCE &amp; SOCIAL WORK IMPROVEMENT UNIT</b>	<b>1,454</b>	<b>(210)</b>	<b>11</b>		<b>(30)</b>		<b>1,225</b>

	2011/12 Outturn	2012/13 Total Budget	2013/14 Total Budget
	£000	£000	£000
<b>Subjective Analysis</b>			
Employees	1,102	1,264	1,069
Premises	0	0	0
Transport	28	58	44
Supplies And Services	454	29	20
Third Party Payments	85	103	81
Transfer Payments	2	11	11
Support Services	2	0	0
Capital Charges			
<b>Total Expenditure</b>	<b>1,673</b>	<b>1,465</b>	<b>1,225</b>
Fees and charges			
Government grants	(11)	(11)	0
Other grants	(66)	0	0
Miscellaneous income	(1)	0	0
<b>Total Income</b>	<b>(78)</b>	<b>(11)</b>	<b>0</b>
Net expenditure before recharges	1,595	1,454	1,225
Recharges to the general fund			
Recharges to the housing revenue account			
<b>Total net expenditure</b>	<b>1,595</b>	<b>1,454</b>	<b>1,225</b>

<b>MOVEMENTS</b>	<b>£000</b>
<b>2012/13 TOTAL BUDGET</b>	1,454
INFLATION	(210)
BUDGET ADJUSTMENTS	11
COMMITMENTS	0
SAVINGS	(30)
GROWTH	0
<b>2013/14 TOTAL BUDGET</b>	<b>1,225</b>

## Specialist Services Management and Administration

The specialist services M+A budget covers the specialist services director's team and the business development team, which oversee and co-ordinate the whole of the division's work as well as ongoing transformation of services as required.

Specialist Services strategy summary budget tables

	2012/13 Total Budget £000	Budget Adjustments £000	Inflation £000	Commitments £000	Savings £000	Growth £000	2013/14 Total Budget £000
<b>SPECIALIST SERVICES STRATEGY</b>	<b>932</b>	<b>381</b>	<b>5</b>	<b>0</b>	<b>(420)</b>	<b>0</b>	<b>898</b>

	2011/12 Outturn £000	2012/13 Total Budget £000	2013/14 Total Budget £000
<b>Subjective Analysis</b>			
Employees	184	472	325
Premises	5	0	0
Transport	0	15	15
Supplies And Services	1	33	33
Third Party Payments	50	485	316
Transfer Payments	0	364	209
Support Services	2	0	0
Capital Charges			
<b>Total Expenditure</b>	<b>242</b>	<b>1,369</b>	<b>898</b>
Fees and charges			
Government grants	(328)	(437)	0
Other grants			
Miscellaneous income	(2)	0	0
<b>Total Income</b>	<b>(330)</b>	<b>(437)</b>	<b>0</b>
Net Expenditure Before Recharges	(88)	932	898
Recharges To The General Fund			
<b>Total net expenditure</b>	<b>(88)</b>	<b>932</b>	<b>898</b>

<b>MOVEMENTS</b>	<b>£000</b>
<b>2012/13 TOTAL BUDGET</b>	<b>932</b>
INFLATION	381
BUDGET ADJUSTMENTS	5
COMMITMENTS	
SAVINGS	(420)
GROWTH	
<b>2013/14 TOTAL BUDGET</b>	<b>898</b>

## Children's Central Costs

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

	2012/13 Total Budget	Budget Adjustments	Inflation	Commitments	Savings	Growth	2013/14 Total Budget
	£000	£000	£000	£000	£000	£000	£000
<b>SERVICES</b>							
SCHOOL BUILDINGS DEPRECIATION	3,909						3,909
CS CENTRAL BUDGETS	(522)	1,547					1,025
CS OVERHEADS	10,525	102					10,627
<b>CENTRAL COSTS</b>	<b>13,912</b>	<b>1,649</b>					<b>15,561</b>

	2011/12 Outturn	2012/13 Total Budget	2013/14 Total Budget
	£000	£000	£000
<b>Subjective Analysis</b>			
Employees	483	285	285
Premises	13		
Supplies And Services	62	377	45
Third Party Payments	(222)	275	695
Support Services	13,667	10,627	10,627
Capital Charges	13,946	3,909	3,909
<b>Total Expenditure</b>	<b>27,949</b>	<b>15,473</b>	<b>15,561</b>
Fees and charges	(29)		
Government grants	(102)	(1,561)	
<b>Total Income</b>	<b>(131)</b>	<b>(1,561)</b>	
Net Expenditure Before Recharges	27,819	13,912	15,561
Recharges To The General Fund	(12)		
<b>Total net expenditure</b>	<b>27,807</b>	<b>13,912</b>	<b>15,561</b>

<b>MOVEMENTS</b>	<b>£000</b>
<b>2012/13 TOTAL BUDGET</b>	<b>13,912</b>
INFLATION	
BUDGET ADJUSTMENTS	1,649
COMMITMENTS	
SAVINGS	
GROWTH	
<b>2013/14 TOTAL BUDGET</b>	<b>15,561</b>



## Schools and External Funding

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 £34m held as school specific contingencies (e.g. in year Special Education Needs statements) and used to fund Council managed education services.

### Schools and external funding summary budget tables

	2012/13 Total Budget	Budget Adjustments	Inflation	Commitments	Savings	Growth	2013/14 Total Budget
	£000	£000	£000	£000	£000	£000	£000
<b>SERVICES</b>							
SCHOOLS	167,372	(16,480)					150,892
SCHOOLS RETAINED BUDGETS	4,081	5,281					9,362
ACADEMY/ LACSEG	28,329	14,113					42,442
DSG & OTHER FUNDING	(224,278)	(12,820)					(237,098)
<b>SCHOOLS AND EXTERNAL FUNDING</b>	<b>(24,496)</b>	<b>(9,906)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(34,402)</b>

	2011/12 Outturn	2012/13 Total Budget	2013/14 Total Budget
	£000	£000	£000
<b>Subjective Analysis</b>			
School related payments	170,957	167,372	150,892
Academy recoupment		28,329	42,442
Other third party payments	3,400	4,081	9,362
<b>Total expenditure</b>	<b>174,357</b>	<b>199,782</b>	<b>202,696</b>
Fees and charges	(7,430)		
Dedicated schools grant	(197,708)	(224,278)	(237,098)
Other government grants	(3,493)		
<b>Total income</b>	<b>(208,631)</b>	<b>(224,278)</b>	<b>(237,098)</b>
<b>Total net expenditure</b>	<b>(34,274)</b>	<b>(24,496)</b>	<b>(34,402)</b>

<b>MOVEMENTS</b>	<b>£000</b>
<b>2012/13 TOTAL BUDGET</b>	<b>(24,996)</b>
INFLATION	
BUDGET ADJUSTMENTS	(9,906)
COMMITMENTS	
SAVINGS	
GROWTH	
<b>2013/14 TOTAL BUDGET</b>	<b>(34,402)</b>



# **Environment & Leisure Department**

## **Budget Book**

**2013/14**



Southwark Integrated Waste Management Facility – Old Kent Road

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## **Introduction**

This budget book presents key information in relation to the 2013/14 budget agreed by the Council in February 2013. It contains descriptions and the budgets for the services that the Environment and Leisure Department provides. In 2013/14 the department will spend in the region of £122 million

Details of the services, nature and type of expenditure for each of the services the department manages, are provided under separate headings below.

If you require further information regarding the estimates contained in this budget book for the Environment and Leisure Department, please contact Edwin Thomas, Senior Finance Manager, on 0207 525 2385 or email [edwin.thomas@southwark.gov.uk](mailto:edwin.thomas@southwark.gov.uk).

## Environment and Leisure

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 approach to achieving savings across the Environment, Culture and Community Safety portfolios is in line with the cabinet's budget principles, and we have sought to do all we can to protect front line services and offer continuity to our most vulnerable residents.

However as the majority of our services are front line and directly delivered to all residents, changes and reductions to delivery are inevitable. In order to minimise impact on the wider community and equalities groups we have sought to make savings through efficiency, back office reductions and processes, leaner staffing structures and negotiating better value from our contractors.

We will deliver the best value for money possible and maximise the use of our existing assets. Wherever possible we have sought to share resources and work with partner organisations and identify new ways of working to deliver efficiencies and maximise opportunities for increasing income.

### Description of department

The strategic director is also the Electoral Registration Officer and Returning Officer, so the department includes the electoral services team. The other services can be broadly grouped into:

- Public Realm, covering parks and open spaces, parking, highways, transport planning, cleaner greener safer initiatives, cemeteries and crematorium
- Sustainable services, such as waste management, refuse collection and recycling, street and housing estate cleaning, pest control and grounds maintenance along with carbon reduction and energy projects
- Community safety covering: Safer Southwark Partnership, drug and alcohol teams, emergency planning, environmental health, the community wardens, antisocial behaviour unit, environmental enforcement, private sector housing renewals, noise teams and CCTV
- Culture, Libraries, Leisure and Learning covering: arts, heritage, leisure centres, sports outreach, libraries and adult learning.

The **overall mission** of the department is to create a borough that has great, clean, public spaces and provides opportunities for our residents to enjoy themselves in a safe environment.

The Environment and Leisure Department has two key objectives:

- To create a borough with great, clean public spaces
- To create a borough that provides lots of opportunities for our residents to enjoy themselves in a safe environment.

Environment and leisure is directly responsible for managing and delivering frontline services that make a real difference to every resident's quality of life. 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.

## Summary of the Budget

The net budget for environment and leisure services in 2013/14 is £69m. The department has already achieved £7.3m savings during 2011/12 and £5.5m savings for 2012/13. The 2013/14 budget includes savings and additional income of £2.7m. When the significant reductions in government grants are taken into account, around £19m will have been taken out of the budget over the three year period.

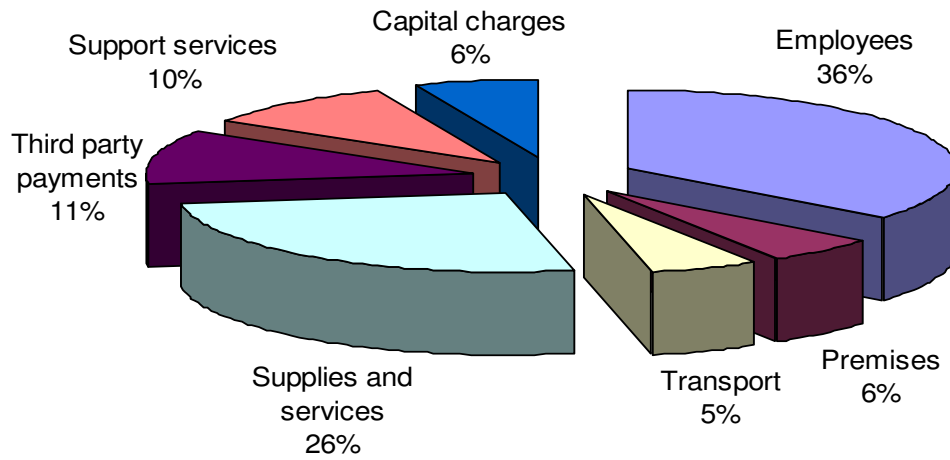
Since the majority of our operations are frontline, the biggest element of our expenditure is on employees. Payments to term contractors of services that we cannot provide in house, such as waste collection and disposal, parking enforcement, highways maintenance are the second largest category of expenditure.

## Environment and leisure department summary budget tables

DIVISIONS	2012/13 Total Budget £000	Budget Adjustments £000	Inflation £000	Commitments £000	Savings £000	Growth £000	2013/14 Total Budget £000
PUBLIC REALM DIVISION	18,419	(497)	288	(99)	(1,420)	280	16,971
COMMUNITY SAFETY DIVISION	10,686	(68)	91	(197)	(360)	596	10,748
SERVICE DEVELOPMENT AND BUSINESS SUPPORT SERVICES	502	377	6	-	-	-	886
SUSTAINABLE SERVICES	28,113	(958)	687	135	(146)	-	27,832
CULTURE, LIBRARIES LEARNING & LEISURE	13,449	60	192	(78)	(749)	75	12,949
<b>ENVIRONMENT AND LEISURE</b>	<b>71,170</b>	<b>(1,085)</b>	<b>1,264</b>	<b>(239)</b>	<b>(2,675)</b>	<b>951</b>	<b>69,386</b>

	2011/12 Outturn £000	2012/13 Total Budget £000	2013/14 Total Budget £000
<b>Subjective analysis</b>			
Employees	43,061	41,768	43,540
Premises	6,292	6,092	6,835
Transport	2,393	2,077	6,530
Supplies and services	30,430	26,434	31,827
Third party payments	19,493	19,045	13,650
Support services	16,738	12,922	11,824
Capital charges	26,152	7,569	7,569
<b>Total expenditure</b>	<b>144,559</b>	<b>115,908</b>	<b>121,777</b>
Fees and charges	(20,190)	(19,625)	(20,446)
Government grants	(5,502)	(4,560)	(4,560)
Other grants	(2,340)	(215)	-
Miscellaneous income	(810)	(665)	(867)
<b>Total income</b>	<b>(28,842)</b>	<b>(25,066)</b>	<b>(25,873)</b>
Net expenditure before recharges	<b>115,718</b>	<b>90,842</b>	<b>95,903</b>
Recharges to the general fund	(5,213)	(2,954)	(9,491)
Recharges to the housing revenue account	(16,780)	(16,718)	(17,026)
<b>Total net expenditure</b>	<b>93,724</b>	<b>71,170</b>	<b>69,386</b>

## Environment & Leisure Department Expenditure Analysis - 2013/14



MOVEMENTS	£000
<b>2012/13 TOTAL BUDGET</b>	71,170
INFLATION	1,264
BUDGET ADJUSTMENTS	(1,085)
COMMITMENTS	(239)
SAVINGS	(2,675)
GROWTH	951
<b>2013/14 TOTAL BUDGET</b>	<b>69,386</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

	2012/13 Total Budget £000	Budget Adjustments £000	Inflation £000	Commitments £000	Savings £000	Growth £000	2013/14 Total Budget £000
<b>SERVICES</b>							
DIVISIONAL MANAGEMENT							
OVERHEADS	424	19	3	-	-	-	447
P R - ASSET							
MANAGEMENT	11,124	(16)	98	(20)	(200)	200	11,187
STREET & METAL WORKS							
SERVICES							
PARKS & OPEN SPACES	8,138	(12)	123	(9)	(120)	80	8,200
PARKING MANAGEMENT	(2,503)	-	11	(70)	(1,100)	-	(3,661)
ROAD NETWORKING	152	(2)	5	-	-	-	155
SOUTH DOCK MARINA	6	-	14	-	-	-	20
MARKET SERVICES	13	-	8	-	-	-	21
PARKS & OPEN SPACES	8,138	(12)	123	(9)	(120)	80	8,200
PUBLIC REALM PROJECTS	551	13	6	-	-	-	571
ELECTORAL SERVICES	513	(294)	6	-	-	-	225
<b>PUBLIC REALM</b>	<b>18,419</b>	<b>(497)</b>	<b>288</b>	<b>(99)</b>	<b>(1,420)</b>	<b>280</b>	<b>16,971</b>

	<b>2011/12</b>	<b>2012/13</b>	<b>2013/14</b>
	<b>Outturn</b>	<b>Total Budget</b>	<b>Total Budget</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>
<b>Subjective analysis</b>			
Employees	7,106	6,240	7,400
Premises	3,438	3,244	3,485
Transport	251	172	437
Supplies and services	2,406	1,562	2,462
Third party payments	15,161	14,396	14,073
Support services	4,854	4,455	4,299
Capital charges	10,555	6,041	6,041
<b>Total expenditure</b>	<b>43,770</b>	<b>36,109</b>	<b>38,196</b>
Fees and charges	(17,393)	(16,614)	(17,482)
Government grants	(237)	-	-
Other grants	(754)	-	-
Miscellaneous income	(18)	-	-
<b>Total income</b>	<b>(18,402)</b>	<b>(16,614)</b>	<b>(17,482)</b>
Net expenditure before recharges	25,369	19,496	20,714
Recharges to the general fund	(1,979)	(635)	(3,618)
Recharges to the housing revenue account	(442)	(442)	(125)
<b>Total net expenditure</b>	<b>22,948</b>	<b>18,419</b>	<b>16,971</b>

<b>MOVEMENTS</b>	<b>£000</b>
<b>2012/13 TOTAL BUDGET</b>	<b>18,419</b>
INFLATION	288
BUDGET ADJUSTMENTS	(497)
COMMITMENTS	(99)
SAVINGS	(1,420)
GROWTH	280
<b>2013/14 TOTAL BUDGET</b>	<b>16,971</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 tables

	2012/13 Total Budget £000	Budget Adjustments £000	Inflation £000	Commitments £000	Savings £000	Growth £000	2013/14 Total Budget £000
<b>DIVISIONAL MANAGEMENT OVERHEADS</b>	424	19	3	-	-	-	447

	2011/12 Outturn £000	2012/13 Total Budget £000	2013/14 Total Budget £000
<b>Subjective analysis</b>			
Employees	237	336	313
Premises	1	-	-
Transport	5	0	0
Supplies and Services	7	89	89
Support Services	52	-	-
Capital Charges	3	44	44
<b>Total Expenditure</b>	<b>304</b>	<b>470</b>	<b>447</b>
Miscellaneous Income	(3)	-	-
<b>Total income</b>	<b>(3)</b>	<b>-</b>	<b>-</b>
Net expenditure before recharges	302	470	447
Recharges to the general fund	(45)	(45)	-
<b>Total net expenditure</b>	<b>256</b>	<b>424</b>	<b>447</b>

<b>MOVEMENTS</b>	<b>£000</b>
<b>2012/13 TOTAL BUDGET</b>	424
INFLATION	3
BUDGET ADJUSTMENTS	19
COMMITMENTS	-
SAVINGS	-
GROWTH	-
<b>2013/14 TOTAL BUDGET</b>	<b>447</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 2013/14 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 20 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 anticipated price increases for energy costs and staff payrise.

The commitments relate to the reversal of the budgets given in 2012 to meet the additional costs incurred for the Olympics. 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. Growth was approved to invest in proactive maintenance of highways to reduce emergency repairs which are often more expensive

### Public Realm – Asset Management summary budget tables

	2012/13						2013/14
	Total	Budget					Total
	Budget	Adjustments	Inflation	Commitments	Savings	Growth	Budget
	£000	£000	£000	£000	£000	£000	£000
<b>P R – ASSET MANAGEMENT</b>	11,124	(16)	98	(20)	(200)	200	11,187

	2011/12	2012/13	2013/14
	Outturn	Total Budget	Total Budget
	£000	£000	£000
<b>Subjective analysis</b>			
Employees	1,115	1,056	1,002
Premises	1,053	1,102	1,203
Transport	59	51	58
Supplies and services	59	77	141
Third party payments	4,619	3,994	4,008
Support services	1,668	1,647	1,688
Capital charges	4,959	3,864	3,864
<b>Total expenditure</b>	<b>13,532</b>	<b>11,791</b>	<b>11,962</b>
Fees and charges	(505)	(667)	(776)
Government grants	(237)	-	-
Miscellaneous income	(2)	-	-
<b>Total income</b>	<b>(744)</b>	<b>(667)</b>	<b>(776)</b>
Net expenditure before recharges	12,788	11,124	11,187
Recharges to the general fund	-	-	-
<b>Total net expenditure</b>	<b>12,788</b>	<b>11,124</b>	<b>11,187</b>

<b>MOVEMENTS</b>	<b>£000</b>
<b>2012/13 TOTAL BUDGET</b>	11,124
INFLATION	98
BUDGET ADJUSTMENTS	(16)
COMMITMENTS	(20)
SAVINGS	(200)
GROWTH	200
<b>2013/14 TOTAL BUDGET</b>	<b>11,187</b>

## Street & Metalworks services

### Description of service

Street & Metalwork Services sits within Public Realm Asset management business unit and 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, minor works to parks and parking meter maintenance. The unit has a fully equipped engineering work shop and sign shop producing the majority of signs and street name plates across the borough. SMS appointed staff with specific duties of managing the vast array of materials held by the unit to ensure timely delivery of repairs and replacement.

The unit's staffing budget is based on an establishment of 33 FTE posts.

The budget adjustment relates to the restructuring of direct service budgets. The property costs are mainly electricity costs for street lighting and illuminated street furniture.

Inflation is for anticipated price increases for energy costs and staff payrise.

### Street & Metalworks services summary budget tables

	2012/13 Total Budget £000	Budget Adjustments £000	Inflation £000	Commitments £000	Savings £000	Growth £000	2013/14 Total Budget £000
<b>S M S</b>	-	(206)	13	-	-	-	(193)

	2011/12 Outturn £000	2012/13 Total Budget £000	2013/14 Total Budget £000
<b>Subjective analysis</b>			
Employees	-	-	1,271
Premises	-	-	33
Transport	-	-	257
Supplies and services	-	-	876
Third party payments	-	-	77
Support services	-	-	97
<b>Total expenditure</b>	-	-	<b>2,612</b>
Net expenditure before recharges	-	-	2,612
Recharges to the general fund	-	-	(2,805)
<b>Total net expenditure</b>	-	-	<b>(193)</b>

<b>MOVEMENTS</b>	<b>£000</b>
<b>2012/13 TOTAL BUDGET</b>	-
INFLATION	13
BUDGET ADJUSTMENTS	(206)
COMMITMENTS	-
SAVINGS	-
GROWTH	-
<b>2013/14 TOTAL BUDGET</b>	<b>(193)</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 47 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.

The commitments relate to the reversal of the budgets given in 2012 to meet the additional costs incurred for the Olympics. Savings will be generated by increasing fees and charges for cemetery and crematorium to inner London average, reducing Grounds maintenance contractor management costs and from additional income from sports bookings in parks. Growth was received to meet the cemeteries and crematoria's need for greater investment to maintain and improve the environment for their users.

### Parks and open spaces summary budget tables

	2012/13 Total Budget £000	Budget Adjustments £000	Inflation £000	Commitments £000	Savings £000	Growth £000	2013/14 Total Budget £000
<b>PARKS &amp; OPEN SPACES</b>	<b>8,138</b>	<b>(12)</b>	<b>123</b>	<b>(9)</b>	<b>(120)</b>	<b>80</b>	<b>8,200</b>

	<b>2011/12 Outturn £000</b>	<b>2012/13 Total Budget £000</b>	<b>2013/14 Total Budget £000</b>
<b>Subjective analysis</b>			
Employees	1,750	1,770	1,775
Premises	1,440	1,132	1,216
Transport	85	78	78
Supplies and services	481	381	333
Third party payments	3,725	4,179	4,052
Support services	1,223	863	863
Capital charges	4,314	1,816	1,816
<b>Total expenditure</b>	<b>13,017</b>	<b>10,219</b>	<b>10,134</b>
Fees and charges	(1,809)	(1,737)	(1,837)
Other grants	(24)	-	-
Miscellaneous income	(2)	-	-
<b>Total income</b>	<b>(1,835)</b>	<b>(1,737)</b>	<b>(1,837)</b>
Net expenditure before recharges	11,182	8,481	8,296
Recharges to the general fund	(74)	(26)	(96)
Recharges to the housing revenue account	(317)	(317)	-
<b>Total net expenditure</b>	<b>10,790</b>	<b>8,138</b>	<b>8,200</b>

<b>MOVEMENTS</b>	<b>£000</b>
<b>2012/13 TOTAL BUDGET</b>	<b>8,138</b>
INFLATION	123
BUDGET ADJUSTMENTS	(12)
COMMITMENTS	(9)
SAVINGS	(120)
GROWTH	80
<b>2013/14 TOTAL BUDGET</b>	<b>8,200</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.

The commitments relate to the reversal of the budgets given in 2012 to meet the additional costs incurred for the Olympics. Savings will be generated mainly by raising parking fees to Inner London average and by reducing costs through procurement of new parking enforcement contract and continued productivity improvements.

### Parking Management summary budget tables

	2012/13 Total Budget £000	Budget Adjustments £000	Inflation £000	Commitments £000	Savings £000	Growth £000	2013/14 Total Budget £000
<b>PARKING MANAGEMENT</b>	<b>(2,503)</b>	<b>-</b>	<b>11</b>	<b>(70)</b>	<b>(1,100)</b>	<b>-</b>	<b>(3,661)</b>

	2011/12 Outturn £000	2012/13 Total Budget £000	2013/14 Total Budget £000
<b>Subjective analysis</b>			
Employees	393	411	415
Premises	605	690	698
Transport	13	1	1
Supplies and services	608	503	503
Third party payments	4,782	5,609	4,999
Support services	1,142	1,109	1,109
Capital charges	1,269	134	134
<b>Total expenditure</b>	<b>8,812</b>	<b>8,457</b>	<b>7,859</b>
Fees and charges	(10,561)	(10,960)	(11,520)
Miscellaneous income	(4)	-	-
<b>Total income</b>	<b>(10,565)</b>	<b>(10,960)</b>	<b>(11,520)</b>
Net expenditure before recharges	(1,753)	(2,503)	(3,661)
Recharges to the general fund	(62)	-	-
<b>Total net expenditure</b>	<b>(1,815)</b>	<b>(2,503)</b>	<b>(3,661)</b>

<b>MOVEMENTS</b>	<b>£000</b>
<b>2012/13 TOTAL BUDGET</b>	<b>(2,503)</b>
INFLATION	11
BUDGET ADJUSTMENTS	-
COMMITMENTS	(70)
SAVINGS	(1,100)
GROWTH	-
<b>2013/14 TOTAL BUDGET</b>	<b>(3,661)</b>

## Road Networking Management

### Description of service

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

The unit is composed of:

- Network management
- Highway licences/Permits
- Abandoned vehicles

The Road Networking management employee budget is based on an establishment of 13 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.

### Road Networking management summary budget tables

	2012/13 Total Budget £000	Budget Adjustments £000	Inflation £000	Commitments £000	Savings £000	Growth £000	2013/14 Total Budget £000
<b>Road Networking</b>	152	(2)	5	-	-	-	155

	2011/12 Outturn £000	2012/13 Total Budget £000	2013/14 Total Budget £000
<b>Subjective analysis</b>			
Employees	710	532	535
Premises	2	-	-
Transport	38	5	5
Supplies and services	208	235	235
Third party payments	1,169	41	41
Support services	354	293	293
<b>Total expenditure</b>	<b>2,480</b>	<b>1,105</b>	<b>1,109</b>
Fees and charges	(1,617)	(816)	(816)
Miscellaneous income	(2)	-	-
<b>Total income</b>	<b>(1,620)</b>	<b>(816)</b>	<b>(816)</b>
Net expenditure before recharges	861	290	293
Recharges to the general fund	(42)	(13)	(13)
Recharges to the housing revenue account	(125)	(125)	(125)
<b>Total net expenditure</b>	<b>694</b>	<b>152</b>	<b>155</b>

<b>MOVEMENTS</b>	<b>£000</b>
<b>2012/13 TOTAL BUDGET</b>	152
INFLATION	5
BUDGET ADJUSTEMENTS	(2)
COMMITMENTS	-
SAVINGS	-
GROWTH	-
<b>2013/14 TOTAL BUDGET</b>	<b>155</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.

### South Dock Marina summary budget tables

	2012/13 Total Budget £000	Budget Adjustments £000	Inflation £000	Commitments £000	Savings £000	Growth £000	2013/14 Total Budget £000
<b>SOUTH DOCK MARINA</b>	6	0	14	0	0	0	20

	2011/12 Outturn £000	2012/13 Total Budget £000	2013/14 Total Budget £000
<b>Subjective analysis</b>			
Employees	250	286	288
Premises	312	243	254
Transport	0	-	-
Supplies and services	85	27	27
Third party payments	55	28	28
Support services	218	214	214
Capital charges	0	-	-
<b>Total expenditure</b>	<b>921</b>	<b>798</b>	<b>812</b>
Fees and charges	(881)	(792)	(792)
Miscellaneous income	(0)	-	-
<b>Total income</b>	<b>(881)</b>	<b>(792)</b>	<b>(792)</b>
Net expenditure before recharges	40	6	20
Recharges to the general fund	-	-	-
<b>Total net expenditure</b>	<b>40</b>	<b>6</b>	<b>20</b>

<b>MOVEMENTS</b>	<b>£000</b>
<b>2012/13 TOTAL BUDGET</b>	6
INFLATION	-
BUDGET ADJUSTMENTS	14
COMMITMENTS	-
SAVINGS	-
GROWTH	-
<b>2013/14 TOTAL BUDGET</b>	<b>20</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 10 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 for 2011/12 relate to internal recharges for operation of skip licences.

### Markets services summary budget tables

	2012/13 Total Budget £000	Budget Adjustments £000	Inflation £000	Commitments £000	Savings £000	Growth £000	2013/14 Total Budget £000
<b>MARKET SERVICES</b>	13	-	8	-	-	-	21

	2011/12 Outturn £000	2012/13 Total Budget £000	2013/14 Total Budget £000
<b>Subjective analysis</b>			
Employees	425	460	465
Premises	(110)	75	79
Transport	29	26	26
Supplies and services	213	22	22
Third party payments	302	417	417
Support services	29	35	35
Capital charges	13	12	12
<b>Total expenditure</b>	<b>902</b>	<b>1,048</b>	<b>1,056</b>
Fees and charges	(999)	(1,035)	(1,035)
<b>Total income</b>	<b>(999)</b>	<b>(1,035)</b>	<b>(1,035)</b>
Net expenditure before recharges	(98)	13	21
Recharges to the general fund	(77)	-	-
<b>Total net expenditure</b>	<b>(175)</b>	<b>13</b>	<b>21</b>

<b>MOVEMENTS</b>	<b>£000</b>
<b>2012/13 TOTAL BUDGET</b>	13
INFLATION	8
BUDGET ADJUSTMENTS	-
COMMITMENTS	-
SAVINGS	-
GROWTH	-
<b>2013/14 TOTAL BUDGET</b>	<b>21</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
- Sustainable travel & road safety

Key Objectives for 2013/14 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 39 FTE posts and third party payments relate to payments for specialist advisors. Recharges to the general fund mainly relate to work carried out for other programmes or agencies such as Transport for London.

### Public realm projects summary budget tables

	2012/13					2013/14	
	Total Budget £000	Budget Adjustments £000	Inflation £000	Commitments £000	Savings £000	Growth £000	Total Budget £000
<b>PUBLIC REALM PROJECTS</b>	<b>551</b>	<b>13</b>	<b>6</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>571</b>

	2011/12 Outturn £000	2012/13 Total Budget £000	2013/14 Total Budget £000
<b>Subjective analysis</b>			
Employees	1,435	776	718
Premises	100	-	0
Transport	19	6	7
Supplies and services	406	24	33
Third party payments	509	128	450
Support services	165	-	-
Capital charges	(3)	169	169
<b>Total expenditure</b>	<b>2,630</b>	<b>1,104</b>	<b>1,377</b>
Fees and charges	(198)	(3)	(103)
Other grants	(441)	-	-
Miscellaneous income	(2)	-	-
<b>Total income</b>	<b>(641)</b>	<b>(3)</b>	<b>(103)</b>
Net expenditure before recharges	1,989	1,101	1,274
Recharges to the general fund	(1,678)	(550)	(704)
<b>Total net expenditure</b>	<b>311</b>	<b>551</b>	<b>571</b>

<b>MOVEMENTS</b>	<b>£000</b>
<b>2012/13 TOTAL BUDGET</b>	551
INFLATION	6
BUDGET ADJUSTMENTS	13
COMMITMENTS	-
SAVINGS	-
GROWTH	-
<b>2013/14 TOTAL BUDGET</b>	<b>571</b>



## Electoral 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.

The budget adjustment reflects an decrease in reallocated support costs following the exclusion of two services from the division of customer services. The service structure has 10 FTE posts.

### Electoral Services summary budget tables

SERVICES	2012/13	Budget					2013/14
	Total Budget £000	Adjustments £000	Inflation £000	Commitments £000	Savings £000	Growth £000	Total Budget £000
<b>ELECTORAL SERVICES</b>	<b>513</b>	<b>(294)</b>	<b>6</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>225</b>

	2011/12 Outturn £000	2012/13 Total Budget £000	2013/14 Total Budget £000
<b>Subjective Analysis</b>			
Employees	792	614	620
Premises	35	2	2
Transport	3	4	4
Supplies And Services	340	203	203
Support Services	2	294	-
<b>Total Expenditure</b>	<b>1,173</b>	<b>1,117</b>	<b>829</b>
Fees and charges	(822)	(604)	(604)
Other grants	(289)	-	-
Miscellaneous income	(4)	-	-
<b>Total Income</b>	<b>(1,115)</b>	<b>(604)</b>	<b>(604)</b>
net expenditure before recharges	58	513	225
<b>Total net expenditure</b>	<b>58</b>	<b>513</b>	<b>225</b>

<b>MOVEMENTS</b>	<b>£000</b>
<b>2012/13 TOTAL BUDGET</b>	<b>513</b>
INFLATION	6
BUDGET ADJUSTMENTS	(294)
COMMITMENTS	-
SAVINGS	-
GROWTH	-
<b>2013/14 TOTAL BUDGET</b>	<b>225</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

SERVICES	2012/13 Total Budget £000	Budget Adjustments £000	Inflation £000	Commitments £000	Savings £000	Growth £000	2013/14 Total Budget £000
PRIVATE SECTOR HOUSING RENEWAL (PS-HR)	339	(29)	9	-	-	-	319
COMMUNITY SAFETY PARTNERSHIP SERVICE	1,055	(67)	10	-	(300)	216	915
PUBLIC PROTECTION	7,064	(261)	41	-	(20)	-	6,824
RESILIENCE AND EMERGENCY PLANNING	339	200	4	(197)	-	-	347
ANTISOCIAL BEHAVIOUR	13	(4)	6	-	-	-	15
WARDENS & ENFORCEMENT	1,875	92	21	-	(40)	380	2,329
<b>COMMUNITY SAFETY AND ENFORCEMENT</b>	<b>10,686</b>	<b>(68)</b>	<b>91</b>	<b>(197)</b>	<b>(360)</b>	<b>596</b>	<b>10,748</b>

	<b>2011/12</b>	<b>2012/13</b>	<b>2013/14</b>
	<b>Outturn</b>	<b>Total Budget</b>	<b>Total Budget</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>
<b>Subjective analysis</b>			
Employees	9,797	9,424	9,601
Premises	501	234	114
Transport	341	312	291
Supplies and services	1,659	1,185	1,106
Third party payments	1,797	485	768
Support services	2,334	2,256	2,077
Capital charges	2,721	51	51
<b>Total expenditure</b>	<b>19,150</b>	<b>13,947</b>	<b>14,008</b>
Fees and charges	(1,149)	(1,121)	(1,174)
Government grants	(838)	-	-
Other grants	(925)	-	-
Miscellaneous income	(99)	(10)	(10)
<b>Total income</b>	<b>(3,011)</b>	<b>(1,131)</b>	<b>(1,184)</b>
Net expenditure before recharges	16,139	12,815	12,824
Recharges to the general fund	(1,140)	(524)	(471)
Recharges to the housing revenue account	(1,605)	(1,605)	(1,605)
<b>Total net expenditure</b>	<b>13,394</b>	<b>10,686</b>	<b>10,748</b>

<b>MOVEMENTS</b>	<b>£000</b>
<b>2012/13 TOTAL BUDGET</b>	10,686
INFLATION	91
BUDGET ADJUSTMENTS	(68)
COMMITMENTS	(197)
SAVINGS	(360)
GROWTH	596
<b>2013/14 TOTAL BUDGET</b>	<b>10,748</b>

## Private Sector Housing Renewal

### Description of service

Housing Renewal functions are statutory and govern the issue of grants and loans in accordance with Housing renewal Strategy and approved Policy. The unit has four main functions: -

- Housing Renewals – governance and eligibility assessment of applicants requesting grants and loans to improve private sector homes to meet strategic objectives contained in the Private Sector Housing Strategy. Administration of Disabled Facilities Grant awards and reclaim of funding from Central Government and offering a range of grants and loans for home improvements / repairs and medical adaptations
- Home Improvement Agency – this is used by vulnerable, elderly, disabled clients who are unable to self manage Housing Renewal applications or carry out procurement and complete works; helping (subject to status) owner occupiers, private sector tenants, housing association tenants and leaseholders
- Empty Homes Team – working to bring empty properties within the borough back into occupation.
- Area Renewal – Housing operational delivery until area renewal status ends in 2015, helping deliver housing led environmental improvements and group repair schemes

### Private Sector Housing Renewal summary budget tables

	2012/13 Total Budget £000	Budget Adjustments £000	Inflation £000	Commitments £000	Savings £000	Growth £000	2013/14 Total Budget £000
<b>HOUSING RENEWAL (PS-HR)</b>	<b>339</b>	<b>(29)</b>	<b>9</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>319</b>

	2011/12 Outturn £000	2012/13 Total Budget £000	2013/14 Total Budget £000
<b>Subjective analysis</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
Employees	963	1,051	958
Premises	104	55	55
Transport	28	19	19
Supplies and services	143	25	25
Capital charges	2,662	-	-
<b>Total expenditure</b>	<b>3,899</b>	<b>1,151</b>	<b>1,057</b>
Fees and charges	(332)	(304)	(304)
Government grants	(124)	-	-
Miscellaneous income	(45)	-	-
<b>Total income</b>	<b>(501)</b>	<b>(304)</b>	<b>(304)</b>
Net expenditure before recharges	3,398	847	754
Recharges to the general fund	(487)	(508)	(435)
<b>Total Net Expenditure</b>	<b>2,911</b>	<b>339</b>	<b>319</b>

<b>MOVEMENTS</b>	<b>£000</b>
<b>2012/13 TOTAL BUDGET</b>	<b>339</b>
INFLATION	9
BUDGET ADJUSTMENTS	(29)
COMMITMENTS	-
SAVINGS	-
GROWTH	-
<b>2013/14 TOTAL BUDGET</b>	<b>319</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 represent the budgets for payment to external partner agencies and voluntary organisations.

The budget adjustments relate to the realignment of divisional budgets following a service review in the 2012/13 budget planning process; the inflation adjustment is for the increase in staff costs. Savings are as a result of more efficient commissioning of drugs and alcohol services across the council. The budget growth is to ensure the continued delivery of critical community safety programmes (e.g. Southwark's Young Persons Substance Misuse Service and Southwark Anti-Violence Unit & Southwark Emergency Re-housing Scheme) due to loss of government grants.

### Community safety partnership service summary budget tables

	2012/13 Total Budget £000	Budget Adjustments £000	Inflation £000	Commitments £000	Savings £000	Growth £000	2013/14 Total Budget £000
<b>SERVICES</b>							
<b>COMMUNITY SAFETY PARTNERSHIP SERVICE</b>	1,055	(67)	10	-	(300)	216	915

	2011/12 Outturn £000	2012/13 Total Budget £000	2013/14 Total Budget £000
<b>Subjective analysis</b>			
Employees	1,086	753	1,105
Premises	2	-	-
Transport	5	4	1
Supplies and services	497	106	95
Third party payments	1,201	192	100
Support services	(0)	-	(387)
Capital charges	3	-	-
<b>Total expenditure</b>	<b>2,794</b>	<b>1,055</b>	<b>915</b>
Fees and charges	0	-	-
Government grants	(672)	-	-
Other grants	(872)	-	-
Miscellaneous income	(14)	-	-
<b>Total income</b>	<b>(1,558)</b>	<b>-</b>	<b>-</b>
Net expenditure before recharges	<b>1,236</b>	<b>1,055</b>	<b>915</b>
Recharges to the general fund	(282)	-	-
<b>Total net expenditure</b>	<b>953</b>	<b>1,055</b>	<b>915</b>

<b>MOVEMENTS</b>	<b>£000</b>
<b>2012/13 TOTAL BUDGET</b>	<b>1,055</b>
INFLATION	10
BUDGET ADJUSTMENTS	(67)
COMMITMENTS	-
SAVINGS	(300)
GROWTH	216
<b>2013/14 TOTAL BUDGET</b>	<b>915</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 84.5 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 budget adjustments relate to the realignment of divisional budgets following a service review in the 2012/13 budget planning process; the inflation adjustment is for the increase in staff costs. Savings are from the reorganisation of Environmental Health & Trading Services functions.

### Public Protection summary budget tables

	2012/13 Total Budget £000	Budget Adjustments £000	Inflation £000	Commitments £000	Savings £000	Growth £000	2013/14 Total Budget £000
<b>PUBLIC PROTECTION</b>	<b>7,064</b>	<b>(261)</b>	<b>41</b>	<b>-</b>	<b>(20)</b>	<b>-</b>	<b>6,824</b>

	<b>2011/12 Outturn £000</b>	<b>2012/13 Total Budget £000</b>	<b>2013/14 Total Budget £000</b>
<b>Subjective analysis</b>			
Employees	3,835	4,556	4,334
Premises	33	7	7
Transport	183	161	156
Supplies and services	444	593	485
Third party payments	292	5	5
Support services	2,295	2,256	2,404
Capital charges	52	51	51
<b>Total expenditure</b>	<b>7,134</b>	<b>7,629</b>	<b>7,442</b>
Fees and charges	(544)	(555)	(608)
Government grants	(43)	-	-
Other grants	(7)	-	-
Miscellaneous income	(9)	(10)	(10)
<b>Total income</b>	<b>(602)</b>	<b>(565)</b>	<b>(618)</b>
Net expenditure before recharges	6,531	7,064	6,824
Recharges to the general fund	(1)	-	-
<b>Total net expenditure</b>	<b>6,531</b>	<b>7,064</b>	<b>6,824</b>

<b>MOVEMENTS</b>	<b>£000</b>
<b>2012/13 TOTAL BUDGET</b>	7,064
INFLATION	41
BUDGET ADJUSTMENTS	(261)
COMMITMENTS	-
SAVINGS	(20)
GROWTH	-
<b>2013/14 TOTAL BUDGET</b>	<b>6,824</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 telephones.

The budget adjustments relate to the realignment of divisional budgets following a service review in the 2012/13 budget planning process; the inflation adjustment, for the increase in staff costs and the commitment, relate to the reversal of the funding for additional costs given for the 2012 summer Olympics.

### Resilience and Emergency Planning summary budget tables

	2012/13 Total Budget £000	Budget Adjustments £000	Inflation £000	Commitments £000	Savings £000	Growth £000	2013/14 Total Budget £000
<b>RESILIENCE &amp; EMERGENCY PLANNING</b>	339	200	4	(197)	-	-	347

	2011/12 Outturn £000	2012/13 Total Budget £000	2013/14 Total Budget £000
<b>Subjective analysis</b>			
Employees	220	226	233
Premises	0	3	3
Transport	6	2	2
Third party payments	53	96	96
Supplies and services	-	12	12
<b>Total expenditure</b>	<b>280</b>	<b>339</b>	<b>347</b>
Fees and charges	(21)	-	-
Miscellaneous income	(4)	-	-
<b>Total income</b>	<b>(25)</b>	<b>-</b>	<b>-</b>
Net expenditure before recharges	255	339	347
Recharges to the general fund	(22)	-	-
<b>Total Net Expenditure</b>	<b>234</b>	<b>339</b>	<b>347</b>

<b>MOVEMENTS</b>	<b>£000</b>
<b>2012/13 TOTAL BUDGET</b>	339
INFLATION	4
BUDGET ADJUSTMENTS	200
COMMITMENTS	(197)
SAVINGS	-
GROWTH	-
<b>2013/14 TOTAL BUDGET</b>	<b>347</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 Council's risk assessment processes around vulnerable victims and witnesses particularly where they are tenants of the Council.

### SASBU service summary budget tables

	2012/13 Total Budget £000	Budget Adjustments £000	Inflation £000	Commitments £000	Savings £000	Growth £000	2013/14 Total Budget £000
<b>SASBU</b>	<b>13</b>	<b>(4)</b>	<b>6</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>15</b>

	2011/12 Outturn £000	2012/13 Total Budget £000	2013/14 Total Budget £000
<b>Subjective analysis</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
Employees	598	608	610
Premises	-	(84)	(84)
Transport	28	38	38
Supplies and services	148	233	173
Third party payments	-	5	5
Support services	-	-	60
<b>Total expenditure</b>	<b>774</b>	<b>799</b>	<b>801</b>
Fees and charges	17	-	-
Miscellaneous income	(8)	-	-
<b>Total income</b>	<b>9</b>	<b>-</b>	<b>-</b>
Net expenditure before recharges	783	799	801
Recharges to the general fund	-	(16)	(16)
Recharges to the housing revenue account	(770)	(770)	(770)
<b>Total Net Expenditure</b>	<b>13</b>	<b>13</b>	<b>15</b>

<b>MOVEMENTS</b>	<b>£000</b>
<b>2012/13 TOTAL BUDGET</b>	<b>13</b>
INFLATION	6
BUDGET ADJUSTMENTS	(4)
COMMITMENTS	-
SAVINGS	-
GROWTH	-
<b>2013/14 TOTAL BUDGET</b>	<b>15</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.

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.

The budget adjustments relate to the realignment of divisional budgets following a service review in the 2012/13 budget planning process and the inflation adjustment is for staff pay rise. The saving is from the restructuring of the administrative functions across the division, the budget growth is for the ongoing monitoring and maintenance of upgraded housing CCTV cameras and systems.

### Wardens and Enforcement service summary budget tables

	2012/13 Total Budget £000	Budget Adjustments £000	Inflation £000	Commitments £000	Savings £000	Growth £000	2013/14 Total Budget £000
<b>WARDENS &amp; ENFORCEMENT</b>	<b>1,875</b>	<b>92</b>	<b>21</b>	<b>-</b>	<b>(40)</b>	<b>380</b>	<b>2,329</b>

	2011/12 Outturn £000	2012/13 Total Budget £000	2013/14 Total Budget £000
<b>Subjective analysis</b>			
Employees	3,095	2,230	2,361
Premises	362	253	133
Transport	91	88	75
Supplies and services	374	131	233
Third party payments	303	271	645
Support services	39	-	-
Capital charges	4	-	-
<b>Total expenditure</b>	<b>4,269</b>	<b>2,973</b>	<b>3,446</b>
Fees and charges	(269)	(263)	(263)
Other grants	(45)	-	-
Miscellaneous income	(19)	-	-
<b>Total income</b>	<b>(333)</b>	<b>(263)</b>	<b>(263)</b>
Net expenditure before recharges	3,936	2,710	3,184
Recharges to the general fund	(348)	-	(20)
Recharges to the housing revenue account	(835)	(835)	(835)
<b>Total Net Expenditure</b>	<b>2,753</b>	<b>1,875</b>	<b>2,329</b>

<b>MOVEMENTS</b>	<b>£000</b>
<b>2012/13 TOTAL BUDGET</b>	<b>1,875</b>
INFLATION	21
BUDGET ADJUSTMENTS	92
COMMITMENTS	-
SAVINGS	(40)
GROWTH	380
<b>2013/14 TOTAL BUDGET</b>	<b>2,329</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. 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 the restructuring of direct service budgets.

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

	2012/13 Total Budget £000	Budget Adjustments £000	Inflation £000	Commitments £000	Savings £000	Growth £000	2013/14 Total Budget £000
<b>SERVICE DEVELOPMENT AND BUSINESS SUPPORT SERVICES</b>	<b>502</b>	<b>377</b>	<b>6</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>886</b>

	2011/12 Outturn £000	2012/13 Total Budget £000	2013/14 Total Budget £000
<b>Subjective analysis</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
Employees	967	945	749
Premises	(30)	5	9
Transport	13	14	14
Supplies and services	85	244	116
Third party payments	46	-	-
Support services	3,619	-	-
Capital charges	2	-	-
<b>Total expenditure</b>	<b>4,702</b>	<b>1,207</b>	<b>887</b>
Other grants	(11)	-	-
Miscellaneous income	(25)	(5)	(1)
<b>Total income</b>	<b>(36)</b>	<b>(5)</b>	<b>(1)</b>
Net expenditure before recharges	4,666	1,202	886
Recharges to the general fund	(1,022)	(700)	-
<b>Total Net Expenditure</b>	<b>3,644</b>	<b>502</b>	<b>886</b>

<b>MOVEMENTS</b>	<b>£000</b>
<b>2012/13 TOTAL BUDGET</b>	<b>502</b>
INFLATION	6
BUDGET ADJUSTMENTS	377
COMMITMENTS	-
SAVINGS	-
GROWTH	-
<b>2013/14 TOTAL BUDGET</b>	<b>886</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 carbon reduction. 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

	2012/13						2013/14
	Total Budget	Budget Adjustments	Inflation	Commitments	Savings	Growth	Total Budget
	£000	£000	£000	£000	£000	£000	£000
<b>SERVICES</b>							
SUSTAINABLE SERVICES OVERHEADS	261	60	1	-	-	-	322
STREET CLEANSING	7,743	(634)	87	55	4	-	7,255
WASTE & TRANSPORT	19,809	(270)	477	-	(115)	-	19,902
HYGIENE SERVICES	(78)	6	119	80	-	-	128
SUSTAINABLE ENERGY STRATEGY	378	(126)	2	-	(35)	-	219
<b>SUSTAINABLE SERVICES</b>	<b>28,113</b>	<b>(958)</b>	<b>687</b>	<b>135</b>	<b>(146)</b>	<b>-</b>	<b>27,832</b>

	2011/12	2012/13	2013/14
	Outturn	Total Budget	Total Budget
	£000	£000	£000
<b>Subjective analysis</b>			
Employees	18,800	18,549	19,476
Premises	785	706	1,291
Transport	1,698	1,589	5,898
Supplies and services	22,445	20,901	25,699
Third party payments	469	2,108	(2,931)
Support services	3,635	4,112	3,352
Capital charges	14,624	336	336
<b>Total expenditure</b>	<b>62,455</b>	<b>48,302</b>	<b>53,121</b>
Fees and charges	(970)	(1,048)	(1,078)
Government grants	(2,776)	(2,776)	(2,776)
Other grants	(162)	(113)	-
Miscellaneous income	(650)	(650)	(856)
<b>Total income</b>	<b>(4,558)</b>	<b>(4,587)</b>	<b>(4,710)</b>
Net expenditure before recharges	57,897	43,714	48,411
Recharges to the general fund	(974)	(930)	(5,283)
Recharges to the housing revenue account	(14,733)	(14,671)	(15,296)
<b>Total Net Expenditure</b>	<b>42,190</b>	<b>28,113</b>	<b>27,832</b>

<b>MOVEMENTS</b>	<b>£000</b>
<b>2012/13 TOTAL BUDGET</b>	<b>28,113</b>
INFLATION	687
BUDGET ADJUSTMENTS	(958)
COMMITMENTS	135
SAVINGS	(146)
GROWTH	-
<b>2013/14 TOTAL BUDGET</b>	<b>27,832</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.

The unit has one FTE budgeted post. The employees costs also include training and pension costs for the division.

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 budget adjustments relate to the realignment of divisional budgets following a service review in the 2012/13 budget planning process.

### Sustainable services overheads summary budget tables

	2012/13 Total Budget £000	Budget Adjustments £000	Inflation £000	Commitments £000	Savings £000	Growth £000	2013/14 Total Budget £000
<b>SERVICES</b>							
<b>SUSTAINABLE SERVICES OVERHEADS</b>	261	60	1	-	-	-	322

	2011/12 Outturn £000	2012/13 Total Budget £000	2013/14 Total Budget £000
<b>Subjective analysis</b>			
Employees	505	369	162
Premises	228	222	-
Transport	22	6	4
Supplies and services	105	47	0
Third party payments	1	-	-
Support services	(414)	(571)	(143)
Capital charges	2,519	299	299
<b>Total expenditure</b>	<b>2,966</b>	<b>371</b>	<b>322</b>
Fees and charges	(118)	(110)	-
Miscellaneous income	(0)	-	-
<b>Total income</b>	<b>(118)</b>	<b>(110)</b>	<b>-</b>
<b>Total Net Expenditure</b>	<b>2,847</b>	<b>261</b>	<b>322</b>

<b>MOVEMENTS</b>	<b>£000</b>
<b>2012/13 TOTAL BUDGET</b>	261
INFLATION	1
BUDGET ADJUSTMENTS	60
COMMITMENTS	-
SAVINGS	-
GROWTH	-
<b>2013/14 TOTAL BUDGET</b>	<b>322</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 and fly tipping.

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 has 249 FTE posts (239 cleaning operatives and 10 management and administration 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. It also covers the collection of refuse bags on the highway on behalf of Veolia commercial waste. 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 2012/13 budget planning process; the inflation adjustment is for the increase in staff costs and fuel prices for the 50 vehicles used by the service. The commitment is the net of additional premises costs of the cleansing service and reversal of the funding for additional cleanings costs during the 2012 summer Olympics.



## Street cleansing summary budget tables

SERVICES	2012/13	Budget				Growth	2013/14
	Total Budget	Adjustments	Inflation	Commitments	Savings		Total Budget
	£000	£000	£000	£000	£000	£000	£000
<b>STREET CLEANSING</b>	<b>7,743</b>	<b>(634)</b>	<b>87</b>	<b>55</b>	<b>4</b>	<b>-</b>	<b>7,255</b>

	2011/12	2012/13	2013/14
Subjective analysis	Outturn	Total Budget	Total Budget
	£000	£000	£000
Employees	6,276	6,191	6,653
Premises	495	400	555
Transport	811	818	949
Supplies and services	327	224	209
Third party payments	10	116	-
Support services	562	705	(213)
Capital charges	17	-	-
<b>Total expenditure</b>	<b>8,497</b>	<b>8,455</b>	<b>8,153</b>
Miscellaneous income	(245)	(155)	(203)
<b>Total income</b>	<b>(245)</b>	<b>(155)</b>	<b>(203)</b>
Net expenditure before recharges	8,251	8,299	7,951
Recharges to the general fund	(559)	(557)	(696)
<b>Total Net Expenditure</b>	<b>7,692</b>	<b>7,743</b>	<b>7,255</b>

MOVEMENTS	£000
<b>2012/13 TOTAL BUDGET</b>	<b>7,743</b>
INFLATION	87
BUDGET ADJUSTMENTS	(634)
COMMITMENTS	55
SAVINGS	4
GROWTH	-
<b>2013/14 TOTAL BUDGET</b>	<b>7,255</b>

## Waste PFI & Transport Management

### 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 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. The new site is under cover and the improved signage and layout make it easier for residents to recycle.

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. The Council's ambition is to have the highest recycling rate of any urban authority in the UK. The Council has already seen a 50% increase in pre-PFI contract recycling levels.

The business unit is also responsible for procuring and maintaining the Council's entire fleet of commercial vehicles and lease cars. It administers the council's insurance and congestion charging requirements as well as ensuring compliance with operators licence and EU emissions legislation.

The unit has 13 FTE posts with responsibility for managing and monitoring the council's waste and transport operations.

The transport budget covers the leasing and other transport related costs of all the council's vehicles. 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 an 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 until 2033.

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. Recharges to the general fund are for the reallocation of vehicle costs to the relevant services/departments as per usage.

The budget adjustment is due to the realignment of divisional overheads following the service reviews of the 2012/13 budget planning process.

The inflation increase is for annual contract price variation and staff payrise.

The budget savings have arisen from reduced landfill disposal costs resulting from further roll out of weekly food waste collections where feasible and staged introduction of fortnightly collection of dry recyclables and refuse. 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 & Transport summary budget tables

	2012/13 Total Budget £000	Budget Adjustments £000	Inflation £000	Commitments £000	Savings £000	Growth £000	2013/14 Total Budget £000
<b>WASTE &amp; TRANSPORTI</b>	<b>19,809</b>	<b>(270)</b>	<b>477</b>	<b>-</b>	<b>(115)</b>	<b>-</b>	<b>19,902</b>

	2011/12 Outturn £000	2012/13 Total Budget £000	2013/14 Total Budget £000
<b>Subjective analysis</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
Employees	313	351	588
Premises	35	65	716
Transport	40	3	4,253
Supplies and services	21,419	20,193	25,059
Third party payments	8	1,454	(3,414)
Support services	2,252	2,439	2,163
Capital charges	11,892	29	29
<b>Total expenditure</b>	<b>35,958</b>	<b>24,535</b>	<b>29,394</b>
Fees and charges	(621)	(833)	(974)
Government grants	(2,776)	(2,776)	(2,776)
Other grants	(44)	-	-
Miscellaneous income	(7)	-	(348)
<b>Total income</b>	<b>(3,448)</b>	<b>(3,609)</b>	<b>(4,098)</b>
Net expenditure before recharges	32,511	20,926	25,297
Recharges to the general fund	(114)	-	(4,219)
Recharges to the housing revenue account	(1,065)	(1,116)	(1,176)
<b>Total Net Expenditure</b>	<b>31,331</b>	<b>19,809</b>	<b>19,902</b>

<b>MOVEMENTS</b>	<b>£000</b>
<b>2012/13 TOTAL BUDGET</b>	<b>19,809</b>
INFLATION	477
BUDGET ADJUSTMENTS	(270)
COMMITMENTS	-
SAVINGS	(115)
GROWTH	-
<b>2013/14 TOTAL BUDGET</b>	<b>19,902</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 2012/13 budget planning process and the inflation adjustment, for the increase in fuel prices and staff costs. The commitment is for the management of stray dogs within the borough under section 68 of the Clean Neighbourhoods and Environment Act 2005.

## Hygiene services summary budget tables

	2012/13 Total Budget £000	Budget Adjustments £000	Inflation £000	Commitments £000	Savings £000	Growth £000	2013/14 Total Budget £000
<b>HYGIENE SERVICES</b>	(78)	6	119	80	-	-	128

	2011/12 Outturn £000	2012/13 Total Budget £000	2013/14 Total Budget £000
<b>Subjective analysis</b>			
Employees	11,372	11,253	11,858
Premises	19	20	21
Transport	825	761	692
Supplies and services	518	437	431
Third party payments	284	385	431
Support services	1,116	1,378	1,378
Capital charges	196	8	8
<b>Total expenditure</b>	<b>14,330</b>	<b>14,242</b>	<b>14,818</b>
Fees and charges	(188)	(105)	(105)
Miscellaneous income	(397)	(495)	(305)
<b>Total income</b>	<b>(585)</b>	<b>(599)</b>	<b>(410)</b>
Net expenditure before recharges	13,745	13,642	14,409
Recharges to the general fund	(211)	(283)	(278)
Recharges to the housing revenue account	(13,551)	(13,437)	(14,002)
<b>Total net expenditure</b>	<b>(18)</b>	<b>(78)</b>	<b>128</b>

<b>MOVEMENTS</b>	<b>£000</b>
<b>2012/13 TOTAL BUDGET</b>	(78)
INFLATION	119
BUDGET ADJUSTMENTS	6
COMMITMENTS	80
SAVINGS	-
GROWTH	-
<b>2013/14 TOTAL BUDGET</b>	<b>128</b>

## Energy and Sustainability team

### Description of service

The energy and sustainability team is responsible for the Council's corporate sustainability function and overseeing the delivery of the Council's energy and carbon reduction strategy. The Climate Change Act 2008 legislated for a reduction in UK carbon emissions and set legally-binding carbon targets of 34% reduction by 2020 and 80% reduction by 2050 (compared to 1990) on the UK Government. To meet these, the Government aims to deliver a 22% reduction from homes and 13% reduction from workplaces by 2022 across the country (compared with 2008 levels). The Council has two distinct roles to play in reducing CO2 emissions in the borough;

- to lead by example and reduce its own energy use;
- to encourage others within Southwark to reduce their carbon emissions.

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

- procurement and management of the Council's corporate energy contracts (approximate value £20m per annum); - check figure – looks low
- 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 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 restructuring of divisional budgets following service reviews during the 2012/13 budget planning process. Cabinet approved Southwark's Energy and Carbon Reduction Strategy on 20th September 2011. The budget saving is a result of restructuring divisional management and support arrangements in order to ensure delivery of the strategy.

## Energy and Sustainability team summary budget tables

	2012/13 Total Budget £000	Budget Adjustments £000	Inflation £000	Commitments £000	Savings £000	Growth £000	2013/14 Total Budget £000
<b>ENERGY &amp; SUSTAINABILITY</b>	<b>378</b>	<b>(126)</b>	<b>2</b>	<b>-</b>	<b>(35)</b>	<b>-</b>	<b>219</b>

	2011/12 Outturn £000	2012/13 Total Budget £000	2013/14 Total Budget £000
<b>Subjective analysis</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
Employees	334	379	208
Transport	0	1	-
Supplies and services	76	-	-
Third party payments	83	152	52
Support services	168	167	167
<b>Total expenditure</b>	<b>662</b>	<b>699</b>	<b>427</b>
Fees and charges	(0)	-	-
Other grants	(118)	(113)	-
Miscellaneous income	(0)	-	-
<b>Total income</b>	<b>(119)</b>	<b>(113)</b>	<b>-</b>
Net expenditure before recharges	543	586	427
Recharges to the general fund	(89)	(90)	(90)
Recharges to the housing revenue account	(117)	(118)	(118)
<b>Total Net Expenditure</b>	<b>337</b>	<b>378</b>	<b>219</b>

<b>MOVEMENTS</b>	<b>£000</b>
<b>2012/13 TOTAL BUDGET</b>	<b>378</b>
INFLATION	2
BUDGET ADJUSTMENTS	(126)
COMMITMENTS	-
SAVINGS	(35)
GROWTH	-
<b>2013/14 TOTAL BUDGET</b>	<b>219</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.

	2012/13 Total Budget £000	Budget Adjustments £000	Inflation £000	Commitments £000	Savings £000	Growth £000	2013/14 Total Budget £000
<b>SERVICES</b>							
C L L L MANAGEMENT	79	(26)	2	(53)	(50)	-	(48)
LIBRARIES SERVICES	7,691	34	76	-	(107)	75	7,769
SPORTS & LEISURE SERVICES	4,101	38	93	20	(592)	-	3,661
ARTS & HERITAGE	1,296	8	8	(45)	-	-	1,267
ADULT LEARNING SERVICES	282	5	13	-	-	-	301
<b>CULTURE LIBRARIES LEARNING AND LEISURE</b>	<b>13,449</b>	<b>60</b>	<b>192</b>	<b>(78)</b>	<b>(749)</b>	<b>75</b>	<b>12,949</b>

	2011/12 Outturn £000	2012/13 Total Budget £000	2013/14 Total Budget £000
<b>Subjective analysis</b>			
Employees	6,392	6,610	6,315
Premises	1,597	1,903	1,936
Transport	90	(9)	(109)
Supplies and services	3,836	2,543	2,445
Third party payments	2,022	2,056	1,740
Support services	2,295	2,099	2,096
Capital charges	(1,749)	1,142	1,142
<b>Total expenditure</b>	<b>14,482</b>	<b>16,344</b>	<b>15,564</b>
Fees and charges	(678)	(843)	(712)
Government grants	(1,650)	(1,784)	(1,784)
Other grants	(488)	(102)	-
Miscellaneous income	(18)	-	-
<b>Total income</b>	<b>(2,835)</b>	<b>(2,729)</b>	<b>(2,496)</b>
Net expenditure before recharges	11,647	13,614	13,069
Recharges to the general fund	(99)	(165)	(119)
<b>Total Net Expenditure</b>	<b>11,548</b>	<b>13,449</b>	<b>12,949</b>

<b>MOVEMENTS</b>	<b>£000</b>
<b>2012/13 TOTAL BUDGET</b>	13,449
INFLATION	192
BUDGET ADJUSTMENTS	60
COMMITMENTS	(78)
SAVINGS	(749)
GROWTH	75
<b>2013/14 TOTAL BUDGET</b>	<b>12,949</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.

The budget adjustment is due to the realignment of divisional overheads following the service review. The commitments and savings adjustments reflect the restructuring of the divisional support services.

Culture, libraries, learning and leisure overheads summary budget tables

	2012/13 Total Budget £000	Budget Adjustments £000	Inflation £000	Commitments £000	Savings £000	Growth £000	2013/14 Total Budget £000
<b>C L L AND L OVERHEADS</b>	<b>79</b>	<b>(26)</b>	<b>2</b>	<b>(53)</b>	<b>(50)</b>	<b>-</b>	<b>(48)</b>

	2011/12 Outturn £000	2012/13 Total Budget £000	2013/14 Total Budget £000
<b>Subjective analysis</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
Employees	188	180	131
Transport	1	-	-
Supplies and services	41	47	4
Third party payments	-	10	-
Support services	(50)	(83)	(109)
Capital charges	0	-	-
<b>Total expenditure</b>	<b>180</b>	<b>154</b>	<b>27</b>
Miscellaneous income	(2)	-	-
<b>Total income</b>	<b>(2)</b>	<b>-</b>	<b>-</b>
Net expenditure before recharges	178	154	27
Recharges to the general fund	(95)	(75)	(75)
<b>Total Net Expenditure</b>	<b>83</b>	<b>79</b>	<b>(48)</b>

<b>MOVEMENTS</b>	<b>£000</b>
<b>2012/13 TOTAL BUDGET</b>	<b>79</b>
INFLATION	2
BUDGET ADJUSTMENTS	(26)
COMMITMENTS	(53)
SAVINGS	(50)
GROWTH	-
<b>2013/14 TOTAL BUDGET</b>	<b>(48)</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.

The budget adjustment is due to the realignment of divisional overheads following the service review which was part of the budget planning process. The inflation adjustment relates to staff costs in the service. The savings adjustment follows a review of library services. The growth adjustment relates to the Canada Water Library income target.

### Libraries services summary budget tables

	2012/13 Total Budget £000	Budget Adjustments £000	Inflation £000	Commitments £000	Savings £000	Growth £000	2013/14 Total Budget £000
<b>LIBRARIES</b>	<b>7,691</b>	<b>34</b>	<b>76</b>	<b>0</b>	<b>(107)</b>	<b>75</b>	<b>7,769</b>

	2011/12 Outturn £000	2012/13 Total Budget £000	2013/14 Total Budget £000
<b>Subjective analysis</b>			
Employees	3,964	4,345	4,077
Premises	858	1,227	1,256
Transport	32	27	27
Supplies and services	2,208	1,218	1,146
Third party payments	51	16	115
Support services	1,390	1,234	1,272
Capital charges	1,304	430	430
<b>Total expenditure</b>	<b>9,807</b>	<b>8,497</b>	<b>8,323</b>
Fees and charges	(355)	(527)	(422)
Other grants	(117)	(102)	-
Miscellaneous income	(8)	-	-
<b>Total income</b>	<b>(480)</b>	<b>(629)</b>	<b>(422)</b>
Net expenditure before recharges	<b>9,327</b>	<b>7,869</b>	<b>7,901</b>
Recharges to the general fund	(18)	(178)	(132)
<b>Total net expenditure</b>	<b>9,309</b>	<b>7,691</b>	<b>7,769</b>

<b>MOVEMENTS</b>	<b>£000</b>
<b>2012/13 TOTAL BUDGET</b>	7,691
INFLATION	76
BUDGET ADJUSTMENTS	34
COMMITMENTS	-
SAVINGS	(107)
GROWTH	75
<b>2013/14 TOTAL BUDGET</b>	<b>7,769</b>

## Sports & Leisure Services

### Description of service

This service is responsible for the provision, maintenance and expansion of 15 leisure facilities and services to the residents of Southwark. It also delivers a sports development service, which promotes health and the benefits of physical activity across the borough. Other functions include training opportunities for young people in sports coaching, building capacity in the voluntary sector, supporting formal and informal education, provides diversion from crime and promoting civic cohesion and pride.

The Sports and Leisure Services Team 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 redeveloped over the past 3 years as part of a £14.8m investment in leisure programme. Work will start in 2013/14 on a new leisure centre at Elephant & Castle, and a major redevelopment of Seven Islands Leisure Centre and Peckham Pulse 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 Sports and Leisure Services employee budget is based on an establishment of 11 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.

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 adjustment is due to the realignment of divisional overheads as part of the budget planning process. The inflation adjustment relates to staff costs and contractual inflation increases. The savings adjustment shows the saving achieved on the Leisure Management Agreement.

## Sports and Leisure summary budget tables

	2012/13 Total Budget £000	Budget Adjustments £000	Inflation £000	Commitments £000	Savings £000	Growth £000	2013/14 Total Budget £000
<b>SPORTS &amp; LEISURE</b>	<b>4,101</b>	<b>38</b>	<b>93</b>	<b>20</b>	<b>(592)</b>	<b>0</b>	<b>3,661</b>

	2011/12 Outturn £000	2012/13 Total Budget £000	2013/14 Total Budget £000
<b>Subjective analysis</b>			
Employees	704	557	565
Premises	323	423	425
Transport	55	(36)	(136)
Supplies and services	215	58	122
Third party payments	1,951	2,025	1,620
Support services	467	475	447
Capital charges	(3,363)	656	656
<b>Total expenditure</b>	<b>230</b>	<b>4,160</b>	<b>3,700</b>
Fees and charges	(60)	(59)	(39)
Government grants	(25)	-	-
Other grants	(61)	-	-
Miscellaneous income	32	-	-
<b>Total income</b>	<b>(104)</b>	<b>(59)</b>	<b>(39)</b>
Net expenditure before recharges	126	4,101	3,661
Recharges to the general fund	(54)	-	-
<b>Total net expenditure</b>	<b>109</b>	<b>4,101</b>	<b>3,661</b>

<b>MOVEMENTS</b>	<b>£000</b>
<b>2012/13 TOTAL BUDGET</b>	<b>4,101</b>
INFLATION	93
BUDGET ADJUSTMENTS	38
COMMITMENTS	20
SAVINGS	(592)
GROWTH	-
<b>2013/14 TOTAL BUDGET</b>	<b>3,661</b>

## Arts & Heritage

### Description of service

The Arts and Heritage service comprises the arts service, The Cuming Museum, The Council's art collection, Kingswood House and the Local History and Archives Service..

The Arts and Heritage services employee budget is based on an establishment of 14 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 commitment adjustment relates to the Kingswood House budget.

### Culture summary budget tables

	2012/13 Total Budget £000	Budget Adjustments £000	Inflation £000	Commitments £000	Savings £000	Growth £000	2013/14 Total Budget £000
<b>ARTS &amp; HERITAGE</b>	<b>1,296</b>	<b>8</b>	<b>8</b>	<b>(45)</b>	<b>0</b>	<b>0</b>	<b>1,267</b>

	2011/12 Outturn £000	2012/13 Total Budget £000	2013/14 Total Budget £000
<b>Subjective analysis</b>			
Employees	585	571	576
Premises	187	154	153
Transport	1	-	-
Supplies and services	474	467	420
Third party payments	20	3	3
Support services	187	176	184
Capital charges	344	35	35
<b>Total expenditure</b>	<b>1,799</b>	<b>1,407</b>	<b>1,371</b>
Fees and charges	(104)	(110)	(104)
Other grants	(17)	-	-
Miscellaneous income	(2)	-	-
<b>Total income</b>	<b>(122)</b>	<b>(110)</b>	<b>(104)</b>
Net expenditure before recharges	<b>1,676</b>	<b>1,296</b>	<b>1,267</b>
Recharges to the general fund	(4)	-	-
<b>Total net expenditure</b>	<b>1,673</b>	<b>1,296</b>	<b>1,267</b>

<b>MOVEMENTS</b>	<b>£000</b>
<b>2012/13 TOTAL BUDGET</b>	<b>1,296</b>
INFLATION	8
BUDGET ADJUSTMENTS	8
COMMITMENTS	(45)
SAVINGS	-
GROWTH	-
<b>2013/14 TOTAL BUDGET</b>	<b>1,267</b>

## Adult Learning Service

### Description of service

The Southwark Adult Learning Service provides government-funded learning opportunities for local people. A good range of courses (many leading to national qualifications ) are offered right across the Borough from at least 45 venues in 14 wards. These include libraries, schools, children's centres and community venues. The provision is offered directly by the Council and through effective partnerships with local voluntary sector organisations. The service is externally inspected and regulated .It is currently rated by Ofsted (Office for standards in education, children's services and skills) as Good overall with Excellent value for money status.

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 18 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.

The income is generated mainly from SFA grants with some from nursery fees and course fees.

Inflation relates mainly to staff cost.

### Adult learning service summary budget tables

	2012/13 Total Budget £000	Budget Adjustments £000	Inflation £000	Commitments £000	Savings £000	Growth £000	2013/14 Total Budget £000
<b>ADULT LEARNING SERVICE</b>	<b>282</b>	<b>5</b>	<b>13</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>301</b>

	2011/12 Outturn £000	2012/13 Total Budget £000	2013/14 Total Budget £000
<b>Subjective analysis</b>			
Employees	951	957	966
Premises	230	98	103
Transport	1	-	-
Supplies and services	897	753	753
Third party payments	-	1	1
Support services	300	298	303
Capital charges	26	19	19
<b>Total expenditure</b>	<b>2,405</b>	<b>2,126</b>	<b>2,144</b>
Fees and charges	(159)	(147)	(147)
Government grants	(1,649)	(1,784)	(1,784)
Other grants	(294)	-	-
Miscellaneous income	(1)	-	-
<b>Total income</b>	<b>(2,102)</b>	<b>(1,931)</b>	<b>(1,931)</b>
Net expenditure before recharges	<b>303</b>	<b>195</b>	<b>213</b>
Recharges to the general fund	71	88	88
<b>Total net expenditure</b>	<b>374</b>	<b>282</b>	<b>301</b>



<b>MOVEMENTS</b>	<b>£000</b>
<b>2012/13 TOTAL BUDGET</b>	<b>282</b>
INFLATION	13
BUDGET ADJUSTMENTS	5
COMMITMENTS	-
SAVINGS	-
GROWTH	-
<b>2013/14 TOTAL BUDGET</b>	<b>301</b>



# **Housing and Community Services**

**2013/14**

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## Housing and Community Services Department

### Strategic Director's Statement

The Housing and Community Services department's vision is to make Southwark homes great places to live, where good services are delivered right first time. To achieve this the department aims to improve performance in all core service areas by working with residents to deliver consistently high quality services, better value for money and continuing to support the most vulnerable residents. Activities are focused on:

- Ensuring council housing is warm, dry and safe.
- Delivering an improved housing repairs service.
- Improving customer service and increase on-line access.
- Ensuring that homeowner charges are fair.
- Delivering savings and improve value for money.
- Increasing the supply of housing stock, use stock effectively and reduce the use of temporary accommodation.
- Involving customers in the improvement of services.
- Developing the department's equalities framework.

The department delivers a range of services funded from the council's General Fund and more specifically the ring-fenced Housing Revenue Account (HRA) for those services of a landlord nature. General Fund services are dealt with in detail over the following pages, whilst the HRA has a separate section and associated statement.

## Housing General Fund

In developing budget proposals for 2013/14 the council is committed to delivering savings that as far as possible protect front-line provision. Savings of £0.5m has been achieved through revised and more efficient working within the housing service and across departments through streamlining back-office processes and management structures. Other mitigating actions such as exploring alternative delivery models, partnership working and smarter procurement and rigorous contract management provide opportunities to maximise value and deliver the same or equivalent service at reduced cost.

There are a number of financial risks for 2013/14, not least the cost of temporary accommodation provision, particularly bed and breakfast. Whilst Southwark ranks highly in terms of homelessness prevention, the demand-led nature of homelessness places a disproportionate financial burden on the budget, requiring stringent control and diversion into more financially neutral forms of accommodation, e.g. hostels and estate voids in the HRA.

The impending introduction of welfare reforms and housing benefit changes are certain to exacerbate the situation and have a detrimental impact on the council's ability to prevent homelessness as use of the private rented sector becomes less affordable for tenants and no longer cost neutral for the council. The financial impact of these changes are difficult to predict, but a commitment of £1.2m has been prudently incorporated in the base budget for 2013/14 to mitigate the potential effects.

Provision of the customer service centre and one stop shops is currently delivered through the General Dynamics Information Technology (GDIT) contract. With effect from 1 June 2013 the contract ceases and these services will be delivered in-house. This provides the opportunity to reconfigure and improve customer access and service delivery and drive out substantial savings over the medium term through operational efficiencies and moving towards more cost effective transaction routes.

Divisional service responsibilities are set out below:

- **Specialist Housing Services** – provision of temporary bed and breakfast and private sector leased accommodation and support to vulnerable and homeless residents within the borough.
- **Community Engagement** – supports neighbourhoods, civic engagement and community cohesion, community participation and also voluntary sector commissioning.
- **Operations** – housing management related services such as stairlift maintenance and the management of travellers' sites.
- **Maintenance and Compliance** – provision of minor property adaptations and handypersons service to the private sector (council tenants fall to the HRA).
- **Support Services** – department overheads (including corporate support service costs) and other business support functions.
- **Customer Experience** - The division is responsible for a diverse range of services, including management of the GDIT contract (until 31 May) and direct management of the in-house service subsequently together with the over-arching customer service strategy for the council. Other services include: complaints resolution, blue badges and concessionary travel. Registrars and coroners services and homeless and housing options services and the mobile alarm team (SMART) were absorbed into the division following restructuring during 2012. Budgets will be re-aligned during the year to reflect the new customer service arrangements.

## Housing General Fund Summary Budget Analysis

	2012/13 Total Budget	Budget Adjustments	Inflation	Commitments	Savings	Growth	2013/14 Total Budget
Divisions	£000	£000	£000	£000	£000	£000	£000
Support Services	673	1,599	0	0	0	0	2,272
Community Engagement	5,746	(758)	11	0	(165)	0	4,834
Maintenance and Compliance	335	(87)	5	0	(14)	0	239
Specialist Housing Services	3,673	(1,495)	34	1,103	(60)	0	3,255
Customer Experience	31,631	(3,200)	63	556	(253)	0	28,797
Operations	123	0	4	0	0	0	127
<b>Total Net Budget</b>	<b>42,181</b>	<b>(3,941)</b>	<b>117</b>	<b>1,659</b>	<b>(492)</b>	<b>0</b>	<b>39,524</b>

	2011/12 Outturn	2012/13 Total Budget	2013/14 Total Budget
Subjective Analysis	£000	£000	£000
Employees	10,504	10,898	10,545
Property Costs	1,257	1,454	1,351
Transport	167	150	152
Supplies and Services	10,701	9,599	8,249
Third Party Payments	14,686	14,983	11,829
Transfer Payments	10,665	11,446	11,863
Support Services	530	3,094	2,458
Capital Charges	422	99	99
<b>Total Expenditure</b>	<b>48,932</b>	<b>51,723</b>	<b>46,546</b>
Fees and Charges	(5,945)	(5,542)	(3,685)
Government Grants	(204)	(179)	(179)
Other Grants and Contributions	(963)	(965)	(965)
Miscellaneous Income	(82)	(7)	(7)
<b>Total Income</b>	<b>(7,194)</b>	<b>(6,693)</b>	<b>(4,836)</b>
<b>Net Expenditure before Recharges</b>	<b>41,738</b>	<b>45,030</b>	<b>41,710</b>
Recharges – Other	(2,123)	(2,143)	(1,408)
Recharge to Housing Revenue Account	(618)	(706)	(778)
<b>Total Net Budget</b>	<b>38,997</b>	<b>42,181</b>	<b>39,524</b>

Movements	£000
2012/13 Total Budget	42,181
Budget Adjustments	(3,941)
Inflation	117
Commitments	1,659
Savings	(492)
Growth	0
<b>Total Net Budget</b>	<b>39,524</b>

<b>Employees</b>	<b>FTE</b>
Community Engagement	23
Customer Experience	172
Maintenance and Compliance	12
Specialist Housing Services	64
<b>Total</b>	<b>271</b>



## Specialist Housing Services

The division is responsible for the delivery of the council's specialist housing functions through the provision of temporary accommodation and supported housing services to homeless and vulnerable clients. Service provision is delivered through a housing options based structure, the emphasis being on prevention and diversification of housing solutions. Services are structured around accommodation based options for homeless, elderly residents; special needs support for vulnerable adults and a floating support service for resettlement cases.

The council utilises a range of accommodation to fulfill its homeless obligations, split across the general fund and the HRA. The division is responsible for the procurement of private sector and housing association leased accommodation through a variety of third party providers for the placement of statutory homeless clients. Also responsible for the provision of general and special needs hostels and provides support to sheltered accommodation held in the HRA

	2012/13 Total Budget	Budget Adjustments	Inflation	Commitments	Savings	Growth	2013/14 Total Budget
Services	£000	£000	£000	£000	£000	£000	£000
Home Loans	9	0	0	0	0	0	9
Temporary Accommodation	3,664	(2,027)	14	918	(9)	0	2,560
Supported Housing Services	0	532	20	185	(51)	0	686
<b>Total Net Budget</b>	<b>3,673</b>	<b>(1,495)</b>	<b>34</b>	<b>1,103</b>	<b>(60)</b>	<b>0</b>	<b>3,255</b>

	2011/12 Outturn	2012/13 Total Budget	2013/14 Total Budget
Subjective Analysis	£000	£000	£000
Employees	2,759	3,004	2,814
Property Costs	4	129	114
Transport	23	10	6
Supplies and Services	6,508	5,766	4,591
Third Party Payments	0	0	0
Transfer Payments	0	0	0
Support Services	2	1,586	185
Capital Charges	5	0	0
<b>Total Expenditure</b>	<b>9,301</b>	<b>10,495</b>	<b>7,710</b>
Fees and Charges	(5,138)	(4,775)	(2,946)
Government Grants	0	0	0
Other Grants and Contributions	0	0	0
Miscellaneous Income	(13)	0	0
<b>Total Income</b>	<b>(5,151)</b>	<b>(4,775)</b>	<b>(2,946)</b>
<b>Net Expenditure before Recharges</b>	<b>4,150</b>	<b>5,720</b>	<b>4,764</b>
Recharges – Other	(1,499)	(1,491)	(953)
Recharge to Housing Revenue Account	(468)	(556)	(556)
<b>Total Net Budget</b>	<b>2,183</b>	<b>3,673</b>	<b>3,255</b>

<b>Movements</b>	<b>£000</b>
2012/13 Total Budget	3,673
Budget Adjustments	(1,495)
Inflation	34
Commitments	1,103
Savings	(60)
Growth	0
<b>Total Net Budget</b>	<b>3,255</b>

## Community Engagement

The division aims to bring the council's services closer to the people it serves and position local people at the heart of everything the council does. It aims to support initiatives and programmes that involve and engage all sections of the community in Southwark, including new and emerging communities as well as those who are well established, but may be disengaged.

Specific activities include capacity building individuals and groups with a view to helping them help themselves and supporting them to understand better how statutory structures work and how they might participate in them. This type of work is particularly focused on those who are hard to reach or find the council hard to reach. The division comprises four specialist teams as follows:

### Neighbourhoods

Responsible for leading on the strategy for developing the neighbourhoods element of community engagement with its focus on encouraging local residents to participate in democracy and influence the decisions that shape the place where they live, particularly in developing the role of community councils and liaison with service departments.

### Civic Engagement

Provides administrative and secretarial support to the Mayor of Southwark.

### Community Participation

Leads on the strategy for developing community participation work and the approach to community engagement across the council. Focuses on making a positive impact on the lives of local residents by minimising inequality, poverty and exclusion, and promoting social inclusion. The team is responsible for promoting innovation and working in partnership with external agencies.

### Voluntary Sector

Co-ordinates and manages the commissioning functions and leads on the support given to the voluntary sector from the council through grant aid, commissioned activity, the legal advice partnership, advice on securing external funding and the properties made available to them. This is a key role in managing both the relationship between the council and our voluntary and community sector partners as well as co-ordinating how service departments commission services from the voluntary sector. The team also provides commissioning resources to support the work of departmental commissioners.

	2012/13 Total Budget	Budget Adjustments	Inflation	Commitments	Savings	Growth	2013/14 Total Budget
Services	£000	£000	£000	£000	£000	£000	£000
Neighbourhoods	110	(110)	0	0	0	0	0
Community Councils	403	205	3	0	0	0	611
Member Support	230	(88)	0	0	0	0	142
Community Participation	420	(51)	3	0	0	0	372
Voluntary Sector							
Commissioning team	3,542	56	2	0	(165)	0	3,435
Head of Service	1,041	(770)	3	0	0	0	274
<b>Total Net Budget</b>	<b>5,746</b>	<b>(758)</b>	<b>11</b>	<b>0</b>	<b>(165)</b>	<b>0</b>	<b>4,834</b>

	2011/12 Outturn £000	2012/13 Total Budget £000	2013/14 Total Budget £000
<b>Subjective Analysis</b>			
Employees	1,433	1,172	1,310
Property Costs	131	104	103
Transport	105	76	82
Supplies and Services	2,024	2,082	1,812
Third Party Payments	1,767	1,447	1,527
Transfer Payments	0	0	0
Support Services	31	897	0
Capital Charges	1	0	0
<b>Total Expenditure</b>	<b>5,492</b>	<b>5,778</b>	<b>4,834</b>
Fees and Charges	(6)	(29)	0
Government Grants	0	0	0
Other Grants and Contributions	(66)	0	0
Miscellaneous Income	(13)	0	0
<b>Total Income</b>	<b>(85)</b>	<b>(29)</b>	<b>0</b>
<b>Net Expenditure before Recharges</b>	<b>5,407</b>	<b>5,749</b>	<b>4,834</b>
Recharges – Other	(19)	(3)	0
Recharge to Housing Revenue Account	0	0	0
<b>Total Net Budget</b>	<b>5,388</b>	<b>5,746</b>	<b>4,834</b>

<b>Movements</b>	<b>£000</b>
2012/13 Total Budget	5,746
Budget Adjustments	(758)
Inflation	11
Commitments	0
Savings	(165)
Growth	0
<b>Total Net Budget</b>	<b>4,834</b>

## Operations

The operations division budget covers housing management related services such as maintenance of stairlifts and travellers' sites. Expenditure comprises repairs and maintenance, utility and other property related costs and capital charges. Income generated from travellers' pitch fees largely offset the cost of site provision. Recent legislation limits pitch fee increases to RPI, unless on-site facilities have been improved. The increase for 2013/14 was set at 3.0%.

	2012/13 Total Budget	Budget Adjustments	Inflation	Commitments	Savings	Growth	2013/14 Total Budget
Services	£000	£000	£000	£000	£000	£000	£000
Stairlift Maintenance	80	0	0	0	0	0	80
Travellers' Sites	43	0	4	0	0	0	47
<b>Total Net Budget</b>	<b>123</b>	<b>0</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>127</b>

	2011/12 Outturn	2012/13 Total Budget	2013/14 Total Budget
Subjective Analysis	£000	£000	£000
Employees	0	0	0
Property Costs	76	149	153
Transport	0	0	0
Supplies and Services	5	26	26
Third Party Payments	0	0	0
Transfer Payments	0	0	0
Support Services	0	0	0
Capital Charges	162	65	65
<b>Total Expenditure</b>	<b>243</b>	<b>240</b>	<b>244</b>
Fees and Charges	(133)	(117)	(117)
Government Grants	0	0	0
Other Grants and Contributions	0	0	0
Miscellaneous Income	0	0	0
<b>Total Income</b>	<b>(133)</b>	<b>(117)</b>	<b>(117)</b>
<b>Net Expenditure before Recharges</b>	<b>110</b>	<b>123</b>	<b>127</b>
Recharges – Other	0	0	0
Recharge to Housing Revenue Account	0	0	0
<b>Total Net Budget</b>	<b>110</b>	<b>123</b>	<b>127</b>

Movements	£000
2012/13 Total Budget	123
Budget Adjustments	0
Inflation	4
Commitments	0
Savings	0
Growth	0
<b>Total Net Budget</b>	<b>127</b>

## Maintenance and Compliance

The division manages predominantly HRA related services, but is also responsible for the installation and maintenance of adaptations and the handypersons service which fall within the general fund. These services support residents across all tenures, with the cost relating to council dwellings rechargeable to the HRA.

	2012/13 Total Budget	Budget Adjustments	Inflation	Commitments	Savings	Growth	2013/14 Total Budget
Services	£000	£000	£000	£000	£000	£000	£000
Adaptations	246	(92)	3	0	(14)	0	143
Handypersons	89	5	2	0	0	0	96
<b>Total Net Budget</b>	<b>335</b>	<b>(87)</b>	<b>5</b>	<b>0</b>	<b>(14)</b>	<b>0</b>	<b>239</b>

	2011/12 Outturn	2012/13 Total Budget	2013/14 Total Budget
Subjective Analysis	£000	£000	£000
Employees	474	489	504
Property Costs	42	126	26
Transport	27	17	17
Supplies and Services	22	27	27
Third Party Payments	0	0	0
Transfer Payments	0	0	0
Support Services	0	0	0
Capital Charges	0	0	0
<b>Total Expenditure</b>	<b>565</b>	<b>659</b>	<b>574</b>
Fees and Charges	(24)	0	0
Government Grants	0	0	0
Other Grants and Contributions	0	0	0
Miscellaneous Income	(46)	0	0
<b>Total Income</b>	<b>(70)</b>	<b>0</b>	<b>0</b>
<b>Net Expenditure before Recharges</b>	<b>495</b>	<b>659</b>	<b>574</b>
Recharges – Other	(174)	(174)	(185)
Recharge to Housing Revenue Account	(150)	(150)	(150)
<b>Total Net Budget</b>	<b>171</b>	<b>335</b>	<b>239</b>

Movements	£000
2012/13 Total Budget	335
Budget Adjustments	(87)
Inflation	5
Commitments	0
Savings	(14)
Growth	0
<b>Total Net Budget</b>	<b>239</b>

## Support Services

A support services function comprising business support costs and departmental overheads such as pension expenses, capital charges, corporate support and inter-fund recharges.

	2012/13 Total Budget	Budget Adjustments	Inflation	Commitments	Savings	Growth	2013/14 Total Budget
Services	£000	£000	£000	£000	£000	£000	£000
Support Services							
Holding Account	673	1,599	0	0	0	0	2,272
<b>Total Net Budget</b>	<b>673</b>	<b>1,599</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,272</b>

	2011/12 Outturn	2012/13 Total Budget	2013/14 Total Budget
Subjective Analysis	£000	£000	£000
Employees	121	142	15
Property Costs	0	0	0
Transport	0	0	0
Supplies and Services	0	1	140
Third Party Payments	0	0	0
Transfer Payments	0	0	0
Support Services	443	530	2,117
Capital Charges	0	0	0
<b>Total Expenditure</b>	<b>564</b>	<b>673</b>	<b>2,272</b>
Fees and Charges	0	0	0
Government Grants	0	0	0
Other Grants and Contributions	0	0	0
Miscellaneous Income	0	0	0
<b>Total Income</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Expenditure before Recharges</b>	<b>564</b>	<b>673</b>	<b>2,272</b>
Recharges – Other	0	0	0
Recharge to Housing Revenue Account	0	0	0
<b>Total Net Budget</b>	<b>564</b>	<b>673</b>	<b>2,272</b>

Movements	£000
2012/13 Total Budget	673
Budget Adjustments	1,599
Inflation	0
Commitments	0
Savings	0
Growth	0
<b>Total Net Budget</b>	<b>2,272</b>

## **Customer Experience**

The Customer Experience division comprises the following:

### **Head of Customer Experience**

The activity comprises the head of service and divisional support costs including premises, supplies and services and running an in-house local apprenticeship scheme.

### **Client Team**

The Client Team is primarily involved with the monitoring and management of the GDIT customer services contract including the customer service centre (CSC), one stop shops (OSS) and email service. It also works on service improvement initiatives including service migration. This service will be managed in-house from 1 June 2013.

### **Customer Resolution**

The customer resolution team deals with a wide range of complaints from across the council and local government ombudsman enquiries. It also manages the council's arbitration function and all freedom of information (FOI) requests. From April 2013, the council's complaints process is moving from a three stage process to two stages and ombudsman complaints will be split between the local government ombudsman and the housing ombudsman. From 1 June 2013 the team will take on the logging of new complaints and the fulfilment service, currently provided under the GDIT contract.

### **Registrars and Coroners Services**

Statutory provision of functions for the registration of births, deaths and marriages together with civil partnerships, citizenship ceremonies and nationality checking services. Also responsible for the contracted-out mortuary and coroners service administered by Southwark, but part of a shared service arrangement with three other London boroughs.

### **Southwark Mobile Alarm Response Team (SMART)**

The SMART service provides a 24-hour, seven day a week monitoring and response service across all housing tenures. The service offers security and help to older and vulnerable people allowing them to remain independent in their own home. In addition they offer a night visiting support service to sheltered housing schemes.

### **Homeless and Housing Options Services**

Statutory provision of temporary accommodation services – includes advice, signposting and referrals, casework assessment, homelessness prevention and placements. Services are delivered through a housing options based structure where emphasis is placed on prevention and diversification of housing solutions.



	2012/13 Total Budget	Budget Adjustments	Inflation	Commitments	Savings	Growth	2013/14 Total Budget
Services	£000	£000	£000	£000	£000	£000	£000
Head of Customer Experience	906	0	2	0	0	0	908
Client Unit	14,145	-3,204	13	0	0	0	10,954
Customer Resolution	1,377	0	13	0	0	0	1,390
Blue Badges & Concessionary Fares	11,648	0	1	429	0	0	12,078
Registrars & Coroners	125	1	9	0	0	0	135
SMART	409	3	5	0	-7	0	410
Homeless & Housing Options	3,021	0	20	127	-246	0	2,922
<b>Total Net Budget</b>	<b>31,631</b>	<b>-3,200</b>	<b>63</b>	<b>556</b>	<b>-253</b>	<b>0</b>	<b>28,797</b>

	2011/12 Outturn	2012/13 Total Budget	2013/14 Total Budget
Subjective Analysis	£000	£000	£000
Employees	5,716	6,091	5,902
Property Costs	1,005	945	953
Transport	12	48	47
Supplies and Services	2,143	1,699	1,654
Third Party Payments	12,919	13,536	10,302
Transfer Payments	10,665	11,446	11,864
Support Services	54	81	156
Capital Charges	254	34	34
<b>Total Expenditure</b>	<b>32,768</b>	<b>33,880</b>	<b>30,912</b>
Fees and Charges	(635)	(622)	(622)
Government Grants	(203)	(179)	(179)
Other Grants and Contributions	(897)	(965)	(965)
Deductions and Reimbursements	(21)	(7)	(7)
<b>Total Income</b>	<b>(1,756)</b>	<b>(1,773)</b>	<b>(1,773)</b>
<b>Net Expenditure before Recharges</b>	<b>31,012</b>	<b>32,107</b>	<b>29,139</b>
Recharges – Other	(431)	(476)	(270)
Recharge to Housing Revenue Account	0	0	(72)
<b>Total Net Budget</b>	<b>30,581</b>	<b>31,631</b>	<b>28,797</b>

Movements	£000
2012/13 Total Budget	31,631
Budget Adjustments	(3,200)
Inflation	63
Commitments	556
Savings	(253)
Growth	0
<b>Total Net Budget</b>	<b>28,797</b>

## HOUSING REVENUE ACCOUNT

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 and Community Services department, with the exception of certain functions that fall within the remit of the Chief Executive's and Finance and Corporate Services departments.

The Housing and Community Services department has a set of general fund functions in addition to those falling within the HRA ring-fence, which are detailed in the relevant section of the budget book. Responsibilities for landlord-related services are set out below:

- **Customer Experience** - comprises predominantly general fund activities, with the exception of aspects of the housing options service, such as allocations and underoccupation which are landlord related.
- **Finance and Corporate Services** - functions mainly comprise capital financing (including revenue support to the investment programme), corporate support service costs, and management of HRA specific reserves and provisions. For reporting purposes it also includes the ring-fenced heating account.
- **Specialist Housing Services** - provides a broad range of services to secure tenants, homeowners and freeholders, prospective purchasers, solicitors, agents and mortgagees. It is also responsible for the development and management of tenant managed organisations and the garage and commercial property portfolios; sheltered and hostel accommodation and temporary estate void properties and support to vulnerable and homeless residents within the borough.
- **Chief Executive's** - services primarily relate to housing strategy, regeneration and investment.
- **Community Engagement** - provides resident involvement support to both tenants and homeowners and co-ordinates consultation on landlord and lettings-related issues.
- **Maintenance and Compliance** - provides management of the housing repairs service including heating, electrical and mechanical engineering, lifts, gas servicing, fire risk and health and safety through the management of external contractors and in-house provision (Southwark Building Services).
- **Operations** - provides day-to day tenancy management services including tenancy checks, estate inspections and anti-social behaviour. This includes the management of empty properties, rent collection and arrears management.
- **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.

## **2013/14 Budget**

The introduction of self-financing in April 2012 as part of the Localism Act 2011 gave rise to a number of financial changes, most notably the abolition of housing subsidy, the retention of rental income to fund landlord provision and service residual debt and of particular significance for Southwark, a reduction in our historic housing debt (£199m) and provision of borrowing headroom (£126m).

It also brought a number of risks and placed a high reliance on the rental stream to generate resources sufficient to meet the investment needs of the stock over the next 30 years. The debt settlement was predicated on the continued adherence to the government's formula rent policy up to 2015/16 and at RPI +0.5% subsequently. Long-term rent policy is a critical aspect of the HRA business plan in order to ensure the HRA remains financially sustainable and can fund the investment gap going forward.

For 2013/14, the HRA budget includes a range of measures including a guideline rent increase and a package of efficiency savings derived 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. To this end a programme of resource redirection was approved as part of the 2013/14 budget process. HRA reserves were also supplemented as a result of the anticipated effects of central government welfare reforms, particularly in terms of rent arrears.

## **Rent and Other Charges**

Government has effectively operated control over rent policy since 2002/03 through the housing subsidy system. The council has always set rents in strict accordance with the prescribed government formula in order to secure the optimal position for the HRA and minimise the budget impact on services. Notwithstanding the changes introduced with self-financing, the necessity to follow this policy imperative continues and the average rent increase for 2013/14 was 4.85%, which is primarily driven by the national RPI figure in September 2012 (2.6%) plus the formula movement to the pre-determined rent target. Tenant service charges, district heating charges and garage rents remained unchanged for a further year.

## **Dwelling Stock/ Voids**

Movements in the council's housing stock arise primarily from major regeneration schemes, voids and general property disposals. This results in a loss of rental income, which can only be partially mitigated through a combination of temporary accommodation usage, leaseholder service charges and unit cost reductions and operational efficiencies in managing and maintaining the stock. Recent changes in government policy designed to reinvigorate the right-to-buy has seen a modest increase in RTB sales during 2012/13 and there is an expectation the impact will escalate during 2013/14.

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 impact.

## Housing Revenue Account Summary Budget Analysis

	2011/12 Outturn	2012/13 Revised Base	Inflation	Adjustments	Commitments	Rents	Savings	Redistribution	2013/14 Base
Divisions	£000	£000	£000	£000	£000	£000	£000	£000	£000
Customer Experience	1,718	1,924	25	-235	0	0	-19	250	1,945
Finance and Corporate Services	140,877	150,323	139	-425	9,537	580	-4,394	0	155,760
Specialist Housing Services	-37,424	-32,972	242	1,456	63	-6,636	-617	1,400	-37,064
Chief Executive's	1,277	1,551	21	0	0	0	-78	0	1,494
Community Engagement	1,099	1,864	28	22	0	0	0	0	1,914
Maintenance and Compliance	46,928	44,039	810	-203	0	0	-52	1,687	46,281
Operations	-154,993	-167,578	596	685	0	-6,782	-842	1,000	-172,921
Major Works	518	849	9	38	0	0	-31	1,726	2,591
<b>Total Net Budget</b>	<b>0</b>	<b>0</b>	<b>1,870</b>	<b>1,338</b>	<b>9,600</b>	<b>-12,838</b>	<b>-6,033</b>	<b>6,063</b>	<b>0</b>

	2011/12 Outturn	2012/13 Revised Base	Inflation	Adjustments	Commitments	Rents	Savings	Redistribution	2013/14 Base
Subjective Analysis	£000	£000	£000	£000	£000	£000	£000	£000	£000
Employees	33,348	28,380	283	1,784	63	0	-186	370	30,694
Running Costs	21,969	20,242	338	896	1,000	0	-1,775	250	20,951
Thames Water Charges	11,192	12,195	0	0	0	770	-125	0	12,840
Contingency/Contribution to Reserves	7,094	3,475	114	0	0	0	1	0	3,590
Grounds Maintenance/Estate Cleaning	13,353	14,090	282	0	0	0	-2	0	14,370
Responsive Repairs/Heating Repairs	46,453	45,462	788	-179	0	0	-2,731	4,443	47,783
Regeneration Landlord Commitments	1,364	7,400	0	0	0	0	0	0	7,400
Contribution to Investment Programme	-418	5,333	0	0	0	0	0	0	5,333
Planned Maintenance	234	7,395	0	0	0	0	0	1,000	8,395
Corporate Support Costs/SLAs	22,610	22,610	0	792	0	0	-575	0	22,827
Depreciation	40,998	44,916	0	0	5,000	0	0	0	49,916
Other Debt Charges	62,820	31,644	0	-789	0	0	0	0	30,855
Tenant Management Organisations	4,937	5,597	106	0	0	0	-150	0	5,553
Heating Account	9,108	12,198	0	0	0	0	0	0	12,198
<b>Total Expenditure</b>	<b>275,062</b>	<b>260,937</b>	<b>1,911</b>	<b>2,504</b>	<b>6,063</b>	<b>770</b>	<b>-5,543</b>	<b>6,063</b>	<b>272,705</b>
Rents - Dwellings	-170,944	-181,399	0	-355	3,537	-11,311	-362	0	-189,890
Rents - Non-Dwellings	-3,540	-4,724	0	0	0	-144	0	0	-4,868
Heating/Hot Water Charges	-9,516	-9,484	0	0	0	-102	0	0	-9,586
Tenant Service Charges	-12,524	-12,508	0	0	0	-1,113	0	0	-13,621
Thames Water Charges	-11,263	-11,993	0	0	0	-773	0	0	-12,766
Commission Receivable	-2,545	-2,722	0	0	0	-190	22	0	-2,890
Leaseholders - Major Works	-21,610	-6,530	0	0	0	0	0	0	-6,530
Leaseholders - Service Charges	-1,469	-15,850	0	0	0	0	0	0	-15,850
Government Grants	-25,438	0	0	0	0	0	0	0	0
Interest on Balances	-303	-252	0	-58	0	0	0	0	-310
Commercial Property Rents	-6,672	-6,664	0	0	0	0	0	0	-6,664
Fees and Charges	-2,505	-848	0	-242	0	25	-150	0	-1,215
Capitalisation	-6,194	-5,616	-25	-278	0	0	0	0	-5,919
Recharges	-539	-2,347	-16	-233	0	0	0	0	-2,596
<b>Total Income</b>	<b>-275,062</b>	<b>-260,937</b>	<b>-41</b>	<b>-1,166</b>	<b>3,537</b>	<b>-13,608</b>	<b>-490</b>	<b>0</b>	<b>-272,705</b>
<b>Total Net Budget</b>	<b>0</b>	<b>0</b>	<b>1,870</b>	<b>1,338</b>	<b>9,600</b>	<b>-12,838</b>	<b>-6,033</b>	<b>6,063</b>	<b>0</b>

### Housing Revenue Account Budget Analysis (cont.)

<b>Employees</b>	<b>FTE</b>
Community Engagement	22
Customer Experience	35
Finance & Corporate Services	13
Maintenance and Compliance	113
Major Works	54
Operations	258
Chief Executive's	22
Specialist Housing Services	155
<b>Total</b>	<b>672</b>

## Divisonal Budget Analysis

Customer Experience	2011/12 Outturn	2012/13 Revised Base	Inflation	Adjustments	Commitments	Rents	Savings	Redistribution	2013/14 Base
	£000	£000	£000	£000	£000	£000	£000	£000	£000
Employees	1,288	1,344	14	18	0	0	0	0	1,376
Running Costs	374	519	9	-157	0	0	-19	250	602
Responsive Repairs/Heating Repairs	50	96	2	-96	0	0	0	0	2
Depreciation	8	0	0	0	0	0	0	0	0
Corporate Support Costs/SLAs	0	40	0	0	0	0	0	0	40
<b>Total Expenditure</b>	<b>1,720</b>	<b>1,999</b>	<b>25</b>	<b>-235</b>	<b>0</b>	<b>0</b>	<b>-19</b>	<b>250</b>	<b>2,020</b>
Fees & Charges	-2	0	0	0	0	0	0	0	0
Recharges	0	-75	0	0	0	0	0	0	-75
<b>Total Income</b>	<b>-2</b>	<b>-75</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-75</b>
<b>Total Net Budget</b>	<b>1,718</b>	<b>1,924</b>	<b>25</b>	<b>-235</b>	<b>0</b>	<b>0</b>	<b>-19</b>	<b>250</b>	<b>1,945</b>

Finance & Corporate Services	2011/12 Outturn	2012/13 Revised Base	Inflation	Adjustments	Commitments	Rents	Savings	Redistribution	2013/14 Base
	£000	£000	£000	£000	£000	£000	£000	£000	£000
Employees	6,961	1,823	18	25	0	0	0	0	1,866
Running Costs	3,339	3,032	23	0	1,000	0	-978	0	3,077
Thames Water Charges	11,113	12,098	0	0	0	770	-124	0	12,744
Contingency/Contribution to Reserves	7,028	3,475	114	0	0	0	1	0	3,590
Grounds Maintenance/Estate Cleaning	13	0	0	0	0	0	0	0	0
Responsive Repairs/Heating Repairs	2,013	2,553	0	0	0	0	-2,553	0	0
Regeneration Landlord Commitments	1,364	7,400	0	0	0	0	0	0	7,400
Contribution to Investment Programme	-418	5,333	0	0	0	0	0	0	5,333
Planned Maintenance	234	7,395	0	0	0	0	0	0	7,395
Corporate Support Costs/SLAs	17,052	17,460	0	800	0	0	-400	0	17,860
Depreciation	40,708	44,873	0	0	5,000	0	0	0	49,873
Other Debt Charges	69,634	31,644	0	-789	0	0	0	0	30,855
Heating Account	9,108	12,198	0	0	0	0	0	0	12,198
Tenant Management Organisations	-271	300	0	0	0	0	0	0	300
<b>Total Expenditure</b>	<b>167,878</b>	<b>149,584</b>	<b>155</b>	<b>36</b>	<b>6,000</b>	<b>770</b>	<b>-4,054</b>	<b>0</b>	<b>152,491</b>
Rents - Dwellings	2,258	5,169	0	-355	3,537	0	-362	0	7,989
Thames Water Charges	54	0	0	0	0	0	0	0	0
Commission Receivable	-2,000	-2,157	0	0	0	-190	22	0	-2,325
Leaseholders - Service Charges	-1,459	0	0	0	0	0	0	0	0
Government Grants	-25,438	0	0	0	0	0	0	0	0
Interest on Balances	-169	-77	0	-58	0	0	0	0	-135
Fees and Charges	-61	0	0	0	0	0	0	0	0
Capitalisation	-75	0	0	0	0	0	0	0	0
Recharges	-111	-2,196	-16	-48	0	0	0	0	-2,260
<b>Total Income</b>	<b>-27,001</b>	<b>739</b>	<b>-16</b>	<b>-461</b>	<b>3,537</b>	<b>-190</b>	<b>-340</b>	<b>0</b>	<b>3,269</b>
<b>Total Net Budget</b>	<b>140,877</b>	<b>150,323</b>	<b>139</b>	<b>-425</b>	<b>9,537</b>	<b>580</b>	<b>-4,394</b>	<b>0</b>	<b>155,760</b>

<b>Specialist Housing Services</b>	<b>2011/12 Outturn</b>	<b>2012/13 Revised Base</b>	<b>Inflation</b>	<b>Adjustments</b>	<b>Commitments</b>	<b>Rents</b>	<b>Savings</b>	<b>Redistribution</b>	<b>2013/14 Base</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
Employees	4,748	4,837	47	1,252	63	0	-161	0	6,038
Running Costs	2,046	2,201	30	152	0	0	-104	0	2,279
Thames Water Charges	54	32	0	0	0	0	-1	0	31
Contribution to Reserves	66	0	0	0	0	0	0	0	0
Grounds Maintenance/Estate Cleaning	20	41	1	0	0	0	-2	0	40
Responsive Repairs/Heating Repairs	2,500	2,881	58	227	0	0	-126	1,400	4,440
Corporate Support Costs/SLAs	4,067	4,293	0	0	0	0	-73	0	4,220
Depreciation	235	43	0	0	0	0	0	0	43
Other Debt Charges	-6,814	0	0	0	0	0	0	0	0
Tenant Management Organisations	5,208	5,297	106	0	0	0	-150	0	5,253
<b>Total Expenditure</b>	<b>12,130</b>	<b>19,625</b>	<b>242</b>	<b>1,631</b>	<b>63</b>	<b>0</b>	<b>-617</b>	<b>1,400</b>	<b>22,344</b>
Rents - Dwellings	-14,020	-15,885	0	0	0	-4,433	0	0	-20,318
Rents - Non-Dwellings	-3,540	-4,724	0	0	0	-144	0	0	-4,868
Heating/Hot Water Charges	-606	-442	0	0	0	-584	0	0	-1,026
Tenant Service Charges	-787	-773	0	0	0	-1,280	0	0	-2,053
Thames Water Charges	-724	-791	0	0	0	-220	0	0	-1,011
Commission Receivable	-545	-565	0	0	0	0	0	0	-565
Leaseholders - Major Works	-21,610	-6,530	0	0	0	0	0	0	-6,530
Leaseholders - Service Charges	-10	-15,850	0	0	0	0	0	0	-15,850
Interest on Balances	-134	-175	0	0	0	0	0	0	-175
Commercial Property Rents	-6,658	-6,664	0	0	0	0	0	0	-6,664
Fees and Charges	-763	-86	0	10	0	25	0	0	-51
Capitalisation	-154	-86	0	0	0	0	0	0	-86
Recharges	-3	-26	0	-185	0	0	0	0	-211
<b>Total Income</b>	<b>-49,554</b>	<b>-52,597</b>	<b>0</b>	<b>-175</b>	<b>0</b>	<b>-6,636</b>	<b>0</b>	<b>0</b>	<b>-59,408</b>
<b>Total Net Budget</b>	<b>-37,424</b>	<b>-32,972</b>	<b>242</b>	<b>1,456</b>	<b>63</b>	<b>-6,636</b>	<b>-617</b>	<b>1,400</b>	<b>-37,064</b>

<b>Chief Executive's</b>	<b>2011/12 Outturn</b>	<b>2012/13 Revised Base</b>	<b>Inflation</b>	<b>Adjustments</b>	<b>Commitments</b>	<b>Rents</b>	<b>Savings</b>	<b>Redistribution</b>	<b>2013/14 Base</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
Employees	925	1,213	12	3	0	0	0	0	1,228
Running Costs	460	520	11	-2	0	0	-78	0	451
Corporate Support Costs/SLAs	6	2	0	0	0	0	0	0	2
<b>Total Expenditure</b>	<b>1,391</b>	<b>1,735</b>	<b>23</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>-78</b>	<b>0</b>	<b>1,681</b>
Fees and Charges	-5	0	0	0	0	0	0	0	0
Capitalisation	-109	-184	-2	-1	0	0	0	0	-187
<b>Total Income</b>	<b>-114</b>	<b>-184</b>	<b>-2</b>	<b>-1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-187</b>
<b>Total Net Budget</b>	<b>1,277</b>	<b>1,551</b>	<b>21</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-78</b>	<b>0</b>	<b>1,494</b>

<b>Community Engagement</b>	<b>2011/12 Outturn</b>	<b>2012/13 Revised Base</b>	<b>Inflation</b>	<b>Adjustments</b>	<b>Commitments</b>	<b>Rents</b>	<b>Savings</b>	<b>Redistribution</b>	<b>2013/14 Base</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
Employees	808	975	10	-15	0	0	0	0	970
Running Costs	270	539	11	37	0	0	0	0	587
Responsive Repairs/Heating Repairs	108	350	7	0	0	0	0	0	357
Depreciation	7	0	0	0	0	0	0	0	0
<b>Total Expenditure</b>	<b>1,193</b>	<b>1,864</b>	<b>28</b>	<b>22</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,914</b>
Fees and Charges	-13	0	0	0	0	0	0	0	0
Capitalisation	-81	0	0	0	0	0	0	0	0
<b>Total Income</b>	<b>-94</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Net Budget</b>	<b>1,099</b>	<b>1,864</b>	<b>28</b>	<b>22</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,914</b>

<b>Maintenance and Compliance</b>	<b>2011/12 Outturn</b>	<b>2012/13 Revised Base</b>	<b>Inflation</b>	<b>Adjustments</b>	<b>Commitments</b>	<b>Rents</b>	<b>Savings</b>	<b>Redistribution</b>	<b>2013/14 Base</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
Employees	5,004	4,707	47	367	0	0	0	0	5,121
Running Costs	3,324	2,461	46	0	0	0	0	0	2,507
Grounds Maintenance/Estate Cleaning	1	0	0	0	0	0	0	0	0
Responsive Repairs/Heating Repairs	41,525	39,546	720	-300	0	0	-52	1,687	41,601
Corporate Support Costs/SLAs	644	691	0	0	0	0	0	0	691
Depreciation	3	0	0	0	0	0	0	0	0
<b>Total Expenditure</b>	<b>50,501</b>	<b>47,405</b>	<b>813</b>	<b>67</b>	<b>0</b>	<b>0</b>	<b>-52</b>	<b>1,687</b>	<b>49,920</b>
Fees and Charges	-106	-35	0	0	0	0	0	0	-35
Capitalisation	-3,137	-3,331	-3	-270	0	0	0	0	-3,604
Recharges	-330	0	0	0	0	0	0	0	0
<b>Total Income</b>	<b>-3,573</b>	<b>-3,366</b>	<b>-3</b>	<b>-270</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-3,639</b>
<b>Total Net Budget</b>	<b>46,928</b>	<b>44,039</b>	<b>810</b>	<b>-203</b>	<b>0</b>	<b>0</b>	<b>-52</b>	<b>1,687</b>	<b>46,281</b>

<b>Operations</b>	<b>2011/12 Outturn</b>	<b>2012/13 Revised Base</b>	<b>Inflation</b>	<b>Adjustments</b>	<b>Commitments</b>	<b>Rents</b>	<b>Savings</b>	<b>Redistribution</b>	<b>2013/14 Base</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
Employees	10,784	10,743	108	89	0	0	-10	370	11,300
Running Costs	11,876	10,850	206	866	0	0	-580	0	11,342
Thames Water Charges	25	65	0	0	0	0	0	0	65
Grounds Maintenance/Estate Cleaning	13,319	14,049	281	0	0	0	0	0	14,330
Responsive Repairs/Heating Repairs	233	26	1	-10	0	0	0	630	647
Corporate Support Costs/SLAs	815	119	0	-8	0	0	-102	0	9
Depreciation	37	0	0	0	0	0	0	0	0
<b>Total Expenditure</b>	<b>37,089</b>	<b>35,852</b>	<b>596</b>	<b>937</b>	<b>0</b>	<b>0</b>	<b>-692</b>	<b>1,000</b>	<b>37,693</b>
Rents - Dwellings	-159,182	-170,683	0	0	0	-6,878	0	0	-177,561
Heating/Hot Water Charges	-8,910	-9,042	0	0	0	482	0	0	-8,560
Tenant Service Charges	-11,737	-11,735	0	0	0	167	0	0	-11,568
Thames Water Charges	-10,593	-11,202	0	0	0	-553	0	0	-11,755
Commercial Rents	-14	0	0	0	0	0	0	0	0
Fees and Charges	-1,551	-718	0	-252	0	0	-150	0	-1,120
Recharges	-95	-50	0	0	0	0	0	0	-50
<b>Total Income</b>	<b>-192,082</b>	<b>-203,430</b>	<b>0</b>	<b>-252</b>	<b>0</b>	<b>-6,782</b>	<b>-150</b>	<b>0</b>	<b>-210,614</b>
<b>Total Net Budget</b>	<b>-154,993</b>	<b>-167,578</b>	<b>596</b>	<b>685</b>	<b>0</b>	<b>-6,782</b>	<b>-842</b>	<b>1,000</b>	<b>-172,921</b>



<b>Major Works</b>	<b>2011/12 Outturn</b>	<b>2012/13 Revised Base</b>	<b>Inflation</b>	<b>Adjustments</b>	<b>Commitments</b>	<b>Rents</b>	<b>Savings</b>	<b>Redistribution</b>	<b>2013/14 Base</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
Employees	2,830	2,738	27	45	0	0	-15	0	2,795
Running Costs	280	120	2	0	0	0	-16	0	106
Responsive Repairs/Heating Repairs	24	10	0	0	0	0	0	726	736
Planned Maintenance	0	0	0	0	0	0	0	1,000	1,000
Corporate Support Costs/SLAs	26	5	0	0	0	0	0	0	5
<b>Total Expenditure</b>	<b>3,160</b>	<b>2,873</b>	<b>29</b>	<b>45</b>	<b>0</b>	<b>0</b>	<b>-31</b>	<b>1,726</b>	<b>4,642</b>
Fees and Charges	-4	-9	0	0	0	0	0	0	-9
Capitalisation	-2,638	-2,015	-20	-7	0	0	0	0	-2,042
<b>Total Income</b>	<b>-2,642</b>	<b>-2,024</b>	<b>-20</b>	<b>-7</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-2,051</b>
<b>Total Net Budget</b>	<b>518</b>	<b>849</b>	<b>9</b>	<b>38</b>	<b>0</b>	<b>0</b>	<b>-31</b>	<b>1,726</b>	<b>2,591</b>

Finance contacts for Housing and Community Services Department

Departmental Finance Manager (H&CS)	Ian Young	020 7525 7849
Senior Finance Manager (Budgets & Management Accounting)	Shaun Regan	020 7525 7771
Senior Finance Manager (Business Planning and Technical Accounting)	Andrew Murray	020 7525 7731
Senior Finance Manager (Divisional): <ul style="list-style-type: none"> <li>• Maintenance and Compliance</li> <li>• Major Works</li> <li>• Operations</li> </ul>	Sean Bonnar	020 7525 1277
Senior Finance Manager (Divisional): <ul style="list-style-type: none"> <li>• Community Engagement</li> <li>• Customer Experience</li> <li>• Specialist Housing Services</li> </ul>	Alex Vaughan	020 7525 7691

# **Finance and Corporate Services Department**

**2013/14**

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## Finance and Corporate Services

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 corporate services 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 corporate services provide the corporate support services of finance, facilities management, information and data services, procurement, revenues and benefits and legal service. It is headed by the strategic director of finance and corporate services 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 service divisions.

Housing benefits and council tax support 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 now provided under new contract arrangements.

### Finance & corporate services department summary budget tables

DIVISIONS	2012/13 Total Budget £'000	Budget Adjustment £'000	Inflation £'000	Commitments £'000	Savings £'000	Growth £'000	2013/14 Total Budget £'000
Finance And Accounting Financial Services	8,451	468	71	1,651	(760)	0	9,881
Revenues And Benefits	2,040	74	34	0	(42)	0	2,106
Information And Data Services	10,223	2,521	81	0	(395)	0	12,430
Corporate Facilities Management	13,005	(68)	75	0	(1,590)	0	11,422
Legal Services	14,129	(6,547)	208	0	(780)	0	7,010
Corporate Budgets	1,011	955	53	0	(200)	0	1,819
	(9,718)	7,842	76	1,042	(2,000)	0	(2,758)
<b>Finance &amp; corporate services</b>	<b>39,141</b>	<b>5,245</b>	<b>598</b>	<b>2,693</b>	<b>(5,767)</b>	<b>0</b>	<b>41,910</b>

<b>Subjective Analysis</b>	<b>2011/12 Outturn £'000</b>	<b>2012/13 Budget £'000</b>	<b>2013/14 Budget £'000</b>
Employees	33,307	33,645	35,175
Premises	16,084	17,397	16,309
Transport	1,582	238	215
Supplies and Services	21,292	25,660	23,648
Third Party Payments	4,375	2,207	5,228
Transfer Payments	237,780	219,836	223,993
Support Services	13,670	9,990	11,202
Capital Charges	(66,246)	5,241	5,047
Capital Financing Costs	16,355	14,243	14,243
<b>Total Expenditure</b>	<b>278,200</b>	<b>328,456</b>	<b>335,060</b>
Fees and charges	(7,626)	(8,501)	(8,599)
Government grants	(253,663)	(232,459)	(234,934)
Other grants	(11)	9	0
Miscellaneous income	(2,548)	(3,631)	(3,581)
<b>Total Income</b>	<b>(263,848)</b>	<b>(244,582)</b>	<b>(247,115)</b>
Net expenditure before recharges	14,352	83,874	87,945
Recharges to general fund	1,020	(44,733)	(46,036)
<b>Total net expenditure</b>	<b>15,371</b>	<b>39,141</b>	<b>41,910</b>

<b>Movements</b>	<b>£000</b>
2012/13 Total Budget	39,141
Inflation	598
Budget Adjustments	5,245
Commitments	2,693
Savings	(5,767)
Growth	
<b>2013/14 Total Budget</b>	<b>41,910</b>

# ***Finance and Accounting***

## **Description of division**

### **Finance and Accounting is comprised of 3 sub-divisions**

#### *1. Director's Office*

The strategic director of finance and corporate services provides professional leadership and management to the finance, procurement, facilities management, information and technology, and legal 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 has reduced over a number of years from nine to three.

#### *2. Financial Governance*

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 strategic director of finance and corporate services.

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 of £110k are planned in 2013/14, arising from a reduction in anticipated external audit fees. However, work arising from objections to the accounts will result in additional costs. A review of governance structures may result in further savings, but these are not yet known or certain

#### *3. Professional Finance Services*

The professional finance services 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 for the service departments, supports procurement activities across the council and delivers the anti-fraud and internal audit service.

The finance service has completed 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. There are 106 finance based posts. Further savings of £377k are anticipated from a review of all non-staffing budgets, changes in the senior management structure, and a further reduction in posts.

The procurement service has been under review, and supports procurement activity across the council.

The division also delivers the anti-fraud and internal audit services, including the management of the contract for internal audit, and benefit fraud investigations, which allows for a more coordinated and efficient approach to counter-fraud and audit activities. Further savings of £200k are anticipated to come from the Fraud and Internal Audit contracts and performance incentive programme, and from generating additional income from Proceeds of Crime work and Admin Penalties.

## Finance and Accounting summary budget tables

Divisions	2012/13 Total Budget £'000	Budget Adjustment £'000	Inflation £'000	Commitments £'000	Savings £'000	Growth £'000	2013/14 Total Budget £'000
Directors Office	(213)	471	5	1,651	(108)	0	1,806
Financial	966	0	2	0	(113)	0	85
Governance							4
Professional	7,698	(3)	64	0	(539)	0	7,221
Finance Services							
<b>Finance &amp; Accounting</b>	<b>8,451</b>	<b>468</b>	<b>71</b>	<b>1,651</b>	<b>(760)</b>	<b>0</b>	<b>9,881</b>

Subjective Analysis	2011/12 Outturn £'000	2012/13 Budget £'000	2013/14 Budget £'000
Employees	7,601	7,806	7,160
Premises	9	2	1
Transport	28	13	13
Supplies and Services	1,834	761	2,855
Third Party Payments	29	0	0
Transfer Payments	0	0	0
Support Services	277	66	66
Capital Charges	3	0	0
Capital Financing Costs	0	0	0
<b>Total Expenditure</b>	<b>9,781</b>	<b>8,647</b>	<b>10,096</b>
Fees and charges	(28)	0	(125)
Government grants	0	(75)	0
Other grants	0	0	0
Miscellaneous income	(91)	(51)	(1)
<b>Total Income</b>	<b>(119)</b>	<b>(126)</b>	<b>(126)</b>
Net expenditure before recharges	9,662	8,521	9,970
Recharges to general fund	(123)	(70)	(89)
<b>Total net expenditure</b>	<b>9,539</b>	<b>8,451</b>	<b>9,881</b>

Movements	£000
2012/13 total budget	8,451
Inflation	71
Budget adjustments	468
Commitments	1,651
Savings	(760)
Growth	
<b>2013/14 total budget</b>	<b>9,881</b>

The main budget adjustments contributing to the total increase of £468k are a **£471k increase to the Director's office in relation to a realignment of budget across the department.**



## Financial services

### Description of division

The financial services division, includes financial transaction processing, risk and insurance, management of the main financial system (SAP), and management of the pension fund.

The division consists of 61FTE posts and manages the contracts for corporate insurance, and pension fund investment management.

### Financial services summary budget tables

Divisions	2012/13 Total Budget £'000	Budget Adjustment £'000	Inflation £'000	Commitments £'000	Savings £'000	Growth £'000	2013/14 Total Budget £'000
ADF Financial Services	117	(105)	1	0	0	0	13
Finance	1,622	178	19	0	(40)	0	1,779
Transactional Shared Services							
Income Collection	(171)	1	9	0	0	0	(160)
Pension Fund Investment	(49)	0	1	0	0	0	(49)
Risk And Insurance	299	0	2	0	(2)	0	299
Sap Finance	222	0	2	0	0	0	224
<b>Financial Services</b>	<b>2,040</b>	<b>74</b>	<b>34</b>	<b>0</b>	<b>(42)</b>	<b>0</b>	<b>2,106</b>

Subjective Analysis	2011/12 Outturn £'000	2012/13 Budget £'000	2013/14 Budget £'000
Employees	3,156	3,175	3,354
Premises	114	105	106
Transport	30	27	27
Supplies and Services	323	850	838
Third Party Payments	0	41	41
Transfer Payments	0	0	0
Support Services	10	0	0
Capital Charges	0	0	0
Capital Financing Costs	0	0	0
<b>Total Expenditure</b>	<b>3,633</b>	<b>4,198</b>	<b>4,366</b>
Fees and charges	(41)	(220)	(220)
Government grants	0	0	0
Other grants	(11)	(11)	0
Miscellaneous income	(25)	0	0
<b>Total Income</b>	<b>(77)</b>	<b>(231)</b>	<b>(220)</b>
Net expenditure before recharges	3,556	3,967	4,146
Recharges to general fund	(1,332)	(1,926)	(2,040)
<b>Total net expenditure</b>	<b>2,224</b>	<b>2,040</b>	<b>2,106</b>

<b>Movements</b>	<b>£000</b>
<b>2012/13 Total Budget</b>	2,040
Inflation	34
Budget adjustments	74
Commitments	
Savings	(42)
Growth	
<b>2013/14 Total Budget</b>	<b>2,106</b>

## Revenues and Benefits

### Description of division

The revenues and benefits service has been operating as a directly managed council service since its transition back from a private contractor in April 2011. In October 2012 the division expanded to include the financial transaction shared services team. The revenues, benefits and FTSS division managed by the Assistant Director consists of 277 full time equivalents. Further changes to the establishment will take place on the 1<sup>st</sup> June 2013 when the Council takes responsibility for direct management of customer services

The division is responsible for the billing and collection of council tax and business rates, and the administration of the housing benefit the council tax reduction scheme and Southwark Emergency Support scheme. It also has responsibility for the payment and administration of invoicing.

The division's main income is housing benefit grant subsidy from central government.

Budget savings will come from negotiated savings from the review and re-procurement of the current ICT contract and a review of the existing Capacity support contract with Capita.

### Revenues and Benefits division summary budget tables

Divisions	2012/13 Total Budget £'000	Budget Adjustment £'000	Inflation £'000	Commitments £'000	Savings £'000	Growth £'000	2013/14 Total Budget £'000
Heads Of Service	1,635	3,032	6	0	0	0	4,673
Revenues And Benefits	5,386	0	0	0	0	0	5,386
Revenues	3,548	(30)	35	0	(395)	0	3,158
Benefits	2,386	0	24	0	0	0	2,410
Improvement And Development	847	1	8	0	0	0	856
Customer Services	804	0	8	0	0	0	812
Contracts	3,048	(416)	0	0	0	0	2,633
Projects	0	0	0	0	0	0	0
Benefits And Subsidy	(7,431)	(67)	0	0	0	0	(7,497)
<b>Revenues and Benefits</b>	<b>10,223</b>	<b>2,521</b>	<b>81</b>	<b>0</b>	<b>(395)</b>	<b>0</b>	<b>12,430</b>

<b>Subjective Analysis</b>	<b>2011/12 Outturn £'000</b>	<b>2012/13 Budget £'000</b>	<b>2013/14 Budget £'000</b>
Employees	7,972	8,567	7,808
Premises	34	60	60
Transport	46	14	14
Supplies and Services	3,056	1,236	998
Third Party Payments	2,475	2,676	5,881
Transfer Payments	237,780	219,836	223,993
Support Services	4,406	5,368	5,368
Capital Charges	0	0	0
Capital Financing Costs	0	0	0
<b>Total Expenditure</b>	<b>255,769</b>	<b>237,758</b>	<b>244,121</b>
Fees and charges	(3,005)	(5,220)	(5,220)
Government grants	(241,629)	(222,315)	(226,472)
Other grants	0	0	0
Miscellaneous income	(119)	0	0
<b>Total Income</b>	<b>(244,753)</b>	<b>(227,535)</b>	<b>(231,692)</b>
Net expenditure before recharges	11,016	10,223	12,430
Recharges to general fund	(1)	0	0
<b>Total net expenditure</b>	<b>11,015</b>	<b>10,223</b>	<b>12,430</b>

<b>Movements</b>	<b>£000</b>
<b>2012/13 total budget</b>	<b>10,223</b>
Inflation	81
Budget adjustments	2,521
Commitments	
Savings	(395)
Growth	
<b>2013/14 total budget</b>	<b>12,430</b>

The main budget adjustments contributing to the total increase of £2.521m are **£3,204m increase to fund the customer service**, (£172k) decrease in legal fees budget and (£446k) decrease in staffing budget.

## 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. Additionally the division provides management and support for business applications

The division consists of 39 full-time equivalent posts as at 1 April 2013 and manages the main corporate information and communications technology contracts, including the corporate managed ICT service contract, which has recently been awarded to Capita Secure Information Services.

The service has reduced its costs in 2012/13 through restructuring the core element of the division and streamlining the contract management arrangements. Further efficiencies have been obtained through the procurement of other corporate IT contracts such as Virgin Media. This has resulted in an overall reduction in budgetary terms of 28.5% (£4.5m) over the past two years.

It is anticipated that additional savings will be made across the council in future years as a result of the reduction in call charges and services arising from the new contracted services.

### Information and data services summary budget tables

Divisions	2012/13 Total Budget £'000	Budget Adjustment £'000	Inflation £'000	Commitments £'000	Savings £'000	Growth £'000	2013/14 Total Budget £'000
Technology	6,140	(246)	55	0	(1,590)	0	4,358
IT Management	4,926	178	7	0	0	0	5,111
Applications	1,939	0	13	0	0	0	1,952
<b>Information &amp; Data Services</b>	<b>13,005</b>	<b>(68)</b>	<b>75</b>	<b>0</b>	<b>(1,590)</b>	<b>0</b>	<b>11,422</b>

Subjective Analysis	2011/12 Outturn £'000	2012/13 Budget £'000	2013/14 Budget £'000
Employees	2,047	2,326	2,554
Premises	107	0	0
Transport	4	3	3
Supplies and Services	9,973	7,900	6,089
Third Party Payments	0	0	0
Transfer Payments	0	0	0
Support Services	10	0	0
Capital Charges	6,130	4,341	4,341
Capital Financing Costs	0	0	0
<b>Total Expenditure</b>	<b>18,271</b>	<b>14,570</b>	<b>12,987</b>
Fees and charges	0	(136)	(136)
Government grants	0	0	0
Other grants	0	0	0
Miscellaneous income	(198)	(52)	(52)
<b>Total Income</b>	<b>(198)</b>	<b>(188)</b>	<b>(188)</b>
Net expenditure before recharges	18,073	14,382	12,798
Recharges to general fund	(2,123)	(1,377)	(1,377)
<b>Total net expenditure</b>	<b>15,950</b>	<b>13,005</b>	<b>11,422</b>

<b>Movements</b>	<b>£000</b>
<b>2012/13 total budget</b>	<b>13,005</b>
Inflation	75
Budget adjustments	(68)
Commitments	
Savings	(1,590)
Growth	
<b>2013/14 total budget</b>	<b>11,422</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 53 full time equivalent posts at 1 April 2013 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, effective and efficient contract management and improving services through its procurement programme.

Cost savings will continue to be achieved following the reductions in levels of building repair and maintenance in response to future office and asset management strategies. The new seven year FM services contract for Tooley Street and other identified buildings will deliver significant cost savings over its term. The remaining FM service procurements underway in 2013/14 with contracts in place in 2014/15 are anticipated to bring improved and more efficient FM services to the rest of the operational estate.

### Corporate facilities management summary budget tables

Divisions	2012/13 Total Budget £'000	Budget Adjustment £'000	Inflation £'000	Commitments £'000	Savings £'000	Growth £'000	2013/14 Total Budget £'000
Management	171	0	13	0	(279)	0	(95)
Commissioning	(39)	349	0	0	(67)	0	243
Premises	13,996	(6,896)	196	0	(434)	0	6,862
<b>Corporate Facilities Management</b>	<b>14,129</b>	<b>(6,547)</b>	<b>208</b>	<b>0</b>	<b>(780)</b>	<b>0</b>	<b>7,010</b>

Subjective Analysis	2011/12 Outturn £'000	2012/13 Budget £'000	2013/14 Budget £'000
Employees	2,720	1,738	1,854
Premises	14,550	15,759	8,906
Transport	53	23	23
Supplies and Services	939	405	300
Third Party Payments	87	71	84
Transfer Payments	0	0	0
Support Services	2,158	1,123	1,114
Capital Charges	3,363	706	706
Capital Financing Costs	0	0	0
<b>Total Expenditure</b>	<b>23,870</b>	<b>19,826</b>	<b>12,986</b>
Fees and charges	(3,054)	(2,811)	(2,811)
Government grants	0	0	0
Other grants	0	0	0
Miscellaneous income	(26)	0	0
<b>Total Income</b>	<b>(3,080)</b>	<b>(2,811)</b>	<b>(2,811)</b>
Net expenditure before recharges	20,790	17,015	10,175
Recharges to general fund	(5,662)	(2,886)	(3,165)
<b>Total net expenditure</b>	<b>15,128</b>	<b>14,129</b>	<b>7,010</b>

<b>Movements</b>	<b>£000</b>
<b>2012/13 total budget</b>	<b>14,129</b>
Inflation	208
Budget adjustments	(6,547)
Commitments	0
Savings	(780)
Growth	0
<b>2013/14 total budget</b>	<b>7,010</b>

The main budget adjustments contributing to the total decrease of (£6.547m) are **(£7,693m) removal of the rents budget for 160 Tooley Street following purchase of the building**; £481k increase to fund facilities management costs at Children's Services buildings in Talfourd Road, 47b East Dulwich Road and Curlew House; £349k increase to facilities management budgets in order to fund payment to staff of the London Living Wage; £250k increase to R&M budget at 160 Tooley Street.



## Legal Services

Description of division

The legal services division is managed by the director of legal services. The division is responsible for protecting the legal rights, interests and reputation of the council. At a corporate level, the service provides advice to committees, supports the scrutiny function and the director of legal services is the council's monitoring officer. In addition it provides advice on contracts, education, governance, employment, housing, licensing and litigation.

In 2012 Legal Services undertook a major reorganisation of the legal teams resulting in a total saving of £400k in 2012/13 and £200k in 2013/14. The service structure consists of 93.3 FTE posts as at 1 April 2013.

DIVISIONS	2012/13 Total Budget £'000	Budget Adjustment £'000	Inflation £'000	Commitments £'000	Savings £'000	Growth £'000	2013/14 Total Budget £'000
Legal Corporate Finance	1,391	1,799	2	0	0	0	3,192
Legal Services	(380)	(844)	51	0	(200)	0	(1,373)
<b>Legal Services</b>	<b>1,011</b>	<b>955</b>	<b>53</b>	<b>0</b>	<b>(200)</b>	<b>0</b>	<b>1,819</b>

Subjective Analysis	2011/12 Outturn £'000	2012/13 Budget £'000	2013/14 Budget £'000
Employees	5,339	6,055	5,446
Premises	0	6	6
Transport	45	67	45
Supplies and Services	595	656	249
Third Party Payments	0	0	0
Transfer Payments	0	0	0
Support Services	4,570	2,002	3,223
Capital Charges	0	0	0
Capital Financing Costs	0	0	0
<b>Total Expenditure</b>	<b>10,549</b>	<b>8,785</b>	<b>8,970</b>
Fees and charges	(509)	(59)	(59)
Government grants	0	0	0
Other grants	0	0	0
Miscellaneous income	(76)	0	0
<b>Total Income</b>	<b>(585)</b>	<b>(59)</b>	<b>(59)</b>
Net expenditure before recharges	9,964	8,727	8,911
Recharges to general fund	(6,649)	(7,715)	(7,092)
<b>Total net expenditure</b>	<b>3,315</b>	<b>1,011</b>	<b>1,819</b>

Movements	£000
<b>2012/13 Total Budget</b>	<b>1,011</b>
Inflation	53
Budget Adjustments	955
Commitments	0
Savings	(200)
Growth	0
<b>2013/14 Total Budget</b>	<b>1,819</b>

The main budget adjustments contributing to the total increase of £955k are £1,221k increase in support services; £623k decrease in recharges; **(£461k) decrease in staffing budget;** **(£407k) decrease in supplies and services.**

## 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

Divisions	2012/13 Total Budget	Budget Adjustme nts	Inflation	Commit ments	Savings	Growth	2013/14 Total Budget
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Corporate Budgets	(9,718)	7,842	76	1,042	(2,000)	0	(2,758)
<b>Corporate Budgets</b>	<b>(9,718)</b>	<b>7,842</b>	<b>76</b>	<b>1,042</b>	<b>(2,000)</b>	<b>0</b>	<b>(2,758)</b>

Subjective Analysis	2011/12 Outturn £'000	2012/13 Budget £'000	2013/14 Budget £'000
Employees	4,472	3,963	6,999
Premises	1,271	1,397	7,230
Transport	1,374	90	90
Supplies and Services	4,573	13,831	12,319
Third Party Payments	1,784	(581)	(778)
Transfer Payments	0	0	0
Support Services	2,238	1,431	1,431
Capital Charges	(75,742)	0	0
Capital Financing Costs	16,355	14,243	14,243
<b>Total Expenditure</b>	<b>(43,675)</b>	<b>34,374</b>	<b>41,536</b>
Fees and charges	(990)	(30)	(30)
Government grants	(12,034)	(10,069)	(8,463)
Other grants	0	20	0
Miscellaneous income	(2,013)	(3,528)	(3,528)
<b>Total Income</b>	<b>(15,037)</b>	<b>(13,607)</b>	<b>(12,020)</b>
Net expenditure before recharges	(58,711)	20,768	29,515
Recharges to general fund	16,911	(30,486)	(32,274)
<b>Total net expenditure</b>	<b>(41,800)</b>	<b>(9,718)</b>	<b>(2,758)</b>

<b>Movements</b>	<b>£000</b>
<b>2012/13 Total Budget</b>	<b>(9,718)</b>
Inflation	76
Budget Adjustments	7,842
Commitments	1,042
Savings	(2,000)
Growth	
<b>2013/14 Total Budget</b>	<b>(2,758)</b>

The main budget adjustment contributing to the total increase of £7,842k is; £7,443k increase re 160 Tooley Street rent, transferred from corporate facilities management.

# **Chief Executive's Dept**

**2013/14**

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## Chief Executive's Department

The overall aim of the Chief executive's department (CED) 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. This department supports both internal and external clients. It promotes services to improve the reputation of the council in the community and provides the strategic direction for the council's approach to place shaping and partnerships.

The department is made up of the Corporate Strategy, Human Resources, Regeneration and Planning 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 CED work:

- 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 of strategy, including housing and economic strategy, policy, programmes, communication and constitutional and scrutiny support.
- The human resources division provides brings together the Council's functions for human resources, learning and development, payroll, pensions administration and workforce planning.
- 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 work of CED 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. CED 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.
- Keeping value for money at the core of everything the council does to achieve the best outcomes and to help keep council tax low
- Building an accessible and innovative organisation with efficient shared services and accessible local delivery

## Chief executive's department summary budget tables

DIVISIONS	2012/13 Total Budget £'000	Budget Adjustment £'000	Inflation £'000	Commitments £'000	Savings £'000	Growth £'000	2013/14 Total Budget £'000
Human Resources	5,681	149	57		(210)		5,677
Corporate Strategy	8,348	450	50		(190)		7,758
Regeneration and Strategy	4,790	(297)	56		(50)		4,500
Planning and Transport	2,710	(57)	48		(70)		2,632
<b>Total net budget</b>	<b>21,530</b>	<b>(654)</b>	<b>211</b>		<b>(520)</b>		<b>20,566</b>

	2011/12 Outturn £'000	2012/13 Total Budget £'000	2013/14 Total Budget £'000
<b>Subjective analysis</b>			
Employees	19,783	21,765	21,204
Premises	1,517	1,305	1,294
Transport	168	168	153
Supplies and Services	11,903	7,551	6,931
Third Party Payments	374	261	308
Transfer Payments			
Support Services	6,356	3,365	3,183
Capital Charges	22,575	448	448
<b>Total Expenditure</b>	<b>62,676</b>	<b>34,863</b>	<b>33,521</b>
Fees and Charges	(6,365)	(7,200)	(6,578)
Government Grants	(1,107)		
Other Grants	(1,928)	(425)	(607)
Miscellaneous Income	(293)		(63)
<b>Total Income</b>	<b>(9,693)</b>	<b>(7,625)</b>	<b>(7,248)</b>
<b>Net Expenditure before Recharges</b>	<b>52,983</b>	<b>27,238</b>	<b>26,274</b>
Recharges – Other	(5,008)	(5,356)	(5,356)
Recharges to the HRA	(802)	(352)	(352)
<b>Total Net Expenditure</b>	<b>47,173</b>	<b>21,530</b>	<b>20,566</b>

MOVEMENTS	£'000
<b>2012/13 TOTAL BUDGET</b>	21,529
INFLATION	211
BUDGET ADJUSTMENTS	(654)
COMMITMENTS	0
SAVINGS	(520)
GROWTH	0
<b>2013/14 TOTAL BUDGET</b>	<b>20,566</b>

### Explanation of movements

#### Inflation

A 1% Inflation has been applied to most budgets in line with corporate guidelines.

#### Budget Adjustments

Budget adjustments of £654k have been and applied to the budgets across the department. Further details are set out on the pages relating to the individual services.

#### Savings

Savings of £520k have been identified across the department and applied to the budgets. Further details are set out on the pages relating to the individual services.



## Human Resources

### 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 which includes the training budgets and grants for Children's and Adults department

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 £210k in 2013/14. 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.

### Human Resources summary budget tables

Services	2012/13 Total Budget	Budget Adjustment	Inflation	Commitments	Savings	Growth	2013/14 Total Budget
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Corporate HR	326	559	4	0	(210)	0	679
Payroll	457	(48)	4	0	0	0	414
Industrial Safety	80	0	1	0	0	0	81
Support Services	228	47	1	0	0	0	276
HR Corp. Departments	2,292	(560)	22	0	0	0	1,753
Pensions	591	0	5	0	0	0	596
<b>Human Resources</b>	<b>3,975</b>	<b>(2)</b>	<b>37</b>	<b>0</b>	<b>(210)</b>	<b>0</b>	<b>3,800</b>
Adult Training	728	(309)	4	0	0	0	423
Occupational Assessment	(146)	146	0	0	0	0	0
Management & Development	1,079	(37)	10	0	0	0	1,053
Children's Training		352	4	0	0	0	356
Cator St.	(208)			0	0	0	(208)
<b>Org.Development</b>	<b>1,454</b>	<b>151</b>	<b>18</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,623</b>
<b>TOFTUDS</b>	<b>252</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>255</b>
<b>Total net budget</b>	<b>5,681</b>	<b>149</b>	<b>57</b>	<b>0</b>	<b>(210)</b>		<b>5,677</b>

Subjective analysis	2011/12	2012/13 Total	2013/14 Total
	Outturn	Budget	Budget
	£'000	£'000	£'000
Employees	5,974	5,863	5,888
Premises	17	36	36
Transport	21	20	12
Supplies and Services	500	834	551
Third Party Payments	0	0	0
Support Services	9	22	22
Capital Charges	1	0	0
<b>Total Expenditure</b>	<b>6,522</b>	<b>6,775</b>	<b>6,509</b>
Fees and Charges	2	(526)	(274)
Government Grants	(225)		0
Other Grants	(153)	(167)	(167)
Miscellaneous Income	(219)	0	(63)
<b>Total Income</b>	<b>(595)</b>	<b>(693)</b>	<b>(504)</b>
<b>Net Expenditure before Recharges</b>	<b>5,927</b>	<b>6,082</b>	<b>6,005</b>
Recharges – Other	(648)	(402)	(328)
Recharges to the HRA	0	0	
<b>Total Net Expenditure</b>	<b>5,279</b>	<b>5,680</b>	<b>5,677</b>

MOVEMENTS	£'000
<b>2012/13 TOTAL BUDGET</b>	5,681
INFLATION	57
BUDGET ADJUSTMENTS	149
COMMITMENTS	
SAVINGS	(210)
GROWTH	
<b>2013/14 TOTAL BUDGET</b>	<b>5,677</b>

#### Budget adjustments

The net budget adjustment of £149k relates to the removal of the residual occupational assessment income budget from the organisational development unit.

#### Savings

The budget includes savings of £210k arising from a reduction in transactional staff through the extension of self-service and efficient process. These reductions exemplify the next stage of the HR shared services review which was first implemented in April 2009 as a result of the move to Tooley Street.

## Corporate Strategy

### Description of division

The aims of the division are to provide the highest quality support and advice to the Chief Executive and top managers of the council, the Leader of the Council, the Cabinet, majority and minority political groups and all elected members. This includes work to develop new policy, strategies and plans, performance monitoring and reporting, democratic governance and administration, partnership working and communications.

Corporate Strategy plays a central role in developing and supporting the delivery of the Council Plan and through direct support to programmes and projects to bring about change across the organisation. The division aims to deliver a consistent and high quality approach to how the council formulates policy and strategy, realises opportunities for improvement, and communicates internally and externally. It leads on the economic wellbeing strategy and housing strategy and the Modernise corporate change programme for the council. However, the objectives of Corporate Strategy can only be achieved by working collaboratively with others across and beyond organisational boundaries.

The division has undergone a series of reorganisations since 2009, resulting in a range of functions being consolidated within the division and yielding savings of almost two fifths across most functions. Following these reorganisations, the division is now managed under four business units:

Strategy and Partnerships – including corporate planning and performance, housing strategy and partnerships, economic strategy and partnerships, Cabinet Office, Opposition Office and Chief Executive's Office.

Policy and Programmes – including corporate policy, corporate research, corporate transformation programmes and constitutional and member services.

Communications – including media management, internal and external marketing, digital communications and events and film.

Scrutiny – including support and development of the Council's overview and scrutiny committees whose work programmes comprise reviews to influence Council policy and to act as a challenge to existing policy.

The division has 96 FTEs and a budget of £7.7m as at 1<sup>st</sup> April 2013. Savings of £190k have been identified for the division for 2013/14 and these will be met by a review of the division's staffing levels and support costs.

### Corporate strategy summary budget tables

Services	2012/13 Total Budget £'000	Budget Adjustment £'000	Inflation £'000	Commitments £'000	Savings £'000	Growth £'000	2013/14 Total Budget £'000
Strategy and Partnerships	4,259	(275)	23	0	(125)	0	3,882
Policy and Programmes	2,702	(161)	14	0	(15)	0	2,539
Scrutiny	256	(14)	2	0	0	0	244
Communications	1,131		11	0	(50)	0	1,092
<b>Net Budget</b>	<b>8,348</b>	<b>(450)</b>	<b>50</b>	<b>0</b>	<b>(190)</b>	<b>0</b>	<b>7,758</b>

<b>Subjective analysis</b>	<b>2011/12 Outturn</b>	<b>2012/13 Total Budget</b>	<b>2013/14 Total Budget</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
Employees	4,673	5,571	5,436
Premises	110	59	37
Transport	43	53	49
Supplies and Services	5,618	3,342	3,259
Third Party Payments	179	81	129
Support Services	187	301	119
Capital Charges	1	0	0
<b>Total Expenditure</b>	<b>10,811</b>	<b>9,407</b>	<b>9,029</b>
Fees and Charges	(313)	(257)	(257)
Government Grants	(794)	0	0
Other Grants	(944)	0	(211)
Miscellaneous Income	(29)	0	0
<b>Total Income</b>	<b>(2,080)</b>	<b>(257)</b>	<b>(468)</b>
<b>Net Expenditure before Recharges</b>	<b>8,731</b>	<b>9,150</b>	<b>8,561</b>
Recharges – Other	(47)	(802)	(802)
Recharges to the HRA	0	0	0
<b>Total Net Expenditure</b>	<b>8,684</b>	<b>8,348</b>	<b>7,758</b>

<b>MOVEMENTS</b>	<b>£'000</b>
2012/13 TOTAL BUDGET	8,348
INFLATION	50
BUDGET ADJUSTMENTS	(450)
COMMITMENTS	0
SAVINGS	(190)
GROWTH	0
<b>2013/14 TOTAL BUDGET</b>	<b>7,758</b>

#### Budget Adjustments

A net reduction of £450k has been included in the budget due to adjustments following the review of services included in the division.

#### Savings

The savings of £190k relate to a review of the structure, staffing levels and support costs across the division and also the continuation of the shared service arrangement in the Communications unit.

## 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 59 and an overall divisional budget of £4.5m. The main business units are as follows:

### Divisional Management Overheads

Most of this budget is for the support cost reallocations from the central departments to this division. Also contained in here are budgets for support services to business unit managers both in this division and the Planning division. Historically, these two divisions made up the former Regeneration department.

### 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 three teams – portfolio management, development and asset strategy- .

### Major property projects - 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.

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.

### 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.

## 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.

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.

## Regeneration and Property Services summary budget tables

Services	2012/13 Total Budget £'000	Budget Adjustment £'000	Inflation £'000	Commitments £'000	Saving £'000	Growth £'000	2013/14 Total Budget £'000
Divisional overheads	3,937	(396)	4	0	0	0	3,545
Property Services	(1,049)	99	37	0	(50)	0	(962)
Major property projects	441	0	4	0	0	0	445
Aylesbury Estate Regeneration	417	0	4	0	0	0	421
Elephant & Castle	586		3	0		0	589
SSF	458		3	0		0	461
<b>Total Net Budget</b>	<b>4,790</b>	<b>(297)</b>	<b>56</b>	<b>0</b>	<b>(50)</b>	<b>0</b>	<b>4,499</b>

Subjective analysis	2011/12 Outturn £'000	2012/13 Total Budget £'000	2013/14 Total Budget £'000
Employees	4,131	5,083	4,734
Premises	1,372	1,208	1,219
Transport	51	63	63
Supplies and Services	3,730	2,584	2,551
Third Party Payments	129	61	61
Support Services	6,100	3,042	3,042
Capital Charges	22,573	448	448
<b>Total Expenditure</b>	<b>38,086</b>	<b>12,489</b>	<b>12,118</b>
Fees and Charges	(3,366)	(3,399)	(3,319)
Government Grants	(50)	0	0
Other Grants	(154)	0	0
Miscellaneous Income	(21)	0	0
<b>Total Income</b>	<b>(3,590)</b>	<b>(3,399)</b>	<b>(3,319)</b>
<b>Net Expenditure before Recharges</b>	<b>34,495</b>	<b>9,090</b>	<b>8,799</b>
Recharges – Other	(3,828)	(3,948)	(3,948)
Recharges to the HRA	(802)	(352)	(352)
<b>Total Net Expenditure</b>	<b>29,865</b>	<b>4,790</b>	<b>4,499</b>

<b>MOVEMENTS</b>	<b>£'000</b>
<b>2011/12 TOTAL BUDGET</b>	4,790
INFLATION	56
BUDGET ADJUSTMENTS	(297)
COMMITMENTS	
SAVINGS	(50)
GROWTH	
<b>2012/13 TOTAL BUDGET</b>	<b>4,499</b>

#### Budget Adjustments

A reduction of £297k has been included in the budgets for this division arising from the realignment of services following the reorganisation of the department.

#### Savings

The savings of £50k included in the budget is as a result of increased income due to rent reviews and lease renewals in the Property Services unit.

## 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 117 and the total divisional net budget is £2.63m

### Planning summary budget tables

<b>COST CENTRE GROUPS / BUSINESS UNITS</b>	<b>2012/13 Total Budget £'000</b>	<b>Budget Adjustment £'000</b>	<b>Inflation £'000</b>	<b>Commitments £'000</b>	<b>Saving £'000</b>	<b>Growth £'000</b>	<b>2013/14 Total Budget £'000</b>
HEAD OF PLANNING AND TRANSPORT DEVELOPMENT	383	29	5	0	(70)	0	347
CONTROL BUILDING	1,190	0	25	0	0	0	1,216
CONTROL PLANNING	(5)	0	7	0	0	0	3
POLICY	586	0	5	0	0	0	591
TRANSPORT PLANNING	556	(86)	6	0	0	0	476
<b>Total Net Budget</b>	<b>2,710</b>	<b>(57)</b>	<b>48</b>	<b>0</b>	<b>(70)</b>	<b>0</b>	<b>2,632</b>

<b>Subjective analysis</b>	<b>2011/12 Outturn £'000</b>	<b>2012/13 Total Budget £'000</b>	<b>2013/14 Total Budget £'000</b>
Employees	5,005	5,246	5,145
Premises	17	3	2
Transport	50	32	30
Supplies and Services	2,054	791	570
Third Party Payments	66	119	119
Support Services	60		
<b>Total Expenditure</b>	<b>7,252</b>	<b>6,191</b>	<b>5,867</b>
Fees and Charges	(2,688)	(3,019)	(2,728)
Government Grants	(38)		
Other Grants	(678)	(258)	(229)
Miscellaneous Income	(24)		
<b>Total Income</b>	<b>(3,427)</b>	<b>(3,276)</b>	<b>(2,957)</b>
<b>Net Expenditure before Recharges</b>	<b>3,825</b>	<b>2,915</b>	<b>2,910</b>
Recharges – Other	(485)	(205)	(278)
<b>Total Net Expenditure</b>	<b>3,339</b>	<b>2,710</b>	<b>2,632</b>



<b>MOVEMENTS</b>	<b>£'000</b>
<b>2012/13 TOTAL BUDGET</b>	<b>2,710</b>
INFLATION	48
BUDGET ADJUSTMENTS	(57)
COMMITMENTS	0
SAVINGS	(70)
GROWTH	0
<b>2013/14 TOTAL BUDGET</b>	<b>2,632</b>

#### Budget Adjustments

A reduction of £57k has been included in the budgets for this division arising from the realignment of services following the reorganisation of the department.

#### Savings

Savings of £70k are included in the budget for the division arising from the management restructure of the Transport Planning unit.



# **Capital Programme**

**2013/14 – 2021/22**

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### List of contacts

For capital questions of a general nature, please contact ;

Name	Contact tel. no.
Jay Nair	020 7525 0960
Le Cheung	020 7525 4300

For questions relating to specific departmental capital programmes, please contact the relevant senior finance managers listed below:

Council department	Name	Contact tel. no.
Children's & Adult Services	Fay Hammond -	020 7525 0614
Environment and Leisure	Edwin Thomas	020 7525 2385
Housing Services	Ian Young	020 7525 7489
Finance and Corporate Services and Chief Executive	Carl Rushbridge	020 7525 3380

## 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. The capital programme was refreshed again during September 2012 and further refresh is expected during the period 2013/14-2014/15 to ensure the capital programme is updated and fully aligned with the Council's plan and 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 2013/21 includes investment of £301m and also includes the housing investment programme totalling £321m (up to 2015/16 only) and this is shown below summarised by department.

Department	Expenditure/Funding
<b>Expenditure</b>	<b>£'000</b>
Children's Services	71,432
Southwark Schools for the Future	42,339
Finance and Corporate Services	20,873
Environment	84,289
Adult Social Care	11,253
Housing General Fund	22,849
Chief Executive	47,724
Housing Investment Programme	321,076
<b>Total Expenditure</b>	<b>621,835</b>
<b>Funded by</b>	<b>£'000</b>
Corporate Resource Pool	252,758
Major Repairs Reserve	137,844
Grants and Gains	194,534
Revenue and Reserves	36,699
<b>Total Funding</b>	<b>621,835</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, including Decent Homes backlog funding.
- 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 reserve – funding from the annual depreciation charge on HRA properties
- 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 2013/14 - 2021/22	Environment			
Description of Programme / Project	2013/14	2014/15	2015/16+	Total
	£'000	£'000	£'000	£'000
Kingswood House Refurbishment	0	0	250	250
Thomas Calton Centre refurbishment	480	0	0	480
Camberwell Leisure Centre Phase 2	27	0	0	27
Seven Islands Leisure Centre Refurbishment	0	3,000	5,000	8,000
Southwark Park Sports Complex OLF allocation	370	0	0	370
Other OLF Projects	315	0	0	315
RFIDs	101	124	0	225
Grove Vale Library	0	360	0	360
Canada Water Public Art	62	0	0	62
Peckham Pulse Option 1 & 2	916	1,400	0	2,316
Leisure centres Lifecycle maintenance	120	295	0	415
Community Safety	573	731	0	1,304
South Dock Marina new showers & lavatories	100	0	0	100
Parking contract upfront capital costs	1,100	0	0	1,100
Walworth Road	65	0	0	65
Street care - Non Principal Roads Programme	5,000	5,050	28,000	38,050
Street metal works - Lamp column replacement	500	500	3,500	4,500
Cemetery Short Term burial space	0	2,900	1,510	4,410
Burgess Park Revitalisation Project	355	0	0	355
GMH Park accommodation refurbishment	120	0	0	120
Crematoria Lodges refurbishment	380	0	0	380
Other parks projects	796	0	0	796
Parking -CPZ Reviews	91	0	0	91
Southbank accessibility improvements	303	0	0	303
Other public realm projects funded by S106	330	0	0	330
Cleaner Greener Safer programme	3,562	1,880	11,280	16,722
Integrated Waste Solutions Programme	2,737	0	0	2,737
Southwark Heat Network	106	0	0	106
<b>Environment Total</b>	<b>18,509</b>	<b>16,240</b>	<b>49,540</b>	<b>84,289</b>

<b>Capital Programme 2013/14 - 2021/22</b>		<b>Finance and Corporate Services</b>		
<b>Description of Programme / Project</b>	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16+</b>	<b>Total</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
Information Services	136	753	795	1,684
Upgrade of IT infrastructure	1,000	938	3,063	5,001
Property Works Programme	0	450	0	450
Works to Council Buildings - DDA	422	662	250	1,334
Essential upgrade of Carefirst system	2,155	0	0	2,155
PPM & Compliance Programme	0	1,719	8,528	10,247
<b>Finance and Corporate Services Total</b>	<b>3,713</b>	<b>4,522</b>	<b>12,636</b>	<b>20,871</b>

<b>Capital Programme 2013/14 - 2021/22</b>		<b>Chief Executive</b>		
<b>Description of Programme / Project</b>	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16+</b>	<b>Total</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
Borough & Bankside Streetscape Improvement	104	0	0	104
Bermondsey Streetscape Improvements	299	0	0	299
Improvements to Local Retail Environments	136	0	0	136
Framework & implementation	1,876	12	0	1,888
Planning and Transport	4,795	0	0	4,795
Canada Water Library	11	0	0	11
Canada Water Development	591	0	0	591
Bermondsey Spa Public Realm Improvements	619	0	0	619
Voluntary Sector Strategy	0	955	0	955
New Nunhead Community Centre	426	0	0	426
Other Regeneration Schemes	21,182	2,300	0	23,482
Peckham Rye Station	1,846	3,530	3,922	9,298
Office Accommodation Strategy	4,926	195	0	5,121
<b>Chief Executive Total</b>	<b>36,811</b>	<b>6,992</b>	<b>3,922</b>	<b>47,725</b>



<b>Capital Programme 2013/14 - 2021/22</b>	<b>Children's Services</b>			
<b>Description of Programme / Project</b>	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16+</b>	<b>Total</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
Children's Centres - All Phases	245	0	0	245
Quick win schemes	480	0	0	480
Southwark Park Primary	6,500	382	0	6,882
Michael Faraday	696	0	0	696
Haymerle	139	0	0	139
Cherry Garden Special School	5,314	6,000	1,100	12,414
Lynhurst expansion and refurbishment	4,069	1,300	0	5,369
Crampton additional places	359	0	0	359
Other primary projects	140	97	0	237
Youth Services Projects	582	0	0	582
Playbuilder schemes	14	0	0	14
Cator Street	8	0	0	8
Camelot PF&M	133	0	0	133
Goose Green primary school	450	0	0	450
Carbon Reduction Fund	325	0	0	325
Primary school expansions	407	0	0	407
Access fund	150	0	0	150
Additional school places	5,000	10,000	0	15,000
Peckham One O'clock Club	770	0	0	770
Carbon Reduction in schools	500	0	0	500
Troubled Families	400	0	0	400
DfE Basic Needs and Maintenance Grants 2012/13	10,211	0	0	10,211
Other allocations	4,560	2,000	9,101	15,661
<b>Children's Services Total</b>	<b>41,452</b>	<b>19,779</b>	<b>10,201</b>	<b>71,432</b>

<b>Capital Programme 2013/14 - 2021/22</b>	<b>Adult Social Care</b>			
<b>Description of Programme / Project</b>	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16+</b>	<b>Total</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
Southwark Resource Centre	73	0	0	73
Adult PSS Capital Allocations	980	0	0	980
Transformation of Adult Care Accommodation	7,000	0	0	7,000
Transformation of Learning Disability Care	1,200	0	0	1,200
Centre of Excellence	2,000	0	0	2,000
<b>Adult Social Care Total</b>	<b>11,253</b>	<b>0</b>	<b>0</b>	<b>11,253</b>

<b>Capital Programme 2013/14 - 2021/22</b>	<b>Southwark Schools for the Future</b>			
<b>Description of Programme / Project</b>	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16+</b>	<b>Total</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
Walworth Academy	31	0	0	31
Tuke Special School	218	0	0	218
St Michaels and All Angels (SMAA)	1,262	5,600	0	6,862
New School Aylesbury	793	0	0	793
Rotherhithe (CW new school)	2,943	16,679	0	19,622
KS4 SILS	945	0	0	945
Bredinghurst / KS3 SILS	4,158	0	0	4,158
ICT	2,720	0	0	2,720
Contingency yet to be formally allocated	3,288	3,702	0	6,990
<b>Southwark Schools for the Future Total</b>	<b>16,358</b>	<b>25,981</b>	<b>0</b>	<b>42,339</b>

<b>Capital Programme 2013/14 - 2021/22</b>	<b>Housing General Fund</b>			
<b>Description of Programme / Project</b>	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16+</b>	<b>Total</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
East Peckham and Nunhead Housing Renewal	2,011	1,076	0	3,087
Homes Improvement Grant	411	338	1,178	1,927
Homes Improvement Agency	1,302	1,308	8,936	11,546
Small works grants	71	71	456	598
Home repair loan	371	372	1,459	2,202
Home repair grant	178	178	869	1,225
Landlord grants	95	95	171	361
Renewal area solar heating	210	0	0	210
Bellenden	50	40	0	90
LCZ group repairs - private	0	181	0	181
Ilderton travellers site wall	300	0	0	300
Springtide travellers site	668	0	0	668
Affordable Housing Fund 122-148 Ivydale	455	0	0	455
<b>Housing General Fund Total</b>	<b>6,122</b>	<b>3,659</b>	<b>13,069</b>	<b>22,850</b>

Capital Programme 2013/14 - 2021/22	Total General Fund Programme			
	2013/14	2014/15	2015/16+	Total
	£'000	£'000	£'000	£'000
<b>Total Expenditure</b>	134,218	77,173	89,368	300,759
<b>Total Resources</b>	94,940	50,871	154,786	300,597
<b>Forecast variation (under)/over</b>	<b>39,278</b>	<b>26,302</b>	<b>(65,418)</b>	<b>162</b>
<b>Cumulative position</b>	<b>39,278</b>	<b>65,580</b>	<b>162</b>	

Capital Programme 2013/14 - 2021/22	Housing Investment Programme 2013-16			
Description of Programme / Project	2013/14	2014/15	2015/16+	Total
	£'000	£'000	£'000	£'000
<b>Warm dry and safe</b>				
WDS 2-year programme	18,203	2,921	0	21,124
WDS 2012 major works	14,342	113	0	14,455
WDS 2013 major works	33,196	281	0	33,477
WDS 2014 major works	0	41,643	0	41,643
WDS 2015 major works	0	0	49,408	49,408
FRA works	3,726	45	0	3,771
M&E electrical	1,614	2,700	2,700	7,014
M&E heating	7,174	7,251	7,174	21,599
M&E lifts	629	2,500	1,500	4,629
WDS voids works	4,000	4,000	4,000	12,000
WDS Leathermarket JMB	1,103	1,100	1,100	3,303
<b>HINE schemes</b>				
HINE WDS works	11,005	8,866	4,776	24,647
HINE additional works	2,420	8,570	7,434	18,424
<b>Regeneration</b>				
Aylesbury Estate PPM works	4,382	2,139	0	6,521
Aylesbury Estate regeneration	17,650	0	8,301	25,951
East Dulwich Estate	1,706	50	0	1,756
Elmington Estate	1,488	3,520	0	5,008
Heygate Estate	14,657	3,317	0	17,974
Hidden Homes	315	292	300	907
Hostels new build	2,750	1,500	0	4,250
Local authority new build	64	0	0	64
Misc regen, acquisitions and home loss	787	200	200	1,187
<b>Other programmes</b>				
Adaptations	2,000	2,000	2,000	6,000
Cash incentive scheme	207	112	200	519
Disposals costs	575	500	500	1,575
Energy	400	200	200	800
Fire damage reinstatement	324	1,000	200	1,524
Group repairs	126	272	0	398
Hostels accommodation	1,390	1,000	800	3,190
Leasehold / freehold acquisitions	525	300	300	1,125
Major voids	1,461	1,000	1,000	3,461
Office accommodation	305	250	250	805
Scheme management costs	1,000	1,000	1,000	3,000
Security	1	0	300	301
Sheltered accommodation	0	0	306	306
T&RA halls	504	500	500	1,504
Adjustment -Expenditure in revenue	(7,719)	(7,395)	(7,433)	(22,547)
<b>Housing Investment Programme Total</b>	<b>142,310</b>	<b>91,747</b>	<b>87,016</b>	<b>321,073</b>

Capital Programme 2013/14 - 2021/22	Housing Investment Programme 2013-16			
	2012/13	2013/14	2014/15+	Total
	£'000	£'000	£'000	£'000
<b>Total Expenditure Budget</b>	<b>142,310</b>	<b>91,747</b>	<b>87,016</b>	<b>321,073</b>
<b>Total Resources Budget</b>	<b>142,310</b>	<b>91,747</b>	<b>87,016</b>	<b>321,073</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>