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INTRODUCTION

The Budget Book

This book sets out the Hammersmith and Fulham approved Revenue budget for 2013/14 and highlights the capital programme.

Other publications

The council also produces the following two publications which show different aspects of the council's finances:

- Council Tax and Business Rates booklet.
- Statement of Accounts.

Further details about these can be obtained from:

Jane West
Executive Director of Finance & Corporate Governance.
London Borough of Hammersmith & Fulham
Town Hall, King Street
Hammersmith
W6 9JU

List of Contacts

Children's Services	Dave McNamara	020 8753 3404
Adult Social Care	Rachel Wigley	020 8753 3121
Transport & Technical Services	Mark Jones	020 8753 6700
Housing & Regeneration Department	Kathleen Corbett	020 8753 3031
Environment Leisure and Residents' Services	Mark Jones	020 8753 6700
Finance & Corporate Services	Caroline Wilkinson	020 8753 1813
Public Health Services	Gary Ironmonger	020 8753 2109
Housing Revenue Account	Kathleen Corbett	020 8753 3031

REVENUE BUDGET SUMMARY

Background to the Budget Strategy

The council tax charge will be cut by 3% in 2013/14. This will be the sixth reduction in the last seven years. It has been delivered against a background of :

- On-going reductions in government funding. By 2017/18 local authority funding is expected to be 30% lower than in 2010.
- Major changes in the local government finance system. From 2013/14 30% of locally collected business rates will be retained by Hammersmith and Fulham. Previously all business rates were paid over to central government. The national scheme of council tax benefits has also ceased and is replaced with a local scheme based on discounts.

For 2013/14 overall funding for Hammersmith and Fulham, from both government grant and the impact of the changes to business rates, has reduced by £10m.

The Council's budget strategy is to play its part in tackling the fiscal deficit whilst also focusing available resources on key local priorities and reducing the burden on local council tax payers.

The approved 2013/14 budget and amount to be funded from council tax is set out in Table 1.

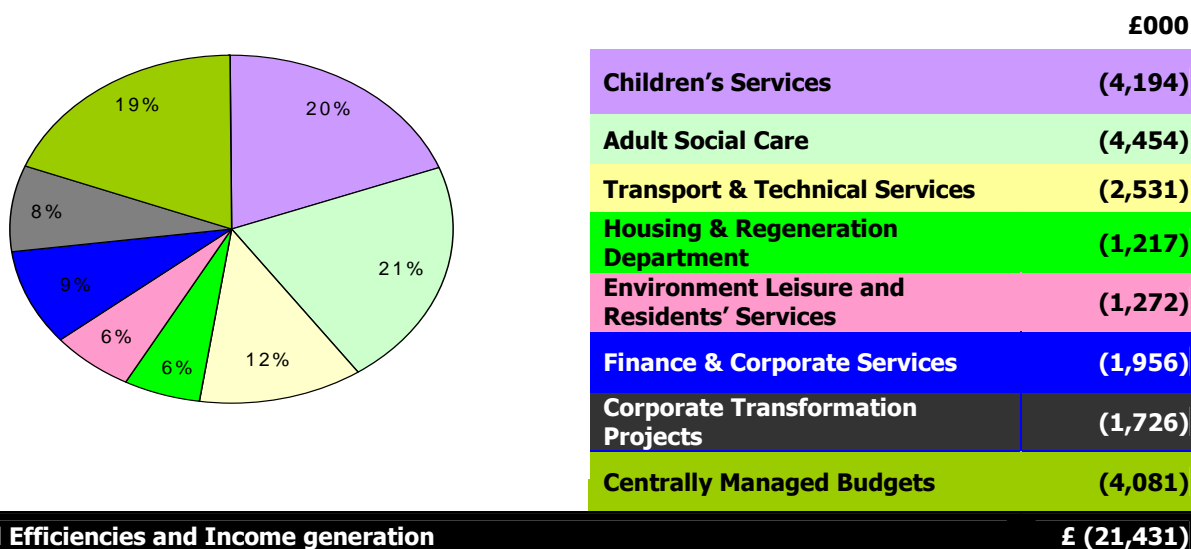
Table 1 – Council Tax Requirement.

	£000
2012/13 Base budget Rolled Forward	200,256
<i>Plus</i>	
Inflation	3,000
Growth	3,100
New Responsibilities	1,026
General Contingency	3,689
Non-domestic rates tariff payable to government	2,826
<i>Less</i>	
Efficiency Savings and Income Generation	(21,431)
Gross Council Budget 2013/14	192,466
<i>Less Revenue Grants and Use of Reserves</i>	(10,522)
Net Budget Requirement	181,944
Revenue Support Grant (from government)	(81,225)
Localised Element of Non-Domestic Rates	(49,261)
2013/14 Council Tax Requirement	£51,458

The Medium Term Financial Strategy

This rolling plan interconnects the council's overall strategic priorities with appropriate funding levels and a challenge process that drives forth service innovations and finds efficiencies. This has enabled the council to cut council tax by 3% in 2013/14. The Council's departments identified the following efficiency savings and areas of increased income as part of the MTFS process.

Table 2 – Departmental breakdown of Efficiency savings and Income generation



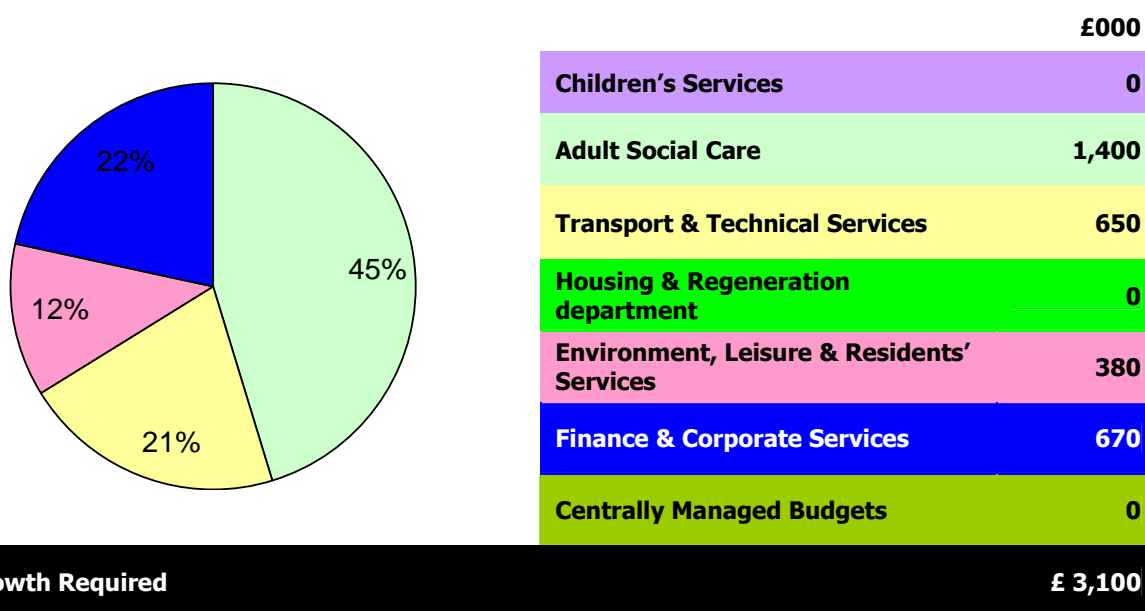
The level of savings required to balance the budget is significant, but as far as possible the Council has tried to protect front line services. A categorisation of the savings is shown below.

Table 3 - Analysis of the 2013/14 Savings

Type of Saving	£'000s
Tri- Borough	(5,271)
Staffing / Productivity	(2,079)
Commissioning	(1,345)
Procurement/Market Testing	(953)
Commercialisation / Income	(1,894)
Transforming Business Portfolio	(540)
Market Management Transformation Portfolio	(2,495)
Customer Access Transformation Portfolio	(716)
Reconfiguration/Rationalisation of Services	(3,276)
Debt Reduction Strategy	(2,036)
People Portfolio	(826)
Total	(21,431)

The Council's departments identified the following growth requirements in total during the MTFS process.

Table 4 – Departmental breakdown of Growth requirements



Council Tax

The Council is obliged by statute to calculate the council tax requirement and set a balanced budget. Council Tax is a tax on property. It is made equitable by classifying domestic properties into various valuation bands and subject to certain reliefs and discounts.

In London, not only does each Borough raise council tax, the Greater London Authority (GLA) also precepts council tax. The GLA is made up of London's Mayor and the Assembly, and it is responsible for budgets and strategy on London transport, spatial development, economic development, the Metropolitan Police and fire services. The combined bill from both organisations is the amount that residents see on their bills.

There are eight bands from A to H, arranged in increasing property value. All property bands are expressed as ratios of Band D, A to C being smaller and E to H being larger. Band D is used as the middle band upon which the Council Tax demand is based and all other bands are converted to a 'Band D equivalent' by using the appropriate ratio.

The Tax Base for the council is the sum of all Band D equivalents multiplied by the tax collection rate. For 2013/14 the Council has formally agreed a Tax Base of 67,895 for Band D equivalent properties. The movement in the Band D Council Tax amount is set out below:

	2012/13	2013/14	Reduction In Council Tax
Hammersmith & Fulham	£ 781.34	£ 757.90	(3.0%)
Greater London Authority	£ 306.72	£ 303.00	(1.2%)
Total Council Tax	£ 1088.06	£1060.90	(2.5%)

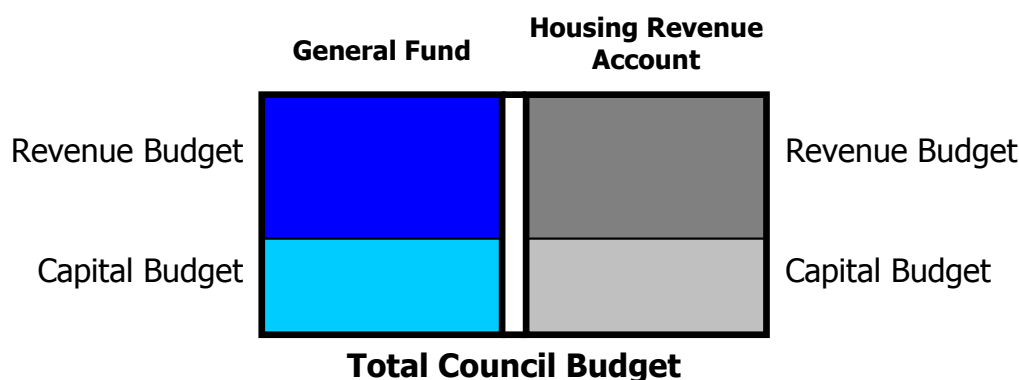
This gives residents the third lowest council tax in London which is also the third lowest in England.

BUDGET BOOK GUIDANCE

The Council structure

From a budgeting perspective, the council is principally divided into the General Fund and the Housing Revenue Account. Each of these budgets is set independently. This is to ensure that council rents are ringfenced to the council's housing stock and that council tax funds all the other services the Council provides.

Within the General Fund and the Housing Revenue Account, there is both revenue expenditure and capital expenditure. The former is mainly for day-to-day operations and the latter for investment in assets. This can be understood diagrammatically:



There are eight departments presented in the Budget Book, Children's Services, Adult Social Care, Transport & Technical Services, Housing & Regeneration Department, Environment Leisure and Residents' Services, Finance & Corporate Services, Centrally Managed Budgets and the Housing Revenue Account.

Each department contains a number of divisions which are coherent groups of staff who provide a set of services.

How to read the budget book

High level summaries of the General Fund and the Housing Revenue Account are presented on pages 9 and 101.

High level summaries of the General Fund Capital Programme and the Housing Revenue Account Capital Programme are presented on pages 123 and 132.

The budgets are presented in a standard 'subjective analysis' format according to best practice guidelines from CIPFA. At this level of detail, budgets are summarised into one of 15 categories including 'Employee Expenses,' 'Supplies & Services,' and 'Customer & Client Receipts.'

This is followed by departmental summaries which show the budget movements from 2012/13 to 2013/14 for each division.

Subsequent to each departmental summary is a divisional page which groups together a coherent set of services.

Each divisional page gives you a description of that service and an itemised list of major movements in budgets and staffing between 2012/13 and 2013/14.



2013/14 ESTIMATES

CORPORATE SUMMARY

GENERAL FUND SUMMARY

Service Area	2012/13 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Adjustments £000	2013/2014 Estimates £000
Children's Services	57,838	502	(7)	(4,358)	0	(842)	53,133
Adult Social Care	71,735	863	(2,690)	(4,886)	1,400	407	66,829
Transport & Technical Services	(1,408)	260	485	(2,689)	650	(2,509)	(5,211)
Finance & Corporate Services	18,706	389	3,393	(1,309)	670	(3,624)	18,224
Housing and Regeneration	7,362	471	5	(1,331)	0	(222)	6,285
Environment Leisure & Residents Services	35,166	76	(108)	(1,415)	380	754	34,853
Public Health Services	0	0	313	0	0	(1)	312
Centrally Managed Budgets	28,875	439	(500)	(5,446)	0	7,278	30,646
Total Departmental Expenditure	218,274	3,000	891	(21,434)	3,100	1,241	205,071
Capital Financing	(18,912)	0	0	0	0	(439)	(19,351)
Use of Balances	1,450	0	0	0	0	2,470	3,920
General Grant	(21,697)	0	(891)	0	0	14,892	(7,696)
Net Expenditure	179,115	3,000	0	(21,434)	3,100	18,164	181,944

GENERAL FUND SUMMARY

	2012/2013	2013/2014
Number of Full Time Equivalent staff	4,486	4,257

SUBJECTIVE ANALYSIS OF ESTIMATES

	2012/2013 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2013/2014 Estimates £000
Expenditure							
Employee Expenses	210,619	69	(217)	(5,177)	0	(7,502)	197,792
Premises Related Expenditure	25,282	530	(106)	(835)	0	6,015	30,886
Transport Related Expenditure	8,494	2	0	(371)	0	(1,960)	6,165
Supplies and Services	53,624	298	(202)	(4,799)	0	1,330	50,251
Third Party Payments	136,437	2,071	1,091	(5,173)	1,930	13,454	149,810
Transfer Payments	194,379	190	(1)	(197)	670	(14,179)	180,862
Support Services	63,803	0	(154)	(188)	0	(674)	62,786
Capital Charges	26,327	0	0	(2,036)	0	(135)	24,156
GROSS EXPENDITURE	718,965	3,160	411	(18,776)	2,600	(3,651)	702,708
Support Services Recharges	(75,814)	0	11	0	0	(3,301)	(79,104)
Income							
Internal Recharge Income	(13,271)	0	468	0	0	562	(12,241)
Government Grants	(295,059)	0	0	0	0	27,072	(267,987)
Other Reimbursements & Contributions	(49,928)	(21)	1	(300)	0	(15,653)	(65,901)
Customer & Client Receipts	(66,517)	(139)	97	(2,358)	500	(4,116)	(72,533)
Interest & Other	(740)	0	(97)	0	0	328	(509)
Use of Balances & Reserves	2,088	0	0	0	0	2,470	4,558
General Grants & Capital Financing	(40,609)	0	(891)	0	0	14,453	(27,047)
GROSS INCOME	(464,036)	(160)	(422)	(2,658)	500	25,116	(441,660)
NET EXPENDITURE	179,115	3,000	0	(21,434)	3,100	18,164	181,944

CHILDREN'S SERVICES

Description of Service

Children's Services are a significant part of the new Tri-borough working arrangements with the Royal Borough of Kensington and Chelsea and Westminster City Council. The aim is to combine services – where there is a strong case to do so – to protect front line services, improve service effectiveness and reduce costs. 2012/13 has seen the consolidation of many of these services, and 13/14 provides a further opportunity to expand joined up working across other services, further delivering to MTFS targets, but protecting front line services for some of Hammersmith and Fulham's most vulnerable residents

Tri-borough Children's Services is directed by a single Senior Leadership Team and contains a number of combined and borough-based services. School improvement is supported by local teams within the Tri-borough schools commissioning division and in 13/14 will develop more Tri-borough working in more services to enable best practice and cost efficiencies in this area. Family services are delivered locally, with responsibility for protecting children, supporting families and delivering early help in the most efficient manner possible. The combined commissioning unit has now been working well together for a year and in 13/14, we should be able to see the cost advantages of being able to work together on major joint commissioning projects to deliver cost efficiencies on contracts and best practice in procurement.

Statement of Core Business

Children's Services is dedicated to the protection, education, health and wellbeing of all the children and young people in the borough. The department aims for standards that are consistent with those set out in the UN Convention on the rights of the child.

Children's Services is a crucial Council department in ensuring that Hammersmith & Fulham is a 'Borough of Opportunity' for all. It aims to create a ladder of opportunity which enables young people to pursue purposeful and full lives, becoming responsible citizens who achieve economic wellbeing.

Prime objectives of the Department

The Hammersmith & Fulham Mandate outlines the specific priorities for children and young people in the borough, in order to create a 'ladder of opportunity'. Its nine aims are:

- Protecting children and providing a safe environment
- Improving the health and wellbeing of children and young people
- Tackling the causes and impact of child poverty
- Identifying need early, working with families before problems arise
- Improving the quality of education for children and young people
- Ensuring every child has the opportunity to reach his or her full potential
- Encouraging young people to lead active and purposeful lives
- Maximising the opportunities open to young people as they move on from school or college
- Achieving best use of resources

These have been formed to help us meet identified need, deliver corporate priorities and achieve the goals that are being set out by the Department for Education. These will be achieved through Tri-borough working and in partnership with other statutory, voluntary and private sector agencies.

In order to deliver the above, Children's Services has key operational objectives in the areas of Social Care, Early Intervention and Prevention, Education and Commissioning.

2013/2014 ESTIMATES

CHILDREN'S SERVICES

**CHILDREN'S SERVICES
CHANGE BETWEEN YEARS**

Service Area Analysis	2012/2013 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Adjustments £000	2013/2014 Estimates £000
School Resources & Capital	872	0	53	(50)	0	105	980
Asylum Seekers	1,296	29	0	0	0	193	1,518
Children's Social Care Summary	35,114	421	0	(2,160)	0	(2,094)	31,281
Commissioning Summary	7,515	50	0	(709)	0	(172)	6,684
Children's Services Overheads	5,916	0	(60)	(925)	0	1,605	6,536
School Improvement Summary	7,125	2	0	(514)	0	(479)	6,134
TOTAL	57,838	502	(7)	(4,358)	0	(842)	53,133

**CHILDREN'S SERVICES
SUMMARY**

	2012/2013	2013/2014
Number of Full Time Equivalent staff	2,879	2,779

SUBJECTIVE ANALYSIS OF ESTIMATES

Expenditure

	2012/2013 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2013/2014 Estimates £000
Employee Expenses	132,495	0	100	(2,010)	0	(9,074)	121,511
Premises Related Expenditure	8,276	0	(107)	(611)	0	34	7,592
Transport Related Expenditure	4,688	2	0	(227)	0	(1,761)	2,702
Supplies and Services	9,210	11	0	(265)	0	(1,596)	7,360
Third Party Payments	27,737	457	0	(1,126)	0	3,215	30,283
Transfer Payments	2,664	32	0	(119)	0	507	3,084
Support Services	12,139	0	0	0	0	1,017	13,156
Capital Charges	4,590	0	0	0	0	181	4,771

GROSS EXPENDITURE

201,799	502	(7)	(4,358)	0	(7,477)	190,459
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Support Services Recharges

(5,403)	0	0	0	0	(3,389)	(8,792)
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Income

Internal Recharge Income	(36)	0	0	0	0	26	(10)
Government Grants	(126,452)	0	0	0	0	9,008	(117,443)
Other Reimbursements & Contributions	(10,995)	0	0	0	0	566	(10,430)
Customer & Client Receipts	(1,713)	0	0	0	0	424	(1,289)
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	638	0	0	0	0	0	638

GROSS INCOME

(138,558)	0	0	0	0	10,024	(128,534)
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NET EXPENDITURE

57,838	502	(7)	(4,358)	0	(842)	53,133
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**CHILDREN'S SERVICES
SCHOOL RESOURCES & CAPITAL**

This service manages the strategy and development of the School Capital Programmes including School Expansions, Basic Needs Projects and Free Schools. It also deals with the Revenue Maintenance Programmes. This service also includes the management of the all Dedicated Schools Grant and other Revenue Funding Streams including the Pupil Premium. It is also responsible for the development of the schools financial strategy for the authority as a result of the Central Governments significant School Funding Reform. Following some re-organisations in Children's Services some of the traded services to schools sits within this service. All school based staff are recorded here.

	2012/2013	2013/2014
Full Time Equivalents	2,352	2,351

Subjective Analysis of Estimates

Expenditure

	2012/2013 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2013/2014 Estimates £000
Employees	105,569	0	53	(50)	0	(8,369)	97,202
Premises	7,578	0	0	0	0	6	7,584
Transport	1	0	0	0	0	0	1
Supplies & Services	4,836	0	0	0	0	(1,241)	3,595
Third Party Payments	7,305	0	0	0	0	620	7,926
Transfer Payments	0	0	0	0	0	117	117
Support Services	3,989	0	0	0	0	897	4,886
Capital Charges	0	0	0	0	0	0	0

Gross Expenditure

129,278	0	53	(50)	0	(7,970)	121,311
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Support Services Recharges

(654)	0	0	0	0	0	(654)
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Income

Internal Recharge Income	(6)	0	0	0	0	0	(6)
Government Grants	(123,803)	0	0	0	0	8,588	(115,215)
Reimbursements & Contributions	(3,534)	0	0	0	0	(706)	(4,240)
Customer & Client Receipts	(1,047)	0	0	0	0	193	(854)
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	638	0	0	0	0	0	638

Gross Income

(127,752)	0	0	0	0	0	8,075	(119,677)
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Net Expenditure/ (Income)

872	0	53	(50)	0	105	980
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Explanation of major items above

	£000	FTE
Changes in Service Level Agreement charges	211	
Efficiency resulting in reduction of Asset Management Post	(50)	
School Funding Adjustments	(8,538)	
Reductions in 12/13 Dedicated Schools Grant due to the net recoupment for Academy Converters	8,588	
Past Pension Service Costs 1213 adjustments -budget transferred to Corporate	(97)	
Support Services Budget Realignment	(14)	
Premises Adjustments including National Non Domestic Rates	8	
Efficiency -1 FTE Asset Management		(1)
Total	108	(1)

**CHILDREN'S SERVICES
ASYLUM SEEKERS**

This Division provides services including social work, accommodation, subsistence and support to Unaccompanied Asylum Seeking Children (UASC), and former UASC leaving care.

	2012/2013	2013/2014
Full Time Equivalents	8.5	8.5

Subjective Analysis of Estimates

Expenditure

	2012/2013 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2013/2014 Estimates £000
Employees	407	0	0	0	0	0	407
Premises	0	0	0	0	0	0	0
Transport	1	0	0	0	0	0	1
Supplies & Services	9	0	0	0	0	0	9
Third Party Payments	392	12	0	0	0	66	470
Transfer Payments	1,052	17	0	0	0	39	1,108
Support Services	0	0	0	0	0	0	0
Capital Charges	0	0	0	0	0	0	0

Gross Expenditure

1,861	29	0	0	0	105	1,995
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Support Services Recharges

0	0	0	0	0	0	0
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Income

Internal Recharge Income	0	0	0	0	0	0	0
Government Grants	(565)	0	0	0	0	88	(477)
Reimbursements & Contributions	0	0	0	0	0	0	0
Customer & Client Receipts	0	0	0	0	0	0	0
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0

Gross Income

(565)	0	0	0	0	88	(477)
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Net Expenditure/ (Income)

1,296	29	0	0	0	193	1,518
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Explanation of major items above

	£000	FTE
Growth due to shortfall in 12/13 UASC grant	223	
Realigned the income based on the volume of clients projected	(30)	
Total	193	0

**CHILDREN'S SERVICES
CHILDREN'S SOCIAL CARE SUMMARY**

This Division contains the following service areas: Contact and Assessment, Family Support and Child Protection, Permanency, Disabilities, Fostering and Safeguarding and Quality Assurance, Youth Offending Service & Localities.

	2012/2013	2013/2014
Full Time Equivalents	258.5	251.5

Subjective Analysis of Estimates

	2012/2013 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2013/2014 Estimates £000
Expenditure							
Employees	17,145	0	0	(1,065)	0	(1,137)	14,943
Premises	258	0	0	0	0	(30)	228
Transport	1,134	0	0	(210)	0	(464)	461
Supplies & Services	2,522	11	0	0	0	(258)	2,275
Third Party Payments	10,842	395	0	(766)	0	(145)	10,326
Transfer Payments	1,503	15	0	(119)	0	397	1,796
Support Services	4,744	0	0	0	0	(535)	4,209
Capital Charges	0	0	0	0	0	0	0
Gross Expenditure	38,148	421	0	(2,160)	0	(2,172)	34,238
Support Services Recharges	(453)	0	0	0	0	(22)	(475)
Income							
Internal Recharge Income	0	0	0	0	0	0	0
Government Grants	(1,723)	0	0	0	0	123	(1,600)
Reimbursements & Contributions	(638)	0	0	0	0	(23)	(662)
Customer & Client Receipts	(220)	0	0	0	0	0	(220)
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0
Gross Income	(2,581)	0	0	0	0	100	(2,482)
Net Expenditure/ (Income)	35,114	421	0	(2,160)	0	(2,094)	31,281

Explanation of major items above	£000	FTE
Budget for Special Educational Need Taxi costs transferred to School Improvement Service.	(350)	
Reduction in placement budget & sharing services across the 3 boroughs	(1,065)	
Tri-Borough negotiations on contract places	(1,095)	
Budget transfer to Commissioning for contribution from PCT for Substance Misuse Unit & Child Adolescent Mental Health Services	(50)	
Changes in Service Level Agreement charges	(535)	
Other minor adjustments	18	
Past Pension Service Costs 1213 adjustments -budget transferred to Corporate	(1,047)	
Early Intervention Grant & Short Breaks contribution	200	
Premises Adjustments including National Non Domestic Rates	(38)	
Executive Support budget transfer to Resources	(101)	
Family Therapists Contribution to Commissioning	(45)	
Child Adolescent Mental Health Services contribution to Commissioning	(146)	
Reduction in FTE's due to re-organisation, team moves and sharing of services.		(7.0)
Total	(4,254)	(7)

**CHILDREN'S SERVICES
COMMISSIONING SUMMARY**

This Division contains the following areas of activity: Commissioning Management and Business Support, Commissioning Young People and Early Years, Policy, Complaints, Workforce Development, School Meals Contract.

	2012/2013	2013/2014
Full Time Equivalents	165.4	35

Subjective Analysis of Estimates

Expenditure

	2012/2013 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2013/2014 Estimates £000
Employees	1,645	0	0	(349)	0	(50)	1,246
Premises	19	0	0	0	0	(19)	0
Transport	1,142	0	0	0	0	3	1,145
Supplies & Services	237	0	0	0	0	(44)	193
Third Party Payments	9,037	50	0	(360)	0	2,400	11,127
Transfer Payments	2	0	0	0	0	(2)	0
Support Services	906	0	0	0	0	437	1,343
Capital Charges	0	0	0	0	0	0	0

Gross Expenditure

12,988	50	0	(709)	0	2,725	15,054
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Support Services Recharges

(1,834)	0	0	0	0	(2,823)	(4,657)
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Income

Internal Recharge Income	(26)	0	0	0	0	26	0
Government Grants	0	0	0	0	0	0	0
Reimbursements & Contributions	(3,613)	0	0	0	0	(100)	(3,713)
Customer & Client Receipts	0	0	0	0	0	0	0
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0

Gross Income

(3,639)	0	0	0	0	(74)	(3,713)
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Net Expenditure/ (Income)

7,515	50	0	(709)	0	(172)	6,684
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Explanation of major items above

	£000	FTE
Reduction in commissioning staffing budget arising from one-cross borough Commissioning Team and shared costs across the 3 boroughs.	(50)	
Budget transfer to Resources	(245)	
Movement of Speech And Language Therapy & West London Mental Health team back in the division	383	
Connexions premises adjustments including National Non Domestic Rates	(19)	
Reallocation of non staffing budgets across services to reflect real expenditure	(43)	
Realignment of Passenger Transport Budget	27	
Changes in Service Level Agreement charges	437	
West London Mental Health & Substance Misuse Unit & Child Adolescent Mental Health contribution to service delivery	(100)	
Reduction in contract costs from re-negotiations or other Tri-borough arrangements to achieve MTFS	(360)	
Early Intervention Grant Adjustments to 2 Years Old	(561)	
Variance in FTE's number between the years is due to the restructure of 2 sub divisions merging and and transfer out of areas due to Tri Borough	(349)	(130.4)
Total	(880)	(130.4)

**CHILDREN'S SERVICES
RESOURCES & OVER HEAD SUMMARY**

This Division includes the departmental costs of Accountancy, Executive Support and Frameworki Support & Development.

	2012/2013	2013/2014
Full Time Equivalents	6.3	22.2

Subjective Analysis of Estimates

Expenditure

	2012/2013 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2013/2014 Estimates £000
Employees	1,380	0	47	(267)	0	675	1,835
Premises	195	0	(107)	(594)	0	108	(398)
Transport	1	0	0	0	0	0	1
Supplies & Services	327	0	0	(64)	0	18	281
Third Party Payments	0	0	0	0	0	0	0
Transfer Payments	0	0	0	0	0	0	0
Support Services	77	0	0	0	0	566	643
Capital Charges	4,590	0	0	0	0	181	4,771

Gross Expenditure

	6,570	0	(60)	(925)	0	1,548	7,133
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Support Services Recharges

	(102)	0	0	0	0	57	(45)
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Income

Internal Recharge Income	0	0	0	0	0	0	0
Government Grants	0	0	0	0	0	0	0
Reimbursements & Contributions	(552)	0	0	0	0	0	(552)
Customer & Client Receipts	0	0	0	0	0	0	0
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0

Gross Income

	(552)	0	0	0	0	0	(552)
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Net Expenditure/ (Income)

	5,916	0	(60)	(925)	0	1,605	6,536
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Explanation of major items above

	£000	FTE
Budgetary Adjustments for Service Level Agreement (£200k) and for National Non Domestic Rates (£50k)	(250)	
Transfer of CHS finance budget from FCS	1,414	11.00
Maternity Budget back to FCS	(124)	
Capital Charges Adjustment	182	
Budget transfer from Commissioning	167	
Transfer of Executive Support salary budgets to reflect new Tri- borough structure	216	4.88
Year of further savings in Executive team as a result of Tri-borough working arrangements	(175)	
Reduction in overhead budgets plus shared Children's Services savings to be apportioned across services in 2013/14	(750)	
Past Service Pension Adjustment	47	
Transfer of budget to Corporate for CHS share of Agilysis contract saving	(107)	
Total	620	15.9

**CHILDREN'S SERVICES
SCHOOL IMPROVEMENT SUMMARY**

This Division undertakes the evaluation and inclusion of Schools within the Children's Service. This service area also includes other grants and external funding used to support the provision of services to Schools and the Strategic Management of the education service. In addition it includes transport and music services to schools..

	2012/2013	2013/2014
Full Time Equivalents	88.7	110.6

Subjective Analysis of Estimates

Expenditure

	2012/2013 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2013/2014 Estimates £000
Employees	6,349	0	0	(279)	0	(193)	5,878
Premises	226	0	0	(17)	0	(31)	178
Transport	2,409	2	0	(17)	0	(1,300)	1,094
Supplies & Services	1,279	0	0	(201)	0	(71)	1,007
Third Party Payments	161	0	0	0	0	274	434
Transfer Payments	107	0	0	0	0	(44)	63
Support Services	2,423	0	0	0	0	(348)	2,075
Capital Charges	0	0	0	0	0	0	0

Gross Expenditure

Support Services Recharges

Income

Gross Expenditure	12,954	2	0	(514)	0	(1,713)	10,729
Support Services Recharges	(2,360)	0	0	0	0	(601)	(2,961)
Income							
Internal Recharge Income	(4)	0	0	0	0	0	(4)
Government Grants	(361)	0	0	0	0	209	(152)
Reimbursements & Contributions	(2,658)	0	0	0	0	1,395	(1,263)
Customer & Client Receipts	(446)	0	0	0	0	231	(215)
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0

Gross Income

Net Expenditure/ (Income)

Gross Income	(3,469)	0	0	0	0	1,835	(1,634)
Net Expenditure/ (Income)	7,125	2	0	(514)	0	(479)	6,134
Explanation of major items above						£000	FTE
Service Level Agreements Adjustments						(349)	
Past Pension Service cost adjustment - budget transferred centrally to Corporate						(430)	
Budget for Special Educational Needs Taxi costs transferred in from Family Services						350	
Other adjustments						(17)	
Transfer of Educational Psychologists budget contribution from Child Adolescent Mental Health Services						(33)	
Reduction in Commissioning budgets to achieve MTFS Efficiency targets						(235)	
Tri borough efficiencies from 12/13 resulting in reduction in FTE's in 2013/14 (-14.78) + 36.68 Transport staffing transferred from Youth Commissioning						(279)	21.89
Total						(993)	21.89

Adult Social Care

Tri - Borough Adult Social Care

Description of Service

The purpose of the Adult Social Care (ASC) Department is to deliver high quality assessment, care co-ordination, social work and specialist community services to people with a disability, people with mental health needs and older adults and their carers. This includes a strong focus on the need to ensure the safety of vulnerable adults living within the borough and using services.

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

Integration with health in 2013/14 is key to the future delivery of our services. Our ambition is to offer integrated community health and social care services while working more closely with clinical commissioning groups and acute providers. We believe this will yield greater benefits to residents and ensure that Adult Social Care is able to offer the right services at the right time whilst achieving better for less.

Statement of Core Business

The core of the business of the ASC Operations and Provided & Mental Health Partnership divisions is to ensure that the Council fulfils its statutory duties in respect of vulnerable adults under the National Assistance Act 1948 and subsequent related legislation. These divisions fulfil this duty in a manner which is consistent with the priorities of the Council.

The purpose of the Commissioning division is to understand and respond to the aspirations of local residents by analysing information and using evidence to design commission and procure services, implement changes and evaluate their effectiveness.

The purpose of the Procurement and Business Intelligence division is to monitor the performance of the Department, providing work force development for internal and external providers and project management facilities.

The purpose of the Finance Division is to provide effective, high quality, and professional support and advice and maximise the value for money delivered from the Department's financial resources.

Prime objectives of the Department

- Maximising self reliance, personal responsibility and enabling more people to find their own care solutions.
- People are provided with the right help at the right time to facilitate recovery and regain independence
- People with long term conditions stay independent and live the lives they choose.
- Risk is effectively balanced between empowering and safe guarding individuals
- People with disabilities are active citizens and enjoy being independent individuals
- Identify carers and have their needs met within their caring role.
- People have a positive experience of social care services
- Achieving greater productivity and value for money.



2013/2014 ESTIMATES

ADULT SOCIAL CARE

**ADULT SOCIAL CARE
CHANGE BETWEEN YEARS**

Service Area Analysis	2012/2013 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Adjustments £000	2013/2014 Estimates £000
Directorate	97	0	(3)	(3)	0	341	432
Finance	(369)	0	6	(37)	0	954	554
Procurement & Business Intelligence	48	(1)	70	(66)	0	100	151
Commissioning	15,798	0	(2,895)	(1,198)	0	313	12,018
Provider Services	13,507	91	(25)	(603)	250	(282)	12,938
Operations	42,654	773	157	(2,979)	1,150	(1,019)	40,736
TOTAL	71,735	863	(2,690)	(4,886)	1,400	407	66,829

**ADULT SOCIAL CARE
SUMMARY**

	2012/2013	2013/2014
Number of Full Time Equivalent staff	340	304

SUBJECTIVE ANALYSIS OF ESTIMATES

	2012/2013 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2013/2014 Estimates £000
Expenditure							
Employee Expenses	13,928	0	(256)	(619)	0	(108)	12,944
Premises Related Expenditure	722	0	(148)	(90)	0	(57)	426
Transport Related Expenditure	813	0	0	(2)	0	(51)	760
Supplies and Services	18,591	0	(4,083)	(1,253)	0	(764)	12,493
Third Party Payments	49,874	780	(1,088)	(2,817)	1,400	(1,287)	46,862
Transfer Payments	7,692	84	(365)	(78)	0	1,507	8,838
Support Services	11,363	0	(2,548)	(27)	0	165	8,952
Capital Charges	1,162	0	(28)	0	0	(407)	728
GROSS EXPENDITURE	104,145	864	(8,516)	(4,886)	1,400	(1,002)	92,003
Support Services Recharges	(6,690)	0	3,620	0	0	(89)	(3,159)
Income							
Internal Recharge Income	(95)	0	28	0	0	67	0
Government Grants	(2,392)	0	0	0	0	1,380	(1,013)
Other Reimbursements & Contributions	(21,272)	0	2,124	0	0	(440)	(19,588)
Customer & Client Receipts	(1,961)	(1)	54	0	0	491	(1,414)
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0
GROSS INCOME	(25,720)	(1)	2,206	0	0	1,498	(22,015)
NET EXPENDITURE	71,735	863	(2,690)	(4,886)	1,400	407	66,829

**ADULT SOCIAL CARE
Directorate**

This Division contains the budget for the Tri-Borough Executive Director, Directors and Executive Support Assistants to Directors.

	2012/2013	2013/2014
Full Time Equivalents	3	3

Subjective Analysis of Estimates

Expenditure

	2012/2013 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2013/2014 Estimates £000
Employees	145	0	(3)	(3)	0	341	481
Premises	2	0	0	0	0	0	1
Transport	2	0	0	0	0	0	2
Supplies & Services	58	0	0	0	0	7	65
Third Party Payments	0	0	0	0	0	0	0
Transfer Payments	0	0	0	0	0	0	0
Support Services	6	0	0	0	0	0	6
Capital Charges	0	0	0	0	0	0	0
Gross Expenditure	213	0	(3)	(3)	0	348	555
Support Services Recharges	(113)	0	0	0	0	(7)	(120)
Income							
Internal Recharge Income	0	0	0	0	0	0	0
Government Grants	0	0	0	0	0	0	0
Reimbursements & Contributions	(3)	0	0	0	0	0	(3)
Customer & Client Receipts	0	0	0	0	0	0	0
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0
Gross Income	(3)	0	0	0	0	0	(3)
Net Expenditure/ (Income)	97	0	(3)	(3)	0	341	432

Explanation of major items above

	£000	FTE
Other Variations against employees is for Tri-Borough salary re-alignment exercise	341	
Other minor changes	(6)	
Total	335	0

**ADULT SOCIAL CARE
Finance**

The purpose of the Adult Social Care Finance Division is to support the Department to achieve the most effective use of financial resources through forward planning, financial management, monitoring and control, establishing and reviewing systems that maximise income and providing high quality financial information, ensuring officers and members are well briefed on financial issues. This Division manages the Client Affairs of Deputyship and Appointeeship Services users.

	2012/2013	2013/2014
Full Time Equivalents	4	22

Subjective Analysis of Estimates

Expenditure

	2012/2013 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2013/2014 Estimates £000
Employees	483	0	6	(10)	0	692	1,171
Premises	160	0	0	0	0	0	160
Transport	3	0	0	0	0	0	3
Supplies & Services	387	0	0	0	0	(14)	373
Third Party Payments	(10)	0	0	0	0	10	0
Transfer Payments	0	0	0	0	0	0	0
Support Services	(984)	0	0	(27)	0	1,018	8
Capital Charges	0	0	0	0	0	0	0

Gross Expenditure

Support Services Recharges

Income

	39	0	6	(37)	0	1,706	1,715
	(343)	0	0	0	0	(745)	(1,088)
Internal Recharge Income	0	0	0	0	0	0	0
Government Grants	0	0	0	0	0	0	0
Reimbursements & Contributions	(60)	0	0	0	0	(7)	(68)
Customer & Client Receipts	(5)	0	0	0	0	0	(5)
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0

Gross Income

Net Expenditure/ (Income)

	(65)	0	0	0	0	(7)	(73)
	(369)	0	6	(37)	0	954	554
Explanation of major items above						£000	FTE
Transfer of Finance budget from Finance and Corporate Services						692	18
Re-alignment and reduction of Corporate overheads from Service Level Agreement to Support Services						(747)	
Re-alignment Corporate overheads from Service Level Agreement to Support Services						1,020	
Other minor changes						(42)	
						923	18

**ADULT SOCIAL CARE
Procurement & Business Intelligence**

This Division procures and monitors contracts as well as providing Business Intelligence and quality information to Commissioners, Operational services, Cabinet Members, Scrutiny and Health and Wellbeing Boards, while also ensuring that staff have the skills to carry out their roles and producing accessible and high quality public information.

	2012/2013	2013/2014
Full Time Equivalents	16	9

Subjective Analysis of Estimates

Expenditure

	2012/2013 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2013/2014 Estimates £000
Employees	1,047	0	70	(6)	0	(81)	1,029
Premises	0	0	0	0	0	0	0
Transport	0	0	0	0	0	0	0
Supplies & Services	100	0	0	(60)	0	117	157
Third Party Payments	0	0	0	0	0	0	0
Transfer Payments	0	0	0	0	0	0	0
Support Services	17	0	0	0	0	3	19
Capital Charges	0	0	0	0	0	0	0

Gross Expenditure

Support Services Recharges

Income

	1,164	0	70	(66)	0	39	1,205
	(1,053)	0	0	0	0	108	(945)
Internal Recharge Income	0	0	0	0	0	0	0
Government Grants	0	0	0	0	0	0	0
Reimbursements & Contributions	(45)	0	0	0	0	(65)	(110)
Customer & Client Receipts	(18)	(1)	0	0	0	18	1
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0
Gross Income	(63)	(1)	0	0	0	(47)	(109)

Net Expenditure/ (Income)

	£000	FTE
Net Expenditure/ (Income)	48	(1)
Explanation of major items above		
Efficiencies of (£60k) relate to West London Alliance	(60)	
Redirected Across of £70k relates to funding of posts for the Business Intelligence and Planning Teams.	70	
Other Variations of net (£81k) relate to Tri-Borough salary re-alignment exercise & stripping out of internal recharges	(81)	(7)
Other variations of £117k relate to Personal Health Expenditure Programme and re-alignment workforce Training Programme.	117	
Re-allocation of Internal Overheads	111	
Reimbursement & Contributions of (£65k) relate to Personal Health Budgets Programme re-alignment	(65)	
Other minor changes	12	
Total	104	(7)

**ADULT SOCIAL CARE
Commissioning**

The Commissioning Division works with partners, particularly the National Health Service, to integrate care so that our residents receive the right care, at the right time, in the right place from the right provider. They also develop a market in services that enable people to be self reliant and independent.

	2012/2013	2013/2014
Full Time Equivalents	24	6

Subjective Analysis of Estimates

Expenditure

	2012/2013 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2013/2014 Estimates £000
Employees	952	0	(461)	(5)	0	85	571
Premises	127	0	(148)	0	0	42	21
Transport	1	0	0	0	0	0	1
Supplies & Services	16,981	0	(4,083)	(1,193)	0	(573)	11,132
Third Party Payments	1,611	0	(1,088)	0	0	(493)	30
Transfer Payments	83	0	(365)	0	0	442	160
Support Services	3,618	0	(2,548)	0	0	(74)	996
Capital Charges	91	0	(28)	0	0	(63)	1
Gross Expenditure	23,464	0	(8,721)	(1,198)	0	(634)	12,912
Support Services Recharges	(3,828)	0	3,620	0	0	227	19
Income							
Internal Recharge Income	(28)	0	28	0	0	0	0
Government Grants	(1,630)	0	0	0	0	1,320	(311)
Reimbursements & Contributions	(1,978)	0	2,124	0	0	(600)	(454)
Customer & Client Receipts	(202)	0	54	0	0	0	(148)
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0
Gross Income	(3,838)	0	2,206	0	0	720	(913)
Net Expenditure/ (Income)	15,798	0	(2,895)	(1,198)	0	313	12,018

Explanation of major items above

	£000	FTE
Efficiencies of (£1,198k) relate mainly to Supporting People (£669k), Community Investment (£444k) & Substance Misuse (£46k) and others (£39k)	(1,198)	
Redirected Across relates to the transfer of Substance Misuse to new Public Health Division & Community Investment to Finance and Corporate Services.	(2,895)	(18)
Reduction in grant programmes with the corresponding in reduction in expenditure and removal of Mayor's Office for Policing Crime.	1,319	
Reduction in grant programmes with the corresponding in reduction in expenditure	(1,066)	
Other minor changes	60	
Total	(3,780)	(18)

**ADULT SOCIAL CARE
Provider Services**

This Division is responsible for a range of supported homes, community support services and day services providing support to some of the most vulnerable residents with Learning Disabilities, Physical Disabilities and Mental Health needs. It is also responsible for Management of Mental Health Services partnership with National Health Service Trusts and the Mental Health operational budgets for placements, packages and direct payments.

	2012/2013	2013/2014
Full Time Equivalent	153	113

Subjective Analysis of Estimates

Expenditure

	2012/2013 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2013/2014 Estimates £000
Employees	5,062	0	(25)	(394)	0	(682)	3,961
Premises	331	0	0	(90)	0	(99)	142
Transport	397	0	0	0	0	(48)	349
Supplies & Services	421	0	0	0	0	(140)	283
Third Party Payments	4,595	91	0	(79)	250	948	5,805
Transfer Payments	355	0	0	(40)	0	(25)	289
Support Services	3,474	0	0	0	0	(516)	2,957
Capital Charges	89	0	0	0	0	(40)	49

Gross Expenditure

14,724	91	(25)	(603)	250	(602)	13,835
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Support Services Recharges

0	0	0	0	0	0	0
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Income

Internal Recharge Income	0	0	0	0	0	0	0
Government Grants	(239)	0	0	0	0	60	(179)
Reimbursements & Contributions	(521)	0	0	0	0	35	(486)
Customer & Client Receipts	(457)	0	0	0	0	225	(232)
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0

Gross Income

(1,217)	0	0	0	0	320	(897)
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Net Expenditure/ (Income)

13,507	91	(25)	(603)	250	(282)	12,938
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Explanation of major items above

	£000	FTE
Staff efficiencies in meals service (-£166k), support planning (-£120k) Ellerslie (-£70k), agency costs (-£38k) and transfer of Removal Services to Transport and Technical Services	(394)	(40)
Efficiencies in meals service rent payments	(90)	
Net efficiencies on client budgets and procurement savings	(119)	
Growth for increase in demand for Mental Health placements	250	
Reduced income from West London Mental Health Trust £194k for joint funded placements, supporting people £60k and meals £66k	320	
Re-alignment and reduction of Corporate overheads Capital Financing Charges	(558)	
Other Adjustments	(69)	
Total	(660)	(40)

**ADULT SOCIAL CARE
Operations**

The Operations Division provides services which include social work care, community independence services such as telecare, occupational therapy and mobility aids and Learning Disability services. These services are offered in an integrated way with family doctors, community health services and hospitals. The operational budgets for Older People, Physical Disability and Learning Disability placements, packages and direct payments are also included here.

	2012/2013	2013/2014
Full Time Equivalents	140	151

Subjective Analysis of Estimates

Expenditure

	2012/2013 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2013/2014 Estimates £000
Employees	6,239	0	157	(201)	0	(463)	5,731
Premises	102	0	0	0	0	0	102
Transport	410	0	0	(2)	0	(3)	405
Supplies & Services	644	0	0	0	0	(161)	483
Third Party Payments	43,678	689	0	(2,738)	1,150	(1,752)	41,027
Transfer Payments	7,254	84	0	(38)	0	1,090	8,389
Support Services	5,232	0	0	0	0	(266)	4,966
Capital Charges	982	0	0	0	0	(304)	678
Gross Expenditure	64,541	773	157	(2,979)	1,150	(1,859)	61,781
Support Services Recharges	(1,353)	0	0	0	0	328	(1,025)
Income							
Internal Recharge Income	(67)	0	0	0	0	67	0
Government Grants	(523)	0	0	0	0	0	(523)
Reimbursements & Contributions	(18,665)	0	0	0	0	197	(18,467)
Customer & Client Receipts	(1,279)	0	0	0	0	248	(1,030)
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0
Gross Income	(20,534)	0	0	0	0	512	(20,020)
Net Expenditure/ (Income)	42,654	773	157	(2,979)	1,150	(1,019)	40,736

Explanation of major items above

	£000	FTE
Transfer of posts from Hammersmith and Fulham Advice to Adult Social Care	157	11
Staff efficiencies derived from integration with Central London Community Health (-£150k) and agency staff savings (-£51k)	(201)	
Better gate keeping of demand for Older People / Physical Disabilities placements and procurement savings	(2,041)	
Business transformational savings	(737)	
Growth in placement numbers Learning Disabilities £700k and Older People £450k	1150	
Net transfer between third party (placements) and transfer payments (direct payments) (-£1,752) & £1,090 and other (-£357k)	(1,019)	
Total	(2,691)	11

TRANSPORT AND TECHNICAL SERVICES

Description of Service

The Transport and Technical Services (TTS) Department delivers a wide range of technical, regulatory and enforcement services, including some of the 'universal' services used by everyone who lives, works in or visits the borough. Recognising the importance of delivering these services effectively, courteously and with understanding of our customers' needs, we aim to continually improve standards, and help shape residents' perceptions of living and working in the borough.

A number of senior managers in the Transport and Technical Services (TTS) Department are shared with the Royal Borough of Kensington and Chelsea, which means, it is managed on a Bi-Borough basis. Two services, Environmental Health and Transport and Highways are in the process of more closely integrating across the two boroughs. However, Building and Property Management, and Planning services are still managed within TTS on a single borough basis only.

Statement of Core Business

The department plays a core role in delivering more efficient use of council property assets, particularly office accommodation. We lead on the centralisation of improved facilities management services, the accommodation programme and provide a key input to the smart working programme for which the director is the corporate sponsor. The department will continue to seek more efficient service delivery options and will continue to drive down costs, through initiatives like the Total Facilities Management tender process.

The department will further develop performance management and expansion of its use of staff performance incentives to raise productivity levels and reduce net costs. Most of our services have already obtained ISO 9001:2000 Quality Accreditations. The Department has Chartermark status for all Parking services and NICIEC and CORGI registration within Building Technical Services.

The department is using the new bi-borough arrangements to develop closer working relations and to improve efficiency.

Prime objectives of the Department

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

- Planning and transport to support regeneration and decent neighbourhoods
- MTFS efficiency savings
- Market testing
- Optimising capital assets
- Providing council buildings used by the public with step free access and wheelchair accessible toilets



2013/2014 ESTIMATES

TRANSPORT & TECHNICAL SERVICES

Transport & Technical Services CHANGE BETWEEN YEARS

Service Area Analysis	2012/2013 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Adjustments £000	2013/2014 Estimates £000
Transport & Highways Services	13,216	200	(4)	(386)	150	(62)	13,114
Parking	(20,099)	37	(8)	(613)	500	(648)	(20,831)
Planning	2,752	(4)	9	(311)	0	(130)	2,316
Environmental Health	3,734	(19)	(11)	(10)	0	(644)	3,050
Building & Property Management	(142)	46	500	(784)	0	(2,263)	(2,643)
Support Services	(869)	0	(1)	(585)	0	1,238	(217)
TOTAL	(1,408)	260	485	(2,689)	650	(2,509)	(5,211)

**Transport & Technical Services
SUMMARY**

	2012/2013	2013/2014
Number of Full Time Equivalent staff	453	426

SUBJECTIVE ANALYSIS OF ESTIMATES

	2012/2013 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2013/2014 Estimates £000
Expenditure							
Employee Expenses	21,273	0	(44)	(403)	0	(1,560)	19,268
Premises Related Expenditure	7,182	64	0	0	0	147	7,393
Transport Related Expenditure	583	0	0	(6)	0	(44)	533
Supplies and Services	5,026	8	18	(333)	0	(91)	4,625
Third Party Payments	8,299	258	0	0	150	(104)	8,601
Transfer Payments	2	0	0	0	0	0	2
Support Services	11,829	0	0	(33)	0	(2,488)	9,309
Capital Charges	10,693	0	0	0	0	189	10,884
GROSS EXPENDITURE	64,887	330	(26)	(775)	150	(3,951)	60,615
Support Services Recharges	(12,967)	0	0	0	0	318	(12,650)
Income							
Internal Recharge Income	(9,854)	0	468	0	0	1,752	(7,633)
Government Grants	0	0	0	0	0	0	0
Other Reimbursements & Contributions	(1,539)	(20)	0	0	0	357	(1,204)
Customer & Client Receipts	(41,935)	(50)	43	(1,914)	500	(985)	(44,339)
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0
GROSS INCOME	(53,328)	(70)	511	(1,914)	500	1,124	(53,176)
NET EXPENDITURE	(1,408)	260	485	(2,689)	650	(2,509)	(5,211)

**Transport & Technical Services
TRANSPORT & HIGHWAYS SERVICES**

The Council is the statutory highway and traffic authority for all 212 kilometres of public roads within the borough except for those roads that are part of the Transport for London road network (A4, A40 & A3220). Highways and Engineering is the executive arm of the Council in respect of procuring and managing the Council's highways and traffic powers, duties and responsibilities. It also provides transport and parking policy advice and is responsible for the civil engineering service to the Council.

	2012/2013	2013/2014
Full Time Eq	80	67

Subjective Analysis of Estimates

Expenditure

	2012/2013 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2013/2014 Estimates £000
Employees	3,735	0	(4)	0	0	(529)	3,203
Premises	921	4	0	0	0	(2)	923
Transport	57	0	0	(6)	0	(27)	24
Supplies & Services	585	8	0	0	0	(20)	573
Third Party Payments	3,618	198	0	0	150	(95)	3,871
Transfer Payments	0	0	0	0	0	0	0
Support Services	2,848	0	0	0	0	(688)	2,160
Capital Charges	7,462	0	0	0	0	764	8,226

Gross Expenditure

19,226	210	(4)	(6)	150	(597)	18,980
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Support Services Recharges

(783)	0	0	0	0	380	(403)
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Income

Internal Recharge Income	(3,000)	0	0	0	0	(1)	(3,000)
Government Grants	0	0	0	0	0	0	0
Reimbursements & Contributions	(204)	0	0	0	0	156	(50)
Customer & Client Receipts	(2,023)	(10)	0	(380)	0	0	(2,413)
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0

Gross Income

(5,227)	(10)	0	(380)	0	155	(5,463)
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Net Expenditure/ (Income)

13,216	200	(4)	(386)	150	(62)	13,114
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Explanation of major items above

	£000	FTE
Streetlighting Service contracted out		(8)
Other management, technical and school patrol posts vacant and not replaced		(5)
Adjustment to Past Service Costs	(208)	
Adjustments to Service Level Agreement and Capital Charges	544	
Performance Related Improvements	(40)	
Advertising costs	(63)	
Internal Support Costs Adjustments	(88)	
Bi Borough Management costs to Support costs	(197)	
Efficiencies: WIFI on lamp columns	(300)	
Pavement Advertising	(50)	
One off use of deposit balances	(30)	
Growth: Prior year maintenance reduction restored	150	
Other minor changes	(20)	
Total	(302)	(13)

**Transport & Technical Services
PARKING**

The Parking Service Budget covers the activities of the Borough Wide Parking Area under the Road Traffic Act 1991 and the London Local Authority Acts, together with the enforcement of controlled Parking Zones and the White City and Wormwood Scrubs Off Street Car Parks. Other functions include direct responsibility for the Parking Attendant Service, enforcement of parking restrictions, bus lanes and moving traffic contraventions, collection of monies from pay and display machines and the approval and implementation of parking bay suspensions.

	2012/2013	2013/2014
Full Time Equivalents	146	159

Subjective Analysis of Estimates

Expenditure

	2012/2013 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2013/2014 Estimates £000
Employees	4,551	0	(8)	(100)	0	775	5,218
Premises	842	21	0	0	0	141	1,004
Transport	220	0	0	0	0	0	220
Supplies & Services	1,088	0	0	0	0	9	1,097
Third Party Payments	1,606	16	0	0	0	(8)	1,613
Transfer Payments	0	0	0	0	0	0	0
Support Services	3,082	0	0	0	0	(173)	2,909
Capital Charges	415	0	0	0	0	22	438

Gross Expenditure

Support Services Recharges

Income

Internal Recharge Income	0	0	0	0	0	0	0
Government Grants	0	0	0	0	0	0	0
Reimbursements & Contributions	0	0	0	0	0	0	0
Customer & Client Receipts	(31,903)	0	0	(513)	500	(1,414)	(33,330)
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0

Gross Income

Net Expenditure/ (Income)

Explanation of major items above

	£000	FTE
Efficiencies: Bi Borough Parking back office service review	(100)	(3)
Introduction of graduated suspension charges (£263k) and full year effect of previous increase in Pay and Display charge (£250k)	(513)	
Growth: Restoration of budget in respect of in year savings in 2012/13 for traffic enforcement	500	
Increased CCTV traffic enforcement activity funded from increased enforcement income	0	16
Adjustments to Service Level Agreement and Capital Charges	(267)	
Internal Support Costs Adjustments	(90)	
Past Pension Cost accounting adjustment to Corporate	(290)	
Other minor changes	(9)	
Total	(769)	13

**Transport & Technical Services
PLANNING**

The Planning Division provides an integrated policy function for planning, transportation and the environment. This includes responsibility for statutory and non-statutory plans; research; advising on planning applications and development of the council's own land; pre-application advice; and access. The Development Management Services assesses all applications for planning permission to carry out new development, works to existing buildings and changes of use.

	2012/2013	2013/2014
Full Time Equivalents	46	46

Subjective Analysis of Estimates

Expenditure

	2012/2013 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2013/2014 Estimates £000
Employees	2,677	0	(9)	(21)	0	(147)	2,500
Premises	0	0	0	0	0	0	0
Transport	6	0	0	0	0	0	6
Supplies & Services	384	0	18	0	0	0	399
Third Party Payments	3	0	0	0	0	0	3
Transfer Payments	0	0	0	0	0	0	0
Support Services	1,528	0	0	0	0	12	1,541
Capital Charges	718	0	0	0	0	0	718

Gross Expenditure

Support Services Recharges

Income

Gross Expenditure	5,316	0	9	(21)	0	(135)	5,167
Support Services Recharges	(121)	0	0	0	0	5	(116)
Income							
Internal Recharge Income	(303)	0	0	0	0	(1)	(303)
Government Grants	0	0	0	0	0	0	0
Reimbursements & Contributions	(50)	0	0	0	0	0	(50)
Customer & Client Receipts	(2,090)	(4)	0	(290)	0	1	(2,382)
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0

Gross Income

Net Expenditure/ (Income)

Explanation of major items above	£000	FTE
Adjustments to Service Level Agreement	(20)	
Budget provision to administer Community Right To Challenge -A New Duty	17	
Efficiencies: Unallocated S106 funding activities	(240)	
National Planning Fee Increase	(50)	
Redistribution of access functions	(21)	
LBHF Agilisys Procurement Programme	(9)	
Internal Support Costs Adjustments	39	
Past Pension Cost accounting adjustment to Corporate	(119)	
Performance Related Improvement savings	(29)	
Total	(432)	0

**Transport & Technical Services
ENVIRONMENTAL HEALTH**

The Public Protection and Safety Division is responsible for many of the Council's statutory regulatory functions including environmental health, trading standards and licensing. The division also includes corporate safety, departmental performance and complaint monitoring. The primary objective of the Division is to protect the health, safety and well being of people who live, work in or visit the borough and where necessary to effect improvements through intervention.

	2012/2013	2013/2014
Full Time Equivalents	83	55.5

Subjective Analysis of Estimates

Expenditure

	2012/2013 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2013/2014 Estimates £000
Employees	3,173	0	(11)	0	0	(375)	2,788
Premises	5	0	0	0	0	0	5
Transport	39	0	0	0	0	0	38
Supplies & Services	209	0	0	0	0	0	209
Third Party Payments	18	0	0	0	0	0	18
Transfer Payments	0	0	0	0	0	0	0
Support Services	1,951	0	0	0	0	(530)	1,421
Capital Charges	13	0	0	0	0	(1)	12
Gross Expenditure	5,408	0	(11)	0	0	(906)	4,491
Support Services Recharges	(743)	0	0	0	0	262	(481)
Income							
Internal Recharge Income	(26)	0	0	0	0	0	(26)
Government Grants	0	0	0	0	0	0	0
Reimbursements & Contributions	0	0	0	0	0	0	0
Customer & Client Receipts	(905)	(19)	0	(10)	0	0	(934)
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0
Gross Income	(931)	(19)	0	(10)	0	0	(960)
Net Expenditure/ (Income)	3,734	(19)	(11)	(10)	0	(644)	3,050

Explanation of major items above

	£000	FTE
Adjustments to Service Level Agreement and Capital Charges	(243)	
Efficiencies: Licensing Fee increase	(10)	
LBHF Agilisys Procurement Programme	(12)	
Bi Borough Management costs to Support costs	(191)	(1.5)
Internal Support Costs Adjustments	(26)	
Past Pension Cost accounting adjustment to Corporate	(188)	
Performance Related Improvement savings	(32)	
Invest to saving funding for Empty Homes Officer from Corporate	40	
Technical support moved to Building and Property management		(26.0)
Other minor changes	(3)	
Total	(665)	(27.5)

**Transport & Technical Services
BUILDING & PROPERTY MANAGEMENT**

This division provides a complete professional architectural, engineering, facilities management and surveying service to all departments of the Council and Hammersmith and Fulham Homes. The division also incorporates an in-house direct labour works practice, undertaking day to day repairs, refurbishment and engineering servicing works to Council properties. The Building control service enforces the National Building Regulations in the borough. Valuation and Property Services provides a comprehensive valuation and commercial estate management service on behalf of the council. Facilities Management oversees running costs and maintenance budgets, ensuring that the most efficient use is made of the property portfolio.

	2012/2013	2013/2014
Full Time Equivalents	96	92

Subjective Analysis of Estimates

Expenditure

	2012/2013 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2013/2014 Estimates £000
Employees	6,514	0	(11)	0	0	(1,946)	4,557
Premises	5,394	39	0	0	0	6	5,439
Transport	260	0	0	0	0	(17)	244
Supplies & Services	2,635	0	0	(333)	0	(93)	2,208
Third Party Payments	3,054	44	0	0	0	(1)	3,096
Transfer Payments	2	0	0	0	0	0	2
Support Services	2,578	0	0	0	0	(1,316)	1,262
Capital Charges	2,065	0	0	0	0	(596)	1,470

Gross Expenditure

Support Services Recharges

	22,502	83	(11)	(333)	0	(3,963)	18,278
	(10,214)	0	0	0	0	(382)	(10,597)
Income							
Internal Recharge Income	(6,525)	0	468	0	0	1,754	(4,304)
Government Grants	0	0	0	0	0	0	0
Reimbursements & Contributions	(1,085)	(20)	0	0	0	0	(1,104)
Customer & Client Receipts	(4,820)	(17)	43	(451)	0	328	(4,916)
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0
Gross Income	(12,430)	(37)	511	(451)	0	2,082	(10,324)

Net Expenditure/ (Income)

Explanation of major items above	£000	FTE
Adjustment to Past Service Costs	(437)	
Adjustments to Service Level Agreement and Capital Charges	(2,201)	
Transfer of NNDR budget	48	
Advertising costs	(6)	
Internal Support Costs Adjustments	(93)	
Rent reduction re: property sales	279	
BTS closedown; service transferred to HRA resulting in income shortfall (funded by £468k from Corporate plus internal transfer of £131k)	599	(24)
Technical support moved to Building and Property management	61	26
Efficiencies: New Advertising Hoardings sites	(401)	
Total Facilities Management savings	(333)	
Lyric Service Charge	(50)	
Building Control Reorganisation		(6)
LBHF Agilisys Procurement Programme	(11)	
Other minor changes	(2)	
Total	(2,547)	(4)

**Transport & Technical Services
SUPPORT SERVICES**

This division comprises the Director's office. Corporate support costs, Information Technology and other centralised budgets which are fully allocated to front-line services are also reflected in this area.

	2012/2013	2013/2014
Full Time Equivalents	2	6.2

Subjective Analysis of Estimates

Expenditure

	2012/2013 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2013/2014 Estimates £000
Employees	623	0	(1)	(282)	0	662	1,002
Premises	20	0	0	0	0	2	22
Transport	1	0	0	0	0	0	1
Supplies & Services	125	0	0	0	0	13	139
Third Party Payments	0	0	0	0	0	0	0
Transfer Payments	0	0	0	0	0	0	0
Support Services	(158)	0	0	(33)	0	207	16
Capital Charges	20	0	0	0	0	0	20

Gross Expenditure

Support Services Recharges

Income

Gross Expenditure	631	0	(1)	(315)	0	884	1,200
Support Services Recharges	(1,106)	0	0	0	0	53	(1,053)
Internal Recharge Income	0	0	0	0	0	0	0
Government Grants	0	0	0	0	0	0	0
Reimbursements & Contributions	(200)	0	0	0	0	201	0
Customer & Client Receipts	(194)	0	0	(270)	0	100	(364)
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0

Gross Income

Net Expenditure/ (Income)

Explanation of major items above

	£000	FTE
Efficiencies Savings (Bi borough service reviews, changing working patterns, trade union, procurement)	(585)	(5.8)
Departmental finance budgets moved to department support	504	6.4
Budget reflecting Bi Borough management costs that are recharged to RBKC	431	3.6
Service Level Agreement and Internal Support Costs Adjustments	158	
Claw back of IT training budgets	(61)	
Removal of previous saving for Staff Car Parking	200	
Allocation of performance improvement saving to front line services	100	
Past Pension Cost accounting adjustment to Corporate	(104)	
Other minor changes	9	
Total	652	4.2

FINANCE & CORPORATE SERVICES

Description of Service

The purpose of the department is to provide the corporate framework for the delivery of high quality value for money public services, enabling the achievement of the Council's vision of being the low tax borough. The department is largely a support service department, supporting front line services across the Council. The exception to this is H&F Direct which provides transactional services to residents e.g. council tax, business rates and rent collection, parking permits, blue badges, housing benefits etc. FCS strives to provide exceptional value for money services and to be as small as possible. The department also makes a huge contribution to 'joining up' the Council and sharing of services with other Councils and organisations. The department's senior managers share a range of Tri and Bi-borough responsibilities as well as their H&F roles.

Statement of Core Business

The Finance & Corporate Services Department seeks to:

- Champion strong governance, financial management, performance management and customer service
- Enable effective corporate management and leadership, providing strategic advice and leadership on communication
- Deliver excellent, cost effective and responsive corporate services internally and externally
- Enable effective people management and leadership
- Provide the framework for improving efficiency, effectiveness and VFM across the Council and its partners

Prime objectives of the Department

- To support Tri and Bi-borough working.
- To drive the Medium Term Financial Strategy for H&F and support the delivery of the Council's priorities of a low tax borough.
- To drive the Councils ICT Strategy in collaboration with our Tri-borough partners.
- To manage the performance and governance framework, within a Tri and Bi-borough context, to enable successful service, programme and project delivery and ensuring that s151 and monitoring officer requirements are met
- To drive specified cultural and transformational change throughout the H&F, RBKC and Tri-borough services, delivering improved resident and customer satisfaction
- To embrace the Council's Transformation agenda with significant savings being delivered from Tri-borough working, lean pathfinders, commercialisation and cost reduction programmes.
- To build capability of our staff to streamline services and processes driving better customer service whilst reducing cost
- To collaborate with other boroughs and organisations if appropriate e.g. Communications with Wandsworth
- To ensure adequate Human Resources capacity to deliver the Council's objectives and priorities
- To play a key role in supporting managers responsible for delivery of the projects within the market testing programme.
- To manage the collection and recovery of income to the Council whilst maximising benefit subsidy – in ways that promote the customer service agenda and improve resident satisfaction



2013/2014 ESTIMATES

FINANCE & CORPORATE SERVICES

**FINANCE & CORPORATE SERVICES
CHANGE BETWEEN YEARS**

Service Area Analysis	2012/2013 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Adjustments £000	2013/2014 Estimates £000
Strategy & Communications	406	(17)	2,439	(100)	0	69	2,797
Executive Services	(636)	0	56	(140)	0	177	(543)
Finance	2,512	6	35	(262)	0	(2,578)	(287)
H&F Direct	19,132	(27)	895	(486)	670	242	20,426
Corporate Human Resources	74	(5)	(12)	(34)	0	(78)	(55)
Procurement & IT Strategy	(1,230)	432	0	0	0	(1,238)	(2,036)
Legal And Democratic Services	(1,402)	0	(20)	(87)	0	(327)	(1,836)
Innovation & Change Management	(151)	0	0	(200)	0	109	(242)
TOTAL	18,706	389	3,393	(1,309)	670	(3,624)	18,224

**FINANCE & CORPORATE SERVICES
SUMMARY**

	2012/2013	2013/2014
Number of Full Time Equivalent staff	433	395

SUBJECTIVE ANALYSIS OF ESTIMATES

Expenditure

	2012/2013 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2013/2014 Estimates £000
Employee Expenses	22,690	0	360	(872)	0	(3,006)	19,172
Premises Related Expenditure	3	0	74	0	0	0	77
Transport Related Expenditure	42	0	0	0	0	(2)	40
Supplies and Services	3,719	0	3,170	(97)	0	533	7,325
Third Party Payments	18,784	442	993	0	0	(171)	20,048
Transfer Payments	9,136	0	213	0	670	(20)	9,999
Support Services	6,413	0	2,473	(34)	0	289	9,140
Capital Charges	673	0	28	0	0	22	723

GROSS EXPENDITURE

61,460	442	7,311	(1,003)	670	(2,355)	66,524
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Support Services Recharges

(39,154)	0	(3,620)	0	0	(579)	(43,353)
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Income

Internal Recharge Income	(40)	0	(28)	0	0	0	(68)
Government Grants	(464)	0	0	0	0	0	(464)
Other Reimbursements & Contributions	(334)	0	(270)	0	0	327	(277)
Customer & Client Receipts	(2,732)	(53)	0	(306)	0	(1,017)	(4,108)
Interest & Other	(30)	0	0	0	0	0	(30)
Use of Balances & Reserves	0	0	0	0	0	0	0

GROSS INCOME

(3,600)	(53)	(298)	(306)	0	(690)	(4,947)
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NET EXPENDITURE

18,706	389	3,393	(1,309)	670	(3,624)	18,224
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**FINANCE & CORPORATE SERVICES
STRATEGY & COMMUNICATIONS**

Promotes & communicates Council services and activities through the media, website, intranet & public information service. Also provides a graphic design service to other departments, along with Video/Audio-Visual presentations & co-ordination of location film activities. Includes Hammerprint, which provides in-house & external printing services. The division also incorporates the Policy Unit, which provides policy support & advice to councillors & chief officers, particularly on strategic, legislative and corporate issues and performance staff. The Policy Unit also now includes Community Investment, which has recently transferred from Adult Social Care (ASC). This includes the Council's Voluntary Sector grants budget.

	2012/2013	2013/2014
Full Time Equivalents	25.7	29

Subjective Analysis of Estimates

Expenditure

	2012/2013 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2013/2014 Estimates £000
Employees	1,509	0	319	0	0	(111)	1,717
Premises	0	0	74	0	0	0	74
Transport	5	0	0	0	0	0	5
Supplies & Services	701	0	2,970	(50)	0	282	3,903
Third Party Payments	0	0	280	0	0	0	280
Transfer Payments	0	0	213	0	0	0	213
Support Services	0	0	2,473	0	0	(594)	1,879
Capital Charges	0	0	28	0	0	14	42

Gross Expenditure

Support Services Recharges

Income

	2,215	0	6,357	(50)	0	(409)	8,113
	(383)	0	(3,620)	0	0	654	(3,349)
Internal Recharge Income	0	0	(28)	0	0	0	(28)
Government Grants	0	0	0	0	0	0	0
Reimbursements & Contributions	0	0	(270)	0	0	0	(270)
Customer & Client Receipts	(1,426)	(17)	0	(50)	0	(176)	(1,669)
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0
Gross Income	(1,426)	(17)	(298)	(50)	0	(176)	(1,967)

Net Expenditure/ (Income)

	406	(17)	2,439	(100)	0	69	2,797	
Explanation of major items above							£000	FTE
Redirected Resources - Transfer of Community Involvement from Adult Social Care (with 2 minor redirections back to ASC)							2,277	3.3
Funding to administer the new NHS advocacy and health watch duties.							161	
Efficiencies - Print Service Savings Enhanced Contract Management (£50k) & Increased Income from Website Advertising (£50k)							(100)	
Other Variations - Capital Financing							14	
Other Variations - Service Level Agreement Changes							60	
Other Variations - Pension Changes							(48)	
Other Variations - Print Efficiency largely reallocated across to Finance and Corporate Services							44	
Total							2,408	3.3

**FINANCE & CORPORATE SERVICES
EXECUTIVE SERVICES**

The division provides administrative support to the Leader of the Council and the Chief Executive, who are responsible for ensuring that the Council's policy objectives and targets are met. The division also includes the Complaints officers and administrative support for the Finance & Corporate Services Department and the Housing and Regeneration Department.

	2012/2013	2013/2014
Full Time Equivalents	14.3	14.3

Subjective Analysis of Estimates

Expenditure

	2012/2013 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2013/2014 Estimates £000
Employees	471	0	56	(140)	0	191	578
Premises	0	0	0	0	0	0	0
Transport	0	0	0	0	0	0	0
Supplies & Services	72	0	0	0	0	(14)	58
Third Party Payments	6	0	0	0	0	0	6
Transfer Payments	0	0	0	0	0	0	0
Support Services	0	0	0	0	0	0	0
Capital Charges	0	0	0	0	0	0	0
Gross Expenditure	549	0	56	(140)	0	177	642
Support Services Recharges	(1,185)	0	0	0	0	0	(1,185)
Income							
Internal Recharge Income	0	0	0	0	0	0	0
Government Grants	0	0	0	0	0	0	0
Reimbursements & Contributions	0	0	0	0	0	0	0
Customer & Client Receipts	0	0	0	0	0	0	0
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0
Gross Income	0	0	0	0	0	0	0
Net Expenditure/ (Income)	(636)	0	56	(140)	0	177	(543)

Explanation of major items above

	£000	FTE
Redirected Resources - Business Support review, budget transfer from Housing and Regeneration Department	60	
Redirected Resources - Share of Agency Contract Savings	(4)	
Redirected Resources - Business Support Review within FCS	185	
Efficiencies - Business Support Review (3rd stage Efficiencies)	(140)	
Other Variations - Pension Changes	(8)	
Total	93	0

FINANCE & CORPORATE SERVICES
FINANCE

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

	2012/2013	2013/2014
Full Time Equivalents	111.6	65.5

Subjective Analysis of Estimates

Expenditure

	2012/2013 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2013/2014 Estimates £000
Employees	6,552	0	35	(227)	0	(2,919)	3,441
Premises	0	0	0	0	0	0	0
Transport	2	0	0	0	0	0	2
Supplies & Services	192	0	0	(35)	0	101	258
Third Party Payments	280	8	0	0	0	0	288
Transfer Payments	0	0	0	0	0	0	0
Support Services	(143)	0	0	0	0	157	14
Capital Charges	0	0	0	0	0	0	0

Gross Expenditure

Support Services Recharges

Income

Gross Expenditure	6,883	8	35	(262)	0	(2,661)	4,003
Support Services Recharges	(4,239)	0	0	0	0	53	(4,186)
Income							
Internal Recharge Income	0	0	0	0	0	0	0
Government Grants	0	0	0	0	0	0	0
Reimbursements & Contributions	0	0	0	0	0	0	0
Customer & Client Receipts	(102)	(2)	0	0	0	30	(74)
Interest & Other	(30)	0	0	0	0	0	(30)
Use of Balances & Reserves	0	0	0	0	0	0	0
Gross Income	(132)	(2)	0	0	0	30	(104)

Net Expenditure/ (Income)

Explanation of major items above	£000	FTE
Redirected Resources - Transfer from centrally Managed Budgets to fund pension cost (£50k), Transfer to ASC to fund Trainee post (minus £10k); share of Agency Contract Savings (minus £5k)	35	
Efficiencies - Audit Contract Post	(50)	(1)
Efficiencies - Corporate Audit Fraud (CAFS) post	(40)	(1)
Efficiencies - Use of Interns (£113k), Change in Working Patterns (£24k), Other (£35k)	(172)	
Other Variations - Virement from FCS for Decentralisation of Finance Function	(2,536)	(44.1)
Other Variations - Service Level Agreement Changes	128	
Other Variations- Pension Reductions (£110k) Redundancy (£60k)	(170)	
Total	(2,805)	(46.1)

**FINANCE & CORPORATE SERVICES
H&F DIRECT**

Hammersmith & Fulham Direct includes the Council's transactional services - Housing Benefits, Council Tax and Pay & Park, together with the Blue Badge (parking concessions) and the Freedom Pass (concessionary passes for disabled and elderly people) services. Housing Rent Accounts have transferred in from HRD, but with a net nil effect to Net Expenditure, as costs are recharged back to the HRA.

2012/2013	2013/2014
125.3	139.4

Full Time Equivalents

Subjective Analysis of Estimates

Expenditure

	2012/2013 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2013/2014 Estimates £000
Employees	5,389	0	(18)	(220)	0	221	5,372
Premises	1	0	0	0	0	0	1
Transport	3	0	0	0	0	0	3
Supplies & Services	1,041	0	200	(10)	0	347	1,578
Third Party Payments	1	0	713	0	0	0	714
Transfer Payments	9,134	0	0	0	670	(20)	9,784
Support Services	5,909	0	0	0	0	589	6,498
Capital Charges	153	0	0	0	0	(8)	145

Gross Expenditure

Support Services Recharges

Income

	21,631	0	895	(230)	670	1,129	24,095
	(1,175)	0	0	0	0	155	(1,020)
Internal Recharge Income	0	0	0	0	0	0	0
Government Grants	(464)	0	0	0	0	0	(464)
Reimbursements & Contributions	(6)	0	0	0	0	0	(6)
Customer & Client Receipts	(854)	(27)	0	(256)	0	(1,042)	(2,179)
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0

Gross Income

Net Expenditure/ (Income)

	(1,324)	(27)	0	(256)	0	(1,042)	(2,649)
						0	0
	19,132	(27)	895	(486)	670	242	20,426

Explanation of major items above

	£000	FTE
Budget provision of £713k to reflect the transfer of "social fund" from DWP to local authorities	713	
Redirected Resources - Variable Data Printing from Centrally Managed Budgets £200K, share of Agency Contract Savings (minus £18k)	182	
Efficiencies - My Account Functionality (£200k), Carousel Income (£256k) and Other (£30k)	(486)	
Growth - Increased Cost of Freedom Passes	670	
Other Variations - Service Level Agreement/Capital Financing Adjustment	736	14.1
Other Variations - Pension Fund Adjustments (£398k), Training IT to Procurement IT Strategy (£34k)	(432)	
Other Variations- Print to Communications (£45k) & Agency (£17k)	(62)	
Total	1,321	14.1

**FINANCE & CORPORATE SERVICES
CORPORATE HUMAN RESOURCES**

This area provides a range of strategic Human Resources functions for the Council including employee relations, employment, occupational health, occupational safety, personnel planning and remunerations. The division provides a Council-wide service from a single point of contact.

	2012/2013	2013/2014
Full Time Equivalents	59	59

Subjective Analysis of Estimates

Expenditure

	2012/2013 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2013/2014 Estimates £000
Employees	3,277	0	(12)	0	0	(96)	3,169
Premises	0	0	0	0	0	0	0
Transport	1	0	0	0	0	0	1
Supplies & Services	227	0	0	0	0	(34)	193
Third Party Payments	325	0	0	0	0	0	325
Transfer Payments	0	0	0	0	0	0	0
Support Services	154	0	0	(34)	0	(13)	107
Capital Charges	214	0	0	0	0	0	214

Gross Expenditure

Support Services Recharges

Income

Gross Expenditure	4,198	0	(12)	(34)	0	(143)	4,009
Support Services Recharges	(3,897)	0	0	0	0	(5)	(3,902)
Income							
Internal Recharge Income	0	0	0	0	0	0	0
Government Grants	0	0	0	0	0	0	0
Reimbursements & Contributions	(70)	0	0	0	0	70	0
Customer & Client Receipts	(157)	(5)	0	0	0	0	(162)
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0

Gross Income

Net Expenditure/ (Income)

Gross Income	(227)	(5)	0	0	0	70	(162)
Net Expenditure/ (Income)	74	(5)	(12)	(34)	0	(78)	(55)
Explanation of major items above						£000	FTE
Redirected Resources - Share of Agency Contract Savings						(12)	
Efficiencies - Trade Union Facilities reduced.						(34)	
Other Variations - Service Level Agreement Changes						186	
Other Variations - Pensions/Reduction/Other						(264)	
Total						(124)	0

**FINANCE & CORPORATE SERVICES
PROCUREMENT & IT STRATEGY**

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

	2012/2013	2013/2014
Full Time Equivalents	14	14

Subjective Analysis of Estimates

Expenditure

	2012/2013 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2013/2014 Estimates £000
Employees	987	0	0	0	0	52	1,039
Premises	0	0	0	0	0	0	0
Transport	5	0	0	0	0	0	5
Supplies & Services	(8)	0	0	0	0	(14)	(22)
Third Party Payments	18,172	433	0	0	0	(171)	18,434
Transfer Payments	0	0	0	0	0	0	0
Support Services	193	0	0	0	0	38	230
Capital Charges	306	0	0	0	0	16	322

Gross Expenditure

Support Services Recharges

Income

Gross Expenditure	19,655	433	0	0	0	(79)	20,008
Support Services Recharges	(20,692)	0	0	0	0	(1,330)	(22,022)
Income							
Internal Recharge Income	0	0	0	0	0	0	0
Government Grants	0	0	0	0	0	0	0
Reimbursements & Contributions	(1)	0	0	0	0	0	(1)
Customer & Client Receipts	(191)	(1)	0	0	0	171	(21)
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0

Gross Income

Net Expenditure/ (Income)

Explanation of major items above	£000	FTE
Other Variations:		
Business Support Review	(49)	
Centralisation Of Training Budgets	179	
Other Variations - Service Level Agreement Changes	(1,292)	
Capital Financing Adjustment	16	
Pensions Fund Adjustments	(78)	
Other minor changes	(14)	
Total	(1,238)	0

**FINANCE & CORPORATE SERVICES
LEGAL AND DEMOCRATIC SERVICES**

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

	2012/2013	2013/2014
Full Time Equivalents	61.1	56.1

Subjective Analysis of Estimates

Expenditure

	2012/2013 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2013/2014 Estimates £000
Employees	3,240	0	(20)	(85)	0	(415)	2,720
Premises	2	0	0	0	0	0	2
Transport	26	0	0	0	0	(2)	24
Supplies & Services	1,399	0	0	(2)	0	(122)	1,275
Third Party Payments	0	0	0	0	0	0	0
Transfer Payments	2	0	0	0	0	0	2
Support Services	300	0	0	0	0	112	412
Capital Charges	0	0	0	0	0	0	0
Gross Expenditure	4,969	0	(20)	(87)	0	(427)	4,435
Support Services Recharges	(6,329)	0	0	0	0	100	(6,229)
Income							
Internal Recharge Income	(40)	0	0	0	0	0	(40)
Government Grants	0	0	0	0	0	0	0
Reimbursements & Contributions	0	0	0	0	0	0	0
Customer & Client Receipts	(2)	0	0	0	0	0	(2)
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0
Gross Income	(42)	0	0	0	0	0	(42)
Net Expenditure/ (Income)	(1,402)	0	(20)	(87)	0	(327)	(1,836)

Explanation of major items above

	£000	FTE
Redirected Resources - Share of Agency Contract Savings	(20)	
Efficiencies - Electoral Services Reduction of 1 post	(40)	(1)
Efficiencies - Role of The Council integration of Legal Services within RBKC	(47)	(1)
Other Variations - Contribution to Business Support Review	(122)	(3)
Other Variations - Service Level Agreement Changes	122	
Other Variations - Pension changes (£252k) and Elections Contribution (£75k)	(327)	
Total	(434)	(5)

**FINANCE & CORPORATE SERVICES
INNOVATION & CHANGE MANAGEMENT**

The objective of Innovation and Change Management is to improve the overall effectiveness of Hammersmith & Fulham Council and the other Tri borough councils and their ability to respond to an evolving environment. By doing this, the division ensures that staff satisfaction is improved, productivity is increased and customers receive an excellent and individual experience.

	2012/2013	2013/2014
Full Time Equivalents	22	18

Subjective Analysis of Estimates

Expenditure

	2012/2013 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2013/2014 Estimates £000
Employees	1,265	0	0	(200)	0	71	1,136
Premises	0	0	0	0	0	0	0
Transport	0	0	0	0	0	0	0
Supplies & Services	95	0	0	0	0	(13)	82
Third Party Payments	0	0	0	0	0	0	0
Transfer Payments	0	0	0	0	0	0	0
Support Services	0	0	0	0	0	0	0
Capital Charges	0	0	0	0	0	0	0
Gross Expenditure	1,360	0	0	(200)	0	58	1,218
Support Services Recharges	(1,254)	0	0	0	0	(206)	(1,460)
Income							
Internal Recharge Income	0	0	0	0	0	0	0
Government Grants	0	0	0	0	0	0	0
Reimbursements & Contributions	(257)	0	0	0	0	257	0
Customer & Client Receipts	0	0	0	0	0	0	0
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0
Gross Income	(257)	0	0	0	0	257	0
Net Expenditure/ (Income)	(151)	0	0	(200)	0	109	(242)

Explanation of major items above

	£000	FTE
Efficiencies - Spans & Tiers (Tri-Borough Review)	(200)	(4)
Other Variations - Contribution to Business Support Review (£42K), Other (£14k)	(56)	
Other Variations - Pension Changes (£86k)/ Training Centralisation (£5k)	(91)	
Other Variations - Service Level Agreement Changes	(206)	
Other Variations - Contribution from Centrally Managed Budgets	462	
Total	(91)	(4)

HOUSING & REGENERATION

Description of Service

The Housing & Regeneration department within the General Fund is responsible for delivering a programme of physical regeneration and economic development across the borough, enhancing housing services and housing opportunities for residents, and providing housing-related preventative interventions to reduce the demand for access to acute services. The department is focused on creating safe and sustainable neighbourhoods, providing a platform for economic prosperity, increasing the quality and quantity of social housing and improving life opportunities for all residents.

Statement of Core Business

Within the Housing Options, Skills & Economic Development division: the Assessment & Advice service works with partners to meet housing demand by assessing homelessness applications, promotes early interventions in order to reduce the likelihood of a person becoming homeless, and provides information about housing options including advising on sheltered housing to support people independently, accessible housing for people with disabilities, and housing register applications. The Allocations, Home Buy & Property Solutions service promotes the Council's range of low cost home ownership products, provides an allocation service, delivers support to vulnerable tenants, and manages all temporary housing needs, ensuring that the Council achieves value for money in procuring properties. The function is responsible for facilitating permanent re-housing through choice-based lettings and making best use of the Council's stock by working with households who are under-occupying or who are overcrowded. The Economic Development, Learning & Skills function works with partners across West London to promote business growth, increase job creation and employment, attract inward investment and improve skill levels. The service provides a number of apprenticeship schemes, commissions training; employment services and business support, and promotes the borough's town centres and the local tourism industry. This work is supported by successfully bidding for external regeneration funds. The quality of delivery of vocational, mentoring and other adult learning courses for over 8,000 students in the borough has earned Beacon status for the Learning & Skills unit. The Housing Strategy team is responsible for developing housing policies and initiatives. The Strategic Regeneration team is responsible for renewing deprived neighbourhoods within the borough's three London Plan Opportunity Areas, with key developments including Earl's Court and Park Royal City.

Prime objectives of the Department

- Create more mixed and balanced communities: through provision of housing advice, implementation of strategies to reduce homelessness, improve housing and employment opportunities, and the regeneration of neighbourhoods
- Give people a future: investing in residents' economic wellbeing through offering a range of employment, training, educational and housing options including enabling residents to pursue low cost home ownership and reducing the use of temporary accommodation, as well as delivering major regeneration programmes creating job opportunities, accessible, affordable housing and neighbourhood improvements
- Satisfying our customers: through direct engagement and involvement with tenants and residents to ensure expectations are met and exceeded in all aspects of delivery
- Improving value for money and reducing costs: including delivering MTFS targets, managing all forms of temporary accommodation in an innovative and cost efficient manner, and driving initiatives such as the White City Neighbourhood Budget plan



2013/2014 ESTIMATES

HOUSING & REGENERATION DEPARTMENT

HOUSING & REGENERATION CHANGE BETWEEN YEARS

Service Area Analysis	2012/2013 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Adjustments £000	2013/2014 Estimates £000
Housing Options, Skills & Economic Development	6,977	471	41	(1,218)	0	(305)	5,966
Housing Services	47	0	0	0	0	0	47
Regeneration	67	0	(37)	0	0	41	71
Finance & Resources	271	0	1	(113)	0	42	201
TOTAL	7,362	471	5	(1,331)	0	(222)	6,285

**HOUSING & REGENERATION
SUMMARY**

	2012/2013	2013/2014
Number of Full Time Equivalent staff	142	138

SUBJECTIVE ANALYSIS OF ESTIMATES

	2012/2013 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2013/2014 Estimates £000
Expenditure							
Employee Expenses	6,923	0	(211)	(402)	0	(162)	6,147
Premises Related Expenditure	6,714	351	0	0	0	2,483	9,549
Transport Related Expenditure	14	0	0	0	0	(3)	11
Supplies and Services	1,731	0	(1)	0	0	(19)	1,711
Third Party Payments	2,759	47	217	(850)	0	(517)	1,656
Transfer Payments	1,150	74	0	0	0	3,147	4,371
Support Services	4,324	0	0	(79)	0	(313)	3,933
Capital Charges	101	0	0	0	0	1	102
GROSS EXPENDITURE	23,716	472	5	(1,331)	0	4,617	27,480
Support Services Recharges	(2,125)	0	0	0	0	191	(1,934)
Income							
Internal Recharge Income	0	0	0	0	0	0	0
Government Grants	(3,178)	0	0	0	0	(161)	(3,339)
Other Reimbursements & Contributions	(1,637)	(1)	0	0	0	(206)	(1,844)
Customer & Client Receipts	(9,360)	0	0	0	0	(4,717)	(14,078)
Interest & Other	(54)	0	0	0	0	54	0
Use of Balances & Reserves	0	0	0	0	0	0	0
GROSS INCOME	(14,229)	(1)	0	0	0	(5,030)	(19,261)
NET EXPENDITURE	7,362	471	5	(1,331)	0	(222)	6,285

HOUSING & REGENERATION
Housing Options, Skills & Economic Development

The division covers three key services - Assessment & Advice (which includes H&F Advice, Housing Assessment and Review, and placement of homeless singles); Allocation, Home Buy and Property Solutions (including Temporary Accommodation and Housing Benefit Assist); and Economic Development, Learning & Skills (provides social and economic initiatives to promote business growth, job creation and employment, attracts inward investment and funding and improves skill levels).

	2012/2013	2013/2014
Full Time Equivalents	68	134

Subjective Analysis of Estimates

Expenditure

	2012/2013 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2013/2014 Estimates £000
Employees	6,242	0	(175)	(368)	0	(139)	5,560
Premises	6,678	351	0	0	0	2,486	9,516
Transport	14	0	0	0	0	(3)	11
Supplies & Services	1,197	0	(1)	0	0	(20)	1,176
Third Party Payments	2,759	47	217	(850)	0	(517)	1,656
Transfer Payments	1,150	74	0	0	0	3,147	4,371
Support Services	3,370	0	0	0	0	(258)	3,112
Capital Charges	101	0	0	0	0	1	102
Gross Expenditure	21,511	472	41	(1,218)	0	4,697	25,504
Support Services Recharges	(1,075)	0	0	0	0	24	(1,051)
Income							
Internal Recharge Income	0	0	0	0	0	0	0
Government Grants	(3,126)	0	0	0	0	(161)	(3,287)
Reimbursements & Contributions	(919)	(1)	0	0	0	(202)	(1,122)
Customer & Client Receipts	(9,360)	0	0	0	0	(4,717)	(14,078)
Interest & Other	(54)	0	0	0	0	54	0
Use of Balances & Reserves	0	0	0	0	0	0	0
Gross Income	(13,459)	(1)	0	0	0	(5,026)	(18,487)
Net Expenditure/ (Income)	6,977	471	41	(1,218)	0	(305)	5,966

Explanation of major items above	£000	FTE
Partial transfer of H&F Advice service's budgets to Adult Social Care	(238)	(6)
Transfer of past service element of pension cost budgets to Finance & Corporate Services	(325)	
Transfer of Community Investment Funding from Finance & Corporate Services	217	2
MTFS Efficiency: Transforming Housing Options	(240)	(6)
MTFS Efficiency: Reduction in costs through creation of internships	(128)	
MTFS Efficiency: Elimination of Housing Benefits Subsidy Loss on Temporary Accommodation portfolio	(300)	
MTFS Efficiency: Reduction in costs associated with the reprovision of the Hamlet Gardens temporary accommodation contract	(550)	
Transfer of Economic Development, Learning & Skills from Regeneration Division (implemented in 2012/13)	1,214/(1,214)	71
Transfer of West London Housing partnership from Regeneration Division (implemented in 2012/13)	209/(209)	2
Transfer of Housing Strategy from Regeneration Division (implemented in 2012/13)	93	
Transfer of H&F Advice budgets from Finance & Resources division	140	3
Increase in client unit numbers in Temporary Accommodation leading to a net increase in rental income and costs	(4850)/4850	
Reapportionment of internal & central overheads and capital charges	(151)	
Total	(1,482)	66

HOUSING & REGENERATION
Housing Services

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

	2012/2013	2013/2014
Full Time Equivalents	1	1

Subjective Analysis of Estimates

Expenditure

	2012/2013 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2013/2014 Estimates £000
Employees	21	0	0	0	0	3	24
Premises	19	0	0	0	0	(3)	16
Transport	0	0	0	0	0	0	0
Supplies & Services	0	0	0	0	0	0	0
Third Party Payments	0	0	0	0	0	0	0
Transfer Payments	0	0	0	0	0	0	0
Support Services	9	0	0	0	0	0	9
Capital Charges	0	0	0	0	0	0	0
Gross Expenditure	49	0	0	0	0	0	49
Support Services Recharges	(2)	0	0	0	0	0	(2)
Income							
Internal Recharge Income	0	0	0	0	0	0	0
Government Grants	0	0	0	0	0	0	0
Reimbursements & Contributions	0	0	0	0	0	0	0
Customer & Client Receipts	0	0	0	0	0	0	0
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0
Gross Income	0	0	0	0	0	0	0
Net Expenditure/ (Income)	47	0	0	0	0	0	47

Explanation of major items above

	£000	FTE
Total	0	0

HOUSING & REGENERATION REGENERATION

The Regeneration division leads on the regeneration projects.

	2012/2013	2013/2014
Full Time Equivalents	73	0

Subjective Analysis of Estimates

Expenditure

	2012/2013 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2013/2014 Estimates £000
Employees	144	0	(37)	0	0	(93)	14
Premises	0	0	0	0	0	0	0
Transport	0	0	0	0	0	0	0
Supplies & Services	532	0	0	0	0	3	535
Third Party Payments	0	0	0	0	0	0	0
Transfer Payments	0	0	0	0	0	0	0
Support Services	154	0	0	0	0	(72)	82
Capital Charges	0	0	0	0	0	0	0
Gross Expenditure	830	0	(37)	0	0	(162)	631
Support Services Recharges	(233)	0	0	0	0	213	(20)
Income							
Internal Recharge Income	0	0	0	0	0	0	0
Government Grants	(52)	0	0	0	0	0	(52)
Reimbursements & Contributions	(478)	0	0	0	0	(10)	(488)
Customer & Client Receipts	0	0	0	0	0	0	0
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0
Gross Income	(530)	0	0	0	0	(10)	(540)
Net Expenditure/ (Income)	67	0	(37)	0	0	41	71

Explanation of major items above

	£000	FTE
Redirection of Business Support budgets to Finance & Corporate Services	(37)	
Transfer of Housing Strategy budgets to Housing Options, Skills and Economic Development division (implemented in 2012/13)	(93)	
Transfer of Economic Development, Learning & Skills to Housing Options division (implemented in 2012/13)	1,214/(1,214)	(71)
Transfer of West London Housing partnership to Housing Options division (implemented in 2012/13)	209/(209)	(2)
Reapportionment of internal & central overheads and capital charges	134	
Total	4	(73)

**HOUSING & REGENERATION
FINANCE & RESOURCES**

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

	2012/2013	2013/2014
Full Time Equivalents	0	3.3

Subjective Analysis of Estimates

Expenditure

	2012/2013 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2013/2014 Estimates £000
Employees	516	0	1	(34)	0	67	549
Premises	17	0	0	0	0	0	17
Transport	0	0	0	0	0	0	0
Supplies & Services	2	0	0	0	0	(2)	0
Third Party Payments	0	0	0	0	0	0	0
Transfer Payments	0	0	0	0	0	0	0
Support Services	791	0	0	(79)	0	17	730
Capital Charges	0	0	0	0	0	0	0

Gross Expenditure

Support Services Recharges

Income

Gross Expenditure	1,326	0	1	(113)	0	82	1,296
Support Services Recharges	(815)	0	0	0	0	(46)	(861)
Income							
Internal Recharge Income	0	0	0	0	0	0	0
Government Grants	0	0	0	0	0	0	0
Reimbursements & Contributions	(240)	0	0	0	0	6	(234)
Customer & Client Receipts	0	0	0	0	0	0	0
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0

Gross Income

Net Expenditure/ (Income)

Gross Income	(240)	0	0	0	0	6	(234)
Net Expenditure/ (Income)	271	0	1	(113)	0	42	201
Explanation of major items above						£000	FTE
MTFS efficiencies - reorganisation of departmental finance team						(34)	
MTFS efficiencies - reduction in contribution to Housing Revenue Account for shared cost of amenities						(79)	
Transfer of Director budgets from Finance & Corporate Services						42	0.3
Transfer to Housing Options of H&F Advice operational budgets						(140)	
Decentralisation of departmental finance team budgets from Finance & Corporate Services						182	3
Reapportionment of internal and central overheads						(41)	
Total						(70)	3.3

ENVIRONMENT, LEISURE & RESIDENTS' SERVICES

Description of Service

Environment, Leisure & Residents' Services (ELRS) brings together the universal services of the Council that have a major impact on the daily lives of the residents of Hammersmith & Fulham and Kensington & Chelsea.

THE PURPOSE OF THE ELRS DEPARTMENT IS TO BRING TOGETHER FUNCTIONS THAT HELP DELIVER A GREENER, HEALTHIER AND SAFER BOROUGH. WE SUPPORT A RANGE OF ACTIVITIES THAT ADD TO THE ENJOYMENT AND SENSE OF WELL-BEING IN THE COMMUNITY. THROUGH OUR EMERGENCY SERVICES OUR PURPOSE IS TO WORK WITH OTHER EMERGENCY PARTNERS TO ENSURE BUSINESS CONTINUITY ACROSS THE BOROUGH IN RESPONSE TO EXTERNAL EVENTS THAT MAY CAUSE DISRUPTION TO THE DELIVERY OF COUNCIL SERVICES. WASTE AND WARDEN SERVICES ENSURE THAT THE ENVIRONMENT IN WHICH OUR RESIDENTS BOTH WORK AND LIVE IS SAFE, CLEAN AND PLEASANT. OUR CORE BUSINESS IS TO "ACHIEVE BETTER VALUE FOR MONEY FOR HIGHER RESIDENT SATISFACTION LEVELS BY IMPLEMENTING MORE COMMERCIAL AND CUSTOMER SERVICES" IS DESCRIBED IN MORE DETAIL BELOW.

Working closely with partner agencies we will continue to improve the street scene, promote decent, safer and mixed neighbourhoods, and work across other departments to deliver key corporate strategies such as transforming neighbourhoods, health and care, regeneration, better asset management, commercialisation and smarter working.

Statement of Core Business

The department supports the Borough of Opportunity agenda and enables local residents to gain experience and opportunities that ultimately help them achieve their aspirations in life. Some of the key Council priorities are the drivers for our work:

- Tackling Crime and Anti-Social Behaviour
- Delivering High Quality, Value for Money Services
- Creating a cleaner, greener borough
- Setting the framework for a healthy borough
- Regenerating the most deprived areas of the borough

The department has ambitious targets and objectives which reflect what our residents have told us are important and are therefore a priority.

Prime objectives of the Department

The purpose of ELRS is to reduce the cost of services whilst delivering effective, customer focussed services. Through Bi-Borough working with the Royal Borough of Kensington and Chelsea we aim to further improve performance and optimise the skills of the team by comparing and contrasting the best in both boroughs. The prime objectives of the department are:

- Improving residents' satisfaction with services through customer engagement
- Providing high quality, value for money services for residents
- Tackling crime and anti-social behaviour for a safer environment
- Reducing waste, fly-tipping, fly-posting, graffiti and litter and increasing recycling
- Developing our commercial services
- Delivering a new sports and physical activity offer for the borough
- Improving and delivering on the objectives of the Parks & Open Spaces Strategy
- Redefining and providing a modern and welcoming public library service
- Delivering excellent services and facilities which enhance quality of life within the borough



2013/2014 ESTIMATES

ENVIRONMENT, LEISURE & RESIDENTS' SERVICES DEPARTMENT

**ENVIRONMENT, LEISURE & RESIDENTS' SERVICES DEPARTMENT
CHANGE BETWEEN YEARS**

Service Area Analysis	2012/2013 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Adjustments £000	2013/2014 Estimates £000
Executive Directors Office, Customer & Business Development & Resources	(237)	0	11	(352)	0	396	(182)
Safer Neighbourhoods	7,225	0	(17)	(681)	0	(574)	5,953
Cleaner, Greener & Cultural Services	28,178	76	(102)	(382)	380	932	29,082
TOTAL	35,166	76	(108)	(1,415)	380	754	34,853

**ENVIRONMENT, LEISURE & RESIDENTS' SERVICES DEPARTMENT
SUMMARY**

	2012/2013	2013/2014
Number of Full Time Equivalent staff	241	215

SUBJECTIVE ANALYSIS OF ESTIMATES

Expenditure

	2012/2013 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2013/2014 Estimates £000
Employee Expenses	8,905	0	(36)	(521)	0	(586)	7,765
Premises Related Expenditure	1,804	24	(83)	(134)	0	3,621	5,232
Transport Related Expenditure	2,354	0	0	(136)	0	(99)	2,119
Supplies and Services	2,366	0	0	(91)	0	38	2,313
Third Party Payments	27,268	87	0	(380)	380	(3,245)	24,110
Transfer Payments	0	0	0	0	0	0	0
Support Services	6,544	0	0	(15)	0	200	6,729
Capital Charges	1,802	0	0	0	0	461	2,262

GROSS EXPENDITURE

	51,043	111	(119)	(1,277)	380	390	50,530
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Support Services Recharges

	(1,909)	0	11	0	0	(120)	(2,018)
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Income

Internal Recharge Income	(3,246)	0	0	0	0	(1,283)	(4,530)
Government Grants	(18)	0	0	0	0	3	(16)
Other Reimbursements & Contributions	(1,959)	0	0	0	0	196	(1,764)
Customer & Client Receipts	(8,745)	(35)	0	(138)	0	1,568	(7,349)
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0

GROSS INCOME

	(13,968)	(35)	0	(138)	0	484	(13,659)
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NET EXPENDITURE

	35,166	76	(108)	(1,415)	380	754	34,853
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**ENVIRONMENT, LEISURE & RESIDENTS' SERVICES DEPARTMENT
EXECUTIVE DIRECTORS OFFICE, CUSTOMER & BUSINESS DEVELOPMENT & RESOURCES**

The Director's Office consists of the Executive Director for Environment Leisure & Residents' Services for LBHF & The Royal Borough of Kensington and Chelsea and the related administrative support. Also included is the Customer & Business Development Team, ELRS Finance Team and the departmental budget for maternity and redundancy. The costs of the Executive Director and related administrative support are allocated to Directorate service areas and in the case of the Executive Director costs, part allocated to the Corporate and Democratic Core (CDC).

	2012/2013	2013/2014
Full Time Equivalents	5.0	8.3

Subjective Analysis of Estimates

Expenditure

	2012/2013 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2013/2014 Estimates £000
Employees	452	0	0	(266)	0	476	662
Premises	0	0	0	0	0	0	0
Transport	0	0	0	0	0	0	0
Supplies & Services	21	0	0	(86)	0	(12)	(77)
Third Party Payments	0	0	0	0	0	0	0
Transfer Payments	0	0	0	0	0	0	0
Support Services	(257)	0	0	0	0	267	10
Capital Charges	0	0	0	0	0	0	0
Gross Expenditure	216	0	0	(352)	0	731	595
Support Services Recharges	(260)	0	11	0	0	(353)	(602)
Income							
Internal Recharge Income	0	0	0	0	0	0	0
Government Grants	0	0	0	0	0	0	0
Reimbursements & Contributions	0	0	0	0	0	0	0
Customer & Client Receipts	(193)	0	0	0	0	18	(175)
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0
Gross Income	(193)	0	0	0	0	18	(175)
Net Expenditure/ (Income)	(237)	0	11	(352)	0	396	(182)

Explanation of major items above

	£000	FTE
Redirected Resources - Reduced recharge to CDC to reflect Executive Director Bi-borough role with the Royal Borough of Kensington and Chelsea (£11k)	11	
Efficiencies - Implement joint ELRS Senior Management Structure and Finance Team across LBHF and The Royal Borough of Kensington and Chelsea (-£246k), Departmental Share of Corporate Trade Union savings (-£20k), Internship savings (-11k), Changing working patterns (-75k)	(352)	
Other Variations - Realignment of Corporate & Departmental overheads (£46k), Claw back of Departmental Maternity Budget, now managed corporately (-£12k), Senior management budget realignment to reflect new ELRS structure (£80k, - 0.8 FTE), Transfer of ELRS finance team costs from the Finance & Corporate Services Department (£281k, + 4 FTE), Other Departmental Budget Transfers (£1k)	396	3.3
Total	55	3.3

**ENVIRONMENT, LEISURE & RESIDENTS' SERVICES DEPARTMENT
SAFER NEIGHBOURHOODS**

The Safer Neighbourhoods Directorate has two sections. Community Safety & Operations aims to provide excellent street based services, reduce crime, fear of crime & anti-social behaviour by deploying & effectively managing the Neighbourhood Wardens, Street Scene Enforcement, the Community Safety & Anti-social Behaviour units for LBHF and the Bi-Borough Parks Constabulary & CCTV teams when they are combined. The Business Support service includes a diverse range of services including Registrars, Coroners, Mortuary and Fleet Transport. The FTE figures below include 27 HRA funded staff. The costs associated with these staff are included in the HRA budget book pages and are not included below.

	2012/2013	2013/2014
Full Time Equivalent	129.5	118.4

Subjective Analysis of Estimates

Expenditure

	2012/2013 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2013/2014 Estimates £000
Employees	4,559	0	(17)	(146)	0	(448)	3,950
Premises	503	1	0	0	0	13	516
Transport	2,285	0	0	(115)	0	(107)	2,063
Supplies & Services	1,219	0	0	0	0	(104)	1,115
Third Party Payments	1,460	0	0	(380)	0	(9)	1,071
Transfer Payments	0	0	0	0	0	0	0
Support Services	3,865	0	0	(15)	0	(524)	3,326
Capital Charges	549	0	0	0	0	57	606
Gross Expenditure	14,440	1	(17)	(656)	0	(1,122)	12,647
Support Services Recharges	(1,316)	0	0	0	0	98	(1,218)
Income							
Internal Recharge Income	(2,509)	0	0	0	0	90	(2,420)
Government Grants	(18)	0	0	0	0	18	0
Reimbursements & Contributions	(1,712)	0	0	0	0	263	(1,450)
Customer & Client Receipts	(1,660)	(1)	0	(25)	0	79	(1,606)
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0
Gross Income	(5,899)	(1)	0	(25)	0	450	(5,476)
Net Expenditure/ (Income)	7,225	0	(17)	(681)	0	(574)	5,953

Explanation of major items above	£000	FTE
Redirected Resources - departmental share of agency saving to FCS (-£17k)	(17)	
Efficiencies - Bi-Borough service reviews with The Royal Borough of Kensington and Chelsea (-£128k, -1.6 FTE), Identification of New Commercial Funding (-£470k), Reduction in Community Safety Admin and Support (-£32k), Reduction in Contribution to Anti Social Behaviour Unit (HRA) Service (-£15k), Share of Cross Department Income Growth (-£25k), departmental share of fleet management savings (-11k)	(681)	(1.6)
Other Variations - Capital finance adjustments (£57k), Realignment of Corporate & Departmental overheads (-£331k), Share of Corporate NNDR growth (£24k), Share of Corporate Training Efficiency (-£13k), Claw back of past pension cost budgets now managed corporately (-£297k), Senior Management budget realignment to reflect new ELRS structure (-£39k; -0.3 FTE), Departmental Income Realignment (£-14k), Other Departmental Budget Transfers (£34k).	(574)	(0.3)
Other FTE Movements - Transfer out of Hours Service to Finance & Corporate Services (-0.3 FTE), Unbudgeted Vacant posts removed from structure (-9 FTEs)	0	(9.3)
Total	(1,272)	(11.1)

**ENVIRONMENT, LEISURE & RESIDENTS SERVICES' DEPARTMENT
CLEANER, GREENER & CULTURAL SERVICES**

The Cleaner, Greener and Cultural Services Directorate consists of three service areas. The Culture Service seeks to involve, amaze and inspire residents with high quality and enjoyable arts and culture events and activities. The Waste and Street Enforcement Service strives to achieve consistently clean streets and a popular street market provision. The Leisure and Parks Service works to provide good quality parks, cemeteries, leisure and ecological services to our residents.

	2012/2013	2013/2014
Full Time Equivalents	106.5	88.3

Subjective Analysis of Estimates

Expenditure

	2012/2013 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2013/2014 Estimates £000
Employees	3,894	0	(19)	(109)	0	(614)	3,153
Premises	1,301	23	(83)	(134)	0	3,608	4,716
Transport	69	0	0	(21)	0	8	56
Supplies & Services	1,126	0	0	(5)	0	154	1,275
Third Party Payments	25,808	87	0	0	380	(3,236)	23,039
Transfer Payments	0	0	0	0	0	0	0
Support Services	2,936	0	0	0	0	457	3,393
Capital Charges	1,253	0	0	0	0	404	1,656

Gross Expenditure

Support Services Recharges

Income

Gross Expenditure	36,387	110	(102)	(269)	380	781	37,288
Support Services Recharges	(333)	0	0	0	0	135	(198)
Income							
Internal Recharge Income	(737)	0	0	0	0	(1,373)	(2,110)
Government Grants	0	0	0	0	0	(15)	(16)
Reimbursements & Contributions	(247)	0	0	0	0	(67)	(314)
Customer & Client Receipts	(6,892)	(34)	0	(113)	0	1,471	(5,568)
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0
Gross Income	(7,876)	(34)	0	(113)	0	16	(8,008)

Net Expenditure/ (Income)

Net Expenditure/ (Income)	28,178	76	(102)	(382)	380	932	29,082
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Explanation of major items above

	£000	FTE
Redirected Resources - Removal of NNDR (Business Rates) Budget for Fulham Palace. Fulham Palace Trust are now responsible for paying this (-£84k), departmental share of agency saving to FCS (-£19k)	(103)	
Efficiencies - Share of Cross Department Income Growth (-£88k), Bi-Borough service reviews with The Royal Borough of Kensington and Chelsea (-£88k, -1.6 FTE), Further review of Tri-Borough Library Service with The Royal Borough of Kensington and Chelsea & Westminster City Council (-£46k, -13.1 FTE), Reprovision of Auto Public Conveniences (-£134k), departmental share of fleet management savings to FCS (-26k)	(382)	(14.7)
Growth - Increase Western Riverside Waste Disposal charges (£230k), New charge for disposing contaminated recyclables being introduced in 2013 (£150k)	380	
Other Variations - Capital finance adjustments (£404k), Share of Corporate NNDR growth (£168k), Realignment of Corporate & Departmental overheads (£592k), Reinstatement of Leisure Centre budget (£100k), Senior Management budget realignment to reflect new ELRS structure (-£152k - 1 FTE), Remove Fulham Town Hall Lettings Income Target following site closure (£117k), Claw back of past pension cost budgets now managed corporately (£-344k), Departmental Income Realignment (£45k), Service review budget adjustments (£9k), Other Departmental Budget Transfers (£-6k)	933	(1.0)
Other FTE Movements - Remove vacant and casual sports posts (-2.5 FTE)		(2.5)
Total	828	(18.2)

PUBLIC HEALTH SERVICES

Description of Service

The new Public Health Department will be a Tri Borough Service managed by Westminster City Council on behalf of the Tri-Borough partnership of London Borough of Hammersmith & Fulham, Royal Borough of Kensington and Chelsea and Westminster City Council. It will be responsible for the commissioning of services to help reduce health inequality and provide improved health and wellbeing for the boroughs resident.

This new service will be mainly funded from a Ring Fenced Public Health Grant administered under section 31 of the Local Government Act 2003 which allows Ministers, with the consent of the Treasury, to pay grants to any local authority for any expenditure.

Statement of Core Business

To work jointly with clinical commissioning groups and other strategic partners (such as the police and community safety partnerships) to undertake Joint Strategic Needs Assessments (JSNA) of the current and future health and social care needs and assets of the local community. To use the JSNA to develop Joint Health and Well Being Strategies in order to meet the identified needs in the local area.

To deliver the Joint Health and Well Being Strategies through the commissioning of services. To provide value for money by commissioning services through the tri borough partnership.

To ensure the delivery of mandatory functions as prescribed by the Secretary of State.

To maintain sound financial management and reporting of grant expenditure as outlined by the Secretary of State.

Prime Objectives of Department

To discharge the new local authority public health responsibilities and:

- improve significantly the health and wellbeing of local populations
- carry out health protection functions delegated from the Secretary of State
- reduce health inequalities across the life course, including within hard to reach groups
- ensure the provision of population healthcare advice and promote healthy living and facilitate the process for living healthy lives both for residents within the borough and visitors.



2013/2014 ESTIMATES

PUBLIC HEALTH SERVICES

**Public Health Services
CHANGE BETWEEN YEARS**

Service Area Analysis	2012/2013 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Adjustments £000	2013/2014 Estimates £000
Commissioning Public Health	0	0	313	0	0	(1)	312
TOTAL	0	0	313	0	0	(1)	312

**Public Health Services
SUMMARY**

	2012/2013	2013/2014
Number of Full Time Equivalent staff	0	18

SUBJECTIVE ANALYSIS OF ESTIMATES

	2012/2013 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2013/2014 Estimates £000
Expenditure							
Employee Expenses	0	0	70	0	0	91	160
Premises Related Expenditure	0	0	5	0	0	(5)	0
Transport Related Expenditure	0	0	0	0	0	0	0
Supplies and Services	0	0	896	0	0	3,356	4,252
Third Party Payments	0	0	969	0	0	15,563	16,532
Transfer Payments	0	0	151	0	0	(3)	149
Support Services	0	0	75	0	0	0	75
Capital Charges	0	0	0	0	0	0	0
GROSS EXPENDITURE	0	0	2,166	0	0	19,002	21,168
Support Services Recharges	0	0	0	0	0	0	0
Income	0	0	0	0	0	0	0
Internal Recharge Income	0	0	0	0	0	0	0
Government Grants	0	0	0	0	0	0	0
Other Reimbursements & Contributions	0	0	(1,853)	0	0	(19,003)	(20,856)
Customer & Client Receipts	0	0	0	0	0	0	0
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0
GROSS INCOME	0	0	(1,853)	0	0	(19,003)	(20,856)
NET EXPENDITURE	0	0	313	0	0	(1)	312

PUBLIC HEALTH SERVICES
Commissioning Public Health

This division will oversee and manage the contractual arrangements that be operated via Tri-borough on a team by team basis.

	2012/2013	2013/2014
Full Time Equivalents	0	0

Subjective Analysis of Estimates

Expenditure

	2012/2013 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2013/2014 Estimates £000
Employees	0	0	70	0	0	91	160
Premises	0	0	5	0	0	(5)	0
Transport	0	0	0	0	0	0	0
Supplies & Services	0	0	896	0	0	3,356	4,252
Third Party Payments	0	0	969	0	0	15,563	16,532
Transfer Payments	0	0	151	0	0	(3)	149
Support Services	0	0	75	0	0	0	75
Capital Charges	0	0	0	0	0	0	0

Gross Expenditure

0	0	2,166	0	0	0	19,002	21,168
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Support Services Recharges

0	0	0	0	0	0	0	0
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Income

Internal Recharge Income	0	0	0	0	0	0	0
Government Grants	0	0	0	0	0	0	0
Reimbursements & Contributions	0	0	(1,853)	0	0	(19,003)	(20,856)
Customer & Client Receipts	0	0	0	0	0	0	0
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0

Gross Income

0	0	(1,853)	0	0	0	(19,003)	(20,856)
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Net Expenditure/ (Income)

0	0	313	0	0	0	(1)	312
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Explanation of major items above

	£000	FTE
Realignment of the income and expenditure transferred from Adult Social Care	19,002/ (19,003)	
Total	(1)	0

CENTRALLY MANAGED BUDGETS

Description of Service

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

The Corporate & Democratic Core is set out by CIPFA and constitutes the following two strands:

Democratic Representation & Management – this relates to policy-making and all Member related activities including their support and advice costs.

Corporate Management – this relates to the general running of a Council and the provision of an infrastructure that allows services to be provided.

Statement of Core Business

The staff who manage these costs and income largely report within the Finance & Corporate Services Department. However, the items are collated within Centrally Managed Budgets to facilitate clearer accounting. The remit is to:

- Manage borrowings by anticipating fiscal and money market changes and maximising the opportunity presented by these to meet the council's needs based on the Medium-Term financial plan
- Monitoring the return on the pension fund and ensuring that it is able to meet future obligations based on current actuarial projections
- Managing the costs of the Corporate & Democratic Core whilst ensuring that customer satisfaction and needs are met
- Monitoring and influencing the cost of levies
- Managing the audit regime for both grants audits and the final Statement of Accounts
- Properly pay Housing Benefits & Council Tax Support based on a thorough understanding of benefit claimants' needs and current legislation and minimise the net cost, after subsidy, to the Council
- Ensure contingency sums are adequate and allocated in accordance with proper council practices

Prime objectives of the Department

- Driving forward the Medium Term Financial Strategy as it applies to the area
- To ensure that the pension fund accounting arrangements and level of funding is adequate to meet current and future obligations
- Holding budget managers for the Corporate & Democratic Core to account for their costs and benchmarking this against similar London Boroughs
- Understanding the cost drivers for levies and working in partnership with other London Boroughs where applicable to drive these costs down
- Continuously improving the audit regime and driving down costs for both grants audits and the final Statement of Accounts
- Continuous improvement in Housing Benefits and Council Tax Support processing and accuracy



2013/2014 ESTIMATES

CENTRALLY MANAGED BUDGETS

**Centrally Managed Budgets
CHANGE BETWEEN YEARS**

Service Area Analysis	2012/2013 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Adjustments £000	2013/2014 Estimates £000
Corporate & Democratic Core	6,454	0	(11)	(150)	0	(359)	5,934
Levies	1,716	0	0	0	0	0	1,716
Net Cost Of Borrowing	6,695	0	(97)	(2,036)	0	(233)	4,329
Housing Benefits And Council Tax Support	469	0	0	(300)	0	74	243
Pension & Redundancy Costs	4,226	69	(200)	(350)	0	6,726	10,471
Other Corporate Items	9,315	370	(192)	(2,610)	0	1,070	7,953
TOTAL	28,875	439	(500)	(5,446)	0	7,278	30,646

**Centrally Managed Budgets
SUMMARY**

			2012/2013	2013/2014			
	Number of Full Time Equivalent staff		0	0			
SUBJECTIVE ANALYSIS OF ESTIMATES							
	2012/2013 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2013/2014 Estimates £000
Expenditure							
Employee Expenses	4,404	69	(200)	(350)	0	6,904	10,826
Premises Related Expenditure	581	91	153	0	0	(208)	617
Transport Related Expenditure	0	0	0	0	0	0	0
Supplies and Services	12,981	279	(202)	(2,760)	0	(127)	10,173
Third Party Payments	1,716	0	0	0	0	0	1,716
Transfer Payments	173,735	0	0	0	0	(19,317)	154,418
Support Services	11,191	0	(154)	0	0	456	11,493
Capital Charges	7,306	0	0	(2,036)	0	(582)	4,688
GROSS EXPENDITURE	211,914	439	(403)	(5,146)	0	(12,874)	193,931
Support Services Recharges	(7,565)	0	0	0	0	367	(7,198)
Income							
Internal Recharge Income	0	0	0	0	0	0	0
Government Grants	(162,555)	0	0	0	0	16,841	(145,714)
Other Reimbursements & Contributions	(12,192)	0	0	(300)	0	2,550	(9,942)
Customer & Client Receipts	(71)	0	0	0	0	120	48
Interest & Other	(656)	0	(97)	0	0	274	(479)
Use of Balances & Reserves	0	0	0	0	0	0	0
GROSS INCOME	(175,474)	0	(97)	(300)	0	19,785	(156,087)
NET EXPENDITURE	28,875	439	(500)	(5,446)	0	7,278	30,646

**Centrally Managed Budgets
CORPORATE & DEMOCRATIC CORE**

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

	2012/2013	2013/2014
Full Time Equivalents	0	0

Subjective Analysis of Estimates

Expenditure

	2012/2013 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2013/2014 Estimates £000
Employees	0	0	0	0	0	0	0
Premises	0	0	0	0	0	0	0
Transport	0	0	0	0	0	0	0
Supplies & Services	774	0	0	(150)	0	0	624
Third Party Payments	0	0	0	0	0	0	0
Transfer Payments	0	0	0	0	0	0	0
Support Services	6,640	0	(11)	0	0	(348)	6,281
Capital Charges	0	0	0	0	0	0	0
Gross Expenditure	7,414	0	(11)	(150)	0	(348)	6,905
Support Services Recharges	(960)	0	0	0	0	(11)	(971)
Income							
Internal Recharge Income	0	0	0	0	0	0	0
Government Grants	0	0	0	0	0	0	0
Reimbursements & Contributions	0	0	0	0	0	0	0
Customer & Client Receipts	0	0	0	0	0	0	0
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0
Gross Income	0	0	0	0	0	0	0
Net Expenditure/ (Income)	6,454	0	(11)	(150)	0	(359)	5,934

Explanation of major items above

	£000	FTE
Efficiencies: Reduction in audit fees.	(150)	
Other Variations: Transfer of budget to FCS (WCM Team payment) to realign Service Level Agreement budgets.	(359)	
Total	(509)	0

**Centrally Managed Budgets
LEVIES**

The council pays levies to various third parties including the London Pension Fund Authority, The Environment Agency, Lee Valley Park and the Financial Reporting Council.

	2012/2013	2013/2014
Full Time Equivalents	0	0

Subjective Analysis of Estimates

Expenditure

	2012/2013 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2013/2014 Estimates £000
Employees	0	0	0	0	0	0	0
Premises	0	0	0	0	0	0	0
Transport	0	0	0	0	0	0	0
Supplies & Services	0	0	0	0	0	0	0
Third Party Payments	1,716	0	0	0	0	0	1,716
Transfer Payments	0	0	0	0	0	0	0
Support Services	0	0	0	0	0	0	0
Capital Charges	0	0	0	0	0	0	0
Gross Expenditure	1,716	0	0	0	0	0	1,716
Support Services Recharges	0	0	0	0	0	0	0
Income							
Internal Recharge Income	0	0	0	0	0	0	0
Government Grants	0	0	0	0	0	0	0
Reimbursements & Contributions	0	0	0	0	0	0	0
Customer & Client Receipts	0	0	0	0	0	0	0
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0
Gross Income	0	0	0	0	0	0	0
Net Expenditure/ (Income)	1,716	0	0	0	0	0	1,716

Explanation of major items above	£000	FTE
Total	0	0

**Centrally Managed Budgets
NET COST OF BORROWING**

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

	2012/2013	2013/2014
Full Time Equivalents	0	0

Subjective Analysis of Estimates

Expenditure

	2012/2013 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2013/2014 Estimates £000
Employees	0	0	0	0	0	0	0
Premises	0	0	0	0	0	0	0
Transport	0	0	0	0	0	0	0
Supplies & Services	0	0	0	0	0	0	0
Third Party Payments	0	0	0	0	0	0	0
Transfer Payments	0	0	0	0	0	0	0
Support Services	100	0	0	0	0	20	120
Capital Charges	7,296	0	0	(2,036)	0	(572)	4,688

Gross Expenditure

Support Services Recharges

Income

Gross Expenditure	7,396	0	0	(2,036)	0	(552)	4,808
Support Services Recharges	0	0	0	0	0	0	0
Income							
Internal Recharge Income	0	0	0	0	0	0	0
Government Grants	0	0	0	0	0	0	0
Reimbursements & Contributions	0	0	0	0	0	0	0
Customer & Client Receipts	0	0	0	0	0	0	0
Interest & Other	(701)	0	(97)	0	0	319	(479)
Use of Balances & Reserves	0	0	0	0	0	0	0

Gross Income

Net Expenditure/ (Income)

Gross Income	(701)	0	(97)	0	0	319	(479)
Net Expenditure/ (Income)	6,695	0	(97)	(2,036)	0	(233)	4,329

Explanation of major items above

Efficiencies: Debt Reduction strategy.

Other Variations: Income and Borrowing costs adjustment due to sale of Novotel Hotel and Car Park.

Other Variations: Changes in Service Level Agreement charges and other overhead costs.

	£000	FTE
	(2,036)	
	(236)	
	3	
Total	(2,269)	0

**Centrally Managed Budgets
HOUSING BENEFITS AND COUNCIL TAX SUPPORT**

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

	2012/2013	2013/2014
Full Time Equivalents	0	0

Subjective Analysis of Estimates

Expenditure

	2012/2013 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2013/2014 Estimates £000
Employees	0	0	0	0	0	0	0
Premises	0	0	0	0	0	0	0
Transport	0	0	0	0	0	0	0
Supplies & Services	0	0	0	0	0	0	0
Third Party Payments	0	0	0	0	0	0	0
Transfer Payments	173,698	0	0	0	0	(19,317)	154,381
Support Services	0	0	0	0	0	0	0
Capital Charges	0	0	0	0	0	0	0

Gross Expenditure

Support Services Recharges

Income

Gross Expenditure	173,698	0	0	0	0	(19,317)	154,381
Support Services Recharges	0	0	0	0	0	0	0
Income							
Internal Recharge Income	0	0	0	0	0	0	0
Government Grants	(162,555)	0	0	0	0	16,841	(145,714)
Reimbursements & Contributions	(12,024)	0	0	(300)	0	2,550	(9,774)
Customer & Client Receipts	1,350	0	0	0	0	0	1,350
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0
Gross Income	(173,229)	0	0	(300)	0	19,391	(154,138)

Net Expenditure/ (Income)

Explanation of major items above	£000	FTE
Efficiencies: Enhanced Revenue Collection savings for increased Housing Benefit subsidy resulting from reducing Local Authority error.	(300)	
Other Variations: Realigned budget to account for payment to Agilisys required to achieve Housing Benefit saving.	(90)	
Other Variations: Net adjustments required to realign budgets to reflect the change from Council Tax Benefit to Council Tax Support.	164	
Total	(226)	0

**Centrally Managed Budgets
PENSION & REDUNDANCY COSTS**

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

	2012/2013	2013/2014
Full Time Equivalents	0	0

Subjective Analysis of Estimates

Expenditure

	2012/2013 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2013/2014 Estimates £000
Employees	4,403	69	(200)	(350)	0	6,545	10,467
Premises	0	0	0	0	0	0	0
Transport	0	0	0	0	0	0	0
Supplies & Services	0	0	0	0	0	0	0
Third Party Payments	0	0	0	0	0	0	0
Transfer Payments	0	0	0	0	0	0	0
Support Services	673	0	0	0	0	181	854
Capital Charges	0	0	0	0	0	0	0
Gross Expenditure	5,076	69	(200)	(350)	0	6,726	11,321
Support Services Recharges	0	0	0	0	0	0	0
Income							
Internal Recharge Income	0	0	0	0	0	0	0
Government Grants	0	0	0	0	0	0	0
Reimbursements & Contributions	0	0	0	0	0	0	0
Customer & Client Receipts	(850)	0	0	0	0	0	(850)
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0
Gross Income	(850)	0	0	0	0	0	(850)
Net Expenditure/ (Income)	4,226	69	(200)	(350)	0	6,726	10,471

Explanation of major items above

	£000	FTE
Efficiencies: Provision for compensation- loss of employment.	(300)	
Efficiencies: Savings resulting from reduced costs of added years.	(50)	
Other Variations: Centralisation of Past Service costs to fund past service deficit contribution into pension fund.	6,545	
Other Variations: Transfer of £58 to FCS (WCM Team payment) to realign Service Level Agreement budgets.	(58)	
Other Variations: Changes in Service Level Agreement charges.	239	
Total	6,376	0

**Centrally Managed Budgets
OTHER CORPORATE ITEMS**

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

	2012/2013	2013/2014
Full Time Equivalents	0	0

Subjective Analysis of Estimates

Expenditure

	2012/2013 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2013/2014 Estimates £000
Employees	1	0	0	0	0	359	359
Premises	581	91	153	0	0	(208)	617
Transport	0	0	0	0	0	0	0
Supplies & Services	12,207	279	(202)	(2,610)	0	(127)	9,549
Third Party Payments	0	0	0	0	0	0	0
Transfer Payments	37	0	0	0	0	0	37
Support Services	3,778	0	(143)	0	0	603	4,238
Capital Charges	10	0	0	0	0	(10)	0
Gross Expenditure	16,614	370	(192)	(2,610)	0	617	14,800
Support Services Recharges	(6,605)	0	0	0	0	378	(6,227)
Income							
Internal Recharge Income	0	0	0	0	0	0	0
Government Grants	0	0	0	0	0	0	0
Reimbursements & Contributions	(168)	0	0	0	0	0	(168)
Customer & Client Receipts	(571)	0	0	0	0	120	(452)
Interest & Other	45	0	0	0	0	(45)	0
Use of Balances & Reserves	0	0	0	0	0	0	0
Gross Income	(694)	0	0	0	0	75	(620)
Net Expenditure/ (Income)	9,315	370	(192)	(2,610)	0	1,070	7,953

Explanation of major items above	£000	FTE
Efficiencies: Unallocated savings for pay strategy (£150k); reduced IT spend via contract & IT management (£100k) Contract review and renegotiation (£1,860).	(2,110)	
Efficiencies: Single Status - Reduction in the contingency revenue budget	(400)	
Efficiencies: Savings from Insurance Tenders.	(100)	
Other Variations: Provision for general contingency (pay & new burdens).	1,389	
Other Variations: Changes in Service Level Agreement charges and other minor adjustments	535	
Other Variations: Net transfers and adjustments to improve budgetary control and reporting; maternity budgets (£359K) Fulham Place motor insurance (£185k); General Contingency realignment minus £1.310m) National Non Domestic Rate Budget realignment (minus £208k) and other (£120k)	(854)	
Total	(1,540)	0

HOUSING REVENUE ACCOUNT

Description of service

The Housing Revenue Account (HRA) contains solely the costs arising from the management of the Council's housing stock, funded by income from tenant rents and service charges, leaseholder service charges, commercial property rents and other housing-related activities. It is a ring-fenced account within the Council's General Fund and is required under statute to account separately for local authority housing provision.

The ring-fence was introduced in Part IV of the Local Government and Housing Act 1989, and was designed to ensure that rents paid by local authority tenants accurately reflected the cost of associated services as well as exclusively funding those services. The ring-fence also requires that rents cannot be used to subsidise Council Tax. The items that can be credited and debited to the HRA are prescribed by statute, and the Council has no general discretion to transfer items into and out of the HRA.

Following the Government's reforms to the system of local authority housing finance on 28th March 2012, the 2013/14 HRA budget addresses the requirement to manage the Council's housing stock using solely the income produced by that stock rather than annual transfers of subsidy between central and local government. The 2013/14 budget drives forward a programme of service improvements and savings, whilst addressing both key risks (including the impact of Welfare Reform), and the need to build a secure financial base to ensure that the future investment needs of the stock are met.

Statement of Core Business

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

- Housing Services leads on resident involvement matters, managing anti-social behaviour, housing management, sheltered housing, caretaking and concierge services
- Finance & Resources manages services for leaseholders and provides a financial management service for the department including a 30 year plan developed to enable the achievement of the HRA's strategic financial objectives
- Property Services delivers the asset management function including reactive revenue repairs and maintaining investment in the condition of the housing stock as well as being responsible for the HRA's long term asset management strategy
- Housing Options provides temporary accommodation, delivers the Council's housing strategy, is engaged in the prevention of homelessness, offering home ownership opportunities, and tackling overcrowding in the borough
- Regeneration develops and co-ordinates the Council's major programme of estate renewals covering some of the most deprived areas in the borough
- Safer Neighbourhoods focuses on ensuring the Council's housing estates are safe places to live

The HRA Budget

The overall strategic financial objectives for the HRA are:

- To finance both the annual interest and repayments of the principal housing debt (£217.4m after HRA reform) as it becomes due
- To repay debt as it becomes due.
- To achieve a viable ongoing maintenance programme that maintains the stock in good repair
- To increase the HRA reserves balance to protect against future shocks or unanticipated events to circa £35 million by 2022
- To free resources for investment in new initiatives including new housing supply

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2013/2014 ESTIMATES

HOUSING REVENUE ACCOUNT (HRA)

**HOUSING REVENUE ACCOUNT
CHANGE BETWEEN YEARS**

Service Area Analysis	2012/2013 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Adjustments £000	2013/2014 Estimates £000
Housing Income	(71,187)	0	0	0	0	(2,416)	(73,603)
Housing Repairs	14,368	0	0	(506)	1,100	(956)	14,006
Housing Services	13,012	0	0	(1,094)	125	(265)	11,778
Commissioning & Quality Assurance	828	0	0	0	111	380	1,319
Property Services	2,554	0	0	(348)	50	288	2,544
Finance & Resources	11,156	0	0	(322)	451	1,402	12,687
Housing Options	665	0	0	0	0	(43)	622
Regeneration	1,014	0	0	0	0	(754)	260
Safer Neighbourhoods	786	0	0	(160)	0	(61)	565
Adult Social Care	48	0	0	0	0	0	48
Holding Codes	0	0	0	0	0	0	0
Capital Charges	27,657	0	0	(310)	385	296	28,028
Transfers to/(from)	(901)	0	0	0	0	2,647	1,746
TOTAL	0	0	0	(2,740)	2,222	518	0

**HOUSING REVENUE ACCOUNT
SUMMARY**

	2012/2013	2013/2014
Number of Full Time Equivalent staff	388	353*

SUBJECTIVE ANALYSIS OF ESTIMATES

	2012/2013 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2013/2014 Estimates £000
Expenditure							
Employee Expenses	18,612	0	0	(1,029)	236	(1,517)	16,302
Premises Related Expenditure	21,121	0	0	(952)	1,160	934	22,263
Transport Related Expenditure	223	0	0	(25)	29	(2)	225
Supplies and Services	6,520	0	0	(412)	140	902	7,150
Third Party Payments	458	0	0	0	0	(262)	196
Transfer Payments	315	0	0	0	0	35	350
Support Services	6,014	0	0	0	272	268	6,554
Capital Charges	27,914	0	0	(310)	385	103	28,092
GROSS EXPENDITURE	81,177	0	0	(2,728)	2,222	461	81,132
Support Services Recharges	0	0	0	0	0	0	0
Income							
Internal Recharge Income	(126)	0	0	0	0	33	(93)
Government Grants	0	0	0	0	0	0	0
Other Reimbursements & Contributions	(1,147)	0	0	0	0	(86)	(1,233)
Customer & Client Receipts	(77,359)	0	0	(12)	0	(2,380)	(79,751)
Interest & Other	(1,644)	0	0	0	0	(157)	(1,801)
Use of Balances & Reserves	(901)	0	0	0	0	2,647	1,746
GROSS INCOME	(81,177)	0	0	(12)	0	57	(81,132)
NET EXPENDITURE	0	0	0	(2,740)	2,222	518	0

* This excludes staff working on capital projects (11 FTEs)

**HOUSING REVENUE ACCOUNT
HOUSING INCOME**

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

	2012/2013	2013/2014
Full Time Equivalents	0	0

Subjective Analysis of Estimates

Expenditure

	2012/2013 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2013/2014 Estimates £000
Employees	0	0	0	0	0	0	0
Premises	23	0	0	0	0	1	24
Transport	0	0	0	0	0	0	0
Supplies & Services	39	0	0	0	0	0	39
Third Party Payments	0	0	0	0	0	15	15
Transfer Payments	47	0	0	0	0	(2)	45
Support Services	0	0	0	0	0	0	0
Capital Charges	0	0	0	0	0	0	0

Gross Expenditure

Support Services Recharges

Income

Gross Expenditure	109	0	0	0	0	14	123
Support Services Recharges	0	0	0	0	0	0	0
Income							
Internal Recharge Income	(29)	0	0	0	0	0	(29)
Government Grants	0	0	0	0	0	0	0
Reimbursements & Contributions	(988)	0	0	0	0	176	(812)
Customer & Client Receipts	(70,279)	0	0	0	0	(2,606)	(72,885)
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0

Gross Income

Net Expenditure/ (Income)

Gross Income	(71,296)	0	0	0	0	(2,430)	(73,726)
Net Expenditure/ (Income)	(71,187)	0	0	0	0	(2,416)	(73,603)
Explanation of major items above						£000	FTE
Additional advertising hoarding income and parking spaces income						(200)	
Reduction in rental income due to Right to Buy Sales						201	
Increase in bad debt provision due to Welfare Reform - £593k - and Service Charges - £125k						718	
Rent and Service Charges increase						(2,960)	
Commercial Rents						(158)	
Transfer of Advertising Hoardings Income and associated expenditure from Regeneration division						(126)	
Other adjustments						109	
Total						(2,416)	0

**HOUSING REVENUE ACCOUNT
HOUSING REPAIRS**

The major areas of expenditure within the revenue housing repairs and maintenance budget include reactive repairs, change of tenancy works, gas servicing, communal repairs, lift maintenance and communal heating repairs.

	2012/2013	2013/2014
Full Time Equivalents	0	0

Subjective Analysis of Estimates

Expenditure

	2012/2013 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2013/2014 Estimates £000
Employees	0	0	0	0	0	0	0
Premises	13,706	0	0	(506)	1,100	(15)	14,285
Transport	0	0	0	0	0	0	0
Supplies & Services	765	0	0	0	0	(603)	162
Third Party Payments	11	0	0	0	0	41	52
Transfer Payments	0	0	0	0	0	0	0
Support Services	0	0	0	0	0	0	0
Capital Charges	0	0	0	0	0	0	0

Gross Expenditure

14,482	0	0	(506)	1,100	(577)	14,499
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Support Services Recharges

0	0	0	0	0	0	0
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Income

Internal Recharge Income	0	0	0	0	0	0	0
Government Grants	0	0	0	0	0	0	0
Reimbursements & Contributions	0	0	0	0	0	(150)	(150)
Customer & Client Receipts	(114)	0	0	0	0	(229)	(343)
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0

Gross Income

(114)	0	0	0	0	(379)	(493)
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Net Expenditure/ (Income)

14,368	0	0	(506)	1,100	(956)	14,006
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Explanation of major items above

	£000	FTE
MTFS transformational saving on reprourement of repairs contracts	(506)	
Temporary provision for mobilisation of new repairs contracts	300	
Fixed wiring and electrical testing of dwellings	800	
In-year transfer of budgets to other divisions including Building & Technical Services	(956)	
Total	(362)	0

**HOUSING REVENUE ACCOUNT
HOUSING SERVICES**

Housing Services exists to deliver the best possible outcomes for tenants and leaseholders at the lowest possible cost and to contribute to transforming neighbourhoods and access to opportunities. Housing Services includes budgets for Resident involvement, Estate Improvement, Anti Social Behaviour, Caretaking Services, Concierge Services, Housing Management, and Sheltered Housing.

	2012/2013	2013/2014
Full Time Equivalents	243	204

Subjective Analysis of Estimates

Expenditure

	2012/2013 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2013/2014 Estimates £000
Employees	9,500	0	0	(483)	125	(1,903)	7,239
Premises	1,429	0	0	(446)	5	1,029	2,017
Transport	137	0	0	(25)	29	(1)	140
Supplies & Services	2,261	0	0	(128)	(34)	627	2,726
Third Party Payments	384	0	0	0	0	(315)	69
Transfer Payments	245	0	0	0	0	(245)	0
Support Services	0	0	0	0	0	0	0
Capital Charges	0	0	0	0	0	0	0

Gross Expenditure

Support Services Recharges

Income

Gross Expenditure	13,956	0	0	(1,082)	125	(808)	12,191
Support Services Recharges	0	0	0	0	0	0	0
Income							
Internal Recharge Income	0	0	0	0	0	0	0
Government Grants	0	0	0	0	0	0	0
Reimbursements & Contributions	0	0	0	0	0	0	0
Customer & Client Receipts	(800)	0	0	(12)	0	399	(413)
Interest & Other	(144)	0	0	0	0	144	0
Use of Balances & Reserves	0	0	0	0	0	0	0

Gross Income

Net Expenditure/ (Income)

	£000	FTE
Gross Income	(944)	0
Net Expenditure/ (Income)	13,012	0
Explanation of major items above		
MTFS transformational efficiencies relating to Housing Services and Estate Services	(532)	
Reorganisations of reception and sheltered housing services	(288)	(18)
Transfer of Income team to Finance & Corporate Services	(1,088)/813	(21)
Temporary Growth: Welfare Reform and Tenancy Fraud Officers	125	3
Realignment of divisional service budgets (implemented in 2012/13)	310	
Transfer of voids clearance and minor repairs budgets from Housing Repairs division (implemented in 2012/13)	550	
Transfer of past service element of pension cost to Finance and Resources	(607)	
Reduction in recharge to the General Fund for the shared cost of amenities	83	
Transfer of Resident Liaison Officer team to Commissioning & Quality Assurance division	(600)	(3)
Total	(1,234)	(39)

**HOUSING REVENUE ACCOUNT
COMMISSIONING & QUALITY ASSURANCE**

This division provides a combination of supporting services to other divisions and leads on clienting and improving current policies, procedures and services.

	2012/2013	2013/2014
Full Time Equivalents	7	13

Subjective Analysis of Estimates

Expenditure

	2012/2013 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2013/2014 Estimates £000
Employees	519	0	0	0	111	61	691
Premises	6	0	0	0	0	0	6
Transport	8	0	0	0	0	(3)	5
Supplies & Services	295	0	0	0	0	178	473
Third Party Payments	0	0	0	0	0	0	0
Transfer Payments	0	0	0	0	0	246	246
Support Services	0	0	0	0	0	0	0
Capital Charges	0	0	0	0	0	0	0

Gross Expenditure

Support Services Recharges

Income

	828	0	0	0	111	482	1,421
	0	0	0	0	0	0	0
Internal Recharge Income	0	0	0	0	0	0	0
Government Grants	0	0	0	0	0	0	0
Reimbursements & Contributions	0	0	0	0	0	0	0
Customer & Client Receipts	0	0	0	0	0	0	0
Interest & Other	0	0	0	0	0	(102)	(102)
Use of Balances & Reserves	0	0	0	0	0	0	0

Gross Income

Net Expenditure/ (Income)

Explanation of major items above	£000	FTE
Provision for New Client Contract management team	111	2
Realignment of senior management budgets	(134)	(1)
Transfer of past service pension cost to Finance and Resources division	(53)	
Transfer of Resident Liaison Officer team from Housing Services	602	5
Redistribution of training budgets among other divisions	(59)	
Other adjustments	23	
Total	490	6

**HOUSING REVENUE ACCOUNT
PROPERTY SERVICES**

This division deals with all the physical aspects of asset management of the housing and other properties and holdings held within the HRA. Its primary focus is on improving customer satisfaction with repairs and the quality of the estates whilst driving down costs to achieve a sustainable HRA. This budget includes the Customer Service Centre, Development and Regeneration Unit, Gas Unit, Health & Safety and Compliance, Emergency Response, Capital and Repairs & Maintenance staff.

	2012/2013	2013/2014
Full Time Equivalents	63	78

Subjective Analysis of Estimates

Expenditure

	2012/2013 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2013/2014 Estimates £000
Employees	3,034	0	0	(148)	0	564	3,450
Premises	0	0	0	0	0	0	0
Transport	38	0	0	0	0	0	38
Supplies & Services	290	0	0	(200)	50	134	274
Third Party Payments	0	0	0	0	0	0	0
Transfer Payments	0	0	0	0	0	0	0
Support Services	0	0	0	0	0	0	0
Capital Charges	0	0	0	0	0	0	0
Gross Expenditure	3,362	0	0	(348)	50	698	3,762

Support Services Recharges

0	0	0	0	0	0	0	0
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Income

Internal Recharge Income	0	0	0	0	0	0	0
Government Grants	0	0	0	0	0	0	0
Reimbursements & Contributions	0	0	0	0	0	0	0
Customer & Client Receipts	0	0	0	0	0	0	0
Interest & Other	(808)	0	0	0	0	(410)	(1,218)
Use of Balances & Reserves	0	0	0	0	0	0	0
Gross Income	(808)	0	0	0	0	(410)	(1,218)

Net Expenditure/ (Income)

2,554	0	0	(348)	50	288	2,544
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Explanation of major items above

	£000	FTE
Removal of temporary 2012/13 growth items associated with the MTFS transformational programme	(348)	
Provision for Statutory Health and Safety works	50	
Reorganisation of Property Services division including transfer of Building Services from Transport and Technical Services department	487	15
Transfer of past service element of pension cost to Finance and Resources	(199)	
Total	(10)	15

**HOUSING REVENUE ACCOUNT
FINANCE & RESOURCES**

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

	2012/2013	2013/2014
Full Time Equivalents	40	33

Subjective Analysis of Estimates

Expenditure

	2012/2013 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2013/2014 Estimates £000
Employees	2,708	0	0	(238)	0	824	3,294
Premises	405	0	0	0	55	(23)	437
Transport	2	0	0	0	0	2	4
Supplies & Services	2,252	0	0	(84)	124	730	3,022
Third Party Payments	0	0	0	0	0	12	12
Transfer Payments	0	0	0	0	0	0	0
Support Services	6,422	0	0	0	272	(19)	6,675
Capital Charges	0	0	0	0	0	0	0

Gross Expenditure

Support Services Recharges

Income

Internal Recharge Income	0	0	0	0	0	0	0
Government Grants	0	0	0	0	0	0	0
Reimbursements & Contributions	0	0	0	0	0	0	0
Customer & Client Receipts	(216)	0	0	0	0	(124)	(340)
Interest & Other	(417)	0	0	0	0	0	(417)
Use of Balances & Reserves	0	0	0	0	0	0	0

Gross Income

Net Expenditure/ (Income)

Gross Expenditure	11,789	0	0	(322)	451	1,526	13,444
Support Services Recharges	0	0	0	0	0	0	0
Gross Income	(633)	0	0	0	0	(124)	(757)
Net Expenditure/ (Income)	11,156	0	0	(322)	451	1,402	12,687

Explanation of major items above

	£000	FTE
Restructuring of Finance team	(322)	(9)
Increase in recharges from other departments	279	
Removal of exemptions on void property Council Tax charges	55	
Additional legal charges for Leasehold Services income recovery	20	
Support for MTFs Transformation programme	97	
Realignment of senior management budgets	134	1
Review of Business Support	110	2
Transfer of past service element of pension cost from other divisions	912	
Redirection of Finance and Resources budget from other divisions	246	
Total	1,531	(7)

**HOUSING REVENUE ACCOUNT
HOUSING OPTIONS**

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

	2012/2013	2013/2014
Full Time Equivalents	21	19

Subjective Analysis of Estimates

Expenditure

	2012/2013 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2013/2014 Estimates £000
Employees	890	0	0	0	0	(116)	774
Premises	242	0	0	0	0	10	252
Transport	5	0	0	0	0	(1)	4
Supplies & Services	278	0	0	0	0	118	396
Third Party Payments	0	0	0	0	0	0	0
Transfer Payments	23	0	0	0	0	36	59
Support Services	0	0	0	0	0	0	0
Capital Charges	0	0	0	0	0	0	0

Gross Expenditure

Support Services Recharges

Income

Gross Expenditure	1,438	0	0	0	0	47	1,485
Support Services Recharges	0	0	0	0	0	0	0
Income							
Internal Recharge Income	(97)	0	0	0	0	33	(64)
Government Grants	0	0	0	0	0	0	0
Reimbursements & Contributions	(159)	0	0	0	0	(112)	(271)
Customer & Client Receipts	(517)	0	0	0	0	(11)	(528)
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0
Gross Income	(773)	0	0	0	0	(90)	(863)

Net Expenditure/ (Income)

Explanation of major items above	£000	FTE
Transfer of Housing Strategy budgets from Regeneration division	94	0
Review of Hostel, Housing Occupancy and Home Buy services	(138)	(2)
Anticipated increase in Temporary on Licence tenants	22	
Realignment of income and expenditure budgets relating to Leaseholder valuation fees	(33)/33	
Funding contribution for Right to Buy administrative costs	(21)	
Total	(43)	(2)

HOUSING REVENUE ACCOUNT REGENERATION

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

	2012/2013	2013/2014
Full Time Equivalents	14	5

Subjective Analysis of Estimates

Expenditure

	2012/2013 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2013/2014 Estimates £000
Employees	836	0	0	0	0	(741)	95
Premises	9	0	0	0	0	(9)	0
Transport	0	0	0	0	0	0	0
Supplies & Services	304	0	0	0	0	(277)	27
Third Party Payments	15	0	0	0	0	(15)	0
Transfer Payments	0	0	0	0	0	0	0
Support Services	0	0	0	0	0	138	138
Capital Charges	0	0	0	0	0	0	0

Gross Expenditure

Support Services Recharges

Income

Gross Expenditure	1,164	0	0	0	0	(904)	260
Support Services Recharges	0	0	0	0	0	0	0
Income							
Internal Recharge Income	0	0	0	0	0	0	0
Government Grants	0	0	0	0	0	0	0
Reimbursements & Contributions	0	0	0	0	0	0	0
Customer & Client Receipts	(150)	0	0	0	0	150	0
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0

Gross Income

Net Expenditure/ (Income)

Gross Income	(150)	0	0	0	0	150	0	
Net Expenditure/ (Income)	1,014	0	0	0	0	(754)	260	
Explanation of major items above							£000	FTE
Transfer of Housing Strategy budgets to Housing Options							(94)	(0)
Discontinuation of annual tenant levy to HAFFTRA							(176)	
Transfer of mediation service grant to Housing Services							(32)	
Transfer of Advertising Hoardings Income and associated expenditure to Housing Income							126	
Reorganisation and refinancing of Regeneration division							(578)	(7)
Total							(754)	(7)

**HOUSING REVENUE ACCOUNT
SAFER NEIGHBOURHOODS**

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

	2012/2013	2013/2014
Full Time Equivalents	-	-

Subjective Analysis of Estimates

Expenditure

	2012/2013 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2013/2014 Estimates £000
Employees	1,125	0	0	(160)	0	(206)	759
Premises	0	0	0	0	0	0	0
Transport	33	0	0	0	0	1	34
Supplies & Services	36	0	0	0	0	(5)	31
Third Party Payments	0	0	0	0	0	0	0
Transfer Payments	0	0	0	0	0	0	0
Support Services	(408)	0	0	0	0	149	(259)
Capital Charges	0	0	0	0	0	0	0

Gross Expenditure

Support Services Recharges

Income

Gross Expenditure	786	0	0	(160)	0	(61)	565
Support Services Recharges	0	0	0	0	0	0	0
Income							
Internal Recharge Income	0	0	0	0	0	0	0
Government Grants	0	0	0	0	0	0	0
Reimbursements & Contributions	0	0	0	0	0	0	0
Customer & Client Receipts	0	0	0	0	0	0	0
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0

Gross Income

Net Expenditure/ (Income)

Gross Income	0	0	0	0	0	0	0
Net Expenditure/ (Income)	786	0	0	(160)	0	(61)	565
Explanation of major items above						£000	FTE
Reorganisation of Anti-social behaviour unit and Estate Wardens functions						(160)	(6)
Transfer of Past Service Pension costs to Finance and Resources						(61)	
Total						(221)	(6)

**HOUSING REVENUE ACCOUNT
ADULT SOCIAL CARE**

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

	2012/2013	2013/2014
Full Time Equivalents	0	0

Subjective Analysis of Estimates

Expenditure

	2012/2013 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2013/2014 Estimates £000
Employees	0	0	0	0	0	0	0
Premises	0	0	0	0	0	0	0
Transport	0	0	0	0	0	0	0
Supplies & Services	0	0	0	0	0	0	0
Third Party Payments	48	0	0	0	0	0	48
Transfer Payments	0	0	0	0	0	0	0
Support Services	0	0	0	0	0	0	0
Capital Charges	0	0	0	0	0	0	0

Gross Expenditure

Support Services Recharges

Income

Gross Expenditure	48	0	0	0	0	0	48
Support Services Recharges	0	0	0	0	0	0	0
Income							
Internal Recharge Income	0	0	0	0	0	0	0
Government Grants	0	0	0	0	0	0	0
Reimbursements & Contributions	0	0	0	0	0	0	0
Customer & Client Receipts	0	0	0	0	0	0	0
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0

Gross Income

Net Expenditure/ (Income)

Explanation of major items above	£000	FTE
Total	0	0

**HOUSING REVENUE ACCOUNT
HOLDING CODES**

This budget relates to the Council's role in acting as the conduit through which tenants' water rates and communal heating charges are recovered and paid to the utility companies.

	2012/2013	2013/2014
Full Time Equivalents	0	0

Subjective Analysis of Estimates

Expenditure

	2012/2013 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2013/2014 Estimates £000
Employees	0	0	0	0	0	0	0
Premises	5,283	0	0	0	0	(41)	5,242
Transport	0	0	0	0	0	0	0
Supplies & Services	0	0	0	0	0	0	0
Third Party Payments	0	0	0	0	0	0	0
Transfer Payments	0	0	0	0	0	0	0
Support Services	0	0	0	0	0	0	0
Capital Charges	0	0	0	0	0	0	0

Gross Expenditure

Support Services Recharges

Income

Gross Expenditure	5,283	0	0	0	0	(41)	5,242
Support Services Recharges	0	0	0	0	0	0	0
Income							
Internal Recharge Income	0	0	0	0	0	0	0
Government Grants	0	0	0	0	0	0	0
Reimbursements & Contributions	0	0	0	0	0	0	0
Customer & Client Receipts	(5,283)	0	0	0	0	41	(5,242)
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0

Gross Income

Net Expenditure/ (Income)

Explanation of major items above	£000	FTE
Net reduction in (utilities charges payable) / recoverable from tenants	(41)/41	
Total	0	0

**HOUSING REVENUE ACCOUNT
CAPITAL CHARGES**

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

	2012/2013	2013/2014
Full Time Equivalents	-	-

Subjective Analysis of Estimates

Expenditure

	2012/2013 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2013/2014 Estimates £000
Employees	0	0	0	0	0	0	0
Premises	18	0	0	0	0	(18)	0
Transport	0	0	0	0	0	0	0
Supplies & Services	0	0	0	0	0	0	0
Third Party Payments	0	0	0	0	0	0	0
Transfer Payments	0	0	0	0	0	0	0
Support Services	0	0	0	0	0	0	0
Capital Charges	27,914	0	0	(310)	385	103	28,092

Gross Expenditure

27,932	0	0	(310)	385	85	28,092
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Support Services Recharges

0	0	0	0	0	0	0
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Income

Internal Recharge Income	0	0	0	0	0	0	0
Government Grants	0	0	0	0	0	0	0
Reimbursements & Contributions	0	0	0	0	0	0	0
Customer & Client Receipts	0	0	0	0	0	0	0
Interest & Other	(275)	0	0	0	0	211	(64)
Use of Balances & Reserves	0	0	0	0	0	0	0

Gross Income

(275)	0	0	0	0	211	(64)
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Net Expenditure/ (Income)

27,657	0	0	(310)	385	296	28,028
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Explanation of major items above

	£000	FTE
Increase in revenue contribution to capital expenditure	467	
Provision for depreciation on non-dwellings properties following imposed change in accounting practice	385	
Reduction in debt financing costs following reduction in debt levels	(584)	
Reduction in interest receivable on balances	211	
Reduction in capital charges on premiums and discounts	(108)	
Total	371	0

CAPITAL BUDGET SUMMARY

Introduction

This report sets out an updated resource forecast and a capital programme for 2013/14 to 2016/17. Since 2006/07, the Council has put in place a debt reduction strategy which has enabled £67m of capital debt to be repaid by the end of 2011/12. The capital programme now put forward seeks to build on these savings whilst funding essential new investment and meeting key Council priorities.

The Council remains committed to a number of major projects such as the regeneration of White City, King Street and the Earls Court area, together with a range of Decent Neighbourhood schemes.

Investment in Services

The approved original capital programme for 2013/14 and resource forecast is summarised in Table 1. The overall programme is forecast to be in surplus to the end of 2013/14 and move towards a cumulative surplus of £30.3m by the close of 2016/17. In accordance with Council's debt reduction strategy this surplus will, in the first instance, be earmarked for the repayment of debt. A full breakdown of the general fund capital schemes is provided on page 123.

Table 1 – General Fund Capital Programme Summary

All figures in £000	2013/14	2013/14 – 2016/17
Expenditure		
Children's Services	51,165	53,898
Adult Social Care	2,054	3,908
Transport & Technical Services	10,536	33,018
Finance and Corporate Services	750	3,000
Environment, Leisure & Residents Services	500	2,000
Total Expenditure	65,005	95,824
Resourced by:		
Capital Receipts	(16,976)	(36,414)
Government Grants	(35,100)	(37,372)
Grants and contributions from private developers	(1,730)	(1,730)
Grants and contributions from non-departmental public bodies	(6,000)	(6,000)
Capital funding from GLA bodies	(4,466)	(11,258)
Revenue Contributions	(733)	(3,050)
Total Resources	(65,005)	(95,824)

Within the capital programme, the Council maintains a core rolling programme. These ensure that the Council continues to make a capital investment in key areas and are summarised in Table 2 below.

TABLE 2 – CORE ROLLING PROGRAMMES

All figures in £000	2013/14	2014/15	2015/16	2016/17
Carriageways Planned Maintenance	1,280	1,280	1,280	1,280
Footways Planned Maintenance	750	750	750	750
Corporate Planned Maintenance	2,500	2,500	2,500	2,500
Private Sector Housing Grants	450	450	450	450
Parks Development	500	500	500	500
Contributions to Invest to Save	750	750	750	750
Total	6,230	6,230	6,230	6,230

Decent Neighbourhoods (housing regeneration)

A key Council objective is the regeneration of housing estates and creation of sustainable communities. Certain housing capital receipts have been earmarked for this purpose and a number of initiatives are now in progress whilst others are under consideration. The programme is forecast to be in surplus by £8.8m in 2013/14. The actual level, and timing, of sales underpinning this surplus is subject to a number of risks. A summary of the 4 year forecast is set out in Table 3.

Table 3 – Decent Neighbourhoods Programme Summary

All figures in £000	2013/14	2013/14 - 2016/17
Planned Expenditure	27,558	54,670
Schemes under consideration	2,370	6,500
Resourced By:		
Capital Receipts brought forward	(20,064)	(42,322)
Planned Capital Receipts	(18,674)	(42,055)
Total Resources	(38,738)	(84,377)
Cumulative Balance (Surplus)/ Deficit	(8,810)	(23,207)

To date, the most significant schemes approved are Earls Court regeneration scheme, Fulham Court development including the provision of a Children's Centre, Hostel Improvements, and the Local Housing Company. A commitment to reduce Housing debt is also reflected in the budget. This represents HRA capital expenditure and will be accounted for accordingly. Other regeneration proposals are expected to be brought forward for consideration in the forthcoming months. In most instances the Council will need to incur some capital expenditure before sites can be brought forward for regeneration. A full breakdown of the planned schemes is provided on page 130.

Housing Revenue Account (HRA) Capital Programme

The proposed Housing Revenue Account capital programme for 2013/14 to 2016/17 is summarised in table 4 below:

Table 4 – HRA Capital Programme Summary

All figures in £000	2013/14	2013/14 - 2016/17
Expenditure		
Expenditure	37,037	129,110
Resourced By:		
Revenue Contributions from HRA (formerly MRA)	(15,717)	(66,123)
Capital receipts	(15,212)	(45,097)
Leasehold & Other External Contributions	(6,108)	(17,890)
Total Resources	(37,037)	(129,110)

The Government announced determinations to implement self-financing of the HRA from April 2012. A detailed breakdown of the HRA capital programme is provided further on in the budget book.

The future HRA programme maintains the condition and fitness for purpose of the stock including ensuring homes are maintained at a decent standard and remain in a condition suitable for letting, addresses our statutory and health and safety obligations, improves energy efficiency, addresses residual backlog works which were outside the scope of the decent homes programme and meets residents' priorities such as security and environmental improvements. The proposed programme is based on current stock condition data, with the programme for the first part of 2013 reflecting current on-going commitments. An updated stock condition survey is currently in progress which will be used to inform the HRA's on-going asset management plan; this may impact on the detailed programme for the later part of 2013/14. Therefore the detailed HRA Capital Programme will be included in the Asset Management report which will be brought to Cabinet in Spring 2013.

It should be noted that the previous estimated £18.4m of additional revenue contributions (separate to existing revenue contributions) for 2013/14 to 2015/16 are now not included in the proposed HRA capital programme. These have been substituted with a proposed draw down from the Decent Neighbourhoods pot to enable the HRA to build up general reserves to protect against future risks (as outlined in HRA Financial Strategy and Rent Increase report). This also replaces the formerly anticipated receipts from the sale of the twelve penthouse flats at Edward Woods, whilst options to sell are given further consideration. For 2013/14 the anticipated use of capital receipts is primarily from the Decent Neighbourhoods expensive voids totalling £15.2m, for Members to consider.

Update On Progress Of Capital Projects

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

Earl's Court Regeneration

On 3rd September 2012 Cabinet having considered the Analysis of Consultation Responses and the Equalities Impact Assessment and having regard to the regeneration benefits agreed to enter into the Conditional Land Sale Agreement regarding the potential redevelopment of Earl's Court. The agreement has now been signed, and the buying back of leaseholders will now commence. The redevelopment is intended to bring substantial benefits to the wider area, including more and better quality homes, new jobs and improved open spaces. The plans include the West Kensington and Gibbs Green Estate and provide 760 new replacement homes for the residents within the redevelopment area. Full details can be found in the 3rd September 2012 Cabinet Report.

White City/Shepherds Bush Market

White City is a major opportunity area with potential for up to 5,000 new homes being built. Most of those are being earmarked for land east of Wood Lane. The council in partnership with the Mayor of London has developed an Opportunity Area Planning Framework to guide future developments in the area. The council has also set out a new vision to improve the historic Shepherds Bush Market. Consent was granted for a planning application for an enabling development scheme of 220 homes and new retail facilities in March 2012. The Council is currently pursuing a CPO strategy to facilitate land assembly to implement the consented scheme.

A Local Housing Company/Joint Venture Vehicle

The Council has established two housing companies - a development company that would provide new housing, including housing for sale, and a company with charitable aims that would subsequently hold any intermediate housing (retained equity) and receive development profits as gift aid to reinvest in provision of affordable housing and other regeneration activities. The Council initiated a pilot programme of seven 'hidden homes' sites in January 2012 to build 27 new affordable homes. The first site was completed in March 12 which consisted of two 1 bed flats. For larger housing development sites the Council has initiated a procurement exercise to identify a private sector partner to establish a long term housing & regeneration joint venture. Two initial sites have been identified for development which has the capacity to deliver 200 new homes. The Joint Venture Vehicle is expected to be established by January 2014.

Schools' Capital Programme

In the past two years, the Council has received significant 'Basic Needs' allocations from the Department for Education in support of expanding pupil places in the borough. Cabinet has approved a Schools Organisation Strategy (approved March 2012 and revisited as further funds have become available), to deliver the Council's key educational priorities:

- To meet the Council's statutory responsibility to provide school places to meet demand; and
- The Council's commitment to :
 - The Special Schools Strategy

- The Schools of Choice agenda for expanding popular schools
- Increase the percentage of resident children choosing the Borough's schools

In the Autumn Statement of December 2012 the Chancellor reaffirmed a commitment to investing in schools and in the event that further funds become available in March 2013, the Schools Organisation Strategy will be revisited as required.

Park Royal City International (Old Oak Common Opportunity Area)

As part of developing the business case for a High Speed 2 / Crossrail interchange at Old Oak Common, preliminary discussions have been held with Transport for London, Crossrail and Network Rail to promote oversite development as part of the potential first phase of development.

King Street Regeneration

The Council is currently working with an appointed developer to take forward proposals for this scheme which includes a major change to the existing Civic Accommodation provision in Hammersmith. It is hoped that the strategy can be delivered at net nil cost to the Council but this position, particularly in the light of the current economic conditions, will need to be kept under review.

With regard to resources, a major potential development in the coming years will be the introduction of the **Community Infrastructure Levy (CIL)**. This is a new levy that local authorities can choose to charge on new developments in their area. The money raised can be used to support development by funding infrastructure that the Council, local community and neighbourhoods want. The CIL is designed to complement the funding currently delivered through Section 106 payments. The Mayor of London has introduced a London-wide CIL to pay for Crossrail and the Council is currently considering whether to introduce its own CIL. Should the Council introduce a CIL this will give rise to stream of funding which need to be deployed for infrastructure development and improvement.

White City Collaborative Care Centre

The centre will be both a flagship joint health and social care service centre operated in conjunction with H&F and the local Clinical Commissioning Group, and a major housing development delivering on the Council's priority to increase home ownership in the borough. The council side of the project will be delivered via a LIFT Co arrangement, a health finance vehicle with similarities to a PFI deal, where the Council will take a lease-plus interest in the building for a period of 25 years. PFI Credits worth £335,200 per year over 25 years were approved in April 2011. Financial close occurred in 2012 and development is currently underway.



2013 - 2017 CAPITAL PROGRAMME

GENERAL FUND

GENERAL FUND SUMMARY 2013/14 TO 2016/17

DEPARTMENT	2013/14 BUDGET	2014/15 BUDGET	2015/16 BUDGET	2016/17 BUDGET
	£'000	£'000	£'000	£'000
CHILDREN'S SERVICES	51,165	2,733	0	0
ADULT SOCIAL CARE	2,054	954	450	450
TRANSPORT AND TECHNICAL SERVICES	10,536	7,494	7,494	7,494
FINANCE AND CORPORATE	750	750	750	750
ENVIRONMENT, LEISURE AND RESIDENTS SERVICES	500	500	500	500
TOTAL EXPENDITURE	65,005	12,431	9,194	9,194
FUNDING				
MAINSTREAM				
CHILDREN'S SERVICES	8,906	748	0	0
ADULT SOCIAL CARE	450	450	450	450
TRANSPORT AND TECHNICAL SERVICES	6,370	4,530	4,530	4,530
FINANCE AND CORPORATE	750	750	750	750
ENVIRONMENT, LEISURE AND RESIDENTS SERVICES	500	500	500	500
TOTAL MAINSTREAM	16,976	6,978	6,230	6,230
SPECIFIC FUNDING				
CHILDREN'S SERVICES	42,259	1,985	0	0
ADULT SOCIAL CARE	1,604	504	0	0
TRANSPORT AND TECHNICAL SERVICES	4,166	2,964	2,964	2,964
FINANCE AND CORPORATE	0	0	0	0
ENVIRONMENT, LEISURE AND RESIDENTS SERVICES	0	0	0	0
TOTAL SCHEME SPECIFIC	48,029	5,453	2,964	2,964
TOTAL RESOURCES	65,005	12,431	9,194	9,194

CHILDREN'S SERVICES CAPITAL PROGRAMME				
SCHEMES	2013/14 BUDGET	2014/15 BUDGET	2015/16 BUDGET	2016/17 BUDGET
	£'000	£'000	£'000	£'000
LYRIC THEATRE DEVELOPMENT	12,203	217	0	0
SCHOOLS ORGANISATIONAL STRATEGY		38,962	2,5160	0
TOTAL	51,165	2,733	0	0
FINANCING SUMMARY				
CAPITAL RECEIPTS	8,906	748	0	0
SPECIFIC OR OTHER FUNDING	42,259	1,985	0	0
TOTAL	51,165	2,733	0	0

ADULT SOCIAL CARE SERVICES CAPITAL PROGRAMME				
SCHEMES	2013/14 BUDGET	2014/15 BUDGET	2015/16 BUDGET	2016/17 BUDGET
	£'000	£'000	£'000	£'000
ADULT SOCIAL CARE GRANT	66	0	0	0
SUPPORTING YOUR CHOICE - SOCIAL CARE REFORM (DOH)	87	0	0	0
ADULTS' PERSONAL SOCIAL SERVICES GRANT	957	0	0	0
DISABLED FACILITIES SCHEME	450	450	450	450
COMMUNITY CAPACITY GRANT	494	504	0	0
TOTAL	2,054	954	450	450
FINANCING SUMMARY				
CAPITAL RECEIPTS	450	450	450	450
SPECIFIC OR OTHER FUNDING	1,604	504	0	0
TOTAL	2,054	954	450	450

TRANSPORT & TECHNICAL SERVICES CAPITAL PROGRAMME				
SCHEMES	2013/14 BUDGET	2014/15 BUDGET	2015/16 BUDGET	2016/17 BUDGET
	£'000	£'000	£'000	£'000
FOOTWAYS AND CARRIAGEWAYS	2,030	2,030	2,030	2,030
PLANNED MAINTENANCE/DDA PROGRAMME	4,340	2,500	2,500	2,500
TRANSPORT FOR LONDON	3,466	2,264	2,264	2,264
PARKING RESERVE/ REVENUE CONTRIBUTIONS	700	700	700	700
TOTAL	10,536	7,494	7,494	7,494
FINANCING SUMMARY				
CAPITAL RECEIPTS	6,370	4,530	4,530	4,530
SPECIFIC OR OTHER FUNDING	4,166	2,964	2,964	2,964
TOTAL	10,536	7,494	7,494	7,494

FINANCE & CORPORATE SERVICES CAPITAL PROGRAMME				
SCHEMES	2013/14 BUDGET	2014/15 BUDGET	2015/16 BUDGET	2016/17 BUDGET
	£'000	£'000	£'000	£'000
CONTRIBUTION TO INVEST TO SAVE FUND	750	750	750	750
TOTAL	750	750	750	750
FINANCING SUMMARY				
CAPITAL RECEIPTS	750	750	750	750
TOTAL	750	750	750	750

ELRS CAPITAL PROGRAMME				
SCHEMES	2013/14 BUDGET	2014/15 BUDGET	2015/16 BUDGET	2016/17 BUDGET
	£'000	£'000	£'000	£'000
PARKS EXPENDITURE	500	500	500	500
TOTAL	500	500	500	500
FINANCING SUMMARY				
CAPITAL RECEIPTS	500	500	500	500
TOTAL	500	500	500	500



2013 - 2017 CAPITAL PROGRAMME

DECENT NEIGHBOURHOODS

DECENT NEIGHBOURHOODS PROGRAMME				
SCHEMES	2013/14 BUDGET	2014/15 BUDGET	2015/16 BUDGET	2016/17 BUDGET
	£'000	£'000	£'000	£'000
EXPENDITURE:				
FULHAM COURT (DEVELOPMENT INCLUDING CHILDREN'S CENTRE)		0	0	0
HOSTEL IMPROVEMENTS	1,321	0	0	0
SHOP INVESTMENTS	500	0	0	0
HRA DEBT REPAYMENTS TAKEN UNDER POOLING ARRANGEMENTS FROM RECEIPTS		2,414	13,020	5,866
EARLS COURT PROJECT TEAM COSTS	643	659	676	
EARLS COURT: BUYING BACK LEASEHOLDER AND FREEHOLDER PROPERTIES INCLUDING HOMELOSS AND DISTURBANCE	9,637	0	0	0
EARLS COURT: SDLT ON LEASEHOLD PROPERTIES (BUYBACKS AND NEW PROPERTIES)	239	0	0	0
ONGOING EARLS COURT PROJECT COSTS	205	210	215	0
EARLS COURT OT ASSESSMENTS	42	21	0	0
EARLS COURT LEGAL FEES POST CLSA (INCLUDES COSTS OF DEFENDING CHALLENGES)	1,161	1,189	1,219	0
EARLS COURT CPO COSTS	704	722	740	0
EARLS COURT STOPPING UP ENQUIRIES	51	53	54	0
EARLS COURT FINANCIAL ADVICE (DUE DILIGENCE)	26	27	27	0
CONTRIBUTIONS TO LOCAL HOUSING COMPANY	1,700	0	0	0
TOTAL	27,558	5,295	15,951	5,866
FORECAST RESOURCES:				
BROUGHT FORWARD RESOURCES	(20,064)	(8,810)	(11,060)	(2,388)
EXPENSIVE DWELLINGS VOIDS SALES	(32,287)	(23,639)	(24,230)	(24,835)
248 HAMMERSMITH GROVE	(1,385)	0	0	0
282 GOLDHAWK ROAD	(10,000)	0	0	0
FULHAM COURT - NEW DEVELOPMENT ONLY	(550)	(450)	0	0
OTHER SALES	(11,935)	(450)	0	0
EARLS COURT	(316)	0	0	0
HRA SHOPS	(643)	0	0	0
TOTAL RESOURCES (EXCL. B/FD & PRE TRANSFERS)		(45,181)	(24,089)	(24,230)
RESOURCE TRANSFERS				
CAPITAL INVESTMENT FOR EXISTING HRA STOCK	4,155	9,096	10,307	10,482
CONTRIBUTIONS TO JEPSON HOUSE	1,057	0	0	0
25% OF RECEIPTS TO GENERAL FUND	11,295	6,022	6,058	6,209
DEFERRED COST OF DISPOSAL (MAX 4%)	0	1,600	0	0
TOTAL RESOURCE TRANSFERS	26,507	16,718	16,365	16,691
NET TOTAL RESOURCES	(18,674)	(7,371)	(7,866)	(8,144)
ANNUAL (SURPLUS)/DEFICIT (APPROVED SCHEMES ONLY)	884	(2,076)	8,086	(2,278)
SCHEMES UNDER CONSIDERATION				
WATERMEADOW COURT ADDITIONAL PLANNING COSTS			700	0
DECANT CEDARNE ROAD/FULHAM TOWN HALL	1,000	(1,000)	0	0
EARLS COURT CONTINGENCY	670	576	586	713
25% OF RECEIPTS TO GENERAL FUND	0	250	0	0
TOTAL	2,370	(174)	586	3,718
ANNUAL (SURPLUS)/DEFICIT	11,254	(2,250)	8,672	1,440
CUMULATIVE TOTAL (SURPLUS)/DEFICIT	(8,810)	(11,060)	(2,388)	(949)

(24,835)

0 0



2013 - 2017 CAPITAL PROGRAMME

HOUSING REVENUE ACCOUNT

HOUSING CAPITAL PROGRAMME (HRA)					
SCHEMES	2013/14 BUDGET	2014/15 BUDGET	2015/16 BUDGET	2016/17 BUDGET	
	£ '000	£ '000	£ '000	£ '000	
SUPPLY INITIATIVES (MAJOR)	2,750	2,500	2,500	2,500	
ENERGY SCHEMES	1,282	2,400	2,400	2,400	
LIFT SCHEMES	3,470	3,500	3,308	2,500	
INTERNAL MODERNISATION	0	2,500	2,500	2,500	
MAJOR REFURBISHMENTS		6,409	4,225	4,225	4,225
PREVENTATIVE PLANNED MAINTENANCE	14,171	9,162	9,080	9,528	
MINOR PROGRAMMES	7,825	5,690	5,640	5,640	
DECENT HOMES PARTNERING		78			
CSD/RSD MANAGED (ADAPTATIONS, CCTV)	1,050	1,050	1,050	1,050	
TOTA	37,037	31,027	30,703	30,343	
FINANCING SUMMARY					
CAPITAL RECEIPTS	15,212	9,096	10,307	10,482	
REVENUE CONTRIBUTIONS FROM HRA (FORMERLY MRA)	15,717	16,249	16,796	17,361	
LEASEHOLD & OTHER EXTERNAL CONTRIBUTIONS	6,108	5,682	3,600	2,500	
TOTA	37,037	31,027	30,703	30,343	

GLOSSARY

ACCOUNTING PERIOD

The timescale during which accounts are prepared. Local authority accounts have an overall accounting period of one year from 1st April to 31st March.

BALANCES

The amount of money left over at the end of the year after allowing for all expenditure and income that has taken place. These are also known as financial reserves.

BUDGET

This is a statement of planned spends for the year as aligned with council, local and national priorities

CAPITAL EXPENDITURE

Expenditure on the purchase, construction and enhancement of Council assets such as houses, offices, schools and roads. Expenditure can only be treated as 'capital' if it meets the statutory definitions and is in accordance with accounting practice and regulations.

CIPFA

Chartered Institute of Public Finance & Accountancy.

CAPITAL FINANCING

This term describes the method of financing capital expenditure, the principal methods now being loan financing, leasing, capital receipts and Capital Resource Funds.

DEPRECIATION

A provision made in the accounts to reflect the value of assets consumed during the year. Depreciation forms part of the capital charge made to service revenue accounts.

DEDICATED SCHOOLS GRANT

This is a specific grant that provides the majority of funding for education in schools. It is disbursed on the basis of a basic per pupil amount plus funding for central government priorities.

EARMARKED RESERVES

These are reserves set aside for a specific purpose or a particular service, or type of expenditure.

GENERAL FUND

The council's main revenue account that covers the net cost of all services other than the provision of council housing for rent.

GROSS EXPENDITURE, GROSS INCOME AND NET EXPENDITURE

Gross Expenditure and Gross Income arise from the provision of services as shown in the General Fund. Net Expenditure is the cost of service provision after the income is taken into account.

HOUSING REVENUE ACCOUNT (HRA)

A statutory account that contains all expenditure and income on the provision of Council housing for rent. The HRA must be kept entirely separate from the General Fund and the account must balance. Local authorities are not allowed to make up any deficit on the HRA from the General Fund.

MEDIUM TERM FINANCIAL STRATEGY (MTFS)

This is a financial plan over the medium term whose purpose is to set out how the Council will respond to changes and challenges over that timeframe and to set a context in which improved services and value-for-money will be delivered.

NATIONAL NON-DOMESTIC RATE (NDR)

The rates paid by businesses. The amount paid is based on the rateable value set by H M Revenue and Customs multiplied by a rate in the £ set by the government which is the same throughout the country. The rates are collected by local authorities and 50% is paid to central government. 30% is retained locally for use by Hammersmith and Fulham whilst 20% is paid to the Greater London Authority.

PRECEPT

A levy made by a body that does not collect local taxation itself, but by statute can require other bodies to collect the required income from local taxpayers on their behalf. In London the precepting body is the Greater London Authority (GLA).

REVENUE EXPENDITURE

Expenditure on day to day items such as salaries, wages and running costs. These items are paid for from service income, government grant, locally retained business rates and council tax. Under the Local Government Finance Act all expenditure is deemed to be revenue unless it is specifically classified as capital.

SERVICE REPORTING CODE OF PRACTICE (SerCOP)

This replaces the former Best Value Accounting Code of Practice. It sets the financial reporting guidelines for local authorities. It supplements the principles and practice set out in the Code of Practice on Local Authority Accounting (known as the SORP), by establishing practice for consistent reporting. It provides guidance in three key areas

- The definition of total cost
- Trading accounts
- Service expenditure analysis

SERVICE LEVEL AGREEMENT (SLA)

This is a formal contract between Council departments and partners for internal services. These are mostly between support functions and frontline service delivery departments.

TRANSFER PAYMENTS

These are payments to individuals for which no goods or services are received in return by the local authority. Examples include council tax benefits, rent rebates and direct payments to health and social care clients.

Acknowledgement for photos

- Front Cover picture courtesy of Hammerprint Stock photos