

CONTENTS

Introduction	2
Revenue Budget Summary	3
Budget Book Guidance	5
General Fund Summary	7
Housing Revenue Account Summary	125
Capital Budget Summary	137

Departmental Revenue Estimates

Adult Social Care	11
Centrally Managed Budgets	23
Children's Services	37
Environmental Services	51
Corporate Services	69
Housing Department	85
Libraries & Archives	99
Public Health	111
Housing Revenue Account	119

Capital Programme

General Fund & Decent Neighbourhoods, including Housing Revenue Account	137
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Glossary	149
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INTRODUCTION

The Budget Book

This book sets out the 2017/18 Revenue Budget and highlights the capital programme.

The council also produces an annual Statement of Accounts which looks back at the Council's actual expenditure and income for the year.

Further details on both these publications can be obtained from:

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REVENUE BUDGET SUMMARY

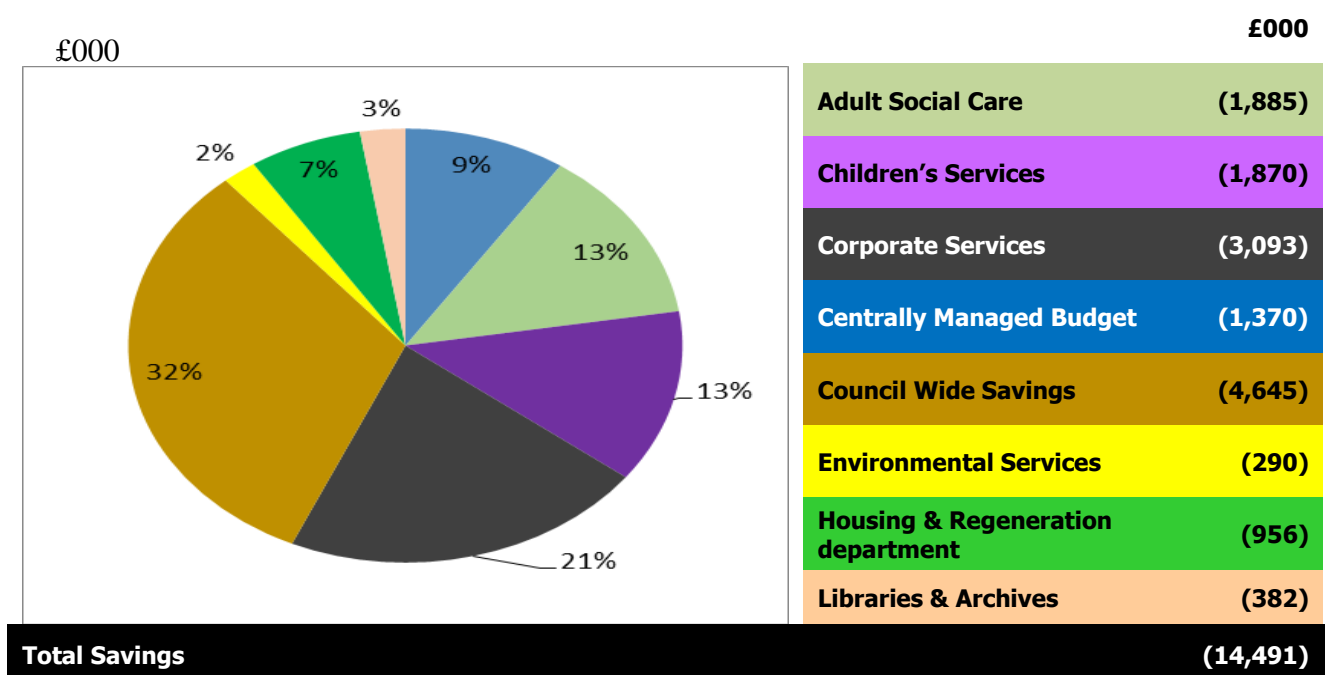
The approved 2017/18 budget and amount to be funded from council tax is set out in Table 1.

Table 1 – Council Tax Requirement.

	£000
2016/17 Base budget Rolled Forward	160,373
<i>Plus</i>	
Inflation	2,916
Growth	7,268
<i>Less</i>	
Efficiency Savings and Income Generation	(14,491)
Gross Council Budget 2017/18	156,066
Less Revenue Grants and Use of Reserves	(11,861)
Net Budget Requirement	144,205
Revenue Support Grant (from government)	(29,499)
Localised Element of Non-Domestic Rates	(58,421)
One off Collection Fund Surplus	(1,017)
2017/18 Council Tax Requirement	55,268

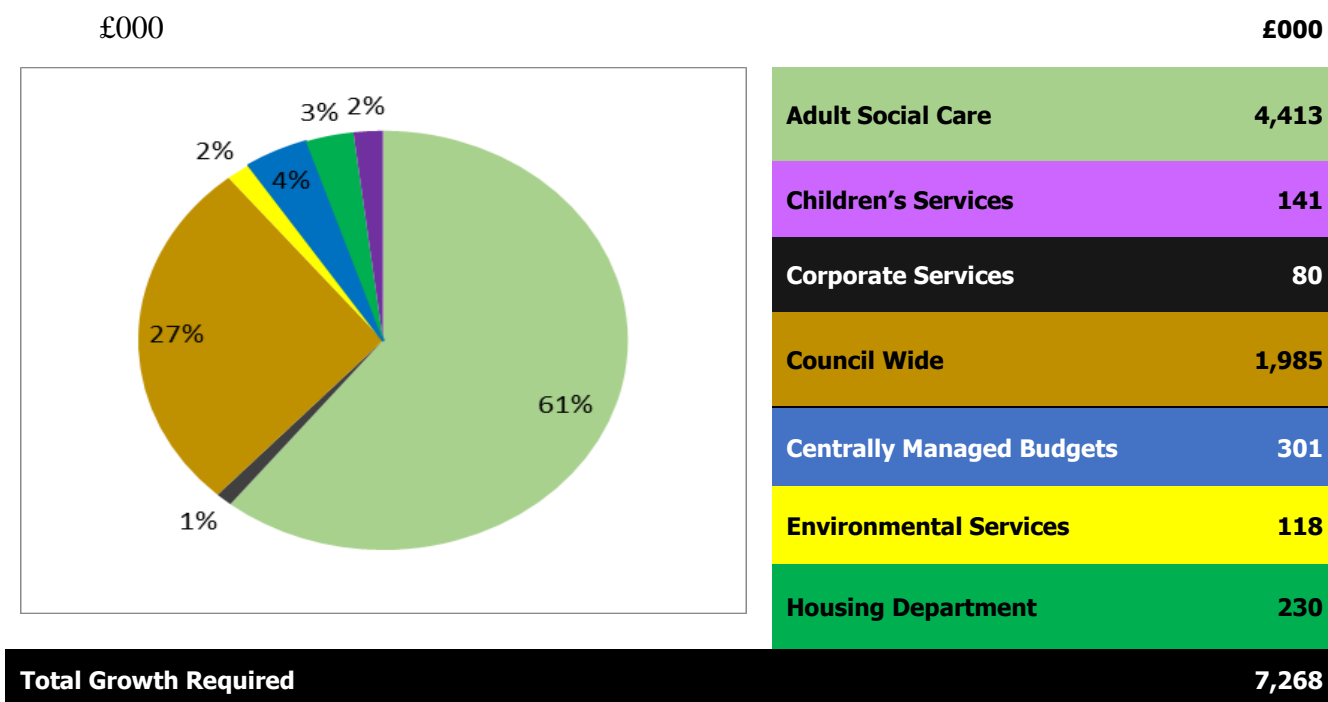
A departmental split of the efficiency savings and additional income is set out in Table 2.

Table 2 – Departmental breakdown of 2017/18 Savings



The budget has provided for growth in some areas.

Table 3 – Departmental breakdown of 2017/18 Growth requirements



The reasons why growth has been provided are set out in Table 4

Table 4 – Reasons for Growth

	2017/18 Growth £'000s
Government related	650
Increase in demand/demographic growth	1,390
Council Priority	2,034
Budget Pressure (includes existing pressures)	441
New Grant	1,753
Pension Triennial Valuation	1,000
Total Growth	7,268

Council Tax

The Council is obliged by statute to calculate the council tax requirement and set a balanced budget.

In London, not only does each Borough raise council tax, the Greater London Authority (GLA) also precepts Council Tax. The GLA 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.

For 2017/18 the Hammersmith and Fulham element of Council Tax has been frozen.

	2016/17	2017/18	Increase In Council Tax
Hammersmith & Fulham	£ 727.81	£ 727.81	(0%)
Greater London Authority	£ 276.00	£ 280.02	1.5%
Total Council Tax	£ 1003.81	£1007.83	0.4%

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 finance expenditure on the council's housing stock. Similarly, council tax and specific grants can only be spent on General Fund services.

As well as the day-to-day revenue operations accounted for within the General Fund and Housing Revenue Account, the Council also operates a Capital Programme where investment in the Council's assets is accounted for. These assets are used to support the delivery of services and the Capital Programme reflects this by analysing budgets between the General Fund & Housing Revenue Account.

Departmental budgets that make-up the overall General Fund budget are presented.

Budget Page Headings

For each budget page an analysis is provided of:

- Any sum provided for **inflation**
- **Redirected Resources.** These are matching budget movements both within, and between, departments. They balance to nil.
- **Efficiencies and Growth.** These were agreed in the annual Budget Report. A summary of the proposals is set out within each Departmental section
- **Other Variations,** where these occur an appropriate explanation is provided on each divisional page.

Common Terms

The budget pages include a number of common terms for which no separate explanation is provided. These are:

- **Adjustments regarding 'section 113' agreements.** These relate to the payment and recovery of costs for the provision of services shared with other authorities.
- **Service Level Agreements (SLAs).** These relate to the allocation of support services costs (back office) to service (front line) areas. The net impact of such

movements on the bottom line is nil.

- **Capital Charges.** These are accounting entries determined for the use of the Council's long term fixed assets, such as Property, Plant and Equipment. The charge is based on the value of the assets spread over the useful life of the assets. The net impact of such charges on the bottom line is nil. The charge to departments is reversed out through a central capital financing adjustment.



2017/18 ESTIMATES

CORPORATE SUMMARY

GENERAL FUND SUMMARY

	2016/2017	2017/2018
Number of Full Time Equivalent staff	1,749	1,791

SUBJECTIVE ANALYSIS OF ESTIMATES

	2016/2017 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2017/2018 Estimates £000
Expenditure							
Employee Expenses	87,188	20	(360)	(2,492)	409	7,075	91,840
Premises Related Expenditure	22,051	158	0	(44)	0	(11,285)	10,880
Transport Related Expenditure	2,204	7	0	(15)	0	(588)	1,608
Supplies and Services	66,722	586	(14)	(2,933)	6,147	(5,135)	65,373
Third Party Payments	217,898	1,179	348	(3,944)	35	(66,707)	148,809
Transfer Payments	154,659	132	0	0	0	80,112	234,903
Support Service Charges	47,520	0	(5)	0	301	(519)	47,297
Capital Charges	21,698	0	0	0	0	(409)	21,289
GROSS EXPENDITURE	619,941	2,081	(31)	(9,428)	6,892	2,544	622,000
Support Service Recharge Income	(55,858)	0	0	(2,159)	0	5,132	(52,885)
Income							
Internal Trading Income	(5,145)	0	209	0	0	(686)	(5,623)
Government Grants	(264,787)	0	0	(200)	0	(5,703)	(270,690)
Other Reimbursements & Contributions	(20,493)	0	25	(466)	80	(1,860)	(22,715)
Customer & Client Receipts	(95,061)	(15)	(208)	(2,238)	296	1,318	(95,908)
Interest & Other	(1,029)	0	0	0	0	(116)	(1,145)
Use of Balances & Reserves	6,169	0	5	0	0	(2,116)	4,058
General Grants & Capital Financing	(30,230)	0	0	0	0	(2,658)	(32,888)
GROSS INCOME	(410,576)	(15)	31	(2,904)	376	(11,821)	(424,910)
NET EXPENDITURE	153,507	2,066	()	(14,491)	7,268	(4,145)	144,205

GENERAL FUND
SUMMARY

Service Area	2016/2017 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Adjustments £000	2017/2018 Estimates £000
Adult Social Care	57,871	942	(161)	(2,748)	4,413	(964)	59,353
Centrally Managed Budgets	22,284	32	1	(1,469)	2,286	(3,337)	19,797
Children's Services	47,377	96	(96)	(2,428)	141	150	45,240
Environmental Services	23,538	554	(96)	(2,759)	118	1,062	22,417
Corporate Services	16,589	128	286	(3,263)	80	2,458	16,278
Housing Department	6,777	303	69	(1,380)	230	294	6,293
Libraries & Archives	3,158	10	(8)	(444)	0	(49)	2,667
Public Health Services	0	0	5	0	0	(5)	0
Total Departmental Expenditure	177,594	2,066	0	(14,491)	7,268	(391)	172,045
Capital Financing	(19,364)	0	0	0	0	409	(18,955)
Use of Balances	6,146	0	0	0	0	(1,098)	5,048
General Grant	(10,867)	0	0	0	0	(3,066)	(13,933)
Net Expenditure	153,509	2,066	0	(14,491)	7,268	(4,146)	144,205
Funded By							
Revenue Support Grant	(38,453)	0	0	0	0	8,954	(29,499)
Localised Element of Non Domestic Rates	(60,029)	0	0	0	0	1,608	(58,421)
Council Tax Income	(53,888)	0	0	0	0	(1,380)	(55,268)
One off drawdown from collection fund and reserves	(1,137)	0	0	0	0	120	(1,017)
Total	(153,507)	0	0	0	0	9,302	(144,205)

Adult Social Care

Description of Service

The Adult Social Care (ASC) Department has a statutory duty to provide social care and support for vulnerable people. The Department is able to deliver high quality assessment, care coordination, social work and specialist community services to people with a disability, people with mental health needs and other adults as well as their carers, with a strong emphasis on encouraging independence and ensuring the safety of vulnerable adults living within the Borough and accessing the service.

The Department is part of the shared services 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 is key to the future delivery of our services. This will be done by investing with health through the Better Care Fund (BCF) with the aim of supporting existing integrated services by extending and increasing capacity in adult social care crisis response, community independence and home care. We believe this will yield greater benefits to residents and ensure that Adult Social Care can 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 Integrated Care Division is to ensure that the Council fulfils its statutory duties in respect of vulnerable adults and carers with respect to the Care Act 2014, whilst ensuring that the Department works in partnership with Health to reduce urgent care bed usage by supporting the customers to stay at home for longer periods. This division fulfil this duty in a manner which is consistent with the priorities of the Council.

The purpose of the Strategic Commissioning and Enterprise Division is primarily to understand and respond to the aspirations of residents by analysing information and using evidence to design commission and procure services, implement changes and evaluate their effectiveness and furthermore 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 as well as **maximise the value for money delivered from the Department's** financial resources.

Primary Objectives of the Department

ASC Vision is to deliver person-centred, high quality, integrated care that helps people stay well and live independently at home and in their communities. Our objectives to achieve this vision are:

- Create a culture and leadership model that puts the customer first and enables/supports our people and partners.
- Protecting our most vulnerable customers.
- Promoting self-reliance and personal responsibility for our customers and staff.
- Enabling better outcomes for everyone who encounters our services.
- Striking a balance between empowerment and safeguarding.
- Creating a better care experience for our customers.
- Developing an approach which strengthens relationships with partners to deliver improved outcomes.
- Delivering greater productivity and value for money.

**2017_18 GROWTH & SAVINGS
ADULT SOCIAL CARE**

GROWTH		
Service	Description	2017-18 Budget Change (£000's)
Underlying Budget Pressures	There are continued pressures on the Home Care Packages and Direct Payment Budgets as part of the out of hospital strategy and the tendering of new home care contracts which is now operational . This has led to both an increases in demand	1,030
Home Care	New Price for Home Care Contracts	820
ASC element of Transport Contract	ASC element of Travel and Care Contract	50
Transition of People with Learning Disabilities	Existing budgets are struggling to cope with demand due to a number of reasons one of which is the combination of existing customers who are living longer with increasingly complex needs and new customers who are transferring from Children's Services with expensive care packages as the relevant budget does not transfer with customers.	360
Adult Social Care Support Grant	New One-off Support Grant for 2017/18	922
Better Care Funding	Increase in 207/18 Grant Funding	831
National Living Wage	The Introduction of the living wage is a statutory requirement and no provision has been made in the placements budgets to accommodate the price increases which providers will pass to the Council.	400
Growth Total		4,413

SAVINGS		
Service	Description	2017-18 Budget Change (£000's)
Integrated Care	Independence first and before any new or increasing care and support. By assisting people to maximise their independence this will delay the use of more expensive interventions.	(344)
Strategic Commissioning and Enterprise	Review operating model with high value providers	(200)
Strategic Commissioning and Enterprise	Remodel in house service delivery to lower costs through LEAN review and examine community and other delivery models.	(200)
Integrated Care	Forensic assessment of where payments are not aligned to services provided and/or customers needs	(222)
Strategic Commissioning and Enterprise	Dynamic Purchasing System	(200)
Integrated Care	Improved transition and promote independence	0
Integrated Care	Review of care pathways & extending independence through housing	(579)
All	Review of workforce costs	(140)
	TOTAL	(1,885)
	SHARE OF CORPORATE SAVINGS:	
Public Health Services	Public Health Substitution Funding	(738)
Corporate	Use of Vacancy Board, agency staff review and flexible working to reduce spend	(125)
	TOTAL SHARE OF CORPORATE SAVINGS	(863)
Savings Total		(2,748)

2017/2018 ESTIMATES

ADULT SOCIAL CARE

ADULT SOCIAL CARE
CHANGE BETWEEN YEARS

Service Area Analysis	2016/2017 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Adjustments £000	2017/2018 Estimates £000
Executive Director	601	0	(15)	(13)	0	(40)	533
Finance	7,778	0	(7)	(31)	0	(377)	7,363
Strategic Commissioning & Enterprise	5,637	6	(6)	(763)	0	(118)	4,756
Integrated Care	43,855	937	(134)	(1,941)	4,413	(429)	46,701
TOTAL	57,871	942	(161)	(2,748)	4,413	(964)	59,353

ADULT SOCIAL CARE
SUMMARY

	2016/2017	2017/2018
Number of Full Time Equivalent staff	274	282

SUBJECTIVE ANALYSIS OF ESTIMATES

	2016/2017 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2017/2018 Estimates £000
Expenditure							
Employee Expenses	12,171	0	(145)	(465)	0	1,140	12,701
Premises Related Expenditure	536	1	0	0	0	(67)	470
Transport Related Expenditure	357	0	0	0	0	(216)	141
Supplies and Services	8,919	0	0	0	0	(162)	8,757
Third Party Payments	50,114	810	(23)	(1,545)	4,162	712	54,229
Transfer Payments	7,783	132	0	0	15	716	8,646
Support Service Charges	5,889	0	0	0	0	(355)	5,534
Capital Charges	765	0	0	0	0	(41)	724
GROSS EXPENDITURE	86,534	942	(169)	(2,010)	4,177	1,727	91,202
Support Service Recharge Income	0	0	0	(738)	0	0	(738)
Income							
Internal Trading Income	0	0	0	0	0	0	0
Government Grants	(1,429)	0	0	0	0	(831)	(2,260)
Other Reimbursements & Contributions	(3,829)	0	8	(0)	0	(1,289)	(5,110)
Customer & Client Receipts	(23,405)	0	0	0	236	(572)	(23,741)
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0
GROSS INCOME	(28,664)	0	8	(0)	236	(2,691)	(31,111)
NET EXPENDITURE	57,871	942	(161)	(2,748)	4,413	(964)	59,353

ADULT SOCIAL CARE
Executive Director

This Division contains the budget for the Executive Director, Directors and Executive Support Assistants to Directors. This Division incorporates Workforce Development and the Department's Communication Team

	2016/2017	2017/2018
Full Time Equivalents	7	6

Subjective Analysis of Estimates	2016/2017 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2017/2018 Estimates £000
Expenditure							
Employees	844	0	(16)	(13)	0	(55)	760
Premises	1	0	0	0	0	(1)	0
Transport	2	0	0	0	0	1	3
Supplies & Services	65	0	0	0	0	(9)	56
Third Party Payments	83	0	(0)	0	0	1	84
Transfer Payments	0	0	0	0	0	0	0
Support Service Charges	0	0	0	0	0	0	0
Capital Charges	0	0	0	0	0	0	0
Gross Expenditure	995	0	(16)	(13)	0	(64)	903
Support Service Recharge Income	0	0	0	0	0	0	0
Income							
Internal Trading Income	0	0	0	0	0	0	0
Government Grants	0	0	0	0	0	0	0
Reimbursements & Contributions	(395)	0	2	0	0	23	(370)
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	(395)	0	2	0	0	23	(370)
Net Expenditure/ (Income)	601	0	(15)	(13)	0	(40)	533

Notes
Budget transfer of Executive Director to Integrated Care Division; accounts for the decrease in employee budget and for the reduction in FTE.

ADULT SOCIAL CARE
Finance

The purpose of this 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 contains the cost for the Shared Services Client Affairs of Deputyship and Appointeeship service users, Financial Assessment and Charging, Direct Payment Finance and the IT Team.

	2016/2017	2017/2018
Full Time Equivalents	20	23

Subjective Analysis of Estimates	2016/2017 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2017/2018 Estimates £000
Expenditure							
Employees	1,357	0	(7)	(31)	0	187	1,506
Premises	0	0	0	0	0	1	1
Transport	3	0	0	0	0	(3)	0
Supplies & Services	56	0	0	0	0	26	82
Third Party Payments	455	0	(1)	0	0	(34)	420
Transfer Payments	0	0	0	0	0	0	0
Support Service Charges	5,889	0	0	0	0	(355)	5,534
Capital Charges	429	0	0	0	0	(63)	366
Gross Expenditure	8,189	0	(8)	(31)	0	(242)	7,908
Support Service Recharge Income	0	0	0	0	0	0	0
Income							
Internal Trading Income	0	0	0	0	0	0	0
Government Grants	0	0	0	0	0	0	0
Reimbursements & Contributions	(242)	0	1	0	0	(75)	(316)
Customer & Client Receipts	(170)	0	0	0	0	(60)	(230)
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0
Gross Income	(411)	0	1	0	0	(135)	(545)
Net Expenditure/ (Income)	7,778	0	(7)	(31)	0	(377)	7,363

Notes

Increased in staffing numbers of 3 FTEs is due to the creation of a new payment team. The new payment team accounts partly for the increased movement in the employee budget. The other part is due to the accounting treatment regarding S113 recharges - comprising of employee related budget and contribution from Shared Service indicated by the movements in Reimbursement and Contributions and in the Customer and Clients Receipts.

ADULT SOCIAL CARE
Strategic Commissioning & Enterprise

The purpose of this Division is primarily to work with partners particularly with the NHS Service, to integrate care so that our customers receive the right level of care. They also develop the market in services that enable people to be self reliant and independent by procuring and monitoring contracts as well as providing business analysis. The Division is also responsible for the Supporting People Programme and a range of Third Sector payments.

	2016/2017						2017/2018
Full Time Equivalents	31						27
Subjective Analysis of Estimates	2016/2017 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2017/2018 Estimates £000
Expenditure							
Employees	1,618	0	(8)	(25)	0	(113)	1,473
Premises	(8)	0	0	0	0	0	(8)
Transport	0	0	0	0	0	0	0
Supplies & Services	8,119	0	0	0	0	(276)	7,843
Third Party Payments	1,638	6	(2)	0	0	(584)	1,058
Transfer Payments	0	0	0	0	0	0	0
Support Service Charges	0	0	0	0	0	0	0
Capital Charges	0	0	0	0	0	0	0
Gross Expenditure	11,368	6	(10)	(25)	0	(972)	10,366
Support Service Recharge Income	0	0	0	(738)	0	0	(738)
Income							
Internal Trading Income	0	0	0	0	0	0	0
Government Grants	0	0	0	0	0	0	0
Reimbursements & Contributions	(2,725)	0	4	(0)	0	743	(1,978)
Customer & Client Receipts	(3,006)	0	0	0	0	111	(2,895)
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0
Gross Income	(5,731)	0	4	(0)	0	855	(4,872)
Net Expenditure/ (Income)	5,637	6	(6)	(763)	0	(118)	4,756

Notes
The decrease in FTEs and in the Employee Budget is due to major re-organisation within Commissioning
The movement in Supplies and Services budget is because of the removal of Care Act expenditure & income budgets, to be accounted for in the Integrated Care division in 2017/18 when the programme of expenditure has been confirmed and Health budget re-aligned
A re-alignments of Health budgets accounts for the movements in the Third Party Payments budget and in the Customer and Client Receipts budget
The movement in Reimbursements and Contribution budget is mainly attributable to the removal of Care Act Income budget; and a s113 accounting adjustment.

ADULT SOCIAL CARE
Integrated Care

This Division provides services which include social work assessment & care management, occupational therapy, community independence services such as reablement, assistive equipment and technology. These services are offered in an integrated way with family doctors, community health services and hospitals. The operational budgets for customers with primary support needs of Physical Support, Sensory Support, Support for Memory & Cognition, Mental Health and Learning Disabilities including placements, packages, direct payments and in-house provide services.

	2016/2017	2017/2018
Full Time Equivalents	216	226

Subjective Analysis of Estimates	2016/2017 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2017/2018 Estimates £000
Expenditure							
Employees	8,352	0	(115)	(396)	0	1,120	8,961
Premises	543	1	0	0	0	(66)	478
Transport	351	0	0	0	0	(214)	138
Supplies & Services	678	0	0	0	0	98	777
Third Party Payments	47,938	804	(20)	(1,545)	4,162	1,328	52,668
Transfer Payments	7,783	132	0	0	15	716	8,646
Support Service Charges	0	0	0	0	0	0	0
Capital Charges	336	0	0	0	0	22	358
Gross Expenditure	65,982	937	(135)	(1,941)	4,177	3,005	72,025
Support Service Recharge Income	0	0	0	0	0	0	0
Income							
Internal Trading Income	0	0	0	0	0	0	0
Government Grants	(1,429)	0	0	0	0	(831)	(2,260)
Reimbursements & Contributions	(468)	0	0	0	0	(1,980)	(2,447)
Customer & Client Receipts	(20,230)	0	0	0	236	(623)	(20,617)
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0
Gross Income	(22,127)	0	0	0	236	(3,434)	(25,324)
Net Expenditure/ (Income)	43,855	937	(134)	(1,941)	4,413	(429)	46,701

Notes

Increased in staffing numbers of 10 FTEs is due to the additional income from Health for the Community Independence Service and transfer of the Director of Integrated Care from the Executive Directorate Division.

A Transfer of transport budgets to Third Party Payments took place to fund the external transport contract.

The increase in Third Party Payments is due to: additional government grant and health income of to fund additional home care services due to increased costs associated with early hospital discharges and a transfer of £716k to Transfer Payment to fund increase in direct payment customers.

The Government Gants improved due to a Better Care grant allocation.

Increase in Customer & Client Receipts is due to increase income from Health for jointly funded services and a transfer of £1,980k of this increased income was made to the Reimbursements & Contributions budget.

CENTRALLY MANAGED BUDGETS

Description of Service

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

The accountancy rules for Corporate & Democratic Core cost are set 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 the 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, these budgets are monitored within CMB to facilitate clearer accounting. The remit is to:

- Manage cashflow 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
- Accounting for Corporate & Democratic Core costs
- Monitoring and influencing the cost of levies
- Managing the regime for audits of grants and the final Statement of Accounts
- Pay Housing benefits 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
- 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 to drive down costs
- Continuous improvement in Housing benefits processing and accuracy

**2017_18 GROWTH & SAVINGS
CENTRALLY MANAGED BUDGETS**

GROWTH		
Service	Description	2017-18 Budget Change (£000's)
Recharges to the HRA	The HRA share of overhead efficiencies	301
Growth Held Corporately		
Triennial valuation of the pension fund - employer contribution rate (estimated)	The current employer contribution rate will be in place until 31st March 2017. The triennial valuation of the Fund is in progress with firm figures expected in the Autumn. The preliminary view of the actuary was that there may need to be a small increase in contributions and certainly no reduction.	1,000
Queens Manor Resource Centre	Cabinet agreed funding to build and develop a Resource Centre for disabled children and their families; to rebuild the SEN Unit at Queen's Manor School and to fund project and specialist resources to develop the service offer of the Resource Centre in co-production with partners and families.	150
Travel Care and Support Service Arrangements	A recommendation was made to change the existing delivery arrangements to improve service standards and sovereign accountability, which included approval to fund additional recurring costs totalling £228k per annum from 2016/17.	228
Passenger Transport	There is a requirement to reprocur certain, significant, elements of passenger transport as a result of the end of the lifetime of the West London Alliance Framework and the decision to include within the procurement one of the largest providers of home to school transport currently on the Westminster Framework. As part of this proposal the procurement will establish "sovereign" routes and to enhance the quality of the existing service.	220
Alternative Weed Treatment	Members would like to move to non-chemical weed control in parks and on street.	137
Impact of pension auto-enrolment from October 2017 (estimated)	The Pensions Act 2008 requires all employers to provide a workplace pension scheme for employees called Auto enrolment. Auto-enrolment will result in a net increase in employer pension contributions as more employees enter the pension scheme.	250
	TOTAL SHARE OF GROWTH HELD CORPORATELY	1,985
Growth Total		2,286

SAVINGS		
Service	Description	2017-18 Budget Change (£000's)
Cross Cutting	Savings from better contract management	(500)
Finance	External Audit - recognition of underspend	(20)
HR	Reduction in redundancy provision	(450)
Centrally Managed Budgets	Savings on unfunded pensions costs	(200)
Centrally Managed Budgets	Improved Housing Benefit Overpayments recovery	(200)
	TOTAL	(1,370)
	SHARE OF CORPORATE SAVINGS:	
Cross Cutting	Use of Vacancy Board, agency staff review and flexible working to reduce spend	(99)
Savings Total		(1,469)

2017/2018 ESTIMATES

CENTRALLY MANAGED BUDGETS

Centrally Managed Budgets
SUMMARY

	2016/2017	2017/2018
Number of Full Time Equivalent staff	0	0

SUBJECTIVE ANALYSIS OF ESTIMATES

	2016/2017 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2017/2018 Estimates £000
Expenditure							
Employee Expenses	9,715	17	0	(650)	0	0	9,081
Premises Related Expenditure	986	1	0	0	0	0	987
Transport Related Expenditure	152	1	0	0	0	0	152
Supplies and Services	6,479	14	(370)	(619)	1,985	(1,433)	6,056
Third Party Payments	1,864	0	376	0	0	0	2,240
Transfer Payments	145,424	0	0	0	0	0	145,424
Support Service Charges	8,327	0	(5)	0	301	(1,547)	7,076
Capital Charges	2,334	0	0	0	0	0	2,334
GROSS EXPENDITURE	175,280	32	1	(1,269)	2,286	(2,980)	173,350
Support Service Recharge Income	(3,266)	0	0	0	0	312	(2,955)
Income							
Internal Trading Income	0	0	0	0	0	0	0
Government Grants	(145,714)	0	0	(200)	0	163	(145,751)
Other Reimbursements & Contributions	(712)	0	0	0	0	(832)	(1,544)
Customer & Client Receipts	(1,002)	0	0	0	0	0	(1,002)
Interest & Other	(2,302)	0	0	0	0	0	(2,302)
Use of Balances & Reserves	0	0	0	0	0	0	0
GROSS INCOME	(149,730)	0	0	(200)	0	(669)	(150,599)
NET EXPENDITURE	22,283	32	1	(1,469)	2,286	(3,337)	19,797

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 and tri borough accommodation recharges. The majority of expenditure consists of a recharge from other budget headings.

	2016/2017	2017/2018
Full Time Equivalents	0	0

Subjective Analysis of Estimates	2016/2017 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2017/2018 Estimates £000
Expenditure							
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	464	0	0	(20)	0	0	444
Third Party Payments	294	0	0	0	0	0	294
Transfer Payments	0	0	0	0	0	0	0
Support Service Charges	6,364	0	0	0	0	(1,584)	4,780
Capital Charges	0	0	0	0	0	0	0
Gross Expenditure	7,123	0	0	(20)	0	(1,584)	5,518
Support Service Recharge Income	(513)	0	0	0	0	(905)	(1,418)
Income							
Internal Trading Income	0	0	0	0	0	0	0
Government Grants	0	0	0	0	0	0	0
Reimbursements & Contributions	(544)	0	0	0	0	0	(544)
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	(544)	0	0	0	0	0	(544)
Net Expenditure/ (Income)	6,066	0	0	(20)	0	(2,489)	3,556

Notes

The movement in the Support Service Charges is due to changes in the use of subjective analysis for Corporate and Democratic charges.

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.

	2016/2017	2017/2018
Full Time Equivalents	0	0

Subjective Analysis of Estimates	2016/2017 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2017/2018 Estimates £000
Expenditure							
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	1,570	0	0	0	0	0	1,570
Transfer Payments	0	0	0	0	0	0	0
Support Service Charges	0	0	0	0	0	0	0
Capital Charges	0	0	0	0	0	0	0
Gross Expenditure	1,570	0	0	0	0	0	1,570
Support Service Recharge Income	0	0	0	0	0	0	0
Income							
Internal Trading 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)	1,570	0	0	0	0	0	1,570

Notes

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.

	2016/2017	2017/2018
Full Time Equivalents	0	0

Subjective Analysis of Estimates	2016/2017 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2017/2018 Estimates £000
Expenditure							
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 Service Charges	0	0	0	0	0	0	0
Capital Charges	2,334	0	0	0	0	0	2,334
Gross Expenditure	2,334	0	0	0	0	0	2,334
Support Service Recharge Income	0	0	0	0	0	0	0
Income							
Internal Trading 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	(2,302)	0	0	0	0	0	(2,302)
Use of Balances & Reserves	0	0	0	0	0	0	0
Gross Income	(2,302)	0	0	0	0	0	(2,302)
Net Expenditure/ (Income)	32	0	0	0	0	0	32

Notes

Centrally Managed Budgets
HOUSING BENEFITS 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.

	2016/2017	2017/2018
Full Time Equivalents	0	0

Subjective Analysis of Estimates	2016/2017 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2017/2018 Estimates £000
Expenditure							
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	145,424	0	0	0	0	0	145,424
Support Service Charges	0	0	0	0	0	0	0
Capital Charges	0	0	0	0	0	0	0
Gross Expenditure	145,424	0	0	0	0	0	145,424
Support Service Recharge Income	0	0	0	0	0	0	0
Income							
Internal Trading Income	0	0	0	0	0	0	0
Government Grants	(145,714)	0	0	(200)	0	163	(145,751)
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	(145,714)	0	0	(200)	0	163	(145,751)
Net Expenditure/ (Income)	(291)	0	0	(200)	0	163	(328)

Notes
The changes in the income line reflects the income amount expected for 2017_18.

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.

	2016/2017	2017/2018
Full Time Equivalents	0	0

Subjective Analysis of Estimates	2016/2017 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2017/2018 Estimates £000
Expenditure							
Employees	9,450	17	0	(650)	0	0	8,816
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 Service Charges	0	0	0	0	0	0	0
Capital Charges	0	0	0	0	0	0	0
Gross Expenditure	9,450	17	0	(650)	0	0	8,816
Support Service Recharge Income	0	0	0	0	0	0	0
Income							
Internal Trading 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)	9,450	17	0	(650)	0	0	8,816

Notes

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 Service Level Agreement costs (SLA).

	2016/2017	2017/2018
Full Time Equivalents	0	0

Subjective Analysis of Estimates	2016/2017 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2017/2018 Estimates £000
Expenditure							
Employees	265	0	0	0	0	0	265
Premises	986	1	0	0	0	0	987
Transport	152	1	0	0	0	0	152
Supplies & Services	6,014	14	(370)	(599)	1,985	(1,433)	5,612
Third Party Payments	0	0	376	0	0	0	376
Transfer Payments	0	0	0	0	0	0	0
Support Service Charges	1,963	0	(5)	0	301	37	2,296
Capital Charges	0	0	0	0	0	0	0
Gross Expenditure	9,380	16	1	(599)	2,286	(1,395)	9,688
Support Service Recharge Income	(2,753)	0	0	0	0	1,217	(1,537)
Income							
Internal Trading Income	0	0	0	0	0	0	0
Government Grants	0	0	0	0	0	0	0
Reimbursements & Contributions	(168)	0	0	0	0	(832)	(1,000)
Customer & Client Receipts	(1,002)	0	0	0	0	0	(1,002)
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0
Gross Income	(1,170)	0	0	0	0	(832)	(2,001)
Net Expenditure/ (Income)	5,457	16	1	(599)	2,286	(1,011)	6,150

Notes

The decrease in the Supplies and Services budget is because the charges to the Housing Revenue Account for insurance costs have been classified, so they are not recorded as SLA charges.

The adjustment on the Reimbursement and Contributions relate to charging out Service Level Agreements. This variation has risen as a result of budget changes and the methodology for apportioning these overheads across the council.

CHILDREN'S SERVICES

Description of Service

Children's Services include a Family Services directorate which **provides a range of children's** social care services which seek to strengthen families through effectively assessing and minimising the risk of harm to the most vulnerable children. There are also a range of early help services which identify and meet additional needs at the earliest opportunity to prevent problems from escalating to meet the needs of children and young people, enabling them to have a supportive foundation for their future health and wellbeing. The education service works in partnership with local schools to ensure all children and young people receive an excellent education, that enables them to fulfil their potential. While the majority of services **working directly with the borough's children and families are locally based and managed, a** number of key services are jointly managed through shared working arrangements with other boroughs. Some services are universal and designed to work with agencies such as schools and early years settings. Others are designed to identify children and families who are vulnerable **and who may be in need of protection or who may need to be "looked after"**.

The borough's Family Services are directed by a dedicated Family Services Director who is part of a wider Senior Leadership Team which includes Directors of Education, Commissioning and Finance and resources.

Statement of Core Business

Children's Services aims to improve the lives and life chances of the borough's children and young people; intervene early to give the best start in life and promote wellbeing; ensure children and young people are protected from harm; and that all have access to an excellent education and achieve their potential. All of this will be done whilst reducing costs and improving service effectiveness.

Themes underpinning the Statement of Core Business:

1. Strengthening Families – protecting children and strengthening families through social care practice that develops strong and meaningful relationships.
2. Educational Excellence – working in partnership to ensure all children and young people receive an excellent education, that enables them to fulfil their potential.
3. Enabling Independence and Life Quality – strengthening the local service offer for children and young people with complex needs, and where possible avoiding the need for more intensive services over time.
4. Supportive Foundations – provide all children and young people with a supportive foundation for future health and wellbeing where additional needs are recognised and responded to at the earliest opportunity.
5. Expert Commissioning and Operational Effectiveness – Optimising value for money through expert commissioning and improved operational efficiency across the education, health and care system.

**2017_18 GROWTH & SAVINGS
CHILDREN'S SERVICES**

GROWTH		
Service	Description	2017-18 Budget Change (£000's)
Unaccompanied asylum seeking children -10 additional children beyond current allocation	There is an interest for the administration to support a number of unaccompanied asylum seeking children in addition to our current allocation. A range of factors will impact the actual cost including age of children, grant funding and number of vacancies within the in-house provision.	141
Growth Total		141

SAVINGS		
Service	Description	2017-18 Budget Change (£000's)
Commissioning	Integrated Family Support	(500)
Family Services	Maximising social care effectiveness	(797)
Education	Transforming services to children and young people with special educational needs and disabilities	(224)
Education	Income from services offered to schools	(132)
Cross Cutting	Efficiencies to Legal Costs	(100)
	Reduced adoption placements (budget underspend)	(30)
Family Services	Family Service Savings- full year effect of savings delivered from 2016-17 staff reorganisation	(87)
	TOTAL	(1,870)
	SHARE OF CORPORATE SAVINGS:	
Public Health Services	Public Health Substitution Funding: Activities relating to Early Help	(368)
Cross Cutting	Use of Vacancy Board, agency staff review and flexible working to reduce spend	(190)
	TOTAL SHARE OF CORPORATE SAVINGS	(558)
Savings Total		(2,428)



2017/2018 ESTIMATES

CHILDREN'S SERVICES

**CHILDREN'S SERVICES
CHANGE BETWEEN YEARS**

Service Area Analysis	2016/2017 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Adjustments £000	2017/2018 Estimates £000
Schools Funding	(1,016)	0	0	0	0	1,020	4
Safeguarding, Review And Quality Assurance	1,154	0	(5)	(10)	0	372	1,511
Family Services Summary	29,962	75	(60)	(1,383)	141	(1,660)	27,076
Finance And Resources Summary	4,584	1	(4)	(8)	0	787	5,359
Commissioning Summary	5,012	0	(5)	(643)	0	251	4,616
Education Summary	7,681	20	(22)	(384)	0	(620)	6,675
TOTAL	47,377	96	(96)	(2,428)	141	150	45,240

**CHILDREN'S SERVICES
SUMMARY**

	2016/2017	2017/2018
Number of Full Time Equivalent staff	424	411

SUBJECTIVE ANALYSIS OF ESTIMATES

	2016/2017 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2017/2018 Estimates £000
Expenditure							
Employee Expenses	18,062	0	(83)	(550)	141	(221)	17,348
Premises Related Expenditure	538	3	0	0	0	0	541
Transport Related Expenditure	555	0	0	(15)	0	(320)	220
Supplies and Services	1,851	6	0	(224)	0	743	2,376
Third Party Payments	119,133	86	(28)	(1,238)	0	(77,236)	40,718
Transfer Payments	219	1	0	0	0	80,148	80,369
Support Service Charges	8,349	0	0	0	0	(780)	7,569
Capital Charges	3,647	0	0	0	0	(170)	3,477
GROSS EXPENDITURE	152,354	96	(111)	(2,026)	141	2,164	152,617
Support Service Recharge Income	0	0	0	(368)	0	0	(368)
Income							
Internal Trading Income	0	0	0	0	0	0	0
Government Grants	(92,375)	0	0	0	0	(3,527)	(95,902)
Other Reimbursements & Contributions	(10,184)	0	16	31	0	1,184	(8,954)
Customer & Client Receipts	(2,418)	0	0	(65)	0	329	(2,154)
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0
GROSS INCOME	(104,977)	0	16	(34)	0	(2,014)	(107,009)
NET EXPENDITURE	47,377	96	(96)	(2,428)	141	150	45,240

**CHILDREN'S SERVICES
SCHOOLS FUNDING**

Schools are largely funded from Dedicated Schools grant receivable from government. This budget accounts for the distribution of the grant to schools and centrally retained services.

	2016/2017	2017/2018
Full Time Equivalents	0	0

Subjective Analysis of Estimates	2016/2017 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2017/2018 Estimates £000
Expenditure							
Employees	527	0	0	0	0	(527)	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	62,211	0	0	0	0	(59,779)	2,432
Transfer Payments	0	0	0	0	0	65,356	65,356
Support Service Charges	0	0	0	0	0	4	4
Capital Charges	0	0	0	0	0	0	0
Gross Expenditure	62,738	0	0	0	0	5,054	67,792
Support Service Recharge Income	0	0	0	0	0	0	0
Income							
Internal Trading Income	0	0	0	0	0	0	0
Government Grants	(63,754)	0	0	0	0	(4,034)	(67,788)
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	(63,754)	0	0	0	0	(4,034)	(67,788)
Net Expenditure/ (Income)	(1,016)	0	0	0	0	1,020	4

Notes
 An accounting adjustment to reflect payment to schools of grant funding now being made from Transfer Payments, previously made from Third Party Payments.
 The increase in Government grants reflects the updated funding allocations for the financial year for school grants, and the realignment of budgets between Employees, Third Party and Transfer payments.

**CHILDREN'S SERVICES
SAFEGUARDING, REVIEW AND QUALITY ASSURANCE**

The SRQA directorate is responsible for ensuring quality assurance and best practice across children's services by the independent review of looked after children's placements, the London Safeguarding Children's Board, ensuring safeguarding in schools and employment, and supporting case conferences around young people and their families to ensure the best outcomes for young people.

	2016/2017	2017/2018
Full Time Equivalents	23	19

Subjective Analysis of Estimates

	2016/2017 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2017/2018 Estimates £000
Expenditure							
Employees	922	0	(4)	(8)	0	(80)	829
Premises	0	0	0	0	0	0	0
Transport	6	0	0	0	0	0	6
Supplies & Services	36	0	0	0	0	(8)	28
Third Party Payments	239	0	(1)	(3)	0	23	258
Transfer Payments	0	0	0	0	0	0	0
Support Service Charges	185	0	0	0	0	308	493
Capital Charges	0	0	0	0	0	0	0
Gross Expenditure	1,388	0	(6)	(11)	0	243	1,614
Support Service Recharge Income	0	0	0	0	0	0	0
Income							
Internal Trading Income	0	0	0	0	0	0	0
Government Grants	(139)	0	0	0	0	119	(19)
Reimbursements & Contributions	(95)	0	0	1	0	10	(84)
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	(234)	0	0	1	0	130	(103)
Net Expenditure/ (Income)	1,154	0	(5)	(10)	0	372	1,511

Notes

The cessation of the Focus on Practice grant accounts for the movement in Government Grants.

The rest of the movements is as a result of s113 accounting adjustment.

**CHILDREN'S SERVICES
FAMILY SERVICES SUMMARY**

This Division contains the following services: Contact and Assessment, Family Support and Child Protection, Looked After Children, Permanency, Fostering and Adoption, Youth Offending Service & Localities.

	2016/2017	2017/2018
Full Time Equivalents	293	280

Subjective Analysis of Estimates

Expenditure

	2016/2017 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2017/2018 Estimates £000
Employees	11,490	0	(52)	(395)	141	(785)	10,398
Premises	213	2	0	0	0	0	215
Transport	440	0	0	0	0	(320)	120
Supplies & Services	883	5	0	(115)	0	850	1,623
Third Party Payments	16,041	68	(13)	(882)	0	(342)	14,873
Transfer Payments	(111)	0	0	0	0	111	0
Support Service Charges	5,688	0	0	0	0	(2,275)	3,413
Capital Charges	511	0	0	0	0	18	529

Gross Expenditure

Support Service Recharge Income

Gross Expenditure	35,156	75	(65)	(1,392)	141	(2,744)	31,171
Support Service Recharge Income	0	0	0	0	0	0	0
Income							
Internal Trading Income	0	0	0	0	0	0	0
Government Grants	(2,698)	0	0	0	0	55	(2,643)
Reimbursements & Contributions	(2,495)	0	5	10	0	1,065	(1,416)
Customer & Client Receipts	0	0	0	0	0	(36)	(36)
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	(5,193)	0	5	10	0	1,084	(4,095)
Net Expenditure/ (Income)	29,962	75	(60)	(1,383)	141	(1,660)	27,076

Notes

The reduction in the FTEs and the movement in the Employee budget is due to the cessation of the Step Up Programme and the maximising social care effectiveness exercise as evidenced by the savings allocation. The ending of the Step Up Programme also resulted in the realignment of the Employees and Reimbursements and Contributions budgets.

Furthermore there was an in year realignment of misallocated Medium Term Financial Strategy (MTFS) savings to the Employees budget from Third Party Payments. An accounting adjustment regarding s113 also contributed to the movements in the Employees budget, Third Party Payments, and to the Reimbursements and Contribution budget.

A technical adjustment to reflect contract payments now made from Third Party payments, explains the movement in the Transport budget.

The movement in Supplies and Services resulted from the legal budgets realignment from Support Services Charges and a realignment of the Tavistock contract payment from Third Party Payments.

Movement in Transfer payments is due to Direct Payments budget realignment from Third Party Payments and from the updated allocations on Government Grants for Troubled Families, Focus on Practice and Unaccompanied Asylum Seeking Children.

**CHILDREN'S SERVICES
FINANCE AND RESOURCES SUMMARY**

This Division includes the departmental costs of Directors Office, Executive Support, Finance, Project Support, IT Strategy, Development and Support & the Schools Mutual contract.

	2016/2017	2017/2018
Full Time Equivalents	25	25

Subjective Analysis of Estimates

Expenditure

	2016/2017 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2017/2018 Estimates £000
Employees	768	0	(3)	(6)	0	401	1,160
Premises	174	1	0	0	0	0	175
Transport	1	0	0	0	0	0	1
Supplies & Services	37	1	0	0	0	122	160
Third Party Payments	2,298	0	(4)	(7)	0	(3)	2,283
Transfer Payments	0	0	0	0	0	0	0
Support Service Charges	777	0	0	0	0	599	1,376
Capital Charges	3,135	0	0	0	0	(188)	2,948

Gross Expenditure

Support Service Recharge Income

Income

Gross Expenditure	7,190	1	(7)	(14)	0	931	8,102
Support Service Recharge Income	0	0	0	0	0	0	0
Income							
Internal Trading Income	0	0	0	0	0	0	0
Government Grants	(577)	0	0	0	0	0	(577)
Reimbursements & Contributions	(1,179)	0	3	5	0	(5)	(1,176)
Customer & Client Receipts	(851)	0	0	0	0	(139)	(990)
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0
Gross Income	(2,606)	0	3	5	0	(144)	(2,743)

Net Expenditure/ (Income)

Net Expenditure/ (Income)	4,584	1	(4)	(8)	0	787	5,359
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Notes

The Employees budget movement is mainly due to an increase in agency budgets and an in year realignment of misallocated previous years' MTFS saving from Employees to Customer and Client receipts.

The other movements with the exception of Support Service Charges and Capital Charges were derived from a s113 accounting adjustments.

**CHILDREN'S SERVICES
COMMISSIONING SUMMARY**

This Division contains the following areas of activity: Commissioning Management, Business & Service Development. Also included is the Commissioning Placement area & the Commissioning Transport area for the provision of transport services for Adult Day Centres and Special Education Needs. The budget also includes provision for Young People Commissioning, Early Years services and Commissioning Health.

	2016/2017	2017/2018
Full Time Equivalents	17	21

Subjective Analysis of Estimates

	2016/2017 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2017/2018 Estimates £000
Expenditure							
Employees	435	0	(4)	(9)	0	581	1,002
Premises	2	0	0	0	0	0	2
Transport	8	0	0	0	0	0	8
Supplies & Services	(167)	0	0	0	0	8	(159)
Third Party Payments	21,847	0	(4)	(259)	0	(9,450)	12,133
Transfer Payments	0	0	0	0	0	8,862	8,862
Support Service Charges	567	0	0	0	0	231	798
Capital Charges	0	0	0	0	0	0	0
Gross Expenditure	22,690	0	(9)	(268)	0	231	22,645
Support Service Recharge Income	0	0	0	(368)	0	0	(368)
Income							
Internal Trading Income	0	0	0	0	0	0	0
Government Grants	(12,592)	0	0	0	0	78	(12,514)
Reimbursements & Contributions	(5,084)	0	4	8	0	(60)	(5,133)
Customer & Client Receipts	(2)	0	0	(15)	0	2	(15)
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0
Gross Income	(17,678)	0	4	(7)	0	20	(17,662)
Net Expenditure/ (Income)	5,012	0	(5)	(643)	0	251	4,616

Notes

Restructuring of the whole directorate lead to an increase in Employees budget and an increase in FTEs within this division. A further reason for the increased employee budget is the realignment of s113 budgets and the in year realignment of misallocated previous years' MTFS saving.

Movements in Third Party Payments and in the Government Grants is attributable to the accounting adjustment of grant funding amounts to reflect current allocations between the two areas.

**CHILDREN'S SERVICES
EDUCATION SUMMARY**

This Division undertakes the evaluation and inclusion of Schools within Children's Services. 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 Children with Special Educational Needs and Disabilities, transport and music services to schools.

	2016/2017	2017/2018
Full Time Equivalents	66	66

Subjective Analysis of Estimates

Expenditure

	2016/2017 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2017/2018 Estimates £000
Employees	3,920	0	(20)	(131)	0	189	3,959
Premises	149	1	0	0	0	0	150
Transport	101	0	0	(15)	0	0	86
Supplies & Services	1,062	0	0	(109)	0	(229)	724
Third Party Payments	16,498	18	(6)	(87)	0	(7,684)	8,739
Transfer Payments	330	1	0	0	0	5,820	331
Support Service Charges	1,133	0	0	0	0	353	1,486
Capital Charges	0	0	0	0	0	0	0
Gross Expenditure	23,192	20	(26)	(342)	0	(1,551)	15,475
Support Service Recharge Income	0	0	0	0	0	0	0
Income							
Internal Trading Income	0	0	0	0	0	0	0
Government Grants	(12,616)	0	0	0	0	254	(6,542)
Reimbursements & Contributions	(1,331)	0	4	8	0	174	(1,145)
Customer & Client Receipts	(1,565)	0	0	(50)	0	503	(1,112)
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0
Gross Income	(15,512)	0	4	(42)	0	931	(8,800)
Net Expenditure/ (Income)	7,681	20	(22)	(384)	0	(620)	6,675

Notes

An updated accounting treatment of grant funding showing payments to schools as Transfer Payments and the current funding allocations between Supplies and Services, Customer and Client Receipts, Third Party Payment, Reimbursements and Contributions and Government Grants.

The movements in the Employees budget is due to realignment of budgets to meet the cost of the current staffing structure.

ENVIRONMENTAL SERVICES

Description of Service

The Environmental Services (ES) group delivers a wide range of technical, regulatory and enforcement services, including universal services used by everyone who lives, works in or visits the borough. Recognising the importance of delivering these services effectively, courteously and with an **understanding of our customers' needs, we** aim to continually improve standards and help shape resident perception of living and working in the borough.

Statement of Core Business

The Environmental Services group supports the Council's objectives by:

- Tackling Crime and Anti-Social Behaviour, including enhanced town centre policing
- Keeping streets clean and clutter-free for our residents
- Providing effective waste collection and recycling services
- Providing excellent parks and open spaces
- Enabling the efficient flow of traffic around the borough while improving air quality
- Providing an efficient and effective Planning service
- Offering high quality library services with the community at its core
- Supporting the framework for a healthy borough
- Inspiring residents with high quality, enjoyable arts activities and events
- Ensuring business continuity for our residents in times of unexpected disruption
- Engaging with communities in a number of ways, from parks forums through to excellent local street markets
- Ensuring standards in the provision of private housing in the borough
- **Meeting the Council's statutory obligations with regard to the registration of births, deaths and marriages**
- **Managing the council's property assets efficiently and delivering a cost effective facilities management service**
- Effectively developing and incentivising staff to improve performance and productivity levels and reduce net costs
- Providing excellent customer services to local businesses and winning new business

Prime objectives of the Service Group

The following objectives help us to achieve our core business:

- Improving resident satisfaction through effective engagement
- Providing high quality, value for money services
- Getting the borough moving through tackling congestion, parking enforcement, traffic enforcement, expanding electric charging points and improving public transport at the same time as improving air quality
- Supporting economic development, regeneration and affordable homes
- Delivering more efficient use of council property assets
- Protecting, regulating and enhancing health and wellbeing to ensure the safety of our residents and visitors
- With the police, tackling crime and anti-social behaviour for a safer environment
- Reducing the risk of flooding, particularly from surface water and sewer surcharging
- Reducing waste, fly-tipping, fly-posting, graffiti and litter and increasing recycling
- Improving and delivering on the objectives of the Parks & Open Spaces Strategy
- Redefining and providing a modern and welcoming public library service
- **Changing the organisation's culture so staff are empowered and involved, we are flexible, communication is strong, and we collaborate well with each other.**

**2017_18 GROWTH & SAVINGS
ENVIRONMENTAL SERVICES**

GROWTH		
Service	Description	2017-18 Budget Change (£000's)
Cleaner, Greener & Cultural Services	Introduce Street Czar post to work with communities to improve street cleanliness	38
Safer Neighbourhoods	Set fleet management budgets in line with current service demand	80
Growth Total		118

SAVINGS		
Service	Description	2017-18 Budget Change (£000's)
Transport & Highways	Cycle street furniture initiative	(75)
Environmental Health	Shared management of corporate health and safety	(25)
Transport & Highways	Review street naming charges	(11)
Transport & Highways	Transport Planning Consultancy	(55)
Transport & Highways	Savings through the roll out of Light Emitting Diode Lighting across the borough	(49)
Waste & Street Enforcement	Targeted reduction in general waste and increased recycling	(60)
Leisure & Parks	Flower stall	(5)
Leisure & Parks	Provide a digital genealogy service for Cemetery & Bereavement services	(5)
Waste & Street Enforcement	Provide street cleansing service to private land / road owners	(5)
	TOTAL	(290)
	SHARE OF CORPORATE SAVINGS:	
Housing	Improving Private Sector rent by using Landlord Licencing	(300)
Environment, Leisure & Residents' Services	Western Riverside Waste Authority - cost of disposal saving	(160)
Commercialisation	Increased advertising revenue	(353)
Commercialisation	Improved utilisation of venues/locations	(50)
Commercialisation	Deployable CCTV	(100)
Commercialisation	Professional Witness	(20)
Planning	Reduce the cost of planning applications work through better use of on line working and review of advertising of planning applications	(180)
Property and Highways	Increased advertising revenue	(100)
Environment, Leisure & Residents' Services	Parks & Markets Events	(100)
Parking	Efficiencies from cashless parking	(250)
Parking	Harnessing great ideas - parking charges Hurlingham Park	(87)
Public Health Services	Public Health Substitution Funding: Sport Development, Community Safety, Environmental & Health Related Activities	(551)
Corporate	Use of Vacancy Board, agency staff review and flexible working to reduce spend	(218)
	TOTAL SHARE OF CORPORATE SAVINGS	(2,469)
Savings Total		(2,759)



2017/18 ESTIMATES

ENVIRONMENTAL SERVICES GROUP

ENVIRONMENTAL SERVICES GROUP
CHANGE BETWEEN YEARS

Service Area Analysis	2016/17 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2017/18 Estimates £000
Transport & Highways Services	13,615	89	(16)	(223)	0	318	13,783
Parking	(22,458)	36	(24)	(384)	0	527	(22,302)
Planning	1,971	0	(14)	(207)	0	411	2,161
Economic Development, Learning and Skills	1,329	0	0	0	0	(1,329)	0
Environmental Health	2,994	(3)	(16)	(654)	0	519	2,841
Building & Property Management	(2,801)	139	(11)	(475)	0	1,251	(1,898)
Cleaner, Greener & Cultural Services	21,525	226	0	(383)	38	(673)	20,734
Safer Neighbourhoods	8,107	59	13	(376)	80	(351)	7,532
Other Commercial Services	11	7	0	0	0	(44)	(26)
Environmental Services Administrative Support, Finance & Resources	(755)	0	(29)	(58)	0	433	(408)
TOTAL	23,538	554	(96)	(2,759)	118	1,063	22,417

ENVIRONMENTAL SERVICES GROUP
SUMMARY

	2016/17	2017/18
Number of Full Time Equivalent staff	567	498

SUBJECTIVE ANALYSIS OF ESTIMATES

	2016/17 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2017/18 Estimates £000
Expenditure							
Employee Expenses	25,694	0	(83)	(243)	38	(1,799)	23,607
Premises Related Expenditure	8,033	147	0	(44)	0	(100)	8,036
Transport Related Expenditure	1,091	0	0	0	0	(60)	1,031
Supplies and Services	27,842	286	(14)	(225)	0	(1,379)	26,511
Third Party Payments	10,361	135	0	0	0	653	11,149
Transfer Payments	260	0	0	0	0	0	260
Support Service Charges	14,973	0	0	0	0	(740)	14,232
Capital Charges	14,430	0	0	0	0	(71)	14,359
GROSS EXPENDITURE	102,683	569	(96)	(512)	38	(3,497)	99,184
Support Service Recharge Income	(12,972)	0	0	(551)	0	105	(13,417)
Income							
Internal Trading Income	(5,236)	0	209	0	0	489	(4,538)
Government Grants	(3,819)	0	0	0	0	3,288	(531)
Other Reimbursements & Contributions	(4,747)	0	0	0	80	(90)	(4,756)
Customer & Client Receipts	(53,675)	(15)	(209)	(1,696)	0	882	(54,713)
Interest & Other	1,303	0	0	0	0	(116)	1,187
Use of Balances & Reserves	0	0	0	0	0	0	0
GROSS INCOME	(66,174)	(15)	0	(1,696)	80	4,454	(63,351)
NET EXPENDITURE	23,538	554	(96)	(2,759)	118	1,063	22,417

ENVIRONMENTAL SERVICES GROUP
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.

	2016/17	2017/18
Full Time Equivalents	66	66

Subjective Analysis of Estimates	2016/17 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2017/18 Estimates £000
Expenditure							
Employees	3,232	0	(16)	(33)	0	51	3,234
Premises	724	30	0	(44)	0	0	710
Transport	30	0	0	0	0	1	31
Supplies & Services	2,502	53	0	(5)	0	(1,474)	1,075
Third Party Payments	1,109	7	0	0	0	1,623	2,739
Transfer Payments	0	0	0	0	0	0	0
Support Service Charges	2,033	0	0	0	0	360	2,393
Capital Charges	9,478	0	0	0	0	(151)	9,328
Gross Expenditure	19,108	90	(16)	(82)	0	410	19,510
Support Service Recharge Income	(406)	0	0	0	0	(23)	(429)
Income							
Internal Trading Income	(2,577)	0	0	0	0	(50)	(2,627)
Government Grants	0	0	0	0	0	0	0
Reimbursements & Contributions	(239)	0	0	0	0	(13)	(251)
Customer & Client Receipts	(2,272)	(1)	0	(141)	0	(7)	(2,420)
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0
Gross Income	(5,088)	(1)	0	(141)	0	(69)	(5,298)
Net Expenditure/ (Income)	13,615	89	(16)	(223)	0	318	13,783

Notes
The significant variations in Supplies and Services and Third Party Payments is due to the realignment and transfer of budgets between the two areas to improve the the payment and the utilisation of the budgets.
There was also an accounting treatment regarding s113 charges across the Employees, Third Payments and the Reimbursements and Contributions budgets.

ENVIRONMENTAL SERVICES GROUP
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.

	2016/2017	2017/2018
Full Time Equivalents	152	152

Subjective Analysis of Estimates	2016/17 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2017/18 Estimates £000
Expenditure							
Employees	5,091	0	(24)	(47)	0	616	5,636
Premises	676	15	0	0	0	0	690
Transport	123	0	0	0	0	0	123
Supplies & Services	762	0	0	0	0	76	838
Third Party Payments	1,877	22	0	0	0	(392)	1,506
Transfer Payments	0	0	0	0	0	0	0
Support Service Charges	2,905	0	0	0	0	334	3,239
Capital Charges	516	0	0	0	0	18	534
Gross Expenditure	11,949	36	(24)	(47)	0	652	12,567
Support Service Recharge Income	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	(177)	0	0	0	0	(125)	(302)
Customer & Client Receipts	(34,237)	0	0	(337)	0	0	(34,574)
Interest & Other	7	0	0	0	0	0	7
Use of Balances & Reserves	0	0	0	0	0	0	0
Gross Income	(34,407)	0	0	(337)	0	(125)	(34,869)
Net Expenditure/ (Income)	(22,458)	36	(24)	(384)	0	527	(22,302)

Notes

The significant change on the Employee budget did not result in a FTE adjustment, because the change is due to an accounting adjustment regarding s113 charges across the Employee, Third Party Payments and the Reimbursements and Contributions budgets.

ENVIRONMENTAL SERVICES GROUP
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.

	2016/2017	2017/2018
Full Time Equivalents	49	49

Subjective Analysis of Estimates	2016/17 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2017/18 Estimates £000
Expenditure							
Employees	2,781	0	(14)	(27)	0	53	2,794
Premises	0	0	0	0	0	0	0
Transport	8	0	0	0	0	0	8
Supplies & Services	205	0	0	0	0	177	381
Third Party Payments	1	0	0	0	0	0	1
Transfer Payments	0	0	0	0	0	0	0
Support Service Charges	1,348	0	0	0	0	370	1,718
Capital Charges	697	0	0	0	0	(188)	509
Gross Expenditure	5,040	0	(14)	(27)	0	412	5,411
Support Service Recharge Income	(120)	0	0	0	0	(2)	(122)
Income							
Internal Trading Income	(303)	0	0	0	0	303	0
Government Grants	0	0	0	0	0	0	0
Reimbursements & Contributions	(50)	0	0	0	0	0	(50)
Customer & Client Receipts	(2,596)	0	0	(180)	0	(303)	(3,078)
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0
Gross Income	(2,948)	0	0	(180)	0	0	(3,128)
Net Expenditure/ (Income)	1,971	0	(14)	(207)	0	411	2,161

Notes

The movement within Supplies and Services budget relate to that realignment of legal budgets to aid better reporting.
Income reporting as Internal Trading Income is now reclassified Customer and Client Receipts.

ENVIRONMENTAL SERVICES GROUP
ECONOMIC DEVELOPMENT LEARNING AND SKILLS

Provides social and economic initiatives to promote business growth, job creation and employment. Attracts inward investment and funding and improves skill levels through providing an adult education service.

	2016/2017	2017/2018
Full Time Equivalents	65	0

Subjective Analysis of Estimates	2016/17 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2017/18 Estimates £000
Expenditure							
Employees	3,263	0	0	0	0	(3,263)	0
Premises	195	0	0	0	0	(195)	0
Transport	0	0	0	0	0	(0)	0
Supplies & Services	751	0	0	0	0	(751)	0
Third Party Payments	148	0	0	0	0	(148)	0
Transfer Payments	0	0	0	0	0	0	0
Support Service Charges	1,955	0	0	0	0	(1,955)	0
Capital Charges	84	0	0	0	0	(84)	0
Gross Expenditure	6,397	0	0	0	0	(6,397)	0
Support Service Recharge Income	0	0	0	0	0	0	0
Income							
Internal Trading Income	0	0	0	0	0	0	0
Government Grants	(3,819)	0	0	0	0	3,819	0
Reimbursements & Contributions	0	0	0	0	0	0	0
Customer & Client Receipts	(1,249)	0	0	0	0	1,249	0
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0
Gross Income	(5,068)	0	0	0	0	5,068	0
Net Expenditure/ (Income)	1,329	0	0	0	0	(1,329)	0

<p>Notes</p> <p>The movements on this budget page is due to the transfer of the Economic Development Learning and Skills budget to the Housing and Regeneration department.</p>

ENVIRONMENTAL SERVICES GROUP
ENVIRONMENTAL HEALTH

The Environmental Health Division is responsible for many of the Council's statutory regulatory functions including environmental quality, trading standards and licensing. The division also includes corporate safety, pest control, noise and nuisance and private housing. 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.

	2016/2017	2017/2018
Full Time Equivalents	52	51

Subjective Analysis of Estimates	2016/17 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2017/18 Estimates £000
Expenditure							
Employees	3,221	0	(16)	(56)	0	202	3,351
Premises	1	0	0	0	0	0	1
Transport	38	0	0	0	0	0	38
Supplies & Services	18	0	0	0	0	111	128
Third Party Payments	593	0	0	0	0	(293)	300
Transfer Payments	0	0	0	0	0	0	0
Support Service Charges	1,373	0	0	0	0	455	1,828
Capital Charges	4	0	0	0	0	(2)	2
Gross Expenditure	5,247	0	(16)	(56)	0	471	5,647
Support Service Recharge Income	(361)	0	0	(297)	0	(42)	(700)
Income							
Internal Trading Income	(123)	0	0	0	0	0	(123)
Government Grants	0	0	0	0	0	0	0
Reimbursements & Contributions	(972)	0	0	0	0	114	(858)
Customer & Client Receipts	(798)	(3)	0	(300)	0	(25)	(1,125)
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0
Gross Income	(1,893)	(3)	0	(300)	0	89	(2,106)
Net Expenditure/ (Income)	2,994	(3)	(16)	(654)	0	519	2,841

Notes							
The FTEs and the Employees budget has been adjusted to reflect the revised structure following the savings allocation.							
There was also an accounting treatment regarding s113 charges across the Employees, Third Payments and the Reimbursements and Contributions budgets.							

ENVIRONMENTAL SERVICES GROUP
BUILDING & PROPERTY MANAGEMENT

This division provides a complete professional architectural, engineering, facilities management and surveying service to all departments of the Council. The division also includes the Total Facilities Management contract with Amey that oversees running costs and maintenance budgets for Council properties, undertaking day to day repairs, refurbishment and engineering servicing works. 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.

	2016/2017	2017/2018
Full Time Equivalents	42	42

Subjective Analysis of Estimates

	2016/17 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2017/18 Estimates £000
Expenditure							
Employees	2,207	0	(11)	(22)	0	44	2,218
Premises	2,797	31	0	0	0	0	2,828
Transport	17	0	0	0	0	0	17
Supplies & Services	359	1	0	0	0	61	420
Third Party Payments	5,292	107	0	0	0	(117)	5,282
Transfer Payments	0	0	0	0	0	0	0
Support Service Charges	657	0	0	0	0	552	1,210
Capital Charges	1,194	0	0	0	0	129	1,323
Gross Expenditure	12,524	139	(11)	(22)	0	669	13,298
Support Service Recharge Income	(10,287)	0	0	0	0	582	(9,705)
Income							
Internal Trading Income	(1,195)	0	209	0	0	0	(987)
Government Grants	0	0	0	0	0	0	0
Reimbursements & Contributions	0	0	0	0	0	0	0
Customer & Client Receipts	(3,843)	0	(209)	(453)	0	0	(4,505)
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0
Gross Income	(5,038)	0	0	(453)	0	0	(5,491)
Net Expenditure/ (Income)	(2,801)	139	(11)	(475)	0	1,251	(1,898)

Notes

The movement on the Third Party Payments budget is due to the realignment of the payments made to private contractors.

ENVIRONMENTAL SERVICES GROUP
CLEANER, GREENER & CULTURAL SERVICES

The Cleaner, Greener & Cultural services directorate is made up of two service areas. The Culture Service seeks to involve, amaze and inspire residents with high quality and enjoyable arts and culture events and activities. These include the fireworks and the Oxford and Cambridge Boat Race. The Waste and Street Enforcement Service strives to ensure that waste collections are made promptly from households and businesses, and that our streets are clean and clutter-free for our residents, businesses and the many visitors who pass through our borough. This team also works with Western Riverside Waste Authority to dispose of household and commercial waste, using the most economical and sustainable methods available.

	2016/2017	2017/2018
Full Time Equivalents	33	33

Subjective Analysis of Estimates	2016/17 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2017/18 Estimates £000
Expenditure							
Employees	1,440	0	0	0	38	116	1,593
Premises	54	0	0	0	0	14	68
Transport	86	0	0	0	0	(33)	53
Supplies & Services	21,448	226	0	(220)	0	(15)	21,440
Third Party Payments	291	0	0	0	0	(36)	254
Transfer Payments	0	0	0	0	0	0	0
Support Service Charges	1,832	0	0	0	0	(491)	1,341
Capital Charges	213	0	0	0	0	(23)	190
Gross Expenditure	25,363	226	0	(220)	38	(468)	24,939
Support Service Recharge Income	(162)	0	0	(8)	0	(89)	(258)
Income							
Internal Trading Income	(624)	0	0	0	0	27	(597)
Government Grants	0	0	0	0	0	0	0
Reimbursements & Contributions	(339)	0	0	0	0	(36)	(374)
Customer & Client Receipts	(4,010)	0	0	(155)	0	8	(4,157)
Interest & Other	1,296	0	0	0	0	(116)	1,180
Use of Balances & Reserves	0	0	0	0	0	0	0
Gross Income	(3,676)	0	0	(155)	0	(116)	(3,948)
Net Expenditure/ (Income)	21,525	226	0	(383)	38	(673)	20,734

Notes

The movements in the Employees budget and in Interest and Other, relate to a correction of misallocation of budgets.

A move of budgets from the Sales Administration team to the Other Commercial Services area explains the change in the Transport and Supplies and Services budget.

A part of the change in the Reimbursement and Contributions budget relate to an accounting adjustment on s113 charges.

ENVIRONMENTAL SERVICES GROUP
SAFER NEIGHBOURHOODS

The Safer Neighbourhoods Directorate is made up of a diverse group of services. The Community Safety service works to make the borough a safer place for residents and visitors. This is achieved through a range of council-based services who work closely with the police and local partners to support victims of crime and take enforcement action against offenders. The Leisure and Parks team work to provide good quality parks, cemeteries and leisure services for residents. Emergency Services includes Emergency Planning, Coroners, Mortuary and Fleet Transport. The Registration service fulfils the Council's statutory obligations with regard to the registration of births, deaths and marriages as well as a premium commercial service for Nationality Checking. The FTE figures below include 21 Housing Revenue Account (HRA) funded staff. The costs associated with these staff are included in the HRA budget book pages and are not included below.

	2016/2017	2017/2018
Full Time Equivalents	95	94

Subjective Analysis of Estimates	2016/17 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2017/18 Estimates £000
Expenditure							
Employees	3,382	0	0	0	0	325	3,707
Premises	3,560	71	0	0	0	84	3,715
Transport	787	0	0	0	0	(28)	759
Supplies & Services	1,107	0	13	0	0	396	1,516
Third Party Payments	862	0	0	0	0	2	864
Transfer Payments	260	0	0	0	0	0	260
Support Service Charges	2,567	0	0	0	0	(486)	2,081
Capital Charges	2,244	0	0	0	0	230	2,474
Gross Expenditure	14,769	71	13	0	0	524	15,376
Support Service Recharge Income	(285)	0	0	(246)	0	(335)	(866)
Income							
Internal Trading Income	(414)	0	0	0	0	210	(205)
Government Grants	0	0	0	0	0	(531)	(531)
Reimbursements & Contributions	(2,428)	0	0	0	80	(330)	(2,678)
Customer & Client Receipts	(3,535)	(12)	0	(130)	0	112	(3,565)
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0
Gross Income	(6,377)	(12)	0	(130)	80	(539)	(6,979)
Net Expenditure/ (Income)	8,107	59	13	(376)	80	(351)	7,532

Notes

The movement in the Employees, Third Party Payments and the Reimbursements and Contributions budgets relate to an accounting adjustments for s113 charges.

The increase in the Government Grant is due to grant income from the London Crime Prevention Fund for policing and crime. This grant income funds the the movement in the Supplies and Services budget.

An accounting adjustment and a realignment of budget between the Internal Trading Income and Support Service Recharge Income, explains the change for the Internal Trading Income.

ENVIRONMENTAL SERVICES GROUP
OTHER COMMERCIAL SERVICES

Other commercial services includes Markets and Street Trading (including North End Road and various specialist markets across the borough), the Business Improvement Team (who support the Environmental Services Group to manage performance and customer engagement) and the Council's underground ducting concession contract.

	2016/2017	2017/2018
Full Time Equivalents	3	1

Subjective Analysis of Estimates	2016/17 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2017/18 Estimates £000
Expenditure							
Employees	62	0	0	0	0	51	113
Premises	0	0	0	0	0	0	0
Transport	0	0	0	0	0	0	0
Supplies & Services	351	7	0	0	0	(12)	347
Third Party Payments	80	0	0	0	0	1	82
Transfer Payments	0	0	0	0	0	0	0
Support Service Charges	218	0	0	0	0	(92)	126
Capital Charges	0	0	0	0	0	0	0
Gross Expenditure	711	7	0	0	0	(51)	667
Support Service Recharge Income	(46)	0	0	0	0	0	(46)
Income							
Internal Trading Income	0	0	0	0	0	0	0
Government Grants	0	0	0	0	0	0	0
Reimbursements & Contributions	(290)	0	0	0	0	290	0
Customer & Client Receipts	(364)	0	0	0	0	(283)	(647)
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0
Gross Income	(654)	0	0	0	0	7	(647)
Net Expenditure/ (Income)	11	7	0	0	0	(44)	(26)

Notes
The change in the Reimbursement and Contribution and the Customer and Client Receipts income is due a transfer of Non Dwelling Rental income.
A move of budgets from the Sales Administration team to the Other Commercial Services area explains the change in the budgets relating to Transport and Supplies and Services.

ENVIRONMENTAL SERVICES GROUP
ENVIRONMENTAL SERVICES ADMINISTRATIVE SUPPORT, FINANCE & RESOURCES

The costs of administrative and finance support to the Environmental Services Group are included here and are allocated to Directorate service areas as a support service recharge.

	2016/17	2017/18
Full Time Equivalents	10	10

Subjective Analysis of Estimates	2016/17 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2017/18 Estimates £000
Expenditure							
Employees	1,016	0	(2)	(58)	0	7	962
Premises	27	0	0	0	0	(3)	24
Transport	0	0	0	0	0	0	0
Supplies & Services	340	0	(26)	0	0	52	366
Third Party Payments	109	0	0	0	0	13	121
Transfer Payments	0	0	0	0	0	0	0
Support Service Charges	84	0	0	0	0	213	296
Capital Charges	0	0	0	0	0	0	0
Gross Expenditure	1,575	0	(29)	(58)	0	281	1,770
Support Service Recharge Income	(1,305)	0	0	0	0	13	(1,293)
Income							
Internal Trading Income	0	0	0	0	0	0	0
Government Grants	0	0	0	0	0	0	0
Reimbursements & Contributions	(252)	0	0	0	0	9	(243)
Customer & Client Receipts	(772)	0	0	0	0	130	(642)
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0
Gross Income	(1,024)	0	0	0	0	139	(886)
Net Expenditure/ (Income)	(755)	0	(29)	(58)	0	433	(408)

Notes

CORPORATE SERVICES

Description of Service

Much of Corporate Services (CS) supports the rest of the organisation, striving to provide exceptional value for money services and be as small as possible without compromising required service quality. It continues to ensure that it supports front line services across the council effectively. The exception to this is H&F Direct which provides transactional services to residents e.g. council tax and business rate collection, parking permits, blue badges, housing benefit etc. As well as managing **the community's resources efficiently & effectively, H&F Direct** endeavours to provide a good customer experience for residents. 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 responsibilities for shared services as well as their H&F roles.**

Statement of Core Business

Corporate Services seeks to:

- Champion strong governance, robust financial management, effective performance management and good customer service
- Enable effective corporate management and leadership, providing strategic advice and leadership on communication
- Deliver good, cost effective and responsive corporate services internally and externally
- Enable effective people management and leadership, helping the Council to be a responsible employer, in accordance with our values
- Provide the framework for improving efficiency, effectiveness and Value for Money across the Council and its partners

Prime objectives of the Corporate Services

- To support shared services working
- To drive the Council's Information Communication Technology strategy
- To manage the performance and governance framework, within a multi-Borough context, to enable successful service, programme and project delivery and ensuring that s151 and monitoring officer requirements are met.
- Delivery of savings through smarter budgeting, whilst developing further programmes to close the funding gap
- Build & develop our staff capability, especially leadership and management, to improve organisational performance in terms of both efficiency and customer satisfaction (inc. equality and diversity)
- Build the capability of the organisation(s) to innovate and transform in response to increasing challenges
- To collaborate with other boroughs and organisations if appropriate
- To ensure adequate Human Resources **capacity to deliver the Council's** objectives and priorities
- 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
- To support efficient procuring and explore commercial opportunities to maximise our income

**2017_18 GROWTH & SAVINGS
CORPORATE SERVICES**

GROWTH		
Service	Description	2017-18 Budget Change (£000's)
Taxicard Scheme	Taxicard Scheme - Review of eligibility criteria	20
Recharge to Schools for HR Services	Children's Services currently invoice schools £570,000 for the provision of HR services (including payroll). The actual sum now estimated as recoverable will be significantly less, due in large part, to schools opting out of the BT payroll service. Part of the £275,000 income loss can be offset through £200,000 of lower payments to BT.	60
Growth Total		80
SAVINGS		
Service	Description	2017-18 Budget Change (£000's)
Procurement & Information Technology Strategy	Information Technology - New contract arrangements	(1,600)
Innovation and Change Management	Business Intelligence enabled additional revenue/savings	(150)
Commercialisation	Business Intelligence - commercial income	(500)
Delivery & Value	Third sector Investment from Public Health	(213)
Delivery and Value	Delivery & Value Budget Review	(144)
	Complaints Service – Realignment of costs charged to Housing Revenue Account	(50)
Electoral Services	Electoral Registration – Reduced print and back office costs by enabling canvassers to use tablets to register people at point of contact	(41)
H&F Direct	Taxicards - Recognition of underspend	(50)
Cross cutting	Contact Channel transformation	(250)
Finance	Shared Service Anti Fraud Service (CAFS) - recognition of existing underspends	(75)
Human Resources	Human Resources Core Team - reduce costs including transactional work	(20)
	TOTAL	(3,093)
	SHARE OF CORPORATE SAVINGS:	
Cross Cutting	Use of Vacancy Board, agency staff review and flexible working to reduce spend	(170)
Savings Total		(3,263)



2017/2018 ESTIMATES

CORPORATE SERVICES

CORPORATE SERVICES
CHANGE BETWEEN YEARS

Service Area Analysis	2016/2017 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Adjustments £000	2017/2018 Estimates £000
Delivery & Value	438	1	(12)	(381)	0	736	782
Executive Services	(725)	0	(2)	(5)	0	1,006	274
Finance	453	2	(12)	(99)	0	541	886
H&F Direct	19,218	(69)	297	(555)	20	(3,775)	15,137
Corporate Human Resources	2,093	0	(20)	(101)	60	845	2,878
Information Services and Strategy	(3,393)	195	(3)	(1,605)	0	3,481	(1,325)
Legal And Democratic Services	(1,325)	0	(1)	(2)	0	(736)	(2,064)
Commercial & Procurement	65	0	42	(5)	0	(15)	88
Innovation & Change Management	(235)	0	(5)	(510)	0	374	(377)
TOTAL	16,589	128	286	(3,263)	80	2,458	16,278

CORPORATE SERVICES
SUMMARY

Number of Full Time Equivalent staff	2016/2017 368	2017/2018 416
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SUBJECTIVE ANALYSIS OF ESTIMATES

	2016/2017 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2017/2018 Estimates £000
Expenditure							
Employee Expenses	17,123	0	(84)	(539)	0	4,613	21,113
Premises Related Expenditure	32	1	0	0	0	(30)	3
Transport Related Expenditure	33	0	0	0	0	8	41
Supplies and Services	20,586	195	370	(1,865)	0	(3,976)	15,311
Third Party Payments	12,840	(67)	0	(200)	20	(51)	12,541
Transfer Payments	855	0	0	0	0	(752)	103
Support Service Charges	7,062	0	0	0	0	(2,582)	4,480
Capital Charges	333	0	0	0	0	(226)	107
GROSS EXPENDITURE	58,864	128	286	(2,604)	20	(2,995)	53,699
Support Service Recharge Income	(39,026)	0	0	(159)	0	5,265	(33,920)
Income							
Internal Trading Income	92	0	0	0	0	(1,176)	(1,085)
Government Grants	(594)	0	0	0	0	0	(594)
Other Reimbursements & Contributions	(235)	0	0	(500)	0	1	(734)
Customer & Client Receipts	(2,482)	0	0	0	60	1,364	(1,059)
Interest & Other	(30)	0	0	0	0	0	(30)
Use of Balances & Reserves	0	0	0	0	0	0	0
GROSS INCOME	(3,249)	0	0	(500)	60	188	(3,502)
NET EXPENDITURE	16,589	128	286	(3,263)	80	2,458	16,278

CORPORATE SERVICES
DELIVERY AND VALUE

The service co-locates key delivery teams and includes the Policy and strategy, Communications (internal and external), Community investment, Governance and scrutiny, H&F InTouch and Leader's office teams.

	2016/2017	2017/2018
Full Time Equivalents	46	45

Subjective Analysis of Estimates	2016/2017 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2017/2018 Estimates £000
Expenditure							
Employees	2,326	0	(12)	(49)	0	826	3,092
Premises	30	1	0	0	0	(30)	0
Transport	22	0	0	0	0	(3)	19
Supplies & Services	3,957	0	0	(223)	0	(539)	3,196
Third Party Payments	557	0	0	0	0	(416)	141
Transfer Payments	103	0	0	0	0	0	103
Support Service Charges	218	0	0	0	0	330	548
Capital Charges	47	0	0	0	0	0	47
Gross Expenditure	7,260	1	(12)	(272)	0	169	7,147
Support Service Recharge Income	(5,234)	0	0	(109)	0	336	(5,007)
Income							
Internal Trading Income	(28)	0	0	0	0	(1,176)	(1,205)
Government Grants	0	0	0	0	0	0	0
Reimbursements & Contributions	(203)	0	0	0	0	203	0
Customer & Client Receipts	(1,358)	0	0	0	0	1,205	(153)
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0
Gross Income	(1,589)	0	0	0	0	231	(1,358)
Net Expenditure/ (Income)	438	1	(12)	(381)	0	736	782

Notes

The increase in Employees budget is due to relocation of Members Allowances budget from Supplies & Services. The adjustments in Third Party Payments and Supplies and Services are as result of realignment of budgets for Voluntary Sector Grants payable.

The fees and charges income from Hammerprint, Media, Communications and from internal clients were previously shown under Customer & Client Receipts; these have now been reclassified as Internal Trading Income.

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.

	2016/2017	2017/2018
Full Time Equivalents	5	5

Subjective Analysis of Estimates

	2016/2017 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2017/2018 Estimates £000
Expenditure							
Employees	396	0	(2)	(5)	0	47	436
Premises	0	0	0	0	0	0	0
Transport	0	0	0	0	0	0	0
Supplies & Services	58	0	0	0	0	(33)	25
Third Party Payments	6	0	0	0	0	(6)	0
Transfer Payments	0	0	0	0	0	0	0
Support Service Charges	0	0	0	0	0	0	0
Capital Charges	0	0	0	0	0	0	0
Gross Expenditure	459	0	(2)	(5)	0	9	461
Support Service Recharge Income	(1,185)	0	0	0	0	998	(187)
Income							
Internal Trading 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)	(725)	0	(2)	(5)	0	1,006	274

Notes

Appropriate budgets relating to employees have been realigned to meet the cost of the current staffing structure.

CORPORATE SERVICES
FINANCE

This division includes the central finance teams, Insurance, Internal Audit, Anti-Fraud, Treasury and Risk Management.

	2016/2017	2017/2018
Full Time Equivalents	40	40

Subjective Analysis of Estimates	2016/2017 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2017/2018 Estimates £000
Expenditure							
Employees	2,381	0	(12)	(98)	0	54	2,326
Premises	(0)	0	0	0	0	0	0
Transport	2	0	0	0	0	(0)	2
Supplies & Services	24	0	0	(1)	0	(9)	14
Third Party Payments	2,037	2	0	0	0	2	2,041
Transfer Payments	0	0	0	0	0	0	0
Support Service Charges	108	0	0	0	0	182	291
Capital Charges	1	0	0	0	0	(1)	0
Gross Expenditure	4,554	2	(12)	(99)	0	228	4,673
Support Service Recharge Income	(4,070)	0	0	0	0	313	(3,757)
Income							
Internal Trading 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	(30)	0	0	0	0	0	(30)
Use of Balances & Reserves	0	0	0	0	0	0	0
Gross Income	(30)	0	0	0	0	0	(30)
Net Expenditure/ (Income)	453	2	(12)	(99)	0	541	886

Notes

Employees budget has been realigned to reflect net salary cost of shared services officers.

CORPORATE SERVICES
H&F DIRECT

Hammersmith & Fulham Direct includes the Council's transactional services - Housing Benefits, Council Tax and Pay & Park, together with H&F InTouch, the Blue Badge (parking concessions) and the Freedom Pass (concessionary passes for disabled and elderly people) services.

	2016/2017	2017/2018
Full Time Equivalents	140	134

Subjective Analysis of Estimates	2016/2017 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2017/2018 Estimates £000
Expenditure							
Employees	5,478	0	(28)	(305)	0	131	5,276
Premises	1	0	0	0	0	0	1
Transport	3	0	0	0	0	0	3
Supplies & Services	1,063	0	325	0	0	60	1,448
Third Party Payments	9,814	(69)	0	(200)	20	680	10,244
Transfer Payments	752	0	0	0	0	(752)	0
Support Service Charges	5,114	0	0	0	0	(2,618)	2,496
Capital Charges	0	0	0	0	0	0	0
Gross Expenditure	22,224	(69)	297	(505)	20	(2,499)	19,468
Support Service Recharge Income	(1,610)	0	0	(50)	0	(1,356)	(3,017)
Income							
Internal Trading Income	0	0	0	0	0	0	0
Government Grants	(594)	0	0	0	0	0	(594)
Reimbursements & Contributions	0	0	0	0	0	0	0
Customer & Client Receipts	(801)	0	0	0	0	80	(721)
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0
Gross Income	(1,395)	0	0	0	0	80	(1,315)
Net Expenditure/ (Income)	19,218	(69)	297	(555)	20	(3,775)	15,137

Notes

The FTEs and the Employees budget has been adjusted to reflect the revised structure following the savings on Customer Contact Centre.

The increase in the Supplies and Services budget is due to additional funding for My Account system.

An accounting adjustment relating to s113 accounting and correction of mis-allocated budget explains the movements in Third Party Payments, the Transfer Payments and the Supplies and Services budget.

A part of the Customer & Client Receipts target has proved to be unachievable, thus a reduced income is being reported.

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. The division also includes Electoral Services.

	2016/2017	2017/2018
Full Time Equivalents	49	49

Subjective Analysis of Estimates

Expenditure

	2016/2017 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2017/2018 Estimates £000
Employees	4,208	0	(20)	(60)	0	120	4,248
Premises	2	0	0	0	0	0	2
Transport	1	0	0	0	0	0	1
Supplies & Services	189	0	0	(41)	0	(14)	134
Third Party Payments	310	0	0	0	0	(310)	0
Transfer Payments	0	0	0	0	0	0	0
Support Service Charges	468	0	0	0	0	33	501
Capital Charges	0	0	0	0	0	0	0
Gross Expenditure	5,177	0	(20)	(101)	0	(171)	4,886
Support Service Recharge Income	(2,987)	0	0	0	0	1,140	(1,847)
Income							
Internal Trading 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	(97)	0	0	0	60	(124)	(161)
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0
Gross Income	(97)	0	0	0	60	(124)	(161)
Net Expenditure/ (Income)	2,093	0	(20)	(101)	60	845	2,878

Notes

The Employees budget has been realigned to reflect the cost of the revised establishment after the efficiency savings.
 Within the Third Party Payment budget is an amount relating to pension fund charges, which has now been removed to report directly to the Pension Fund
 The movement within the Customer and Client budget is due to two factors, an increased income opportunity and the contra to the removal of the Pension Fund costs

CORPORATE SERVICES
Information Services and Strategy

The division includes information management and ICT contract monitoring

	2016/2017	2017/2018
Full Time Equivalents	14	69

Subjective Analysis of Estimates

	2016/2017 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2017/2018 Estimates £000
Expenditure							
Employees	509	0	(3)	(5)	0	3,440	3,942
Premises	0	0	0	0	0	0	0
Transport	4	0	0	0	0	11	15
Supplies & Services	15,143	195	0	(1,600)	0	(3,441)	10,296
Third Party Payments	115	0	0	0	0	0	115
Transfer Payments	0	0	0	0	0	0	0
Support Service Charges	30	0	0	0	0	56	87
Capital Charges	285	0	0	0	0	(225)	60
Gross Expenditure	16,086	195	(3)	(1,605)	0	(158)	14,515
Support Service Recharge Income	(19,478)	0	0	0	0	3,640	(15,838)
Income							
Internal Trading 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	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	(1)	0	0	0	0	0	(1)
Net Expenditure/ (Income)	(3,393)	195	(3)	(1,605)	0	3,481	(1,325)

Notes

The council implemented new Information Technology (ICT) arrangements in November 2016, with the insourcing of service from the previous provider to Hammersmith & Fulham ICT. As a result £3.4m was transferred from Supplies & Services to Employees budget to fund 55 FTE staff that will be transferred to the Council to run the services.

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.

	2016/2017	2017/2018
Full Time Equivalents	47	47

Subjective Analysis of Estimates	2016/2017 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2017/2018 Estimates £000
Expenditure							
Employees	253	0	(1)	(2)	0	5	255
Premises	0	0	0	0	0	0	0
Transport	1	0	0	0	0	0	1
Supplies & Services	114	0	0	0	0	0	114
Third Party Payments	0	0	0	0	0	0	0
Transfer Payments	0	0	0	0	0	0	0
Support Service Charges	1,066	0	0	0	0	(741)	325
Capital Charges	0	0	0	0	0	0	0
Gross Expenditure	1,434	0	(1)	(2)	0	(736)	695
Support Service Recharge Income	(2,876)	0	0	0	0	0	(2,876)
Income							
Internal Trading Income	120	0	0	0	0	0	120
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	118	0	0	0	0	0	118
Net Expenditure/ (Income)	(1,325)	0	(1)	(2)	0	(736)	(2,064)

Notes

CORPORATE SERVICES
Commercial & Procurement

This division is responsible for bringing in new income to help offset the savings the council is to make over the coming years. It includes the procurement department responsible for developing changes which facilitate how departments commission, procure and obtain approval for contracts.

	2016/2017	2017/2018
Full Time Equivalents	7	7

Subjective Analysis of Estimates	2016/2017 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2017/2018 Estimates £000
Expenditure							
Employees	508	0	(3)	(5)	0	10	511
Premises	0	0	0	0	0	0	0
Transport	1	0	0	0	0	0	1
Supplies & Services	(42)	0	45	0	0	0	3
Third Party Payments	0	0	0	0	0	0	0
Transfer Payments	0	0	0	0	0	0	0
Support Service Charges	15	0	0	0	0	46	61
Capital Charges	0	0	0	0	0	0	0
Gross Expenditure	482	0	42	(5)	0	56	575
Support Service Recharge Income	(395)	0	0	0	0	(70)	(466)
Income							
Internal Trading 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	(22)	0	0	0	0	0	(22)
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0
Gross Income	(22)	0	0	0	0	0	(22)
Net Expenditure/ (Income)	65	0	42	(5)	0	(15)	88

Notes

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 shared services 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.

	2016/2017	2017/2018
Full Time Equivalents	20	20

Subjective Analysis of Estimates	2016/2017 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2017/2018 Estimates £000
Expenditure							
Employees	1,064	0	(5)	(10)	0	(20)	1,028
Premises	0	0	0	0	0	0	0
Transport	0	0	0	0	0	0	0
Supplies & Services	81	0	0	0	0	0	81
Third Party Payments	0	0	0	0	0	0	0
Transfer Payments	0	0	0	0	0	0	0
Support Service Charges	43	0	0	0	0	128	171
Capital Charges	0	0	0	0	0	0	0
Gross Expenditure	1,188	0	(5)	(10)	0	108	1,280
Support Service Recharge Income	(1,190)	0	0	0	0	266	(924)
Income							
Internal Trading Income	0	0	0	0	0	0	0
Government Grants	0	0	0	0	0	0	0
Reimbursements & Contributions	(31)	0	0	(500)	0	(202)	(733)
Customer & Client Receipts	(202)	0	0	0	0	202	0
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0
Gross Income	(233)	0	0	(500)	0	0	(733)
Net Expenditure/ (Income)	(235)	0	(5)	(510)	0	374	(377)

Notes
The Employees budget has been realigned to reflect the cost of the current establishment.
Fees and Charges income derived from sharing Business Intelligence has been moved from Customer and Client Receipts to Reimbursements and Contributions.

HOUSING & REGENERATION

Description of Service

Within the General Fund, the department is responsible for delivering the efficient and effective allocation and management of social housing, facilitating new housing supply for low cost home ownership and affordable rent, regeneration and economic development of the borough. The **department's vision is to satisfy our customers, give people a future, develop safe, sustainable communities, improve value for money and reduce costs.**

Statement of Core Business

Within the Housing Solutions 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, provides information about housing options including advising on sheltered housing to support people independently, accessible housing for people with disabilities, tenant transfers, housing register applications as well as allocating temporary and permanent accommodation – making the best use of the **Council's housing stock**. The Property Procurement team are concerned with the procurement **of accommodation to meet demand for temporary housing in accordance with the Council's** statutory homelessness duty as well as supplying properties to prevent a homelessness crisis. The Temporary Accommodation team manages tenancies in directly managed properties and manages contracts and leases with a range of landlords and managing agents. The service is also responsible for supporting and mitigating against the impact of welfare reform, minimising **the Council's financial risk** and contributing towards the medium term financial strategy. The Economic Development, Learning & Skills Team is responsible for providing a wide range of social and economic initiatives to promote business growth, skills training, job creation and employment. This work attracts inward investment through S106 funding as well as working with external funding partners such as the Skills Funding Agency and New Homes Bonus. The department is also responsible for developing housing strategy, policy and initiatives, working with partners to enable development of new affordable housing, and deliver recommendations resulting from strategic reviews, increasing housing growth, marketing and promoting the **Council's range of low cost home ownership products**. The Development and Regeneration team is responsible for the Earls Court Regeneration project, the joint venture with Stanhope focussing on Watermeadow Court and Edith Summerskill House and taking forward a number of Direct Delivery projects across the Borough such as Jepson House and Springvale.

Prime objectives of the department

- Create successful communities: strategic asset management enabling access to high quality appropriate housing, prevention of homelessness through provision of housing advice, promoting employment opportunities, and actively managing the implications of Welfare Reform
- Give people a future: developing a Housing Strategy which will provide more genuinely affordable housing; tackling social and economic polarisation through investing in **residents' wellbeing by offering a range of** employment, training, educational and housing options including enabling more genuinely affordable homes for people to rent and buy; maximising opportunities for new sustainable development, investment and growth particularly within the five Opportunity Areas, creating job opportunities, fostering financial inclusion and improvements in residents wellbeing
- 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 efficiency targets, **reviewing the Council's approach to procuring** temporary accommodation to maximise opportunities to accommodate people within the borough, and increasing income generating opportunities within the Economic Development, Learning & Skills Service

**2017_18 GROWTH & SAVINGS
HOUSING AND REGENERATION DEPARTMENT**

GROWTH		
Service	Description	2017-18 Budget Change (£000's)
H&F Link Team (Formally HB Assist Team)	The Housing Benefit (HB) Assist project has delivered a programme of work addressing the impact on households living in the private rented sector, temporary accommodation and permanent Council properties. Growth is requested to fund the HB Assist Team on an ongoing basis.	230
GROWTH TOTAL		230

SAVINGS		
Service	Description	2017-18 Budget Change (£000's)
Housing & Regeneration	Temporary Accommodation - reducing spend through longer term contracts and other efficiencies	(956)
	TOTAL	(956)
	SHARE OF CORPORATE SAVINGS:	
Cross Cutting	Public Health Substitution Funding: Contribution to overheads to cover operation of private sector licensing scheme.	(298)
Cross Cutting	Income opportunities from adult learning and skills	(95)
Cross Cutting	Use of Vacancy Board, agency staff review and flexible working to reduce spend	(31)
	TOTAL SHARE OF CORPORATE SAVINGS	(424)
SAVINGS TOTAL		(1,380)



2017/2018 ESTIMATES

HOUSING AND REGENERATION DEPARTMENT

HOUSING AND REGENERATION DEPARTMENT
CHANGE BETWEEN YEARS

Service Area Analysis	2016/2017 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Adjustments £000	2017/2018 Estimates £000
Housing Solutions	6,435	301	(13)	(1,279)	230	(374)	5,300
Housing Strategy	117	0	0	(1)	0	(10)	106
Finance & Resources	173	0	(1)	(1)	0	(111)	60
Housing Services	44	0	85	0	0	(23)	106
Development And Regeneration	8	0	0	0	0	5	13
Economic Development, Learning & Skills	0	2	(2)	(99)	0	807	708
TOTAL	6,777	303	69	(1,380)	230	294	6,293

HOUSING AND REGENERATION DEPARTMENT
SUMMARY

	2016/2017	2017/2018
Number of Full Time Equivalent staff	65	133

SUBJECTIVE ANALYSIS OF ESTIMATES

	2016/2017 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2017/2018 Estimates £000
Expenditure							
Employee Expenses	2,779	0	43	(31)	230	3,314	6,335
Premises Related Expenditure	11,495	3	0	0	0	(11,087)	411
Transport Related Expenditure	4	0	0	0	0	(1)	3
Supplies and Services	688	0	0	0	0	1,069	1,757
Third Party Payments	2,541	300	26	(956)	0	10,716	12,627
Transfer Payments	118	0	0	0	0	0	118
Support Services	2,038	0	0	0	0	1,620	3,658
Capital Charges	5	0	0	0	0	78	83
GROSS EXPENDITURE	19,668	303	69	(987)	230	5,709	24,992
Support Services Recharges	(577)	0	0	(298)	0	(737)	(1,612)
Income							
Internal Recharge Income	0	0	0	0	0	0	0
Government Grants	0	0	0	0	0	(3,313)	(3,313)
Other Reimbursements & Contributions	(424)	0	0	0	0	(680)	(1,104)
Customer & Client Receipts	(11,890)	0	0	(95)	0	(685)	(12,670)
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0
GROSS INCOME	(12,314)	0	0	(95)	0	(4,678)	(17,087)
NET EXPENDITURE	6,777	303	69	(1,380)	230	294	6,293

HOUSING DEPARTMENT
HOUSING SOLUTIONS

The service covers three key areas - Assessment & Advice (which includes housing advice, homelessness prevention, homelessness assessment, reviews of homeless applications and the suitability of accommodation, management of the housing register, services to applicants with no recourse to public funds and access to supported accommodation); Property and Place (which includes allocations - permanent, temporary and sheltered accommodation, tenant transfers, temporary accommodation management including Council owned hostel services, property procurement and the social lettings agency) and H&F Link and Support (which includes working with households impacted by Welfare Reform, income collection and maximisation, floating support and partnerships with third sector organisations).

	2016/2017	2017/2018					2017/2018
Full Time Equivalents	60	63					
Subjective Analysis of Estimates	2016/2017 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2017/2018 Estimates £000
Expenditure							
Employees	2,494	0	(13)	(25)	230	88	2,774
Premises	11,495	1	0	0	0	(11,272)	224
Transport	4	0	0	0	0	(1)	3
Supplies & Services	352	0	0	0	0	0	352
Third Party Payments	2,497	300	0	(956)	0	10,631	12,472
Transfer Payments	118	0	0	0	0	0	118
Support Services	1,926	0	0	0	0	(331)	1,595
Capital Charges	0	0	0	0	0	0	0
Gross Expenditure	18,886	301	(13)	(981)	230	(885)	17,538
Support Services Recharges	(541)	0	0	(298)	0	(59)	(898)
Income							
Internal Recharge Income	0	0	0	0	0	0	0
Government Grants	0	0	0	0	0	0	0
Reimbursements & Contributions	(20)	0	0	0	0	0	(20)
Customer & Client Receipts	(11,890)	0	0	0	0	570	(11,320)
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0
Gross Income	(11,910)	0	0	0	0	570	(11,340)
Net Expenditure/ (Income)	6,435	301	(13)	(1,279)	230	(374)	5,300

Notes

The increase in FTE is due to the review of the Housing Solution Services.

The adjustment in income is due to the reduction in temporary accommodation income brought about by changes in the benefit subsidy rules to improve reporting, changes were made to the Chart of Accounts, by reclassifying the Private Sector Leasing procurement costs from Premises to Third Party Payments.

HOUSING DEPARTMENT
HOUSING STRATEGY

This team is responsible for developing housing strategy, policy and initiatives, working with partners to enable development of new affordable housing, delivering recommendations resulting from strategic reviews, increasing housing growth, marketing and promoting the Council's range of low cost home ownership products.

	2016/2017	2017/2018
Full Time Equivalents	2	4

Subjective Analysis of Estimates	2016/2017 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2017/2018 Estimates £000
Expenditure							
Employees	123	0	0	(1)	0	107	229
Premises	0	0	0	0	0	0	0
Transport	0	0	0	0	0	0	0
Supplies & Services	7	0	0	0	0	28	35
Third Party Payments	28	0	0	0	0	(28)	0
Transfer Payments	0	0	0	0	0	0	0
Support Services	48	0	0	0	0	(11)	37
Capital Charges	0	0	0	0	0	0	0
Gross Expenditure	206	0	0	(1)	0	96	301
Support Services Recharges	0	0	0	0	0	(97)	(97)
Income							
Internal Recharge Income	0	0	0	0	0	0	0
Government Grants	0	0	0	0	0	0	0
Reimbursements & Contributions	(89)	0	0	0	0	(9)	(98)
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	(89)	0	0	0	0	(9)	(98)
Net Expenditure/ (Income)	117	0	0	(1)	0	(10)	106

Notes

The increase in FTEs and the movement in the Employee budget can be explained as follows:

Within the Housing Solutions Division, there is a team responsible for Housing Strategy. This team was transferred out during the year to form the present Housing Strategy Division.

HOUSING DEPARTMENT
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. The budgets within this division mainly relate to staffing and other overhead budgets.

	2016/2017	2017/2018
Full Time Equivalents	2	2

Subjective Analysis of Estimates	2016/2017 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2017/2018 Estimates £000
Expenditure							
Employees	137	0	(1)	(1)	0	(10)	125
Premises	0	0	0	0	0	0	0
Transport	0	0	0	0	0	0	0
Supplies & Services	14	0	0	0	0	0	14
Third Party Payments	0	0	0	0	0	0	0
Transfer Payments	0	0	0	0	0	0	0
Support Services	58	0	0	0	0	202	260
Capital Charges	0	0	0	0	0	0	0
Gross Expenditure	209	0	(1)	(1)	0	192	399
Support Services Recharges	(36)	0	0	0	0	(303)	(339)
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)	173	0	(1)	(1)	0	(111)	60

Notes

HOUSING DEPARTMENT
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 includes the costs of the Grants and Adaptations team and the cost of site management and monitoring at the Stable Way Travellers' Site.

	2016/2017	2017/2018
Full Time Equivalents	1	4

Subjective Analysis of Estimates	2016/2017 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2017/2018 Estimates £000
Expenditure							
Employees	25	0	59	0	0	(22)	62
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	16	0	26	0	0	0	42
Transfer Payments	0	0	0	0	0	0	0
Support Services	3	0	0	0	0	(1)	2
Capital Charges	0	0	0	0	0	0	0
Gross Expenditure	44	0	85	0	0	(23)	106
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)	44	0	85	0	0	(23)	106

Notes

The transfer of the Grants and Adaptations services from Adult Social Care to the Housing Services funded the increase in FTEs.

HOUSING DEPARTMENT
DEVELOPMENT AND REGENERATION

The team is responsible for the Earls Court Regeneration project, the joint venture with Stanhope focussing on Watermeadow Court and Edith Summerskill House and taking forward a number of Direct Delivery projects across the Borough such as Jepson House and Springvale. The planned spend relates to costs incurred in supporting the implementation of regeneration projects, with the costs of the projects themselves funded via other mechanisms.

	2016/2017	2017/2018
Full Time Equivalents	0	0

Subjective Analysis of Estimates	2016/2017 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2017/2018 Estimates £000
Expenditure							
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	315	0	0	0	0	(35)	280
Third Party Payments	0	0	0	0	0	0	0
Transfer Payments	0	0	0	0	0	0	0
Support Services	3	0	0	0	0	5	8
Capital Charges	5	0	0	0	0	0	5
Gross Expenditure	323	0	0	0	0	(30)	293
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	(315)	0	0	0	0	35	(280)
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	(315)	0	0	0	0	35	(280)
Net Expenditure/ (Income)	8	0	0	0	0	5	13

Notes

The reduction in income and expenditure is due to the loss of Section 106 funding.

HOUSING DEPARTMENT
ECONOMIC DEVELOPMENT, LEARNING & SKILLS

The Economic Development, Learning & Skills (EDLS) Team is responsible for providing a wide range of social and economic initiatives to promote business growth, skills training, job creation and employment. This work attracts inward investment through S106 funding as well as working with external funding partners such as the Skills Funding Agency and New Homes Bonus.

	2016/2017	2017/2018
Full Time Equivalents	0	60

Subjective Analysis of Estimates	2016/2017 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2017/2018 Estimates £000
Expenditure							
Employees	0	0	(2)	(4)	0	3,151	3,145
Premises	0	2	0	0	0	185	187
Transport	0	0	0	0	0	0	0
Supplies & Services	0	0	0	0	0	1,076	1,076
Third Party Payments	0	0	0	0	0	113	113
Transfer Payments	0	0	0	0	0	0	0
Support Services	0	0	0	0	0	1,756	1,756
Capital Charges	0	0	0	0	0	78	78
Gross Expenditure	0	2	(2)	(4)	0	6,359	6,355
Support Services Recharges	0	0	0	0	0	(278)	(278)
Income							
Internal Recharge Income	0	0	0	0	0	0	0
Government Grants	0	0	0	0	0	(3,313)	(3,313)
Reimbursements & Contributions	0	0	0	0	0	(706)	(706)
Customer & Client Receipts	0	0	0	(95)	0	(1,255)	(1,350)
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	(95)	0	(5,274)	(5,369)
Net Expenditure/ (Income)	0	2	(2)	(99)	0	807	708

Notes
The movements on this page, including the increase in FTEs is attributable to the transfer of the Economic Learning & Skills Service from Environmental Services. In addition to the transfer, there is an income contribution from the Adult Learning, Skill and Service to bolster the EDLS service.

LIBRARIES & ARCHIVES SERVICE

Description of Service

The Libraries and Archives Service provides four libraries which are freely available and widely used by everyone in the community. They offer services books, magazines, e-books and online resources for loan and study in the library, and a range of other activities and services including homework clubs, under 5s sessions, adult and family learning, health information and promotion, reading groups, internet access and free Wi-Fi, **and access to the Borough's rich local history resources**. Disabled customers unable to travel to their local library can access the Home Library Service. The service works with the community-managed libraries at Avonmore and Hurlingham and Chelsea School to provide a seamless service.

Statement of Core Business

The key elements of the department are:

- Reading. Everything starts with reading, libraries help children and adults to become proficient readers for life and promote the love of reading for pleasure.
- Learning. Libraries support formal education at every stage and are a major provider of informal and self-directed learning for all.
- Digital. Libraries create and provide access to digital resources, and help people to bridge the digital divide through support and training.
- Information. **Libraries provide the gateway to the world's knowledge (about anything and everything)** and to local community information, with intelligent interpretation.
- Community. Libraries provide a physical, accessible, safe indoor presence in the heart of local communities, a meeting place for local people and organisations, a destination or venue for cultural events and activities.
- Access point for other services. Either online or through surgeries or permanently shared location – as a trusted brand with expert staff, a natural place where people will go to seek advice and support and to transact with other services.

Prime objectives of the Department

The purpose of the Libraries and Archives service is to promote reading and offer opportunities for cultural enrichment, recreation, employment and learning for the residents and businesses. The service has delivered savings on management and back office costs, allowing continued investment in libraries and is looking to find further savings through commercialisation.

**2017_18 GROWTH & SAVINGS
LIBRARIES & ARCHIVES SERVICES**

SAVINGS		2017-18 Budget Change (£000's)
Service	Description	
Libraries	Maximising income from unused space and out of hours in libraries	(382)
	SHARE OF CORPORATE SAVINGS:	
Public Health Services	Public Health Substitution Funding: Home Library Services & Pre-school activities	(45)
Cross Cutting	Use of Vacancy Board, agency staff review and flexible working to reduce spend	(17)
	TOTAL SHARE OF CORPORATE SAVINGS	(62)
Total Savings		(444)

2017/2018 ESTIMATES

LIBRARIES & ARCHIVES

LIBRARIES & ARCHIVES
SUMMARY

						2016/2017	2017/2018
						49	49
SUBJECTIVE ANALYSIS OF ESTIMATES	2016/2017 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2017/2018 Estimates £000
Expenditure							
Employee Expenses	1,484	0	(7)	(15)	0	30	1,492
Premises Related Expenditure	431	6	0	0	0	(2)	435
Transport Related Expenditure	13	0	0	0	0	0	13
Supplies and Services	358	4	0	0	0	2	364
Third Party Payments	476	0	(3)	(5)	0	32	500
Transfer Payments	0	0	0	0	0	0	0
Support Service Charges	779	0	0	0	0	(104)	675
Capital Charges	185	0	0	0	0	21	206
GROSS EXPENDITURE	3,725	10	(10)	(20)	0	(22)	3,684
Support Service Recharge Income	(17)	0	0	(45)	0	0	(62)
Income	0	0	0	0	0	0	0
Internal Trading Income	0	0	0	0	0	0	0
Government Grants	0	0	0	0	0	0	0
Other Reimbursements & Contributions	(361)	0	2	3	0	(28)	(385)
Customer & Client Receipts	(189)	0	0	(382)	0	0	(571)
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0
GROSS INCOME	(550)	0	2	(379)	0	(28)	(955)
NET EXPENDITURE	3,158	10	(8)	(444)	0	(49)	2,667

LIBRARIES & ARCHIVES
Management and Support Services

This division sets the overall strategic direction of the service and supports service delivery. It encompasses both the shared service Senior Management Team and support staff and includes the Corporate and Information Communications Technology support for the service as a whole.

	2016/2017	2017/2018
Full Time Equivalents	2	2

Subjective Analysis of Estimates	2016/2017 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2017/2018 Estimates £000
Expenditure							
Employees	176	0	(1)	(2)	0	4	177
Premises	0	0	0	0	0	0	0
Transport	0	0	0	0	0	0	0
Supplies & Services	69	0	0	0	0	2	71
Third Party Payments	184	0	(1)	(3)	0	91	270
Transfer Payments	0	0	0	0	0	0	0
Support Service Charges	779	0	0	0	0	(779)	0
Capital Charges	11	0	0	0	0	0	11
Gross Expenditure	1,219	0	(2)	(5)	0	(683)	529
Support Service Recharge Income	(17)	0	0	0	0	0	(17)
Income							
Internal Trading Income	0	0	0	0	0	0	0
Government Grants	0	0	0	0	0	0	0
Reimbursements & Contributions	(173)	0	0	0	0	173	0
Customer & Client Receipts	(8)	0	0	(382)	0	0	(390)
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0
Gross Income	(180)	0	0	(382)	0	173	(390)
Net Expenditure/ (Income)	1,022	0	(2)	(387)	0	(510)	123

Notes							
The movements in the Third Party Payments and Reimbursements and Contributions budgets relate to s113 accounting adjustments.							

LIBRARIES & ARCHIVES
Community Development

This division develops partnerships with other bodies to promote reading and learning; promotes the contribution of libraries in local communities; leads on the development of professional services for adults and children; and leads on the development of stock for lending libraries.

	2016/2017	2017/2018					2017/2018
Full Time Equivalents	5	5					
Subjective Analysis of Estimates	2016/2017 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2017/2018 Estimates £000
Expenditure							
Employees	123	0	(0)	(1)	0	2	124
Premises	0	0	0	0	0	0	0
Transport	1	0	0	0	0	0	1
Supplies & Services	281	4	0	0	0	0	285
Third Party Payments	76	0	(0)	(1)	0	(6)	69
Transfer Payments	0	0	0	0	0	0	0
Support Service Charges	0	0	0	0	0	263	263
Capital Charges	0	0	0	0	0	0	0
Gross Expenditure	481	4	(1)	(2)	0	260	742
Support Service Recharge Income	0	0	0	(45)	0	0	(45)
Income							
Internal Trading Income	0	0	0	0	0	0	0
Government Grants	0	0	0	0	0	0	0
Reimbursements & Contributions	(90)	0	0	0	0	(30)	(120)
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	(90)	0	0	0	0	(30)	(120)
Net Expenditure/ (Income)	392	4	(1)	(47)	0	230	578

Notes

The movements in the Third Party Payments and Reimbursements and Contributions budgets relate to s113 accounting adjustments.

LIBRARIES & ARCHIVES
Reference, Information & Archives Services

This division oversees specialised Reference team and sovereign Archives services and leads on digital and information provision within the library service.

	2016/2017	2017/2018
Full Time Equivalents	5	5

Subjective Analysis of Estimates	2016/2017 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2017/2018 Estimates £000
Expenditure							
Employees	154	0	(1)	(2)	0	3	154
Premises	97	0	0	0	0	0	97
Transport	0	0	0	0	0	0	0
Supplies & Services	1	0	0	0	0	0	1
Third Party Payments	124	0	(1)	(1)	0	(14)	109
Transfer Payments	0	0	0	0	0	0	0
Support Service Charges	0	0	0	0	0	265	265
Capital Charges	0	0	0	0	0	0	0
Gross Expenditure	376	0	(1)	(3)	0	255	627
Support Service Recharge Income	0	0	0	0	0	0	0
Income							
Internal Trading Income	0	0	0	0	0	0	0
Government Grants	0	0	0	0	0	0	0
Reimbursements & Contributions	(91)	0	1	1	0	(26)	(115)
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	(91)	0	1	1	0	(26)	(115)
Net Expenditure/ (Income)	285	0	(1)	(2)	0	229	511

Notes

The movements in the Third Party Payments and Reimbursements and Contributions budgets relate to s113 accounting adjustments.

LIBRARIES & ARCHIVES
Libraries Operations

This division oversees the day to day operation of the Hammersmith, Fulham, Shepherds Bush and Askew Libraries to ensure delivery in line with the council's targets and specifications.

	2016/2017	2017/2018
Full Time Equivalents	37	37

Subjective Analysis of Estimates	2016/2017 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2017/2018 Estimates £000
Expenditure							
Employees	1,032	0	(5)	(10)	0	20	1,037
Premises	334	6	0	0	0	(2)	338
Transport	11	0	0	0	0	0	11
Supplies & Services	7	0	0	0	0	0	7
Third Party Payments	92	0	(0)	(1)	0	(39)	51
Transfer Payments	0	0	0	0	0	0	0
Support Service Charges	0	0	0	0	0	146	146
Capital Charges	173	0	0	0	0	21	195
Gross Expenditure	1,649	6	(5)	(11)	0	146	1,785
Support Service Recharge Income	0	0	0	0	0	0	0
Income							
Internal Trading Income	0	0	0	0	0	0	0
Government Grants	0	0	0	0	0	0	0
Reimbursements & Contributions	(8)	0	1	1	0	(144)	(150)
Customer & Client Receipts	(181)	0	0	0	0	0	(181)
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0
Gross Income	(189)	0	1	1	0	(144)	(331)
Net Expenditure/ (Income)	1,460	6	(5)	(10)	0	2	1,454

Notes
The movements in the Third Party Payments and Reimbursements and Contributions budgets relate to s113 accounting adjustments.

PUBLIC HEALTH SERVICES

Description of Service

Public Health is responsible for the commissioning of services to help reduce health inequalities and improve health and wellbeing for the borough's residents. Public Health is also required to provide a 'public health advice service' to the NHS Clinical Commissioning Groups (CCGs). The service is funded from a ring fenced Public Health Grant administered under section 31 of the Local Government Act.

Statement of Core Business

In line with the Council's overall ambition to be the 'Best Council' Public Health aims to be a driving force to make Hammersmith & Fulham a place where everyone starts life well, lives well and ages well.

Public Health deliverables include:

- Supporting others to make strategic choices and resource allocation decisions to maximise health impact
- Commissioning public health services to prevent, intervene early or treat
- Training front line workers to prevent and intervene early
- Health promotion campaigns
- Coordination activity for health protection incidents locally

Our statutory duties include:

- Employing a Director for Public Health, who must prepare an annual report on the health of the people in the area of the local authority
- Duty to improve the health of local people
- Have regard to guidance including the Public Health Outcomes Framework
- Health and Wellbeing Board as a statutory committee
- Mandatory services include: National Child Measurement Programme, sexual health services, NHS Health Checks, public health advice to CCGs, information and advice on health protection, delivery of the healthy child programme.

Prime Objectives of Department

Residents will be better enabled to make healthy choices by:

- Children having a health start
- Relevant and reliable health information is accessible and digestible which enables people to make healthy decisions
- Ensuring everyone has the opportunity to connect within society and give back
- By ensuring people in need have access to services to prevent, address or manage key risk factors while ensuring families and societies are protected from health harms
- Ensuring the physical environment is conducive using place shaping approaches to support healthy choices



2017/2018 ESTIMATES

PUBLIC HEALTH SERVICES

Public Health Services
CHANGE BETWEEN YEARS

Service Area Analysis	2016/2017 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Adjustments £000	2017/2018 Estimates £000
Public Health Mandated	5,887	0	0	0	0	(802)	5,085
Public Health Non Mandated	(5,887)	0	5	0	0	797	(5,085)
TOTAL	0	0	5	0	0	(5)	0

Public Health Services
SUMMARY

	2016/2017	2017/2018
Number of Full Time Equivalent staff	3	3

SUBJECTIVE ANALYSIS OF ESTIMATES

	2016/2017 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2017/2018 Estimates £000
Expenditure							
Employee Expenses	160	0	0	0	0	0	160
Premises Related Expenditure	0	0	0	0	0	0	0
Transport Related Expenditure	0	0	0	0	0	0	0
Supplies and Services	0	0	0	0	0	0	0
Third Party Payments	20,569	0	0	0	0	(1,533)	19,036
Transfer Payments	0	0	0	0	0	0	0
Support Service Charges	104	0	0	0	0	4,157	4,261
Capital Charges	0	0	0	0	0	0	0
GROSS EXPENDITURE	20,832	0	0	0	0	2,624	23,457
Support Service Recharge Income	0	0	0	0	0	0	0
Income							
Internal Trading Income	0	0	0	0	0	0	0
Government Grants	(20,855)	0	0	0	0	(1,483)	(22,338)
Other Reimbursements & Contributions	0	0	0	0	0	(127)	(127)
Customer & Client Receipts	0	0	0	0	0	0	0
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	23	0	5	0	0	(1,019)	(991)
GROSS INCOME	(20,832)	0	5	0	0	(2,629)	(23,457)
NET EXPENDITURE	0	0	5	0	0	(5)	0

PUBLIC HEALTH SERVICES
Public Health Mandated

Budgets within this summary centre are used to procure Mandatory Public Health services (as determined by the Secretary of State for Health).

	2016/2017	2017/2018
Full Time Equivalents	0	0

Subjective Analysis of Estimates	2016/2017 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2017/2018 Estimates £000
Expenditure							
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	5,887	0	0	0	0	(802)	5,085
Transfer Payments	0	0	0	0	0	0	0
Support Service Charges	0	0	0	0	0	0	0
Capital Charges	0	0	0	0	0	0	0
Gross Expenditure	5,887	0	0	0	0	(802)	5,085
Support Service Recharge Income	0	0	0	0	0	0	0
Income							
Internal Trading 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)	5,887	0	0	0	0	(802)	5,085

Notes

The movement in the Third Party Payments is due a transfer of budgets to the non-Mandated services.

PUBLIC HEALTH SERVICES
Public Health Non Mandated

Budgets within this summary centre are used to procure non- Mandatory Public Health services.

	2016/2017	2017/2018
Full Time Equivalents	3	3

Subjective Analysis of Estimates

	2016/2017 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2017/2018 Estimates £000
Expenditure							
Employees	160	0	0	0	0	0	160
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	14,682	0	0	0	0	(730)	13,951
Transfer Payments	0	0	0	0	0	0	0
Support Service Charges	104	0	0	0	0	4,157	4,261
Capital Charges	0	0	0	0	0	0	0
Gross Expenditure	14,945	0	0	0	0	3,427	18,372
Support Service Recharge Income	0	0	0	0	0	0	0
Income							
Internal Trading Income	0	0	0	0	0	0	0
Government Grants	(20,855)	0	0	0	0	(1,483)	(22,338)
Reimbursements & Contributions	0	0	0	0	0	(127)	(127)
Customer & Client Receipts	0	0	0	0	0	0	0
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	23	0	5	0	0	(1,019)	(991)
Gross Income	(20,832)	0	5	0	0	(2,629)	(23,457)
Net Expenditure/ (Income)	(5,887)	0	5	0	0	797	(5,085)

Notes

The transfer of budgets from the Mandated services, realignment of budgets particularly within the Hired and Contracted payments and an accounting adjustments relating to s113 charges explains the movement in the Third Party Payment within the Non- Mandatory Service.

The change in the Government Grants budget is due to the transfer of the 0-5 service from the NHS less savings announced in the 2016 Autumn Statement.

At the budget setting stage, there was a transfer to a Public Health earmarked reserves resulting in an increased Use of Balances and Reserves for 2017_18.

An accounting adjustment relating to s113 charges explains the movement in the Reimbursements and Contributions budget.

The support service adjustment reflects an updated accounting treatment of funding public health investment in departmental budgets.

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 by law 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 reflect 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 of income and expenditure that can be applied to the HRA are set out in law, and the Council has no general discretion to transfer items into and out of the HRA.

Statement of Core Business

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

- Housing Services leads on resident involvement, managing anti-social behaviour, housing management, sheltered housing, caretaking and concierge services
- 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**
- Finance & Resources provides a financial management and support service including a 40 year plan developed to enable the achievement of the HRA's strategic financial objectives
- Housing Solutions provides temporary accommodation, **delivers the Council's** housing strategy, is engaged in the prevention of homelessness, offering home ownership opportunities, and assists Housing Services in tackling overcrowding and under-occupation in the borough
- Development and Regeneration is responsible for the Earls Court Regeneration project, the joint venture with Stanhope focussing on Watermeadow Court and Edith Summerskill House and taking forward a number of Direct Delivery projects across the Borough such as Jepson House and Springvale.
- Safer Neighbourhoods ensures **the Council's housing estates** are safe places in which to live

The HRA Budget

The overall strategic financial objectives for the HRA are:

- to enable the financing of a viable on-going repairs programme that focusses on maintaining the basic fabric of the **Council's homes and ensuring that all health and safety requirements** are met. The repairs programme will be prioritised to provide safe and weather-proof homes;
- to fund this by undertaking a programme of prudential borrowing whilst financing both the annual interest of new and existing debt and repayments of the principal debt on maturity (£192.3m as at 1st April 2016) over 40 years;
- to continue to seek opportunities to raise additional income and to find further efficiencies which do not impact on service delivery to bridge the gap in the planned works programme;
- to ensure tenants only receive affordable increases in rent and other charges that are significantly lower than those included in the February 2014 HRA Business Plan;
- to increase the HRA reserves balance to protect against future shocks or unanticipated events to the current average level of reserves held by London authorities as a percentage of turnover of 22% by 2027. This will mean reserves being at least £20.6 million by 2027;
- to continue to endeavour to free resources for investment in new initiatives including new housing supply whilst improving service standards.

**2017_18 GROWTH & SAVINGS
HOUSING REVENUE ACCOUNT**

GROWTH		
Service	Description	2017-18 Budget Change (£000's)
Property Services	MITIE contract	70
	Health & Safety	117
	Aids & Adaptations	89
	Customer Satisfaction Surveys	25
		301
Housing Services	Grounds maintenance contract	156
	Waste collection contract	32
		188
Finance & Resources	Increase to pension fund contribution	100
	H&F InTouch	50
	Rent Income - temporary Welfare Benefit Officer	45
		195
Regeneration	Development & Regeneration - minor reorganisation	92
		92
Growth Total		776

SAVINGS		
Service	Description	2017-18 Budget Change (£000's)
Finance & Resources	Reduction in Corporate Service Level Agreement charges	(388)
		(388)
Savings from changes in service delivery		
Property Services	MITIE repairs and maintenance contract	(94)
	Deletion of senior management posts	(143)
		(237)
Housing Services	End of EU life project	(145)
	Reduction in estates parking consultation costs	(198)
		(343)
Housing Income	Increase in income from advertising hoardings	(200)
		(200)
Savings Total		(1,168)



2017/2018 ESTIMATES

HOUSING REVENUE ACCOUNT (HRA)

HOUSING REVENUE ACCOUNT
CHANGE BETWEEN YEARS

Service Area Analysis	2016/2017 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Adjustments £000	2017/2018 Estimates £000
Housing Income	(76,571)	(37)	0	(200)	0	524	(76,284)
Housing Repairs	829	15	0	0	110	953	1,907
Housing Services	12,839	28	0	(343)	188	320	13,032
Property Services	15,737	126	0	(237)	191	(928)	14,889
Finance & Resources	15,055	(1)	0	(388)	195	134	14,995
Housing Growth & Strategy	350	0	0	0	0	9	359
Regeneration	241	0	0	0	92	15	348
Safer Neighbourhoods	585	0	0	0	0	25	610
Adult Social Care	48	0	0	0	0	0	48
Capital Charges	29,826	0	0	0	0	(578)	29,248
Transfers to/(from) reserves	1,061	0	0	0	0	(213)	848
TOTAL	0	131	0	(1,168)	776	261	0

HOUSING REVENUE ACCOUNT
SUMMARY

	2016/2017	2017/2018
Number of Full Time Equivalent staff	288	292

SUBJECTIVE ANALYSIS OF ESTIMATES

	2016/2017 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2017/2018 Estimates £000
Expenditure							
Employee Expenses	12,503	0	0	(143)	321	529	13,210
Premises Related Expenditure	17,492	125	0	(94)	393	26	17,942
Transport Related Expenditure	80	0	0	0	0	(12)	68
Supplies and Services	12,655	45	0	(198)	0	(545)	11,957
Third Party Payments	672	0	0	(145)	12	23	562
Transfer Payments	520	0	0	0	0	30	550
Support Service Charges	6,943	0	0	(388)	50	(53)	6,552
Capital Charges	27,022	0	0	0	0	79	27,101
GROSS EXPENDITURE	77,887	170	0	(968)	776	77	77,942
Support Service Recharge Income	0	0	0	0	0	0	0
Income							
Internal Trading Income	(624)	0	0	0	0	80	(544)
Government Grants	0	0	0	0	0	0	0
Other Reimbursements & Contributions	0	0	0	0	0	0	0
Customer & Client Receipts	(78,080)	(39)	0	(200)	0	389	(77,930)
Interest & Other	(244)	0	0	0	0	(72)	(316)
Use of Balances & Reserves	1,061	0	0	0	0	(213)	848
GROSS INCOME	(77,887)	(39)	0	(200)	0	184	(77,942)
NET EXPENDITURE	0	131	0	(1,168)	776	261	0

HOUSING REVENUE ACCOUNT
HOUSING INCOME

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

	2016/2017	2017/2018						2017/2018
Full Time Equivalents	0	0						
Subjective Analysis of Estimates	2016/2017 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2017/2018 Estimates £000	
Expenditure								
Employees	0	0	0	0	0	0	0	
Premises	26	0	0	0	0	0	26	
Transport	0	0	0	0	0	0	0	
Supplies & Services	88	0	0	0	0	0	88	
Third Party Payments	0	0	0	0	0	0	0	
Transfer Payments	35	0	0	0	0	0	35	
Support Service Charges	0	0	0	0	0	0	0	
Capital Charges	0	0	0	0	0	0	0	
Gross Expenditure	149	0	0	0	0	0	149	
Support Service Recharge Income	0	0	0	0	0	0	0	
Income								
Internal Trading Income	(20)	0	0	0	0	0	(20)	
Government Grants	0	0	0	0	0	0	0	
Reimbursements & Contributions	0	0	0	0	0	0	0	
Customer & Client Receipts	(76,700)	(37)	0	(200)	0	524	(76,413)	
Interest & Other	0	0	0	0	0	0	0	
Use of Balances & Reserves	0	0	0	0	0	0	0	
Gross Income	(76,720)	(37)	0	(200)	0	524	(76,433)	
Net Expenditure/ (Income)	(76,571)	(37)	0	(200)	0	524	(76,284)	

Notes
Provision for income reduction, decrease in dwelling rents and an improved void rate for dwelling rents and service charges account for the in year movement of £524,000.

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.

	2016/2017	2017/2018
Full Time Equivalents	0	0

Subjective Analysis of Estimates	2016/2017 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2017/2018 Estimates £000
Expenditure							
Employees	0	0	0	0	0	0	0
Premises	829	15	0	0	110	933	1,887
Transport	0	0	0	0	0	0	0
Supplies & Services	0	0	0	0	0	20	20
Third Party Payments	0	0	0	0	0	0	0
Transfer Payments	0	0	0	0	0	0	0
Support Service Charges	0	0	0	0	0	0	0
Capital Charges	0	0	0	0	0	0	0
Gross Expenditure	829	15	0	0	110	953	1,907
Support Service Recharge Income	0	0	0	0	0	0	0
Income							
Internal Trading 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)	829	15	0	0	110	953	1,907

Notes
The movement in the Premises budget is due to the transfer of the repairs & maintenance budget from the Property Services division.

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.

	2016/2017	2017/2018
Full Time Equivalents	97	100

Subjective Analysis of Estimates	2016/2017 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2017/2018 Estimates £000
Expenditure							
Employees	4,310	0	0	0	0	265	4,575
Premises	2,712	(15)	0	0	188	23	2,908
Transport	7	0	0	0	0	0	7
Supplies & Services	5,371	43	0	(198)	0	55	5,271
Third Party Payments	237	0	0	(145)	0	(21)	71
Transfer Payments	265	0	0	0	0	30	295
Support Service Charges	207	0	0	0	0	0	207
Capital Charges	0	0	0	0	0	0	0
Gross Expenditure	13,109	28	0	(343)	188	352	13,334
Support Service Recharge Income	0	0	0	0	0	0	0
Income							
Internal Trading Income	(173)	0	0	0	0	23	(150)
Government Grants	0	0	0	0	0	0	0
Reimbursements & Contributions	0	0	0	0	0	0	0
Customer & Client Receipts	(97)	0	0	0	0	(55)	(152)
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0
Gross Income	(270)	0	0	0	0	(32)	(302)
Net Expenditure/ (Income)	12,839	28	0	(343)	188	320	13,032

Notes							
Various in year changes: of which a staffing realignment is the most significant. Consequently, the FTEs increased by 3, to reflect the budget movement.							

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 Compliance, Health and Safety; Business Intelligence; Planned and Capital Work and Operational and Engineering Technical Monitoring teams.

	2016/2017	2017/2018
Full Time Equivalents	75	71

Subjective Analysis of Estimates

	2016/2017 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2017/2018 Estimates £000
Expenditure							
Employees	2,072	0	0	(143)	84	26	2,039
Premises	13,102	126	0	(94)	95	(878)	12,351
Transport	32	0	0	0	0	0	32
Supplies & Services	579	2	0	0	0	(76)	505
Third Party Payments	192	0	0	0	12	0	204
Transfer Payments	48	0	0	0	0	0	48
Support Service Charges	51	0	0	0	0	0	51
Capital Charges	0	0	0	0	0	0	0
Gross Expenditure	16,076	128	0	(237)	191	(928)	15,230
Support Service Recharge Income	0	0	0	0	0	0	0
Income							
Internal Trading Income	(136)	0	0	0	0	0	(136)
Government Grants	0	0	0	0	0	0	0
Reimbursements & Contributions	0	0	0	0	0	0	0
Customer & Client Receipts	(203)	(2)	0	0	0	0	(205)
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0
Gross Income	(339)	(2)	0	0	0	0	(341)
Net Expenditure/ (Income)	15,737	126	0	(237)	191	(928)	14,889

Notes

The reduction in the FTEs and the Employees budget is due to the deletion of posts funded from capital resources.
The net in year budget movement is attributable primary to a transfer of £953,000 repairs and maintenance budget to the Housing Repairs division.

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.

	2016/2017	2017/2018
Full Time Equivalents	72	74

Subjective Analysis of Estimates	2016/2017 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2017/2018 Estimates £000
Expenditure							
Employees	4,478	0	0	0	145	47	4,670
Premises	478	(1)	0	0	0	(20)	457
Transport	4	0	0	0	0	0	4
Supplies & Services	3,268	0	0	0	0	60	3,328
Third Party Payments	195	0	0	0	0	44	239
Transfer Payments	138	0	0	0	0	0	138
Support Service Charges	6,827	0	0	(388)	50	(54)	6,435
Capital Charges	0	0	0	0	0	0	0
Gross Expenditure	15,388	(1)	0	(388)	195	77	15,271
Support Service Recharge Income	0	0	0	0	0	0	0
Income							
Internal Trading Income	(140)	0	0	0	0	57	(83)
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	0	(193)
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0
Gross Income	(333)	0	0	0	0	57	(276)
Net Expenditure/ (Income)	15,055	(1)	0	(388)	195	134	14,995

Notes
The increase in FTE is due to the realignment of staffing costs of £98,000, funded from the Housing Revenue Account. It was also deemed necessary to move commercial income from the Finance & Resources Division to the Housing Income Division.

HOUSING REVENUE ACCOUNT
HOUSING GROWTH & STRATEGY

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.

	2016/2017	2017/2018
Full Time Equivalents	16	18

Subjective Analysis of Estimates

	2016/2017 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2017/2018 Estimates £000
Expenditure							
Employees	721	0	0	0	0	131	852
Premises	291	0	0	0	0	(41)	250
Transport	3	0	0	0	0	(1)	2
Supplies & Services	224	0	0	0	0	0	224
Third Party Payments	0	0	0	0	0	0	0
Transfer Payments	34	0	0	0	0	0	34
Support Service Charges	3	0	0	0	0	0	3
Capital Charges	0	0	0	0	0	0	0
Gross Expenditure	1,276	0	0	0	0	89	1,365
Support Service Recharge Income	0	0	0	0	0	0	0
Income							
Internal Trading Income	(39)	0	0	0	0	0	(39)
Government Grants	0	0	0	0	0	0	0
Reimbursements & Contributions	0	0	0	0	0	0	0
Customer & Client Receipts	(887)	0	0	0	0	(80)	(967)
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0
Gross Income	(926)	0	0	0	0	(80)	(1,006)
Net Expenditure/ (Income)	350	0	0	0	0	9	359

Notes

The increase in FTEs and the Employees budget is due to a minor reorganisation.
A Rationalisation of office space has led to reductions in the Hostel and Licence Scheme premises costs and explains the movement in the premises budget.
An increase in the Temporary Licence units has improved the Customer and Clients Receipts budget.

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.

	2016/2017	2017/2018
Full Time Equivalents	7	8

Subjective Analysis of Estimates	2016/2017 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2017/2018 Estimates £000
Expenditure							
Employees	141	0	0	0	92	6	239
Premises	54	0	0	0	0	9	63
Transport	0	0	0	0	0	0	0
Supplies & Services	46	0	0	0	0	0	46
Third Party Payments	0	0	0	0	0	0	0
Transfer Payments	0	0	0	0	0	0	0
Support Service Charges	0	0	0	0	0	0	0
Capital Charges	0	0	0	0	0	0	0
Gross Expenditure	241	0	0	0	92	15	348
Support Service Recharge Income	0	0	0	0	0	0	0
Income							
Internal Trading 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)	241	0	0	0	92	15	348

Notes

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.

	2016/2017	2017/2018
Full Time Equivalents	21	21

Subjective Analysis of Estimates

	2016/2017 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2017/2018 Estimates £000
Expenditure							
Employees	781	0	0	0	0	54	835
Premises	0	0	0	0	0	0	0
Transport	34	0	0	0	0	(11)	23
Supplies & Services	31	0	0	0	0	(19)	12
Third Party Payments	0	0	0	0	0	0	0
Transfer Payments	0	0	0	0	0	0	0
Support Service Charges	(145)	0	0	0	0	1	(144)
Capital Charges	0	0	0	0	0	0	0
Gross Expenditure	701	0	0	0	0	25	726
Support Service Recharge Income	0	0	0	0	0	0	0
Income							
Internal Trading Income	(116)	0	0	0	0	0	(116)
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	(116)	0	0	0	0	0	(116)
Net Expenditure/ (Income)	585	0	0	0	0	25	610

Notes

HOUSING REVENUE ACCOUNT
CAPITAL CHARGES

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

	2016/2017	2017/2018
Full Time Equivalents	0	0

Subjective Analysis of Estimates	2016/2017 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2017/2018 Estimates £000
Expenditure							
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	3,048	0	0	0	0	(585)	2,463
Third Party Payments	0	0	0	0	0	0	0
Transfer Payments	0	0	0	0	0	0	0
Support Service Charges	0	0	0	0	0	0	0
Capital Charges	27,374	0	0	0	0	(273)	27,101
Gross Expenditure	30,422	0	0	0	0	(858)	29,564
Support Service Recharge Income	0	0	0	0	0	0	0
Income							
Internal Trading 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	(244)	0	0	0	0	(72)	(316)
Use of Balances & Reserves	(352)	0	0	0	0	352	0
Gross Income	(596)	0	0	0	0	280	(316)
Net Expenditure/ (Income)	29,826	0	0	0	0	(578)	29,248

Notes							
A reduction in the revenue contribution to capital has led to decrease in the Supplies & Services budget of £585,000. Also the HRA can report an increase in interest received, earned on balances.							

CAPITAL BUDGET SUMMARY

Introduction

The capital budget summary below sets out an updated resource forecast and the capital programme for 2017/18 to 2020/21.

Council Capital Programme (General Fund & Housing)

The approved capital programme for 2017/18 and resource forecast is summarised in Table 1. Indicative budget figures are provided for 2018/19 to 2020/21. The detailed service analysis can be found on pages 143-147.

Table 1-Summary Capital Programme 2017/18 to 2020/21

	Indicative Budgets				Total Budget (All years) £'000
	2017/18 £'000	2018/19 £'000	2019/20 £'000	2020/21 £'000	
CAPITAL EXPENDITURE					
Children's Services	28,258	7,334	-	-	35,592
Adult Social Care	865	450	1,387	450	3,152
Environmental Services	16,486	7,831	7,731	7,731	39,779
Sub-total (Non-Housing)	45,609	15,615	9,118	8,181	78,523
HRA Programme	33,523	29,634	28,826	32,475	124,458
Decent Neighbourhoods Programme	19,655	13,599	7,662	9,313	50,229
Sub-total (Housing)	53,178	43,233	36,488	41,788	174,687
Total Expenditure	98,787	58,848	45,606	49,969	253,210
CAPITAL FINANCING					
Specific/External Financing:					
Government/Public Body Grants	10,360	2,157	3,364	2,157	18,038
Developers Contributions (S106)	18,920	501	-	-	19,421
Leaseholder Contributions (Housing)	2,849	2,849	2,849	2,849	11,396
Sub-total - Specific Financing	32,129	5,507	6,213	5,006	48,855
Mainstream Financing (Internal):					
Capital Receipts - General Fund	14,790	3,840	3,840	3,840	26,310
Capital Receipts - Housing*	11,063	16,952	13,575	17,832	59,422
Revenue funding - General Fund	544	544	544	544	2,176
Revenue Funding - HRA	2,464	6,028	-	1,313	9,805
Major Repairs Reserve (MRR) [Housing]	18,174	17,404	19,794	19,794	75,166
Sub-total - Mainstream Funding	47,035	44,768	37,753	43,323	172,879
Internal Borrowing	19,623	8,573	1,640	1,640	31,476
Total Capital Financing	98,787	58,848	45,606	49,969	253,210

* Includes use of brought-forward receipts

General Fund Capital Programme

The General Fund programme is summarised in Table 2, overleaf. Detail for each service can be found on pages 144-146.

Table 2 – General Fund Capital Programme 2017-21

	Indicative Budgets				Total Budget (All years) £'000
	2017/18	2018/19	2019/20	2020/21	
	£'000	£'000	£'000	£'000	
CAPITAL EXPENDITURE					
Children's Services	28,258	7,334	-	-	35,592
Adult Social Care	865	450	1,387	450	3,152
Environmental Services	16,486	7,831	7,731	7,731	39,779
Total Expenditure	45,609	15,615	9,118	8,181	78,523
CAPITAL FINANCING					
Specific/External Financing:					
Government/Public Body Grants	10,090	2,157	3,094	2,157	17,498
Developers Contributions (S106)	10,749	501	-	-	11,250
Sub-total - Specific Financing	20,839	2,658	3,094	2,157	28,748
Mainstream Financing (Internal):					
Capital Receipts - General Fund	14,790	3,840	3,840	3,840	26,310
Revenue funding - General Fund	544	544	544	544	2,176
Sub-total - Mainstream Funding	15,334	4,384	4,384	4,384	28,486
Internal Borrowing	9,436	8,573	1,640	1,640	21,289
Total Capital Financing	45,609	15,615	9,118	8,181	78,523

Table 3 shows the projects funded from internal resource and represents the 'Mainstream Programme'. This programme comprises the completion of existing schemes and the continuation of rolling programmes.

Table 3 – General Fund Mainstream Programme 2017-21

	Indicative Budgets				Total Budget (All years) £'000
	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21	
	£'000	£'000	£'000	£'000	
Approved Expenditure					
Ad Hoc Schemes:					
Schools Organisation Strategy [CHS] (mainstream element)	807	-	-	-	807
Hammersmith Town Hall Refurbishment (Mainstream Element/CPMP) [ENV]	5,075	1,325	1,000	-	7,400
Carnwath Road [ENV]	3,070	-	-	-	3,070
Rolling Programmes:					
Disabled Facilities Grant [ASC]	450	450	450	450	1,800
Planned Maintenance/DDA Programme [ENV]	2,775	1,275	1,500	2,500	8,050
Footways and Carriageways [ENV]	2,030	2,030	2,030	2,030	8,120
Controlled Parking Zones [ENV]	275	275	275	275	1,100
Column Replacement [ENV]	269	269	269	269	1,076
Parks Programme [ENV]	835	500	500	500	2,335
Total Mainstream Programmes	15,586	6,124	6,024	6,024	33,758
Financing					
Capital Receipts	14,790	3,840	3,840	3,840	26,310
General Fund Revenue Account	544	544	544	544	2,176
Increase/(Decrease) in Internal Borrowing	252	1,740	1,640	1,640	5,272
Total Financing	15,586	6,124	6,024	6,024	33,758

Housing Capital Programme

The Housing Capital Programme expenditure and resource forecast for 2017/18 to 2020/21 is summarised in table 4 below:

Table 4 – Housing Expenditure and Resource Forecast 2017-21

	Indicative Budgets			
	2017/18 Budget £'000	2018/19 Budget £'000	2019/20 Budget £'000	2020/21 Budget £'000
Approved Expenditure				
Decent Neighbourhood Schemes	21,061	18,129	10,423	13,672
HRA Schemes	33,523	29,634	28,826	32,475
Total Housing Programme - Approved Expenditure	54,584	47,763	39,249	46,147
<i>Adjustment for deferred costs</i>	<i>(1,406)</i>	<i>(4,530)</i>	<i>(2,761)</i>	<i>(4,359)</i>
Total Expenditure after deferred costs	53,178	43,233	36,488	41,788
Available and Approved Resource				
Capital Receipts - Unrestricted	8,455	372	9,115	5,448
Capital Receipts - RTB (141)	2,608	-	-	-
Earls Court Receipts recognisable	-	16,581	4,460	12,384
Housing Revenue Account (revenue funding)	2,464	6,028	-	1,313
Major Repairs Reserve (MRR)	18,174	17,404	19,794	19,794
Contributions Developers (S106)	8,171	-	-	-
Repayment of NHHT loan	270	-	270	-
Contributions from leaseholders	2,849	2,849	2,849	2,849
Internal Borrowing	10,187	-	-	-
Total Funding	53,178	43,233	36,488	41,788

The Housing Capital Programme is based on the Financial Plan For Council Homes approved by Cabinet in February 2017. It includes £124m for repairs and maintenance to existing Council Homes over the next four years.

Horizon scanning – major projects and resources

The Council is currently progressing a number of major projects that are likely to 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 member approval.

King Street Regeneration

The Council continues to work with its development partner, King Street Developments (Hammersmith) Ltd (KSD), a joint venture between Helical Bar plc and Grainger plc, to regenerate and redevelop area at the west end of King Street, around Hammersmith Town Hall. KSD have now acquired the former Cineworld cinema site where they have commenced demolition works.

Earl's Court

The Council entered into a Conditional Land Sale agreement, (CLSA) on 23rd January 2013, with the developer Capital & Counties Properties Plc (CapCo), to include Council owned land including the West Kensington and Gibbs Green Estates. Full details can be found in the 3 September 2012 Cabinet Report. The trigger notice for the CLSA was served in November 2013 however, the administration continuous to work for a better deal for local residents.

Housing Development programme

On 6th July 2015 Cabinet approved Phase 1 of the Housing Development Programme, to deliver 31 units of residential accommodation over 4 sites, financed by £10.8m Right-to-Buy and Section 106 receipts. The Phase 1 tendering process has been re-run as the originally selected

bidder failed to meet contract performance standards. This has resulted in slippage of development expenditure from 2016-17 into 2017-18.

Feasibility studies for Phase 2 are ongoing, but as the Housing Revenue Account borrowing headroom is forecast to be fully utilised without consideration of further direct development, Phase 2, Phase 3 (for which feasibility work has recently begun) and beyond will need to compete with other finance intensive schemes (such as the redevelopment of Edith Summerskill House) for Section 106 resources.

Schools' Capital Programme

The Council continues to implement its Schools Organisation Strategy with the School's Capital programme expected to exceed £19m in 2017/18. The strategy continues to focus on expanding school places in light of increasing demand.

Old Oak and Park Royal Opportunity Area

As part of developing the business case for a High Speed 2 / Crossrail interchange at Old Oak Common the London Boroughs of Brent, Ealing and Hammersmith & Fulham and the GLA published a joint Vision for the Old Oak area to encourage appropriate development and to maximise regeneration benefits in the area. Since then the Old Oak and Park Royal Mayoral Development Corporation (OPDC) was established in April 2015 and is now the planning authority for the Old Oak and Park Royal Opportunity Area. The boundary of this area can be viewed on the OPDC's website at:

https://www.london.gov.uk/sites/default/files/gla_migrate_files_destination/OPDC%20boundary%20-%2001_0.pdf

The council remains responsible for all other services such as waste collection, highways enforcement, car parking, parks management and maintenance etc. within the OPDC boundary.

The Hammersmith 'Flyunder'

Following on from the Council's work in 2013/14, Transport for London (TfL) have undertaken further feasibility work on the flyunder and other road tunnels in London. Detailed business cases have been prepared and submitted to the Treasury and National Infrastructure Commission which identified a higher capital cost and a considerable funding shortfall. The Council is developing a Supplementary Planning Document (SPD) with the Hammersmith Residents Working party in order to establish a planning framework that would hopefully bring the Flyunder forward, along with significant improvements to the built environment in the town centre.

Shepherd's Bush Market

An appeal by the traders' association against the Shepherds Bush Market CPO was successful and the CPO was subsequently quashed. U+I have taken over from previous developers Orion. U+I have advised the Council that they will not be pursuing a new CPO or the current planning permission for the regeneration of the market and adjoining land. They will also not be pursuing the option agreement for the purchase of the council owned land (former Pennard Road laundry site). U+I are instead engaging with the Council and markets traders in improvements to the existing market and propose to seek a license and planning permission from the Council for use of the Council's land for market and other commercial, community and leisure users.

Hammersmith Bridge

The Council, in partnership with Transport for London (TfL), is currently looking at options to strengthen Hammersmith Bridge to allow double decker buses to use the bridge. The Council is undertaking an initial feasibility exercise with any final decision subject to a further Cabinet Decision and agreement with TfL. It is anticipated that any eventual project will be substantially funded by TfL.

Community Infrastructure Levy (CIL)

The Council has adopted its own CIL, which took effect on the 1st September 2015. This is a levy that local authorities can choose to charge on new developments in their area and in part replaces the use of Section 106 Agreements to support the provision of infrastructure. The CIL money collected must be used in enabling development by funding, operating and maintaining infrastructure.

To date the Council has received £494,487.50 of Borough CIL, and it is projected that we will receive £800,000 in the next financial year.

The Council is also obliged to use 15% of the CIL funds to deliver projects agreed with community. Members have agreed to trial using Spacehive to manage the expenditure of these funds. The Council is also able to use up to 5% of the funds to pay for the administration of CIL.

Flexible Use of Capital Receipts

For the period 1 April 2016 to 31 March 2020, the Government has granted new powers to local authorities whereby capital receipts can be spent more flexibly. Previously, capital receipts could only be spent on a narrow range of items such as capital expenditure or the repayment of debt. The new flexibility will enable local authorities to also apply capital receipts to the costs of service reform. This has been broadly defined, however the Government, in their draft guidance, have specifically cited *'projects which are forecast to generate ongoing savings to an authority's, or several authorities', and/or to another public sector body's net service expenditure'*. This flexibility will only apply to capital receipts generated in the flexibility period (1 April 2016 to 31 March 2020).

2017 - 2021 CAPITAL PROGRAMME

SERVICE DETAIL

Children's Services

	Indicative Budgets				Total Budget (All years) £'000
	2017/18 Budget £'000	2018/19 Budget £'000	2019/20 Budget £'000	2020/21 Budget £'000	
Scheme Expenditure Summary					
Schools Organisational Strategy	19,074	501	-	-	19,575
Schools Window Replacement Project	9,184	6,833	-	-	16,017
Total Expenditure	28,258	7,334	-	-	35,592
Capital Financing Summary					
Specific/External or Other Financing					
Capital Grants from Central Government	7,518	-	-	-	7,518
Grants and Contributions from Private Developers (includes S106)	10,749	501	-	-	11,250
Sub-total - Specific or Other Financing	18,267	501	-	-	18,768
Mainstream Financing (Internal Council Resource)					
Capital Receipts	807	-	-	-	807
Sub-total - Mainstream Funding	807	-	-	-	807
Borrowing	9,184	6,833	-	-	16,017
Funding to be identified/agreed	-	-	-	-	-
Total Capital Financing	28,258	7,334	-	-	35,592

Adult Social Care Services

2017/18 Budget £'000	Indicative Budgets			Total Budget (All years) £'000
	2018/19 Budget £'000	2019/20 Budget £'000	2020/21 Budget £'000	

Scheme Expenditure Summary

Extra Care New Build project (Adults' Personal Social Services Grant)	20	-	937	-	957
Community Capacity Grant	95	-	-	-	95
Transforming Care (Winterbourne Grant)	300	-	-	-	300
Disabled Facilities Grant	450	450	450	450	1,800
Total Expenditure	865	450	1,387	450	3,152

Capital Financing Summary

Specific/External or Other Financing					
Capital Grants from Central Government	115	-	937	-	1,052
Capital Grants/Contributions from Non-departmental public bodies	300	-	-	-	300
Sub-total - Specific or Other Financing	415	-	937	-	1,352
Mainstream Financing (Internal Council Resource)					
Capital Receipts	450	450	450	450	1,800
Sub-total - Mainstream Funding	450	450	450	450	1,800
Total Capital Financing	865	450	1,387	450	3,152

Environmental Services

	Indicative Budgets				Total Budget (All years) £'000
	2017/18 Budget £'000	2018/19 Budget £'000	2019/20 Budget £'000	2020/21 Budget £'000	
Scheme Expenditure Summary					
Planned Maintenance/Disability Discrimination Act (DDA) Programme	2,775	1,275	1,500	2,500	8,050
King Street -Town Hall Redevelopment	5,075	1,325	1,000	-	7,400
Footways and Carriageways	2,030	2,030	2,030	2,030	8,120
Transport For London Schemes	2,157	2,157	2,157	2,157	8,628
Controlled Parking Zones	275	275	275	275	1,100
Column Replacement	269	269	269	269	1,076
Carnwath Road	3,070	-	-	-	3,070
Parks Expenditure	835	500	500	500	2,335
Total Expenditure	16,486	7,831	7,731	7,731	39,779
Capital Financing Summary					
Specific/External or Other Financing					
Capital Grants and Contributions from Greater London Authority Bodies	2,157	2,157	2,157	2,157	8,628
Sub-total - Specific or Other Financing	2,157	2,157	2,157	2,157	8,628
Mainstream Financing (Internal Council Resource)					
Capital Receipts	13,533	3,390	3,390	3,390	23,703
General Fund Revenue Account (revenue funding)	544	544	544	544	2,176
Sub-total - Mainstream Funding	14,077	3,934	3,934	3,934	25,879
Borrowing	252	1,740	1,640	1,640	5,272
Total Capital Financing	16,486	7,831	7,731	7,731	39,779

Housing Capital Programme

2017/18 Budget £'000	Indicative Budgets			Total Budget (All years) £'000
	2018/19 Budget £'000	2019/20 Budget £'000	2020/21 Budget £'000	

Scheme Expenditure Summary

HRA Schemes:

Supply Initiatives (Major Voids)	1,100	-	-	-	1,100
Energy Schemes	3,177	2,425	1,850	1,725	9,177
Lift Schemes	3,600	3,750	3,750	1,150	12,250
Internal Modernisation	250	250	500	1,750	2,750
Major Refurbishments	16,079	15,607	14,616	19,280	65,582
Planned Maintenance Framework	250	-	-	-	250
Minor Programmes	8,017	6,552	7,110	7,570	29,249
ASC/ELRS Managed	1,050	1,050	1,000	1,000	4,100
Subtotal HRA	33,523	29,634	28,826	32,475	124,458

Decent Neighbourhood Schemes:

Earls Court Buy Back Costs	7,005	13,084	7,662	9,313	37,064
Earls Court Project Team Costs	1,406	4,530	2,761	4,359	13,056
Housing Development Project	9,203	515	-	-	9,718
Other DNP projects	3,447	-	-	-	3,447
Subtotal Decent Neighbourhoods	21,061	18,129	10,423	13,672	63,285
Total Expenditure	54,584	47,763	39,249	46,147	187,743

Adjustment for deferred costs	(1,406)	(4,530)	(2,761)	(4,359)	(13,056)
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Total Net Expenditure	53,178	43,233	36,488	41,788	174,687
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Capital Financing Summary

Specific/External or Other Financing

Contributions from leaseholders	2,849	2,849	2,849	2,849	11,396
Grants and Contributions from Private Developers (includes S106)	8,171	-	-	-	8,171
Capital Grants/Contributions from Non-	270	-	270	-	540
Sub-total - Specific or Other Financing	11,290	2,849	3,119	2,849	20,107

Mainstream Financing (Internal Council Resource)

Capital Receipts (inc adj for deferred costs)	11,063	16,952	13,575	17,832	59,422
Housing Revenue Account (revenue funding)	2,464	6,028	-	1,313	9,805
Allowance (MRA)	18,174	17,404	19,794	19,794	75,166
Sub-total - Mainstream Funding	31,701	40,384	33,369	38,939	144,393

Internal Borrowing	10,187	-	-	-	10,187
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Total Capital Financing	53,178	43,233	36,488	41,788	174,687
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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 (NNDR)

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