

# Budget Book 2008/09





# Contents

## Introduction

8

## Children's services

24

### 0-5 year old and community strategy services

29

Early years learning and achievement

31

Early years operations

33

Children's centres

35

Education regeneration initiative

37

Other services

39

### 6-11 year old services and inclusion

41

Primary achievement

44

Education other than at schools (EOTAS)

46

Pupil development centre

48

Education psychology service

49

Pupil access

51

Special education needs and inclusion

53

Behaviour and autism

55

Education welfare and attendance service

57

Play service

59

After school service

61

Management and administration

63

### 11-19 year old and youth services

64

Services for young people

66

Other 11-19 year old services

68

### Leadership innovation and learning support

70

Curriculum access

73

Governor support

75

Education business alliance (EBA)

77

Continued professional development (CPD)

79

School leaders

81

Excellence in cities

83

City learning centre

85

### Deputy director – education

86

### Schools budgets and funding

87

Individual schools budget

88

Schools retained

90

External funding

91

### Dedicated schools grant and section 52 statement

92

### Management information and analysis services

100

### Commissioning services

103

Commissioning framework

105

Social care – YOT commissioning team

106

Child and adolescent mental health services (CAMHS)

107

Contract monitoring and brokerage

108

Teenage pregnancy

109

<b>Specialist services and safeguarding</b>	<b>110</b>
Assessment, safeguarding and family support	112
Children looked after (CLA) service	114
0-12 service	117
Adolescence and aftercare	118
Adoption, fostering and CLA support	119
Looked after placements	121
CLA resources	122
CLA management and support	123
Specialist health and disabilities	124
Youth offending	126
Quality assurance and safeguarding	128
Management and administration	129

## Environment and housing 130

<b>Public realm</b>	<b>133</b>
Streetscene	135
Parking	137
Street metalwork service (SMS) highway lighting and streetscene	139
Divisional management	140
Human resource (HR) services	141
Market services	142
Area engagement	143
Parks and open spaces	144
Cemeteries and crematoriums	146
Public realm projects	148
Parks support services	149
<b>Community safety</b>	<b>150</b>
Public protection	152
Community wardens	154
Southwark anti-social behaviour unit (SASBU)	156
Emergency planning and noise resilience	158
Community safety projects	159
Business and policy	161
External funding grant projects	162
Street care enforcement	163
<b>Business support services</b>	<b>165</b>
<b>Waste management and transport</b>	<b>167</b>
Waste management and transport overheads	169
Waste disposal	170
Street cleansing	172
Environmental education	173
Waste collection	174
Sustainable development strategies	176
Environmental projects	177
Housing general fund	178

<b>Culture, libraries, learning and leisure</b>	<b>179</b>
Libraries	181
Leisure and wellbeing	183
Culture	185
Adult learning services	187
Education library service	188
Culture, libraries, learning and leisure overheads	189

## **Health and community services 190**

<b>Delayed discharge grant</b>	<b>194</b>
<b>Provider services</b>	<b>195</b>
<b>Older persons services</b>	<b>197</b>
<b>Hospital discharge team services</b>	<b>199</b>
<b>Physical disability and therapy service</b>	<b>201</b>
<b>Commissioning</b>	<b>203</b>
<b>Community care management</b>	<b>205</b>
<b>Supporting people</b>	<b>207</b>
<b>Mental health</b>	<b>209</b>
<b>Mental health – other</b>	<b>211</b>
<b>Learning disabilities</b>	<b>212</b>
<b>Other</b>	<b>214</b>
<b>Share of support services and business development service</b>	<b>216</b>

## **Major projects 218**

<b>Project director and support</b>	<b>220</b>
<b>Elephant and Castle</b>	<b>222</b>
<b>Aylesbury</b>	<b>224</b>
<b>Aylesbury grants</b>	<b>226</b>
<b>SSF (secondary programme)</b>	<b>227</b>
<b>Canada water/Bermondsey spa</b>	<b>228</b>

## **Regeneration and neighbourhoods 230**

<b>Director and business support</b>	<b>234</b>
<b>Information and strategy</b>	<b>236</b>
<b>Social inclusion</b>	<b>238</b>
<b>Planning and transport</b>	<b>240</b>
Head of planning and transport	242
Development control	243
Building control	245
Planning policy	247
Transport policy	249

<b>Economic and strategic partnership</b>	<b>251</b>
<b>Area management and community governance</b>	<b>253</b>
Peckham programme	255
Southern and Nunhead priority area	256
Housing renewal	257
<b>Housing strategy and regeneration</b>	<b>258</b>
<b>Elephant links management and partnership</b>	<b>261</b>
<b>Community housing services</b>	<b>263</b>
Temporary accommodation	265
Housing assessment and support service	267
Older persons business unit	269
CHS housing options	271
Homelessness grant external partners and procurement	273

## **Deputy chief executive 274**

<b>Personnel management services</b>	<b>278</b>
<b>Corporate information services</b>	<b>279</b>
<b>Modernisation office</b>	<b>281</b>
<b>Customer service centre</b>	<b>282</b>
<b>Chief executive's office</b>	<b>284</b>
<b>Organisational development</b>	<b>286</b>
<b>Communications</b>	<b>287</b>
<b>Property services</b>	<b>288</b>
<b>Revenues and benefits</b>	<b>290</b>
Revenues and benefits client unit	290
Cashiers	291
Contracts	292
Projects	293
Benefits and subsidy	294
Council tax administration grant	295
NNDR administration grant	296
Corporate recharges	297

## **Financial management services 298**

## **Legal and democratic services 300**

<b>Democratic services</b>	<b>303</b>
<b>Scrutiny</b>	<b>305</b>
<b>Legal corporate client and trading accounts</b>	<b>306</b>

**Corporate support cost reallocations 308****Corporate budgets 309**

Corporate	309
Insurance	311

**Housing revenue account 312****Capital programme 314****Glossary of terms 327**

# Introduction

## **Medium term financial strategy (MTFS)**

The Council has a fully integrated business and budget planning process. The overall framework for this process is our policy and resources strategy. The framework ensures that:

- the highest priorities are funded within a level of Council Tax which is affordable in accordance with the Council's medium term financial strategy (MTFS).
- the allocation of resources is closely aligned with national and local priorities and other statutory requirements;
- financial rigour is maintained from the point of allocation of resources through to spending, monitoring and evaluation;
- existing performance levels constantly challenged to achieve continuous improvement. This includes regular monitoring of performance indicators alongside revenue, capital, budget and debt monitors

The MTFS sets out a clear financial remit within which the business plans and budgets are developed and agreed. It addresses the key financial issues in respect of the following key themes;

- financial management
- performance management
- asset management
- reserves, balances and central contingency
- savings and efficiency
- income and investments
- capital programming and strategic projects
- governance and partnerships.

The MTFS is regularly reviewed and refreshed to ensure we have the right priorities to deliver sound financial management so we continue to effectively shape Southwark together with our partners into the future.

The current MTFS was refreshed by the Executive in November 2007 and specifically attempts to align the financial priorities of the Council with Southwark 2016, the local area agreement, and the corporate plan, thus providing the financial framework within which the Council's policy objectives can be delivered and resources allocated.

The overall vision of the MTFS is "the effective and efficient use of resources and maximisation of resource opportunities in order to achieve long-term policy outcomes".



**Council budgets**

Through the business and budget planning process resources are allocated to services which sets their budgets for the year(s). The Council's budget can be split into four main categories which are;

- general fund revenue
- capital
- housing revenue account (HRA)
- schools

**General fund revenue budget**

On 20th February 2008 council assembly set a balanced general fund revenue budget of £309m for 2008/09 with a 4.0% increase in the level of council tax for Southwark's element only. At the same time draft indicative budget proposals for 2009/10 and 2010/11 were agreed subject to formal budget reports to council assembly for each of these years.

**Capital**

In February 2007, the Council agreed a ten-year capital programme, which secures the physical renewal of the borough by combining plans for major regeneration and housing, leisure, environment and schools within the community strategy and Council's corporate plan.

**HRA**

The housing revenue account (HRA) reflects the statutory requirement under Section 74 of the Local Government and Housing Act 1989 to account separately for local authority housing provision. It is a ring-fenced account, containing solely the costs arising from the provision and management of the Council's housing stock, offset by tenants rents and service charges, housing subsidy, leaseholder service charges and other income. The HRA rent setting and budget report was approved by the Executive on 29th January 2008.

**Schools**

On the 31st January the schools forum agreed the schools budget for 2008/09 including the allocation of the dedicated schools grant (DSG), which is a specific grant from government.

Details of the budget allocations for all of the above categories are described in more detail in the later sections of this budget book.

**Other publications**

The Council also produce the following publications which contain information on the Council's finances:

- Council tax and business rates leaflet (issued each year with the respective bills)
- Statement of accounts
- Key financial data leaflet
- Annual report

Further details of these publications can be obtained from:

Duncan Whitfield  
Finance Director  
London Borough of Southwark  
Town Hall  
Peckham Road  
London SE5 8UB

## List of contacts

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

<b>Name</b>	<b>Council Department</b>	<b>Contact Tel. No.</b>
Cliff Robinson	Children's services	020 7525 5059
Terry Cooney	Health and community services	020 7525 3865
Edwin Thomas	Environment and housing	020 7525 2385
Jay Nair	Regeneration and major projects	020 7525 0960
Christine Coxen	Financial management services, Deputy chief executive, Legal & democratic and Corporate support cost reallocations	020 7525 7533
Ian Young	Housing revenue account	020 7525 7489
<b>Financial Strategy</b>		
Cathy Doran	General enquiries	020 7525 4396
John Braggins	General enquiries	020 7525 7489
Jumoke Adeleke	General enquiries	020 7525 4334
Sajeed Patni	General enquiries	020 7525 4318
Vernon Smith	General enquiries	020 7525 7355
Carol Reid	General enquiries (capital)	020 7525 7610

## Background

### Provisional settlements

This year (2008/09) there was a significant change for local government funding. For the first time individual councils received detail of the amount of funding that they are to receive for the next three years (indicative allocations for 2009/10 and 2010/11).

### Floor funding

Included in the government's overall announcement of grant funding, a minimum level of funding is set for each class of authority, which is known as the floor percentage. Southwark is to receive this minimum increase over the next three years.

The floor percentages are as follows:

Year	Floor
2008/09	2.00%
2009/10	1.75%
2010/11	1.50%

### Dedicated schools grant

This is the third year since the government introduced the dedicated schools grant (DSG) to fund schools. There are no major changes to the basis of this grant, so it is still based on the number of pupils attending Southwark schools as counted in the January pupil led annual school census or PLASC. As final confirmation of pupil numbers is not known until after the 1 April, the Council has to make an estimate based on management information around likely movement in pupil numbers overall and pupils in schools that are scheduled to become academies and therefore funded directly by the government. For 2008/09, the council expects to receive £164m in DSG compared with an adjusted DSG of £155m in 2007/08, the latter taking into account the impact of the transfer of schools to academies and a fall in pupil numbers. The actual DSG received in 2007/08 was £167m.

### Council tax requirement

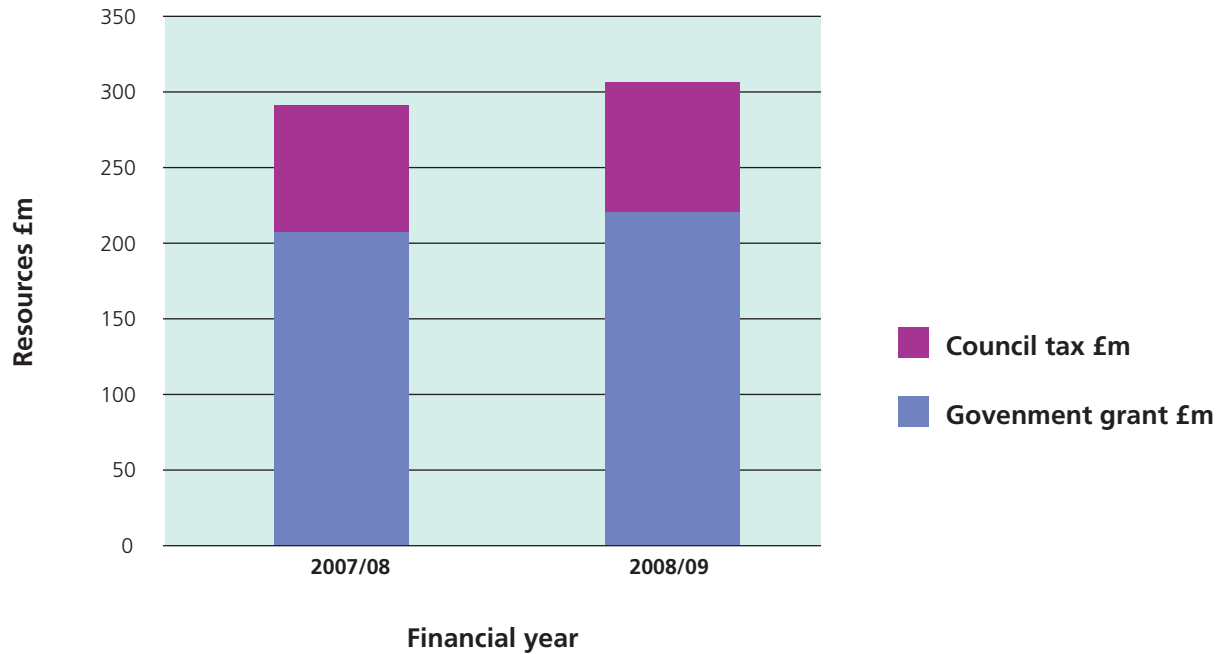
The council tax requirement is now solely dependant on the council's net budget requirement for non-schools services and the government grant received for these services known as formula grant.

### Government grant v council tax

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

Year	Government Grant £m	%	Council Tax £m	%	Budget Requirement £m	%
2007/08	211.1	72%	80.5	28%	291.6	100%
2008/09	223.5	72%	85.5	28%	309.0	100%

### Govenment Grant £m v Council Tax £m



As shown the council tax currently pays for approximately 28% of the Council's budget requirement. In 2005/06 before the introduction of the DSG, council tax paid for 17%. The increased level of council tax funding reduces the gearing effect of budget changes. For example a 1% increase in budget requirement in 2005/06 would have led to a 5.8% increase in the council tax requirement, whereas now in 2008/09 a similar % increase would only require a 3.5% increase.

## Formula grant

Formula grant can be defined as revenue support grant and redistributed non- domestic rates (business rates).

The government calculates the level of formula grant based on how much it believes Southwark needs to spend. In 2006/07 there had been a change in the underlying methodology for determining the allocation of formula grant to authorities.

The basis of allocation of formula grant moved away from formula spending shares and assumed levels of council tax to the current four block model which is as follows:

Block	Description
Relative needs	The formulae for calculating this block are designed to reflect the differences in deprivation, population and other characteristics of an authority.
Relative resource	The relative resource amount is a negative figure reflecting the ability of an area/authority to raise resources. This is achieved by looking at an authorities council taxbase data, which provides a measure of Band D equivalent properties.
Central allocation	The central allocation represents the allocation of the resources the government has left for distribution after calculating the relative needs and resources blocks for each authority. The allocation is on a per head basis.
Floor damping	<p>This block is used to limit the impact of changes in funding. Each authority's allocation is determined through the calculation of the blocks above. However to provide some year on year stability, each authority is guaranteed a minimum increase or floor percentage increase. To pay for funding this minimum increase in grant, the allocation to authorities entitled to more than the floor increase is scaled back/reduced.</p> <p>For 2008/09 the floor increase was set at 2.0% by the government.</p>

Southwark received a total of £223.5 million in formula grant in 2008/09, which is broken down across the four blocks as follows:

	Allocation of Grant				
Block	2007/08 Original £'000	2007/08 Adjusted £'000	2008/09 £'000	Change £'000	%
Relative needs	200,911	208,271	182,332	(25,939)	(12%)
Relative resource	(32,505)	(32,505)	(31,123)	1,382	(4%)
Central allocation	43,514	43,514	49,641	6,127	14%
Floor damping	(119)	(119)	22,694	22,813	(19,171%)
<b>Total</b>	<b>211,801</b>	<b>219,161</b>	<b>223,544</b>	<b>4,383</b>	<b>2.00%</b>

Revenue support grant (RSG) together with redistributed national non-domestic rates and special and specific grants are classed as external finance, which is defined as financial support provided by central government for revenue expenditure on services that impact on the council tax.

Specific grants can be defined as all government grants including special grants paid to local authorities other than formula grant, area based grant, capital grants and HRA subsidy.

Special and specific grants are budgeted for and reflected by departments in their net cost of services.

The level of formula grant or external financing excluding special and specific grants and area based grant is as follows:

	Formula Grant				
	2007/08 Original £'000	2007/08 Adjusted £'000	2008/09 £'000	Change £'000	%
Revenue support grant	30,436	37,796	27,316	(10,480)	(27.73%)
Business rate income	181,365	181,365	196,228	14,863	8.20%
<b>Total Formula Grant</b>	<b>211,801</b>	<b>219,161</b>	<b>223,544</b>	<b>4,383</b>	<b>2.00%</b>

## Budget strategy

### Overarching framework

Our resources are deployed to support local priorities through our policy and resource strategy, the framework within which our integrated business and budget planning process sits.

The framework ensures that:

- the highest priorities as set out ultimately in the community strategy are funded within a level of council tax which is affordable in accordance with the Council's medium term financial strategy (MTFS);
- the allocation of resources is closely aligned with national and local priorities and other statutory requirements;
- financial rigour is maintained from the point of allocation of resources through to spending, monitoring and evaluation;
- existing performance levels are constantly challenged to achieve continuous improvement. This includes regular monitoring of performance indicators alongside revenue, capital, budget and debt monitors;

### Objectives of setting the budget

In addition to the statutory requirement to set a budget (discussed below) the Council has its own objectives in preparing and setting a budget.

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

### Southwark council's constitution; Budget and policy framework procedure rules

The main process is as follows;

- Budget proposals made to the executive
- Scrutiny committees can respond to the executive re budget proposals
- Executive recommend a budget to council assembly
- Council assembly agrees budget and sets council tax

The areas covered by the procedures and rules include:

- Preparation of the budget
- Setting the annual budget and council tax
- Monitoring and control of the budget

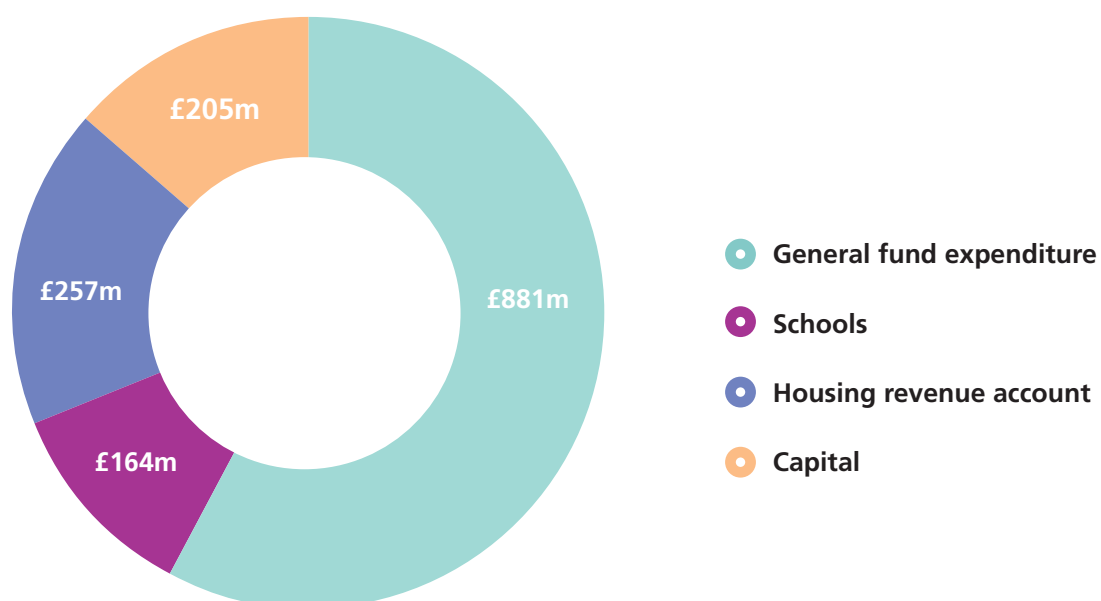
## Budget plan

In 2008/09 the council will spend in the region of £1.5 billion. This expenditure can be classified into four main types as follows:

Expenditure type	£m
General fund expenditure	881
Schools	164
Housing revenue account	257
Capital	205

Details of the nature and type of expenditure together with details of how the expenditure is funded are provided under separate headings for each of the above.

### Expenditure 2008/09





## Council tax

In 2008/09 the band D council tax for Southwark services increased by 4% to £912.14 compared to £877.06 in 2007/8. The total council tax paid by Southwark taxpayers is higher (£1,221.96) as the Council collects money on behalf of the GLA.

### How Southwark compares with other London authorities

Local authority	Band D Council Tax for the authority	Increase in Council Tax for the authority	Band D Council Tax for the authority including GLA precept	Increase in Council Tax for the authority including GLA precept	London Ranking (inc City) Lowest = 1
<b>Inner London</b>	£	%	£	%	
City of London	840.50	2.50%	923.30	2.56%	3
Camden	1,021.76	2.50%	1,331.58	2.37%	16
Greenwich	981.03	1.98%	1,290.85	1.98%	12
Hackney	998.45	0.00%	1,308.27	0.46%	13
Hammersmith & Fulham	862.77	-3.00%	1,172.59	-1.74%	5
Islington	938.41	2.50%	1,248.23	2.36%	9
Kensington & Chelsea	758.08	2.52%	1,067.90	2.35%	4
Lambeth	925.29	4.75%	1,235.11	4.03%	8
Lewisham	1,016.69	2.50%	1,326.51	2.37%	15
<b>Southwark</b>	<b>912.14</b>	<b>4.00%</b>	<b>1,221.96</b>	<b>3.47%</b>	<b>7</b>
Tower Hamlets	865.64	3.50%	1,175.46	3.09%	6
Wandsworth	377.25	0.00%	687.07	0.87%	1
Westminster	377.97	0.00%	687.79	0.87%	2
<b>Outer London</b>					
Barking & Dagenham	1,016.40	4.31%	1,326.22	3.75%	14
Barnet	1,082.75	3.49%	1,392.57	3.14%	21
Bexley	1,089.54	3.00%	1,399.36	2.77%	22
Brent	1,033.11	3.77%	1,342.93	3.35%	17
Bromley	953.33	4.33%	1,263.15	3.74%	11
Croydon	1,095.81	3.99%	1,405.63	3.53%	25
Ealing	1,059.93	1.89%	1,369.75	1.91%	18
Enfield	1,073.70	3.94%	1,383.52	3.49%	20
Haringey	1,161.66	3.00%	1,471.48	2.78%	30
Harrow	1,152.55	2.95%	1,462.37	2.74%	29
Havering	1,173.18	3.90%	1,483.00	3.49%	31
Hillingdon	1,112.93	3.00%	1,422.75	2.77%	27
Hounslow	1,090.65	0.00%	1,400.47	0.43%	23
Kingston-upon-Thames	1,270.26	4.24%	1,580.08	3.78%	33
Merton	1,094.88	3.90%	1,404.70	3.46%	24
Newham	945.63	3.25%	1,255.45	2.93%	18
Redbridge	1,066.32	3.87%	1,376.14	3.43%	23
Richmond-upon-Thames	1,233.94	3.98%	1,543.76	3.57%	29
Sutton	1,108.76	3.40%	1,418.58	3.08%	19
Waltham Forest	1,130.73	2.50%	1,440.55	2.38%	12
London Average	982.29	2.88%	1,291.66	2.66%	
Inner London Average	803.06	2.03%	1,111.68	2.01%	
Outer London Average	1,092.28	3.32%	1,402.10	3.02%	

## Council tax calculation 2008/09

The council taxbase is the measure of the tax raising capability of the authority. The taxbase is calculated by multiplying the number of band D equivalent properties in the authority by the estimated collection rate.

The council tax for Southwark (£912.14) and for the GLA (£309.82), are added together to give a total council tax of £1,221.96 for a band D property. This is an increase of 3.5% over the 2007/08 figure of £1,180.94.

Council taxbase	2007/08	2008/09
Gross taxbase	95,617	96,325
Budgeted collection rates	96%	96%
<b>Net taxbase</b>	<b>91,792</b>	<b>92,472</b>

### Council tax calculation

Council tax calculation				
	2007/08 £'000		2008/09 £'000	
Gross Southwark revenue requirement		291,639		309,030
Greater London Authority		27,894		28,650
<b>Total revenue requirement</b>		<b>319,533</b>		<b>337,680</b>
Less income from				
Revenue support grant	(30,437)		(27,316)	
National non-domestic rates	(181,365)	(211,802)	(196,228)	(223,544)
<b>Amount to be raised</b>		<b>107,731</b>		<b>114,136</b>
Add deficit/(surplus) on collection fund		669		(1,139)
<b>Amount to be met from council tax</b>		<b>108,400</b>		<b>112,997</b>
Divided by the council tax base of		91,792		92,472
<b>Council tax per band D property</b>		<b>1,180.94</b>		<b>1,221.96</b>

## Number of properties in each tax band

Number of properties in each tax band					
Council tax band	Value of properties in band	Number of properties in this band (Nov 2007)	% of properties in this band	2007/08 Council tax	2008/09 Council tax
A	Below £40,000	12,451	10.3%	787.3	814.64
B	£40,001 to £52,000	36,831	30.5%	918.51	950.41
C	£52,001 to £68,000	31,538	26.1%	1,049.73	1,086.19
D	£68,001 to £88,000	18,591	15.4%	1,180.94	1,221.96
E	£88,001 to £120,000	11,911	9.8%	1,443.37	1,493.51
F	£120,001 to £160,000	5,340	4.4%	1,705.80	1,765.06
G	£160,001 to £320,000	3,791	3.1%	1,968.24	2,036.60
H	Above £320,001	497	0.4%	2,361.88	2,443.92
<b>Total</b>		<b>120,950</b>	<b>100.00%</b>		

## The full council tax charges for 2007/08 and 2008/09 are shown below

	Band A £	Band B £	Band C £	Band D £	Band E £	Band F £	Band G £	Band H £
Southwark services	584.71	682.16	779.61	877.06	1,071.96	1,266.86	1,461.77	1,754.12
GLA	202.59	236.35	270.12	303.88	371.41	438.94	506.47	607.76
<b>Total 2007/08 council tax</b>	787.30	918.51	1,049.73	1,180.94	1,443.37	1,705.80	1,968.24	2,361.88
Southwark services	608.09	709.44	810.79	912.14	1,114.84	1,317.54	1,520.23	1,824.28
GLA	206.55	240.97	275.40	309.82	378.67	447.52	516.37	619.64
<b>Total 2008/09 council tax</b>	814.64	950.41	1,086.19	1,221.96	1,493.51	1,765.06	2,036.6	2,443.92

## Precepts and levies

The council tax also pays for the services of the Greater London Authority (GLA). Money to pay for these services is raised through an additional fixed charge on top of each taxpayer's council tax liability for Southwark. This is termed a precept.

In 2008/09 the GLA precept is £309.82 for Band D, an increase of 2.00% above the 2007/08 amount of £303.88.

In addition to the GLA precept, Southwark is levied by three other organisations. The total precept amount and levies are shown in the table below:

	<b>2007/08 £'000</b>	<b>2008/09 £'000</b>
Greater London Authority	27,894	28,650
<b>Total precepts</b>	<b>27,894</b>	<b>28,650</b>
Environment agency	168	187
London Pension Fund	1,361	1,424
Lea Valley	279	282
<b>Total levies</b>	<b>1,808</b>	<b>1,893</b>
<b>Total precepts and levies</b>	<b>29,702</b>	<b>30,543</b>

## Collection Fund

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

## General Fund

Last year the Council's net budget requirement was £291.6 million, which compares to £309.0m for 2008/09. The key changes to the budget are:

	£M	£M
<b>2007/08 Budget</b>		<b>291.6</b>
Inflation	9.5	
Increase in spending on health and community services	4.0	
Increase in spending on environment and housing	4.3	
decrease in spending on other services	(0.5)	
Functional changes - health and community services	4.0	
Functional changes - children's services	3.3	
Functional changes - other services	0.1	
Fall out of one off contribution from balances	0.7	
Contribution to reserves	4.0	
Savings	(12.0)	
<b>Total Increase in budget</b>		<b>17.4</b>
<b>2008/09 Budget</b>		<b>309.0</b>
<b>The increased spending was paid for by</b>		
Increased grant from the government		4.4
Increased grant from the government for functional changes		7.4
Increased income from council tax		5.6
		<b>17.4</b>

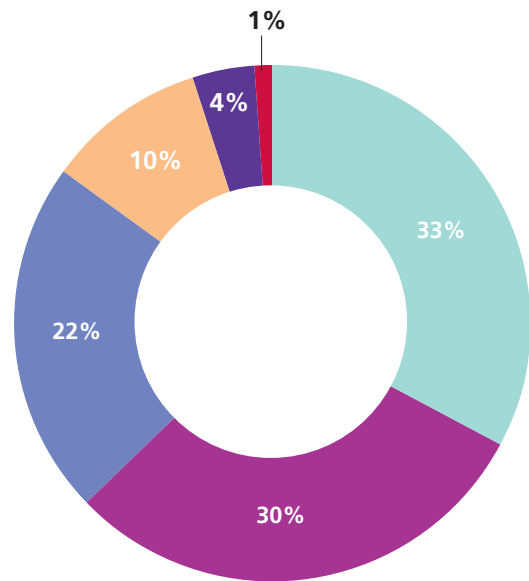
## Summary of general fund gross expenditure and income

2007/08 net expenditure	Department	2008/09 gross expenditure	2008/09 income	2008/09 net expenditure	2009/10 net expenditure projection	2010/11 net expenditure projection
£M		£M	£M	£M	£M	£M
83.0	Children's services	342.5	(244.3)	98.2	100.9	103.3
66.0	Environment and housing	107.5	(34.2)	73.3	76.8	80.3
94.0	Health and community services	161.3	(52.4)	108.9	130.8	133.9
3.5	Major projects	7.9	(3.9)	4.0	4.1	4.2
28.8	Regeneration and neighbourhoods	55.0	(21.8)	33.2	33.2	33.9
49.4	Deputy chief executive	254.8	(203.5)	51.3	53.3	53.6
6.5	Financial management services	9.0	(2.4)	6.6	6.5	6.5
5.7	Legal & democratic	14.2	(8.4)	5.8	6.0	6.2
(44.9)	Corporate support cost reallocations	0.0	(46.0)	(46.0)	(46.8)	(47.6)
(2.6)	Corporate budgets	24.8	(34.4)	(9.6)	(11.9)	(14.7)
<b>289.4</b>	<b>Total general fund cost of services</b>	<b>977.0</b>	<b>(651.3)</b>	<b>325.7</b>	<b>352.9</b>	<b>359.6</b>
10.9	Cost of borrowing	63.9	(53.0)	10.9	10.9	10.9
(8.0)	Interest and Investment Income	0.0	(8.0)	(8.0)	(8.0)	(8.0)
<b>2.9</b>	<b>Total cost of financing</b>	<b>63.9</b>	<b>(61.0)</b>	<b>2.9</b>	<b>2.9</b>	<b>2.9</b>
(0.7)	Contribution to reserves	4.0	0.0	4.0	2.4	1.9
0.0	Area based grant	0.0	(23.6)	(23.6)	(43.4)	(43.1)
<b>291.6</b>	<b>Amount met from government grants and local taxation</b>	<b>1,044.9</b>	<b>(735.9)</b>	<b>309.0</b>	<b>314.8</b>	<b>321.3</b>
(30.4)	Revenue support grant			(27.3)		
(181.4)	Re-distributed non domestic rates (business rates)			(196.2)		
<b>(211.8)</b>	<b>Formula grant</b>			<b>(223.5)</b>		
0.7	Shortfall (surplus) on collection fund from previous year			(1.1)		
<b>80.5</b>	<b>Council tax requirement</b>			<b>84.4</b>		
<b>No. 91,792</b>	<b>Council tax base (number of band d equivalent properties)</b>			<b>No. 92,472</b>		
<b>£877.06</b>	<b>Southwark council tax</b>			<b>£912.14</b>		

## How the money is spent

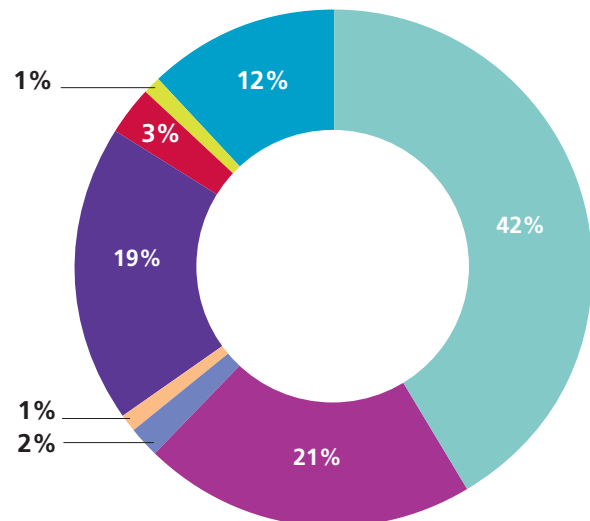
### 2008/09 Net expenditure by department

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



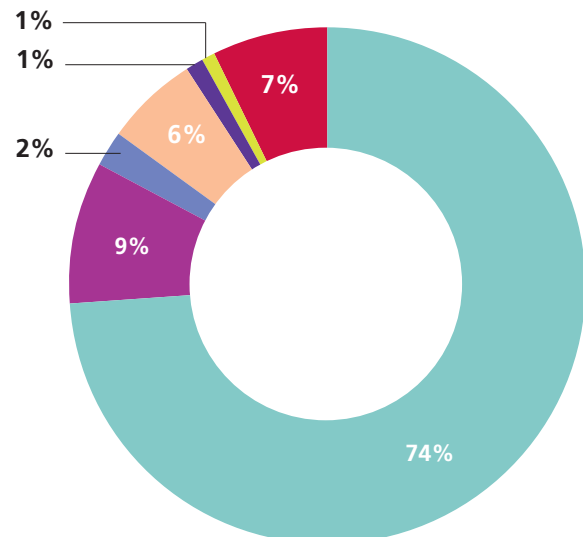
### 2008/09 Revenue expenditure by type

- Third Party Payments
- Transfer Payments
- Employees
- Supplies and Services
- Property Costs
- Capital Charges
- Capital Financing Costs
- Transport



### 2008/09 Revenue income by type

- Government Grants
- Council Tax Income
- Recharges
- Fees and Charges
- Other Grants & Contributions
- Customer Receipts
- Interest



# Children's services

## Description of department

The children's services department is responsible for delivering Southwark's contribution to the vision agreed with partners through the children's trust (Young Southwark) which is:

We want Southwark to be a place where every child and young person can have high expectations and the best opportunities. We will work together with children, young people and their families so that they can grow up in good health, feeling safe and secure, and realise their full potential in life.

The department assesses the needs of Southwark's children and young people in the context of the five every child matters outcomes (be healthy, stay safe, enjoy and achieve, make a positive contribution and achieve economic well-being) and delivers services to support achievement of these outcomes and the priorities identified in the children and young people's plan.

The specific outcomes which the children's services department leads on are:

- improved literacy and numeracy
- more for children and young people to do
- less crime against children and young people
- reduced rates of teenage pregnancy
- reduced rates of childhood obesity

The following pages describe the specific services delivered by the department. In addition, the following service developments are planned for 2008/09 as the activities of the former component departments are further integrated:

- co-ordinated community networks, extended schools and children's centres
- redesigned services for children with disabilities, continuing and complex care needs
- common tools and processes
- children, young people and their families participating more actively in service design and delivery



	2007/08 Net budget £'000	2008/09 Net budget £'000
<b>0-5 year old and community strategy services</b>		
Early years learning and achievement	1,010	936
Early years operations	4,267	4,053
Children's centres	13	175
Education regeneration initiative	203	1,901
Other services	4,427	4,669
<b>0-5 year old and community strategy services</b>	<b>9,920</b>	<b>11,734</b>
<b>6-11 year old and inclusion services</b>		
Primary achievement	1,044	1,628
Education other than at school (EOTAS)	4,770	4,610
Pupil development centre	585	553
Education psychology service	1,014	936
Pupil access	4,586	5,231
Special education needs and inclusion	6,329	6,760
Behaviour and autism	609	801
Education welfare and attendance service	1,502	1,601
Play service	1,562	1,535
After school service	1,430	1,530
Management and administration	122	136
<b>6-11 year old and inclusion services</b>	<b>23,553</b>	<b>25,321</b>
<b>11-19 and youth services</b>		
Services for young people	4,323	8,883
Other 11-19 year old services	1,133	1,022
<b>11-19 and youth services</b>	<b>5,456</b>	<b>9,905</b>

<b>Leadership and innovation</b>		
Curriculum access	628	628
Governor Support	70	59
Education business alliance (EBA)	1	4
Continuous professional development (CPD)	144	269
School leaders	0	0
Excellence in Cities	8	25
City learning centre	4	12
<b>Leadership and innovation</b>	<b>855</b>	<b>997</b>
<b>Deputy director - Education</b>	<b>697</b>	<b>719</b>
<b>Schools budgets and funding</b>		
Individual schools budget	167,442	169,865
Schools retained	4,550	2,565
External funding	(190,481)	(191,776)
<b>Schools budgets and funding</b>	<b>(18,489)</b>	<b>(19,346)</b>
<b>Management, information and analysis services</b>	<b>11,277</b>	<b>11,742</b>
<b>Commissioning services</b>		
Commissioning framework	91	534
Social care - YOT commissioning team	2,474	2,545
Child and adolescent mental health services (CAMHS)	0	1,229
Contract monitoring and brokerage	1,147	1,042
Teenage pregnancy	4	337
<b>Commissioning services</b>	<b>3,716</b>	<b>5,687</b>
<b>Specialist services and safeguarding</b>		
Assessment, safeguarding and family support	9,599	9,819
Children looked after	24,470	26,827
Specialist health and disabilities	5,328	5,478
Youth offending	2,472	3,759
Quality assurance and safeguarding	1,889	2,360
Management and administration	1,379	2,270
<b>Specialist services and safeguarding</b>	<b>45,137</b>	<b>50,513</b>
<b>Share of social care support services</b>	<b>915</b>	<b>938</b>
<b>Children's services total</b>	<b>83,037</b>	<b>98,210</b>

Subjective analysis summary		2007/08	2008/09
	Total budget £'000	Total budget £'000	Total budget £'000
Agency Staff	1,036	1,059	
Employees (excluding agency staff)	<u>64,920</u>	<u>65,786</u>	
Employees	65,956	66,845	
Property Costs	1,694	1,890	
Transport	3,396	3,405	
Equipment, Furniture & Materials	985	838	
Catering	396	362	
Clothing, Uniforms & Laundry	72	74	
Services	4,580	4,744	
Communications & Computing	925	816	
Printing, Stationery & Office Expenses	793	725	
Grants & Subscriptions	30,782	31,925	
Miscellaneous	<u>1,510</u>	<u>535</u>	
Supplies and Services	40,043	40,019	
Third Party Payments	213,213	214,576	
Transfer Payments	1,539	1,602	
Support Services	9,816	8,615	
Recharge social care support service	915	938	
Capital Charges	4,595	4,595	
<b>Total Expenditure</b>	<b>341,167</b>	<b>342,485</b>	
Government Grants	(244,506)	(232,148)	
Other Grants & Contributions	(4,620)	(3,365)	
Fees and Charges	(2,602)	(2,440)	
Customer Receipts	(2,975)	(3,909)	
Deductions & Reimbursements	(4)	(4)	
Recharges	(3,423)	(2,409)	
<b>Total Income</b>	<b>(258,130)</b>	<b>(244,275)</b>	
<b>Net Expenditure</b>	<b>83,037</b>	<b>98,210</b>	

## Movements

	2007/08		Commitments and				Area	2008/09
	net		Budget	Functional		Corporate	based	net
	budget	Inflation	adjustments	changes	Savings	allocation	grant	budget
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Services								
0-5 year old services	9,920	230	(107)	0	(300)	252	1,739	11,734
6-11 year old services	23,553	552	854	0	(500)	318	544	25,321
11-19 year old services	5,456	128	(46)	(33)	(317)	114	4,603	9,905
Leaders and innovation	855	18	(119)	0	0	38	205	997
Deputy director (education)	697	17	0	0	0	5	0	719
Schools budgets	(18,489)	(462)	(391)	0	0	(4)	0	(19,346)
Management, information and analysis services	11,277	176	313	0	(171)	97	50	11,742
Commissioning services	3,716	99	(88)	0	(139)	34	2,065	5,687
Specialist services	45,137	1,158	(416)	3,758	(1,044)	330	1,590	50,513
Share of social care support services	915	23	0	0	0	0	0	938
<b>Total</b>	<b>83,037</b>	<b>1,939</b>	<b>0</b>	<b>3,725</b>	<b>(2,471)</b>	<b>1,184</b>	<b>10,796</b>	<b>98,210</b>

## Explanation of movements

Movements are explained on the following individual service pages within each division.

## 0 to 5 year-olds and community strategy

### Description of service

This division comprises a number of services, including early years centres and children's centres and the central co-ordination of the extended schools programme, along with the development of the commissioning framework for services. It comprises:

- community development team
- management information and analysis
- education regeneration
- capital commissioning
- school community networks

### Cost centre group EC041 & EC840

Services	2007/08 Total budget £'000	2008/09 Total budget £'000
Early years learning and achievement	1,010	936
Early years operations	4,267	4,053
Children's centres	13	175
Education regeneration initiative	203	1,901
Other services including nursery minimum free entitlement	4,427	4,669
<b>Total net expenditure budget</b>	<b>9,920</b>	<b>11,734</b>

Subjective analysis summary	2007/08 Total budget £'000	2008/09 Total budget £'000
Agency Staff	102	101
Employees (excluding agency staff)	<u>10,138</u>	<u>10,193</u>
Employees	10,240	10,294
Property Costs	366	393
Transport	96	28
Equipment, Furniture & Materials	202	147
Catering	176	185
Clothing, Uniforms & Laundry	1	1
Services	759	179
Communications & Computing	63	65
Printing, Stationery & Office Expenses	94	59
Grants & Subscriptions	11,615	12,287
Miscellaneous	<u>1,051</u>	<u>31</u>
Supplies and Services	13,961	12,954
Third Party Payments	932	841
Transfer Payments	377	1,133
Support Services	979	527
<b>Total Expenditure</b>	<b>26,951</b>	<b>26,170</b>
Government Grants	(14,508)	(11,808)
Fees and Charges	(55)	(57)
Customer Receipts	(2,084)	(2,136)
Recharges	(384)	(435)
<b>Total Income</b>	<b>(17,031)</b>	<b>(14,436)</b>
<b>Net Expenditure</b>	<b>9,920</b>	<b>11,734</b>

## Movements

	2007/08 net budget £'000	Inflation £'000	Budget adjustments £'000	Savings £'000	Corporate allocations £'000	Area based grant £'000	2008/09 net budget £'000
<b>Services</b>							
Early years learning & achievement	1,010	22	(138)	0	42	0	936
Early years operations	4,267	93	(131)	(300)	124	0	4,053
Children's centres	13	0	97	0	65	0	175
Education regeneration initiative	203	4	0	0	5	1,689	1,901
Other services including minimum free entitlement	4,427	111	65	0	16	50	4,669
<b>Total</b>	<b>9,920</b>	<b>230</b>	<b>(107)</b>	<b>(300)</b>	<b>252</b>	<b>1,739</b>	<b>11,734</b>

## Explanation of movements

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

## Outputs

Please see following service level pages for details of outputs.

## Early years learning and achievement

### Description of service

The service works in partnership with early years settings that are registered and inspected by Ofsted, in order to identify, promote and secure

- effective strategies that strengthen successful learning and achievement in the early years
- training and development of a high quality workforce for young children
- quality assurance and self-evaluation processes that will continue to improve the quality of early years education.

Cost centre group ED841 / ED041

Subjective analysis summary	2007/08	2008/09
	Total budget £'000	Total budget £'000
Agency Staff	43	34
Employee (excluding agency staff)	<u>1,671</u>	<u>1,727</u>
Employees	1,714	1,761
Property Costs	61	47
Transport	11	7
Equipment, Furniture & Materials	63	52
Catering	11	11
Services	38	22
Communications & Computing	19	19
Printing, Stationery & Office Expenses	14	14
Grants & Subscriptions	549	331
Miscellaneous	<u>6</u>	<u>2</u>
Supplies and Services	700	451
Third Party Payments	361	197
Transfer Payments	56	58
Support Services	133	77
<b>Total Expenditure</b>	<b>3,036</b>	<b>2,598</b>
Government Grants	(1,970)	(1,292)
Fees and Charges	(56)	(370)
<b>Total Income</b>	<b>(2,026)</b>	<b>(1,662)</b>
<b>Net Expenditure</b>	<b>1,010</b>	<b>936</b>

Movements	£'000
<b>2007/08 net budget</b>	<b>1,010</b>
Inflation	22
Budget adjustments	(138)
Corporate allocation	42
<b>2008/09 net budget</b>	<b>936</b>

## **Explanation of movements**

### **Inflation**

Inflation has been applied in accordance with corporate guidelines.

### **Budget adjustments**

These adjustments are as a result of a management budget review of services.

### **Corporate allocations**

These movements relate to pension adjustments following the 2007 triennial valuation of the pension fund and FRS17.

## **Outputs**

A good level of achievement in all personal, social, emotional, communication, language and literacy scales by end of the foundation stage for children.



## Early years (EY) operations

### Description of service

The operation of the early years centres is based around delivering childcare including education for 3 and 4 year-olds.

Cost centre group ED042 / ED842

Subjective analysis summary	2007/08 Total budget £'000	2008/09 Total budget £'000
Agency Staff	53	67
Employees (excluding agency staff)	<u>5,739</u>	<u>5,812</u>
Employees	5,792	5,879
Property Costs	262	338
Transport	7	8
Equipment, Furniture & Materials	86	92
Catering	165	168
Clothing, Uniforms & Laundry	1	1
Services	74	91
Communications & Computing	42	38
Printing, Stationery & Office Expenses	15	21
Grants & Subscriptions	0	165
Miscellaneous	<u>25</u>	<u>23</u>
Supplies and Services	408	599
Third Party Payments	116	119
Support Services	151	68
Capital Charges	134	134
<b>Total Expenditure</b>	<b>6,870</b>	<b>7,145</b>
Government Grants	(465)	(832)
Customer Receipts	(2,084)	(2,136)
Recharges	(54)	(124)
<b>Total Income</b>	<b>(2,603)</b>	<b>(3,092)</b>
<b>Net Expenditure</b>	<b>4,267</b>	<b>4,053</b>

Movements	£'000
<b>2007/08 net budget</b>	<b>4,267</b>
Inflation	93
Budget adjustments	(131)
Savings	(300)
Corporate allocation	124
<b>2008/09 net budget</b>	<b>4,053</b>

## **Explanation of movements**

### **Inflation**

Inflation has been applied in accordance with corporate guidelines.

### **Budget adjustments**

These adjustments are as a result of a management budget review of services.

### **Corporate allocations**

These movements relate to pension adjustments following the 2007 triennial valuation of the pension fund and FRS17.

### **Savings**

Savings of £300k have been identified as a result of modernisation in early years (EY) provision. Two main programmes will be initiated;

1. revising the EY centre staffing structures such that Ofsted staffing ratios continue to be met but the utilisation of staff is more efficient and service is enhanced and,
2. reduction in management and administrative costs through organisational review and rationalisation of structures.

## **Outputs**

- This budget provides funding for 5 Early Years Centres.
- Staffing 204.6 fte.

## Children's centres

### Description of service

The centres are responsible for implementing the sure start children's centre (SSCC) programme. The council operates children's centres providing childcare and education services to approximately 500 children.

Services include:

- commissioning children's centres
- strategic planning, co-ordination and delivery of children's centres
- providing childcare and education places for children in need

### Cost centre group ED043

Subjective analysis summary	2007/08	2008/09
	Total budget £'000	Total budget £'000
Agency Staff	0	0
Employees (excluding agency staff)	<u>1,140</u>	<u>1,604</u>
Employees	1,140	1,604
Property Costs	5	5
Transport	0	0
Equipment, Furniture & Materials	2	1
Catering	0	2
Services	93	5
Communications & Computing	2	3
Printing, Stationery & Office Expenses	6	20
Grants & Subscriptions	<u>6,699</u>	<u>5,660</u>
Supplies and Services	6,802	5,691
Third Party Payments	0	267
Support Services	0	703
<b>Total Expenditure</b>	<b>7,947</b>	<b>8,270</b>
Government Grants	(7,934)	(8,095)
<b>Total Income</b>	<b>(7,934)</b>	<b>(8,095)</b>
<b>Net Expenditure</b>	<b>13</b>	<b>175</b>

Movements	£'000
<b>2007/08 net budget</b>	<b>13</b>
Budget adjustments	97
Corporate allocation	65
<b>2008/09 net budget</b>	<b>175</b>

### **Explanation of movements**

#### **Inflation**

Inflation has been applied in accordance with corporate guidelines.

#### **Budget adjustments**

Minor budget realignments due to staffing changes.

#### **Corporate allocations**

These movements relate to pension adjustments following the 2007 triennial valuation of the pension fund and FRS17.

### **Outputs**

- Total of children's centres 4.
- Staffing 42 Fte

## Education regeneration initiative

### Description of service

The service contributes to the strategic planning of council initiatives for regeneration, social inclusion and neighbourhood renewal, ensuring that the role of education is reflected in such initiatives. Funding is sourced to develop and implement innovative partnership education projects that support departmental and corporate objectives.

The education regeneration initiatives unit leads on development, implementation, co-ordination and monitoring arrangements for externally funded programmes. These include:

- single regeneration budget
- new deal for communities
- european social funding

Services also include other cross cutting initiatives and partnerships in liaison with other council departments, the community and organisations providing external funding.

### Cost centre group ED045

Subjective analysis summary	2007/08 Total budget £'000	2008/09 Total budget £'000
Agency Staff	6	0
Employees (excluding agency staff)	1,147	478
Employees	1,153	478
Property Costs	4	3
Transport	77	10
Equipment, Furniture & Materials	51	1
Catering	0	3
Services	555	56
Communications & Computing	1	1
Printing, Stationery & Office Expenses	59	1
Grants & Subscriptions	867	2,629
Miscellaneous	1,020	(2)
Supplies and Services	2,553	2,689
Third Party Payments	455	259
Support Services	0	0
Capital Charges	16	16
<b>Total Expenditure</b>	<b>4,258</b>	<b>3,455</b>
Government Grants	(4,055)	(1,554)
<b>Total Income</b>	<b>(4,055)</b>	<b>(1,554)</b>
<b>Net Expenditure</b>	<b>203</b>	<b>1,901</b>

Movements	£'000
<b>2007/08 net budget</b>	<b>203</b>
Inflation	4
Corporate allocation	5
Area based grant	1,689
<b>2008/09 net budget</b>	<b>1,901</b>

## **Explanation of movements**

### **Inflation**

Inflation has been applied in accordance with corporate guidelines.

### **Corporate allocations**

These movements relate to pension adjustments following the 2007 triennial valuation of the pension fund and FRS17.

### **Area based grant**

Due to a change in how the government provides funding some specific grants have been replaced by a general non-ringfenced grant called the area based grant.

## **Outputs**

Staffing fte 12.25

## Other 0 to 5 year old services

### Description of service

#### Localities/community learning networks

Community learning networks are geographically founded and parallel the eight community councils. Each network is guided by an elected headteacher chair and vice chair supported by an assigned local authority officer.

All eight networks have continually developed collaborative approaches which have become central to their work and now follow four fundamental strands:

- the development of leadership for learning
- teaching and learning
- support for the curriculum and its development
- the involvement of pupils and students in their own learning

#### Local delivery of services

The locality approach to service delivery is being implemented in order to strengthen the co-ordination of preventative (level 2) services and their links with schools, children's centres and other universal services. The four localities will also be the basis for co-ordinating the planning of services to be offered through extended schools

Each locality is made up of a pair of community council/community learning network areas:

- Bermondsey and Rotherhithe
- Borough and Walworth
- Peckham & Nunhead and Peckham Rye
- Dulwich and Camberwell

Arrangements for each locality include:

- a local commissioning board to oversee development and delivery of services
- a children's partnership co-ordinator
- a commissioning plan based on a local needs assessment
- service delivery aligned to provide a 'team around the schools'
- clear referral pathways based on the common assessment form

#### Nursery minimum free entitlement (MFE)

Each 3 and 4 year-old child is entitled to receive 12.5 hours of free education per week. This is delivered in a number of settings including the private voluntary and independent sector. This budget provides for the payment made for each session of minimum free entitlement at one of these settings.

Subjective analysis summary	2007/08 Total budget £'000	2008/09 Total budget £'000
Agency Staff	0	0
Employees (excluding agency staff)	<u>441</u>	<u>574</u>
Employees	441	574
Property Costs	32	1
Transport	0	4
Equipment, Furniture & Materials	0	1
Services	0	5
Communications & Computing	0	4
Printing, Stationery & Office Expenses	0	4
Grants & Subscriptions	3,502	3,500
Miscellaneous	<u>0</u>	<u>5</u>
Supplies and Services	3,502	3,519
Third Party Payments	0	0
Support Services	867	606
<b>Total Expenditure</b>	<b>4,842</b>	<b>4,704</b>
Government Grants	(85)	(35)
Recharges	(330)	0
<b>Total Income</b>	<b>(415)</b>	<b>(35)</b>
<b>Net Expenditure</b>	<b>4,427</b>	<b>4,669</b>

Movements	£'000
<b>2007/08 net budget</b>	<b>4,427</b>
Inflation	111
Budget adjustments	65
Corporate allocation	16
Area based grant	50
<b>2008/09 net budget</b>	<b>4,669</b>

### Explanation of movements

#### Inflation

Inflation has been applied in accordance with corporate guidelines.

#### Budget adjustments

These adjustments are as a result of a management budget review of services.

#### Corporate allocations

These movements relate to pension adjustments following the 2007 triennial valuation of the pension fund and FRS17.

#### Area based grant

Due to a change in how the government provides funding some specific grants have been replaced by a general non-ringfenced grant called the area based grant.



## 6 – 11 year-old services and inclusion

### Description of service

The 6-11 year-olds services and inclusion division comprises the following service areas:

- After schools service
- Behaviour and autism support
- Education welfare and attendance service
- Education psychology
- Education other than at school (EOTAS)
- Play service
- Pupil access
- Primary achievement
- SEN and inclusion
- Pupil development centres

### Cost centre groups EC051 / EC850

<b>Services</b>	<b>2007/08 net budget £'000</b>	<b>2008/09 net budget £'000</b>
Primary achievement	1,044	1,628
Education other than at school (EOTAS)	4,770	4,610
Pupil development centre	585	553
Education psychology service	1,014	936
Pupil access	4,586	5,231
Special education needs and inclusion	6,329	6,760
Behaviour and autism	609	801
Education welfare and attendance service	1,502	1,601
Play service	1,562	1,535
After school service	1,430	1,530
Management and administration	122	136
<b>Total net budget</b>	<b>23,553</b>	<b>25,321</b>

Subjective analysis summary		2007/08	2008/09
	Total budget £'000	Total budget £'000	
Agency Staff	688	705	
Employees (excluding agency staff)	<u>13,351</u>	<u>14,249</u>	
Employees	14,039	14,954	
Property Costs	309	317	
Transport	2,379	2,438	
Equipment, Furniture & Materials	287	294	
Catering	101	104	
Clothing, Uniforms & Laundry	41	42	
Services	665	751	
Communications & Computing	210	215	
Printing, Stationery & Office Expenses	306	312	
Grants & Subscriptions	882	903	
Miscellaneous	<u>16</u>	<u>17</u>	
Supplies and Services	2,508	2,638	
Third Party Payments	9,378	9,560	
Transfer Payments	164	168	
Support Services	1,820	1,950	
Capital Charges	44	44	
<b>Total Expenditure</b>	<b>30,641</b>	<b>32,069</b>	
Government Grants	(2,803)	(2,153)	
Other Grants & Contributions	(2,578)	(2,643)	
Fees and Charges	(1,077)	(1,194)	
Customer Receipts	(529)	(689)	
Deductions & Reimbursements	(1)	(1)	
Recharges	(100)	(68)	
<b>Total Income</b>	<b>(7,088)</b>	<b>(6,748)</b>	
<b>Net Expenditure</b>	<b>23,553</b>	<b>25,321</b>	

## Movements

	2007/08 net budget £'000	Inflation £'000	Budget adjustments £'000	Corporate allocations £'000	Area based grant £'000	Savings £'000	2008/09 net budget £'000
<b>Services</b>							
Primary achievement	1,044	25	231	53	275	0	1,628
Education other than at school (EOTAS)	4,770	116	(366)	40	50	0	4,610
Pupil development centre	585	14	(46)	0	0	0	553
Education psychology service	1,014	23	109	0	0	(210)	936
Pupil access	4,586	114	459	23	49	0	5,231
Special education needs and inclusion	6,329	157	129	50	170	(75)	6,760
Behaviour and autism	609	14	120	58	0	0	801
Education welfare and attendance service	1,502	36	195	4	0	(136)	1,601
Play service	1,562	35	(71)	35	0	(26)	1,535
After school service	1,430	16	83	54	0	(53)	1,530
Management and administration	122	2	11	1	0	0	136
<b>Total</b>	<b>23,553</b>	<b>552</b>	<b>854</b>	<b>318</b>	<b>544</b>	<b>(500)</b>	<b>25,321</b>

## Explanation of movements

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

## Outputs

Please see the following service level pages for details of outputs.

# Primary achievement

## Description of service

This service supports primary schools to raise attainment through link advisers and a team of primary teaching and learning consultants all of whom have a specialist subject or aspect expertise. Each school receives at least one link adviser visit per term.

## Cost centre group ED051

Subjective analysis summary	2007/08 Total budget £'000	2008/09 Total budget £'000
Agency Staff	0	0
Employees (excluding agency staff)	<u>1,681</u>	<u>1,871</u>
Employees	1,681	1,871
Property Costs	13	14
Transport	6	6
Equipment, Furniture & Materials	8	8
Catering	10	10
Services	195	269
Communications & Computing	20	20
Printing, Stationery & Office Expenses	3	3
Grants & Subscriptions	872	892
Miscellaneous	<u>(3)</u>	<u>(3)</u>
Supplies and Services	1,105	1,199
Support Services	63	160
<b>Total Expenditure</b>	<b>2,868</b>	<b>3,250</b>
Government Grants	(1,487)	(1,277)
Other Grants & Contributions	(60)	(62)
Customer Receipts	(274)	(281)
Deductions & Reimbursements	(1)	(1)
Recharges	(2)	(1)
<b>Total Income</b>	<b>(1,824)</b>	<b>(1,622)</b>
<b>Net Expenditure</b>	<b>1,044</b>	<b>1,628</b>

Movements	£'000
<b>2007/08 net budget</b>	<b>1,044</b>
Inflation	25
Budget adjustments	231
Corporate allocations	53
Area based grant	275
<b>2008/09 net budget</b>	<b>1,628</b>

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

Inflation has been applied at the standard rate.

**Budget adjustments**

Budget realignment within the schools budget to bring level of support up to benchmark for Inner London.

**Corporate allocations**

These include pension adjustments following the 2007 triennial valuation of the pension fund, also included is a reconfiguration of budgets relating to FRS17.

**Area based grant**

Due to a change in how the government provides funding some specific grants have been replaced by a general non-ringfenced grant called the area based grant.

**Outputs**

- The number of primary schools in Southwark is 71.
- Employee costs are the main cost driver in this service, giving an average planned staff-related expenditure of £26k per primary school in delivering primary achievement services across the borough.

## Education other than at school (EOTAS)

### Description of service

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

The service includes the Southwark independent learning service (SILS) which has replaced the pupil referral units. In addition places and home tuition are commissioned from a number of independent providers.

Cost centre group ED852

Subjective analysis summary	2007/08 Total budget £'000	2008/09 Total budget £'000
Agency Staff	46	47
Employees (excluding agency staff)	<u>3,000</u>	<u>3,026</u>
Employees	3,046	3,073
Property Costs	91	93
Transport	53	54
Equipment, Furniture & Materials	70	72
Catering	87	89
Services	2	2
Communications & Computing	81	83
Printing, Stationery & Office Expenses	25	25
Grants & Subscriptions	1	1
Miscellaneous	<u>4</u>	<u>4</u>
Supplies and Services	270	276
Third Party Payments	863	884
Transfer Payments	109	112
Support Services	758	408
Capital Charges	28	28
<b>Total Expenditure</b>	<b>5,218</b>	<b>4,928</b>
Government Grants	(348)	(216)
Customer receipts	(100)	(102)
<b>Total Income</b>	<b>(448)</b>	<b>(318)</b>
<b>Total Expenditure</b>	<b>4,770</b>	<b>4,610</b>

Movements	£'000
<b>2007/08 net budget</b>	<b>4,770</b>
Inflation	116
Budget adjustments	(366)
Corporate allocations	40
Area based grant	50
<b>2008/09 net budget</b>	<b>4,610</b>

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

Inflation has been applied in accordance with corporate guidelines.

**Budget adjustments**

These adjustments are as a result of a management budget review of services.

**Corporate allocations**

These movements relate to pension adjustments following the 2007 triennial valuation of the pension fund and FRS17.

**Area based grant**

Due to a change in how the government provides funding some specific grants have been replaced by a general non-ringfenced grant called the area based grant.

## Pupil development centre

### Description of service

This service comprises development of a small number of “hub and spoke” centres to tackle behavioural issues in the borough’s schools.

### Cost centre group ED853

<b>Subjective analysis summary</b>	<b>2007/08</b>	<b>2008/09</b>
	<b>Total budget £'000</b>	<b>Total budget £'000</b>
Third Party Payments	500	513
Support Services	85	40
<b>Total Expenditure</b>	<b>585</b>	<b>553</b>
<b>Net Expenditure</b>	<b>585</b>	<b>553</b>

<b>Movements</b>	<b>£'000</b>
<b>2007/08 net budget</b>	<b>585</b>
Inflation	14
Budget adjustments	(46)
<b>2008/09 net budget</b>	<b>553</b>

### Explanation of movements

#### Inflation

Inflation has been applied in accordance with corporate guidelines.

#### Budget adjustments

These adjustments are as a result of a management budget review of services.



## Education psychology

### Description of service

The service provides education psychologists who:

- Advise about the educational and developmental needs of children and young people.
- Work with teachers, parents and adults to support children as well as working with individual children and young people.
- Share ideas about how best to support children and to include them in mainstream schools wherever possible.
- Undertake training and other development work and are involved in policy development and research.

### Cost centre group

Subjective analysis summary	2007/08 Total budget £'000	2008/09 Total budget £'000
Agency Staff	0	0
Employees (excluding agency staff)	<u>1,014</u>	<u>1,048</u>
Employees	1,014	1,048
Property Costs	1	1
Transport	10	11
Equipment, Furniture & Materials	9	10
Services	0	0
Communications & Computing	11	12
Printing, Stationery & Office Expenses	2	2
Grants & Subscriptions	0	0
Miscellaneous	<u>2</u>	<u>1</u>
Supplies and Services	24	25
Third Party Payments	2	2
Support Services	65	154
<b>Total Expenditure</b>	<b>1,116</b>	<b>1,241</b>
Government Grants	(20)	(75)
Customer Receipts	(82)	(230)
<b>Total Income</b>	<b>(102)</b>	<b>(305)</b>
<b>Net Expenditure Budget</b>	<b>1,014</b>	<b>936</b>

Movements	£'000
<b>2007/08 net budget</b>	<b>1,014</b>
Inflation	24
Budget adjustments	109
Savings	(211)
<b>2008/09 net budget</b>	<b>936</b>

### **Explanation of movements**

#### **Inflation**

Inflation has been applied at the standard rate.

#### **Budget adjustments**

SLA reappportionments within schools budget (funded from DSG).

#### **Savings**

Savings of £211k have been identified from a review of external funding and plans to reconfigure the allocation to ensure that there is consistency between the funding sources and both Council and partner priorities. Further savings are identified in the operational running costs of the service.

### **Outputs**

Staffing 19.6 fte

## Pupil access

### Description of service

A range of services are provided which help parents and carers to access school provision for their children, and a range of additional support for families with children at school when needed:

- School admissions: the admissions team co-ordinates the allocation of primary and secondary school places. It is also responsible for community school appeals.
- Pupil benefits: a variety of help is provided to children during different stages of their education and includes:
  - help with school meals following application process and eligibility check
  - help with school uniform for year seven secondary school pupils
  - help with travel costs for pupils living in Southwark and attending the nearest school to their home with a vacancy.
- Home to school transport
- SEN transport: transport help is available for nursery, primary and secondary pupils with special educational needs (SEN).
- Parent partnership: the parent partnership service (PPS) is a statutory service for any parent who has a child with special educational needs, with or without a statement. The PPS is run on a 'needs led' basis and aims to provide parents with objective information, help and support on any education-related issue.

### Cost centre group ED053/ED854

Subjective analysis summary	2007/08 Total budget £'000	2008/09 Total budget £'000
Agency Staff	637	654
Employees (excluding agency staff)	966	1,165
Employees	1,603	1,819
Transport	2,238	2,294
Equipment, Furniture & Materials	3	3
Catering	4	4
Clothing, Uniforms & Laundry	37	37
Services	131	134
Communications & Computing	32	32
Printing, Stationery & Office Expenses	180	183
Grants & Subscriptions	2	2
Miscellaneous	0	2
Supplies and Services	389	397
Third Party Payments	178	182
Support Services	391	596
<b>Total Expenditure</b>	<b>4,799</b>	<b>5,288</b>
Government Grants	(101)	0
Fees and Charges	(18)	(18)
Customer Receipts	(37)	(39)
Recharges	(57)	0
<b>Total Income</b>	<b>(213)</b>	<b>(57)</b>
<b>Net Expenditure</b>	<b>4,586</b>	<b>5,231</b>

<b>Movements</b>	<b>£'000</b>
<b>2007/08 net budget</b>	<b>4,586</b>
Inflation	114
Budget adjustments	459
Corporate allocations	23
Area based grant	49
<b>2008/09 net budget</b>	<b>5,231</b>

### **Explanation of movements**

#### **Inflation**

Inflation has been applied in accordance with corporate guidelines.

#### **Budget adjustments**

These adjustments are as a result of a management budget review of services.

#### **Corporate allocations**

These movements relate to pension adjustments following the 2007 triennial valuation of the pension fund and FRS17.

#### **Area based grant**

Due to a change in how the government provides funding some specific grants have been replaced by a general non-ringfenced grant called the area based grant.

### **Outputs**

Staffing 59 fte

## Special education needs and inclusion

### Description of service

The local education authority (LEA) has statutory and strategic responsibilities regarding the identification of and provision for the special educational needs of children and young people who are resident in Southwark.

The inclusion and special educational needs (SEN) division plays a key role in the discharge of these responsibilities.

The services include:

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

### Cost centre group ED054/ED855

Subjective analysis summary	2007/08 Total budget £'000	2008/09 Total budget £'000
Agency Staff	0	0
Employee (excluding agency staff)	<u>1,409</u>	<u>1,573</u>
Employees	1,409	1,573
Transport	6	7
Equipment, Furniture & Materials	103	105
Services	278	285
Communications & Computing	15	15
Printing, Stationery & Office Expenses	2	2
Grants & Subscriptions	6	6
Miscellaneous	<u>15</u>	<u>16</u>
Supplies and Services	419	429
Third Party Payments	6,875	7,047
Support Services	192	241
<b>Total Expenditure</b>	<b>8,901</b>	<b>9,297</b>
Government Grants	(170)	(75)
Other Grants & Contributions	(2,402)	(2,462)
<b>Total Income</b>	<b>(2,572)</b>	<b>(2,537)</b>
<b>Net Expenditure</b>	<b>6,329</b>	<b>6,760</b>

<b>Movements</b>	<b>£'000</b>
<b>2007/08 net budget</b>	<b>6,329</b>
Inflation	157
Budget adjustments	129
Corporate allocations	50
Area based grant	170
Savings	(75)
<b>2008/09 net budget</b>	<b>6,760</b>

### **Explanation of movements**

#### **Inflation**

Inflation has been applied in accordance with corporate guidelines.

#### **Budget adjustments**

These adjustments are as a result of a management budget review of services.

#### **Corporate allocations**

These movements relate to pension adjustments following the 2007 triennial valuation of the pension fund and FRS17.

#### **Area based grant**

Due to a change in how the government provides funding some specific grants have been replaced by a general non-ringfenced grant called the area based grant.

#### **Savings**

Savings of £75k have been identified from a review of the use of external funding and plans to reconfigure allocations to ensure that there is consistency between the funding sources and both Council and partner priorities.

### **Outputs**

Staffing 30.5 fte

## Behaviour and autism

### Description of service

This service supports pupils experiencing emotional and behavioural difficulties in school, supports teachers and schools to deal with issues of pastoral guidance, behaviour and classroom management and works with schools to reduce fixed term and permanent exclusions.

The following services are provided to each school community:

- Autism support
- Early years BEST
- Counselling/therapeutic support and support for CLA
- Behaviour improvement programme (BIP)
- Referral process

### Cost centre group ED851

Subjective analysis summary	2007/08 Total budget £'000	2008/09 Total budget £'000
Agency Staff	0	0
Employees (excluding agency staff)	895	1,086
Employees	895	1,086
Property Costs	7	7
Transport	6	6
Equipment, Furniture & Materials	4	4
Services	2	2
Communications & Computing	5	5
Printing, Stationery & Office Expenses	37	37
Miscellaneous	1	1
Supplies and Services	49	49
Third Party Payments	5	5
Support Services	86	53
<b>Total Expenditure</b>	<b>1,048</b>	<b>1,206</b>
Government Grants	(435)	(401)
Fees and Charges	(4)	(4)
<b>Total Income</b>	<b>(439)</b>	<b>(405)</b>
<b>Net Expenditure</b>	<b>609</b>	<b>801</b>

Movements	£'000
<b>2007/08 net budget</b>	<b>609</b>
Inflation	14
Budget adjustments	120
Corporate allocations	58
<b>2008/09 net budget</b>	<b>801</b>

### **Explanation of movements**

#### **Inflation**

Inflation has been applied in accordance with corporate guidelines.

#### **Budget adjustments**

These adjustments are as a result of a management budget review of services.

#### **Corporate allocations**

These movements relate to pension adjustments following the 2007 triennial valuation of the pension fund and FRS17.

### **Outputs**

Staffing 18.7 fte



## Education welfare and attendance

### Description of service

The service provides strategic and individual casework support to schools and families and also promotes full and punctual school attendance and the inclusion of vulnerable children in order to raise levels of attainment within our schools, improve the levels of achievement of individual pupils and provide a safe learning environment for all pupils.

Link education welfare officers work with schools and community learning networks promoting whole-school attendance policies, targeting vulnerable pupils, undertaking casework with families, taking necessary enforcement action and promoting parenting skills.

Social inclusion activities incorporate the duties of childrens services in respect of school exclusions, safeguarding (child protection), child employment, licensing child performers and chaperones, home education, support for school-age parents and partnership links with the behaviour improvement programme, youth offending team, the safer schools partnership and the on track programme.

Cost centre group ED055 / ED856

<b>Subjective analysis summary</b>		<b>2007/08</b>	<b>2008/09</b>
	<b>Total budget £'000</b>		<b>Total budget £'000</b>
Agency Staff	4	4	
Employee (excluding agency staff)	<u>1,065</u>	<u>1,121</u>	
Employees	1,069		1,125
Property Costs	8		9
Transport	8		8
Equipment, Furniture & Materials	4	4	
Services	53	54	
Communications & Computing	19	20	
Printing, Stationery & Office Expenses	<u>8</u>	<u>8</u>	
Supplies and Services	84		86
Third Party Payments	378		387
Transfer Payments	55		56
Support Services	167		275
<b>Total Expenditure</b>	<b>1,769</b>		<b>1,946</b>
Government Grants	(75)		(75)
Fees and Charges	(152)		(228)
Recharges	(40)		(42)
<b>Total Income</b>	<b>(267)</b>		<b>(345)</b>
<b>Net Expenditure</b>	<b>1,502</b>		<b>1,601</b>

<b>Movements</b>	<b>£'000</b>
<b>2007/08 net budget</b>	<b>1,502</b>
Inflation	36
Budget adjustments	195
Corporate allocations	4
Savings	(136)
<b>2008/09 net budget</b>	<b>1,601</b>

### **Explanation of movements**

#### **Inflation**

Inflation has been applied in accordance with corporate guidelines.

#### **Budget adjustments**

These adjustments are as a result of a management budget review of services.

#### **Corporate allocations**

These movements relate to pension adjustments following the 2007 triennial valuation of the pension fund and FRS17.

#### **Savings**

Savings have been identified in staff costs due to operational efficiencies.

### **Outputs**

Staffing 35 fte

## Play Service

### Description of service

The service provides opportunities for children and young people to play and learn in a safe environment. There are seven adventure playgrounds and a junior playroom, supervised by experienced and trained staff. For parents with young children a toy and resource library service is also provided.

Cost centre group ED056

Subjective analysis summary	2007/08 Total budget £'000	2008/09 Total budget £'000
Agency staff	0	0
Employees (excluding agency staff)	<u>1,336</u>	<u>1,274</u>
Employees	1,336	1,274
Property Costs	63	65
Transport	34	35
Equipment, Furniture & Materials	41	42
Communications & Computing	13	13
Printing, Stationery & Office Expenses	<u>25</u>	<u>26</u>
Supplies and Services	79	81
Third Party Payments	312	268
Support Services	5	5
Capital Charges	16	16
<b>Total Expenditure</b>	<b>1,845</b>	<b>1,744</b>
Government Grants	(102)	0
Other Grants & Contributions	(105)	(107)
Fees and Charges	(41)	(42)
Customer Receipts	(35)	(37)
Recharges	0	(23)
<b>Total Income</b>	<b>(283)</b>	<b>(209)</b>
<b>Net Expenditure</b>	<b>1,562</b>	<b>1,535</b>

Movements	£'000
<b>2007/08 net budget</b>	<b>1,562</b>
Inflation	35
Budget adjustments	(71)
Corporate allocations	35
Savings	(26)
<b>2008/09 net budget</b>	<b>1,535</b>

## **Explanation of movements**

### **Inflation**

Inflation has been applied in accordance with corporate guidelines.

### **Budget adjustments**

These adjustments are as a result of a management budget review of services.

### **Corporate allocations**

These movements relate to pension adjustments following the 2007 triennial valuation of the pension fund and FRS17.

### **Savings**

Savings of £26k have been identified from a reduction in operational running costs, while sustaining current levels of service.

## **Outputs**

Staffing 44.74 fte

## After school service

### Description of service

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

Cost centre group ED057

Subjective analysis summary	2007/08 Total budget £'000	2008/09 Total budget £'000
Agency Staff	0	0
Employees (excluding agency staff )	<u>1,872</u>	<u>1,969</u>
Employees	1,872	1,969
Property Costs	125	128
Transport	18	18
Equipment, Furniture & Materials	44	45
Clothing, Uniforms & Laundry	4	4
Services	4	4
Communications & Computing	15	15
Printing, Stationery & Office Expenses	<u>26</u>	<u>26</u>
Supplies and Services	93	94
Third Party Payments	263	271
<b>Total Expenditure</b>	<b>2,371</b>	<b>2,480</b>
Government Grants	(65)	(35)
Other Grants & Contributions	(12)	(13)
Fees and Charges	(863)	(901)
Customer Receipts	(1)	(1)
<b>Total Income</b>	<b>(941)</b>	<b>(950)</b>
<b>Net Expenditure</b>	<b>1,430</b>	<b>1,530</b>

Movements	£'000
<b>2007/08 net budget</b>	<b>1,430</b>
Inflation	16
Budget adjustments	83
Corporate allocations	54
Savings	(53)
<b>2008/09 net budget</b>	<b>1,530</b>

### **Explanation of movements**

#### **Inflation**

Inflation has been applied in accordance with corporate guidelines.

#### **Budget adjustments**

These adjustments are as a result of a management budget review of services.

#### **Corporate allocations**

These movements relate to pension adjustments following the 2007 triennial valuation of the pension fund and FRS17.

#### **Savings**

Savings have been identified as a result of a review of the operating costs and efficiency of the after schools service.

### **Outputs**

Staffing 77.83 fte

## Management and administration

### Description of service

This budget is to provide for leadership and management in the 6-11 and inclusion division.

Cost centre group ED059

Subjective analysis summary		2007/08	2008/09
		Total budget £'000	Total budget £'000
Agency Staff		0	0
Employees (excluding agency staff)		<u>113</u>	<u>117</u>
Employees		113	117
Property Costs		1	1
Support Services		9	19
<b>Total Expenditure</b>		<b>123</b>	<b>137</b>
Recharges		(1)	(1)
<b>Total Income</b>		<b>(1)</b>	<b>(1)</b>
<b>Net Expenditure</b>		<b>122</b>	<b>136</b>

Movements	£'000
<b>2007/08 net budget</b>	<b>122</b>
Inflation	2
Budget adjustments	11
Corporate allocations	1
<b>2008/09 net budget</b>	<b>136</b>

### Explanation of movements

#### Inflation

Inflation has been applied in accordance with corporate guidelines.

#### Budget adjustments

These adjustments are as a result of a management budget review of services.

#### Corporate allocations

These movements relate to pension adjustments following the 2007 triennial valuation of the pension fund and FRS17.

## 11-19 year old and youth services

### Description of service

The main service areas within this division comprise services for young people and secondary achievement.

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

Cost centre group EC061 / EC860

Services	2007/08 net budget £'000	2008/09 net budget £'000
Services for young people	4,323	8,883
Other 11-19 year old services	1,133	1,022
<b>Total net expenditure budget</b>	<b>5,456</b>	<b>9,905</b>

Subjective summary analysis	2007/08 Total budget £'000	2008/09 Total budget £'000
Agency Staff	95	97
Employee (excluding agency staff)	<u>5,611</u>	<u>5,981</u>
Employees	5,706	6,078
Property Costs	265	262
Transport	81	83
Equipment, Furniture & Materials	126	105
Catering	33	34
Services	225	96
Communications & Computing	195	101
Printing, Stationery & Office Expenses	84	86
Grants & Subscriptions	2,483	2,987
Miscellaneous	<u>12</u>	<u>15</u>
Supplies and Services	3,158	3,424
Third Party Payments	618	2,521
Support Services	584	746
Capital Charges	52	52
<b>Total Expenditure</b>	<b>10,464</b>	<b>13,166</b>
Government Grants	(3,094)	(1,821)
Other Grants & Contributions	(1,526)	(297)
Fees and Charges	(163)	(167)
Customer Receipts	(40)	(674)
Deductions & Reimbursements	(1)	(1)
Recharges	(184)	(301)
<b>Total Income</b>	<b>(5,008)</b>	<b>(3,261)</b>
<b>Net Expenditure</b>	<b>5,456</b>	<b>9,905</b>



**Movements**

	2007/08				Area			2008/09
	net		Budget	Corporate	based	Functional		net
	budget	Inflation	adjustments	allocations	grant	change	Savings	budget
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Services								
Services for young people	4,323	101	254	75	4,257	0	(127)	8,883
Other 11-19 year old services	1,133	27	(300)	39	346	(33)	(190)	1,022
Total net budget	5,456	128	(46)	114	4,603	(33)	(317)	9,905

**Explanation of movements**

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

**Outputs**

Please see following service level pages for details of outputs.

## Services for young people

### Description of service

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

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

- Connexions is a support service for 13-19 year-olds to help guide and support young people through their transition to adulthood and working life, delivered through a range of existing public, private, voluntary and community sector organisations, which work in partnership to deliver a comprehensive and coherent support service for young people, including careers guidance.
- The health and drugs team promote and develop awareness around health and drugs education, within and outside of school settings.

### Cost centre group ED065

Subjective analysis summary	2007/08 Total budget £'000	2008/09 Total budget £'000
Agency Staff	32	33
Employee (excluding agency staff)	4,129	4,555
Employees	4,161	4,588
Property Costs	218	212
Transport	71	73
Equipment, Furniture & Materials	87	89
Catering	15	16
Services	53	54
Communications & Computing	61	62
Printing, Stationery & Office Expenses	51	51
Grants & Subscriptions	1,401	1,918
Supplies and Services	1,668	2,190
Third Party Payments	618	2,332
Support Services	525	596
Capital Charges	52	52
<b>Total Expenditure</b>	<b>7,313</b>	<b>10,043</b>
Government Grants	(1,253)	(666)
Other Grants & Contributions	(1,526)	(297)
Fees and Charges	(163)	(166)
Customer Receipts	(30)	(31)
Recharges	(18)	0
<b>Total Income</b>	<b>(2,990)</b>	<b>(1,160)</b>
<b>Net Expenditure</b>	<b>4,323</b>	<b>8,883</b>

<b>Movements</b>	<b>£'000</b>
<b>2007/08 net budget</b>	<b>4,323</b>
Inflation	101
Budget adjustments	254
Corporate allocations	75
Area based grant	4,257
Savings	(127)
<b>2008/09 net budget</b>	<b>8,883</b>

### Explanation of movements

#### Inflation

Inflation has been applied in accordance with corporate guidelines.

#### Budget adjustments

These adjustments are as a result of a management budget review of services.

#### Corporate allocations

These movements relate to pension adjustments following the 2007 triennial valuation of the pension fund and FRS17.

#### Area based grant

Due to a change in how the government provides funding some specific grants have been replaced by a general non-ringfenced grant called the area based grant.

#### Savings

As a result of reduced operational costs across these areas while maintaining current levels of service, savings have been identified in both the connexions service and PAYP.

### Outputs

Salaries are the main costs in this service. Staffing 124 fte

## Other 11-19 year old services

### Description of service

This area comprises budgets for the secondary achievement service, management of the division and LA contributions to broadband connectivity.

Secondary achievement support secondary schools to raise attainment through link advisors and a team of secondary teaching and learning consultants all of whom have a specialist subject of aspect expertise.

Cost centre group ED069/ ED061/ ED861

Subjective analysis summary	2007/08 Total budget £'000	2008/09 Total budget £'000
Agency Staff	62	64
Employees (excluding agency staff)	<u>1,483</u>	<u>1,426</u>
Employees	1,545	1,490
Property Costs	47	50
Transport	10	10
Equipment, Furniture & Materials	39	16
Catering	18	18
Services	173	42
Communications & Computing	134	39
Printing, Stationery & Office Expenses	33	34
Grants and subscriptions	1,081	1,070
Miscellaneous	<u>13</u>	<u>14</u>
Supplies and Services	1,491	1,233
Third Party Payments	0	189
Support Services	59	150
<b>Total Expenditure</b>	<b>3,152</b>	<b>3,122</b>
Government Grants	(1,841)	(1,154)
Customer Receipts	(11)	(644)
Deductions & Reimbursements	(1)	(1)
Recharges	(166)	(301)
<b>Total Income</b>	<b>(2,019)</b>	<b>(2,100)</b>
<b>Net Expenditure</b>	<b>1,133</b>	<b>1,022</b>

Movements	£'000
<b>2007/08 net budget</b>	<b>1,133</b>
Inflation	27
Budget adjustments	(300)
Corporate allocations	39
Area based grant	346
Functional change	(33)
Savings	(190)
<b>2008/09 net budget</b>	<b>1,022</b>

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

Inflation has been applied in accordance with corporate guidelines.

**Budget adjustments**

These adjustments are as a result of a management budget review of services.

**Corporate allocations**

These movements relate to pension adjustments following the 2007 triennial valuation of the pension fund and FRS17.

**Area based grant**

Due to a change in how the government provides funding some specific grants have been replaced by a general non-ringfenced grant called the area based grant.

**Functional change**

Student finances adjustment

**Savings**

Savings of £130k have been identified in traded income and £60k in salaries.

**Outputs**

Staffing 18.6 fte

## Leadership innovation and learning support

### Description of service

This newly formed division in children's services includes southwark school leaders team, continuous professional development (CPD) team, governor services, ethnic minority achievement team, healthy schools and PSHE Team, education business alliance, excellence in cities team, education arts team, the city learning centre and standing advisors council for religious education.

The work of the teams fall into the following key areas

- building school capacity in leadership, management and governance, so contributing to the over-arching school improvement strategy
- developing the knowledge, skills and understanding of the workforce to meet national standards and the diverse needs of pupils, for example in relation to ethnicity, gender and health, so improving the quality of the learning experience and enabling access to learning opportunities
- diversifying the curriculum and approaches to teaching and learning, so contributing to raising aspirations, improving the quality of provision and making school more inspiring and engaging particularly for vulnerable children and young people
- guiding, co-ordinating and quality assuring the voluntary and business sector contribution to raising standards and other priorities, so making effective use of additional resources and relieving schools of a significant time investment
- building school and community capacity to enable effective participation of children, young people and their families in the shaping and delivery of services, so contributing to community cohesion and delivery of appropriate services
- leading cross-organisational initiatives and interventions, so helping to develop a whole-systems approach to service delivery.

### Cost centre group EC071/EC870

<b>Services</b>	<b>2007/08 net budget £'000</b>	<b>2008/09 net budget £'000</b>
Curriculum access	628	628
Governor Support	70	59
Education business alliance (EBA)	1	4
Continued professional development (CPD)	144	269
School leaders	0	0
Excellence in Cities	8	25
City Learning Centre	4	12
<b>Total net budget</b>	<b>855</b>	<b>997</b>

Subjective analysis summary		2007/08	2008/09
		Total budget £'000	Total budget £'000
Agency Staff	12	12	
Employees (excluding agency staff)	<u>4,368</u>	<u>3,832</u>	
Employees	4,380	3,844	
Property Costs	144	163	
Transport	7	7	
Equipment, Furniture & Materials	96	98	
Catering	20	20	
Clothing, Uniforms & Laundry	5	5	
Services	585	493	
Communications & Computing	25	26	
Printing, Stationery & Office Expenses	67	28	
Grants & Subscriptions	1,790	1,740	
Miscellaneous	<u>29</u>	<u>32</u>	
Supplies and Services	2,617	2,442	
Support Services	(139)	(79)	
<b>Total Expenditure</b>	<b>7,009</b>	<b>6,377</b>	
Government Grants	(4,769)	(3,915)	
Other Grants & Contributions	(221)	(113)	
Fees and Charges	(634)	(671)	
Customer Receipts	(308)	(396)	
Deductions & Reimbursements	(2)	(2)	
Recharges	(220)	(283)	
<b>Total Income</b>	<b>(6,154)</b>	<b>(5,380)</b>	
<b>Net Expenditure</b>	<b>855</b>	<b>997</b>	

## Movements

	2007/08 net budget £'000	Inflation £'000	Budget Adjustments £'000	Corporate allocations £'000	Area based grant £'000	2008/09 net budget £'000
<b>Services</b>						
Curriculum access	628	14	(116)	5	97	628
Governor Support	70	1	(10)	(2)	0	59
EBA	1	0	0	3	0	4
CPD	144	3	7	7	108	269
School Leaders	0	0	0	0	0	0
Excellence in Cities	8	0	0	17	0	25
City Learning Centre	4	0	0	8	0	12
<b>Total</b>	<b>855</b>	<b>18</b>	<b>(119)</b>	<b>38</b>	<b>205</b>	<b>997</b>

## Explanation of movements

### Inflation

Inflation has been applied in accordance with corporate guidelines.

### Budget adjustments

These adjustments are as a result of a management budget review of services.

### Corporate allocations

These movements relate to pension adjustments following the 2007 triennial valuation of the pension fund and FRS17.

### Area based grant

Due to a change in how the government provides funding some specific grants have been replaced by a general non-ringfenced grant called the area based grant.

## Outputs

Total full-time equivalent staff in this division (including tutors & consultants): 84



## Curriculum access

### Description of service

The purpose of the teams in the curriculum access unit is to assist educational settings to better meet the diverse needs of children and young people, so that they can

- be healthier
- enjoy their education
- actively participate in all aspects of life in educational settings
- achieve their potential

The unit is composed of smaller teams and individuals that have a specific focus and responsibility;

- ethnic minority achievement service
- southwark traveller education support service (stess)
- southwark black mentor and inclusion project
- out of school hours study support (ohss)
- the southwark arts team
- the music service
- healthy schools programme (Healthier schools partnership)
- standing advisors council on religious education (sacre)

### Cost centre Group ED072

Subjective analysis summary	2007/08 Total budget £'000	2008/09 Total budget £'000
Agency Staff	0	0
Employees (excluding agency staff)	<u>1,172</u>	<u>1,022</u>
Employees	1,172	1,022
Property Costs	28	29
Transport	4	4
Equipment, Furniture & Materials	63	64
Catering	2	2
Clothing, Uniforms & Laundry	5	5
Services	412	423
Communications & Computing	7	7
Printing, Stationery & Office Expenses	4	4
Grants & Subscriptions	446	217
Miscellaneous	<u>20</u>	<u>22</u>
Supplies and Services	959	744
Support Services	31	85
<b>Total Expenditure</b>	<b>2,194</b>	<b>1,884</b>
Government Grants	(1,384)	(931)
Fees and Charges	(162)	(246)
Customer Receipts	(75)	(77)
Recharges	55	(2)
<b>Total Income</b>	<b>(1,566)</b>	<b>(1,256)</b>
<b>Net Expenditure</b>	<b>628</b>	<b>628</b>

<b>Movements</b>	<b>£'000</b>
<b>2007/08 net budget</b>	<b>628</b>
Inflation	14
Budget adjustments	(116)
Corporate allocations	5
Area based grant	97
<b>2008/09 net budget</b>	<b>628</b>

### **Explanation of movements**

#### **Inflation**

Inflation has been applied in accordance with corporate guidelines.

#### **Budget adjustments**

These adjustments are as a result of a management budget review of services.

#### **Corporate allocations**

These movements relate to pension adjustments following the 2007 triennial valuation of the pension fund and FRS17.

#### **Area based grant**

Due to a change in how the government provides funding some specific grants have been replaced by a general non-ringfenced grant called the area based grant.

### **Outputs**

#### **Healthy schools team:**

Main cost is salaries – £164k

11 full time equivalents, average establishment costs £15k

#### **EMA team:**

Main costs- salaries – £347k

9 full time equivalents

Average est. cost is £39k

#### **Support and mother tongue:**

Main costs- grants to voluntary sector

One staff member: FT lead officer out of school hours study support – £35k

#### **Arts team:**

Main cost is salaries – £252k

5 full time equivalents

Average est. costs £50k

#### **Music service:**

Main cost is salaries and tutor costs – £130k

10 full time equivalents

Average est. costs £13k

#### **Standing advisory council for religious education (SACRE)**

An external consultant is bought in for a number of days annually to support the work of SACRE

Main cost is salary costs

## Governor support services

### Description of service

- to support and improve school governance in Southwark
- every governing body to be effective and informed
- to make sure that governors understand their strategic and monitoring roles
- to focus in inverse proportion to success on those governing bodies that most need support in order to strengthen them and to assist them to improve
- to keep abreast of changes brought about by government legislation, the young southwark/children's service agenda and the national debate on the role of governance
- to continue to focus on our professional development as governor advisers

The governor development team is responsible for three main areas of activity:

- traded clerking service
- traded governor training service
- core functions in relation to providing advice and support for governors, monitoring the performance of governing bodies and intervening where necessary

In terms of the five every child matters (ECM) outcomes, the team's main focus is on enjoy and achieve, but it also contributes to being healthy, staying safe and making a positive contribution.

### Cost centre group ED075

Subjective analysis summary	2007/08 Total budget £'000	2008/09 Total budget £'000
Agency Staff	0	0
Employees (excluding agency staff)	<u>383</u>	<u>374</u>
Employees	383	374
Property Costs	9	9
Equipment, Furniture & Materials	11	11
Catering	7	7
Services	14	14
Communications & Computing	5	5
Printing, Stationery & Office Expenses	7	7
Grants & Subscriptions	1	1
Miscellaneous	<u>0</u>	<u>1</u>
Supplies and Services	45	46
Support Services	2	8
<b>Total Expenditure</b>	<b>439</b>	<b>437</b>
Fees and Charges	(359)	(368)
Customer Receipts	(8)	(8)
Deductions & Reimbursements	(2)	(2)
<b>Total Income</b>	<b>(369)</b>	<b>(378)</b>
<b>Net Expenditure</b>	<b>70</b>	<b>59</b>

<b>Movements</b>	<b>£'000</b>
<b>2007/08 net budget</b>	<b>70</b>
Inflation	1
Budget adjustments	(10)
Corporate allocations	(2)
<b>2008/09 net budget</b>	<b>59</b>

### **Explanation of movements**

#### **Inflation**

Inflation has been applied in accordance with corporate guidelines.

#### **Budget adjustments**

These adjustments are as a result of a management budget review of services.

#### **Corporate allocations**

These movements relate to pension adjustments following the 2007 triennial valuation of the pension fund and FRS17.

### **Outputs**

Main costs in this service are salaries. The salaries budget for 2008/09 is £374k, for 9 full time equivalent staff, giving an average establishment cost of £41k per staff member in this team.

## Education business alliance (EBA)

### Description of service

Southwark education business alliance (EBA) acts as a broker between schools, learning organisations, businesses and community groups. It brings people together, initiates ideas and gets projects off the ground to increase transferable and employability skills.

The aim of Southwark EBA is to increase young people's aspirations and achievements and ultimately to tackle poverty and improve the quality of life in Southwark by providing opportunities for improving economic wellbeing and enjoying and achieving through innovative projects with our partners in the business and employed communities.

### Cost centre group ED871

<b>Subjective analysis summary</b>		<b>2007/08</b>	<b>2008/09</b>
		<b>Total budget £'000</b>	<b>Total budget £'000</b>
Agency Staff	0	0	
Employees (excluding agency staff)	<u>253</u>	<u>238</u>	
Employees	253		238
Property Costs	7		22
Equipment, Furniture & Materials	3	3	
Services	106	2	
Communications & Computing	3	4	
Printing, Stationery & Office Expenses	42	3	
Grants & Subscriptions	<u>372</u>	<u>274</u>	
Supplies and Services	526		286
Support Services	(175)		(181)
<b>Total Expenditure</b>	<b>611</b>	<b>365</b>	
Government Grants	(317)		(232)
Other Grants & Contributions	(221)		(113)
Fees and Charges	(72)		(16)
<b>Total Income</b>	<b>(610)</b>	<b>(361)</b>	
<b>Net Expenditure</b>	<b>1</b>	<b>4</b>	

<b>Movements</b>	<b>£'000</b>
<b>2007/08 net budget</b>	<b>1</b>
Corporate allocations	3
<b>2008/09 net budget</b>	<b>4</b>

### **Explanation of movements**

Corporate allocations

These movements relate to pension adjustments following the 2007 triennial valuation of the pension fund and FRS17.

### **Outputs**

The main costs are salary-based. The salaries budget for 2008/09 is £238k, for 8 members of staff, giving an average establishment cost of £30k. This service is fully grant funded.

## Continuous professional development (CPD) team

### Description of service

Based within the leadership, innovation and learning support division, the CPD team serves to co-ordinate and broker opportunities for the professional development of school based staff, and has both statutory and non-statutory duties. The role includes giving advice and support to schools regarding CPD provision and opportunities. It also includes the implementation of divisional systems for quality assuring current provision. The remit may also involve brokering services to schools at times and developing new training opportunities and activities relevant to school needs and national perspectives including the recruitment and retention of teachers.

We support the aims of children's services in broadly 3 areas:

- Improve attainment in all key stages (APA).
- Decrease number of schools below floor targets.
- Improve leadership, governance and provision in lower achieving schools by increasing the understanding of and priority given to raising standards (APA).

### Cost centre group ED071

<b>Subjective analysis summary</b>		<b>2007/08</b>	<b>2008/09</b>
	<b>Total budget £'000</b>		<b>Total budget £'000</b>
Agency Staff	0	0	
Employees (excluding agency staff)	<u>921</u>	<u>562</u>	
Employees	921	562	
Property Costs	8	8	
Equipment, Furniture & Materials	18	19	
Catering	3	3	
Services	30	31	
Communications & Computing	1	1	
Printing, Stationery & Office Expenses	6	7	
Grants & Subscriptions	341	339	
Miscellaneous	<u>1</u>	<u>0</u>	
Supplies and Services	400	400	
Support Services	3	9	
<b>Total Expenditure</b>	<b>1,332</b>	<b>979</b>	
Government Grants	(1,148)	(669)	
Fees and Charges	(40)	(41)	
<b>Total Income</b>	<b>(1,188)</b>	<b>(710)</b>	
<b>Net Expenditure</b>	<b>144</b>	<b>269</b>	

<b>Movements</b>	<b>£'000</b>
<b>2007/08 net budget</b>	<b>144</b>
Inflation	3
Budget adjustments	7
Corporate allocations	7
Area based grant	108
<b>2008/09 net budget</b>	<b>269</b>

### **Explanation of movements**

#### **Inflation**

Inflation has been applied in accordance with corporate guidelines.

#### **Budget adjustments**

These adjustments are as a result of a management budget review of services.

#### **Corporate allocations**

These movements relate to pension adjustments following the 2007 triennial valuation of the pension fund and FRS17.

#### **Area based grant**

Due to a change in how the government provides funding some specific grants have been replaced by a general non-ringfenced grant called the area based grant.

### **Outputs**

The main costs are salaries.



## School leaders

### Description of service

The vision for the team can be summed up as supporting the changing role of the local authority (LA) from the role of 'technical expert', advising and judging from the distance of non-practitioners, to the role of 'process facilitators' where coaching and improvements are led by heads who are currently running schools and their capacity added to by teamwork, extended and joint leadership and collaboration.

### Aim

To support leadership and management across the borough of Southwark so that schools effectively improve the life chances for their pupils.

### Purpose:

- co-ordinate and develop CPD opportunities for school leaders at all levels.
- supporting the capacity of school leadership by working within schools
- lead schools where there is a vacancy and urgent improvement is needed
- work strategically within the LA supporting or leading on leadership aspects.
- supporting the LA to develop good quality services for schools and pupils

### Implementation

- effective system of early identification of schools where leadership requires support.
- planned programme of support for schools that is time framed with clear outcomes.
- further develop the range of CPD support for school leaders.
- develop with the school achievement colleagues a range of school self evaluation activities so that schools are confident and secure when being inspected.
- support the implementation of succession planning activities.
- support leadership and management strategies within schools that raise attainment levels for pupils.
- support the capacity of the LA with strategic development of leadership.
- support LA to develop a vision for the future through innovative projects such as building schools for the future and 'virtual head' role for looked after children.

### Cost centre group ED076

Subjective analysis summary	2007/08	2008/09
	Total budget £'000	Total budget £'000
Agency Staff	0	0
Employees (excluding agency staff)	<u>932</u>	<u>1,023</u>
Employees	932	1,023
Property Costs	7	7
Transport	2	2
Services	4	4
Communications & Computing	1	1
Miscellaneous	<u>4</u>	<u>4</u>
Supplies and Services	9	9
<b>Total Expenditure</b>	<b>950</b>	<b>1,041</b>
Government Grants	(449)	(448)
Customer Receipts	(226)	(311)
Recharges	(275)	(282)
<b>Total Income</b>	<b>(950)</b>	<b>(1,041)</b>
<b>Net Expenditure</b>	<b>0</b>	<b>0</b>

## **Outputs**

Success criteria for the team's output:

- no schools in Ofsted categories by July 2009
- no schools with attainment levels below floor targets by July 2008
- positive ethos amongst school leaders so that they feel well supported and have a range of development opportunities.
- effective strategies such as succession planning, joint headship and federation approaches are embedded within the LA so that the quality, effectiveness and sustainability of school leaders within the borough is maintained.

## Excellence in Cities (EiC)

### Description of service

Excellence in cities (EiC) was a DfES (now DCSF) funded programme targeted at inner city schools. It has been operating in Southwark since 1999 when initial plans were formulated. Originally funded for a fixed term to 2003/4 EiC in Southwark is continuing with the agreement of partnership schools, the local authority and with the funding which has been continued within the single standards grant.

### Southwark EiC aims to work as a partnership of schools to :-

- raise levels of pupil aspiration, attainment and achievement
- seek to innovate in teaching, learning and the curriculum for a rapidly changing world
- raise levels of pupil inclusion
- remove barriers to learning be they emanating from the schools, the home or the child
- support pupil's progression into further education (FE) and higher education (HE) provision
- develop leadership, management and partnership working
- support the delivery of the "every child matters" five outcomes

### EiC – Principal delivery elements

- Education improvement partnerships (formerly EiC action zones offering a range of innovative teaching and learning enhancement projects and leadership & management programmes)
- Provision for gifted and talented pupils (advice, guidance, professional development and pupil enrichment activities)
- Learning mentors and learning support units (supported through EIPs)
- Aimhigher (organised in a South East London area and known as Aspire to promote progression into further and higher education)
- The city learning centre (offering a wide range of programmes for both teachers and pupils with a view to developing innovative use of technology in teaching and learning). Operates as separate business unit for purposes of planning.

### Cost centre group ED073

Subjective analysis summary	2007/08 Total budget £'000	2008/09 Total budget £'000
Agency Staff	12	12
Employees (excluding agency staff)	<u>385</u>	<u>283</u>
Employees	397	295
Property Costs	19	20
Equipment, Furniture & Materials	1	1
Catering	7	8
Services	17	17
Communications & Computing	7	8
Printing, Stationery & Office Expenses	8	8
Grants & Subscriptions	629	911
Miscellaneous	<u>6</u>	<u>5</u>
Supplies and Services	675	958
<b>Total Expenditure</b>	<b>1,091</b>	<b>1,273</b>
Government Grants	(1,083)	(1,248)
<b>Total Income</b>	<b>(1,083)</b>	<b>(1,248)</b>
<b>Net Expenditure</b>	<b>8</b>	<b>25</b>

<b>Movements</b>	<b>£'000</b>
<b>2007/08 net budget</b>	<b>8</b>
Corporate allocations	17
<b>2008/09 net budget</b>	<b>25</b>

#### **Explanation of movements**

Corporate allocations

These movements relate to pension adjustments following the 2007 triennial valuation of the pension fund and FRS17.

#### **Outputs**

Salaries of £283k for 11 posts, giving an average of £26k. This service is predominantly grant funded.

## City learning centres

### Description of service

One of the key elements of the excellence in cities (EiC) programme is the establishment of a network of school-based city learning centres (CLCs).

CLCs enhance learning across the whole curriculum by: providing courses and opportunities for individual pupils; delivering services and outreach support for a wider network of local schools, including providing extension activities for gifted and talented pupils and study support; acting as test beds for innovation and new ways of teaching and learning; cascading best practice amongst the local network of schools; being involved in the London challenge interactive whiteboard project, the CLCs are providing most of the whiteboard training to London's teachers, KS3 co-ordinators / consultants and technicians and linking with other facilities including other learning centres, the network of specialist and beacon schools, NGFL, Ufl and other centres of learning (e.g. libraries). They also offer opportunities to the local community to utilise the power of ICT.

CLCs will normally be sited in schools, with emphasis on enhancing opportunity in disadvantaged areas.

### Cost centre group ED074

Subjective analysis summary	2007/08 Total budget £'000	2008/09 Total budget £'000
Agency Staff	0	0
Employees (excluding agency staff)	<u>322</u>	<u>330</u>
Employees	322	330
Property Costs	67	67
Services	<u>3</u>	<u>3</u>
Supplies and Services	3	3
<b>Total Expenditure</b>	<b>392</b>	<b>400</b>
Government Grants	(388)	(388)
<b>Total Income</b>	<b>(388)</b>	<b>(388)</b>
<b>Net Expenditure</b>	<b>4</b>	<b>12</b>

Movements	£'000
<b>2007/08 net budget</b>	<b>4</b>
Corporate allocations	8
<b>2008/09 net budget</b>	<b>12</b>

### Explanation of movements

Corporate allocations

These movements relate to pension adjustments following the 2007 triennial valuation of the pension fund and FRS17.

## Deputy director – education

### Description of service

This unit is responsible for the strategic management of education services within children's services.

Cost centre group EC011

Subjective analysis summary	2007/08 Total budget £'000	2008/09 Total budget £'000
Agency Staff	10	10
Employee (excluding agency staff)	<u>588</u>	<u>602</u>
Employees	598	612
Property Costs	1	1
Transport	1	1
Equipment, Furniture & Materials	1	1
Catering	1	1
Services	114	116
Communications & Computing	2	3
Printing, Stationery & Office Expenses	<u>26</u>	<u>32</u>
Supplies and Services	144	153
<b>Total Expenditure</b>	<b>744</b>	<b>767</b>
Recharges	(47)	(48)
<b>Total Income</b>	<b>(47)</b>	<b>(48)</b>
<b>Net Expenditure</b>	<b>697</b>	<b>719</b>

Movements	£'000
<b>2007/08 net budget</b>	<b>697</b>
Inflation	17
Corporate allocations	5
<b>2008/09 net budget</b>	<b>719</b>

### Explanation of movements

Inflation

Inflation has been applied in accordance with corporate guidelines.

Corporate allocations

These movements relate to pension adjustments following the 2007 triennial valuation of the pension fund and FRS17.

## Schools budgets and funding

### Description of service

The following budgets reflect the funding delegated to schools as individual schools budgets, together with funding that is retained and devolved to schools during the year.

Cost centre group ED821/ED822/ED823

Services	2007/08 Net Expenditure £'000	2008/09 Net Expenditure £'000
Individual Schools Budget	167,442	169,865
Schools Retained	4,550	2,565
External Funding	(190,481)	(191,776)
<b>Total</b>	<b>(18,489)</b>	<b>(19,346)</b>

Subjective analysis summary	2007/08 Total budget £'000	2008/09 Total budget £'000
Agency Staff	0	0
Employees (excluding agency staff)	158	104
Employees	158	104
Miscellaneous	150	150
Supplies and Services	150	150
Third Party Payments	172,152	172,246
<b>Total Expenditure</b>	<b>172,460</b>	<b>172,500</b>
Government Grants	(190,949)	(191,846)
<b>Total Income</b>	<b>(190,949)</b>	<b>(191,846)</b>
<b>Net Expenditure</b>	<b>(18,489)</b>	<b>(19,346)</b>

Services	2007/08 net budget £'000	Inflation	Budget adjustments	Corporate allocations	2008/09 net budget £'000
Individual Schools Budget	167,442	4,184	(1,757)	(4)	169,865
Schools Retained	4,550	115	(2,100)	0	2,565
External Funding	(190,481)	(4,761)	3,466	0	(191,776)
<b>Total</b>	<b>(18,489)</b>	<b>(462)</b>	<b>(391)</b>	<b>(4)</b>	<b>(19,346)</b>

## Individual schools budget (ISB)

### Description of service

The ISB is made up of the school budget share issued by 31st March 2008 for each of the 93 maintained nursery, primary, secondary and special schools in Southwark. Legislation and regulations govern the level of planned expenditure, which is then distributed to schools based on the locally-agreed schools funding formula.

Cost centre group ED821

Subjective analysis summary	2007/08 Total budget £'000	2008/09 Total budget £'000
Agency Staff	0	0
Employees (excluding agency staff)	<u>108</u>	<u>104</u>
Employees	108	104
Third Party Payments	167,334	169,761
<b>Total Expenditure</b>	<b>167,442</b>	<b>169,865</b>
<b>Net Expenditure</b>	<b>167,442</b>	<b>169,865</b>

Movements	£'000
<b>2007/08 net budget</b>	<b>167,442</b>
Inflation	4,184
Budget adjustments	(1,757)
Corporate allocation	(4)
<b>2008/09 net budget</b>	<b>169,865</b>



## Explanation of movements

### Inflation

Inflation has been applied at the minimum funding guarantee of 2.1%

### Budget adjustments

The main movements between 2007/08 and 2008/09 relate to movements in pupil numbers including the impact of transfers to academy status, fall in pupil numbers and the application of the funding formula particularly in association with the effects of inflation.

In addition for 2008/09 the following changes are taking place: (£'000's)

- increased allocations for personalised learning	1,256
- delegation of threshold and performance pay	2,246
- increase in formula rates by additional 0.4%	400
- additional funding to implement formula changes	617

## Outputs

The schools budget shares and grant funding are delegated to the governing body of each maintained school. The governing body decides how to allocate this in order to achieve their objective of pupil attainment. Pupil attainment at each school is measured and compared annually for each of the four key stages.

		Average per pupil value (£)
5 Nursery Schools	435 places	7,773
71 Primary Schools	21,841 places	4,423
8 Secondary Schools	5,973 places	5,441
9 Special Schools	536 places	20,853

## Schools retained

### Description of service

Planned expenditure on schools budgets not issued by 31st March 2008 is required to be treated as part of the centrally retained schools budget. This budget has been approved by the schools forum and will be fully delegated to schools before 31st March 2009.

Cost centre group ED822

<b>Subjective analysis summary</b>	<b>2007/08 Total budget £'000</b>	<b>2008/09 Total budget £'000</b>
Agency Staff	0	0
Employees (excluding agency staff)	<u>50</u>	<u>0</u>
Employees	50	0
Miscellaneous	<u>150</u>	<u>150</u>
Supplies and Services	150	150
Third Party Payments	4,750	2,415
<b>Total Expenditure</b>	<b>4,950</b>	<b>2,565</b>
Government Grants	(400)	0
<b>Total Income</b>	<b>(400)</b>	<b>0</b>
<b>Net Expenditure</b>	<b>4,550</b>	<b>2,565</b>

<b>Movements</b>	<b>£'000</b>
<b>2007/08 net budget</b>	<b>4,550</b>
Inflation	115
Budget adjustments	(2,100)
<b>2008/09 net budget</b>	<b>2,565</b>

### Explanation of movements

Inflation

Inflation was applied at the standard rate.

Budget adjustments

The main movements between 2007/08 and 2008/09 are:

- delegation of threshold and performance pay
- loss of academy transfer grant following introduction of recoupment methodology

### Outputs

A number of these expenditure budgets will be delegated to the governing body of each maintained school during the course of the year. The governing body decides how to allocate this and other funding in order to achieve their objective of pupil attainment. Pupil attainment at each school is measured and compared annually for each of the four key stages.

## External funding

### Description of service

This budget consolidates a range of external funding supporting education provision.

- Dedicated schools' grant for 2008/09 is estimated to be £164 million. This is a specific ring-fenced grant to fund schools based on a per pupil amount of £5,755.83 for 2008/09 (£5,525.05 for 2007/08).
- The standards fund facilitates schools to improve their standards by meeting a range of government policies and targets. Within this grant there is:
  - Main schools standards grant, which is estimated at £4.7 million for 2008/09 (£4.8 million for 2007/08)
  - Schools development grant, which is estimated at £10 million for 2008/09 (£14.2 million for 2007/08)
- Learning and skills council (LSC) funding for 2008/09 is estimated to be £3.1 million. The key priorities and aims of this funding for Southwark are geared towards 16-19 year-olds; ensuring that everyone has a basic platform of skills needed for employability and progression; to increase participation and assessment post-16; and narrow the achievement gaps for those from disadvantaged backgrounds.

### Cost centre group ED823

Subjective analysis summary	2007/08	2008/09
	Total budget £'000	Total budget £'000
Third Party Payments	68	70
<b>Total Expenditure</b>	<b>68</b>	<b>70</b>
Government Grants	(190,549)	(191,846)
<b>Total Income</b>	<b>(190,549)</b>	<b>(191,846)</b>
<b>Net Expenditure</b>	<b>(190,481)</b>	<b>(191,776)</b>

Movements	£'000
<b>2007/08 net budget</b>	<b>(190,481)</b>
Inflation	(4,761)
Budget adjustments	3,466
<b>2008/09 net budget</b>	<b>(191,776)</b>

### Explanation of movements

#### Inflation

Inflation has been applied in accordance with corporate guidelines.

#### Budget adjustments

All elements of the external funding are largely based on pupil numbers. Reductions in funding result from reductions in pupil numbers due to:

- 2 secondary schools moving to academy status
- falling rolls in primary schools

### Dedicated schools grant and section 52 statement

The dedicated schools grant introduced in 2006/07 is a specific ring-fenced grant paid to authorities to fund schools.

The grant is based on the number of pupils attending school as determined by the pupil led annual school census or PLASC multiplied by a pre determined fixed amount per pupil, which for 2008/09 is £5,755.83, previously £5,525.05 in 2007/08.

Each year the council has been required to submit a budget statement to the department for children, schools and families (formerly the department for education and skills) covering both the schools and LEA budget. This statement is called the section 52 statement. From 2008/09 the statement has been expanded to include all children's services budgets, not just schools, and therefore now also includes children's social care.

The DCSF require that this statement be submitted by 31 March of the preceding financial year. For schools the statement is still only an estimate of the authority's expenditure on schools as the funding is based on an estimate of the dedicated schools grant. Although the PLASC takes place in January, the DCSF will not confirm an authority's final pupil count until May and therefore the actual level of grant that will be paid.

Generally however it is expected that an authority's estimate of pupil numbers based on PLASC returns will not vary considerably from the number confirmed by the DCSF. Changes are normally limited to adjustments for pupils who may be registered in more than one authority or school.

The statement itself is submitted to the department electronically and contains several worksheets/tables. However the main table listing the budgets for different categories of spend is contained in Table 1, a copy of which is reproduced on the following pages.

	<b>2007/08</b>	<b>2008/09</b>
	<b>Total budget £</b>	<b>Total budget £</b>
<b>Dedicated Schools Grant</b>	<b>166,425,556</b>	<b>163,574,788</b>
<b>Movements</b>		
DSG 2007/08		166,425,556
Adjustment for full year effect of 2007/08 academies		(4,204,563)
Adjustment for part year effect of 2008/09 academies		(3,039,233)
Loss due to overall reduction in pupil numbers		(2,382,914)
Increase in DSG per pupil		6,775,942
<b>DSG 2008/09</b>		<b>163,574,788</b>

2008/09 Section 52 Table 1

1	SCHOOLS BUDGET	Nursery (a)	Primary (b)	Secondary (c)	Special (d)	Gross (e)	Income (f)	Net (g)
1.0.1	Individual Schools Budget	3,373,527	97,896,862	33,036,767	11,208,281	145,515,437		145,515,437
1.0.2	School Standards Grant - Maintained Schools	0	3,368,643	128,265	30,392	3,527,300	4,690,023	(1,162,723)
1.0.3	School Standards Grant - Pupil Referral Unit	0	32,322	32,322	0	64,644	64,644	0
1.0.4	School Standards Grant (Personalisation) - Maintained Schools		15,170	106,460	5,000	126,630	2,082,156	(1,955,526)
1.0.5	School Standards Grant (Personalisation) - Pupil Referral Units		0	1,736	0	1,736	1,736	0
1.0.6	School Development Grant	111,861	4,769,303	3,019,837	258,015	8,159,016	8,159,016	0
1.0.7	Other Standards Fund Allocation - Devolved	132,054	2,675,449	607,366	195,909	3,610,778	3,610,778	0
1.0.8	Threshold and Performance Pay - Devolved	0	0	0	0	0		0
1.0.9	Expenditure for Education of Children under 5s in Private, voluntary/ independent settings	5,560,877				5,560,877	672,166	4,888,711
1.1.1	Support for schools in financial difficulty	0	150,000	0	0	150,000	0	150,000
1.1.2	School-specific contingencies	14,208	621,409	253,250	56,333	945,200	0	945,200
1.2.1	Provision for pupils with SEN (including assigned resources)	16,744	141,866	942,444	12,861	1,113,915	0	1,113,915
1.2.2	Provision for pupils with SEN, provision not included in line above	0	0	0	0	0	0	0
1.2.3	Support for inclusion	23,920	1,046,177	426,360	94,840	1,591,297	0	1,591,297
1.2.4	Fees for pupils at independent special schools & abroad	39,085	1,709,462	696,676	154,969	2,600,193	0	2,600,193
1.2.5	SEN transport	0	0	0	0	0	0	0
1.2.6	Fees to independent schools for pupils without SEN	0	0	0	0	0	0	0
1.2.7	Inter-authority recoupment	52,978	2,317,088	944,309	210,053	3,524,428	2,462,170	1,062,258
1.2.8	Contribution to combined budgets	7,316	321,488	90,924	6,522	426,250	0	426,250
1.3.1	Pupil Referral Units	0	1,704,128	1,921,677	0	3,625,805	0	3,625,805
1.3.2	Behaviour Support Services	22,527	989,898	279,965	20,083	1,312,474	162,360	1,150,114
1.3.3	Education out of school	23,120	1,015,940	287,331	20,612	1,347,002	102,500	1,244,502
1.3.4	14 - 16 More practical learning options			0	0	0	0	0
1.3.5	Central expenditure on Education of Children under 5s	8,997,323				8,997,323	8,153,791	843,532
1.4.1	School Meals - nursery, primary and special schools	0	0		0	0	0	0

## 2008/09 Section 52 Table 1 Continued

1	SCHOOLS BUDGET	Nursery (a)	Primary (b)	Secondary (c)	Special (d)	Gross (e)	Income (f)	Net (g)
1.4.2	Free School Meals - eligibility	1,590	138,854	32,449	4,368	177,261	0	177,261
1.4.3	Milk	0	0		0	0	0	0
1.4.4	School Kitchens - repair and maintenance	0	0		0	0	0	0
1.5.1	Insurance	0	0	0	0	0	0	0
1.5.2	Museum and Library Services	0	0	0	0	0	0	0
1.5.3	School admissions	7,678	337,378	95,418	6,845	447,319	0	447,319
1.5.4	Licences/subscriptions	878	38,567	10,908	782	51,135	0	51,135
1.5.5	Miscellaneous (not more than 0.1% total net SB)	2,382	104,199	42,465	9,446	158,493	16,436	142,057
1.5.6	Servicing of schools forums	361	15,859	4,485	322	21,027	0	21,027
1.5.7	Staff costs - supply cover (not sickness)	9,612	422,365	119,454	8,569	560,000	0	560,000
1.5.8	Supply cover - long term sickness	0	0	0	0	0	0	0
1.5.9	Termination of Employment Costs	4,586	201,528	56,997	4,089	267,199	0	267,199
1.6.1	School Development Grant - Non-Devolved	0	0	0	0	0	0	0
1.6.2	Other Standards Fund Allocation - Non-Devolved	16,864	2,097,910	1,208,489	15,035	3,338,298	3,338,298	0
1.6.3	Other Specific Grants	0	0	112,521	0	112,521	112,521	0
1.6.4	Performance Reward Grant	0	0	0	0	0		0
1.7.1	Capital Expenditure from Revenue (CERA) (Schools)	10,000	1,296,475	85,000	10,000	1,401,475	206,020	1,195,455
1.7.2	Prudential borrowing costs	0	0	0	0	0	0	0
1.8.1	TOTAL SCHOOLS BUDGET	18,429,490	123,428,342	44,543,875	12,333,325	198,735,033	33,834,615	164,900,418

2008/09 Section 52 Table 1 Continued

2	OTHER EDUCATION AND COMMUNITY BUDGET	Nursery (a)	Primary (b)	Secondary (c)	Special (d)	Gross (e)	Income (f)	Net (g)
	<b>SPECIAL EDUCATION</b>							
2.0.1	Educational Psychology Service					1,478,054	310,925	1,167,129
2.0.2	SEN administration, assessment and co-ordination					1,297,007	661,997	635,010
2.0.3	Therapies and other Health Related Services					186,246	0	186,246
2.0.4	Parent partnership, guidance and information					527,927	220,578	307,349
2.0.5	Monitoring of SEN provision					134,087	0	134,087
2.0.6	<b>Total Special Education</b>					3,623,321	1,193,500	2,429,821
	<b>LEARNER SUPPORT</b>							
2.1.1	Excluded pupils					0	0	0
2.1.2	Pupil support	4,362	191,663	54,206	3,888	254,119	0	254,119
2.1.3	Home to school transport: SEN transport expenditure	0	1,197,563	798,375	1,995,939	3,991,877	18,834	3,973,043
2.1.4	Home to school transport: other home to school transport expenditure	0	10,063	6,708	16,771	33,542	0	33,542
2.1.5	Home to college transport: SEN transport expenditure					0	0	0
2.1.6	Home to college transport: other home to college transport expenditure					0	0	0
2.1.7	Education Welfare Service					1,843,891	338,736	1,505,155
2.1.8	School improvement					6,724,066	3,160,014	3,564,052
2.1.9	<b>Total Learner Support</b>					12,847,495	3,517,584	9,329,911
	<b>ACCESS</b>							
2.2.1	Asset management - education					805,479	49,028	756,451
2.2.2	Supply of school places					69,658	0	69,658
2.2.3	Music Services (not Standards Fund supported)					0	0	0
2.2.4	Visual and Performing Arts (other than music)					0	0	0
2.3.1	Outdoor Education including Environmental and Field Studies (not sports)					0	0	0
2.3.2	<b>Total Access</b>					875,137	49,028	826,109

2008/09 Section 52 Table 1 Continued

3	YOUTH AND COMMUNITY	Nursery (a)	Primary (b)	Secondary (c)	Special (d)	Gross (e)	Income (f)	Net (g)
3.0.1	Youth Service					4,260,368	684,782	3,575,586
3.0.2	Adult and Community learning					2,515,966	2,206,967	308,999
3.0.3	Connexions					5,373,953	275,875	5,098,078
3.0.4	Discretionary Awards					0	0	0
3.0.5	Student Support under new Arrangements and Mandatory Awards					0	0	0
3.0.6	Capital Expenditure from Revenue (CERA) (Youth & Community)					0	0	0
3.0.7	Total Youth and Community					12,150,287	3,167,624	8,982,663
4	YOUTH JUSTICE							
4.0.1	Secure Accommodation (youth justice)					356,499	0	356,499
4.0.2	Youth Offender Teams					3,042,217	847,249	2,194,968
4.0.3	Other Youth Justice Services					1,301,911	320,860	981,051
4.0.4	Total Youth Justice					4,700,627	1,168,109	3,532,518
5	CHILDREN'S AND YOUNG PEOPLE'S SERVICES							
	CHILDREN LOOKED AFTER							
5.0.1	Residential care					7,877,857	441,256	7,436,601
5.0.2	Fostering services					12,162,459	367,539	11,794,920
5.0.3	Other children looked after services					2,629,865	0	2,629,865
5.0.4	Secure accommodation (welfare)					259,235	0	259,235
5.0.5	Short breaks (respite) for looked after disabled children					0	0	0
5.0.6	Children placed with family and friends					350,376	0	350,376
5.0.7	Advocacy services for children looked after					69,147	0	69,147
5.0.8	Education of looked after children	5,115	224,750	63,564	4,560	297,989	244,995	52,994
5.0.9	Leaving care support services					377,037	0	377,037
5.0.10	Total Children Looked After					24,023,965	1,053,790	22,970,175



2008/09 Section 52 Table 1 Continued

5	CHILDREN'S AND YOUNG PEOPLE'S SERVICES	Nursery (a)	Primary (b)	Secondary (c)	Special (d)	Gross (e)	Income (f)	Net (g)
	<b>CHILDREN AND YOUNG PEOPLE'S SAFETY</b>							
5.1.1	Child death review processes					99,315	0	99,315
5.1.2	Preventative services (formerly the children's fund)					1,130,174	861,422	268,752
5.1.3	LA functions in relation to child protection					136,768	37,492	99,276
5.1.4	Local safeguarding childrens board					175,529	0	175,529
5.1.5	<b>Total Children and Young People's Safety</b>					1,541,785	898,914	642,871
	<b>FAMILY SUPPORT SERVICES</b>							
5.2.1	Direct payments					440,536	0	440,536
5.2.2	Short breaks (respite) for disabled children					435,632	0	435,632
5.2.3	Home care services					1,916,760	0	1,916,760
5.2.4	Equipment and adaptations					0	0	0
5.2.5	Other family support services					1,465,048	0	1,465,048
5.2.6	Substance misuse services (Drugs, Alcohol and Volatile substances)					45,120	42,858	2,262
5.2.7	Contribution to health care of individual children					439,915	404,940	34,975
5.2.8	Teenage pregnancy services					504,044	61,533	442,511
5.2.9	<b>Total Family Support Services</b>					5,247,055	509,331	4,737,724
	<b>ASYLUM SEEKERS</b>							
5.3.1	Asylum seeker services - children					0	0	0
5.3.2	Unaccompanied asylum children					322,635	0	322,635
5.3.3	Accommodation					0	0	0
5.3.4	Assessment and care management					706,002	627,799	78,203
5.3.5	<b>Total Asylum Seekers</b>					1,028,637	627,799	400,838
	<b>Other Children's and Families Services</b>							
5.4.1	Adoption services					2,140,302	0	2,140,302

## 2008/09 Section 52 Table 1 Continued

5	CHILDREN'S AND YOUNG PEOPLE'S SERVICES	Nursery (a)	Primary (b)	Secondary (c)	Special (d)	Gross (e)	Income (f)	Net (g)
	OTHER CHILDREN'S AND FAMILIES SERVICES							
5.4.1	Adoption services					2,140,302	0	2,140,302
5.4.2	Special guardianship support					110,659	0	110,659
5.4.3	Other children's and families services					484,988	65,717	419,271
5.4.4	Total Other Children's and Families Services					2,735,949	65,717	2,670,232
	CHILDREN'S SERVICES STRATEGY					0	0	0
5.5.1	Children's and young people's plan					995,797	0	995,797
5.5.2	Children's workforce development strategy					884,599	168,198	716,401
5.5.3	Partnership costs					0	0	0
5.5.4	Central commissioning function					0	0	0
5.5.5	Commissioning and social work					22,434,894	1,221,725	21,213,169
5.5.6	Total Children's Services Strategy					24,315,290	1,389,923	22,925,367
5.6.1	Capital Expenditure from Revenue (CERA) (Children's and young people's services)					0	0	0
6	LOCAL AUTHORITY EDUCATION FUNCTIONS							
6.0.1	Statutory /Regulatory Duties					2,559,737	176,603	2,383,134
6.0.2	Premature Retirement Costs / Redundancy Costs					871,695	0	871,695
6.0.3	Existing Early Retirement Costs (commitments entered into by 31/3/99)					0	0	0
6.0.4	Residual Pension Liability (eg FE, Careers Service, etc.)					1,036,949	0	1,036,949
6.0.5	Joint use arrangements					0	0	0
6.0.6	Insurance					0	0	0
6.0.7	Monitoring national curriculum Assessment					7,297	0	7,297
6.0.8	Total Local Authority Education Functions					4,475,678	176,603	4,299,075

2008/09 Section 52 Table 1 Continued

6	LOCAL AUTHORITY EDUCATION FUNCTIONS	Nursery (a)	Primary (b)	Secondary (c)	Special (d)	Gross (e)	Income (f)	Net (g)
	<b>SPECIFIC GRANTS AND SPECIFIC FORMULA GRANTS</b>							
6.1.1	School Development Grant - non-devolved					0	0	0
6.1.2	Other Standards Fund Allocation - non-devolved					483,137	483,137	0
6.1.3	Other Specific Grant					2,429,587	2,429,587	0
6.1.4	<b>Total Specific Grants</b>					2,912,724	2,912,724	0
6.2.1	Capital Expenditure from Revenue (CERA) (LA Education Functions)					0	0	0
7.1.1	Total Schools Budget, Special Education, Learner Support, Access and Youth and Community Budget (Including CERA) (Lines 1.8.1 + 2.0.6 + 2.1.9 + 2.3.2 + 3.0.7)					228,231,273	41,762,351	186,468,922
7.1.2	Total Youth Justice, Children and Young People's Services Budget (including CERA) (lines 4.0.4 + 5.0.10 + 5.1.5 + 5.2.9 + 5.3.5 + 5.4.4 + 5.5.6 + 5.6.1)					63,593,309	5,713,583	57,879,726
7.1.3	Total LA Education Functions Budget (Including CERA) plus (Lines 6.0.8 + 6.1.4 + 6.2.1)					7,388,402	3,089,327	4,299,075
8	<b>TOTAL EDUCATION, COMMUNITY, YOUTH JUSTICE, CHILDREN AND YOUNG PEOPLE'S SERVICES AND LOCAL AUTHORITY EDUCATION FUNCTIONS BUDGET (lines 7.1.1 + 7.1.2 + 7.1.3)</b>					299,212,983	50,565,260	248,647,723

# Management, information and analysis service

## Description of service

The management services division provides support functions to the children's services department and comprises the following teams:

- Strategy and change: development of the children's trust, reviewing and revising the children and young people's plan; co-ordinating business and strategic planning across the department
- Communications: the overarching aim of this team is to build and maintain understanding and support between the leadership of children's services on the one hand and key audiences on the other.
- Financial planning and management covers all services directly managed by the department, as well as the maintained schools who operate under delegated management arrangements. The functions range from budget loading and monitoring to closure of the accounts, including providing financial advice to internal and external stakeholders.
- Learning and development support young southwark and the children's services department in developing its staff to the highest levels of competence, in order to provide best quality services to the residents of Southwark.
- Human resources focus on providing staff of the quality and quantity to effectively deliver on the departmental priorities.
- Departmental services are a facilities management function whose responsibilities include health and safety, complaints, building project management, security and maintenance.
- Management information and analysis service (MIA) for executive members, senior managers and service heads in children's services, school managers, head teachers and governors. the over-riding aim of MIA is to enable its customers to evaluate the impact of their activity on the lives of children and to provide information about what the outcomes are, or are likely to be, for the children involved. The unit also provides training in the interpretation of data and the development of management information tools and reporting as well as conducting surveys with young people and responding to ad hoc information and regular performance indicator requests from a variety of sources.

## Management, information and analysis service

Subjective analysis summary	2007/08 Total budget £'000	2008/09 Total budget £'000
Agency Staff	0	0
Employees (excluding agency staff)	5,519	6,031
Employees	5,519	6,031
Property Costs	122	44
Transport	24	25
Equipment, Furniture & Materials	151	80
Catering	40	0
Services	460	358
Communications & Computing	322	294
Printing, Stationery & Office Expenses	66	55
Grants & Subscriptions	13,737	14,078
Miscellaneous	120	171
Supplies and Services	14,896	15,036
Third Party Payments	234	264
Support Services	866	800
Capital Charges	4,107	4,107
<b>Total Expenditure</b>	<b>25,768</b>	<b>26,307</b>
Government Grants	(14,027)	(14,347)
Fees and Charges	(400)	(81)
Customer Receipts	(14)	(14)
Recharges	(50)	(123)
<b>Total Income</b>	<b>(14,491)</b>	<b>(14,565)</b>
<b>Net Expenditure</b>	<b>11,277</b>	<b>11,742</b>

Movements	£'000
<b>2007/08 net budget</b>	<b>11,277</b>
Inflation	176
Budget adjustments	313
Corporate allocations	97
Area based grant	50
Savings	(171)
<b>2008/09 net budget</b>	<b>11,742</b>

## **Explanation of movements**

### **Inflation**

Inflation has been applied in accordance with corporate guidelines.

### **Budget adjustments**

These adjustments are as a result of a management budget review of services.

### **Corporate allocations**

These movements relate to pension adjustments following the 2007 triennial valuation of the pension fund and FRS17.

### **Area based grant**

Due to a change in how the government provides funding some specific grants have been replaced by a general non-ringfenced grant called the area based grant.

### **Savings**

Total savings of £171k have been identified due to efficiencies in the provision of management support services across children's services.

## **Outputs**

The main cost driver in management services is staff costs. The number of staff is 130 fte producing an average establishment cost is £46k.

## Commissioning

### Description of service

Specifying, securing and monitoring services to meet people's needs at a strategic level. This applies to all services, whether they are provided by the local authority, the NHS or other public agencies or by the private or voluntary sectors.

Services	2007/08 net budget £'000	2008/09 net budget £'000
Commissioning Framework	91	534
Social Care - YOT Commissioning Team	2,474	2,545
Child and adolescent mental health services (CAMHS)	0	1,229
Contract monitoring and brokerage	1,147	1,042
Teenage pregnancy	4	337
<b>Total</b>	<b>3,716</b>	<b>5,687</b>

### Cost centre group EC091

Subjective analysis summary	2007/08 Total budget £'000	2008/09 Total budget £'000
Agency Staff	0	0
Employees (excluding agency staff)	<u>875</u>	<u>767</u>
Employees	875	767
Property Costs	1	1
Transport	4	4
Equipment, Furniture & Materials	1	1
Catering	1	1
Services	5	5
Communications & Computing	1	1
Printing, Stationery & Office Expenses	<u>2</u>	<u>2</u>
Supplies and Services	10	10
Third Party Payments	6,276	6,020
Support Services	165	169
Capital Charges	49	49
<b>Total Expenditure</b>	<b>7,380</b>	<b>7,020</b>
Government Grants	(3,391)	(1,064)
Fees and Charges	(273)	(269)
<b>Total Income</b>	<b>(3,664)</b>	<b>(1,333)</b>
<b>Net Expenditure</b>	<b>3,716</b>	<b>5,687</b>

## Movements

	2007/08 net budget £'000	Inflation £'000	Budget adjustments £'000	Savings £'000	Corporate allocation £'000	Area based grant £'000	2008/09 net budget £'000
<b>Services</b>							
Commissioning framework	91	0	(87)	0	1	529	534
Social Care - YOT							
Commissioning team	2,474	71	0	0	0	0	2,545
CAMHS	0	0	0	0	16	1,213	1,229
Contract monitoring and brokerage	1,147	29	(1)	(139)	6	0	1,042
Teenage pregnancy	4	(1)	0	0	11	323	337
<b>Total</b>	<b>3,716</b>	<b>99</b>	<b>(88)</b>	<b>(139)</b>	<b>34</b>	<b>2,065</b>	<b>5,687</b>



## Commissioning framework

### Description of service

The commissioning framework is a tool to support the delivery of the children and Young People's Plan and deliver the borough wide priorities as set by community strategy Southwark 2016, the Council's corporate plan, and underpinned by local area agreements.

Cost centre group ED091

<b>Subjective analysis summary</b>		<b>2007/08</b>	<b>2008/09</b>
	<b>Total budget £'000</b>		<b>Total budget £'000</b>
Agency Staff	0	0	
Employees (excluding agency staff)	<u>91</u>	<u>5</u>	
Employees	91	5	
Third Party Payments	521	529	
<b>Total Expenditure</b>	<b>612</b>	<b>534</b>	
Government Grants	(521)	0	
<b>Total Income</b>	<b>(521)</b>	<b>0</b>	
<b>Net Expenditure</b>	<b>91</b>	<b>534</b>	

<b>Movements</b>	<b>£'000</b>
<b>2007/08 net budget</b>	<b>91</b>
Budget adjustments	(87)
Corporate allocation	1
Area based grant	529
<b>2008/09 net budget</b>	<b>534</b>

### Explanation of movements

#### Budget adjustments

These adjustments are as a result of a management budget review of services.

#### Corporate allocations

These movements relate to pension adjustments following the 2007 triennial valuation of the pension fund and FRS17.

#### Area based grant

Due to a change in how the government provides funding some specific grants have been replaced by a general non-ringfenced grant called the area based grant.

## Social care and YOT commissioning

### Description of service

This supports delivery of children and young people's plans within the context of support received by the social care elements of children's services

Cost centre group ED092

<b>Subjective analysis summary</b>	<b>2007/08</b>	<b>2008/09</b>
	<b>Total budget £'000</b>	<b>Total budget £'000</b>
Third Party Payments	2,662	2,729
Capital Charges	49	49
<b>Total Expenditure</b>	<b>2,711</b>	<b>2,778</b>
Fees and Charges	(237)	(233)
<b>Total Income</b>	<b>(237)</b>	<b>(233)</b>
<b>Net Expenditure</b>	<b>2,474</b>	<b>2,545</b>

<b>Movements</b>	<b>£'000</b>
<b>2007/08 net budget</b>	<b>2,474</b>
Inflation	71
<b>2008/09 net budget</b>	<b>2,545</b>

### Explanation of movements

Inflation

Inflation has been applied in accordance with corporate guidelines.

## Child and adolescent mental health services (CAMHS) – Health commissioning

### Description of service

Delivers the commissioning objectives within the context of the support provided in terms of mental health issues and care.

Cost centre group ED093

Subjective analysis summary	2007/08 Total budget £'000	2008/09 Total budget £'000
Agency Staff	0	0
Employees (excluding agency staff)	0	16
Employees	0	16
Third Party Payments	2,443	2,157
<b>Total Expenditure</b>	<b>2,443</b>	<b>2,173</b>
Government Grants	(2,443)	(944)
<b>Total Income</b>	<b>(2,443)</b>	<b>(944)</b>
<b>Net Expenditure</b>	<b>0</b>	<b>1,229</b>

Movements	£'000
<b>2007/08 net budget</b>	<b>0</b>
Corporate allocation	16
Area based grant	1,213
<b>2008/09 net budget</b>	<b>1,229</b>

### Explanation of movements

Corporate allocations

These movements relate to pension adjustments following the 2007 triennial valuation of the pension fund and FRS17.

Area based grant

Due to a change in how the government provides funding some specific grants have been replaced by a general non-ringfenced grant called the area based grant.

## Contract monitoring and brokerage

### Description of service

Responsibility for the negotiating, setting up, managing and monitoring contracts with external agencies/providers as well as for the spot purchasing of services for children and young people in care.

Cost centre group ED094

Subjective analysis summary	2007/08 Total budget £'000	2008/09 Total budget £'000
Agency Staff	0	0
Employees (excluding agency staff)	<u>532</u>	<u>476</u>
Employees	532	476
Transport	3	3
Catering	1	1
Communications & Computing	1	1
Printing, Stationery & Office Expenses	<u>0</u>	<u>1</u>
Supplies and Services	2	3
Third Party Payments	535	488
Support Services	165	169
<b>Total Expenditure</b>	<b>1,237</b>	<b>1,139</b>
Government Grants	(54)	(60)
Fees and Charges	(36)	(37)
<b>Total Income</b>	<b>(90)</b>	<b>(97)</b>
<b>Net Expenditure</b>	<b>1,147</b>	<b>1,042</b>

Movements	£'000
<b>2007/08 net budget</b>	<b>1,147</b>
Inflation	29
Budget adjustments	(1)
Savings	(139)
Corporate allocation	6
<b>2007/08 net budget</b>	<b>1,042</b>

### Explanation of movements

#### Inflation

Inflation has been applied in accordance with corporate guidelines.

#### Budget adjustments

These adjustments are as a result of a management budget review of services.

#### Savings

Savings are to be achieved through review of contracts.

#### Corporate allocations

These movements relate to pension adjustments following the 2007 triennial valuation of the pension fund and FRS17.

## Teenage pregnancy

### Description of service

The team operates through targeted measures to reduce incidents of unplanned teenage pregnancy. Other tasks include specific work around sex and relationships as well as support to young parents.

Cost centre group ED095

<b>Subjective analysis summary</b>		<b>2007/08</b>	<b>2008/09</b>
	<b>Total budget £'000</b>		<b>Total budget £'000</b>
Agency Staff	0	0	
Employees (excluding agency staff)	<u>252</u>	<u>271</u>	
Employees	252		271
Property Costs	1		1
Transport	1		1
Equipment, Furniture & Materials	1	1	
Catering	1	1	
Services	5	5	
Communications & Computing	1	1	
Printing, Stationery & Office Expenses	<u>1</u>	<u>1</u>	
Supplies and Services	9		9
Third Party Payments	115		115
<b>Total Expenditure</b>	<b>378</b>		<b>397</b>
Government Grants	(374)		(60)
<b>Total Income</b>	<b>(374)</b>		<b>(60)</b>
<b>Net Expenditure</b>	<b>4</b>		<b>337</b>

<b>Movements</b>	<b>£'000</b>
<b>2007/08 net budget</b>	<b>4</b>
Inflation	(1)
Corporate allocation	11
Area based grant	323
<b>2008/09 net budget</b>	<b>337</b>

### Explanation of movements

#### Inflation

Inflation has been applied in accordance with corporate guidelines.

#### Corporate allocations

These movements relate to pension adjustments following the 2007 triennial valuation of the pension fund and FRS17.

#### Area based grant

Due to a change in how the government provides funding some specific grants have been replaced by a general non-ringfenced grant called the area based grant.

## Specialist services and safeguarding

### Description of service

This is a new division that brings together all the social care specialist and support services listed below.

Cost centre group EC081

<b>Services</b>	<b>2007/08 net budget £'000</b>	<b>2008/09 net £'000</b>
Assessment, safeguarding and family support	9,599	9,819
Children looked after		
0-12 Service	2,672	2,541
Adolescence and aftercare	2,581	2,621
Adoption, Fostering and CLA support	7,030	8,502
Looked after placements	8,342	8,488
CLA resources	1,073	1,358
CLA management and support	<u>2,772</u>	<u>3,317</u>
Children looked after	24,470	26,827
Specialist health and disabilities	5,328	5,478
Youth offending	2,472	3,759
Quality assurance and safeguarding	1,889	2,360
Management and administration	1,379	2,270
<b>Total</b>	<b>45,137</b>	<b>50,513</b>

<b>Subjective analysis summary</b>	<b>2007/08 Total budget £'000</b>	<b>2008/09 Total budget £'000</b>
Agency Staff	130	134
Employee (excluding agency staff)	<u>24,311</u>	<u>24,024</u>
Employees	24,441	24,158
Property Costs	486	708
Transport	805	820
Equipment, Furniture & Materials	122	112
Catering	24	18
Clothing, Uniforms & Laundry	24	25
Services	1,766	2,746
Communications & Computing	108	111
Printing, Stationery & Office Expenses	148	151
Grants & Subscriptions	274	(73)
Miscellaneous	<u>128</u>	<u>124</u>
Supplies and Services	2,594	3,214
Third Party Payments	23,625	23,124
Transfer Payments	1,319	1,376
Support Services	5,370	3,575
Capital Charges	195	195
<b>Total Expenditure</b>	<b>58,835</b>	<b>57,170</b>
Government Grants	(10,966)	(5,193)
Other Grants & Contributions	(294)	(313)
Fees and Charges	0	0
Recharges	(2,438)	(1,151)
<b>Total Income</b>	<b>(13,698)</b>	<b>(6,657)</b>
<b>Net Expenditure</b>	<b>45,137</b>	<b>50,513</b>

**Movements**

	2007/08 net budget £'000	Inflation £'000	Budget adjustments £'000	Commitment and functional changes £'000	Savings £'000	Corporate allocation £'000	Area based grant £'000	2008/09 net budget £'000
Services								
Assessment, safeguarding and family support	9,599	228	0	0	( 200 )	98	94	9,819
Children looked after	24,470	641	259	2,045	(695)	107	0	26,827
Specialist health and disability service	5,328	147	(18)	0	0	21	0	5,478
Youth offending	2,472	64	0	0	(100)	64	1,259	3,759
Quality assurance and safeguarding	1,889	44	8	150	0	32	237	2,360
Management and administration	1,379	34	(665)	1,563	(49)	8	0	2,270
<b>Total</b>	<b>45,137</b>	<b>1,158</b>	<b>(416)</b>	<b>3,758</b>	<b>(1,044)</b>	<b>330</b>	<b>1,590</b>	<b>50,513</b>

**Explanation of movements**

The explanation of movements are explained on the individual service pages that follow.

## Assessment, safeguarding and family support services:

### Description of service

Provide social work support to children at risk of abuse or who may be in need with a view to conducting effective and timely assessment and intervention when required.

Cost centre group ED081

Subjective analysis summary	2007/08 Total budget £'000	2008/09 Total budget £'000
Agency Staff	0	0
Employees (excluding agency staff)	<u>7,946</u>	<u>7,951</u>
Employees	7,946	7,951
Property Costs	149	153
Transport	268	277
Equipment, Furniture & Materials	21	22
Catering	1	1
Services	75	77
Communications & Computing	14	14
Printing, Stationery & Office Expenses	29	29
Miscellaneous	<u>16</u>	<u>18</u>
Supplies and Services	156	161
Third Party Payments	955	1,013
Transfer Payments	155	159
Support Services	515	527
Capital Charges	41	41
<b>Total Expenditure</b>	<b>10,185</b>	<b>10,282</b>
Government Grants	(521)	(410)
Recharges	(65)	(53)
<b>Total Income</b>	<b>(586)</b>	<b>(463)</b>
<b>Net Expenditure</b>	<b>9,599</b>	<b>9,819</b>

Movements	£'000
<b>2007/08 net budget</b>	<b>9,599</b>
Inflation	228
Savings	(200)
Corporate allocation	98
Area based grant	94
<b>2008/09 net budget</b>	<b>9,819</b>



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

Inflation has been applied in accordance with corporate guidelines.

**Savings**

The £200K saving comes from a change in the funding stream which allows four posts in children's centres to be paid by sure start grant.

**Corporate allocations**

These movements relate to pension adjustments following the 2007 triennial valuation of the pension fund and FRS17.

**Area based grant**

Due to a change in how the government provides funding some specific grants have been replaced by a general non-ringfenced grant called the area based grant.

**Outputs**

Staffing establishment for the business unit is 184 FTE.

The services delivered will be to a wide range of children and families with different needs. The totals are expected to be initial conferences for in excess of 350 children and child protection plans for nearly 300 children.

## Children looked after (CLA) service

### Description of service

Provides social work support and services to children looked after in order to ensure the care and support including placements is appropriate to their needs and circumstances.

Services	2007/08 net budget £'000	2008/09 net budget £'000
0-12 Service	2,672	2,541
Adolescence and aftercare	2,581	2,621
Adoption, Fostering and CLA support	7,030	8,502
Looked after placements	8,342	8,488
Business resource manager	1,073	1,358
CLA Business manager	2,772	3,317
<b>Total</b>	<b>24,470</b>	<b>26,827</b>

### Cost centre group ED082

Subjective analysis summary	2007/08 Total budget £'000	2008/09 Total budget £'000
Agency Staff	77	79
Employees (excluding agency staff)	<u>7,992</u>	<u>8,292</u>
Employees	8,069	8,371
Property Costs	286	513
Transport	337	345
Equipment, Furniture & Materials	57	59
Catering	12	13
Clothing, Uniforms & Laundry	24	25
Services	1,623	2,113
Communications & Computing	55	56
Printing, Stationery & Office Expenses	43	44
Grants & Subscriptions	19	20
Miscellaneous	<u>80</u>	<u>74</u>
Supplies and Services	1,913	2,404
Third Party Payments	16,044	16,237
Transfer Payments	378	383
Support Services	3,535	2,093
Capital Charges	154	154
<b>Total Expenditure</b>	<b>30,716</b>	<b>30,500</b>
Government Grants	(4,067)	(2,773)
Recharges	(2,179)	(900)
<b>Total Income</b>	<b>(6,246)</b>	<b>(3,673)</b>
<b>Net Expenditure</b>	<b>24,470</b>	<b>26,827</b>

**Movements**

	2007/08 net budget £'000	Inflation £'000	Budget adjustments £'000	Commitments and functional changes £'000	Savings £'000	Corporate allocation £'000	2008/09 net budget £'000
<b>Services</b>							
0-12 Service	2,672	63	13	0	(240)	33	2,541
Adolescence and aftercare	2,581	58	(50)	0	0	32	2,621
Adoption, Fostering and CLA support	7,030	173	(317)	1,595	0	21	8,502
Looked after placements	8,342	254	347	0	(455)	0	8,488
CLA resorces	1,073	24	252	0	0	9	1,358
CLA management and support	2,772	69	14	450	0	12	3,317
<b>Total</b>	<b>24,470</b>	<b>641</b>	<b>259</b>	<b>2,045</b>	<b>(695)</b>	<b>107</b>	<b>26,827</b>

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

It is historic that placement costs have increased by more than the corporate guidelines for inflation rate. The budgets have therefore been adjusted accordingly.

**Budget adjustments**

These adjustments are as a result of a management budget review of services.

**Commitments**

There is a £450K commitment for cost pressures relating to legal services.

**Functional changes**

These changes relate to adoption and fostering services where activities previously funded directly by a specific grant of nearly £1.6 m are now funded through revenue support grant.

**Savings**

Savings are to be found through more strategic placements that should improve cost effectiveness.

**Corporate allocations**

These movements relate to pension adjustments following the 2007 triennial valuation of the pension fund and FRS17.

## **Outputs**

With an establishment of 189 fte posts, the business unit serves a diverse range of children and needs.

During the course of a year, the service expects to support around:

- 310 fte fostering placements with Southwark council foster carers at over £300 per week
- 100 fte agency fostering placements each costing around £850 per week
- 20 fte residential placements costing £2,400 plus per week
- 150 fte adoption or pre-adoption placements at over £100 per week each
- 40 fte clients leaving care average over £850 per week
- 80 fte residence order placements - each costing £83
- 5 mother and baby placements at £1,300 per week each
- 60 family placements - each costing over £110 per week, plus
- a secure placement at £4,900 per week

## 0 to 12 service

### Description of service

This service area is the element of the children looked after service that focuses on children aged under thirteen years with the purpose of providing the very special support required and subject to the need for social work support and intervention.

Cost centre group EE281

<b>Subjective analysis summary</b>		<b>2007/08</b>	<b>2008/09</b>
	<b>Total budget £'000</b>		<b>Total budget £'000</b>
Agency Staff	0	0	
Employees (excluding agency staff)	<u>2,396</u>	<u>2,507</u>	
Employees	2,396	2,507	
Transport	132	128	
Services	11	11	
Miscellaneous	<u>27</u>	<u>28</u>	
Supplies and Services	38	39	
Third Party Payments	55	56	
Transfer Payments	92	93	
<b>Total Expenditure</b>	<b>2,713</b>	<b>2,823</b>	
Government Grants	(41)	(282)	
<b>Total Income</b>	<b>(41)</b>	<b>(282)</b>	
<b>Net Expenditure</b>	<b>2,672</b>	<b>2,541</b>	

<b>Movements</b>	<b>£'000</b>
<b>2007/08 net budget</b>	<b>2,672</b>
Inflation	63
Budget adjustments	13
Savings	(240)
Corporate allocation	33
<b>2008/09 net budget</b>	<b>2,541</b>

### Explanation of movements

Inflation

Inflation has been applied in accordance with corporate guidelines

Budget adjustments

These adjustments are as a result of a management budget review of services.

Savings

Savings relate to increased external funding.

Corporate allocations

These movements relate to pension adjustment following the 2007 triennial valuation of the pension fund and FRS17.

### Outputs

Support to children 0-12 is obviously dependent on circumstance and need and ranges from placement with relations through to more secure accommodation.

## Adolescence and aftercare

### Description of service

This service area is the element of the children looked after service that focuses on adolescents still within receiving care as well as providing transitional support to those in the process of leaving care.

Cost centre group EE282

Subjective analysis summary	2007/08 Total budget £'000	2008/09 Total budget £'000
Agency Staff	0	0
Employees (excluding agency staff)	<u>2,569</u>	<u>2,596</u>
Employees	2,569	2,596
Property Costs	162	174
Transport	100	110
Catering	5	5
Services	81	83
Communications & Computing	3	3
Grants & Subscriptions	10	10
Miscellaneous	<u>53</u>	<u>48</u>
Supplies and Services	152	149
Third Party Payments	1,113	1,141
Transfer Payments	286	291
Support Services	840	870
Capital Charges	89	89
<b>Total Expenditure</b>	<b>5,311</b>	<b>5,420</b>
Government Grants	(2,430)	(2,491)
Recharges	(300)	(308)
<b>Total Income</b>	<b>(2,730)</b>	<b>(2,799)</b>
<b>Net Expenditure</b>	<b>2,581</b>	<b>2,621</b>

Movements	£'000
<b>2007/08 net budget</b>	<b>2,581</b>
Inflation	58
Budget adjustments	(50)
Corporate allocation	32
<b>2008/09 net budget</b>	<b>2,621</b>

### Explanation of movements

Inflation

Inflation has been applied in accordance with corporate guidelines

Budget adjustments

These adjustments are as a result of a management budget review of services.

Corporate allocations

These movements relate to pension adjustments following the 2007 triennial valuation of the pension fund and FRS17.

### Outputs

The service area has a staff establishment of 61 fte which includes the grant funded unaccompanied asylum seeking children service with 17 fte. Service is delivered to a broad spectrum of adolescents with a range of needs. These include those requiring service and care as well as those "growing out" of the system and in the process of leaving care making up about 40 fte clients a year.

## Adoption, fostering and CLA support

### Description of service

Provide social work support and services to the adoption and fostering of children/young people, and to the process of recruiting and maintaining a pool of council approved carers.

Cost centre group EE283

Subjective analysis summary	2007/08	2008/09
	Total budget £'000	Total budget £'000
Agency Staff	45	46
Employee (excluding agency staff)	<u>1,727</u>	<u>1,819</u>
Employees	1,772	1,865
Property Costs	16	17
Transport	86	89
Equipment, Furniture & Materials	25	25
Catering	6	6
Clothing, Uniforms & Laundry	24	25
Services	121	123
Communications & Computing	1	1
Grants & Subscriptions	<u>9</u>	<u>10</u>
Supplies and Services	186	190
Third Party Payments	6,196	6,351
Support Services	1,206	350
<b>Total Expenditure</b>	<b>9,462</b>	<b>8,862</b>
Government Grants	(1,595)	0
Recharges	(837)	(360)
<b>Total Income</b>	<b>(2,432)</b>	<b>(360)</b>
<b>Net Expenditure</b>	<b>7,030</b>	<b>8,502</b>

Movements	£'000
<b>2007/08 net budget</b>	<b>7,030</b>
Inflation	173
Budget adjustments	(317)
Functional change	1,595
Corporate allocation	21
<b>2008/09 net budget</b>	<b>8,502</b>

## **Explanation of movements**

### **Budget adjustments**

These adjustments are as a result of a management budget review of services.

### **Functional change**

This functional change relates to services previously funded by specific grant of nearly £1.6m that are now funded through formula grant.

### **Corporate allocations**

These movements relate to pension adjustments following the 2007 triennial valuation of the pension fund and FRS17.

## **Outputs**

With an establishment of 40 FTE staff, the service's main output is to provide appropriate placements with Southwark Council's own registered carers.

- 310 fte fostering placements with South Council foster carers at over £300 per week
- 150 fte adoption or pre-adoption placements at over £100 per week each



## Looked after placements

### Description of service

This budget relates to the cost of placements provided to children and young people who have been assessed as needing support from the authority away from their immediate families.

Cost centre group EE284

<b>Subjective analysis summary</b>	<b>2007/08</b>	<b>2008/09</b>
	<b>Total budget £'000</b>	<b>Total budget £'000</b>
Third Party Payments	8,680	8,688
Support Services	670	0
<b>Total Expenditure</b>	<b>9,350</b>	<b>8,688</b>
Recharges	(1,008)	(200)
<b>Total Income</b>	<b>(1,008)</b>	<b>(200)</b>
<b>Net Expenditure</b>	<b>8,342</b>	<b>8,488</b>

<b>Movements</b>	<b>£'000</b>
<b>2007/08 net budget</b>	<b>8,342</b>
Inflation	254
Budget adjustments	347
Savings	(455)
<b>2008/09 net budget</b>	<b>8,488</b>

### Explanation of movements

#### Inflation

The costs of residential placements has generally risen by more than the corporate guideline rate for inflation.

#### Budget adjustments

These adjustments are as a result of a management budget review of services.

#### Savings

While pressures are recognised, by adopting a more strategic approach to placements, it is expected that savings and better value for money can be achieved..

### Outputs

The placement of young people sees much activity and this includes:

- 100 fte agency fostering placements each costing around £850 per week
- 20 fte residential placements costing £2,400 plus per week
- 80 fte residence order placements - each costing £83
- 5 mother and baby placements at £1,300 per week each
- 60 family placements - each costing over £110 per week, plus
- 1 secure placement at £4,900 per week

## CLA resources

### Description of service

This budget represents the cost of providing administrative support to the social worker teams together with property and other costs of the CLA service.

Cost centre group EE288

Subjective analysis summary		2007/08	2008/09
	Total budget £'000	Total budget £'000	
Agency Staff	0	0	
Employees (excluding agency staff)	<u>723</u>	<u>757</u>	
Employees	723	757	
Property Costs	107	322	
Equipment, Furniture & Materials	30	31	
Catering	1	1	
Communications & Computing	50	52	
Printing, Stationery & Office Expenses	<u>43</u>	<u>44</u>	
Supplies and Services	124	128	
Support Services	54	86	
Capital Charges	65	65	
<b>Total Expenditure</b>	<b>1,073</b>	<b>1,358</b>	
<b>Net Expenditure</b>	<b>1,073</b>	<b>1,358</b>	

Movements	£'000
<b>2007/08 net budget</b>	<b>1,073</b>
Inflation	24
Budget adjustments	252
Corporate allocation	9
<b>2008/09 net budget</b>	<b>1,358</b>

### Explanation of movements

#### Inflation

The costs of residential placements has generally risen by more than the corporate guideline rate for inflation.

#### Budget adjustments

There are significant increases to budgets for occupying and maintaining premises. This includes previously unbudgeted for items such as rent and service charges. There are also big increases to the budgets for utilities.

#### Corporate allocations

These movements relate to pension adjustments following the 2007 triennial valuation of the pension fund and FRS17.

## CLA management and support

### Description of service

This budget brings together the management costs for the CLA service together with specialist service legal costs and corporate support costs.

Cost centre group EE289

Subjective analysis summary	2007/08 Total budget £'000	2008/09 Total budget £'000
Agency Staff	0	0
Employees (excluding agency staff)	<u>610</u>	<u>647</u>
Employees	610	647
Transport	18	18
Equipment, Furniture & Materials	3	3
Services	<u>1,409</u>	<u>1,895</u>
Supplies and Services	1,412	1,898
Support Services	767	786
<b>Total Expenditure</b>	<b>2,807</b>	<b>3,349</b>
Recharges	(35)	(32)
<b>Total Income</b>	<b>(35)</b>	<b>(32)</b>
<b>Net Expenditure</b>	<b>2,772</b>	<b>3,317</b>

Movements	£'000
<b>2007/08 net budget</b>	<b>2,772</b>
Inflation	69
Budget adjustments	14
Commitments	450
Corporate allocation	12
<b>2008/09 net budget</b>	<b>3,317</b>

### Explanation of movements

#### Inflation

Inflation has been applied in accordance with corporate guidelines.

#### Budget adjustments

These adjustments are as a result of a management budget review of services.

#### Commitments

There is a £450k commitment for increased legal costs.

#### Corporate allocations

These movements relate to pension adjustments following the 2007 triennial valuation of the pension fund and FRS17.

## Specialist health and disabilities services

### Description of service

The services are there to provide vital social work support and services to children suffering from disabilities, affected by HIV and/or AIDS, or assessed as in need of care from mental health professionals.

Cost centre group ED083

Subjective analysis summary	2007/08 Total budget £'000	2008/09 Total budget £'000
Agency Staff	0	0
Employees (excluding agency staff)	<u>1,508</u>	<u>1,593</u>
Employees	1,508	1,593
Transport	36	37
Equipment, Furniture & Materials	3	3
Services	56	57
Communications & Computing	5	5
Printing, Stationery & Office Expenses	4	4
Miscellaneous	<u>30</u>	<u>31</u>
Supplies and Services	98	100
Third Party Payments	3,251	3,285
Transfer Payments	543	586
Support Services	651	667
<b>Total Expenditure</b>	<b>6,087</b>	<b>6,268</b>
Government Grants	(626)	(642)
Other Grants & Contributions	(133)	(148)
<b>Total Income</b>	<b>(759)</b>	<b>(790)</b>
<b>Net Expenditure</b>	<b>5,328</b>	<b>5,478</b>

Movements	£'000
<b>2007/08 net budget</b>	<b>5,328</b>
Inflation	147
Budget adjustments	(18)
Corporate allocation	21
<b>2008/09 net budget</b>	<b>5,478</b>

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

Inflation has been applied in accordance with corporate guidelines.

**Budget adjustments**

These adjustments are as a result of a management budget review of services.

**Corporate allocations**

These movements relate to pension adjustments following the 2007 triennial valuation of the pension fund and FRS17.

**Outputs**

The business unit has 35.41 fte staffing – 20 in the disabilities team, 4 in the HIV/AIDS team and supported by the AIDS support grant, and 11.41 working with the mental health team.

The disabilities team alone supports:

- Over 20 disability placements
- About 35 clients receiving direct payments.

## Youth offending services

### Description of service

Provide specialist support and services through a range of functions to young people who have directly or indirectly come into contact with the judicial system.

Cost centre group ED084

Subjective analysis summary	2007/08 Total budget £'000	2008/09 Total budget £'000
Agency Staff	53	55
Employees (excluding agency staff)	<u>3,759</u>	<u>3,118</u>
Employees	3,812	3,173
Property Costs	51	42
Transport	106	101
Equipment, Furniture & Materials	32	19
Catering	10	4
Services	13	13
Communications & Computing	33	33
Printing, Stationery & Office Expenses	25	26
Grants & Subscriptions	<u>254</u>	<u>209</u>
Supplies and Services	367	304
Third Party Payments	1,788	1,488
Transfer Payments	114	102
Support Services	192	115
<b>Total Expenditure</b>	<b>6,430</b>	<b>5,325</b>
Government Grants	(3,765)	(1,368)
Recharges	(193)	(198)
<b>Total Income</b>	<b>(3,958)</b>	<b>(1,566)</b>
<b>Net Expenditure</b>	<b>2,472</b>	<b>3,759</b>

Movements	£'000
<b>2007/08 net budget</b>	<b>2,472</b>
Inflation	64
Savings	(100)
Corporate allocation	64
Area based grant	1,259
<b>2008/09 net budget</b>	<b>3,759</b>

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

Inflation has been applied in accordance with corporate guidelines.

**Savings**

Efficiency savings will be to staffing costs and will occur through some internal re-organisation and more effective charging to grants.

**Corporate allocations**

These movements relate to pension adjustments following the 2007 triennial valuation of the pension fund and FRS17.

**Area based grant**

Due to a change in how the government provides funding some specific grants have been replaced by a general non-ringfenced grant called the area based grant.

**Output**

Staffing for the team is about 60 fte and services include support with interactions through the legal system up to placements in secure or remand accommodation.

# Quality assurance and safeguarding unit

## Description of service

The unit facilitates processes and activities that ensure the various elements of the department are providing services at the highest possible standards.

Cost centre group ED085

Subjective analysis summary	2007/08 Total budget £'000	2008/09 Total budget £'000
Agency Staff	0	0
Employees (excluding agency staff)	<u>2,619</u>	<u>2,565</u>
Employees	2,619	2,565
Transport	49	50
Equipment, Furniture & Materials	9	9
Communications & Computing	1	1
Printing, Stationery & Office Expenses	18	18
Grants & Subscriptions	<u>0</u>	<u>(303)</u>
Supplies and Services	28	(275)
Third Party Payments	170	87
Support Services	95	98
<b>Total Expenditure</b>	<b>2,961</b>	<b>2,525</b>
Government Grants	(911)	0
Other Grants & Contributions	(161)	(165)
<b>Total Income</b>	<b>(1,072)</b>	<b>(165)</b>
<b>Net Expenditure</b>	<b>1,889</b>	<b>2,360</b>

Movements	£'000
<b>2007/08 net budget</b>	<b>1,889</b>
Inflation	44
Budget adjustments	8
Functional change	150
Corporate allocation	32
Area based grant	237
<b>2008/09 net budget</b>	<b>2,360</b>

## Explanation of movements

Inflation

Inflation has been applied in accordance with corporate guidelines.

Budget adjustments

These adjustments are as a result of a management budget review of services.

Functional change

Services previously funded by specific grant now funded through formula grant.

Corporate allocations

These movements relate to pension adjustments following the 2007 triennial valuation of the pension fund and FRS17.

Area based grant

Due to a change in how the government provides funding some specific grants have been replaced by a general non-ringfenced grant called the area based grant.

## Outputs

The establishment of 32.5 fte has spread of personnel with social work, child protection, information management and human resource development functions. There is also within this small unit the administrative support required to deliver the disparate functions of the team.



## Specialist services management and administration

Cost centre group ED089

Subjective analysis summary	2007/08 Total budget £'000	2008/09 Total budget £'000
Agency Staff	0	0
Employees (excluding agency staff)	<u>487</u>	<u>506</u>
Employees	487	506
Property Costs	0	0
Transport	9	10
Equipment, Furniture & Materials	0	0
Catering	0	0
Services	0	486
Communications & Computing	1	1
Printing, Stationery & Office Expenses	31	31
Grants & Subscriptions	<u>0</u>	<u>0</u>
Supplies and Services	32	518
Third Party Payments	1,417	1,015
Transfer Payments	129	146
Support Services	382	75
<b>Total Expenditure</b>	<b>2,456</b>	<b>2,270</b>
Government Grants	(1,077)	0
<b>Total Income</b>	<b>(1,077)</b>	<b>0</b>
<b>Net Expenditure</b>	<b>1,379</b>	<b>2,270</b>

Movements	£'000
<b>2007/08 net budget</b>	<b>1,379</b>
Inflation	34
Budget adjustments	(665)
Functional change	1,563
Savings	(49)
Corporate allocation	8
<b>2008/09 net budget</b>	<b>2,270</b>

### Explanation of movements

Inflation

Inflation has been applied in accordance with corporate guidelines.

Budget adjustments

These adjustments are as a result of a management budget review of services.

Functional change

Services previously funded by specific grant now funded through formula grant.

Savings

Savings of £49k were found in residential care costs.

Corporate allocations

These movements relate to pension adjustments following the 2007 triennial valuation of the pension fund and FRS17.

# Environment and housing

## Description of service

The mission of the environment and housing department is to make southwark's housing and neighbourhoods great places to live, that are clean, safe and vibrant and where activities and opportunities are accessible to all. The services shown below are those funded from the general fund.

## Cost centre group KA100

Services	2007/08 Total budget £'000	2008/09 Total budget £'000
Streetscene	6,429	6,521
Parking	(2,821)	(2,968)
Street metalwork service (SMS), highway lighting and streetscene	2,225	2,355
Divisional management	716	744
Human Resources (HR)	374	422
Market services	(2)	(26)
Area engagement	53	55
Parks and open spaces	6,262	6,320
Cemeteries and crematoriums	(652)	(592)
Public realm projects	927	990
Parks support services	184	189
<b>Public realm</b>	<b>13,695</b>	<b>14,010</b>
Public protection	4,251	4,438
Community wardens	5,376	4,759
Southwark anti-social behaviour unit (SASBU)	633	426
Emergency planning and noise resilience	362	339
Community safety projects	1,372	3,309
Business and policy	2	7
External funding grant projects	34	470
Street care enforcement	1,494	1,541
<b>Community safety</b>	<b>13,524</b>	<b>15,289</b>
<b>Business support services</b>	<b>550</b>	<b>485</b>
Waste management and transport overheads	423	436
Waste disposal	6,883	9,453
Street cleansing	8,386	8,725
Environmental education	156	169
Waste collection	5,962	8,142
Sustainable development strategies	1,592	1,622
Environmental projects	227	232
Housing general fund	545	559
<b>Waste management and transport</b>	<b>24,174</b>	<b>29,338</b>
Libraries	5,456	5,601
Leisure and wellbeing	4,037	4,089
Culture	1,966	1,708
Adult learning services	0	37
Education library service	10	11
Culture, libraries, learning and leisure overheads	2,585	2,754
<b>Culture, libraries, learning and leisure</b>	<b>14,054</b>	<b>14,200</b>
<b>Total environment and leisure</b>	<b>65,997</b>	<b>73,322</b>

## Cost centre group KA100

<b>Subjective analysis summary</b>		<b>2007/08</b>	<b>2008/09</b>
	<b>Total budget £'000</b>		<b>Total budget £'000</b>
Agency Staff	541		554
Employees (excluding agency staff)	<u>30,230</u>		<u>30,730</u>
Employees	30,771		31,284
Property Costs	6,205		6,515
Transport	500		533
Equipment, Furniture & Materials	1,768		1,812
Catering	87		89
Clothing, Uniforms & Laundry	109		112
Services	3,775		3,804
Communications & Computing	1,100		1,127
Printing, Stationery & Office Expenses	521		534
Grants & Subscriptions	1,651		1,642
PFI & PPP Schemes	0		3,850
Miscellaneous	<u>(150)</u>		<u>(542)</u>
Supplies and Services	8,861		12,428
Third Party Payments	39,733		43,317
Support Services	9,636		9,877
Capital Charges	3,521		3,521
<b>Total Expenditure</b>	<b>99,227</b>		<b>107,475</b>
Government Grants	(1,236)		(1,063)
Other Grants & Contributions	(2,393)		(2,452)
Fees and Charges	(19,524)		(20,159)
Customer Receipts	(725)		(894)
Interest	(13)		(13)
External Contract Income	(2,417)		(2,477)
Deductions & Reimbursements	(14)		(14)
Recharges	(6,908)		(7,081)
<b>Total Income</b>	<b>(33,230)</b>		<b>(34,153)</b>
<b>Net expenditure</b>	<b>65,997</b>		<b>73,322</b>

## Movements

Services	2007/08 net budget £'000	Inflation £'000	Corporate allocations £'000	Commitments £'000	Functional changes £'000	Area based grants adjustment £'000	Savings £'000	2008/09 net budget £'000
<b>Public realm division</b>	13,695	598	177	100	0	0	(560)	14,010
<b>Community safety</b>	13,524	310	360	0	74	2,306	(1,285)	15,289
<b>Business support services</b>	550	11	(6)	0	0	0	(70)	485
<b>Waste management and transport client</b>	24,174	968	6	4,190	0	0	0	29,338
<b>Culture, libraries, learning and leisure</b>	14,054	432	152	20	0	0	(458)	14,200
<b>Total movements</b>	65,997	2,319	689	4,310	74	2,306	(2,373)	73,322

## Explanation of movements

### Inflation

The amount shown under inflation also includes price increases above corporate guideline inflation (alternative inflation) for energy and contract prices.

### Corporate allocations

These relate to FRS17 and pension adjustments following the 2007 triennial valuation of the pension fund. The employer's pension contribution to be recovered from payroll will increase from 10.5% to 14.5% from April 2008.

### Commitments and savings

£3.850m of these commitments relate to the additional revenue implications for the integrated waste pfi contract. Further details of the commitments and savings are shown in the individual sheets of the services.

### Functional changes

The following additional funding received by the community safety division is shown under this heading:

- £30k - Gower review of intellectual property. Enforcement of S107A and S198A of the copyright patents and design act.
- £1k - Contaminated land.
- £10k - Animal feed adjustment.
- £33k - Stray dogs: from 1st April 2008 local authorities will be solely responsible for discharging stray dog functions.

### Area based grant

Due to a change in how the government provides funding some specific ringfenced grants have been replaced by a general non-ringfenced grant called the area based grant. The area based grants adjustment of £2.3m detailed within the community safety division is as follows:

- £1,937k – Tackling violence in a generation
- £369k – Safer stronger communities.

## Public realm

### Description of service

The aim of the public realm division is to improve the borough's physical environment and create a public realm that is attractive to and liveable for residents, business and visitors alike. The division is responsible for the maintenance and investment in the public realm, including parks and open spaces, highways, lighting and parking services. It also manages the department's human resources support, street markets, projects such as cleaner, greener, safer and supports the area engagement.

### Cost centre group KB200

Services	2007/08	2008/09
	Total budget £'000	Total budget £'000
Streetscene	6,429	6,521
Parking	(2,821)	(2,968)
SMS highway lighting & streetscene	2,225	2,355
Divisional management	716	744
HR services	374	422
Market services	(2)	(26)
Area engagement	53	55
Parks & open spaces	6,262	6,320
Cemeteries and crematoriums	(652)	(592)
Public realm projects	927	990
Parks support services	184	189
<b>Total public realm</b>	<b>13,695</b>	<b>14,010</b>

## Cost centre group KB200

Subjective analysis summary		2007/08	2008/09
	Total budget	£'000	Total budget £'000
Agency Staff	31		32
Employees (excluding agency staff)	<u>7,036</u>		<u>7,347</u>
Employees	7,067		7,379
Property Costs	3,080		3,271
Transport	157		161
Equipment, Furniture & Materials	164		168
Catering	2		2
Clothing, Uniforms & Laundry	6		6
Services	849		870
Communications & Computing	382		392
Printing, Stationery & Office Expenses	169		173
Grants & Subscriptions	294		301
Miscellaneous	<u>34</u>		<u>35</u>
Supplies and Services	1,900		1,947
Third Party Payments	13,148		13,387
Support Services	2,380		2,440
Capital Charges	2,772		2,772
<b>Total Expenditure</b>	<b>30,504</b>		<b>31,357</b>
Government Grants	(242)		(247)
Fees and Charges	(15,094)		(15,590)
Customer Receipts	(87)		(90)
Interest	(13)		(13)
Deductions & Reimbursements	(10)		(10)
Recharges	(1,363)		(1,397)
<b>Total Income</b>	<b>(16,809)</b>		<b>(17,347)</b>
<b>Net Expenditure</b>	<b>13,695</b>		<b>14,010</b>

## Movements

	<b>2007/08</b>					<b>2007/08</b>
	<b>net</b>		<b>Corporate</b>			<b>net</b>
<b>Services</b>	<b>budget</b>	<b>Inflation</b>	<b>allocations</b>	<b>Commitments</b>	<b>Savings</b>	<b>budget</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
Streetscene	6,429	141	41	0	(90)	6,521
Parking	(2,821)	82	21	0	(250)	(2,968)
SMS highway lighting and streetscene	2,225	131	(1)	0	0	2,355
Divisional management	716	16	12	0	0	744
HR services	374	9	39	0	0	422
Market services	(2)	(25)	1	0	0	(26)
Area engagement	53	1	1	0	0	55
Parks and open spaces	6,262	262	16	0	(220)	6,320
Cemeteries and crematoriums	(652)	(43)	3	100	0	(592)
Public realm projects	927	20	43	0	0	990
Parks support services	184	4	1	0	0	189
<b>Total movements</b>	<b>13,695</b>	<b>598</b>	<b>177</b>	<b>100</b>	<b>(560)</b>	<b>14,010</b>

## Streetscene

### Description of service

The principal business of this service is to maintain the highway and keep it safe. The service works in partnerships with other departments and other agencies, such as transport for london, the police, utility companies, and a host of regeneration partners. Under the traffic management act, the unit is responsible for the management of the road network i.e. road repairs, street design, tree maintenance etc.

### Cost centre group KC210

Subjective analysis summary	2007/08 Total budget £'000	2008/09 Total budget £'000
Agency Staff	0	0
Employees (excluding agency staff)	<u>1,608</u>	<u>1,657</u>
Employees	1,608	1,657
Transport	51	52
Equipment, Furniture & Materials	19	19
Clothing, Uniforms & Laundry	2	2
Services	135	139
Communications & Computing	91	93
Printing, Stationery & Office Expenses	<u>70</u>	<u>72</u>
Supplies and Services	317	325
Third Party Payments	3,432	3,508
Support Services	456	468
Capital Charges	2,030	2,030
<b>Total Expenditure</b>	<b>7,894</b>	<b>8,040</b>
Fees and Charges	(745)	(781)
Recharges	(720)	(738)
<b>Total Income</b>	<b>(1,465)</b>	<b>(1,519)</b>
<b>Net Expenditure</b>	<b>6,429</b>	<b>6,521</b>

Movements	£'000
<b>2007/08 net budget</b>	<b>6,429</b>
Inflation	141
Corporate allocations	41
Savings	(90)
<b>2008/09 net budget</b>	<b>6,521</b>

## Explanation of movements

### Inflation

Inflation includes £30k increase in contract price for highways maintenance.

### Corporate allocations

These movements relate to pension adjustments following the 2007 triennial valuation of the pension fund and FRS17.

### Savings

Savings of £90k relate to efficiencies in inspections and reactive maintenance on non principal roads.

## Outputs

This service does not cover the public realm areas on housing estates. In summary the revenue budget is spent on maintaining the following assets: 353 kilometres of highway, 11,200 road gullies, 12,724 street trees and 69 highway structures.

Service targets include:

- implementation of a coherent and co-ordinated approach to managing the streetscene (75% of major projects to be delivered on time).
- improved condition of non-principle roads through additional highways capital investment (£4m).
- better asset management of public realm and network management to meet the requirements of the traffic management act.
- delivery of local implementation plan on borough roads.
- meet the objectives of transport strategy of the mayor and transport for london.

Unit costs:

- total unit cost of £13.1k per km of road.
- total unit cost of £32 per tree.
- total unit cost of £3.6k per highway structure.
- total unit cost £36 per gully.
- total number of staff employed is 41 with an average cost of £40.4k per fte.



## Parking

### Description of service

This service is responsible for the provision of safe and sufficient parking spaces on street and on estates, parking enforcement, enforcement against nuisance vehicles and traffic management cctv.

### Cost centre group KC220

Subjective analysis summary	2007/08 Total budget £'000	2008/09 Total budget £'000
Agency Staff	0	0
Employees (excluding agency staff)	<u>791</u>	<u>830</u>
Employees	791	830
Property Costs	746	765
Transport	15	16
Equipment, Furniture & Materials	19	19
Services	624	640
Communications & Computing	151	155
Printing, Stationery & Office Expenses	<u>13</u>	<u>13</u>
Supplies and Services	807	827
Third Party Payments	5,177	5,348
Support Services	655	671
Capital Charges	67	67
<b>Total Expenditure</b>	<b>8,258</b>	<b>8,524</b>
Fees and Charges	(10,791)	(11,196)
Recharges	(288)	(296)
<b>Total Income</b>	<b>(11,079)</b>	<b>(11,492)</b>
<b>Net Expenditure</b>	<b>(2,821)</b>	<b>(2,968)</b>

Movements	£'000
<b>2007/08 net budget</b>	<b>(2,821)</b>
Inflation	82
Corporate allocations	21
Savings	(250)
<b>2008/09 net budget</b>	<b>(2,968)</b>

## Explanation of movements

### Inflation

This includes:

- £41k contract price increases for parking term;
- £183k for income from parking fines that is fixed by statute and therefore, cannot be inflated;

### Corporate allocations

These movements relate to pension adjustments following the 2007 triennial valuation of the pension fund and FRS17.

### Savings

Savings of £250k relate to additional income from the implementation of the provisions of traffic management act and introduction of enforcement cameras to combat dangerous driving.

## Outputs

- Better control of parking.
- Reduce illegal parking. (58% of valid PCNs paid).
- Speedy removal of abandoned vehicles. Target 98% abandoned cars removed within 24 hours.
- 94.90% working cctv cameras under the council's responsibility.
- Total number of staff is 26 with an average cost of £32k per fte.

The table below gives an indication of the activities the unit is responsible for.

		Unit cost / (income)
Number of control parking zones	18	£1.1k
Number of parking wardens	73 employed	
Number of pcns issued	143,585	(£39.94)
Number of clamps	5,569	£13
Number of removals	2,312	£19
Number of car parking spaces	780	(£83)
Number of abandoned cars removed	1,500	£226
Number of cctvs	approx 145 cameras target 95% working	£2.6k
Number of control rooms 2	(cctv enforcement, peckham, public realm at southwark police)	

## SMS highway lighting and street furniture

### Description of service

The street metalwork service looks after the council's streetlights, signs and other items of street furniture. Additional investment in street lighting will reduce crime and increase public safety. Effective management of street furniture will create well designed and pleasing places e.g. de-cluttering project, the design guide for street furniture, the signage project and a special pilot project to redesign a key stretch of the walworth road.

### Cost centre group KC225

Subjective analysis summary	2007/08 Total budget £'000	2008/09 Total budget £'000
Agency Staff	0	0
Employees (excluding agency staff)	<u>91</u>	<u>91</u>
Employees	91	91
Property Costs	515	604
Third Party Payments	1,454	1,491
Support Services	216	221
<b>Total Expenditure</b>	<b>2,276</b>	<b>2,407</b>
Fees and Charges	(46)	(47)
Recharges	(5)	(5)
<b>Total Income</b>	<b>(51)</b>	<b>(52)</b>
<b>Net Expenditure</b>	<b>2,225</b>	<b>2,355</b>

Movements	£'000
<b>2007/08 net budget</b>	<b>2,225</b>
Inflation	131
Corporate allocations	(1)
<b>2008/09 net budget</b>	<b>2,355</b>

### Explanation of movements

#### Inflation

This includes £77k increase in energy cost.

#### Corporate allocations

These movements relate to pension adjustments following the 2007 triennial valuation of the pension fund and FRS17.

### Outputs

- the street metalwork service looks after 16,000 streetlights and 2,600 lit signs including lit bollards, lit beacons and spotlights at zebra crossings and other items of street furniture;
- better street lighting: target 99.68% of street lights working at any one time;
- responsive repairs: The target average time to complete a fault is 2.01 days;
- better asset management of public realm;
- the unit cost per pedestrian crossing is £175. (339 pedestrian crossings);
- the unit cost per bollard is £124. (1,203 bollards);
- the unit cost per column is £59. (15,279 columns);
- total number of staff employed is 2 with an average cost of £45k per fte.

## Public realm divisional management

### Description of service

Provision of financial and management support to the public realm division.

Cost centre group KC260

Subjective analysis summary	2007/08 Total budget £'000	2008/09 Total budget £'000
Agency Staff	0	0
Employees (excluding agency staff)	<u>530</u>	<u>554</u>
Employees	530	554
Property Costs	79	82
Transport	2	2
Equipment, Furniture & Materials	16	16
Communications & Computing	51	52
Printing, Stationery & Office Expenses	<u>33</u>	<u>34</u>
Supplies and Services	100	102
Third Party Payments	5	5
Support Services	84	86
Capital Charges	37	37
<b>Total Expenditure</b>	<b>837</b>	<b>868</b>
Recharges	(121)	(124)
<b>Total Income</b>	<b>(121)</b>	<b>(124)</b>
<b>Net Expenditure</b>	<b>716</b>	<b>744</b>

Movements	£'000
<b>2007/08 net budget</b>	<b>716</b>
Inflation	16
Corporate allocations	12
<b>2008/09 net budget</b>	<b>744</b>

### Explanation of movements

Inflation

Inflation is within corporate guidelines.

Corporate allocations

These movements relate to pension adjustments following the 2007 triennial valuation of the pension fund and FRS17.

### Outputs

- Financial and administrative support to achieve the divisional and departmental targets & priorities and monitor their performance on a regular basis;
- total number of staff employed is 11 with an average cost of £50k per fte.

## HR services

### Description of service

Responsible for the provision of departmental human resources services including payroll.

Cost centre group KC263

Subjective analysis summary	2007/08 Total budget £'000	2008/09 Total budget £'000
Agency Staff	0	0
Employees (excluding agency staff)	<u>474</u>	<u>524</u>
Employees	474	524
Transport	6	6
Equipment, Furniture & Materials	3	3
Services	3	4
Communications & Computing	7	7
Printing, Stationery & Office Expenses	<u>11</u>	<u>11</u>
Supplies and Services	24	25
<b>Total Expenditure</b>	<b>504</b>	<b>555</b>
Deductions & Reimbursements	(4)	(3)
Recharges	(126)	(130)
<b>Total Income</b>	<b>(130)</b>	<b>(133)</b>
<b>Net Expenditure</b>	<b>374</b>	<b>422</b>

Movements	£'000
<b>2007/08 net budget</b>	<b>374</b>
Inflation	9
Corporate allocations	39
<b>2008/09 net budget</b>	<b>422</b>

### Explanation of movements

Inflation

Inflation is within corporate guidelines.

Corporate allocations

These movements relate to pension adjustments following the 2007 triennial valuation of the pension fund and FRS17.

### Outputs

- Monitoring and developing action plans for the achievement of corporate and departmental performance indicators on human resource management such as those relating to sickness and equality.
- total number of staff employed is 13 with an average cost of £40k per fte.

## Market services

### Description of service

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

Cost centre group KC264

Subjective analysis summary	2007/08 Total budget £'000	2008/09 Total budget £'000
Agency Staff	0	0
Employees (excluding agency staff)	<u>447</u>	<u>458</u>
Employees	447	458
Property Costs	100	103
Transport	19	20
Equipment, Furniture & Materials	15	16
Clothing, Uniforms & Laundry	3	3
Services	42	43
Communications & Computing	28	28
Printing, Stationery & Office Expenses	<u>5</u>	<u>5</u>
Supplies and Services	93	95
Third Party Payments	455	466
Support Services	146	150
<b>Total Expenditure</b>	<b>1,260</b>	<b>1,292</b>
Fees and Charges	(1,196)	(1,250)
Customer Receipts	(25)	(26)
Recharges	(41)	(42)
<b>Total Income</b>	<b>(1,262)</b>	<b>(1,318)</b>
<b>Net Expenditure</b>	<b>(2)</b>	<b>(26)</b>

Movements	£'000
<b>2007/08 net budget</b>	<b>(2)</b>
Inflation	(25)
Corporate allocations	1
<b>2008/09 net budget</b>	<b>(26)</b>

### Explanation of movements

Corporate allocations

These movements relate to pension adjustments following the 2007 triennial valuation of the pension fund and FRS17.

### Outputs

- to achieve the divisional and departmental targets & priorities and monitor their performance on a regular basis;
- total number of staff employed is 11 with an average cost of £42k per fte.

## Area engagement

### Description of service

This unit is responsible for supporting area management and area engagement initiatives in delivering strategic priorities such as safer and stronger communities.

Cost centre group KC265

Subjective analysis summary	2007/08 Total budget £'000	2008/09 Total budget £'000
Agency Staff	0	0
Employees (excluding agency staff)	<u>309</u>	<u>316</u>
Employees	309	316
Property Costs	2	3
Transport	1	1
Catering	2	2
Services	3	3
Communications & Computing	11	12
Printing, Stationery & Office Expenses	<u>2</u>	<u>2</u>
Supplies and Services	18	19
<b>Total Expenditure</b>	<b>330</b>	<b>339</b>
Government Grants	(241)	(247)
Recharges	(36)	(37)
<b>Total Income</b>	<b>(277)</b>	<b>(284)</b>
<b>Net Expenditure</b>	<b>53</b>	<b>55</b>

Movements	£'000
<b>2007/08 net budget</b>	<b>53</b>
Inflation	1
Corporate allocations	1
<b>2008/09 net budget</b>	<b>55</b>

### Explanation of movements

Inflation

Inflation is within corporate guidelines.

Corporate allocations

These movements relate to pension adjustments following the 2007 triennial valuation of the pension fund and FRS17.

### Outputs

- To achieve the corporate and departmental targets & priorities and monitor their performance on a regular basis.
- Total number of staff employed is 9 at an average cost of £35k per fte.

## Parks and open spaces

### Description of service

This service is concerned with providing and maintaining vibrant, safe and high quality parks and public spaces. It also maintains the south dock marina.

### Cost centre group KC610

Subjective analysis summary	2007/08 Total budget £'000	2008/09 Total budget £'000
Agency Staff	27	28
Employees (excluding agency staff)	<u>1,856</u>	<u>1,915</u>
Employees	1,883	1,943
Property Costs	1,492	1,567
Transport	59	60
Equipment, Furniture & Materials	50	52
Clothing, Uniforms & Laundry	1	1
Services	24	24
Communications & Computing	20	21
Printing, Stationery & Office Expenses	12	13
Grants & Subscriptions	1	1
Miscellaneous	<u>20</u>	<u>20</u>
Supplies and Services	128	132
Third Party Payments	2,592	2,536
Support Services	696	714
Capital Charges	490	490
<b>Total Expenditure</b>	<b>7,340</b>	<b>7,442</b>
Fees and Charges	(972)	(1,014)
Customer Receipts	(61)	(63)
Interest	(13)	(13)
Deductions & Reimbursements	(7)	(7)
Recharges	(25)	(25)
<b>Total Income</b>	<b>(1,078)</b>	<b>(1,122)</b>
<b>Net Expenditure</b>	<b>6,262</b>	<b>6,320</b>

Movements	£'000
<b>2007/08 net budget</b>	<b>6,262</b>
Inflation	262
Corporate allocations	16
Savings	(220)
<b>2008/09 net budget</b>	<b>6,320</b>



## Explanation of movements

### Inflation

This includes:

- £113k increase in utility charges;
- £19k increase in contract prices;

### Corporate allocations

These movements relate to pension adjustments following the 2007 triennial valuation of the pension fund and FRS17.

### Savings

Savings of £220k is made up of:

- £80k efficiency savings in management of grounds maintenance.
- £40k from more effective management of south dock marina.
- £100k from suspension of burgess park community development trust.

## Outputs

- Providing sufficient and well kept parks and open spaces and improving the quality of life of borough residents – increase current satisfaction rate of 83.80%;
- 80% of conformity on contract standards on grounds maintenance and cleanliness of parks and open spaces;
- the average unit cost per hectare park land is £16.5k (378 hectares);
- the net cost of parks & open spaces per head is £19.83 (257,700 pop);
- the gross running cost of south dock marina is £562k;
- total number of staff employed is 53 at an average cost of £36.6k per fte.

## Cemeteries and crematoriums

### Description of service

The aim of this service is to ensure that people who have died in Southwark can be buried or cremated here and that all funerals are organised and conducted in a dignified way.

The cemetery service is responsible for the following:

- Management of the council's major cemetery (camberwell new cemetery) and the provision of plots for interment and associated operations services such as facilities for holding funeral services, monumental masonry etc.
- Maintenance of cemetery grounds
- Management of burial records going back to 1840 and the provision of burial information to members of the public with reference to these records

The crematorium service is responsible for the following:

- Management of the council's cremation service including the provision of facilities for holding funeral services and for the storage of remains.
- Management and maintenance of 2 cremators.

### Cost centre group KD640

Subjective analysis summary	2007/08 Total budget £'000	2008/09 Total budget £'000
Agency Staff	0	0
Employees (excluding agency staff)	<u>446</u>	<u>460</u>
Employees	446	460
Property Costs	125	128
Transport	2	2
Equipment, Furniture & Materials	32	32
Services	5	5
Communications & Computing	4	4
Printing, Stationery & Office Expenses	4	4
Miscellaneous	<u>1</u>	<u>1</u>
Supplies and Services	46	46
Third Party Payments	32	33
Capital Charges	6	6
<b>Total Expenditure</b>	<b>657</b>	<b>675</b>
Fees and Charges	(1,309)	(1,267)
<b>Total Income</b>	<b>(1,309)</b>	<b>(1,267)</b>
<b>Net Expenditure</b>	<b>(652)</b>	<b>(592)</b>

Movements	£'000
<b>2007/08 net budget</b>	<b>(652)</b>
Inflation	(43)
Corporate allocations	3
Commitments	100
<b>2008/09 net budget</b>	<b>(592)</b>

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

Inflation has been applied in accordance with corporate guidelines

**Corporate allocations**

These movements relate to pension adjustments following the 2007 triennial valuation of the pension fund and FRS17.

**Commitments**

Commitment of £100k will compensate for the reduction targets in income for cemeteries & crematoriums due to falling death rates.

**Outputs**

- Cemeteries provide an average of 500 burials per year with an average unit income of £783 per burial;
- crematoriums provide an average of 1,200 cremations per year with an average unit income of £396 per cremation;
- total number of staff employed is 21 with an average cost of £21.9k per fte.

## Public realm projects

### Description of service

Capital project development and management of projects (e.g. cleaner, greener and safer) and grants to various external organisations for environmental and ecology projects.

Cost centre group KC620

Subjective analysis summary	2007/08 Total budget £'000	2008/09 Total budget £'000
Agency Staff	3	4
Employees (excluding agency staff)	<u>387</u>	<u>439</u>
Employees	390	443
Transport	2	2
Equipment, Furniture & Materials	1	2
Services	2	2
Communications & Computing	6	6
Printing, Stationery & Office Expenses	4	4
Grants & Subscriptions	<u>294</u>	<u>301</u>
Supplies and Services	307	315
Support Services	98	100
Capital Charges	130	130
<b>Total Expenditure</b>	<b>927</b>	<b>990</b>
<b>Net Expenditure</b>	<b>927</b>	<b>990</b>

Movements	£'000
<b>2007/08 net budget</b>	<b>927</b>
Inflation	20
Corporate allocations	43
<b>2008/09 net budget</b>	<b>990</b>

### Explanation of movements

Inflation

Inflation is within corporate guidelines.

Corporate allocations

These movements relate to pension adjustments following the 2007 triennial valuation of the pension fund and FRS17.

### Outputs

- To seek out and obtain external funding (over the past five years roughly £20 million, mainly capital grants has been obtained);
- to research current trends in "leisure and recreation" in order to inform the bidding process both for the council and for voluntary sector partners;
- to implement community council's projects – delivery of cleaner greener safer programmes;
- total number of staff is 11 with an average cost of £40k per fte;
- the unit pays out an average grant of £22.7k to 13 voluntary organisations.

## Parks support services

### Description of service

Provision of administrative and finance support for parks service.

Cost centre group KC650

Subjective analysis summary	2007/08	2008/09
	Total budget £'000	Total budget £'000
Agency Staff	0	0
Employees (excluding agency staff)	<u>99</u>	<u>102</u>
Employees	99	102
Property Costs	19	19
Equipment, Furniture & Materials	9	9
Services	11	11
Communications & Computing	13	14
Printing, Stationery & Office Expenses	14	14
Miscellaneous	<u>14</u>	<u>15</u>
Supplies and Services	61	63
Support Services	28	29
Capital Charges	12	12
<b>Total Expenditure</b>	<b>219</b>	<b>225</b>
Fees and Charges	(35)	(36)
<b>Total Income</b>	<b>(35)</b>	<b>(36)</b>
<b>Net Expenditure</b>	<b>184</b>	<b>189</b>

Movements	£'000
<b>2007/08 net budget</b>	<b>184</b>
Inflation	4
Corporate allocations	1
<b>2008/09 net budget</b>	<b>189</b>

### Explanation of movements

Inflation

Inflation is within corporate guidelines.

Corporate allocations

These movements relate to pension adjustments following the 2007 triennial valuation of the pension fund and FRS17.

### Outputs

- To achieve the divisional and departmental targets & priorities and monitor their performance on a regular basis;
- total number of staff employed is 3 with an average cost of £34k per fte.

## Community safety

### Description of service

The community safety division aims to protect and enhance the safety, health and economic welfare of southwark's communities through effective strategic planning, prevention, early intervention, enforcement and reassurance activities. It encompasses services from formulation of policies, commissioning of projects to enforcement activities such as community wardens and trading standards for the safeguard and protection of the community.

### Cost centre group KB300

<b>Services</b>	<b>2007/08 Total budget £'000</b>	<b>2008/09 Total budget £'000</b>
Public protection	4,251	4,438
Community wardens	5,376	4,759
SASBU	633	426
Emergency planning & noise resilience	362	339
Community safety projects	1,372	3,309
Business and policy	2	7
External funding grant projects	34	470
Street care enforcement	1,494	1,541
<b>Total community safety</b>	<b>13,524</b>	<b>15,289</b>

### Cost centre group KB300

<b>Subjective analysis summary</b>	<b>2007/08 Total budget £'000</b>	<b>2008/09 Total budget £'000</b>
Agency Staff	322	330
Employees (excluding agency staff)	<u>11,664</u>	<u>11,499</u>
Employees	11,986	11,829
Property Costs	538	351
Transport	178	182
Equipment, Furniture & Materials	240	246
Catering	11	11
Clothing, Uniforms & Laundry	98	101
Services	823	777
Communications & Computing	258	264
Printing, Stationery & Office Expenses	187	192
Grants & Subscriptions	404	415
Miscellaneous	<u>(1)</u>	<u>(1)</u>
Supplies and Services	2,020	2,005
Third Party Payments	27	2,334
Support Services	1,976	2,025
Capital Charges	21	22
<b>Total Expenditure</b>	<b>16,746</b>	<b>18,748</b>
Government Grants	(435)	(446)
Fees and Charges	(926)	(955)
Customer Receipts	0	(150)
Recharges	(1,861)	(1,908)
<b>Total Income</b>	<b>(3,222)</b>	<b>(3,459)</b>
<b>Net Expenditure</b>	<b>13,524</b>	<b>15,289</b>

**Movements**

	2007/08 net budget £'000	Inflation £'000	Corporate allocations £'000	Functional changes £'000	Area based grants adjustment £'000	Savings £'000	2008/09 net budget £'000
<b>Services</b>							
Public protection	4,251	98	109	30	0	(50)	4,438
Community wardens	5,376	126	102	0	0	(845)	4,759
SASBU	633	15	28	0	0	(250)	426
Emergency planning and noise resilience	362	9	8	0	0	(40)	339
Community safety projects	1,372	33	17	0	1,937	(50)	3,309
Business and policy	2	0	5	0	0	0	7
External funding grant projects	34	0	67	0	369	0	470
Street care enforcement	1,494	29	24	44	0	(50)	1,541
<b>Total movements</b>	<b>13,524</b>	<b>310</b>	<b>360</b>	<b>74</b>	<b>2,306</b>	<b>(1,285)</b>	<b>15,289</b>

## Public protection

### Description of service

This division is concerned with entertainment licences, trading standards, food, health and safety, noise and pollution.

Cost centre group KC240

Subjective analysis summary	2007/08 Total budget £'000	2008/09 Total budget £'000
Agency Staff	0	0
Employees (excluding agency staff)	<u>3,694</u>	<u>3,887</u>
Employees	3,694	3,887
Property Costs	19	20
Transport	39	40
Equipment, Furniture & Materials	35	36
Catering	1	1
Clothing, Uniforms & Laundry	1	1
Services	50	81
Communications & Computing	87	90
Printing, Stationery & Office Expenses	51	52
Grants & Subscriptions	1	1
Miscellaneous	<u>13</u>	<u>13</u>
Supplies and Services	239	275
Support Services	602	617
Capital Charges	21	21
<b>Total Expenditure</b>	<b>4,614</b>	<b>4,860</b>
Government Grants	107	110
Fees and Charges	(441)	(452)
Customer Receipts	0	(50)
Recharges	(29)	(30)
<b>Total Income</b>	<b>(363)</b>	<b>(422)</b>
<b>Net Expenditure</b>	<b>4,251</b>	<b>4,438</b>

Movements	£'000
<b>2007/08 net budget</b>	<b>4,251</b>
Inflation	98
Corporate allocations	109
Functional change	30
Savings	(50)
<b>2008/09 net budget</b>	<b>4,438</b>



### Explanation of movements

#### Inflation

Inflation is within corporate guidelines.

#### Corporate allocations

These movements relate to pension adjustments following the 2007 triennial valuation of the pension fund and FRS17.

#### Functional change

The functional change of £30k relates to additional funding received by the community safety division for the enforcement of s107a and s198a of the copyright patents and design act.

#### Savings

Savings of £50k relate to additional income from trading standards and licensing sections by taking a regional lead in programmes to address knife and gun enabled crime to attract cross border funding to support this activity.

### Outputs

These include but are not limited to the following:

Budget 2008/09	£'000	Cost driver description	Units	Net unit cost
Licensing	844	No. of licence requests	1,000	844
Trading standards	1,407	No. of inspections	2,500	563
Residential	682	No. of complaints/enquiries dealt with	3,500	195

- reduce community disturbance (average turnaround time for opposed licences - 13 weeks);
- noise service (78% calls responded to within 45 mins);
- 90% of industrial pollution control improvements completed;
- 100% inspection of high and medium risk food premises and other commercial premises;
- improvement in private sector housing quality (120 unfit premises improved.);
- total number of staff is 75 with an average cost of £51.8k per fte.

## Community wardens

### Description of service

The community wardens schemes objective is to reduce crime and fear of crime and their remit has been expanded to cover the borough's parks and open spaces.

Cost centre group KC270

Subjective analysis summary	2007/08	2008/09
	Total budget £'000	Total budget £'000
Agency Staff	198	203
Employees (excluding agency staff)	<u>4,745</u>	<u>4,212</u>
Employees	4,943	4,415
Property Costs	389	399
Transport	58	60
Equipment, Furniture & Materials	91	93
Clothing, Uniforms & Laundry	93	95
Services	115	118
Communications & Computing	101	103
Printing, Stationery & Office Expenses	111	114
Miscellaneous	<u>(105)</u>	<u>(107)</u>
Supplies and Services	406	416
Support Services	784	804
<b>Total Expenditure</b>	<b>6,580</b>	<b>6,094</b>
Government Grants	(220)	(226)
Customer Receipts	0	(100)
Recharges	(984)	(1,009)
<b>Total Income</b>	<b>(1,204)</b>	<b>(1,335)</b>
<b>Net Expenditure</b>	<b>5,376</b>	<b>4,759</b>

Movements	£'000
<b>2007/08 net budget</b>	<b>5,376</b>
Inflation	126
Corporate allocations	102
Savings	(845)
<b>2008/09 net budget</b>	<b>4,759</b>

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

Inflation is within corporate guidelines.

**Corporate allocations**

These movements relate to pension adjustments following the 2007 triennial valuation of the pension fund and FRS17.

**Savings**

Savings are made up of the following:

- £700k relate to reconfiguration of the service without adversely affecting the community safety but by directing resources to where the public will most benefit.
- £45k savings is expected by joint working with the police.
- £100k additional income is to be generated by developing traded services to registered social landlords in tackling enviro crimes and anti social behaviour on housing association owned estates in Southwark.

**Outputs**

- Efficient provision of community warden schemes across the borough resulting in public reassurance, lower crime, quicker reporting of environmental problems (reduce by 10%).
- Total number of staff employed is 110 which are made up of 100 fte wardens, 6 fte resource centre and 4 fte control room staff with an average cost of £38.3k.

# SASBU

## Description of service

The southwark anti-social behaviour unit (SASBU) was set up in July 2002 to tackle anti-social behaviour. Anti-social behaviour is a general term used for nuisance problems ranging from annoying things such as disturbance from loud music to serious acts of violence and harassment.

Cost centre group KC300

Subjective analysis summary		2007/08	2008/09
	Total budget	£'000	Total budget £'000
Agency Staff	39		39
Employees (excluding agency staff)	<u>846</u>		<u>895</u>
Employees	885		934
Property Costs	114		(83)
Transport	25		26
Equipment, Furniture & Materials	12		13
Catering	1		1
Clothing, Uniforms & Laundry	5		5
Services	291		248
Communications & Computing	42		43
Printing, Stationery & Office Expenses	<u>6</u>		<u>6</u>
Supplies and Services	357		316
Support Services	160		164
<b>Total Expenditure</b>	<b>1,541</b>		<b>1,357</b>
Government Grants	(61)		(63)
Recharges	(847)		(868)
<b>Total Income</b>	<b>(908)</b>		<b>(931)</b>
<b>Net Expenditure</b>	<b>633</b>		<b>426</b>

Movements	£'000
<b>2007/08 net budget</b>	<b>633</b>
Inflation	15
Corporate allocations	28
Savings	(250)
<b>2008/09 net budget</b>	<b>426</b>

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

Inflation is within corporate guidelines.

**Corporate allocations**

These movements relate to pension adjustments following the 2007 triennial valuation of the pension fund and FRS17.

**Savings**

Savings includes:

- £200k shown under property cost to be generated by relocating the unit to Chaplin centre to reduce running costs, consolidate resources and reduce building maintenance.
- £50k savings is expected on legal costs by continuing work with the director of legal services to re-engineer current arrangements to offer direct legal support for front line officers and reducing the use of counsel costs.

**Outputs**

- To increase the use of anti social behaviour contracts;
- to tackle nuisance tenants by the use of enforcing asbo's and tenancy agreements;
- to dovetail the asb unit to incorporate all forms of environmental anti social behaviour by the use of injunctions where necessary;
- total staff employed by the service is 18 with an average cost of £51.8k per fte.

## Emergency planning

### Description of service

Southwark council's noise team runs a 24 hour, seven day week service dealing with the control of noise, vibration, dust and other nuisances.

Cost centre group KC302

Subjective analysis summary	2007/08 Total budget £'000	2008/09 Total budget £'000
Agency Staff	29	29
Employees (excluding agency staff)	137	149
Employees	166	178
Property Costs	3	3
Transport	1	2
Equipment, Furniture & Materials	25	26
Catering	2	2
Services	90	52
Communications & Computing	14	14
Printing, Stationery & Office Expenses	4	4
Miscellaneous	9	9
Supplies and Services	144	107
Third Party Payments	12	12
Support Services	36	37
<b>Total Expenditure</b>	<b>362</b>	<b>339</b>
<b>Net Expenditure</b>	<b>362</b>	<b>339</b>

Movements	£'000
<b>2007/08 net budget</b>	<b>362</b>
Inflation	9
Corporate allocations	8
Savings	(40)
<b>2008/09 net budget</b>	<b>339</b>

### Explanation of movements

Inflation

Inflation is within corporate guidelines.

Corporate allocations

These movements relate to pension adjustments following the 2007 triennial valuation of the pension fund and FRS17.

Savings

Savings of £40k is to be generated by sharing equipment and costs with other services as well as other boroughs.

### Outputs

Total number of staff is 3 with an average cost of £59k per fte.

## Community safety projects

### Description of service

This service manages projects and programmes in relation to the crime and drugs agenda by commissioning external organisations.

Cost centre group KC310

Subjective analysis summary	2007/08	2008/09
	Total budget £'000	Total budget £'000
Agency Staff	85	88
Employees (excluding agency staff)	<u>747</u>	<u>731</u>
Employees	832	819
Property Costs	1	1
Transport	1	1
Equipment, Furniture & Materials	21	22
Catering	7	7
Services	124	127
Communications & Computing	7	7
Printing, Stationery & Office Expenses	15	15
Grants & Subscriptions	403	414
Miscellaneous	<u>82</u>	<u>84</u>
Supplies and Services	659	676
Third Party Payments	112	2,051
Support Services	93	95
<b>Total Expenditure</b>	<b>1,698</b>	<b>3,643</b>
Government Grants	(322)	(330)
Fees and Charges	(4)	(4)
<b>Total Income</b>	<b>(326)</b>	<b>(334)</b>
<b>Net Expenditure</b>	<b>1,372</b>	<b>3,309</b>

Movements	£'000
<b>2007/08 net budget</b>	<b>1,372</b>
Inflation	33
Corporate allocations	17
Area based grant	1,937
Savings	(50)
<b>2008/09 net budget</b>	<b>3,309</b>

## **Explanation of movements**

### **Inflation**

Inflation is within corporate guidelines.

### **Corporate allocations**

These movements relate to pension adjustments following the 2007 triennial valuation of the pension fund and FRS17.

### **Area based grant**

Due to a change in how the government provides funding some specific ringfenced grants have been replaced by a general non-ringfenced grant called the area based grant.

### **Savings**

Savings of £50k is to be generated by "invest to save" bid for cross border activity to tackle serious crime and to seek additional funding from central government.

## **Outputs**

Total number of staff is 15 with an average cost of £54.6k per fte.



## Business and policy

### Description of service

Unallocated employee overheads for the community safety division

Cost centre group KC315

Subjective analysis summary	2007/08	2008/09
	Total budget £'000	Total budget £'000
Agency Staff	0	0
Employees (excluding agency staff)	<u>2</u>	<u>7</u>
Employees	2	7
<b>Total Expenditure</b>	<b>2</b>	<b>7</b>
<b>Net Expenditure</b>	<b>2</b>	<b>7</b>

Movements	£'000
<b>2007/08 net budget</b>	<b>2</b>
Corporate allocations	5
<b>2008/09 net budget</b>	<b>7</b>

### Explanation of movements

Corporate allocations

These movements relate to pension adjustments following the 2007 triennial valuation of the pension fund and FRS17.

## External funding grant project

### Description of service

This service secures external grants to fund and manage projects and programmes in relation to the crime and drugs agenda by commissioning external organisations.

Cost centre group KC320

Subjective analysis summary	2007/08 Total budget £'000	2008/09 Total budget £'000
Agency Staff	0	0
Employees (excluding agency staff)	<u>34</u>	<u>101</u>
Employees	34	101
Third Party Payments	(168)	197
<b>Total Expenditure</b>	<b>(134)</b>	<b>298</b>
Government Grants	168	172
<b>Total Income</b>	<b>168</b>	<b>172</b>
<b>Net Expenditure</b>	<b>34</b>	<b>470</b>

Movements	£'000
<b>2007/08 net budget</b>	<b>34</b>
Corporate allocations	67
Area based grant	369
<b>2008/09 net budget</b>	<b>470</b>

### Explanation of movements

Corporate allocations

These movements relate to pension adjustments following the 2007 triennial valuation of the pension fund and FRS17.

Area based grant

Due to a change in how the government provides funding some specific ringfenced grants have been replaced by a general non-ringfenced grant called the area based grant.

### Outputs

Total number of staff is 2 with an average cost of £51k per fte.

## Street care enforcement

### Description of service

The enforcement team focuses mainly on anti-social behaviour and environmental management issues with the aim of protecting and improving the local environment. The service operates on many wide-ranging fronts – for example, litter, illegally dumped waste (on both private and public property), graffiti, illegal street trading, 'cars for sale' on the highway, the issue and enforcement of highway skip licenses, and all part 9 offences under the highways act 1980 with the objective of improving and sustaining the level of cleanliness across the borough, as well as promote community safety.

### Cost centre group KC330

Subjective analysis summary	2007/08	2008/09
	Total budget £'000	Total budget £'000
Agency Staff	0	0
Employees (excluding agency staff)	<u>1,431</u>	<u>1,489</u>
Employees	1,431	1,489
Property Costs	12	12
Transport	53	54
Equipment, Furniture & Materials	55	57
Services	153	151
Communications & Computing	<u>6</u>	<u>6</u>
Supplies and Services	214	214
Third Party Payments	72	73
Support Services	300	308
<b>Total Expenditure</b>	<b>2,082</b>	<b>2,150</b>
Government Grants	(107)	(109)
Fees and Charges	(481)	(500)
<b>Total Income</b>	<b>(588)</b>	<b>(609)</b>
<b>Net Expenditure</b>	<b>1,494</b>	<b>1,541</b>

Movements	£'000
<b>2007/08 net budget</b>	<b>1,494</b>
Inflation	29
Corporate allocations	24
Functional change	44
Savings	(50)
<b>2008/09 net budget</b>	<b>1,541</b>

## **Explanation of movements**

### **Inflation**

Inflation is within corporate guidelines.

### **Corporate allocations**

These movements relate to pension adjustments following the 2007 triennial valuation of the pension fund and FRS17.

### **Functional change**

The functional change of £44k relates to additional funding received by the community safety division and can be broken down as follows:

- £1k - contaminated land;
- £10k - animal feed adjustment ;
- £33k - stray dogs: from 1st April 2008 local authorities will be solely responsible for discharging stray dog functions;

### **Savings**

Savings of £50k is expected on legal costs by continuing work with the director of legal services to reengineer current arrangements to offer direct legal support for front line officers and reducing the use of counsel costs.

## **Outputs**

- 1,750 fixed penalty notices (fpns) issued - 85% paid;
- the number of successful actions against envirocrime is 750;
- the average cost per envirocrime actioned is £804;
- there are 46 enforcement officers with an average cost of £32.4k.

## Business support services

### Description of service

Provides headquarter functions for environment & housing staff, directors office, procurement, quality and performance monitoring and financial support and consolidation.

Cost centre group KB400

Subjective analysis summary	2007/08 Total budget £'000	2008/09 Total budget £'000
Agency Staff	0	0
Employees (excluding agency staff)	<u>1,445</u>	<u>1,403</u>
Employees	1,445	1,403
Property Costs	5	5
Transport	23	23
Equipment, Furniture & Materials	16	17
Catering	32	33
Services	271	278
Communications & Computing	57	58
Printing, Stationery & Office Expenses	21	21
Grants & Subscriptions	4	4
Miscellaneous	<u>(31)</u>	<u>(31)</u>
Supplies and Services	370	380
Third Party Payments	(211)	(216)
Support Services	143	146
Capital Charges	3	3
<b>Total Expenditure</b>	<b>1,778</b>	<b>1,744</b>
Other Grants & Contributions	(19)	(19)
Deductions & Reimbursements	(3)	(4)
Recharges	(1,206)	(1,236)
<b>Total Income</b>	<b>(1,228)</b>	<b>(1,259)</b>
<b>Net Expenditure</b>	<b>550</b>	<b>485</b>

Movements	£'000
<b>2007/08 net budget</b>	<b>550</b>
Inflation	11
Corporate allocations	(6)
Savings	(70)
<b>2008/09 net budget</b>	<b>485</b>

## **Explanation of movements**

### **Inflation**

Inflation is within corporate guidelines.

### **Corporate allocations**

These movements relate to pension adjustments following the 2007 triennial valuation of the pension fund and FRS17.

### **Savings**

Efficiency savings of £70k is expected by reviewing departmental web and communication functions.

## **Outputs**

- Provides advice and supports the services to achieve the departmental and corporate targets & priorities and monitor their performance. The other functions allow the delivery of 'value added' services and service development. All of our services are designed to support other functions within the department and help meet and exceed performance targets;
- total number of staff is 26 giving an average unit cost of £54k per fte.

## Waste management and transport

### Description of service

This service is responsible for refuse collection, recycling and waste disposal, street and estate cleaning and major energy projects within the borough. It also manages the council vehicle fleet and car leasing schemes to eligible staff.

### Cost centre group KB500

<b>Services</b>	<b>2007/08 Total budget £'000</b>	<b>2008/09 Total budget £'000</b>
Waste management and transport overheads	423	436
Waste disposal	6,883	9,453
Street cleansing	8,386	8,725
Environmental education	156	169
Waste collection	5,962	8,142
Sustainable development strategies	1,592	1,622
Environmental projects	227	232
Housing general fund	545	559
<b>Total waste management and transport</b>	<b>24,174</b>	<b>29,338</b>

### Cost centre group KB500

<b>Subjective analysis summary</b>	<b>2007/08 Total budget £'000</b>	<b>2008/09 Total budget £'000</b>
Agency Staff	0	0
Employees (excluding agency staff)	<u>2,139</u>	<u>2,196</u>
Employees	2,139	2,196
Property Costs	1,002	1,166
Transport	31	31
Equipment, Furniture & Materials	365	375
Catering	24	24
Clothing, Uniforms & Laundry	1	1
Services	860	881
Communications & Computing	69	71
Printing, Stationery & Office Expenses	49	51
Grants & Subscriptions	10	10
PFI & PPP Schemes	0	3,850
Miscellaneous	<u>3</u>	<u>3</u>
Supplies and Services	1,381	5,266
Third Party Payments	24,541	25,734
Support Services	2,695	2,763
Capital Charges	85	85
<b>Total Expenditure</b>	<b>31,874</b>	<b>37,241</b>
Government Grants	(339)	(348)
Fees and Charges	(2,594)	(2,669)
Customer Receipts	(491)	(503)
External Contract Income	(2,337)	(2,395)
Recharges	(1,939)	(1,988)
<b>Total Income</b>	<b>(7,700)</b>	<b>(7,903)</b>
<b>Net Expenditure</b>	<b>24,174</b>	<b>29,338</b>

## Movements

<b>Services</b>	<b>2007/08 net budget £'000</b>	<b>Inflation £'000</b>	<b>Corporate allocations £'000</b>	<b>Commitments £'000</b>	<b>2008/09 net budget £'000</b>
Waste management and transport overheads	423	8	5	0	436
Waste disposal	6,883	304	1	2,265	9,453
Street cleansing	8,386	339	0	0	8,725
Environmental education	156	4	9	0	169
Waste collection	5,962	255	0	1,925	8,142
Sustainable development strategies	1,592	40	(10)	0	1,622
Environmental projects	227	5	0	0	232
Housing general fund	545	13	1	0	559
<b>Total movements</b>	<b>24,174</b>	<b>968</b>	<b>6</b>	<b>4,190</b>	<b>29,338</b>



## Waste management and transport overheads

### Description of service

This service is responsible for the management of the division and the participation in corporate and departmental issues, co-ordination of divisional financial information, providing administrative support to operational teams, health & safety compliance, maintenance of depot facilities and the control of office supplies.

Cost centre group KC500

Subjective analysis summary	2007/08 Total budget £'000	2008/09 Total budget £'000
Agency Staff	0	0
Employees (excluding agency staff)	<u>1,129</u>	<u>1,160</u>
Employees	1,129	1,160
Property Costs	188	193
Transport	4	4
Equipment, Furniture & Materials	24	25
Catering	24	24
Clothing, Uniforms & Laundry	1	1
Services	80	82
Communications & Computing	69	71
Printing, Stationery & Office Expenses	47	49
Grants & Subscriptions	<u>1</u>	<u>1</u>
Supplies and Services	246	253
Support Services	396	406
Capital Charges	56	56
<b>Total Expenditure</b>	<b>2,019</b>	<b>2,072</b>
Recharges	(1,596)	(1,636)
<b>Total Income</b>	<b>(1,596)</b>	<b>(1,636)</b>
<b>Net Expenditure</b>	<b>423</b>	<b>436</b>

Movements	£'000
<b>2007/08 net budget</b>	<b>423</b>
Inflation	8
Corporate allocations	5
<b>2008/09 net budget</b>	<b>436</b>

### Explanation of movements

Inflation

Inflation is within corporate guidelines.

Corporate allocations

These movements relate to pension adjustments following the 2007 triennial valuation of the pension fund and FRS17.

### Outputs

- Financial and administrative support to achieve the divisional and departmental targets & priorities and monitor their performance on a regular basis;
- creditor invoices within 30 days – 98%

# Waste disposal

## Description of service

The integrated waste management solutions contract is for the delivery of a robust and sustainable waste management service that maximises recycling and composting and reduces landfill disposal to meet the council's challenging waste management strategy targets. The contract is designed to deliver the councils waste strategy targets of 50% recycling and 75% diversion of waste from landfill by 2020 in line with the mayor of london's waste strategy and the requirements of the landfill directive and landfill allowance targets (LATS) as prescribed in the waste & emissions trading act.

## Cost centre group KC501

Subjective analysis summary	2007/08 Total budget £'000	2008/09 Total budget £'000
Property Costs	22	157
PFI & PPP Schemes	<u>0</u>	<u>1,925</u>
Supplies and Services	0	1,925
Third Party Payments	7,865	8,402
Support Services	452	463
Capital Charges	9	9
<b>Total Expenditure</b>	<b>8,348</b>	<b>10,956</b>
Fees and Charges	(1,465)	(1,503)
<b>Total Income</b>	<b>(1,465)</b>	<b>(1,503)</b>
<b>Net Expenditure</b>	<b>6,883</b>	<b>9,453</b>

Movements	£'000
<b>2007/08 net budget</b>	<b>6,883</b>
Inflation	304
Corporate allocations	1
Commitments	2,265
<b>2008/09 net budget</b>	<b>9,453</b>

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

Inflation includes £248k increase in contract price.

**Corporate allocations**

These movements relate to pension adjustments following the 2007 triennial valuation of the pension fund and FRS17.

**Commitments**

Commitments of £2.3m relate to additional revenue implications for the integrated waste pfi contract.

£1.9m of this is shown under the cost element for PFI & PPP schemes and the remaining under third party payments.

**Outputs**

- The controlled handling of approximately 110,372 tonnes of household waste;
- cost of waste disposal per tone of municipal waste is £85.65;
- guaranteed lats (landfill allowance trading scheme) compliance resulting in improved waste disposal/landfill diversion (maximum of 54,389 tonnes of biodegradable municipal waste to landfill);
- increase the provision and promotion of recycling sites and opportunities (22.5% recycling rate);
- expand the recycling pilot to all schools in the borough (100% schools participating).

# Street cleansing

## Description of service

Street sweeping and grounds maintenance of approximately 353km of public highway, sites adjacent to the highway, emptying of litter bins and removal of graffiti. The overriding aim of the service is to improve the quality of life in Southwark by delivering a high quality cleaning service on the streets, in the parks and green spaces, and around estates.

Cost centre group KC502

Subjective analysis summary	2007/08 Total budget £'000	2008/09 Total budget £'000
Property Costs	563	582
Equipment, Furniture & Materials	<u>134</u>	<u>137</u>
Supplies and Services	134	137
Third Party Payments	7,358	7,667
Support Services	331	339
<b>Total Expenditure</b>	<b>8,386</b>	<b>8,725</b>
<b>Net Expenditure</b>	<b>8,386</b>	<b>8,725</b>

Movements	£'000
<b>2007/08 net budget</b>	<b>8,386</b>
Inflation	339
<b>2008/09 net budget</b>	<b>8,725</b>

## Explanation of movements

Inflation

Inflation includes additional price increase above inflation of £129k on utilities and contract costs.

## Outputs

- The latest encams survey (2007/08) shows that the percentage of land and highways with unacceptable levels of litter and detritus (bv199a) was 18% (19.2% in 2006/07). This represents year on year improvement since 2003. The defra national target is 25%;
- levels of graffiti (bv199b) and flyposting (bv199c) are 1% and 2% respectively, compared to targets of 5% and 2%;
- Southwark cleaning - maintaining and building on the initial success – joint 4th cleanest borough in london for 2007/08;
- street cleaning £ per head (269,200) is £32.41.

## Environmental education

### Description of service

The street improvement team provides environmental education for all schools in Southwark. The aim is to raise awareness of issues like littering, graffiti and other envirocrimes as well as teaching pupils about waste and recycling.

Cost centre group KC504

<b>Subjective analysis summary</b>		<b>2007/08</b>	<b>2008/09</b>
	<b>Total budget £'000</b>		<b>Total budget £'000</b>
Agency Staff	0	0	
Employees (excluding agency staff)	<u>78</u>	<u>90</u>	
Employees	78		90
Property Costs	4		4
Transport	9		9
Equipment, Furniture & Materials	34	34	
Services	<u>31</u>	<u>32</u>	
Supplies and Services	65		66
<b>Total Expenditure</b>	<b>156</b>		<b>169</b>
<b>Net Expenditure</b>	<b>156</b>		<b>169</b>

<b>Movements</b>	<b>£'000</b>
<b>2007/08 net budget</b>	<b>156</b>
Inflation	4
Corporate allocations	9
<b>2008/09 net budget</b>	<b>169</b>

### Explanation of movements

Inflation

Inflation is within corporate guidelines.

Corporate allocations

These movements relate to pension adjustments following the 2007 triennial valuation of the pension fund and FRS17.

### Outputs

- Continue and extend publicity campaign to raise awareness of 'envirocrime' resulting in less litter and dumped rubbish;
- maximise publicity/posters;
- delivery of eco schools and achievement of business environment awards;
- total number of staff employed is 3 with an average cost of £30k per fte.

## Waste collection

### Description of service

The service covers the mandatory collection of household waste from 122,467 residential properties. The council currently provides an appropriate level of service (weekly, as a minimum) to suit the nature of the housing stock in the borough. Collections are undertaken from wheeled bins on low-rise properties and bulk refuse containers and roll-on-roll-off skips on high-rise properties. The service is also responsible for recycling collections across the borough. This service is incorporated within the integrated waste solutions contract (waste pfi).

### Cost centre group KC505

Subjective analysis summary	2007/08 Total budget £'000	2008/09 Total budget £'000
Agency Staff	0	0
Employees (excluding agency staff)	<u>199</u>	<u>203</u>
Employees	199	203
Transport	6	5
Equipment, Furniture & Materials	168	172
Services	77	79
PFI & PPP Schemes	<u>0</u>	<u>1,925</u>
Supplies and Services	245	2,176
Third Party Payments	9,196	9,541
Support Services	751	770
<b>Total Expenditure</b>	<b>10,397</b>	<b>12,695</b>
Government Grants	(339)	(347)
Fees and Charges	(1,012)	(1,045)
Customer Receipts	(491)	(503)
External Contract Income	(2,337)	(2,395)
Recharges	(256)	(263)
<b>Total Income</b>	<b>(4,435)</b>	<b>(4,553)</b>
<b>Net Expenditure</b>	<b>5,962</b>	<b>8,142</b>

Movements	£'000
<b>2007/08 net budget</b>	<b>5,962</b>
Inflation	255
Commitments	1,925
<b>2008/09 net budget</b>	<b>8,142</b>

### Explanation of movements

#### Inflation

Inflation includes increase in contract price.

#### Commitment

Commitment of £1.925m relate to additional revenue implications for the integrated waste pfi contract. This explains the movement in the cost element for pfi & ppp schemes.

### Outputs

- Collection of approximately 110,000 tonnes of waste from 122,467 residential properties;
- weekly recycling collections from 500 estates and recycling sites, 50,000 multi-material kerbside boxes (blue boxes) and 41,000 clear bags from high-rise properties;
- fortnightly collections of garden (green) waste from 49,000 properties;
- free bulky waste collections from residential properties;
- missed refuse collections of less than 0.5%;
- net cost of waste collection per household is £66.48;
- NI192 – percentage of the total tonnage of household waste re-used, recycled or composted is 22.5%;
- NI192 - percentage of the total tonnage of household waste arising which has been recovered via chp (combined heating power) is 36.5%;
- 410 kilograms of household waste collected per head;
- 100% of population served by a kerbside recycling service;
- total number of staff employed is 6 with a unit cost of £34k.

## Sustainable development strategies

### Description of service

To deal with Southwark's growing waste problem, the council has launched "the resource programme". This is an ambitious project that will enable us to recycle half of our rubbish by 2020 and turn the rest into a resource. Instead of damaging the environment by rotting away in landfill, our rubbish will be turned into something that could replace the use of fossil fuels to make energy, or be used instead for raw materials in landscaping.

### Cost centre group KC506

Subjective analysis summary	2007/08 Total budget £'000	2008/09 Total budget £'000
Agency Staff	0	0
Employees (excluding agency staff)	<u>639</u>	<u>645</u>
Employees	639	645
Transport	10	11
Services	<u>647</u>	<u>663</u>
Supplies and Services	647	663
Third Party Payments	23	23
Support Services	273	280
<b>Total Expenditure</b>	<b>1,592</b>	<b>1,622</b>
<b>Net Expenditure</b>	<b>1,592</b>	<b>1,622</b>

Movements	£'000
<b>2007/08 net budget</b>	<b>1,592</b>
Inflation	40
Corporate allocations	(10)
<b>2008/09 net budget</b>	<b>1,622</b>

### Explanation of movements

#### Inflation

Inflation is within corporate guidelines.

#### Corporate allocations

These movements relate to pension adjustments following the 2007 triennial valuation of the pension fund and FRS17.

### Outputs

- Implementation of the council's waste strategy;
- contract monitoring and review of waste pfi contract;
- development of old kent road waste facility;
- ensuring the achievement of statutory target for recycling;
- ensuring immediate lats (landfill allowance trading scheme) compliance under waste contracts;
- ensuring the achievement of waste minimisation targets;
- total number of staff employed is 14 with an average cost of £46k per fte.



## Environmental projects

### Description of service

This includes cleaning and maintenance of public conveniences, the dog warden scheme, which is concerned with stray and lost dogs, as well as other ad hoc projects.

Cost centre group KC515

Subjective analysis summary	2007/08	2008/09
	Total budget £'000	Total budget £'000
Property Costs	73	74
Third Party Payments	98	101
Support Services	54	55
Capital Charges	2	2
<b>Total Expenditure</b>	<b>227</b>	<b>232</b>
<b>Net Expenditure</b>	<b>227</b>	<b>232</b>

Movements	£'000
<b>2007/08 net budget</b>	<b>227</b>
Inflation	5
<b>2008/09 net budget</b>	<b>232</b>

### Explanation of movements

Inflation

Inflation is within corporate guidelines.

### Outputs

Average cost of cleaning and maintaining public convenience is £50k (4 apcs and one traditional toilet). The total cost includes £50k additional running costs of toilets in public buildings).

## Housing general fund

### Description of service

These are housing management related services that are funded from the general fund.

Cost centre group KC520

Subjective analysis summary	2007/08 Total budget £'000	2008/09 Total budget £'000
Agency Staff	0	0
Employees (excluding agency staff)	<u>95</u>	<u>98</u>
Employees	95	98
Property Costs	153	157
Transport	1	1
Equipment, Furniture & Materials	5	5
Services	25	25
Printing, Stationery & Office Expenses	3	3
Grants & Subscriptions	9	9
Miscellaneous	<u>3</u>	<u>3</u>
Supplies and Services	45	45
Support Services	438	450
Capital Charges	18	18
<b>Total Expenditure</b>	<b>750</b>	<b>769</b>
Fees and Charges	(118)	(121)
Recharges	(87)	(89)
<b>Total Income</b>	<b>(205)</b>	<b>(210)</b>
<b>Net Expenditure</b>	<b>545</b>	<b>559</b>

Movements	£'000
<b>2007/08 net budget</b>	<b>545</b>
Inflation	13
Corporate allocations	1
<b>2008/09 net budget</b>	<b>559</b>

### Explanation of movements

Inflation

Inflation is within corporate guidelines.

Corporate allocations

These movements relate to pension adjustments following the 2007 triennial valuation of the pension fund and FRS17.

## Culture, libraries, learning and leisure.

### Description of service

This division consists of four main areas namely:

- culture - events & film, arts & heritage and a small provision for tourism activity.
- libraries - 12 standard libraries and an education library service.
- adult learning - provides community learning funded by a learning skills council (lsc) grant.
- leisure - 7 leisure centres, a water sports centre, sports grounds, community sports activities and a healthy living unit.

### Cost centre group KB900

<b>Services</b>	<b>2007/08</b>	<b>2008/09</b>
	<b>Total budget £'000</b>	<b>Total budget £'000</b>
Libraries	5,456	5,601
Leisure and wellbeing	4,037	4,089
Culture	1,966	1,708
Adult learning services	0	37
Education library service	10	11
Culture, libraries, learning and leisure overheads	2,585	2,754
<b>Culture, libraries, learning &amp; leisure</b>	<b>14,054</b>	<b>14,200</b>

### Cost centre group KB900

<b>Subjective analysis summary</b>	<b>2007/08</b>	<b>2008/09</b>
	<b>Total budget £'000</b>	<b>Total budget £'000</b>
Agency Staff	188	192
Employees (excluding agency staff)	<u>7,947</u>	<u>8,285</u>
Employees	8,135	8,477
Property Costs	1,580	1,722
Transport	112	135
Equipment, Furniture & Materials	983	1,007
Catering	18	19
Clothing, Uniforms & Laundry	4	4
Services	972	997
Communications & Computing	334	342
Printing, Stationery & Office Expenses	95	98
Grants & Subscriptions	938	912
Miscellaneous	<u>(155)</u>	<u>(547)</u>
Supplies and Services	3,189	2,832
Third Party Payments	2,228	2,078
Support Services	2,441	2,502
Capital Charges	640	640
<b>Total Expenditure</b>	<b>18,325</b>	<b>18,386</b>
Government Grants	(220)	(21)
Other Grants & Contributions	(2,374)	(2,433)
Fees and Charges	(910)	(945)
Customer Receipts	(148)	(152)
External Contract Income	(80)	(82)
Recharges	(539)	(553)
<b>Total Income</b>	<b>(4,271)</b>	<b>(4,186)</b>
<b>Net Expenditure</b>	<b>14,054</b>	<b>14,200</b>

## Movements

	2007/08					2008/09
	net		Corporate			net
	budget	Inflation	allocations	Commitments	Savings	budget
	£'000	£'000	£'000	£'000	£'000	£'000
<b>Services</b>						
Libraries	5,456	151	77	20	(103)	5,601
Leisure and wellbeing	4,037	89	13	0	(50)	4,089
Culture	1,966	42	5	0	(305)	1,708
Adult learning services	0	(2)	39	0	0	37
Education library service	10	0	1	0	0	11
Culture, libraries, learning and leisure overheads	2,585	152	17	0	0	2,754
<b>Culture, libraries, learning and leisure</b>	<b>14,054</b>	<b>432</b>	<b>152</b>	<b>20</b>	<b>(458)</b>	<b>14,200</b>

## Libraries

### Description of service

This service is responsible for the provision of lending and reference library services for adults and children through 12 static libraries, and a housebound and book bus service for the elderly and disabled.

Cost centre group KC910

Subjective analysis summary	2007/08	2008/09
	Total budget £'000	Total budget £'000
Agency Staff	70	71
Employees (excluding agency staff)	<u>3,784</u>	<u>3,950</u>
Employees	3,854	4,021
Property Costs	732	764
Transport	33	54
Equipment, Furniture & Materials	636	652
Catering	3	4
Services	45	46
Communications & Computing	245	251
Printing, Stationery & Office Expenses	28	28
Grants & Subscriptions	23	24
Miscellaneous	<u>0</u>	<u>(83)</u>
Supplies and Services	980	922
Third Party Payments	9	9
Support Services	126	129
Capital Charges	228	228
<b>Total Expenditure</b>	<b>5,962</b>	<b>6,127</b>
Other Grants & Contributions	(82)	(84)
Fees and Charges	(381)	(398)
Recharges	(43)	(44)
<b>Total Income</b>	<b>(506)</b>	<b>(526)</b>
<b>Net Expenditure</b>	<b>5,456</b>	<b>5,601</b>

Movements	£'000
<b>2007/08 net budget</b>	<b>5,456</b>
Inflation	151
Corporate allocations	77
Commitments	20
Savings	(103)
<b>2008/09 net budget</b>	<b>5,601</b>

## Explanation of movements

### Corporate allocations

These movements relate to pension adjustments following the 2007 triennial valuation of the pension fund and FRS17.

### Commitments

Commitments of £20k relate to the leasing cost of mobile library to replace the book bus.

### Savings

Savings budget of £103k which has not yet been fully allocated but shown under miscellaneous expenses is made up of:

- £83k - general management and administrative savings arising from restructuring and workforce planning
- £20k - john harvard library being closed temporarily for major refurbishment works.

## Outputs

- The libraries aim is to instil a reading and learning culture in the borough through "a comprehensive and efficient library service";
- additional services include a mobile library and homework help clubs held within library buildings.
- the average unit cost per the 12 libraries is £467k (net budget £5.6m);
- total number of staff (fte) is 115 with an average cost of £34.3k per fte;
- aggregate opening hours of 25,560 per annum;
- the average cost of a library opening hour is £219 (net budget £5.6m);
- the cost of library services per visit is £2.97;
- The targets set for 2008/09 are to meet the government's library standards which were introduced in 2000 comprising:
  - No of visitors: 1,885,222 per annum.
  - New borrowers: 26,582 per annum.
  - Active borrowers: 55,776 per annum.
  - Public pc usage is currently 73% of members.
  - Wi-fi usage target: 34,837 hours.

## Leisure and wellbeing

### Description of service

This service is responsible for the provision, maintenance and expansion of leisure facilities and services to the residents of southwark. Funds in this area are also utilised for sports development and sports coaches. This enables promoting healthy lifestyles; providing training opportunities for young people in sports coaching; building capacity in the voluntary sector; supporting formal and informal education; providing diversion from crime and promoting civic cohesion and pride.

### Cost centre group KC920

Subjective analysis summary	2007/08 Total budget £'000	2008/09 Total budget £'000
Agency Staff	30	31
Employees (excluding agency staff)	<u>1,179</u>	<u>1,220</u>
Employees	1,209	1,251
Property Costs	445	456
Transport	64	66
Equipment, Furniture & Materials	63	64
Catering	10	10
Clothing, Uniforms & Laundry	4	4
Services	324	333
Communications & Computing	25	25
Printing, Stationery & Office Expenses	8	8
Grants & Subscriptions	74	26
Miscellaneous	<u>(83)</u>	<u>(85)</u>
Supplies and Services	425	385
Third Party Payments	2,093	1,940
Capital Charges	404	404
<b>Total Expenditure</b>	<b>4,640</b>	<b>4,502</b>
Government Grants	(200)	0
Other Grants & Contributions	(193)	(198)
Fees and Charges	(130)	(133)
External Contract Income	(80)	(82)
<b>Total Income</b>	<b>(603)</b>	<b>(413)</b>
<b>Net Expenditure</b>	<b>4,037</b>	<b>4,089</b>

Movements	£'000
<b>2007/08 net budget</b>	<b>4,037</b>
Inflation	89
Corporate allocations	13
Savings	(50)
<b>2008/09 net budget</b>	<b>4,089</b>

## Explanation of movements

The decrease in government grant and third party payments is as a result of withdrawal of NRF funding for projects.

### Inflation

Inflation is within corporate guidelines.

### Corporate allocations

These movements relate to pension adjustments following the 2007 triennial valuation of the pension fund and FRS17.

### Savings

Savings of £50k is expected by reviewing the method of providing services within the sports strategy unit and generating external funding.

## Outputs

- The development of sports activities that diverts youths from crime and antisocial behaviour. The service delivers key targets in terms of the governments programme to reduce childhood inactivity (and obesity) and to promote competitive sport;
- output indicators include increase in number of visitors to leisure centres, customer satisfaction rate and participants in the southwark community games. The unit is responsible for 14 sports facilities;
- the contracts budget of £2.1m is almost entirely dedicated to an annual revenue grant to fusion for managing the council's 7 leisure centres, including surrey docks water sports centre. These centres are expected to attract 1million visitors, translating the contract costs to £2 per visit.;
- property expenditure is predominantly the council's repairing obligations for leisure centres and other sports facilities with an average spend of £32.6k per facility;
- total number of staff is 26 giving an average cost of £46.9k per fte.



## Culture

### Description of service

Responsible for providing Southwark residents with cultural, heritage and arts related activities.

Cost centre group KC930

Subjective analysis summary	2007/08 Total budget £'000	2008/09 Total budget £'000
Agency Staff	11	12
Employees (excluding agency staff)	<u>1,149</u>	<u>1,181</u>
Employees	1,160	1,193
Property Costs	151	155
Transport	6	6
Equipment, Furniture & Materials	183	188
Catering	3	3
Services	570	585
Communications & Computing	28	29
Printing, Stationery & Office Expenses	23	23
Grants & Subscriptions	450	461
Miscellaneous	<u>(74)</u>	<u>(381)</u>
Supplies and Services	1,183	908
Third Party Payments	122	125
Support Services	13	13
Capital Charges	6	6
<b>Total Expenditure</b>	<b>2,641</b>	<b>2,406</b>
Government Grants	(10)	(10)
Other Grants & Contributions	(94)	(96)
Fees and Charges	(329)	(343)
Customer Receipts	(111)	(115)
Recharges	(131)	(134)
<b>Total Income</b>	<b>(675)</b>	<b>(698)</b>
<b>Net Expenditure</b>	<b>1,966</b>	<b>1,708</b>

Movements	£'000
<b>2007/08 net budget</b>	<b>1,966</b>
Inflation	42
Corporate allocations	5
Savings	(305)
<b>2008/09 net budget</b>	<b>1,708</b>

## **Explanation of movements**

### **Inflation**

Inflation is within corporate guidelines.

### **Corporate allocations**

These movements relate to pension adjustments following the 2007 triennial valuation of the pension fund and FRS17.

### **Savings**

Savings budget of £305k which has not yet been fully allocated but shown under miscellaneous expenses is made up of:

- closure of the livesey museum (£140k);
- withdrawal of council contribution to the frost fair partnership event (£105k);
- closure of the tourist information centre (£60k);
- additional savings to be identified for the "events and film unit" (£76k);

## **Outputs**

- 1 museum (cuming), local studies library and Kingswood house;
- film unit;
- involvement in cultural events (Irish festival, carnaval del pueblo, Southwark Park event);
- promotions aimed at greater cultural awareness;
- total number of events organised and supported by the unit are around 168 giving an average unit cost per event of £10.2k;
- total number of staff (fte) is 24 giving an average cost of £49.2k per fte.

## Adult learning services

### Description of service

Southwark adult learning services provide learning opportunities in the borough through voluntary and community sector partnerships. It also offers advice and guidance on further education, training and careers.

Cost centre group KC940

Subjective analysis summary	2007/08 Total budget £'000	2008/09 Total budget £'000
Agency Staff	58	60
Employees (excluding agency staff)	1,247	1,315
Employees	1,305	1,375
Property Costs	164	169
Transport	1	1
Equipment, Furniture & Materials	35	35
Catering	1	1
Services	26	26
Communications & Computing	35	36
Printing, Stationery & Office Expenses	33	34
Grants & Subscriptions	390	400
Miscellaneous	3	3
Supplies and Services	523	535
Third Party Payments	2	2
Support Services	27	28
Capital Charges	1	1
<b>Total Expenditure</b>	<b>2,023</b>	<b>2,111</b>
Government Grants	(10)	(11)
Other Grants & Contributions	(2,005)	(2,055)
Fees and Charges	(48)	(49)
Customer Receipts	(36)	(37)
Recharges	76	78
<b>Total Income</b>	<b>(2,023)</b>	<b>(2,074)</b>
<b>Net Expenditure</b>	<b>0</b>	<b>37</b>

Movements	£'000
<b>2007/08 net budget</b>	<b>0</b>
Inflation	(2)
Corporate allocations	39
<b>2008/09 net budget</b>	<b>37</b>

### Explanation of Movements

Corporate allocations

These movements relate to pension adjustments following the 2007 triennial valuation of the pension fund and FRS17.

### Outputs

- Number of adult learning programmes run in two main centres: Thomas Calton and Nunhead centre provides 9,043 learning hours;
- the unit ran 216 courses for 2,713 learners giving an average gross spend per learner of £1,017, since not all central overheads can be claimed against government grants, the net cost per learner can be calculated as £214 per learner or £2.70 per course;
- total number of staff (fte) is 36 with an average cost of £36.5k per fte.

## Education library service

### Description of service

The education library service (ELS) offers a rich resource of books and other learning materials to support teachers across all key stages.

Cost centre group KC945

Subjective analysis summary	2007/08 Total budget £'000	2008/09 Total budget £'000
Agency Staff	1	1
Employees (excluding agency staff)	<u>247</u>	<u>253</u>
Employees	248	254
Property Costs	87	90
Transport	9	9
Equipment, Furniture & Materials	66	68
Catering	1	1
Services	7	7
Printing, Stationery & Office Expenses	4	4
Grants & Subscriptions	<u>2</u>	<u>2</u>
Supplies and Services	80	82
Third Party Payments	2	2
Support Services	28	29
<b>Total Expenditure</b>	<b>454</b>	<b>466</b>
Fees and Charges	(22)	(22)
Recharges	(422)	(433)
<b>Total Income</b>	<b>(444)</b>	<b>(455)</b>
<b>Net Expenditure</b>	<b>10</b>	<b>11</b>

Movements	£'000
<b>2007/08 net budget</b>	<b>10</b>
Corporate allocations	1
<b>2008/09 net budget</b>	<b>11</b>

### Explanation of movements

Corporate allocations

These movements relate to pension adjustments following the 2007 triennial valuation of the pension fund and FRS17.

### Outputs

Since operating as a trading account, the outputs are:

- maximise income by increasing customer base through marketing and publicity;
- increased customer satisfaction;
- increase current market share of 75%;
- total number of staff is 4 giving an average cost per fte of £62.8k.

## Culture, libraries, learning and leisure overheads

### Description of service

Provision of financial and management support to the division. This also includes the cost of head of services.

Cost centre group KC960

Subjective analysis summary	2007/08 Total budget £'000	2008/09 Total budget £'000
Agency Staff	18	18
Employees (excluding agency staff)	<u>341</u>	<u>367</u>
Employees	359	385
Property Costs	0	88
Miscellaneous	<u>(1)</u>	<u>(1)</u>
Supplies and Services	(1)	(1)
Support Services	2,247	2,303
<b>Total Expenditure</b>	<b>2,605</b>	<b>2,775</b>
Recharges	(20)	(21)
<b>Total Income</b>	<b>(20)</b>	<b>(21)</b>
<b>Net Expenditure</b>	<b>2,585</b>	<b>2,754</b>

Movements	£'000
<b>2007/08 net budget</b>	<b>2,585</b>
Inflation	152
Corporate allocations	17
<b>2008/09 net budget</b>	<b>2,754</b>

### Explanation of movements

Corporate allocations

These movements relate to pension adjustments following the 2007 triennial valuation of the pension fund and FRS17.

### Outputs

- Total number of staff is 6 and the average cost per fte is £61k.

# Health and community services

## Description of service

Our health and community services department aims to enable adults and older people to live as independently as possible. We are here to maintain and improve quality of life for;

- older people
- people who have a physical or sensory disability
- people who have a learning disability
- people who have a mental health problem
- people who are supported by a drug or alcohol service
- people receiving occupational therapy.

Services	2007/08	2008/09
	Total budget £'000	Total budget £'000
Delayed discharge grant	187	842
Provider services	7,850	7,955
Older persons services	30,525	32,157
Hospital discharge team services	1,359	1,599
Physical disability and therapy service	9,118	11,719
Commissioning	11,358	13,555
Community care management	703	934
Supporting people	232	555
Mental health	9,603	11,031
Mental health - other	841	876
Learning disabilities	16,940	17,970
Other	365	3,168
Share of support services and business development service	4,921	6,493
<b>Total health and community services</b>	<b>94,002</b>	<b>108,854</b>

## Cost centre group SA001

Subjective analysis summary	2007/08 Total budget £'000	2008/09 Total budget £'000
Agency Staff	1,030	648
Employees (excluding Agency Staff)	<u>26,025</u>	<u>25,984</u>
Employees	27,055	26,632
Property Costs	1,428	1,462
Transport	804	821
Equipment, Furniture & Materials	1,895	1,941
Catering	125	129
Clothing, Uniforms & Laundry	7	7
Services	696	683
Communications & Computing	1,099	1,105
Printing, Stationery & Office Expenses	188	191
Grants & Subscriptions	3	(143)
Miscellaneous	<u>778</u>	<u>345</u>
Supplies and Services	4,791	4,258
Third Party Payments	99,056	105,641
Transfer Payments	7,758	7,644
Support Services	17,327	13,681
Capital Charges	1,104	1,104
<b>Total Expenditure</b>	<b>159,323</b>	<b>161,243</b>
Government Grants	(31,243)	(21,183)
Other Grants & Contributions	(14,035)	(14,384)
Fees and Charges	(8,918)	(9,484)
Recharges	(10,210)	(6,400)
Support services recharge to children's social care	(915)	(938)
<b>Total Income</b>	<b>(65,321)</b>	<b>(52,389)</b>
<b>Net Expenditure</b>	<b>94,002</b>	<b>108,854</b>

Movements	£'000
<b>2007/08 net budget</b>	<b>94,002</b>
Inflation	2,913
Corporate allocations	419
Functional changes	3,992
Commitments	4,019
Savings	(2,667)
Area based grant	6,176
<b>2008/09 net budget</b>	<b>108,854</b>

## Movements

Services	2007/08						Area	2008/09
	net		Corporate	Functional			based	net
	budget	Inflation	allocations	changes	Commitments	Savings	grant	budget
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Delayed discharge grant	187	5		650	0	0	0	842
Provider services	7,850	179	17	209	0	(300)	0	7,955
Older persons services	30,525	1,089	41	157	831	(486)	0	32,157
Hospital discharge team services	1,359	32	(1)	309	0	(100)	0	1,599
Physical disability and therapy service	9,118	297	36	671	1,697	(100)	0	11,719
Commissioning	11,358	275	64	1,024	0	(500)	1,334	13,555
Community care management	703	17	64	550	0	(400)	0	934
Supporting people	232	6	6	0	0	0	311	555
Mental health	9,603	289	71	0	0	0	1,068	11,031
Mental health - other	841	30	5	0	0	0	0	876
Learning disabilities	16,940	602	32	422	0	(361)	335	17,970
Other	365	8	32	0	0	0	2,763	3,168
Share of support services and business development service	4,921	84	52	0	1,491	(420)	365	6,493
<b>Total health and community services</b>	<b>94,002</b>	<b>2,913</b>	<b>419</b>	<b>3,992</b>	<b>4,019</b>	<b>(2,667)</b>	<b>6,176</b>	<b>108,854</b>



## Explanation of movements

There has been a 16% overall increase in departmental budget from prior year. The movement is explained as follows;

### Inflation

Adult services incurs two types of inflationary costs. There is a standard rate of inflation, which is universal across all areas, and there is an alternative rate of inflation that is specific to provider services. These rates are applied at an additional 1% for homecare and 1.1% for placements.

### Corporate allocations

These movements relate to pension adjustments following the 2007 triennial valuation of the pension fund and FRS17.

### Functional changes

This represents the replacement of the delayed discharge grant and the access and systems capacity grant by the revenue support grant.

### Commitments

Commitments include a prior year contingency budget. For 2008-2009, commitments have been awarded for demand pressured budgets in homecare and placements costs in universal and specialist services. Additionally an award has been made for transition costs of clients transferring from children's to adult services (learning disability).

### Savings

Almost £2.7m worth of savings have been identified across the division across a number of areas, the details of these are explained in the service pages which follow.

### Area based grant

Due to a change in how the government provides funding some specific grants have been replaced by a general non-ringfenced grant called the area based grant.

## Outputs

Based on current estimates, there are;

- 2,572 homecare clients across the services costing between £50 - £334 per week.
- There are approximately 837 residential placement clients across the services costing between £422 - £972 per week.
- There are 184 national assistance clients costing between £201-£219 per week.
- Health and community services has about 600 established posts costing about £26m inclusive of on-costs.

## Delayed discharge grant

### Description of service

The main aim of the service is to reduce delayed waiting times for discharge from hospital. This is done through provision of additional intensive rehabilitation and step down services. By providing these types of services we are able to support clients to return home to live as independently as possible.

Cost centre group SC113

Subjective analysis summary	2007/08 Total budget £'000	2008/09 Total budget £'000
Agency Staff	6	6
Employees (excluding Agency Staff)	<u>257</u>	<u>254</u>
Employees	263	260
Third Party Payments	700	705
Support Services	288	10
<b>Total Expenditure</b>	<b>1,251</b>	<b>975</b>
Government Grants	(613)	0
Recharges	(451)	(133)
<b>Total Income</b>	<b>(1,064)</b>	<b>(133)</b>
<b>Net Expenditure</b>	<b>187</b>	<b>842</b>

Movements	£'000
<b>2007/08 net budget</b>	<b>187</b>
Inflation	5
Functional changes	650
<b>2008/09 net budget</b>	<b>842</b>

### Explanation of movements

Inflation

Inflation is applied in accordance with corporate guidelines.

Functional changes

This represents the replacement of the delayed discharge grant and the access and systems capacity grant by the revenue support grant.

### Outputs

The main driver here is staff hours which are invoiced by the PCT. The number of staff performing this function for the PCT can vary, the amount to be invoiced for staff time by the PCT according to recent estimates is approximately £400k per annum.

## Provider services

### Description of service

Provider services covers some in house services for day centre provision and some respite services across all client groups. Currently a number of these are subject to externalisation and modernisation processes.

Cost centre group SC100

Subjective analysis summary	2007/08 Total budget £'000	2008/09 Total budget £'000
Agency Staff	29	31
Employees (excluding Agency Staff)	<u>6,134</u>	<u>5,966</u>
Employees	6,163	5,997
Property Costs	485	497
Transport	616	631
Equipment, Furniture & Materials	211	217
Catering	116	119
Clothing, Uniforms & Laundry	2	2
Services	58	59
Communications & Computing	41	42
Printing, Stationery & Office Expenses	20	20
Miscellaneous	<u>31</u>	<u>31</u>
Supplies and Services	479	490
Third Party Payments	296	298
Transfer Payments	119	122
Support Services	389	399
Capital Charges	203	203
<b>Total Expenditure</b>	<b>8,750</b>	<b>8,637</b>
Government Grants	(64)	(65)
Other Grants & Contributions	(23)	(24)
Fees and Charges	(73)	(77)
Recharges	(740)	(516)
<b>Total Income</b>	<b>(900)</b>	<b>(682)</b>
<b>Net Expenditure</b>	<b>7,850</b>	<b>7,955</b>

Movements	£'000
<b>2007/08 net budget</b>	<b>7,850</b>
Inflation	179
Corporate allocations	17
Functional changes	209
Savings	(300)
<b>2008/09 net budget</b>	<b>7,955</b>

## **Explanation of movements**

### **Inflation**

Inflation is applied in accordance with corporate guidelines.

### **Corporate allocations**

These movements relate to pension adjustments following the 2007 triennial valuation of the pension fund and FRS17.

### **Functional changes**

This represents the replacement of the delayed discharge grant and the access and systems capacity grant by the revenue support grant.

### **Savings**

Savings pertain to the reconfiguration of 2-day centres north of the borough (Evelyn Coyle and Southwark Park). Efficiencies expected from staff and other resources.

## **Outputs**

There are overall 7 in-house centres within the borough.

## Older persons services

### Description of service

The health and community services vision for older people's services is one of a seamless service provided in the persons own home or local community. These integrated services include primary care, community health and social care services. Universal multi disciplinary integrated health and social care services are provided to older people through teams of district nurses, therapists, care workers and social workers based in community and outreach teams. The teams assess the need for health and social care support, and deliver packages of care appropriate to need. The aim is to provide better management of care pathways to enable, where possible, clients to remain in their own homes. This involves providing more community based support and reducing reliance on residential and nursing care home placements across all adult client groups.

Cost centre group SD101

<b>Subjective analysis summary</b>		<b>2007/08</b>	<b>2008/09</b>
		<b>Total budget £'000</b>	<b>Total budget £'000</b>
Agency Staff	188	191	
Employees (excluding Agency Staff)	<u>2,882</u>	<u>2,802</u>	
Employees	3,070	2,993	
Property Costs	26	26	
Transport	41	42	
Equipment, Furniture & Materials	20	21	
Services	73	75	
Communications & Computing	2	2	
Printing, Stationery & Office Expenses	25	25	
Miscellaneous	<u>31</u>	<u>31</u>	
Supplies and Services	151	154	
Third Party Payments	25,661	27,446	
Transfer Payments	6,583	6,441	
Support Services	2,421	2,482	
Capital Charges	18	18	
<b>Total Expenditure</b>	<b>37,971</b>	<b>39,602</b>	
Other Grants & Contributions	(1,825)	(1,870)	
Fees and Charges	(5,257)	(5,388)	
Recharges	(364)	(187)	
<b>Total Income</b>	<b>(7,446)</b>	<b>(7,445)</b>	
<b>Net Expenditure</b>	<b>30,525</b>	<b>32,157</b>	

<b>Movements</b>	<b>£'000</b>
<b>2007/08 net budget</b>	<b>30,525</b>
Inflation	1,089
Corporate allocations	41
Functional changes	157
Commitments	831
Savings	(486)
<b>2008/09 net budget</b>	<b>32,157</b>

### Explanation of movements

#### Inflation

Inflation is applied in accordance with corporate guidelines plus an alternative inflation rate of 1 or 1.1% for homecare or placements.

#### Corporate allocations

These movements relate to pension adjustments following the 2007 triennial valuation of the pension fund and FRS17.

#### Functional changes

This represents the replacement of the delayed discharge grant and the access and systems capacity grant by the revenue support grant.

#### Commitments

There is additional funding for homecare and placement budget areas that are under demand led pressures.

#### Savings

There are savings of £306k due to a reduction in the Council's concessionary fares contribution to London Councils to represent fairer share of costs across London as a result of changes in government funding.

Rationalisation of the welfare rights service to deliver greater effectiveness and to create structure to promote a wider review of provision across the council.

### Outputs

Funding for increased commitments around homecare and placements. Outputs are as follows:

- 1,850 homecare clients at average weekly costs of £96.
- 562 placement clients at average weekly costs of £422.
- The budget includes 60 posts at an average cost of £49k.

## Hospital discharge team services

### Description of service

The intermediate care service is a joint health and social care service that focuses on providing support and services to people in their own home reducing where possible the need for residential or nursing care home placements. The main aim of the service is to support people back in their own homes, using bed based care only where no other alternative exists. The service emphasises rehabilitation/re-enablement and the prevention of deterioration across social, emotional, physical and mental health needs. This service has resulted in reduced length of stay for patients, reduced numbers of delayed discharge, reduced dependency levels and has been successful in shifting activity away from acute settings into the community.

### Cost centre group SD102

Subjective analysis summary	2007/08	2008/09
	Total budget £'000	Total budget £'000
Agency Staff	132	28
Employees (excluding Agency Staff)	<u>1,558</u>	<u>1,593</u>
Employees	1,690	1,621
Property Costs	9	9
Transport	5	5
Equipment, Furniture & Materials	3	3
Communications & Computing	4	4
Printing, Stationery & Office Expenses	<u>1</u>	<u>1</u>
Supplies and Services	8	8
<b>Total Expenditure</b>	<b>1,712</b>	<b>1,643</b>
Other Grants & Contributions	(44)	(44)
Recharges	(309)	0
<b>Total Income</b>	<b>(353)</b>	<b>(44)</b>
<b>Net Expenditure</b>	<b>1,359</b>	<b>1,599</b>

Movements	£'000
<b>2007/08 net budget</b>	<b>1,359</b>
Inflation	32
Corporate allocations	(1)
Functional changes	309
Savings	(100)
<b>2008/09 net budget</b>	<b>1,599</b>

## **Explanation of movements**

### **Inflation**

Inflation is applied in accordance with corporate guidelines plus an alternative inflation rate of 1 or 1.1 % for homecare or placements.

### **Corporate allocations**

These movements relate to pension adjustments following the 2007 triennial valuation of the pension fund and FRS17.

### **Functional changes**

This represents the replacement of the delayed discharge grant and the access and systems capacity grant by the revenue support grant.

### **Savings**

Savings will be made by restructuring services, this can be managed by reducing temporary staff.

## **Outputs**

There are 35 full time equivalent posts with an average cost of £46k.



## Physical disability and therapy service

### Description of service

This is a statutory service governed by the disability discrimination act (DDA) 1995. The national assistance act 1948 gives local authorities the responsibility to provide accommodation and services to people with disability.

The aim of the younger person's disability service is to provide integrated health, social care and mental health support, delivered in a person-centred way to support rehabilitation to adults over 16 with a neurological diagnosis living in Southwark.

This service aims to support people living safely and independently in their own homes. This can include providing equipment, aids and/or adaptations to the home.

### Cost centre group SC115

Subjective analysis summary	2007/08 Total budget £'000	2008/09 Total budget £'000
Agency Staff	182	87
Employees (excluding Agency Staff)	<u>2,220</u>	<u>2,299</u>
Employees	2,402	2,386
Property Costs	82	84
Transport	28	29
Equipment, Furniture & Materials	33	34
Services	29	29
Communications & Computing	3	3
Printing, Stationery & Office Expenses	12	12
Miscellaneous	<u>7</u>	<u>7</u>
Supplies and Services	84	85
Third Party Payments	7,091	9,020
Transfer Payments	871	892
<b>Total Expenditure</b>	<b>10,558</b>	<b>12,496</b>
Government Grants	(67)	(69)
Other Grants & Contributions	(109)	(112)
Fees and Charges	(472)	(483)
Recharges	(792)	(113)
<b>Total Income</b>	<b>(1,440)</b>	<b>(777)</b>
<b>Net Expenditure</b>	<b>9,118</b>	<b>11,719</b>

<b>Movements</b>	<b>£'000</b>
<b>2007/08 net budget</b>	<b>9,118</b>
Inflation	297
Corporate allocations	36
Functional changes	671
Commitments	1,697
Savings	(100)
<b>2008/09 net budget</b>	<b>11,719</b>

### **Explanation of movements**

#### **Inflation**

Inflation is applied in accordance with corporate guidelines plus an alternative inflation rate of 1 or 1.1% for homecare or placements.

#### **Corporate allocations**

These movements relate to pension adjustments following the 2007 triennial valuation of the pension fund and FRS17.

#### **Functional changes**

This represents the replacement of the delayed discharge grant and the access and systems capacity grant by the revenue support grant.

#### **Commitments**

Increased commitments relating to homecare in the main as well as residential pressures. There are also commitments relating to the national assistance act (NAA).

#### **Savings**

Savings will be made by restructuring services, this can be managed by reducing temporary staff.

### **Outputs**

- There are 409 homecare clients costing on average £191 per week.
- There are 90 residential placements costing on average £594 per week.
- There are 80 national assistance clients costing on average £219 per week.

## Commissioning

### Description of service

This service area relates to older people and physical disability commissioning only. The commissioning unit monitors and manages large contracts for example private and voluntary day care, welfare catering, cost and volume homecare contracts as well as a number of specialist contracts.

Cost centre group SC102

Subjective analysis summary	2007/08 Total budget £'000	2008/09 Total budget £'000
Agency Staff	75	70
Employees (excluding Agency Staff)	<u>1,417</u>	<u>1,512</u>
Employees	1,492	1,582
Property Costs	85	87
Transport	19	19
Equipment, Furniture & Materials	1,506	1,544
Clothing, Uniforms & Laundry	5	5
Services	13	14
Communications & Computing	10	10
Printing, Stationery & Office Expenses	14	15
Miscellaneous	<u>186</u>	<u>189</u>
Supplies and Services	1,734	1,777
Third Party Payments	11,851	11,649
Transfer Payments	18	19
Support Services	1,515	1,578
Capital Charges	10	10
<b>Total Expenditure</b>	<b>16,724</b>	<b>16,721</b>
Government Grants	(1,557)	(287)
Other Grants & Contributions	(1,053)	(1,079)
Fees and Charges	(385)	(402)
Recharges	(2,371)	(1,398)
<b>Total Income</b>	<b>(5,366)</b>	<b>(3,166)</b>
<b>Net Expenditure</b>	<b>11,358</b>	<b>13,555</b>

Movements	£'000
<b>2007/08 net budget</b>	<b>11,358</b>
Inflation	275
Corporate allocations	64
Functional changes	1,024
Savings	(500)
Area based grant	1,334
<b>2008/09 net budget</b>	<b>13,555</b>

## **Explanation of movements**

### **Inflation**

Inflation is applied in accordance with corporate guidelines plus an alternative inflation rate of 1 or 1.1% for homecare or placements.

### **Corporate allocations**

These movements relate to pension adjustments following the 2007 triennial valuation of the pension fund and FRS17.

### **Functional changes**

This represents the replacement of the delayed discharge grant and the access and systems capacity grant by the revenue support grant.

### **Savings**

There are substantial savings to be made around the provision of advocacy services, utilisation of carers grant and increases in welfare catering charges.

### **Area based grant**

Due to a change in how the government provides funding some specific grants have been replaced by a general non-ringfenced grant called the area based grant.

## **Outputs**

There are approximately

- 185,000 meals.
- There are approximately 1,921 homecare clients costing on average £123.96 per week.

## Community care management

### Description of service

Community care management is the basic support around all the business units i.e. assistant directors, accountant salaries, grant funding, and other centrally located budgets.

Cost centre group SC108

Subjective analysis summary	2007/08 Total budget £'000	2008/09 Total budget £'000
Agency Staff	0	0
Employees (excluding Agency Staff)	<u>855</u>	<u>706</u>
Employees	855	706
Property Costs	24	24
Transport	1	1
Services	98	81
Communications & Computing	565	571
Printing, Stationery & Office Expenses	6	6
Miscellaneous	<u>189</u>	<u>42</u>
Supplies and Services	858	700
Third Party Payments	153	157
Support Services	29	30
<b>Total Expenditure</b>	<b>1,920</b>	<b>1,618</b>
Recharges	(1,217)	(684)
<b>Total Income</b>	<b>(1,217)</b>	<b>(684)</b>
<b>Net Expenditure</b>	<b>703</b>	<b>934</b>

Movements	£'000
<b>2007/08 net budget</b>	<b>703</b>
Inflation	17
Corporate allocations	64
Functional changes	550
Savings	(400)
<b>2008/09 net budget</b>	<b>934</b>

### **Explanation of movements**

#### **Inflation**

Inflation is applied in accordance with corporate guidelines.

#### **Corporate allocations**

These movements relate to pension adjustments following the 2007 triennial valuation of the pension fund and FRS17.

#### **Functional changes**

This represents the replacement of the delayed discharge grant and the access and systems capacity grant by the revenue support grant.

#### **Savings**

Various administration and management elements of projects funded via the access and systems capacity grant to be rationalised.

### **Outputs**

These budgets are largely overhead allocations. There are 6 fte posts funded in this business unit.

## Supporting people

### Description of service

Commissions and reviews supported housing services in accordance with the Communities & Local Government supporting people framework. Develops and reviews the borough's supporting people strategy on behalf of the supporting people commissioning body.

Cost centre group SC109

Subjective analysis summary	2007/08 Total budget £'000	2008/09 Total budget £'000
Agency Staff	0	0
Employees (excluding Agency Staff)	<u>539</u>	<u>558</u>
Employees	539	558
Property Costs	2	2
Transport	1	1
Equipment, Furniture & Materials	5	5
Catering	2	2
Services	3	3
Communications & Computing	5	5
Printing, Stationery & Office Expenses	2	3
Grants & Subscriptions	0	(25)
Miscellaneous	<u>1</u>	<u>2</u>
Supplies and Services	18	(5)
Third Party Payments	16,284	16,691
Support Services	2,481	2,543
<b>Total Expenditure</b>	<b>19,325</b>	<b>19,790</b>
Government Grants	(19,093)	(19,235)
<b>Total Income</b>	<b>(19,093)</b>	<b>19,235</b>
<b>Net Expenditure</b>	<b>232</b>	<b>555</b>

Movements	£'000
<b>2007/08 net budget</b>	<b>232</b>
Inflation	6
Corporate allocations	6
Area based grant	311
<b>2008/09 net budget</b>	<b>555</b>

## **Explanation of movements**

### **Inflation**

Inflation is applied in accordance with corporate guidelines.

### **Corporate allocations**

These movements relate to pension adjustments following the 2007 triennial valuation of the pension fund and FRS17.

### **Area based grant**

Due to a change in how the government provides funding some specific grants have been replaced by a general non-ringfenced grant called the area based grant.

## **Outputs**

- There are 8 contract and commissioning officers visiting 64 providers.
- There are 625 internal subsidy contracts costing on average £40.57 per week.
- There are 761 external subsidy contracts costing on average £69.29 per week
- There are 12 full time equivalent staff with an average cost of £46.5k.



## Mental health

### Description of service

The mental health service area is here to provide help for adults with mental health problems, such as depression, phobias and other serious conditions. Where necessary we will provide comprehensive ongoing community mental health care, in partnership with the individuals and their carers as well as with their general practitioner through our joint responsibilities. We work closely with other support agencies, such as the in-patient wards, day centres, the housing department and support agencies from the private and voluntary sectors. For most people, we provide help in the person's home, although they may sometimes have to attend one of our offices. Mental health services are integrated with the South London and Maudsley NHS mental health trust. We have four joint community mental health teams that work within the boundaries of the Southwark primary care trust's four localities, plus in-patient services provided from two main sites at Guys hospital and the Maudsley. The aim being to provide user focused services for which the target is community-based treatment in the least restrictive environment.

### Cost centre group SC110

Subjective analysis summary	2007/08 Total budget £'000	2008/09 Total budget £'000
Agency Staff	0	0
Employees (excluding Agency Staff)	<u>3,377</u>	<u>3,466</u>
Employees	3,377	3,466
Property Costs	156	160
Transport	53	54
Equipment, Furniture & Materials	19	19
Services	10	10
Communications & Computing	27	27
Printing, Stationery & Office Expenses	11	12
Miscellaneous	<u>13</u>	<u>14</u>
Supplies and Services	80	82
Third Party Payments	8,048	8,127
Support Services	1,851	1,608
Capital Charges	71	71
<b>Total Expenditure</b>	<b>13,636</b>	<b>13,568</b>
Government Grants	(1,370)	(47)
Other Grants & Contributions	(702)	(720)
Fees and Charges	(758)	(777)
Recharges	(1,203)	(993)
<b>Total Income</b>	<b>(4,033)</b>	<b>(2,537)</b>
<b>Net Expenditure</b>	<b>9,603</b>	<b>11,031</b>

<b>Movements</b>	<b>£'000</b>
<b>2007/08 net budget</b>	<b>9,603</b>
Inflation	289
Corporate allocations	71
Area based grant	1,068
<b>2008/09 net budget</b>	<b>11,031</b>

### **Explanation of movements**

#### **Inflation**

Inflation is applied in accordance with corporate guidelines.

#### **Corporate allocations**

These movements relate to pension adjustments following the 2007 triennial valuation of the pension fund and FRS17.

#### **Area based grant**

Due to a change in how the government provides funding some specific grants have been replaced by a general non-ringfenced grant called the area based grant.

### **Outputs**

- There are 121 homecare clients costing on average £50 per week.
- There are 185 residential clients costing on average £502 per week.
- There are 104 national assistance clients costing on average £201 per week.

## Mental health – other

### Description of service

This service relates to placements for drug and alcohol abuse.

Cost centre group SC114

Subjective analysis summary	2007/08 Total budget £'000	2008/09 Total budget £'000
Agency Staff	0	0
Employees (excluding Agency Staff)	<u>211</u>	<u>220</u>
Employees	211	220
Transport	6	6
Communications & Computing	1	1
Printing, Stationery & Office Expenses	1	1
Miscellaneous	<u>1</u>	<u>2</u>
Supplies and Services	3	4
Third Party Payments	941	972
Support Services	41	42
<b>Total Expenditure</b>	<b>1,202</b>	<b>1,244</b>
Other Grants & Contributions	(262)	(268)
Fees and Charges	(77)	(80)
Recharges	(22)	(20)
<b>Total Income</b>	<b>(361)</b>	<b>(368)</b>
<b>Net Expenditure</b>	<b>841</b>	<b>876</b>

Movements	£'000
<b>2007/08 net budget</b>	<b>841</b>
Inflation	30
Corporate allocations	5
<b>2008/09 net budget</b>	<b>876</b>

### Explanation of movements

Inflation

Inflation is applied in accordance with corporate guidelines.

Corporate allocations

These movements relate to pension adjustments following the 2007 triennial valuation of the pension fund and FRS17.

### Outputs

- There are 50 clients in drug and alcohol placements costing approximately £263 per week.

## Learning disabilities

### Description of service

This service area covers adults with a learning disability or the carer of a family member who has a learning disability. The range of services offered include;

- support in the home
- short breaks during the day
- longer breaks at a day care or residential centre
- day activities and opportunities for individuals to be supported to find employment

The unit is also responsible for placing, reviewing and monitoring supported living and residential placements.

### Cost centre group SC111

Subjective analysis summary	2007/08 Total budget £'000	2008/09 Total budget £'000
Agency Staff	292	199
Employees (excluding Agency Staff)	<u>1,053</u>	<u>1,110</u>
Employees	1,345	1,309
Transport	4	4
Equipment, Furniture & Materials	1	1
Catering	0	1
Communications & Computing	4	4
Printing, Stationery & Office Expenses	<u>1</u>	<u>2</u>
Supplies and Services	6	8
Third Party Payments	26,997	27,828
Transfer Payments	153	156
Support Services	840	861
Capital Charges	31	31
<b>Total Expenditure</b>	<b>29,376</b>	<b>30,197</b>
Government Grants	(78)	(80)
Other Grants & Contributions	(9,768)	(10,012)
Fees and Charges	(934)	(958)
Recharges	(1,656)	(1,177)
<b>Total Income</b>	<b>(12,436)</b>	<b>(12,227)</b>
<b>Net Expenditure</b>	<b>16,940</b>	<b>17,970</b>

<b>Movements</b>	<b>£'000</b>
<b>2007/08 net budget</b>	<b>16,940</b>
Inflation	602
Corporate allocations	32
Functional changes	422
Savings	(361)
Area based grant	335
<b>2008/09 net budget</b>	<b>17,970</b>

### Explanation of movements

#### Inflation

Inflation is applied on in accordance with corporate guidelines plus an alternative inflation rate of 1 or 1.1% for homecare or placements.

#### Corporate allocations

These movements relate to pension adjustments following the 2007 triennial valuation of the pension fund and FRS17.

#### Functional changes

This represents the replacement of the delayed discharge grant and the access and systems capacity grant by the revenue support grant.

#### Savings

Savings will be made by restructuring services, this can be managed by reducing temporary staff.

#### Area based grant

Due to a change in how the government provides funding some specific grants have been replaced by a general non-ringfenced grant called the area based grant.

### Outputs

- There are 192 homecare clients costing £334 each per week on average.
- There are 193 residential clients costing £972 each per week on average.
- There are 35 transition clients costing £680 each per week on average.

## Other

### Description of service

This category comprises adult training which is funded by two main grants i.e. national training strategy grant, and human resources strategy grant. This service provides training to staff and other stakeholders in line with departmental and national objectives.

The other category is the income holding account where client funds are held

Cost centre group SC106, SD093 & SD094

Subjective analysis summary	2007/08 Total budget £'000	2008/09 Total budget £'000
Agency Staff	0	0
Employees (excluding Agency Staff)	<u>1,157</u>	<u>1,284</u>
Employees	1,157	1,284
Property Costs	29	30
Transport	0	0
Equipment, Furniture & Materials	1	1
Grants & Subscriptions	0	(121)
Miscellaneous	<u>3</u>	<u>3</u>
Supplies and Services	4	(117)
Third Party Payments	0	728
Support Services	6,789	3,428
<b>Total Expenditure</b>	<b>7,979</b>	<b>5,353</b>
Government Grants	(6,760)	(1,243)
Fees and Charges	(3)	(3)
Recharges	(851)	(939)
<b>Total Income</b>	<b>(7,614)</b>	<b>(2,185)</b>
<b>Net Expenditure</b>	<b>365</b>	<b>3,168</b>

Movements	£'000
<b>2007/08 net budget</b>	<b>365</b>
Inflation	8
Corporate allocations	32
Area based grant	2,763
<b>2008/09 net budget</b>	<b>3,168</b>

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

Inflation is applied in accordance with corporate guidelines.

**Corporate allocations**

These movements relate to pension adjustments following the 2007 triennial valuation of the pension fund and FRS17.

**Area based grant**

Due to a change in how the government provides funding some specific grants have been replaced by a general non-ringfenced grant called the area based grant.

**Outputs**

This is an aggregate of the training budget, client funds and income holding account. The training team consists of 10 fte posts at an average cost of £26k with responsibility for delivering learning and development across adult services. There are approximately 250 courses delivered in the year.

## Support services and business development service

### Description of service

This provides central support. Resources provide central accountancy services, IT support and co-ordination, corporate health, director and secretariat, facilities management services, performance & planning, and personnel services.

Cost centre group SB003 & SC112

Subjective analysis summary	2007/08 Total budget £'000	2008/09 Total budget £'000
Agency Staff	126	36
Employees (excluding Agency Staff)	<u>4,365</u>	<u>4,214</u>
Employees	4,491	4,250
Property Costs	530	543
Transport	30	29
Equipment, Furniture & Materials	96	96
Catering	7	7
Services	412	412
Communications & Computing	437	436
Printing, Stationery & Office Expenses	95	94
Grants & Subscriptions	3	3
Miscellaneous	<u>316</u>	<u>24</u>
Supplies and Services	1,366	1,072
Third Party Payments	1,034	2,020
Transfer Payments	14	14
Support Services	683	700
Capital Charges	771	771
<b>Total Expenditure</b>	<b>8,919</b>	<b>9,399</b>
Government Grants	(1,641)	(157)
Other Grants & Contributions	(249)	(255)
Fees and Charges	(959)	(1,316)
Recharges	(234)	(240)
Support Services recharge to Children's Social Care	(915)	(938)
<b>Total Income</b>	<b>(3,998)</b>	<b>(2,906)</b>
<b>Net Expenditure</b>	<b>4,921</b>	<b>6,493</b>

Movements	£'000
<b>2007/08 net budget</b>	<b>4,921</b>
Inflation	84
Corporate allocations	52
Commitments	1,491
Savings	(420)
Area based grant	365
<b>2008/09 net budget</b>	<b>6,493</b>



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

Inflation is applied in accordance with corporate guidelines.

**Corporate allocations**

These movements relate to pension adjustments following the 2007 triennial valuation of the pension fund and FRS17.

**Commitments**

Various budget commitment adjustments have been made via the business development service as an interim residual cost centre pending onward transfer.

**Savings**

Savings include;

- a rationalisation of support services in local finance, human resources and communications,
- changes made to fairer charging mechanism that will see an increase in client contributions to care packages which is expected to yield a substantial reduction in net service costs,
- there has also been a removal of the upper ceiling of £200 per week for client contributions to care packages.

**Area based grant**

Due to a change in how the government provides funding some specific grants have been replaced by a general non-ringfenced grant called the area based grant.

**Outputs**

- There are 40 accountancy staff.
- Telephone extension support 1,500 (no of extension).
- Computer maintenance 1,400 (no of PCs).
- Dealing with complaints 21 (nos. of complaints).
- Freedom of information 30 (nos. of requests includes children services).
- Data protection 66 (nos. of requests includes children services).
- IT support and training for 800 (staff).

# Major projects

## Description of service

The department was formed to allow Southwark to deliver major regeneration projects in a joined up way, ensuring the sharing of experience gained from some of the more mature projects and using this essential knowledge acquired to feed into new projects.

The vision is that major projects will act as an intelligent client allowing various developmental projects and initiatives to work in partnership with local and external bodies.

Services	2007/08 Total budget £'000	2008/09 Total budget £'000
Project director and support	313	674
Elephant and castle	1,652	1,697
Aylesbury	592	624
Aylesbury grants	195	225
SSF (Secondary programme)	299	314
Canada water / Bermondsey spa	439	463
<b>Total major projects</b>	<b>3,490</b>	<b>3,997</b>

## Cost centre group MA100

Subjective analysis summary	2007/08 Total budget £000	2008/09 Total budget £000
Agency staff	223	229
Employees excluding agency	<u>1,648</u>	<u>2,409</u>
Employees	1,871	2,638
Property Costs	121	125
Transport	30	31
Equipment, Furniture & Materials	8	8
Catering	6	6
Services	2,477	2,539
Communications & Computing	114	117
Printing, Stationery & Gen Office Exps	3	3
Grants & Subscriptions	2,065	2,117
Miscellaneous	<u>9</u>	<u>8</u>
Supplies and Services	4,682	4,798
Support Services (Internal Charges)	308	316
Capital Charges	24	24
<b>Total Expenditure</b>	<b>7,036</b>	<b>7,932</b>
Government Grants	(2,065)	(2,116)
Fees and Charges	(679)	(697)
Recharges	(802)	(1,122)
<b>Total Income</b>	<b>(3,546)</b>	<b>(3,935)</b>
<b>Net Expenditure</b>	<b>3,490</b>	<b>3,997</b>

<b>Movements</b>	<b>£'000</b>
<b>2007/08 net budget</b>	<b>3,490</b>
Inflation	84
Budget adjustments	0
Corporate allocations	180
Commitments	543
Savings	(300)
Area based grant	0
<b>2008/09 net budget</b>	<b>3,997</b>

	<b>2007/08 net budget £'000</b>	<b>Inflation £'000</b>	<b>Corporate allocations £'000</b>	<b>Commitments £'000</b>	<b>Savings £'000</b>	<b>2008/09 net budget £'000</b>
<b>Services</b>						
Project director and support	313	8	110	543	(300)	674
Elephant and Castle	1,652	40	5	0	0	1,697
Aylesbury	592	14	18	0	0	624
Aylesbury grants	195	4	26	0	0	225
SSF (Secondary Programme)	299	8	7	0	0	314
Canada water / Bermondsey spa	439	10	14	0	0	463
<b>Total major projects</b>	<b>3,490</b>	<b>84</b>	<b>180</b>	<b>543</b>	<b>(300)</b>	<b>3,997</b>

### Explanation of movements

#### Inflation

Inflation is within corporate guidelines

#### Corporate allocations

Corporate allocations are movements relating to pension adjustments following the 2007 triennial valuation of the pension fund and FRS17.

#### Commitments

To create the capacity within the department to support programme management of major projects. This is to ensure leadership, expertise and resources are in place to match the council's ambition for regeneration and to work effectively with potential partners.

#### Savings

Strategic director has identified a total of £300,000 savings across the departments. These are to be allocated to three of the project areas namely Bermondsey Spa £150,000, Elephant & Castle £100,000 and Aylesbury £50,000.

## Project director and support

### Description of service

This service area is the strategic director and his functional lead officers within major projects who support all of the projects ensuring leadership, expertise and resources are in place to match the council's ambition for regeneration.

The department's key aims include acting as an intelligent client, to translate the council's aspirations to our partners and potential partners.

### Cost centre group MB100

Subjective analysis summary	2007/08 Total budget £000	2008/09 Total budget £000
Agency staff	0	0
Employees excluding agency	<u>267</u>	<u>927</u>
Employees	267	927
Property Costs	46	47
<b>Total Expenditure</b>	<b>313</b>	<b>974</b>
Recharges		(300)
Total Income		(300)
<b>Net Expenditure</b>	<b>313</b>	<b>674</b>

Movements	£'000
<b>2007/08 net budget</b>	<b>313</b>
Inflation	8
Corporate allocations	110
Commitments	543
Savings	(300)
<b>2008/09 net budget</b>	<b>674</b>

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

This is within corporate guidelines.

**Corporate allocations**

These are movements relating to pension adjustments following the 2007 triennial valuation of the pension fund and FRS17

**Commitments**

To create the capacity within the department to support programme management of major projects. This is to ensure leadership, expertise and resources are in place to match the council's ambition for regeneration and to work effectively with potential partners.

**Savings**

Strategic Director has identified a total of £300,000 savings across the departments. These are to be allocated to three of the project areas namely Bermondsey spa £150,000, Elephant & Castle £100,000 and Aylesbury £50,000.

**Outputs**

- No of fte's - 10.5,
- facilitating projects to enable them to deliver successful completion to agreed timescales,
- supporting all projects within the department providing specialist areas of expertise on a day to day basis,
- acting as intelligent client between the council and external partners.

# Elephant and Castle

## Description of service

The £1.5bn Elephant and Castle regeneration project aims to transform a 170 acre area over a 10 year period. This project, is one of the largest urban schemes in the country, and was initiated in the summer of 2002 when Southwark council announced its intention to prepare detailed planning guidance for the area. The plans outline the demolition of 1,200 council estate homes, the Elephant and Castle shopping centre and the realignment of the central road system. This will pave the way for over 5,300 new and replacement homes, 75,000 square metres of retail space, five new open spaces, two tram routes, a new market square and much improved physical, social and economic opportunities for residents.

The regeneration of Elephant and Castle is due to be complete in 2014.

## Cost centre group MB200

Subjective analysis summary	2007/08 Total budget £000	2008/09 Total budget £000
Agency Staff	140	144
Employees excluding agency	<u>356</u>	<u>369</u>
Employees	496	513
Property Costs	38	39
Transport	12	12
Equipment, Furniture & Materials	7	7
Catering	5	5
Services	1,198	1,228
Communications & Computing	28	29
Printing, Stationery & Gen Office Exps	2	2
Grants & Subscriptions	1	1
Miscellaneous	<u>9</u>	<u>8</u>
Supplies and Services	1,250	1,280
Support Services (Internal Charges)	156	161
<b>Total Expenditure</b>	<b>1,952</b>	<b>2,005</b>
Fees and Charges	(300)	(308)
<b>Total Income</b>	<b>(300)</b>	<b>(308)</b>
<b>Net Expenditure</b>	<b>1,652</b>	<b>1,697</b>

Movements	£'000
<b>2007/08 net budget</b>	<b>1,652</b>
Inflation	40
Corporate allocations	5
<b>2008/09 net budget</b>	<b>1,697</b>

## Explanation of movements

### Inflation

Inflation is within corporate guidelines.

### Corporate allocations

These are movements relating to pension adjustments following the 2007 triennial valuation of the pension fund and FRS17

## Outputs

- No of fte's – 6;
- Provide ongoing technical advice and input into the master-planning process and development agreement negotiations;
- Continue a programme of intensive consultation and communication with businesses and Strategic Partners (LDA, GLA & TFL);
- Continue on site works for the removal of the Southern roundabout and St Mary's Churchyard;
- Continue the procurement exercise to form a Multi Utilities Services Company to deliver power, heat, water & data services as a means of addressing Councils sustainability targets as set out in the adopted supplementary planning guidance;
- Housing partner selection process;
- Completion of Heygate reference programme and initiate programme of re-housing offers;
- Continue programme of intensive consultation and communication with Heygate tenants and local residents;
- Commence programme of early housing development and submission of Planning Applications (14 sites) as well as completing the Wansey street development.

# Aylesbury

## Description of service

This program will deliver the phased demolition of over 2,500 homes and building of approximately 5,000 mixed tenure homes and supporting social and community infrastructure to create a new urban community. It was initiated in summer 2005.

Since then the council has undertaken a european procurement process and appointed master planners Urban Initiatives who are working with the Council and its partners to prepare an area action plan (AAP). The AAP is a planning document that will provide a framework for future development. This will be submitted to the Secretary of State by the end of 2008 and is expected to be adopted by the end of 2009.

In parallel with this process, London and Quadrant Housing group (a registered social landlord) has been selected to develop and manage the first on-site scheme. Known as phase 1a, this comprises 260 mixed tenure homes and a new resources centre for adults with physical neurological and sensory disabilities. Residents are currently being re-housed and construction will start in September 2008.

## Cost centre group MB300

Subjective analysis summary	2007/08 Total budget £000	2008/09 Total budget £000
Agency Staff	83	85
Employees excluding agency staff	<u>217</u>	<u>240</u>
Employees	300	325
Property Costs	3	3
Transport	4	4
Equipment, Furniture & Materials	1	1
Catering	1	1
Services	281	288
Communications & Computing	1	1
Printing, Stationery & Gen Office Exps	<u>1</u>	<u>1</u>
Supplies and Services	285	292
<b>Total Expenditure</b>	<b>592</b>	<b>624</b>
<b>Net Expenditure</b>	<b>592</b>	<b>624</b>

Movements	£'000
<b>2007/08 net budget</b>	<b>592</b>
Inflation	14
Corporate allocations	18
<b>2008/09 net budget</b>	<b>624</b>



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

The movement is within corporate guidelines.

**Corporate allocations**

These are movements relating to pension adjustments following the 2007 triennial valuation of the pension fund and FRS17

**Outputs**

- No of fte's – 5 – Aylesbury delivery team.
- Provide ongoing client functions and co-ordinate cross-departmental contributions into the development of the Area Action Plan.
- Continue programme of intensive consultation and communication with strategic partners e.g. Housing Corporation, GLA, GOL, CLG.
- Provide on-going support to selected registered social landlords in connection with phase1a.
- Commence next phase of early development.
- Continue programme of intensive consultation and communication with Aylesbury residents and wider AAP area community.
- Undertake accountable body function with respect to the Aylesbury New Deal for Communities.

## Aylesbury grants

### Description of service

This grant funds the operations of the new deals for communities (NDC) which supports social and community projects on the Aylesbury estate. The objective of these projects is to improve the lives of Aylesbury residents through improving educational attainment, employment prospects, the physical environment and health; and reducing crime and fear of crime. Other activities supported by the NDC include supporting the development of social enterprises that will give local residents the ability to start local businesses, find local employment and receive locally-responsive services.

### Cost centre group MB301

Subjective analysis summary	2007/08 Total budget £000	2008/09 Total budget £000
Agency Staff	0	0
Employees excluding agency staff	<u>20</u>	<u>46</u>
Employees	20	46
Grants & Subscriptions	<u>2,065</u>	<u>2,116</u>
Supplies and Services	2,065	2,116
Support Services (Internal Charges)	151	155
Capital Charges	24	24
<b>Total Expenditure</b>	<b>2,260</b>	<b>2,341</b>
Government Grants	(2,065)	(2,116)
<b>Total Income</b>	<b>(2,065)</b>	<b>(2,116)</b>
<b>Net Expenditure</b>	<b>195</b>	<b>225</b>

Movements	£'000
<b>2007/08 net budget</b>	<b>195</b>
Inflation	4
Corporate allocations	26
<b>2008/09 net budget</b>	<b>225</b>

### Explanation of movements

#### Inflation

This is within corporate guidelines.

#### Corporate allocations

These are movements relating to pension adjustments following the 2007 triennial valuation of the pension fund and FRS17

### Outputs

The Council acts as accountable body for managing this programme via the new deals for communities (NDC).

## SSF secondary programme

### Description of service

To continue the southwark schools for the future (SSF) programme to complete the procurement of the local education partnership (LEP). The SSF secondary programme is an investment of £225m for 12 secondary schools, this includes 2 brand new schools and Walworth academy. The creation of the LEP will require a number of contracts to be negotiated, these are the strategic partnering agreement, shareholders agreement, project agreement, design & build contract, facilities management agreement, ICT contract and governing body agreements.

Cost centre group MB400

Subjective analysis summary	2007/08 Total budget £000	2008/09 Total budget £000
Agency staff	0	0
Employees excluding agency	<u>162</u>	<u>173</u>
Employees	162	173
Services	<u>387</u>	<u>397</u>
Supplies and Services	387	397
<b>Total Expenditure</b>	<b>549</b>	<b>570</b>
Fees and Charges	(250)	(256)
<b>Total Income</b>	<b>(250)</b>	<b>(256)</b>
<b>Net Expenditure</b>	<b>299</b>	<b>314</b>

Movements	£'000
<b>2007/08 net budget</b>	<b>299</b>
Inflation	8
Corporate allocations	7
<b>2008/09 net budget</b>	<b>314</b>

### Explanation of movements

Inflation

This is within corporate guidelines.

Corporate allocations

These are movements relating to pension adjustments following the 2007 triennial valuation of the pension fund and FRS17

### Outputs

- No of fte's – 5.
- Continued consultation with the three key advisors:-
  - business partner (including procurement, finance, ICT and programme management expertise),
  - technical partner (including design, engineering and other technical disciplines),
  - legal advisor.

## Canada water / Bermondsey spa

### Description of service

The provision of strategic and operational property services to support projects, in order to enable their delivery in accordance with project plan milestones. This may involve conceptual advice, identification of and acquisition of appropriate sites including differing types of properties subject to long leaseholds, the negotiation of complex development agreements to deliver project outputs and the disposal of surplus land and buildings that ultimately support the wider Council capital program.

The service also manages the Bermondsey Spa and Canada Water projects that are radically transforming these areas for the better and will deliver approaching 3,000 new homes of which around half will be affordable.

Cost centre group MB500

Subjective analysis summary	2007/08	2008/09
	Total budget £000	Total budget £000
Agency staff	0	0
Employees excluding agency	<u>626</u>	<u>654</u>
Employees	626	654
Property Costs	34	36
Transport	14	15
Services	611	626
Communications & Computing	<u>85</u>	<u>87</u>
Supplies and Services	696	713
<b>Total Expenditure</b>	<b>1,370</b>	<b>1,418</b>
Fees and Charges	(130)	(133)
Recharges	(801)	(822)
<b>Total Income</b>	<b>(931)</b>	<b>(955)</b>
<b>Net Expenditure</b>	<b>439</b>	<b>463</b>

Movements	£'000
<b>2007/08 net budget</b>	<b>439</b>
Inflation	10
Corporate allocations	14
<b>2008/09 net budget</b>	<b>463</b>

**Explanation of movements**

Inflation

This is within corporate guidelines.

Corporate allocations

These movements relate to pension adjustments following the 2007 triennial valuation of the pension fund and FRS17

**Outputs**

- No of fte's –10.
- Bermondsey spa – to accelerate the early homes program to accommodate other projects.
- Canada water – completion of AAP.
- This team of expert surveyors will also support other major projects delivering the property requirements of the following projects.
  - Elephant and Castle x 1 member of staff
  - Heygate re-housing x 2 members of staff
  - Aylesbury x 1 member of staff
  - Other on ad-hoc basis

# Regeneration and neighbourhoods

## Description of service

The regeneration and neighbourhood department delivers a wide variety of activities that affect the physical environment, the economy of the borough and the lives of most of our residents. Regeneration is responsible for setting the strategies that govern change; delivering planning policies, facilitating an enabling entrepreneurial environment and ensuring that the council's approach to managing the neighbourhoods and delivering statutory housing needs in southwark is well co-ordinated.

The department is therefore at the forefront of the council's planning policy and enforcement; economic, social and housing regeneration. The department's efforts are mainly focused on developing a sustainable building planning framework, establishing links with the business environment developing housing strategies and engagement with the borough's diverse communities. These aims are achieved by working closely with developers, business, regeneration partnerships, and statutory bodies and, above all, local people.

## Cost centre group BA100

<b>Services</b>	<b>2007/08 Total budget £'000</b>	<b>2008/09 Total budget £'000</b>
<b>Director and business support</b>	<b>1,166</b>	<b>1,065</b>
<b>Information and strategy</b>	<b>779</b>	<b>2,299</b>
<b>Social inclusion</b>	<b>5,664</b>	<b>5,702</b>
Head of planning and transport	272	269
Development control	1,576	1,895
Building control	(176)	(172)
Planning policy	663	685
Transport policy	899	907
<b>Planning and transport</b>	<b>3,234</b>	<b>3,584</b>
<b>Economic and strategic partnership</b>	<b>2,261</b>	<b>3,562</b>
Peckham programme	807	812
Southern and Nunhead priority areas	14	1,283
Housing renewal	93	90
<b>Area management and community governance</b>	<b>914</b>	<b>2,185</b>
<b>Housing strategy and regeneration</b>	<b>8,325</b>	<b>8,308</b>
<b>Elephant links management and partnership</b>	<b>227</b>	<b>224</b>
Temporary accommodation	1,184	983
Assessment and support business unit	3,674	3,499
Older persons business unit	221	180
CHS housing options	1,188	1,619
Head of community housing services (CHS)	18	36
<b>Community housing services</b>	<b>6,285</b>	<b>6,317</b>
<b>Total regeneration</b>	<b>28,855</b>	<b>33,246</b>

## Cost centre group BA100

Subjective analysis summary		2007/08	2008/09
	Total budget	£'000	Total budget £'000
Agency Staff	726		981
Employees (excluding agency staff)	<u>17,251</u>		<u>17,846</u>
Employees	17,977		18,827
Property Costs	382		377
Transport	172		170
Equipment, Furniture & Materials	325		276
Catering	15		15
Services	1,517		1,504
Communications & Computing	259		256
Printing, Stationery & Office Expenses	377		376
Grants & Subscriptions	13,992		17,285
Miscellaneous	<u>104</u>		<u>90</u>
Supplies and Services	16,589		19,802
Third Party Payments	2,446		2,472
Support Services	5,919		6,039
Capital Charges	7,322		7,322
<b>Total Expenditure</b>	<b>50,807</b>		<b>55,009</b>
Government Grants	(2,358)		(1,488)
Other Grants & Contributions	(334)		(343)
Fees and Charges	(13,634)		(14,245)
Customer Receipts	(35)		(36)
Interest	(3)		(3)
Recharges	(5,588)		(5,648)
<b>Total Income</b>	<b>(21,952)</b>		<b>(21,763)</b>
<b>Net Expenditure</b>	<b>28,855</b>		<b>33,246</b>

<b>Movements</b>	<b>2007/08 net budget £'000</b>	<b>Inflation £'000</b>	<b>Corporate allocations £'000</b>	<b>Commitments £'000</b>	<b>Area based grant adjustment £'000</b>	<b>Savings £'000</b>	<b>2008/09 net budget £'000</b>
<b>Services</b>							
<b>Director and business support</b>	1,166	28	5	0	0	(134)	1,065
<b>Information and strategy</b>	779	18	20	0	1,826	(344)	2,299
<b>Social inclusion</b>	5,664	139	86	0	0	(187)	5,702
<b>Planning and transport</b>	3,234	108	13	320	0	(91)	3,584
<b>Economic and strategic partnership</b>	2,261	53	94	0	1,260	(106)	3,562
<b>Area management and community governance</b>	914	20	52	0	1,230	(31)	2,185
<b>Housing strategy and regeneration</b>	8,325	22	33	0	0	(72)	8,308
<b>Elephant links management and partnership</b>	227	5	(4)	0	0	(4)	224
<b>Community housing services</b>	6,285	147	126	0	0	(241)	6,317
<b>Total movements</b>	<b>28,855</b>	<b>540</b>	<b>425</b>	<b>320</b>	<b>4,316</b>	<b>(1,210)</b>	<b>33,246</b>

### Explanation of movements

#### Inflation

The inflation rates on services budget except planning and transport division are all within the corporate stipulated rate.

Alternative inflation rates have been applied to planning and transport for the following reasons;

- a 0% increment in fees attributable to the building control service;
- an additional expenditure inflation to reflect contractual obligations regarding the partnership contract on transport planning services.



#### Corporate allocations

These movements relate to pension adjustments following the 2007 triennial valuation of the pension fund and FRS17.

#### Commitments and savings

The £320k commitment for the planning services is to ensure the department has adequate capacity in its planning service, especially in view of the emerging major regeneration projects across the borough.

Savings are made up of efficiencies totalling £1.133m and other savings of £0.77m.

#### Area based grant

Due to a change in how the government provides funding some specific ringfenced grants have been replaced by a general non-ringfenced grant called the area based grant.

### Outputs

The department has approximately 446.5 staff (permanent and temporary, excluding housing regeneration and strategy HRA), who are responsible for the following broad activities:

- the administering of £7.5m worth of grant contributions from government and other external bodies.
- administering a departmental gross budget of £55m.
- the processing of planning applications – the department is projected to process a total of 1,885 planning applications and achieved 1,478 for building control applications in 2007,
- provide a platform for minority issues, monitor equality policies, provide support for voluntary organisation and provide legal assistance to vulnerable residents,
- the development of entrepreneurial and employment strategies and opportunities,
- the development of housing regeneration and strategies,
- the provision of statutory housing for vulnerable groups on the community,
- the department is involved in other physical, economic and social regeneration projects.

## Director and business support

### Description of service

This unit comprises of the following:

- Departmental chief officer and a PA;
- The departmental senior finance manager and a central finance team.

The director provides leadership and the strategic focus for the department. The director's office is responsible for creating and maintaining links with members and other chief officers.

The finance team provides a business support function to the chief officer and divisional heads. The team also co-ordinates the finance and business processes and provides finance support function to the chief officer and divisional senior managers.

Cost centre group BB100

Subjective analysis summary	2007/08	2008/09
	Total budget £'000	Total budget £'000
Agency Staff	14	15
Employees (excluding agency staff)	<u>590</u>	<u>592</u>
Employees	604	607
Transport	10	10
Equipment, Furniture & Materials	37	37
Services	162	152
Communications & Computing	24	24
Printing, Stationery & Office Expenses	50	50
Grants & Subscriptions	3	3
Miscellaneous	<u>1</u>	<u>1</u>
Supplies and Services	277	267
Support Services	2,359	2,417
<b>Total Expenditure</b>	<b>3,250</b>	<b>3,301</b>
Recharges	(2,084)	(2,236)
<b>Total Income</b>	<b>(2,084)</b>	<b>(2,236)</b>
<b>Net Expenditure</b>	<b>1,166</b>	<b>1,065</b>

Movements	£'000
<b>2007/08 net budget</b>	<b>1,166</b>
Inflation	28
Corporate allocations	5
Savings	(134)
<b>2008/09 net budget</b>	<b>1,065</b>

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

Inflation is within corporate guidelines.

**Corporate allocations**

These movements relate to pension adjustments following the 2007 triennial valuation of the pension fund and FRS17.

**Savings**

The savings consists of three parts;

- £17k - efficiency savings,
- £17k - internal inflation freeze on supplies and services,
- £100k – efficiency savings arising from the integration of housing services within the department.

**Outputs**

This division comprises the director's office and finance support. The priorities for the team's 9 full time equivalent posts generally include:

- Providing the strategic direction for the department,
- strategic financial management of departmental finances,
- ensuring accurate budgeting and monitoring of budget including external grants,
- co-ordination of the departmental audit plan and ensuring robust internal controls within business unit operation,
- ensuring departmental procurement process adheres to corporate protocols and guidance.

## Information and strategy

### Description of service

The role of this business support unit is ensuring the effective and efficient running of the department within corporate requirements and communicating the department's activities externally and internally. The various elements of the business support team lead the collective action of the department, support managers and individuals within the units on;

- human resources,
- geographic information systems, freedom of information and records management,
- communications,
- co-ordination of decision making processes.

The business support team also supports the director on;

- strategic management of the department,
- business planning.

### Cost centre group BB150

Subjective analysis summary	2007/08 Total budget £'000	2008/09 Total budget £'000
Agency Staff	31	30
Employees (excluding agency staff)	<u>653</u>	<u>651</u>
Employees	684	681
Services	37	31
Printing, Stationery & Office Expenses	58	61
Grants & Subscriptions	<u>118</u>	<u>1,647</u>
Supplies and Services	213	1,739
<b>Total Expenditure</b>	<b>897</b>	<b>2,420</b>
Government Grants	(118)	(121)
<b>Total Income</b>	<b>(118)</b>	<b>(121)</b>
<b>Net Expenditure</b>	<b>779</b>	<b>2,299</b>

Movements	£'000
<b>2007/08 net budget</b>	<b>779</b>
Inflation	18
Corporate allocations	20
Area based grant	1,826
Savings	(344)
<b>2008/09 net budget</b>	<b>2,299</b>

## Explanation of movements

### Inflation

Inflation is within corporate guidelines.

### Corporate allocations

These movements relate to pension adjustments following the 2007 triennial valuation of the pension fund and FRS17.

### Area based grant

Due to a change in how the government provides funding some specific grants have been replaced by a general non-ringfenced grant called the area based grant.

### Savings

The savings of £344k includes the following;

- £44k - efficiency savings and a reduction in recruitment budget,
- £300k - de-ringfencing of area based grant in accordance with government guidance which allows the council the opportunity to rationalise the use of resources more effectively in line with council priorities and targets agreed by government

## Outputs

This division comprises the strategy and information, complaints, communications records and human resources units and programme officers.

There are 15 full time equivalents at an average cost of £45k within the division and their roles include;

- improving the handling of routine staffing matters including complaints and grievances for the department's staff,
- working towards the gaining of investors in people (iip) accreditation,
- developing a full records management capability,
- further codifying and streamlining the decision-making processes,
- improving support to executive members especially on queries and correspondence,
- supporting the department in implementing ethnic monitoring and the implementation of equalities and diversities policies.

## Social inclusion

### Description of service

Social inclusion develops policy and monitors the council's performance in the social inclusion and equalities areas. Equalities work covers age, disability, faith, belief, gender, race and ethnicity, and sexual orientation. Within this they have policy responsibility for work on travellers, refugees and asylum seekers.

Cost centre group BB300

Subjective analysis summary	2007/08 Total budget £'000	2008/09 Total budget £'000
Agency Staff	77	76
Employees (excluding agency staff)	<u>1,186</u>	<u>1,221</u>
Employees	1,263	1,297
Property Costs	75	75
Transport	4	4
Equipment, Furniture & Materials	13	13
Catering	7	7
Services	224	224
Communications & Computing	18	18
Printing, Stationery & Office Expenses	61	61
Grants & Subscriptions	1,504	1,480
Miscellaneous	<u>48</u>	<u>48</u>
Supplies and Services	1,875	1,851
Third Party Payments	2,176	2,196
Support Services	341	350
<b>Total Expenditure</b>	<b>5,734</b>	<b>5,773</b>
Fees and Charges	(67)	(68)
Recharges	(3)	(3)
<b>Total Income</b>	<b>(70)</b>	<b>(71)</b>
<b>Net Expenditure</b>	<b>5,664</b>	<b>5,702</b>

Movements	£'000
<b>2007/08 net budget</b>	<b>5,664</b>
Inflation	139
Corporate allocations	86
Savings	(187)
<b>2008/09 net budget</b>	<b>5,702</b>

## Explanation of movements

### Inflation

Inflation is within corporate guidelines.

### Corporate allocations

The corporate allocation consists of:

- £26k – transfer of research budget from corporate budgets.
- £60k – these movements relate to pension adjustments following the 2007 triennial valuation of the pension fund and FRS17.

### Savings

The savings consists of:

- £37k – efficiency savings.
- £47k – internal inflation freeze on non-staff supplies and services
- £103k – efficiency savings through reconfiguration of core functions and assessment of grant funding in line with council priorities.

## Outputs

- Social inclusion provides the main platform for the council's engagement with the borough's diverse communities and voluntary organisations. The division develops equality policies and monitors the council's performance against the policies.
- There are 37 full time equivalents with an average cost of £32k within the division. The division currently provides financial and admin support to about 50 organisations.

Other social inclusion outputs include:

- Consultation on, and development, of the council's new equality scheme 2008-11.
- Supporting the council's programme of equality impact assessments for 2005-08, of the council's services and policies.
- Reviewing the council-wide ethnic monitoring system and extending it to cover other equality strands.
- Undertaking policy reviews on the asylum seeker, refugee and traveller communities.
- Supporting the writing of community impact statements.
- Promoting social cohesion and responding to emerging issues.
- Running of various forums and councils (like community councils, disabilities and pensions forums).

## Planning and transport

### Description of service

Planning and transport is responsible for developing policies to guide land use and long-term physical development in Southwark. The division also decides planning applications, manages major transport projects and contains the council's building control service. The essence of the planning and transport division is to provide the best advice possible to influence the physical development of Southwark, to improve quality of life using expert knowledge, reliable information and sensitivity to the many and varied needs of the borough's residents and businesses. It does this by striving towards higher professional standards, a commitment to teamwork and co-operation between teams and with the rest of Southwark Council. The division is split into the following business units:

- Head of division
- Development control
- Building control
- Planning policy
- Transport policy

### Cost centre group BB400

<b>Services</b>	<b>2007/08 Total budget £'000</b>	<b>2008/09 Total budget £'000</b>
Head of planning and transport	272	269
Development control	1,576	1,895
Building control	(176)	(172)
Planning policy	663	685
Transport policy	899	907
<b>Total planning and transport</b>	<b>3,234</b>	<b>3,584</b>

### Cost centre group BB400

<b>Subjective analysis summary</b>	<b>2007/08 Total budget £'000</b>	<b>2008/09 Total budget £'000</b>
Agency Staff	423	703
Employees (excluding agency staff)	<u>4,766</u>	<u>5,010</u>
Employees	5,189	5,713
Property Costs	45	45
Transport	54	54
Equipment, Furniture & Materials	50	45
Catering	4	4
Services	744	765
Communications & Computing	84	86
Printing, Stationery & Office Expenses	97	98
Grants & Subscriptions	6	6
Miscellaneous	<u>(4)</u>	<u>(4)</u>
Supplies and Services	981	1,000
Third Party Payments	148	151
Support Services	395	405
<b>Total Expenditure</b>	<b>6,812</b>	<b>7,368</b>
Government Grants	(75)	(75)
Other Grants & Contributions	(256)	(261)
Fees and Charges	(3,189)	(3,395)
Recharges	(58)	(53)
<b>Total Income</b>	<b>(3,578)</b>	<b>(3,784)</b>
<b>Net Expenditure</b>	<b>3,234</b>	<b>3,584</b>



**Movements**

	2007/08 net budget £'000	Inflation £'000	Budget adjustment £'000	Corporate allocations £'000	Commitments £'000	Savings £'000	2008/09 net budget £'000
<b>Services</b>							
Head of planning and transport	272	6	2	(6)	0	(5)	269
Development control	1,576	35	(6)	0	320	(30)	1,895
Building control	(176)	24	(1)	(19)	0	0	(172)
Planning policy	663	16	5	19	0	(18)	685
Transport policy	899	27	0	19	0	(38)	907
<b>Total movements</b>	<b>3,234</b>	<b>108</b>	<b>0</b>	<b>13</b>	<b>320</b>	<b>(91)</b>	<b>3,584</b>

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

At 3.3%, the total net inflation is outside the corporate guideline. As already indicated, the higher inflation rate is due to a 0% increment in fees attributable to the building control service detailed later and an alternative inflation applied to reflect contractual obligations regarding the partnership contract on transport planning.

**Corporate allocations**

Corporate allocations are movements relating to pension adjustments following the 2007 triennial valuation of the pension fund and FRS17.

**Savings**

The savings consist of;

- £61k – efficiency savings.
- £30k – proposed additional income.

**Outputs**

Refer to planning and transport service units for detailed description of outputs.

## Head of planning and transport

### Description of service

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

Cost centre group BC400

Services	2007/08 Total budget £'000	2008/09 Total budget £'000
Agency Staff	0	0
Employees (excluding agency staff)	<u>153</u>	<u>148</u>
Employees	153	148
Services	80	82
Miscellaneous	<u>27</u>	<u>27</u>
Supplies and Services	107	109
Support Services	12	12
<b>Total Expenditure</b>	<b>272</b>	<b>269</b>
<b>Net Expenditure</b>	<b>272</b>	<b>269</b>

Movements	£'000
<b>2007/08 net budget</b>	<b>272</b>
Inflation	6
Budget adjustment	2
Corporate allocations	(6)
Savings	(5)
<b>2008/09 net budget</b>	<b>269</b>

### Explanation of movements

Inflation

Inflation is within corporate guidelines.

Corporate allocations

These movements relate to pension adjustments following the 2007 triennial valuation of the pension fund and FRS17.

Savings

The savings consists of:

- £4k - efficiency savings.
- £1k - Internal inflation freeze on non-staff supplies and services

### Outputs

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

## Development control

### Description of service

The objective of the development control section is to ensure that all new developments within the borough:

- represents an appropriate and efficient use of land in support of the council's regeneration and wider corporate objectives;
- does not cause nuisance to residents but has regard for the wider public interest;
- enhances the character and appearance of the borough; and
- protects and enhances Southwark's architectural and archaeological heritage.

### Cost centre group BC410

Subjective analysis summary	2007/08 Total budget £'000	2008/09 Total budget £'000
Agency Staff	237	516
Employees (excluding agency staff)	<u>2,352</u>	<u>2,448</u>
Employees	2,589	2,964
Property Costs	2	2
Transport	7	7
Equipment, Furniture & Materials	33	28
Services	282	289
Communications & Computing	42	43
Printing, Stationery & Office Expenses	43	45
Grants & Subscriptions	1	1
Miscellaneous	<u>(10)</u>	<u>(10)</u>
Supplies and Services	391	396
Support Services	256	263
<b>Total Expenditure</b>	<b>3,245</b>	<b>3,632</b>
Other Grants & Contributions	(52)	(54)
Fees and Charges	(1,609)	(1,680)
Recharges	(8)	(3)
<b>Total Income</b>	<b>(1,669)</b>	<b>(1,737)</b>
<b>Net Expenditure</b>	<b>1,576</b>	<b>1,895</b>

Movements	£'000
<b>2007/08 net budget</b>	<b>1,576</b>
Inflation	35
Budget adjustment	(6)
Commitments	320
Savings	(30)
<b>2008/09 net budget</b>	<b>1,895</b>

## Explanation of movements

### Inflation

Inflation is within corporate guidelines.

### Savings

A total saving of £30k is being offered for 2008/09, representing new charging income from pre-application meetings with potential developers.

### Commitments

The commitment of £320k is a critical requirement for the unit which will enable the unit to meet its performance targets and ensure the provision of improved service levels.

## Outputs

The division currently has a total full time equivalent of 73.6. The main aims of the divisions are as follows:

- achieve bv109 (turn-around time for planning applications) targets for all categories by march 2008;
- provide a quality service;
- achieve e-government – meeting bv157 and beyond;
- achieve good appeals record - bv204;
- provide effective enforcement service and ensure that the service is monitored and reviewed in order to continually improve.

Estimated number of planning applications projected for 2008/09 is 1,885 broken down as follows:

Under £250	1,100
£250 to £1,000	600
£1,000 to £5,000	135
Over £5,000	50

## Building control

### Description of service

The objective of the building control section is;

- to ensure the health, safety and welfare of people in and about building structures and that all buildings are fully accessible for people with disabilities, and are in full compliance with the building regulations;
- to promote sustainable building practices and good and innovative practices with regard to the conservation of fuel and power.

Cost centre group BC420

Subjective analysis summary		2007/08	2008/09
		Total budget £'000	Total budget £'000
Agency Staff	121	124	
Employees (excluding agency staff)	<u>819</u>	<u>819</u>	
Employees	940		943
Transport	26		26
Equipment, Furniture & Materials	8	7	
Services	30	31	
Communications & Computing	10	10	
Printing, Stationery & Office Expenses	<u>11</u>	<u>12</u>	
Supplies and Services	59		60
Third Party Payments	114		118
<b>Total Expenditure</b>	<b>1,139</b>	<b>1,147</b>	
Fees and Charges	(1,315)	(1,319)	
<b>Total Income</b>	<b>(1,315)</b>	<b>(1,319)</b>	
<b>Net Expenditure</b>	<b>(176)</b>	<b>(172)</b>	

Movements	£'000
<b>2007/08 net budget</b>	<b>(176)</b>
Inflation	24
Budget adjustment	(1)
Corporate allocations	(19)
<b>2008/09 net budget</b>	<b>(172)</b>

## **Explanation of movements**

### **Inflation**

- The inflation rate for building control exceeds the corporate guideline.
- Gross expenditure budgets have been inflated according to corporate guidelines but the income budget inflation has been reviewed and revised to 0% .

### **Corporate allocations**

These movements relate to pension adjustments following the 2007 triennial valuation of the pension fund and FRS17.

## **Outputs**

The projected number of building control applications is 1,478. Building control currently has a total funded full time equivalent of 18 at an average cost of £43.8k with the main aim of achieving the following:

- to maintain and deliver an effective and accessible building control service;
- add value to current service provision in order to maximise market share;
- review arrangements and prepare programmes to ensure improvements to customer focus and to support sustainability in the borough.

## Planning policy

### Description of service

This business unit prepares the council's strategies for sustainable patterns of land-use and development. It also oversees the implementation, monitoring and the preparation of a local development framework.

Cost centre group BC450

Subjective analysis summary		2007/08	2008/09
		Total budget £'000	Total budget £'000
Agency Staff	0	0	
Employees (excluding agency staff)	<u>585</u>	<u>602</u>	
Employees	585	602	
Property Costs	1	1	
Transport	6	6	
Equipment, Furniture & Materials	4	4	
Catering	2	2	
Services	10	14	
Communications & Computing	1	1	
Printing, Stationery & Office Expenses	28	28	
Miscellaneous	<u>(15)</u>	<u>(15)</u>	
Supplies and Services	30	34	
Support Services	41	42	
<b>Total Expenditure</b>	<b>663</b>	<b>685</b>	
<b>Net Expenditure</b>	<b>663</b>	<b>685</b>	

Movements	£'000
<b>2007/08 net budget</b>	<b>663</b>
Inflation	16
Budget adjustments	5
Corporate allocations	19
Savings	(18)
<b>2008/09 net budget</b>	<b>685</b>

## **Explanation of movements**

### **Inflation**

Inflation is within corporate guidelines.

### **Corporate allocations**

These movements relate to pension adjustments following the 2007 triennial valuation of the pension fund and FRS17.

### **Savings**

The savings consists of:

- £17k - efficiency savings,
- £1k - internal inflation freeze on non-staff supplies and services

## **Outputs**

The division currently has a total funded full time equivalent of 13 at an average cost of £46k.

The main aims of the divisions are as follows;

- produce an annual monitoring report on the effects of land use planning in Southwark;
- provide a monitoring and research function to support land use planning and other regeneration strategies in the borough;
- prepare land use report (including digitised/vertical mapping);
- review the provision of demographic data and impact on land use;
- produce strategic environmental assessment.



## Transport policy

### Description of service

The essence of the transport policy team is to prepare the council's strategies for sustainable patterns of transportation and to oversee their implementation and monitoring. This is broken down into six main areas namely strategic planning, strategic plan preparation and delivery, partnerships, road safety, development control and major projects monitoring and review.

### Cost centre group BC460

Subjective analysis summary	2007/08 Total budget £'000	2008/09 Total budget £'000
Agency Staff	65	63
Employees (excluding agency staff)	<u>857</u>	<u>993</u>
Employees	922	1,056
Property Costs	43	43
Transport	14	14
Equipment, Furniture & Materials	6	6
Catering	3	3
Services	342	349
Communications & Computing	32	32
Printing, Stationery & Office Expenses	14	14
Grants & Subscriptions	5	5
Miscellaneous	<u>(9)</u>	<u>(9)</u>
Supplies and Services	393	400
Third Party Payments	33	34
Support Services	87	89
<b>Total Expenditure</b>	<b>1,492</b>	<b>1,636</b>
Government Grants	(75)	(75)
Other Grants & Contributions	(203)	(208)
Fees and Charges	(265)	(395)
Recharges	(50)	(51)
<b>Total Income</b>	<b>(593)</b>	<b>(729)</b>
<b>Net Expenditure</b>	<b>899</b>	<b>907</b>

Movements	£'000
<b>2007/08 net budget</b>	<b>899</b>
Inflation	27
Corporate allocations	19
Savings	(38)
<b>2008/09 net budget</b>	<b>907</b>

## **Explanation of movements**

### **Inflation**

This includes alternative inflation amount of £6k to fund the unit's contractual obligations regarding the partnership arrangement on transport planning.

### **Corporate allocations**

These movements relate to pension adjustments following the 2007 triennial valuation of the pension fund and FRS17.

### **Savings**

The savings consists of;

- £27k - efficiency savings.
- £11k - internal inflation freeze on non-staff supplies and services.

## **Outputs**

Number of currently funded full time equivalent position is 17 at an average cost of £62k. The main aims of the divisions are as follows;

- the development of transport policy and related plans;
- overseeing the delivery of resulting programmes;
- the development of sustainable travel plans and delivery of resulting spending programmes relating to walking, cycling and public transport;
- transport related input to development control, including planning briefs, impact assessments, and planning gain;
- road safety, education, awareness and related infrastructure improvements, traffic investigations, surveys and analysis

## Economic and strategic partnership

### Description of service

The main role of the division is to improve the quality of life in Southwark by working to deliver sustainable and co-ordinated environmental, economic and social regeneration. This is achieved through the following;

- implementing and monitoring revised lsp employment and enterprise strategies with partners from the local strategic partnership,
- leading the development, negotiation, agreement and implementation of the economic element of southwark's local area agreemen,
- contributing to southwark's corporate priorities and community plan through the next phase of the southwark works, building London creating futures and start programmes,
- commissioning, contracting, managing and monitoring projects to increase employment in the borough and to enhance the sustainability of local businesses,
- working effectively with partners to influence the strategies of other third parties and service providers within the borough, access external funding and develop new approaches to service delivery,
- ensuring new developments and programmes in north bermondsey, borough and bankside link effectively with the council's objectives and that master plans and frameworks are in place for sites of strategic significance,
- providing a strategic lead for the authority for the implementation of working neighbourhoods funds (WNF), advising the southwark alliance on the evaluation of economic impacts during 2008/09 and developing a programme through to 2012 to maximise the council's performance in this area.

### Cost centre group BB500

Subjective analysis summary	2007/08	2008/09
	Total budget £'000	Total budget £'000
Agency Staff	0	0
Employees (excluding agency staff)	<u>1,258</u>	<u>1,344</u>
Employees	1,258	1,344
Property Costs	2	2
Transport	16	16
Services	34	34
Communications & Computing	7	7
Printing, Stationery & Office Expenses	8	8
Grants & Subscriptions	868	2,081
Miscellaneous	<u>4</u>	<u>4</u>
Supplies and Services	921	2,134
Support Services	143	147
Capital Charges	1	1
<b>Total Expenditure</b>	<b>2,341</b>	<b>3,644</b>
Other Grants & Contributions	(80)	(82)
<b>Total Income</b>	<b>(80)</b>	<b>(82)</b>
<b>Net Expenditure</b>	<b>2,261</b>	<b>3,562</b>

<b>Movements</b>	<b>£'000</b>
<b>2007/08 net budget</b>	<b>2,261</b>
Inflation	53
Corporate allocation	94
Area based grant	1,260
Savings	(106)
<b>2008/09 net budget</b>	<b>3,562</b>

### Explanation of movements

#### Inflation

Inflation is within corporate guidelines.

#### Corporate allocations

These movements relate to pension adjustments following the 2007 triennial valuation of the pension fund and FRS17.

#### Area based grant

Due to a change in how the government provides funding some specific grants have been replaced by a general non-ringfenced grant called the area based grant.

#### Savings

The savings consists of:

- £35k – efficiency savings,
- £24k - internal inflation freeze on non-staff supplies and services.
- £47k – reduction in employment and enterprise contracts.

### Outputs

The division has 26.67 full time equivalent positions with an average cost of £50k and is tasked with the following:

- implement and monitor the employment and enterprise strategies and prepare for the 2009 strategy review;
- lead on the economic element of the LAA;
- commission, monitor and manage projects to support residents into employment and support business growth;
- ensure new developments in north bermondsey, borough and bankside link effectively with the council objectives and that master plans, frameworks and projects are in place for sites of strategic significance;
- provide the strategic lead for WNF, advising the southwark alliance on the evaluation of economic impacts during 2008/9 and developing a programme through to 2012 to maximise the council's performance in this area.

## Area management and community governance

### Description of service

The objective of this service is to work positively with all sections of the community within Peckham, the southern sector and other areas to improve local quality of life so making the area in particular and Southwark in general a place where people choose to live, work and visit. This will be achieved through;

- tackling neighbourhood deprivation and poverty through more effective access to mainstream services and the delivery of targeted programmes.
- strengthening the local economy by removing barriers to sustainable employment, supporting local enterprise and facilitating inward investment.
- co-ordinating programmes, activity and service delivery that improves the local environment and improves the life chances of children and young people.

### Cost centre group BB600

<b>Services</b>	<b>2007/08 Total budget £'000</b>	<b>2008/09 Total budget £'000</b>
Peckham programme	807	812
Southern and Nunhead priority areas	14	1,283
Housing renewal	93	90
<b>Total area management &amp; community governance</b>	<b>914</b>	<b>2,185</b>

### Cost centre group BB600

<b>Subjective analysis summary</b>	<b>2007/08 Total budget £'000</b>	<b>2008/09 Total budget £'000</b>
Agency Staff	32	32
Employees (excluding agency staff)	<u>767</u>	<u>814</u>
Employees	799	846
Property Costs	67	67
Transport	10	10
Equipment, Furniture & Materials	20	20
Catering	3	3
Services	91	91
Communications & Computing	9	9
Printing, Stationery & Office Expenses	13	13
Grants & Subscriptions	523	1,300
Miscellaneous	<u>3</u>	<u>3</u>
Supplies and Services	662	1,439
Support Services	105	107
Capital Charges	19	19
<b>Total Expenditure</b>	<b>1,662</b>	<b>2,488</b>
Government Grants	(452)	0
Fees and Charges	(91)	(94)
Customer Receipts	(36)	(36)
Recharges	(169)	(173)
<b>Total Income</b>	<b>(748)</b>	<b>(303)</b>
<b>Net Expenditure</b>	<b>914</b>	<b>2,185</b>

## Movements

Services	2007/08 net budget £'000	Inflation £'000	Corporate allocations £'000	Area based grant £'000	Savings £'000	2008/09 net budget £'000
Peckham programme	807	19	11	0	(25)	812
Southern and Nunhead priority areas	14	0	39	1,230	0	1,283
Housing renewal	93	1	2	0	(6)	90
<b>Total area management &amp; community governance</b>	<b>914</b>	<b>20</b>	<b>52</b>	<b>1,230</b>	<b>(31)</b>	<b>2,185</b>

## Explanation of movements

### Inflation

Inflation is within corporate guidelines.

### Corporate allocations

These movements relate to pension adjustments following the 2007 triennial valuation of the pension fund and FRS17.

### Area based grant

Due to a change in how the government provides funding some specific grants have been replaced by a general non-ringfenced grant called the area based grant.

### Savings

The savings consists of:

- £23k - efficiency savings.
- £8k - Internal inflation freeze on non-staff supplies and services

## Outputs

The number of full time equivalent is 29 at an average cost of £29k. The main aims of the divisions are as follows:

- a co-ordinated development programme for peckham area based on cross-departmental and cross agency working. The peckham town centre regeneration scheme is expected to result from the co-ordinated output from other departments;
- working on behalf of the southwark alliance to manage two locally based programmes working with local agencies and community representatives;
- to manage schemes and projects funded through council capital, cleaner, greener and safer budgets and from other revenue and capital sources. Recent example is the kelly avenue children's play area;
- to support the work of the two community councils covering peckham.

## Peckham programme

### Description of service

This is the core management, finance and administration side of the Peckham programme.

Cost centre group BC600

Subjective analysis summary	2007/08 Total budget £'000	2008/09 Total budget £'000
Agency Staff	32	32
Employees (excluding agency staff)	537	546
Employees	569	578
Property Costs	67	67
Transport	8	8
Equipment, Furniture & Materials	19	19
Catering	3	3
Services	91	91
Communications & Computing	9	9
Printing, Stationery & Office Expenses	10	10
Grants & Subscriptions	70	70
Miscellaneous	4	4
Supplies and Services	206	206
Support Services	105	105
Capital Charges	19	19
<b>Total Expenditure</b>	<b>974</b>	<b>983</b>
Fees and Charges	(83)	(85)
Customer Receipts	(36)	(37)
Recharges	(48)	(49)
<b>Total Income</b>	<b>(167)</b>	<b>(171)</b>
<b>Net Expenditure</b>	<b>807</b>	<b>812</b>

Movements	£'000
<b>2007/08 net budget</b>	<b>807</b>
Inflation	19
Corporate allocation	11
Savings	(25)
<b>2008/09 net budget</b>	<b>812</b>

### Explanation of movements

Inflation

Inflation is within corporate guidelines.

Corporate allocations

These movements relate to pension adjustments following the 2007 triennial valuation of the pension fund and FRS17.

Savings

The savings consists of:

- £16k - efficiency savings.
- £9k - Internal inflation freeze on non-staff supplies and services.

### Outputs

The business unit is responsible for the provision of management, financial and administrative support across the division.

## Southern and Nunhead priority areas

### Description of service

This unit is responsible for the management and delivery of external funding.

Cost centre group BC601&BC605

Subjective analysis summary	2007/08 Total budget £'000	2008/09 Total budget £'000
Agency Staff	0	0
Employees (excluding agency staff)	<u>14</u>	<u>53</u>
Employees	14	53
Grants & Subscriptions	<u>453</u>	<u>1,230</u>
Supplies and Services	453	1,230
<b>Total Expenditure</b>	<b>467</b>	<b>1,283</b>
Government Grants	(453)	0
<b>Total Income</b>	<b>(453)</b>	<b>0</b>
<b>Net Expenditure</b>	<b>14</b>	<b>1,283</b>

Movements	£'000
<b>2007/08 net budget</b>	<b>14</b>
Corporate allocation	39
Area based grant	1,230
<b>2008/09 net budget</b>	<b>1,283</b>

### Explanation of movements

Corporate allocations

These movements relate to pension adjustments following the 2007 triennial valuation of the pension fund and FRS17.

Area based grant

Due to a change in how the government provides funding some specific grants have been replaced by a general non-ringfenced grant called the area based grant.

### Outputs

The unit's main outputs are meeting the targets set by the local area agreement (LAA) in the southern and Nunhead area in relation to;

- worklessness;
- active citizenship;
- tackling violence;
- health improvement;
- drugs/substance abuse;
- cleaner, greener, safer;
- stronger communities.



## Housing renewal

### Description of service

The agency helps elderly and disabled homeowners and private residents who need repairs or adaptations to their homes. The work of the section contributes to the achievement of public service agreement (PSA7) with regard to decent homes in the private sector.

Cost centre group BC610

Subjective analysis summary	2007/08 Total budget £'000	2008/09 Total budget £'000
Agency Staff	0	0
Employees (excluding agency staff)	<u>215</u>	<u>216</u>
Employees	215	216
Property Costs	1	1
Transport	2	2
Equipment, Furniture & Materials	2	2
Printing, Stationery & Office Expenses	<u>2</u>	<u>2</u>
Supplies and Services	4	4
<b>Total Expenditure</b>	<b>222</b>	<b>223</b>
Fees and Charges	(8)	(8)
Recharges	(121)	(125)
<b>Total Income</b>	<b>(129)</b>	<b>(133)</b>
<b>Net Expenditure</b>	<b>93</b>	<b>90</b>

Movements	£'000
<b>2007/08 net budget</b>	<b>93</b>
Inflation	1
Corporate allocations	2
Savings	(6)
<b>2008/09 net budget</b>	<b>90</b>

### Explanation of movements

Inflation

Inflation is within corporate guidelines.

Savings

The savings of £6k are efficiency savings.

### Outputs

- Repair and adapt 160 homes through the home improvement agency with a unit cost of £1,300.

# Housing strategy and regeneration

## Description of service

The division comprises of the following units:

### Housing regeneration initiatives

The unit comprises of three teams:

- Strategy and policy – responsible for the council's housing strategy and associated research, policy development and advice and management of the joint security initiatives programme.
- Development – manages the council's relationship with RSLs and the housing corporation, including monitoring advice and liaison, the provision of new affordable housing and a range of specialist development schemes in partnership with RSLs.
- Estate regeneration – co-ordination of major estate-based regeneration schemes and housing support to the major projects department.

### Investment strategy

There are two teams in the unit:

- Investment team – responsible for co-ordination of the council's housing investment programme (approximately £100m per annum), managing & monitoring resource allocation & spend, advising & supporting managers across all the housing divisions who are involved in investment schemes.
- Asset management team – development of the investment strategy, establishing and monitoring of the decent homes programme & associated targets.

### Housing renewal

The Housing renewal unit is made up of the following functions/services:

- Renewal team – delivering programmes of housing improvements across the council's two statutory renewal areas, co-ordinating and promoting home maintenance, managing grants and loans for vulnerable owner occupiers borough wide.
- The empty homes initiative – bringing empty properties back into use across the borough in order to support the improvement of the housing stock and increase housing supply. The initiative supports wider regeneration by tackling long term privately owned void properties and encouraging investment.
- The home improvement agency – delivering essential adaptations and repairs to vulnerable private households and maximising the incomes of those households through specialist financial counselling.
- The housing adaptations team – delivering adaptations for disabled council tenants.
- The healthy homes handyperson team – delivering small repairs, falls prevention and hospital discharge works across tenures.

### Policy and performance unit

The main functions of this team are:

- Delivering the homelessness elements of the housing strategy, administering the borough's multi-agency homelessness forum, managing the borough's CLG homelessness grant programme
- Housing needs related policy work e.g. strategic engagement with RSLs to tackle housing needs, tackling overcrowding, promoting mobility etc.
- Developing housing equalities policy and good practice.
- Performance management on behalf of strategy and regeneration and community housing services, including PI monitoring.
- Developing approaches for tackling rough sleeping in the borough

**South east london housing partnership (SELHP)**

SELHP is one of London's five sub-regional partnerships and comprises five south east London boroughs including Southwark. The partnership is funded jointly by the boroughs and our RSL partners and the co-ordinator and small team are based in the R&N department in the S&R division. Their principal functions are developing and supporting the SELHP strategy, developing sub-regional housing initiatives and representing the interests of the sub-region and liaising with London-wide forums, as well as the GLA which allocates some funding sub-regionally. The co-ordinator reports to the SELHP housing directors group.

**Cost centre group BB700**

<b>Subjective analysis summary</b>	<b>2007/08 Total budget £'000</b>	<b>2008/09 Total budget £'000</b>
Agency Staff	25	27
Employees (excluding agency staff)	<u>1,231</u>	<u>1,261</u>
Employees	1,256	1,288
Property Costs	160	160
Transport	28	28
Equipment, Furniture & Materials	27	27
Services	19	19
Communications & Computing	9	9
Printing, Stationery & Office Expenses	15	15
Grants & Subscriptions	45	46
Miscellaneous	<u>13</u>	<u>13</u>
Supplies and Services	128	129
Third Party Payments	1	1
Support Services	205	210
Capital Charges	7,303	7,303
<b>Total Expenditure</b>	<b>9,081</b>	<b>9,119</b>
Government Grants	(145)	(149)
Fees and Charges	(138)	(144)
Interest	(3)	(3)
Recharges	(470)	(515)
<b>Total Income</b>	<b>(756)</b>	<b>(811)</b>
<b>Net Expenditure</b>	<b>8,325</b>	<b>8,308</b>

<b>Movements</b>	<b>£'000</b>
<b>2007/08 net budget</b>	<b>8,325</b>
Inflation	22
Corporate allocations	33
Savings	(72)
<b>2008/09 net budget</b>	<b>8,308</b>

## **Explanation of movements**

### **Inflation**

Inflation is within corporate guidelines.

### **Corporate allocations**

These movements relate to pension adjustments following the 2007 triennial valuation of the pension fund and FRS17.

### **Savings**

The savings consists of:

- £32k - efficiency savings.
- £40k - internal inflation freeze on non-staff supplies and services

## **Outputs**

The main aims/targets of the division are as follows;

- 120 empty dwellings to be brought back into use. Unit cost of £580 per property;
- convert 20 void properties to wheelchair and mobility standard. Unit cost is £1,100;
- complete 200 major adaptations for LBS tenants. Unit cost is £275;
- complete 180 minor adaptations for LBS tenants. Unit cost is £930;
- complete 65 disabled facilities grants. Unit cost is £115;
- make 128 non-decent dwellings occupied by vulnerable households decent. Unit cost is £1,175;
- 60.10% of vulnerable private sector households living in decent accommodation;
- convert 20 council homes to full wheelchair/mobility standard.

## Elephant links management and partnership

### Description of service

This division has continued the social regeneration of the Elephant & Castle area. The objectives are;

- to build on the positive outcomes of the previous programme;
- to complete the refurbishment of 56 Southwark Bridge road and open the facility as an arts & media training centre;
- to renovate the building and introduce childcare facilities at the charlotte sharman annex.

The activities of this division will be gradually scaled down over the coming year. Sections of the division will be incorporated into the new Aylesbury project and the remainder will remain within the regeneration and neighbourhood subject to detailed operational review of the whole division.

Cost centre group BB800

Subjective analysis summary	2007/08 Total budget £'000	2008/09 Total budget £'000
Agency Staff	16	16
Employees (excluding agency staff)	<u>111</u>	<u>106</u>
Employees	127	122
Property Costs	2	2
Transport	4	4
Equipment, Furniture & Materials	1	1
Services	3	3
Communications & Computing	5	5
Printing, Stationery & Office Expenses	2	2
Grants & Subscriptions	<u>478</u>	<u>0</u>
Supplies and Services	489	11
Support Services	83	85
<b>Total Expenditure</b>	<b>705</b>	<b>224</b>
Government Grants	(478)	0
<b>Total Income</b>	<b>(478)</b>	<b>0</b>
<b>Net Expenditure</b>	<b>227</b>	<b>224</b>

Movements	£'000
<b>2007/08 net budget</b>	<b>227</b>
Inflation	5
Corporate allocations	(4)
Savings	(4)
<b>2008/09 net budget</b>	<b>224</b>

## **Explanation of movements**

### **Inflation**

Inflation is within corporate guidelines.

### **Corporate allocations**

These movements relate to pension adjustments following the 2007 triennial valuation of the pension fund and FRS17.

The decrease in government grant and grants & subscription is as a result of withdrawal of nrf funding for projects.

### **Savings**

The savings consists of:

- £3k - efficiency savings.
- £1k - internal inflation freeze on non-staff supplies and services

## **Outputs**

Division is currently being reviewed.

## Community housing

### Description of service

The community housing services (CHS) comprises the council's statutory housing functions such as the assessment of homelessness, the provision of temporary accommodation, and the administration of the council's allocation scheme.

These services are now delivered through a housing options based structure where the emphasis has been placed very much on prevention and diversification of housing solutions. In addition, CHS manages a range of services to support vulnerable people to live independently in the community. These include accommodation based services such as the older persons services and the special needs hostels, and floating support services such as sustain and resettlement.

### Cost centre group JC210

<b>Services</b>	<b>2007/08 Total budget £'000</b>	<b>2008/09 Total budget £'000</b>
Temporary accommodation	1,184	983
Housing assessment and support service	3,674	3,499
Older persons business unit	221	180
CHS housing options	1,188	1,619
Homelessness grant external parties and procurement	18	36
<b>Total community housing services</b>	<b>6,285</b>	<b>6,317</b>

### Cost centre group JC210

<b>Subjective analysis summary</b>	<b>2007/08 Total budget £'000</b>	<b>2008/09 Total budget £'000</b>
Agency Staff	105	81
Employees (excluding agency staff)	<u>6,694</u>	<u>6,849</u>
Employees	6,799	6,930
Property Costs	31	26
Transport	46	43
Equipment, Furniture & Materials	177	133
Services	203	185
Communications & Computing	101	96
Printing, Stationery & Office Expenses	74	69
Grants & Subscriptions	10,448	10,723
Miscellaneous	<u>40</u>	<u>25</u>
Supplies and Services	11,043	11,231
Third Party Payments	122	125
Support Services	2,287	2,318
<b>Total Expenditure</b>	<b>20,328</b>	<b>20,673</b>
Government Grants	(1,090)	(1,145)
Fees and Charges	(10,149)	(10,544)
Recharges	(2,804)	(2,667)
<b>Total Income</b>	<b>(14,043)</b>	<b>(14,356)</b>
<b>Net Expenditure</b>	<b>6,285</b>	<b>6,317</b>

## Movements

	2007/08 net budget £'000	Inflation £'000	Budget adjustment £'000	Corporate allocations £'000	Savings £'000	2008/09 net budget £'000
<b>Services</b>						
Temporary accommodation	1,184	27	(156)	31	(103)	983
Housing assessment and support service	3,674	88	(260)	49	(52)	3,499
Older persons business unit	221	3	(35)	19	(28)	180
CHS housing options	1,188	29	433	27	(58)	1,619
Homelessness grant, external partners and procurement	18	0	18	0	0	36
<b>Total movements</b>	<b>6,285</b>	<b>147</b>	<b>0</b>	<b>126</b>	<b>(241)</b>	<b>6,317</b>

## Explanation of movements

### Inflation

Inflation budgets are within corporate guidelines.

### Budget adjustments

Movements reflect the improvement of temporary accommodation (TA) income collection services. The procurement of properties has been re-profiled to allow for the new provider and the temporary accommodation action plan. A full time procurement post is now budgeted. Adjustments also reflect the introduction of the housing options centre providing different options for housing needs and referral to homeless assessment. The shift of budgets to allow for the new service is without an overall cost.

### Corporate allocations

These relate to FRS17 and pension adjustments following the 2007 triennial valuation of the pension fund.

### Savings

- Temporary accommodation has made savings by not renewing leases in the private sector and improved income collection work generating £103,000 efficiency savings.
- Housing assessment and support made efficiency savings on equipment, furniture and stationery budgets and the reorganisation of the business support teams generating 1.5 posts and saving £52,000.
- The older persons also made efficiency savings of £28,000 relating to information and communication technology (ict) training and better working practices within the service.
- Housing options generated savings on the rent deposit scheme of 0.67fte staff costs as well as scheme costs at £58,000.
- Total savings across community housing services division £241,000.

## Outputs

Community housing general fund budgets consist of an establishment of 193 full time equivalents and the average staff cost are £35,900. The main drivers are detailed within each service.



## Temporary accommodation

### Description of service

Specialist housing service which delivers temporary accommodation to statutory homeless clients within the London Borough of Southwark.

Cost centre group JD030

Subjective analysis summary	2007/08 Total budget £'000	2008/09 Total budget £'000
Agency Staff	9	0
Employees (excluding agency staff)	<u>1,973</u>	<u>1,800</u>
Employees	1,982	1,800
Property Costs	11	11
Transport	7	7
Equipment, Furniture & Materials	22	12
Services	2	2
Communications & Computing	18	19
Printing, Stationery & Office Expenses	15	14
Grants & Subscriptions	9,040	9,392
Miscellaneous	<u>17</u>	<u>7</u>
Supplies and Services	9,114	9,446
Third Party Payments	22	23
Support Services	17	17
<b>Total Expenditure</b>	<b>11,153</b>	<b>11,304</b>
Fees and Charges	(8,909)	(9,358)
Recharges	(1,060)	(963)
<b>Total Income</b>	<b>(9,969)</b>	<b>(10,321)</b>
<b>Net Expenditure</b>	<b>1,184</b>	<b>983</b>

Movements	£'000
<b>2007/08 net budget</b>	<b>1,184</b>
Inflation	27
Budget adjustments	(156)
Corporate allocations	31
Savings	(103)
<b>2008/09 net budget</b>	<b>983</b>

## **Explanation of movements**

### **Inflation**

Inflation budgets are within corporate guidelines.

### **Budget adjustments**

Movement of £156,000 reflects the improvement of the temporary accommodation (TA) income collection service. The procurement of properties has been re-profiled to allow for the temporary accommodation plan projection and the new accommodation provider.

### **Corporate allocations**

These movements relate to pension adjustments following the 2007 triennial valuation of the pension fund and FRS17.

### **Savings**

Temporary accommodation made efficiency savings by not renewing private leases in the register social landlords and improved income collection within the service at £103,000.

## **Outputs**

Funding is used to provide accommodation for bed and breakfast (B&B), registered social landlord properties and associated running costs for the placement of clients and income collection of rents within the private sector. The establishment consists of 47 full time equivalent posts and average establishment cost per post is £38,300.

### **Cost drivers and unit costs:**

- Bed & breakfast net unit costs - £3.48 per night (excluding rebates), available on an emergency basis, based on average of 74 placements per night during 2008/2009.
- Private leased properties unit costs assume near breakeven (gross average cost £36.87 rental income £36.82) based on 589 varying units profiled over the year.

## Housing assessment and support service

### Description of service

Clients are referred to housing assessment when homeless, or threatened with homelessness under the housing act 1996 (as amended) when homelessness cannot be prevented. The main functions of the service are housing assessment and support, review of decisions and suitability of accommodation. This service is also responsible for the referrals to supported accommodation and support of vulnerable adults, families, young people as well as bidding assistance.

### Cost centre group JD035

Subjective analysis summary	2007/08 Total budget £'000	2008/09 Total budget £'000
Agency Staff	32	33
Employees (excluding agency staff)	<u>2,087</u>	<u>1,985</u>
Employees	2,119	2,018
Property Costs	0	5
Transport	7	3
Equipment, Furniture & Materials	25	16
Services	162	163
Communications & Computing	19	15
Printing, Stationery & Office Expenses	18	13
Grants & Subscriptions	465	306
Miscellaneous	<u>12</u>	<u>7</u>
Supplies and Services	701	520
Support Services	1,653	1,684
<b>Total Expenditure</b>	<b>4,480</b>	<b>4,230</b>
Government Grants	(148)	(123)
Fees and Charges	(26)	0
Recharges	(632)	(608)
<b>Total Income</b>	<b>(806)</b>	<b>(731)</b>
<b>Net Expenditure</b>	<b>3,674</b>	<b>3,499</b>

Movements	£'000
<b>2007/08 net budget</b>	<b>3,674</b>
Inflation	88
Budget adjustment	(260)
Corporate allocations	49
Savings	(52)
<b>2008/09 net budget</b>	<b>3,499</b>

## **Explanation of movements**

### **Inflation**

Inflation budgets are within corporate guidelines.

### **Budget adjustments**

Funding is diverted as part of the business plan for the new housing options centre hence the reduction in budget.

### **Corporate allocations**

These movements relate to pension adjustments following the 2007 triennial valuation of the pension fund and FRS17.

### **Savings**

Housing assessment and support generated efficiency savings on equipment, furniture and stationery budgets, as well as the reorganisation of the business support teams within CHS generated 1.5 fte posts and savings of £52,000.

## **Outputs**

The establishment for housing assessment and support is 61 full time equivalent posts and the average establishment cost per post is £33,082.

- The output driving this service is the percentage acceptances against decisions and targeted at 38% for 2007/08 and similar for 2008/09, the average is 42%.
- The service expects 1,080 approaches in the year, of which it is expected there are 924 casework determinations; the unit cost per determination is £408.31.
- Technical reviews cost an average of £240.24 per decision made based on 336 review requests in the year.
- Supporting people and general fund contributions funds the mandatory resettlement support to clients with vulnerable needs in this service.

## Older persons business unit

### Description of service

The older persons' housing service includes the provision of sheltered units housing the elderly, housing support and the southwark mobile alarm response service for residents.

Cost centre group JD045

Subjective analysis summary	2007/08	2008/09
	Total budget £'000	Total budget £'000
Agency Staff	65	49
Employees (excluding agency staff)	<u>1,663</u>	<u>1,605</u>
Employees	1,728	1,654
Property Costs	10	10
Transport	26	26
Equipment, Furniture & Materials	77	65
Services	8	8
Communications & Computing	56	56
Printing, Stationery & Office Expenses	16	16
Grants & Subscriptions	1	1
Miscellaneous	<u>9</u>	<u>9</u>
Supplies and Services	167	155
Support Services	617	617
<b>Total Expenditure</b>	<b>2,548</b>	<b>2,462</b>
Fees and Charges	(1,214)	(1,186)
Recharges	(1,113)	(1,096)
<b>Total Income</b>	<b>(2,327)</b>	<b>(2,282)</b>
<b>Net Expenditure</b>	<b>221</b>	<b>180</b>

Movements	£'000
<b>2007/08 net budget</b>	<b>221</b>
Inflation	3
Budget adjustments	(35)
Corporate allocations	19
Savings	(28)
<b>2008/09 net budget</b>	<b>180</b>

## **Explanation of movements**

### **Inflation**

Inflation budgets are within corporate guidelines.

### **Budget adjustments**

The closure of the heygate sheltered unit resulted in the need for fewer wardens to provide supported services to residents and a budget reduction.

### **Corporate allocations**

These movements relate to pension adjustments following the 2007 triennial valuation of the pension fund and FRS17.

### **Savings**

The older persons service generated efficiency savings of £28,000 relating to information and communication technology, training and better working practices within the scheme.

## **Outputs**

The establishment of the older persons service is made up of 47 full time equivalent posts and the average cost per post is £35k.

The main budget drivers are as follows:

- The costs of the sheltered wardens service is based on 671 sheltered units and a unit cost at £34.01 per week for 2008/09.
- The mobile alarm response service cost is £2.95 per response based on 1,500 responses per annum.

## CHS housing options

### Description of service

Provides a range of services, primarily the housing options centre, homeless prevention, housing advice, tenancy relations service and the administration of the council's choice based lettings system.

- Advice is on a wide range of housing problems, particularly for private tenants.
- Homelessness prevention and advice on options available.
- Prevention of illegal evictions and assistance in cases of landlord harassment, securing private sector accommodation via the rent deposit and finders fee schemes.

### Cost centre group JD050

Subjective analysis summary	2007/08 Total budget £'000	2008/09 Total budget £'000
Agency Staff	0	0
Employees (excluding agency staff)	951	1,421
Employees	951	1,421
Property Costs	10	0
Transport	7	7
Equipment, Furniture & Materials	54	40
Services	31	12
Communications & Computing	7	7
Printing, Stationery & Office Expenses	25	26
Grants & Subscriptions	288	463
Miscellaneous	3	3
Supplies and Services	408	551
Third Party Payments	100	102
<b>Total Expenditure</b>	<b>1,476</b>	<b>2,081</b>
Government Grants	(288)	(462)
<b>Total Income</b>	<b>(288)</b>	<b>(462)</b>
<b>Net Expenditure</b>	<b>1,188</b>	<b>1,619</b>

Movements	£'000
<b>2007/08 net budget</b>	<b>1,188</b>
Inflation	29
Budget adjustments	433
Corporate allocations	27
Savings	(58)
<b>2008/09 net budget</b>	<b>1,619</b>

## **Explanation of movements**

### **Inflation**

Inflation budgets are within corporate guidelines.

### **Budget adjustments**

The creation of the housing options centre is for all housing needs and the redirection in budget allocation to run the service with funding transferred from housing assessment and support.

### **Corporate allocations**

These movements relate to pension adjustments following the 2007 triennial valuation of the pension fund and FRS17.

### **Savings**

Housing options generated savings on the rent deposit scheme of 0.67fte staff and scheme costs at a total of £58,000.

## **Outputs**

The housing options establishment is made up of 37.33 full time equivalent posts and the average establishment cost is £38k per post.

- The main outputs driving the service is the 10,000 housing options appointments per annum.
- 84,000 telephone approaches per year at a unit cost of £2.50 per call.
- Reduce overcrowding in borough – 1,000 overcrowded families re-housed under home search.
- Prevent homelessness and create housing solutions.
- 190 private rented sector properties secured through rent deposit scheme and 275 through finder fee scheme.



## Homelessness grant external partners and procurement

### Description of service

External partners providing preventative homelessness services as well as victim and outreach support within the borough.

Cost centre group JD075

Subjective analysis summary	2007/08	2008/09
	Total budget £'000	Total budget £'000
Agency Staff	0	0
Employees (excluding agency staff)	<u>18</u>	<u>36</u>
Employees	18	36
Grants & Subscriptions	<u>655</u>	<u>560</u>
Supplies and Services	655	560
<b>Total Expenditure</b>	<b>673</b>	<b>596</b>
Government Grants	(655)	(560)
<b>Total Income</b>	<b>(655)</b>	<b>(560)</b>
<b>Net Expenditure</b>	<b>18</b>	<b>36</b>

Movements	£'000
<b>2007/08 net budget</b>	<b>18</b>
Budget adjustment	18
<b>2008/09 net budget</b>	<b>36</b>

### Explanation of movements

#### Inflation

Inflation budgets are within corporate guidelines.

#### Budget adjustments

Increase of one part time procurement post to full time.

#### Corporate allocations

These movements relate to pension adjustments following the 2007 triennial valuation of the pension fund and FRS17.

# Deputy chief executive's department (DCE)

## Description of service

This department supports both internal and external clients and is the champion of the Council's modernisation programme. It promotes services and uses a communications approach to improve the reputation of the Council among wider stakeholders. It oversees delivery of many of the council's core corporate functions which includes responsibility for the customer service centre and client service function, and provides the strategic direction for the Council's approach to place shaping and partnerships.

The DCE brings together many of the corporate functions of the Council. It is made up of ten divisions and was brought together from the previous strategic services and customer and corporate services directorates. Strategic partnerships and area management and community engagement have recently transferred into the department but the budgets are currently shown within regeneration and neighbourhoods.

Deputy chief executive's departments	2007/08 Total budget £'000	2008/09 Total budget £'000
Personnel management services	2,173	2,230
Corporate information services	11,823	12,188
Modernisation office	740	686
Customer service centre	14,991	15,497
Chief executive's office	3,886	3,546
Organisational development	887	907
Communications	1,125	1,154
Property services	4,427	4,930
<b>Revenues and benefits</b>		
Revenues and benefits client unit	1,762	1,806
Cashiers	650	666
Contracts	8,636	8,793
Projects	0	0
Benefits and subsidy	(309)	(317)
Council tax administration grant	(5,012)	(4,477)
NNDR administration grant	(396)	(406)
Corporate recharges	3,967	4,066
Revenues and benefits total	9,298	10,131
<b>Total deputy chief executive</b>	<b>49,350</b>	<b>51,269</b>

## Cost centre group CB200 &amp; CB400

Subjective analysis summary	2007/08 Total budget £'000	2008/09 Total budget £'000
Agency Staff	879	433
Employee (excluding Agency Staff)	<u>15,016</u>	<u>15,681</u>
Employees	15,895	16,114
Property Costs	7,967	8,511
Transport	208	199
Equipment, Furniture & Materials	329	306
Catering	106	107
Clothing, Uniforms & Laundry	2	2
Services	3,752	3,734
Communications & Computing	9,139	9,501
Printing, Stationery & Office Expenses	395	395
Grants & Subscriptions	427	438
Miscellaneous	<u>411</u>	<u>424</u>
Supplies and Services	14,561	14,907
Third Party Payments	21,888	22,501
Transfer Payments	178,454	182,916
Support Services	6,593	6,758
Capital Charges	2,852	2,852
<b>Total Expenditure</b>	<b>248,418</b>	<b>254,758</b>
Government Grants	(182,129)	(186,023)
Other Grants & Contributions	(926)	(949)
Fees and Charges	(7,451)	(7,720)
Customer Receipts	(367)	(376)
External Contract Income	(49)	(51)
Deductions & Reimbursements	(7)	(7)
Recharges	(8,139)	(8,363)
<b>Total Income</b>	<b>(199,068)</b>	<b>(203,489)</b>
<b>Net Expenditure</b>	<b>49,350</b>	<b>51,269</b>

Movements	£'000
<b>2007/08 net budget</b>	<b>49,350</b>
Inflation	1,546
Budget adjustments	32
Corporate allocations	321
Commitments	1,210
Savings	(1,190)
Area based grant	0
<b>2008/09 net budget</b>	<b>51,269</b>

	2007/08 net budget £'000	Inflation	Budget adjustment	Corporate allocations	Commitments	Savings	2008/09 net budget £'000
<b>Deputy chief executive</b>							
Deputy chief executive							
Personnel management services	2,173	51	0	6	0	0	2,230
Corporate information services	11,823	391	0	174	0	(200)	12,188
Modernisation office	740	18	(78)	6	0	0	686
Customer service centre	14,991	499	0	7	0	0	15,497
Chief executive's office	3,886	55	110	80	0	(585)	3,546
Organisational development	887	16	0	4	0	0	907
Communications	1,125	27	0	2	0	0	1,154
Property services	4,427	133	0	40	550	(220)	4,930
<b>Revenues &amp; benefits</b>							
Revenues & benefits client unit	1,762	42	0	2	0	0	1,806
Cashiers	650	16	0	0	0	0	666
Contracts	8,636	342	0	0	0	(185)	8,793
Projects	0	0	0	0	0	0	0
Benefits & subsidy	(309)	(8)	0	0	0	0	(317)
Council tax administration grant	(5,012)	(125)	0	0	660	0	(4,477)
NNDR administration grant	(396)	(10)	0	0	0	0	(406)
Corporate recharges	3,967	99	0	0	0	0	4,066
Revenues & benefits total	9,298	356	0	2	660	(185)	10,131
<b>Total deputy chief executive</b>	<b>49,350</b>	<b>1,546</b>	<b>32</b>	<b>321</b>	<b>1,210</b>	<b>(1,190)</b>	<b>51,269</b>

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

Corporate contracts managed by the DCE's department are subject to above average inflationary increases.

**Budget adjustments**

Relates to the full year effect of posts transferred from legal and democratic services in 2007/08.

**Corporate allocations**

These movements relate to pension adjustments following the 2007 triennial valuation of the pension fund and FRS17.

**Commitments**

These are unavoidable costs resulting from the loss of government subsidy for housing benefits administration, lease rentals on accommodation and costs of asset management planning.

**Savings**

Savings result from a rationalisation of management structures, reduction in the use of agency staff and consultants, increased income and efficiency savings within contracts.

**Outputs**

The budget includes 326.5 posts at an average cost of £49k, including employers on costs and other staff related costs e.g. training.

## Personnel management services

### Description of service

This unit provides corporate leadership for the human resources function council-wide, ensuring that the Council can deliver a modern, flexible and skilled workforce for a fast-moving London borough.

### Cost centre group CC200

Subjective analysis summary	2007/08 Total budget £'000	2008/09 Total budget £'000
Agency Staff	0	0
Employees (excluding Agency Staff)	<u>1,626</u>	<u>1,670</u>
Employees	1,626	1,670
Property Costs	52	54
Transport	8	8
Equipment, Furniture & Materials	18	18
Catering	2	2
Services	307	315
Communications & Computing	58	59
Printing, Stationery & Office Expenses	15	15
Grants & Subscriptions	30	31
Miscellaneous	<u>84</u>	<u>85</u>
Supplies and Services	514	525
Support Services	19	20
<b>Total Expenditure</b>	<b>2,219</b>	<b>2,277</b>
Fees and Charges	(5)	(5)
Recharges	(41)	(42)
<b>Total Income</b>	<b>(46)</b>	<b>(47)</b>
<b>Net Expenditure</b>	<b>2,173</b>	<b>2,230</b>

Movements	£'000
<b>2007/08 net budget</b>	<b>2,173</b>
Inflation	51
Corporate allocations	6
<b>2008/09 net budget</b>	<b>2,230</b>

### Explanation of movements

Inflation

Applied in accordance with corporate guidelines.

Corporate allocations

These movements relate to pension adjustments following the 2007 triennial valuation of the pension fund and FRS17.

### Outputs

Employee budgets are for 38 ftes, an average of £44k per fte

## Corporate information services

### Description of service

This team provides the IT services and strategic capacity for both the front-line and corporate departments to perform effectively and efficiently, ensuring that a coherent programme of change is delivered.

### Cost centre group CC700

Subjective analysis summary	2007/08 Total budget £'000	2008/09 Total budget £'000
Agency Staff	595	148
Employees (excluding Agency)	<u>3,105</u>	<u>3,616</u>
Employees	3,700	3,764
Property Costs	261	267
Transport	10	10
Equipment, Furniture & Materials	9	9
Services	222	228
Communications & Computing	8,662	9,016
Printing, Stationery & Office Expenses	109	111
Grants & Subscriptions	1	1
Miscellaneous	<u>95</u>	<u>97</u>
Supplies and Services	9,098	9,462
Capital Charges	524	524
<b>Total Expenditure</b>	<b>13,593</b>	<b>14,027</b>
Fees and Charges	(424)	(437)
External Contract Income	(49)	(51)
Recharges	(1,297)	(1,351)
<b>Total Income</b>	<b>(1,770)</b>	<b>(1,839)</b>
<b>Net Expenditure</b>	<b>11,823</b>	<b>12,188</b>

Movements	£'000
<b>2007/08 net budget</b>	<b>11,823</b>
Inflation	391
Corporate allocations	174
Savings	(200)
<b>2008/09 net budget</b>	<b>12,188</b>

### **Explanation of movements**

#### **Inflation**

The IT services contract includes an additional amount of inflation above corporate guidelines.

#### **Corporate allocations**

These movements relate to pension adjustments following the 2007 triennial valuation of the pension fund and FRS17.

#### **Savings**

The £200k savings arise from the letting of a new IT contract and restructures within the division.

### **Outputs**

Employee budgets are for 72 ftes, an average of £52k per fte.



## Modernisation office

### Description of service

This unit provides strategic oversight for the delivery of the modernisation programme including delivery of the office accommodation strategy and associated business transformation.

Cost centre group CC760

Subjective analysis summary		2007/08	2008/09
		Total budget £'000	Total budget £'000
Agency Staff	0	0	
Employees (excluding Agency)	<u>536</u>	<u>476</u>	
Employees	536	476	
Transport	3	3	
Equipment, Furniture & Materials	3	3	
Catering	1	1	
Services	2	2	
Communications & Computing	1	1	
Printing, Stationery & Office Expenses	7	7	
Miscellaneous	<u>3</u>	<u>4</u>	
Supplies and Services	17	18	
Support Services	184	189	
<b>Total Expenditure</b>	<b>740</b>	<b>686</b>	
<b>Net Expenditure</b>	<b>740</b>	<b>686</b>	

Movements	£'000
<b>2007/08 net budget</b>	<b>740</b>
Inflation	18
Budget adjustments	(78)
Corporate allocations	6
<b>2008/09 net budget</b>	<b>686</b>

### Explanation of movements

Inflation

Applied in accordance with corporate guidelines.

Budget adjustments

Staffing budget transferred to the chief executive's office as part of the restructuring of the service.

Corporate allocations

These movements relate to pension adjustments following the 2007 triennial valuation of the pension fund and FRS17.

### Outputs

Employee budgets are for 8 ftes, an average of £60k per fte.

## Customer service centre

### Description of service

This team is charged with the lead on managing the customer service centre contract. This will ensure that the Council has a high quality and accessible single system of recording and processing customer comments and complaints. Other services managed within the customer service centre are the coroners service, arbitration service, registrars and one stop shops.

### Cost centre group CC770

Subjective analysis summary	2007/08 Total budget £'000	2008/09 Total budget £'000
Agency Staff	68	69
Employees (excluding Agency Staff)	<u>1,632</u>	<u>1,677</u>
Employees	1,700	1,746
Property Costs	726	744
Transport	13	13
Equipment, Furniture & Materials	36	37
Catering	19	19
Clothing, Uniforms & Laundry	2	2
Services	619	635
Communications & Computing	57	59
Printing, Stationery & Office Expenses	49	50
Grants & Subscriptions	129	133
Miscellaneous	<u>84</u>	<u>87</u>
Supplies and Services	995	1,022
Third Party Payments	13,046	13,500
Support Services	76	78
Capital Charges	54	54
<b>Total Expenditure</b>	<b>16,610</b>	<b>17,157</b>
Government Grants	(300)	(308)
Other Grants & Contributions	(926)	(949)
Fees and Charges	(311)	(319)
Customer Receipts	(5)	(5)
Deductions & Reimbursements	(7)	(7)
Recharges	(70)	(72)
<b>Total Income</b>	<b>(1,619)</b>	<b>(1,660)</b>
<b>Net Expenditure</b>	<b>14,991</b>	<b>15,497</b>

Movements	£'000
<b>2007/08 net budget</b>	<b>14,991</b>
Inflation	499
Corporate allocations	7
<b>2008/09 net budget</b>	<b>15,497</b>

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

The budgets for the customer services centre contract are included here, and the inflation factors to be applied each year are specified in the contract specification. For 2008/2009 the inflation factor was 4.2% and the budgets for the contract have been adjusted accordingly.

**Corporate allocations**

These movements relate to pension adjustments following the 2007 triennial valuation of the pension fund and FRS17.

**Outputs**

- Employee budgets are for 33 ftes, an average of £53k per fte.
- current estimates are for the customer services centre to handle 2.4m calls in the course of a year, covering over 200 services.

## Chief executive's office

### Description of service

The chief executive's office provides the strategic policy and performance functions of the authority alongside corporate business management to help determine the strategy, planning and business associated with the corporate leadership of the council.

Cost centre group CC400, CC440 & CC750

Subjective analysis summary	2007/08 Total budget £'000	2008/09 Total budget £'000
Agency Staff	12	7
Employees (excluding Agency Staff)	<u>1,792</u>	<u>1,622</u>
Employees	1,804	1,629
Property Costs	42	43
Transport	19	6
Equipment, Furniture & Materials	29	24
Catering	3	2
Services	170	23
Communications & Computing	37	34
Printing, Stationery & Office Expenses	22	13
Miscellaneous	<u>0</u>	<u>2</u>
Supplies and Services	261	98
Support Services	196	202
Capital Charges	1,596	1,596
<b>Total Expenditure</b>	<b>3,918</b>	<b>3,574</b>
Fees and Charges	(4)	0
Recharges	(28)	(28)
<b>Total Income</b>	<b>(32)</b>	<b>(28)</b>
<b>Net Expenditure</b>	<b>3,886</b>	<b>3,546</b>

Movements	£'000
<b>2007/08 net budget</b>	<b>3,886</b>
Inflation	55
Budget adjustments	110
Corporate allocations	80
Savings	(585)
<b>2008/09 net budget</b>	<b>3,546</b>

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

Applied in accordance with corporate guidelines.

**Budget adjustments**

Staff budgets have been transferred from democratic services and modernisation as part of the restructuring of this service.

**Corporate allocations**

These movements relate to pension adjustments following the 2007 triennial valuation of the pension fund and FRS17.

**Savings**

- £385k from the rationalisation of management structures, including the deletion of the posts of director of corporate and customer services, assistant chief executive and the head of performance and efficiency and the review of administrative support.
- £200k from reviewing the use of agency staff and external consultancies. Budget savings will be reallocated as specific services are identified.

**Outputs**

There are 26 posts in the budget at an average cost of £63k including employers oncosts and other staff related costs e.g. training

# Organisational development

## Description of service

The division is responsible for all matters relating to the skills, competence and development of staff including work experience, trainees, apprenticeships and the graduate programme for career development.

## Cost centre group CC420

Subjective analysis summary	2007/08 Total budget £'000	2008/09 Total budget £'000
Agency Staff	0	0
Employees (excluding Agency Staff)	<u>1,131</u>	<u>1,161</u>
Employees	1,131	1,161
Property Costs	229	235
Transport	3	3
Equipment, Furniture & Materials	38	39
Catering	28	29
Services	309	317
Communications & Computing	44	45
Printing, Stationery & Office Expenses	10	11
Miscellaneous	<u>81</u>	<u>83</u>
Supplies and Services	510	524
Third Party Payments	3	3
Support Services	42	43
Capital Charges	194	194
<b>Total Expenditure</b>	<b>2,112</b>	<b>2,163</b>
Fees and Charges	(304)	(312)
Customer Receipts	(25)	(26)
Recharges	(896)	(918)
<b>Total Income</b>	<b>(1,225)</b>	<b>(1,256)</b>
<b>Net Expenditure</b>	<b>887</b>	<b>907</b>

Movements	£'000
<b>2007/08 net budget</b>	<b>887</b>
Inflation	16
Corporate allocations	4
<b>2008/09 net budget</b>	<b>907</b>

## Explanation of movements

Inflation

Applied in accordance with corporate guidelines.

Corporate allocations

These movements relate to pension adjustments following the 2007 triennial valuation of the pension fund and FRS17.

## Outputs

Employee budgets are for 20 fte's, an average of £58k per fte.

## Communications

### Description of service

This service provides strategic communications function through pro-active communications across marketing, media management, internal communications, events and electronic communications in order to protect and enhance the reputation of the council, retain and recruit good staff and win additional resources for the authority.

### Cost centre group CC450

Subjective analysis summary	2007/08 Total budget £'000	2008/09 Total budget £'000
Agency staff	0	0
Employees (excluding Agency Staff)	<u>696</u>	<u>714</u>
Employees	696	714
Property Costs	4	4
Transport	2	2
Equipment, Furniture & Materials	90	92
Catering	(3)	(3)
Services	289	296
Communications & Computing	116	119
Printing, Stationery & Office Expenses	<u>23</u>	<u>24</u>
Supplies and Services	515	528
<b>Total Expenditure</b>	<b>1,217</b>	<b>1,248</b>
Fees and Charges	(27)	(28)
Customer Receipts	(24)	(24)
Recharges	(41)	(42)
<b>Total Income</b>	<b>(92)</b>	<b>(94)</b>
<b>Net Expenditure</b>	<b>1,125</b>	<b>1,154</b>

Movements	£'000
<b>2007/08 net budget</b>	<b>1,125</b>
Inflation	27
Corporate allocations	2
<b>2008/09 net budget</b>	<b>1,154</b>

### Explanation of movements

Inflation

Applied in accordance with corporate guidelines.

Corporate allocations

These movements relate to pension adjustments following the 2007 triennial valuation of the pension fund and FRS17.

### Outputs

Employee budgets are for 16 fte's, an average of £45k per fte's.

## Property services

### Description of service

Property services provides strategic leadership for, and delivery of, the Council's property functions including management of the property estate.

Cost centre group CC480 & CC470

Subjective analysis summary	2007/08 Total budget £'000	2008/09 Total budget £'000
Agency Staff	4	4
Employees (excluding Agency Staff)	<u>3,409</u>	<u>3,629</u>
Employees	3,413	3,633
Property Costs	6,399	6,903
Transport	132	136
Equipment, Furniture & Materials	99	77
Catering	51	52
Services	1,544	1,620
Communications & Computing	118	120
Printing, Stationery & Office Expenses	107	110
Grants & Subscriptions	6	6
Miscellaneous	<u>6</u>	<u>7</u>
Supplies and Services	1,931	1,992
Third Party Payments	103	102
Support Services	1,471	1,507
Capital Charges	484	484
<b>Total Expenditure</b>	<b>13,933</b>	<b>14,757</b>
Fees and Charges	(3,427)	(3,596)
Customer Receipts	(313)	(321)
Recharges	(5,766)	(5,910)
<b>Total Income</b>	<b>(9,506)</b>	<b>(9,827)</b>
<b>Net Expenditure</b>	<b>4,427</b>	<b>4,930</b>

Movements	£'000
<b>2007/08 net budget</b>	<b>4,427</b>
Inflation	133
Corporate allocations	40
Commitments	550
Savings	(220)
<b>2008/09 net budget</b>	<b>4,930</b>



## Explanation of movements

### Inflation

Applied in accordance with corporate guidelines.

### Corporate allocations

These movements relate to pension adjustments following the 2007 triennial valuation of the pension fund and FRS17.

### Commitments

- Asset management planning - £150k. There is a requirement to prepare a strategic plan for the management of property assets across the borough in accordance with best practice accounting regulations and government guidance.
- Accommodation - £400k. This is for unavoidable lease rental on the existing property base which are due to fall out in later years and are subject to future efficiency reviews outside of the office accommodation strategy.

### Savings

Savings of £220k will be made from changes in the corporate property holding account including additional rental income and savings on repairs.

## Outputs

- There are 82 employees costing on average £44k per post, including employers on costs and other staff related costs e.g. training;
- the service aims to generate capital receipts of £30m pa from disposals to support the council's capital programme;
- 1,326 commercial properties are managed for rental income and services. The rent collection target is 95% and vacant property target of below 5% of the portfolio;
- target for non residential rent collection is 92%;
- the corporate facilities management team is responsible for the repair and maintenance of 140 council owned properties and the security and cleaning of 80 buildings through corporate contracts.

## Revenues and benefits – client unit

### Description of service

This unit includes all of the staffing and general running costs for the revenues and benefits service.

Cost centre group CD630

Subjective analysis summary		2007/08	2008/09
		Total budget £'000	Total budget £'000
Agency Staff	0	0	
Employees (excluding Agency Staff)	<u>1,087</u>	<u>1,114</u>	
Employees	1,087	1,114	
Property Costs	254	261	
Transport	18	18	
Equipment, Furniture & Materials	7	7	
Catering	5	5	
Services	278	285	
Communications & Computing	46	48	
Printing, Stationery & Office Expenses	53	54	
Grants & Subscriptions	4	4	
Miscellaneous	<u>10</u>	<u>10</u>	
Supplies and Services	403	413	
<b>Total Expenditure</b>	<b>1,762</b>	<b>1,806</b>	
<b>Net Expenditure</b>	<b>1,762</b>	<b>1,806</b>	

Movements	£'000
<b>2007/08 net budget</b>	<b>1,762</b>
Inflation	42
Corporate allocations	2
<b>2008/09 net budget</b>	<b>1,806</b>

### Explanation of movements

Inflation

Applied in accordance with corporate guidelines.

Corporate allocations

These movements relate to pension adjustments following the 2007 triennial valuation of the pension fund and FRS17.

### Outputs

Employee budgets are for 31.5 ftes, an average of £35k per fte.

## Revenues and benefits – cashiers

### Description of service

This budget includes the cost of providing giro services for the revenues and benefits service.

Cost centre group CD635

Subjective analysis summary	2007/08	2008/09
	Total budget £'000	Total budget £'000
Services	<u>12</u>	<u>13</u>
Supplies and Services	12	13
Support Services	638	653
<b>Total Expenditure</b>	<b>650</b>	<b>666</b>
<b>Net Expenditure</b>	<b>650</b>	<b>666</b>

Movements	£'000
<b>2007/08 net budget</b>	<b>650</b>
Inflation	16
<b>2008/09 net budget</b>	<b>666</b>

### Explanation of movements

Inflation

Applied in accordance with corporate guidelines.

## Revenues and benefits – contracts

### Description of service

This budget represents the base contract cost for the Liberata contract, which covers benefit payments and administration along with council tax and business rates collection and administration

Cost centre group CD640

Subjective analysis summary	2007/08 Total budget £'000	2008/09 Total budget £'000
Third Party Payments	8,636	8,793
<b>Total Expenditure</b>	<b>8,636</b>	<b>8,793</b>
<b>Net Expenditure</b>	<b>8,636</b>	<b>8,793</b>

Movements	£'000
<b>2007/08 net budget</b>	<b>8,636</b>
Inflation	342
Savings	(185)
<b>2008/09 net budget</b>	<b>8,793</b>

### Explanation of movements

#### Inflation

The contract costs for the ten year duration of the contract were agreed at the start of the contract, based on expected volumes. For 2008/2009 inflation of 4% was built into the contract payment and additional inflation has been included in the budget to reflect this.

#### Savings

Year on year savings have been incorporated into the contract payments agreed at the beginning of the contract term and these savings are reflected here.

## Revenues and benefits – projects

### Description of service

The revenues and benefits section carries out a number of grant-funded projects to implement new systems and initiatives, and the budgets for these projects are included here. The projects include the debtors project, the introduction of local housing allowances and tell us once, a nationwide initiative for which Southwark is a pilot authority.

### Cost centre group CD645

Subjective analysis summary		2007/08	2008/09
		Total budget £'000	Total budget £'000
Agency Staff	200	205	
Employees (excluding Agency Staff)	<u>2</u>	<u>2</u>	
Employees	202	207	
Miscellaneous	<u>48</u>	<u>49</u>	
Supplies and Services	48	49	
Third Party Payments	100	103	
<b>Total Expenditure</b>	<b>350</b>	<b>359</b>	
Government Grants	(350)	(359)	
<b>Total Income</b>	<b>(350)</b>	<b>(359)</b>	
<b>Net Expenditure</b>	<b>0</b>	<b>0</b>	

## Revenues and benefits – benefits and subsidy

### Description of service

This is the budget for all of the benefits paid to claimants by the revenues and benefits unit, including benefits for HRA and non-HRA rents, council tax, rent allowances and discretionary housing payments. The Council receives subsidy at different rates for the benefits that it pays out, and the budgets for these are also included here.

Cost centre group CD650

<b>Subjective analysis summary</b>	<b>2007/08 Total budget £'000</b>	<b>2008/09 Total budget £'000</b>
Transfer Payments	178,454	182,916
<b>Total Expenditure</b>	<b>178,454</b>	<b>182,916</b>
Government Grants	(175,814)	(180,210)
Fees and Charges	(2,949)	(3,023)
<b>Total Income</b>	<b>(178,763)</b>	<b>(183,233)</b>
<b>Net Expenditure</b>	<b>(309)</b>	<b>(317)</b>

<b>Movements</b>	<b>£'000</b>
<b>2007/08 net budget</b>	<b>(309)</b>
Inflation	(8)
<b>2008/09 net budget</b>	<b>(317)</b>

### Explanation of movements

Inflation

Applied in accordance with corporate guidelines.

## Revenues and benefits – council tax administration grant

### Description of service

This is a grant received from the department of work and pensions to assist in covering the cost of administration of benefits.

Cost centre group CD655

<b>Subjective analysis summary</b>	<b>2007/08 Total budget £'000</b>	<b>2008/09 Total budget £'000</b>
Government Grants	(5,012)	(4,477)
<b>Total Income</b>	<b>(5,012)</b>	<b>(4,477)</b>
<b>Net Expenditure</b>	<b>(5,012)</b>	<b>(4,477)</b>

<b>Movements</b>	<b>£'000</b>
<b>2007/08 net budget</b>	<b>(5,012)</b>
Inflation	(125)
Commitments	660
<b>2008/09 net budget</b>	<b>(4,477)</b>

### Explanation of movements

Inflation

Applied in accordance with corporate guidelines.

Commitments

The level of grant to be received each year is communicated to local authorities by the department of work & pensions in advance. The commitment of £660k has been included to bring the budget in line with the grant that will be received.

## Revenues and benefits – NNDR administration grant

### Description of service

This is a grant received from the department of work and pensions to assist in covering the cost of administration of NNDR.

Cost centre group CD660

Subjective analysis summary	2007/08 Total budget £'000	2008/09 Total budget £'000
Grants & Subscriptions	<u>257</u>	<u>263</u>
Supplies and Services	257	263
<b>Total Expenditure</b>	<b>257</b>	<b>263</b>
Government Grants	(653)	(669)
<b>Total Income</b>	<b>(653)</b>	<b>(669)</b>
<b>Net Expenditure</b>	<b>(396)</b>	<b>(406)</b>

Movements	£'000
<b>2007/08 net expenditure budget</b>	<b>(396)</b>
Inflation	(10)
<b>2008/09 net expenditure budget</b>	<b>(406)</b>

### Explanation of movements

Inflation

Applied in accordance with corporate guidelines.



## Revenues and benefits – Corporate recharges

### Description of service

These are services provided by other departments within the Council to support the revenues and benefits service, including FMS, personnel management services and IT.

Cost centre group CD665

Subjective analysis summary	2007/08	2008/09
	Total budget £'000	Total budget £'000
Support Services	3,967	4,066
<b>Total Expenditure</b>	<b>3,967</b>	<b>4,066</b>
<b>Net Expenditure</b>	<b>3,967</b>	<b>4,066</b>

Movements	£'000
<b>2007/08 net budget</b>	<b>3,967</b>
Inflation	99
<b>2008/09 net budget</b>	<b>4,066</b>

### Explanation of movements

Inflation

Applied in accordance with corporate guidelines.

# Financial management services

## Description of service

Financial management services provides the following:

- financial management across the Council
- enhancement of the corporate financial framework
- management of the internal audit contract, the pension fund, investments, the Council's corporate financial management system, payments, income, financial control and all aspects of financial governance.
- Southwark procurement ensures the Council achieves the best quality possible with the resources available.
- financial management of major project schemes.
- housing finance.

Financial management services	2007/08 Total budget £'000	2008/09 Total budget £'000
Financial management services	6,465	6,584

## Cost centre group CB100

Subjective analysis summary	2007/08 Total budget £'000	2008/09 Total budget £'000
Agency Staff	15	15
Employees (excluding Agency)	<u>5,842</u>	<u>5,901</u>
Employees	5,857	5,916
Property Costs	211	202
Transport	52	53
Equipment, Furniture & Materials	78	77
Catering	2	2
Clothing, Uniforms & Laundry	10	11
Services	2,302	1,426
Communications & Computing	307	224
Printing, Stationery & Office Expenses	137	141
Grants & Subscriptions	29	29
Miscellaneous	<u>(30)</u>	<u>22</u>
Supplies and Services	2,835	1,932
Third Party Payments	1	817
Support Services	76	73
Capital Charges	1	1
<b>Total Expenditure</b>	<b>9,033</b>	<b>8,994</b>
Fees and Charges	(278)	(56)
Recharges	(2,290)	(2,354)
<b>Total Income</b>	<b>(2,568)</b>	<b>(2,410)</b>
<b>Net Expenditure</b>	<b>6,465</b>	<b>6,584</b>

<b>Movements</b>	<b>£'000</b>
<b>2007/08 net budget</b>	<b>6,465</b>
Inflation	174
Corporate allocations	105
Savings	(160)
<b>2008/09 net budget</b>	<b>6,584</b>

### Explanation of movements

#### Inflation

Additional inflation of £21k has been included for an above inflation increase on the internal audit contract

#### Corporate allocations

These movements relate to pension adjustments following the 2007 triennial valuation of the pension fund and FRS17.

#### Savings

Savings have been included for the following:

- £20k have been included for rationalisation of departmental accommodation.
- £90k for internal audit fees as more work is to be done in-house.
- £50k for increased efficiencies arising from anti-fraud initiatives.

### Outputs

- The total establishment for FMS is 128 (excluding 18 in housing finance).
- The average salary cost per employee is £49k. This includes employees' oncosts and other staff related costs e.g. training.
- The cost of housing finance is not included in budget as it is part of HRA costs.

# Legal and democratic services

## Description of service

The division is responsible for providing support to the decision-making bodies of the Council, a range of direct services to the public and legal services to all parts of the Council. The director's role encompasses the council's monitoring officer functions as well as the electoral registration officer and, for non-parliamentary elections, the returning officer. These services are described in more detail in the following pages.

<b>Legal &amp; democratic services</b>	<b>2007/08</b>	<b>2008/09</b>
	<b>Total budget £'000</b>	<b>Total budget £'000</b>
<b>Legal and democratic services</b>		
Democratic services	3,701	3,732
Scrutiny	309	319
Legal corporate client and trading accounts	1,642	1,688
<b>Legal and democratic services total</b>	<b>5,652</b>	<b>5,739</b>

## Cost centre group CB800

<b>Subjective analysis summary</b>	<b>2007/08</b>	<b>2008/09</b>
	<b>Total budget £'000</b>	<b>Total budget £'000</b>
Agency Staff	31	32
Employees (excluding Agency Staff)	<u>8,156</u>	<u>8,410</u>
Employees	8,187	8,442
Property Costs	55	56
Transport	137	116
Equipment, Furniture & Materials	219	223
Catering	42	43
Services	385	315
Communications & Computing	208	214
Printing, Stationery & Office Expenses	323	333
Grants & Subscriptions	6	6
Miscellaneous	<u>1,850</u>	<u>1,894</u>
Supplies and Services	3,033	3,028
Support Services	2,442	2,503
<b>Total Expenditure</b>	<b>13,854</b>	<b>14,145</b>
Fees and Charges	(1,119)	(1,147)
Customer Receipts	(58)	(59)
Recharges	(7,025)	(7,200)
<b>Total Income</b>	<b>(8,202)</b>	<b>(8,406)</b>
<b>Net Expenditure</b>	<b>5,652</b>	<b>5,739</b>

<b>Movements</b>	<b>£'000</b>
<b>2007/08 net budget</b>	<b>5,652</b>
Inflation	130
Budget adjustments	(32)
Corporate allocations	133
Functional changes	18
Commitments	108
Savings	(270)
<b>2008/09 net budget</b>	<b>5,739</b>

Legal and democratic services	2007/08 net budget £'000	Inflation £'000	Budget adjustments £'000	Corporate allocations £'000	Functional changes £'000	Commitments £'000	Savings £'000	2008/09 net budget £'000
Legal and democratic services								
Democratic services	3,701	90	(32)	7	18	38	(90)	3,732
Scrutiny	309	7	0	3	0	0	0	319
Legal corporate client and trading accounts	1,642	33	0	123	0	70	(180)	1,688
<b>Total legal and democratic services</b>	<b>5,652</b>	<b>130</b>	<b>(32)</b>	<b>133</b>	<b>18</b>	<b>108</b>	<b>(270)</b>	<b>5,739</b>

## **Explanation of movements**

### **Inflation**

Applied in accordance with corporate guidelines

### **Budget adjustments**

Two posts were transferred from democratic services to deputy chief executive's department part way through 2007/08, £32,000 is the remaining budget transfer to fully fund the posts for a financial year.

### **Corporate allocations**

These movements relate to pension adjustments following the 2007 triennial valuation of the pension fund and FRS17.

### **Functional changes**

These are changes as a result of the Council being required to deliver an additional duty/service. A functional change can also include the replacement of a specific grant by RSG. In this instance there is £18,000 to support a new administrative procedure for complaints about member conduct.

### **Commitments**

For democratic services the commitment is to assist with major projects and the expanded role of the standards committee. Legal services have a commitment to fund 2 posts phased in over two years to support the major projects board.

### **Savings**

The majority of the savings identified will be achieved through the move to improve programme. Within democratic services additional savings will be achieved by rationalising the management structure and improving processes within the members support area.

## **Outputs**

The service has 164.3 fte budgeted posts. The average employee cost, including all employee related spend such as training, is £51k.

## Democratic services

### Description of service

Democratic services provide support to the decision-making bodies of the council, including community councils. It also delivers direct member support to the executive and political groups as well as individual members in their ward representative roles and manages the mayor's office.

Key activities include:

- supporting the democratic processes of the authority,
- provision and promotion of the arrangements for devolved decision-making,
- co-ordination and advice on the decision-making processes of the council assembly, executive, planning, licensing and standards committees,
- ensuring adherence to and clarity of decision-making processes, communication of decisions and effective tracking of decisions,
- management of the civic role of the mayor, including support for international development activity as necessary,
- co-ordination of the decision-making processes of the eight community councils including their role as sub-committees of the planning committee,
- promotion and facilitation of community engagement,
- maintenance, implementation and advice on the constitution.

### Cost centre group CC800

Subjective analysis summary	2007/08	2008/09
	Total budget £'000	Total budget £'000
Agency Staff	31	32
Employees (excluding Agency Staff)	<u>2,009</u>	<u>2,006</u>
Employees	2,040	2,038
Property Costs	44	45
Transport	84	61
Equipment, Furniture & Materials	105	107
Catering	37	38
Services	204	228
Communications & Computing	132	136
Printing, Stationery & Office Expenses	212	218
Grants & Subscriptions	6	6
Miscellaneous	<u>1,843</u>	<u>1,886</u>
Supplies and Services	2,539	2,619
Support Services	115	118
<b>Total Expenditure</b>	<b>4,822</b>	<b>4,881</b>
Fees and Charges	(1,119)	(1,147)
Customer Receipts	(2)	(2)
<b>Total Income</b>	<b>(1,121)</b>	<b>(1,149)</b>
<b>Net Expenditure</b>	<b>3,701</b>	<b>3,732</b>

<b>Movements</b>	<b>£'000</b>
<b>2007/08 net budget</b>	<b>3,701</b>
Inflation	90
Budget adjustments	(32)
Corporate allocations	7
Functional changes	18
Commitments	38
Savings	(90)
<b>2008/09 net budget</b>	<b>3,732</b>

### Explanation of movements

#### Inflation

Applied in accordance with corporate guidelines.

#### Budget adjustments

Two posts were transferred from democratic services to deputy chief executive's department part way through 2007/08, £32,000 is the remaining budget transfer to fully fund the posts for a financial year.

#### Corporate allocations

These movements relate to pension adjustments following the 2007 triennial valuation of the pension fund and FRS17.

#### Functional changes

These are changes as a result of the Council being required to deliver an additional duty/service. A functional change can also include the replacement of a specific grant by RSG. In this instance there is £18,000 to support a new administrative procedure for complaints about member conduct.

#### Commitments

The £38,000 commitment is to assist with major projects and the expanded role of the standards committee.

#### Savings

The savings figure is split between £40,000 being achieved through the move to improve programme, specifically concerning the member support function and £50,000 being achieved by rationalising management structures.

### Outputs

The service has 42.3 fte budgeted posts. The average employee cost, including all employee related spend such as training, is £48k.



## Scrutiny

### Description of service

The scrutiny team support and develop the council's overview and scrutiny committees. These committees are made up of cross-party non-executive councilors, whose role is to hold the executive to account. The committees develop annual work programmes which comprise a mix of reviews intended to influence the council's policy, and those which are intended more as a challenge to existing policy or performance.

The scrutiny team provide process, policy and research support to the committees in carrying out these work programmes. Support is given directly on some aspects of their work, and for other areas assistance is given in identifying experts from within the council and its partners, or other relevant organisations and groups.

Cost centre group CC830

Subjective analysis summary	2007/08	2008/09
	Total budget £'000	Total budget £'000
Agency Staff	0	0
Employees (excluding Agency Staff)	<u>236</u>	<u>244</u>
Employees	236	244
Transport	3	3
Equipment, Furniture & Materials	1	1
Services	33	34
Communications & Computing	8	8
Printing, Stationery & Office Expenses	27	28
Miscellaneous	<u>1</u>	<u>1</u>
Supplies and Services	70	72
<b>Total Expenditure</b>	<b>309</b>	<b>319</b>
<b>Net Expenditure</b>	<b>309</b>	<b>319</b>

Movements	£'000
<b>2007/08 net budget</b>	<b>309</b>
Inflation	7
Corporate allocations	3
<b>2008/09 net budget</b>	<b>319</b>

### Explanation of movements

Inflation

Applied in accordance with corporate guidelines.

Corporate allocations

These movements relate to pension adjustments following the 2007 triennial valuation of the pension fund and FRS17.

### Outputs

The service has 5 fte budgeted posts. The average employee cost, including all employee related spend such as training, is £49k.

## Legal corporate client and trading accounts

### Description of service

Legal services offers legal support to all parts of the council. It covers the whole range of local authority legal work including;

- corporate advice,
- advice to members in the in the executive, all committees and sub committees of the council and at community councils,
- housing litigation and policy advice,
- contract formation and advice,
- children & adults services litigation and advice,
- planning agreements, advice and litigation,
- property matters,
- environment advice and litigation,
- enforcement and prosecutions,
- advice on regeneration schemes,
- education advice,
- employment advice and litigation,
- general litigation including debt collection.

### Cost centre group CC840 & CC850

Subjective analysis summary	2007/08 Total budget £'000	2008/09 Total budget £'000
Agency Staff	0	0
Employee Expenses	<u>5,911</u>	<u>6,160</u>
Employees	5,911	6,160
Property Costs	11	11
Transport	50	52
Equipment, Furniture & Materials	113	115
Catering	5	5
Services	148	53
Communications & Computing	68	70
Printing, Stationery & Office Expenses	84	87
Miscellaneous	<u>6</u>	<u>7</u>
Supplies and Services	424	337
Support Services	2,327	2,385
<b>Total Expenditure</b>	<b>8,723</b>	<b>8,945</b>
Customer Receipts	(56)	(57)
Recharges	(7,025)	(7,200)
<b>Total Income</b>	<b>(7,081)</b>	<b>(7,257)</b>
<b>Net Expenditure</b>	<b>1,642</b>	<b>1,688</b>

<b>Movements</b>	<b>£'000</b>
<b>2007/08 net budget</b>	<b>1,642</b>
Inflation	33
Corporate allocations	123
Commitments	70
Savings	(180)
<b>2008/09 net budget</b>	<b>1,688</b>

### Explanation of movements

#### Inflation

Applied in accordance with corporate guidelines.

#### Corporate allocations

These movements relate to pension adjustments following the 2007 triennial valuation of the pension fund and FRS17.

#### Commitments

Legal services have a commitment to fund 2 posts phased in over two years to support major projects board.

#### Savings

The savings will be generated by the move to improve programme and by improving processes by updating and implementing new technologies.

### Outputs

The service has 117 fte budgeted posts. The average employee cost, including all employee related spend such as training, is £53k.

# Corporate support cost reallocations

## Description of service

FMS, legal and democratic services and the DCE's department provide support across the whole range of council services. These are reallocated in accordance with the best value accounting code of practice.

Corporate support cost reallocations	2007/08 Total budget £'000	2008/09 Total budget £'000
Corporate support cost reallocations	(44,868)	(45,990)

## Cost centre group CB900

Subjective analysis summary	2007/08 Total budget £'000	2008/09 Total budget £'000
Recharges	(44,868)	(45,990)
<b>Total Income</b>	<b>(44,868)</b>	<b>(45,990)</b>
<b>Net Expenditure</b>	<b>(44,868)</b>	<b>(45,990)</b>

Movements	£'000
<b>2007/08 net budget</b>	<b>(44,868)</b>
Inflation	(1,122)
<b>2008/09 net budget</b>	<b>(45,990)</b>

## Explanation of movements

The impact of commitments and savings within the support areas is largely neutral. An inflationary increase is therefore the only change to the budgeted level of recharges.

# Corporate budgets

	2007/08 Net expenditure budget £'000	2008/09 Net expenditure budget £'000
Corporate	(2,657)	(9,601)
Insurance	78	50
<b>Total</b>	<b>(2,579)</b>	<b>(9,551)</b>

## Corporate budgets

### Description of budget

Corporate budgets are budgets for expenditure and income that are held and controlled at the corporate centre. They include budgets for the corporate and democratic core (CDC) which are costs related to policy making and other member based activities plus corporate management costs.

The Council is also required under accepted accounting practices to show pension costs (FRS17) and capital charges within departmental service budgets which must then be reversed out in order that there is no impact on the level of council tax that the council sets each year.

The budgets for the cost of borrowing, investment income, contribution to reserves and the area based grant income are excluded from the budgets below and shown separately.

Subjective analysis summary	2007/08 Total budget £'000	2008/09 Total budget £'000
Employees	(1,040)	1,954
Property Costs	184	189
Transport	5	5
Supplies and Services	5,005	2,539
Third Party Payments	6,712	4,872
Support Services	8,469	8,685
Capital Charges	40	40
<b>Total Expenditure</b>	<b>19,375</b>	<b>18,284</b>
Fees and Charges	(1,044)	(1,070)
Recharges	(20,988)	(26,815)
<b>Total Income</b>	<b>(22,032)</b>	<b>(27,885)</b>
<b>Net Expenditure</b>	<b>(2,657)</b>	<b>(9,601)</b>

Movements	£'000
<b>2007/08 net budget</b>	<b>(2,657)</b>
Inflation	956
Corporate allocations	(3,457)
Commitments	(3,133)
Savings	(1,310)
<b>2008/09 net budget</b>	<b>(9,601)</b>

<b>Explanation of movements</b>	<b>£'000</b>
<b>Inflation</b>	<b>956</b>
<b>Commitments</b>	
Superannuation - increase in employer's on cost rate from 10.5 to 14.5%	652
Release of central contingency for social care and waste PFI	(3,785)
<b>Total commitments</b>	<b>(3,133)</b>
<b>Corporate allocations</b>	
This adjustment includes the release of employer's superannuation budget to service budgets and the reversal of FRS17 adjustments posted to service budgets.	<b>(3,457)</b>
<b>Savings</b>	
Consolidation of communications activities	(1,000)
Review of management structures across the council	(160)
Financial Risk - Pension Fund - release of budget following favourable actuarial report	(150)
<b>Total savings</b>	<b>(1,310)</b>
<b>Total movements</b>	<b>(6,944)</b>

## Insurance

### Description of service

This budget represents the cost of administering the council's insurance policies.

Subjective analysis summary	2007/08	2008/09
	Total budget £'000	Total budget £'000
Property Costs	4,412	4,522
Transport	455	466
Supplies and Services	1,524	1,533
<b>Total Expenditure</b>	<b>6,391</b>	<b>6,521</b>
Fees and Charges	(459)	(470)
Recharges	(5,854)	(6,001)
<b>Total Income</b>	<b>(6,313)</b>	<b>(6,471)</b>
<b>Net Expenditure</b>	<b>78</b>	<b>50</b>

Movements	£'000
<b>2007/08 net budget</b>	<b>78</b>
Inflation	2
Savings	(30)
<b>2008/09 net budget</b>	<b>50</b>

### Explanation of movements

Inflation

Applied in accordance with corporate guidelines.

Savings

These relate to savings achieved through the renewal of insurance contracts

# Housing revenue account

## Description

The housing revenue account (HRA) reflects the statutory requirement under section 74 of the Local Government and Housing Act 1989 to account separately for local authority housing provision. It is a ring-fenced account, containing solely the costs arising from the provision and management of the Council's housing stock, offset by tenant rents and service charges, housing subsidy, leaseholder service charges and other income.

Following a review of housing services, strategic management arrangements have changed, with responsibility for the housing revenue account services being delivered across a number of departments across the Council.

## 2008/09 Budget: Key issues

- The HRA continues to be under pressure as resources are constrained at or below 2007/08 levels. The government effectively operates control over rent policy, through the rent restructuring regime, introduced in 2002/03, which reduces subsidy (through rent clawback), by more than is generated by the guideline rent increase.
- The average rent increase for 2008/09 was 5.85%, set in accordance with the government's required formula rent guidance. This ensures the Council maximises the amount of housing subsidy received from the government. The maximum rent increase for individual tenants was limited to 4.4% + £2.
- Another key factor is that the amount of subsidy received by Southwark continues to decline due to government changes introduced in 2004/05 in the calculation and distribution of management and maintenance allowances (M&M), which had a particularly detrimental effect on Southwark and London authorities generally. In 2008/09 M&M allowances increased by a net £0.65p per property, but the sum taken away through rent clawback was £223.75 per property.
- Reductions in the Council's dwelling stock, primarily through the Council's ambitious regeneration programme and the 'Right to Buy' (RTB) result in a loss of rental income, which is only partly mitigated through leaseholder service charges and operational efficiency savings in managing the stock. Total stock reduction during 2008/09 is estimated at 1,200 properties, of which 200 are likely to be RTB sales. A key budget driver and increasing pressure is void loss, particularly through major regeneration schemes, which have long-lead-in periods. The budget is set to reflect anticipated activity in 2008/09, with a view to minimising the revenue effects.
- The effects of the subsidy settlement, combined with inflationary pressures and unavoidable commitments total £20.7m for 2008/09. This has been balanced by a range of measures, including increases in all rents and service charges, improved collection and arrears management, generating higher income and lower debt provisions and, reduced revenue support to the investment programme. Efficiency savings of 2.5% are assumed and will be delivered through revised and more efficient working, resulting from the restructure of housing services and contract and supply-chain improvements. Finally it will be necessary to utilise reserves to replace cashflow losses arising from the implementation of affordability caps and limits applied to tenant rent increases, as communities and local government (CLG) move to a system of payment in arrears, rather than in-year.



HOUSING REVENUE ACCOUNT BASE BUDGET 2008/09							Base Budget 2008/09
	Revised Base Budget 2007/08	Inflated Budget	Budget Adjustments	Growth	Commitments	Savings/ Income Generation	£
<b>Expenditure:</b>	£	£	£	£	£	£	£
Employees	30,174,559	30,976,383	324,606	61,515	0	(374,315)	30,988,189
Running Costs	23,521,627	24,104,476	(617,833)	0	(76,884)	(269,525)	23,140,234
Thames Water Charges	10,331,351	10,589,633	(11,293)	0	0	(2,000)	10,576,340
Grounds Maintenance & Estate Cleaning	14,152,876	14,506,702	116,979	0	0	(34,890)	14,588,791
Responsive Repairs & Heating Repairs	48,299,909	49,507,405	(148,021)	0	0	(1,584,566)	47,774,818
RCCO	9,207,398	9,207,398	0	0	0	(1,700,000)	7,507,398
Planned Maintenance (External Decorations)	7,041,458	7,217,495	0	0	0	(34,895)	7,182,600
Service Level Agreements	16,020,133	16,420,637	(10,267)	0	1,600,000	0	18,010,370
Asset Rents (Debt Charges)	92,100,180	92,100,180	0	0	(4,770,575)	0	87,329,605
Co-Op's, TMO's etc.	2,563,048	2,627,127	0	0	0	478,393	3,105,520
Heating Account	11,563,107	11,852,185	(289,078)	0	0	0	11,563,107
Application of Reserves	0	0	0	0	(4,700,000)	0	(4,700,000)
<b>Sub-total</b>	<b>264,975,646</b>	<b>269,109,621</b>	<b>(634,907)</b>	<b>61,515</b>	<b>(7,947,459)</b>	<b>(3,521,798)</b>	<b>257,066,972</b>
<b>Income:</b>							
Rents - Dwellings	(142,544,622)	(142,544,622)	729,555	0	47,198	(8,428,918)	(150,196,787)
Rents - Non Dwellings	(2,466,864)	(2,466,864)	380	0	0	(108,300)	(2,574,784)
Heating/ Hot Water Charges	(9,267,000)	(9,267,000)	0	0	0	341,900	(8,925,100)
Tenant Service Charges	(11,162,100)	(11,162,100)	0	0	0	(218,200)	(11,380,300)
Thames Water Charges	(9,449,400)	(9,449,400)	0	0	0	(191,500)	(9,640,900)
Thames Water Commission	(2,331,490)	(2,331,490)	0	0	0	(27,620)	(2,359,110)
Leaseholders - Major Works	(10,000,000)	(10,000,000)	0	0	0	(450,000)	(10,450,000)
Leaseholders - Service Charges	(13,634,681)	(13,634,681)	0	0	0	(613,319)	(14,248,000)
Housing Subsidy & Grants	(53,145,714)	(53,145,714)	(87,488)	0	19,454,780	0	(33,778,422)
Interest on Balances	(1,442,523)	(1,442,523)	0	0	(194,254)	(55,000)	(1,691,777)
Commercial Property Rents	(5,850,710)	(5,850,710)	(7,607)	0	0	(273,000)	(6,131,317)
Capitalisation (Repairs)	0	0	0	0	0	(2,000,000)	(2,000,000)
Fees & Charges	(1,812,737)	(1,812,737)	67	0	0	(10,000)	(1,822,670)
Recharges	(1,867,805)	(1,867,805)	0	0	0	0	(1,867,805)
<b>Sub-total</b>	<b>(264,975,646)</b>	<b>(264,975,646)</b>	<b>634,907</b>	<b>0</b>	<b>19,307,724</b>	<b>(12,033,957)</b>	<b>(257,066,972)</b>
<b>Net HRA</b>	<b>0</b>	<b>4,133,975</b>	<b>0</b>	<b>61,515</b>	<b>11,360,265</b>	<b>(15,555,755)</b>	<b>0</b>

# Capital programme

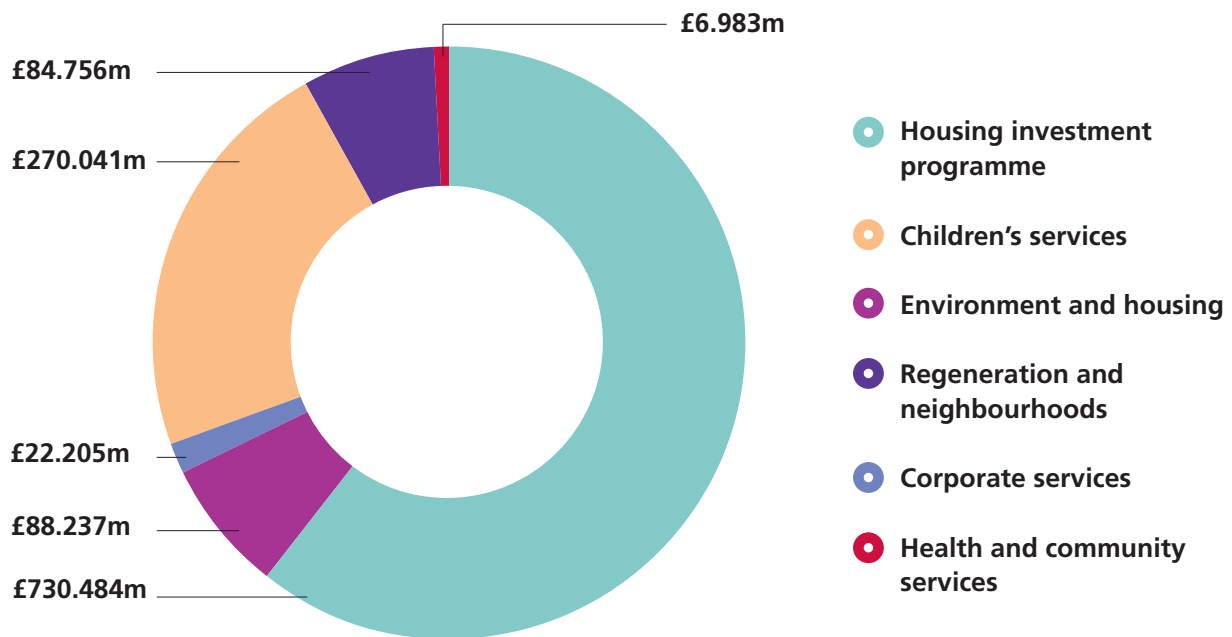
A ten-year programme was established in 2006 for capital investment which is within the remit of the medium term financial strategy and accords with local priorities as expressed through Southwark 2016, the community strategy and the corporate plan. During this period the delivery of the decent homes standard, housing regeneration and the development of Southwark schools for the future are key priorities. The capital programme schemes are listed below.

## Investment in services

The Council continues to invest in the services it provides by improving existing assets and developing new ones. The capital programme for 2007/16 includes a housing investment programme of £730m and other investment of £472m and is shown below summarised by department:

Department	Expenditure/Funding
<b>Expenditure</b>	<b>£'000</b>
Children's services	270,041
Environment and housing	88,237
Health and community services	6,983
Housing investment programme	730,484
Regeneration and neighbourhoods	84,756
Corporate services	22,205
<b>Total expenditure</b>	<b>1,202,706</b>
<b>Funded by:</b>	
Borrowing	124,752
Capital receipts	342,963
Major repairs allowance	334,286
Grants and gains	247,500
Revenue and reserves	153,205
<b>Total funding</b>	<b>1,202,706</b>

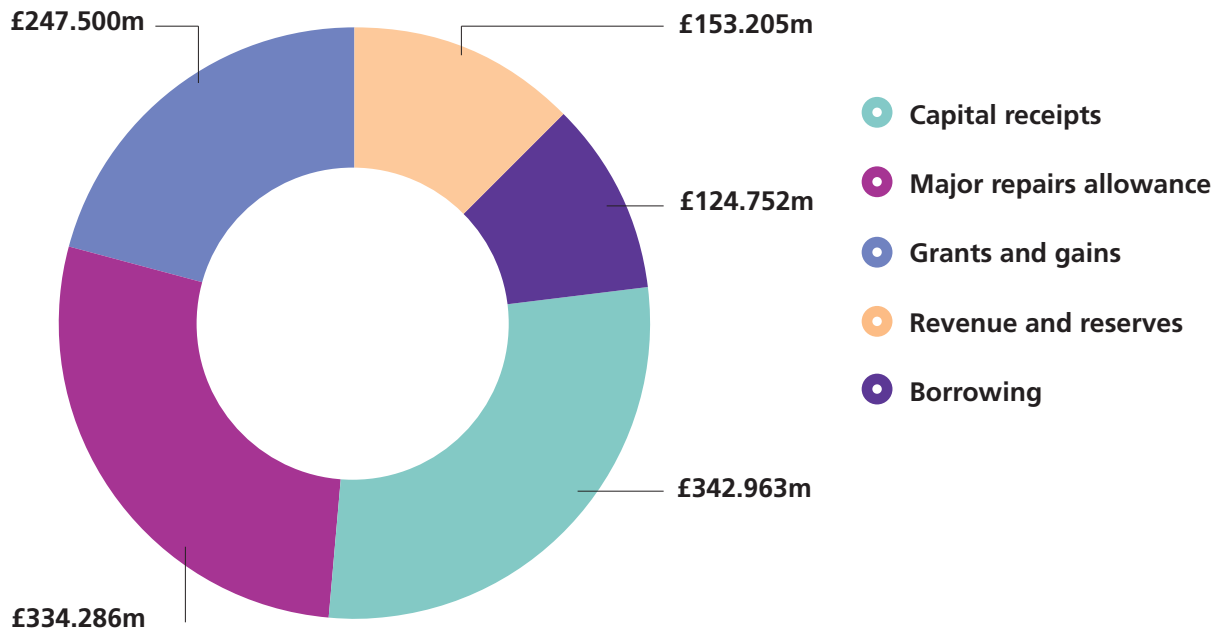
### Funding the capital programme



There are various forms of funding that are available to support the capital programme which are not available for revenue budget purposes. The major sources of funds for capital are:

- **Loans**, the Council can borrow amounts for which it receives specific approval from the government. There is also unsupported borrowing under the prudential code. The full costs of unsupported borrowing have to be met from council tax or housing rents.
- the **major repairs allowance** which is a housing grant from the government;
- **Other grants and contributions**, such as lottery funding, planning gain receipts from developers; and
- **Income from the sale of council assets**, although in some cases a proportion of this income must be set aside to repay loans.
- **Contributions from revenue or reserves.**

## 2007/16 funding sources for capital programme



## Capital Programme 2007-16 by scheme

Capital programme 2007-16	Children's services		
Description of scheme	2007 £	2008 £	2009+ £
The Charter School -BSF QW	2,010,296	0	0
Rye Oak Fresh Start	1,614,000	4,096,000	70,000
Oliver Goldsmith PC-MAIN	1,339,637	0	0
Devolved Standard Fund Schemes	1,308,695	0	0
Youth / Children's Project	1,250,000	1,250,000	0
Rewire of Keyw'th,C.Dickens,Crawf'd&Good	1,166,500	0	0
Kingsdale SC-Quick Win	1,134,704	0	0
Heber School External Refurbish	916,000	0	0
Salmon Youth Centre	900,000	0	0
Waverly SC - Quick Win	672,757	0	0
Southwark Park School - Remodelling	638,996	0	6,354,004
SSF (inc contingency)	500,000	800,000	207,000,000
Crawford School - Alterations & Extension	400,000	1,509,000	91,000
Eveline Lowe School - Remodelling	390,500	0	12,552,500
Michael Faraday PC-BLF(NOF)	388,052	2,196,244	9,315,704
Nell Gwynn Roof Extension and Kitchen	337,381	0	0
Boiler Replacement Package 2006-07	324,000	0	0
Riverside PC-CA	305,111	0	0
Ivydale School - New Children's Centre	300,000	220,000	5,000
Rye Oak Fresh Start	278,447	0	0
Victory Children's Centre	275,000	641,950	43,050
Charter Dulwich SC-Prior4/5	243,226	0	0
Redriff Children's Centre	237,000	650,605	31,000
Grange PC-SSA	218,640	0	0
Rewire Package No.2	200,525	0	0
Southwark Park School	196,562	0	0
Gloucester PC-SSA	189,000	0	0
Camelot P. School - Kitchen Ext. Refurbish.	187,000	0	0
Peckham Park PC	186,000	0	0
Kingsdale BSF	177,857	0	0
Bessemer Grange Primary School CC	143,000	1,009,000	48,000
Kintore Way - NS/CC	140,404	0	0
Boiler Replacement Package	135,000	0	0
Langbourne PC	109,961	0	0
Dulwich Wood NS/CC-EYP	108,669	0	0
South Bermondsey CC	108,000	0	0

<b>Capital programme 2007-16</b> Continued	<b>Children's services</b>		
Description of scheme	2007 £	2008 £	2009+ £
Porlock Hall - Adaptations	97,218	0	0
Redriff PC-BLF(NOF)	92,500	0	0
Rewire Package No. 1	86,736	0	0
Bishops House - Internal Works	85,000	225,912	0
Asbestos Removal	75,000	0	0
Rotherhithe PC	70,000	0	0
St.Saviours & St.Olaves-SV	70,000	0	0
Spa Spec-MAIN	68,000	0	0
Gloucester PC-MAIN	62,425	0	0
Lyndhurst PC-MAIN	60,000	0	0
Dog Kennel Hill PC-SAI	50,000	0	0
Gumboots Nursery - Children's Centre	50,000	625,000	25,000
Heber Primary School Children's Centre	50,000	600,000	0
Geoff Chaucer SC-MAIN	45,161	0	0
Dog Kennel Hill PC	44,909	0	0
Surrey Square-External Refurbish	40,000	0	0
Peckham CC	35,000	0	0
Snowsfield School SENDA works	35,000	0	0
Brunswick PC - SSA (Sports Hall)	32,772	0	0
Camberwell Grove EYs Boundary Wall	27,823	0	0
Pilgrims Way Primary School	25,000	225,000	10,000
Robert Brown PC-MAIN	24,057	0	0
Townsend Primary School - SENDA Works	23,775	0	0
Spa Spec-BLF(NOF)	23,000	0	0
Portfolio Management - BLF(NOF)	19,000	0	0
Improvements to Playgrounds	18,921	0	0
Crampton PC-BLF(NOF)	18,000	0	0
Geoffrey Chaucer-Renewal of Flat Roofs	16,000	0	0
Dulwich Hamlet PC-MAIN	14,000	0	0
Aylesbury N-CA	11,625	0	0
St. Paul Space for SA - PV	9,206	0	0
Eveline Lowe PC-MAIN	6,525	0	0
Riverside PC-MAIN	5,880	0	0
Redriff PC-BLF(NOF)	4,944	0	0
Waverley Sports	3,949	0	0
The Lane CC (Peckham Rye/Thomas Carlton)	3,247	0	0

Capital programme 2007-16 Continued	Children's services		
Description of scheme	2007 £	2008 £	2009+ £
Tower Bridge PO Hse Ext Refurbishment Ph 2	2,700	0	0
Galleywall	2,378	0	0
Highshore School - SENDA Works	2,352	0	0
Art Acquisitions	1,758	0	0
Beormund - BLF(NOF) Spec	1,200	0	0
Rotherhithe PC-BLF(NOF)	1,000	0	0
South Camberwell CC	265	0	0
Grove - NS/CC	0	0	0
Lyndhurst PC-BLF(NOF)	0	0	0
Michael Faraday PS	0	0	0
Provision for DDA-SAI	0	0	0
Pupil Development Unit	0	0	0
School Meals Part.	0	0	0
St. Michael's RC - SV-BLF	0	0	0
St.Thomas Apostle SV-BLF(NOF)	0	0	0
<b>TOTAL</b>	<b>20,447,246</b>	<b>14,048,711</b>	<b>235,545,258</b>

<b>Capital programme 2007-16</b>	<b>Environment and housing</b>		
<b>Description of scheme</b>	<b>2007 £</b>	<b>2008 £</b>	<b>2009+ £</b>
Integrated Waste Solutions Programme	17,066,312	10,378,884	0
Non Principal Road Repairs	6,031,559	5,000,000	9,000,000
Geraldine Mary Harmsworth Sport Facilities	1,174,544	1,325,456	0
Lamp Column Replacement	1,000,000	0	0
Camberwell CGS	752,443	520,803	413,000
Concrete column replacement	725,000	393,676	0
Dulwich CGS	694,737	146,697	370,000
Bermondsey CGS	693,099	368,470	421,000
Non Principal Road Structural Repairs	600,000	0	0
Rotherhithe CGS	555,343	326,497	399,000
Borough & Bankside CGS	531,332	580,268	398,000
Leisure Centre DDA / H&S Essential Works	500,000	818,119	0
Dulwich Park Restoration Works	400,000	0	0
Walworth CGS	397,582	756,544	418,000
Waste Management & Transport	394,724	0	0
Nunhead & Peckham Rye - CGS	387,004	855,762	409,000
Peckham Rye Cafe	348,412	0	0
4 Parks Refurbishment Scheme	309,129	0	0
Essential Repairs at Pynners Sports Ground	249,865	0	0
Improvements to Highways & Parks Signage	225,000	121,567	0
Public Toilets - Mini Review	214,000	68,000	0
High Definition CCTV	213,475	0	0
Tabard Gardens Astro-Turf Refurbishment	205,000	0	0
Geraldine Mary Harmsworth Park Cafe	201,816	0	0
Mellish Fields-Development & Improvement	168,270	336,540	0
Manor Place Depot - Railway Arch Improve	158,000	46,280	0
Peckham CGS	157,309	279,691	1,444,229
Remedial Works to Leisure Centres	150,785	0	0
Burgess Park - Improvements	150,000	500,000	16,525
Belair Park Car Park and Changing Rooms	100,000	280,000	20,000
Match funding for Burgess Park Community	100,000	0	0
Peckham Rye Park Changing Rooms	100,000	0	0
Southwark Park - Lake Relining	100,000	50,000	0
Patterson Park	60,000	68,315	0
Crematorium - Camberwell New Cemetery	58,230	0	0
Dulwich Horticultural Centre of Excellence	50,000	187,810	0



<b>Capital programme 2007-16</b> Continued	<b>Environment and housing</b>		
Description of scheme	2007 £	2008 £	2009+ £
Greenland Dock - Floating Village	50,000	825,000	125,000
Sunray Gardens Playground	39,314	0	0
John Harvard Library	33,000	418,818	744,975
Interactive - CCTV	30,000	0	0
Play Equipment at Lytcott Grove Estate	28,000	0	0
Durand's Wharf	27,500	0	0
Peckham Grove Lighting Improvements	27,256	0	0
CCTV Upgrade Public Real Cameras	23,192	0	0
Millwall Football Club / South Bermondsey Station Footpath	20,240	13,013	0
Birmingham Park Redevelopment	14,000	0	0
Art Acquisitions	13,092	10,000	40,000
Discovery Centre	11,404	0	0
Leathermarket Gardens	11,344	0	0
Burgess Park Youth Sports Centre	10,000	194,826	0
Park & Sport Project Contingency	8,935	0	0
Peckham Rye Park Restoration	3,260	850,302	0
Dog Kennel Hill & Greendale	1,125	150,215	0
Camberwell Leisure Centre	0	0	1,500,000
Containment Parapet at St. James Road	0	0	0
Dulwich Leisure Centre	0	3,000,000	2,000,000
Gateway Signage	0	41,690	0
Health & Safety works Nunhead/Camberwell Cemeteries	0	170,000	0
Leisure Centres	0	600,000	2,900,000
New Grounds Maintenance depot - Peckham Rye	0	60,000	0
Surrey Docks Leisure Centre	0	2,300,000	0
<b>TOTAL</b>	<b>35,574,632</b>	<b>32,043,243</b>	<b>20,618,728</b>

<b>Capital programme 2007-16</b>	<b>Health and community services</b>		
Description of scheme	2007 £	2008 £	2009+ £
Aylesbury Resource Centre	100,000	3,900,000	2,000,000
Bradenham Phase II	56,000	0	0
Integrated Children's Service IT	326,000	0	0
Mental Illness - R&D - IT Equipment	207,167	0	0
R&D - Care First	66,065	0	0
R&D - IT Capital Grant	233,056	0	0
SCE (R) Social Services Allocation	94,935	0	0
<b>TOTAL</b>	<b>1,083,223</b>	<b>3,900,000</b>	<b>2,000,000</b>

Capital programme 2007-16	Housing investment programme		
Description of service	2007 £	2008 £	2009+ £
Decent Homes and Associated Works	58,357,000	45,360,000	412,403,000
Friary	8,319,000	5,501,000	1,955,000
Landlord Obligations	7,493,000	20,398,000	50,501,000
Heygate	5,092,000	8,835,000	1,065,000
Other	5,046,000	4,209,000	25,970,000
East Dulwich	3,730,000	8,415,000	8,500,000
Bermondsey Spa	1,795,000	7,025,000	0
Wooddene	1,481,000	116,000	0
Kingswood	378,000	0	0
Four Squares (excludes LHB & lifts)	316,000	4,800,000	0
Home Loss (excludes Silwood)	240,000	100,000	830,000
Giles/Carton/Darnay	211,000	300,000	0
Coopers Road	187,000	175,000	0
Aylesbury	145,000	8,613,000	22,547,000
Elmington	39,000	0	0
Feasibility studies	28,000	0	0
Silwood SRB re-develop	9,000	0	0
<b>TOTAL</b>	<b>92,866,000</b>	<b>113,847,000</b>	<b>523,771,000</b>

Capital programme 2007-16	Regeneration and neighbourhoods		
Description of service	2007 £	2008 £	2009+ £
Housing Renewal	4,580,000	5,780,000	10,080,000
Heygate Acquisitions	3,286,000	7,770,000	12,444,000
Other Aylesbury NDC Projects	2,592,638		
Town Centre Improvements	1,500,000	1,500,000	6,000,000
London Cycling Network	1,232,830	0	0
Elephant & Castle Phase One	1,165,211	0	0
Local Safety Schemes	1,164,348	0	0
20MPH Zones	1,129,090	0	0
Aylesbury - William IV Pub	977,000	795,686	0
Bus Priority	972,597	0	0
Principal Road Maintenance	905,699	0	0
St Mary's Churchyard	904,000	111,466	0
Bridge Strengthening	700,000	0	0
Elephant & Castle Phase 1 Master Plan	696,561	0	0
School Travel Plans	692,804	0	0
E&C SRB 56 Southwark Bridge Road	570,171	0	0
Streets for People	520,000	0	0
Aylesbury Information Shop	510,000	0	0
Amersham Centre	500,000	0	0
Bus Stop Accessibility	408,157	0	0
Cycle Greenways	405,000	0	0
Canada Water Library	390,500	3,640,000	4,469,500
Walworth Accident Reduction	388,239	0	0
Bankside Lighting Improvements	387,300	89,717	0
Travellers sites	354,000	767,000	190,000
E&C Aylesbury - NDC Freestyle Arts & Training	350,000	0	0
20MPH Review	300,000	300,000	300,000
Cycling	238,902	0	0
E&C SRB Childcare Provision	223,698	0	0
Bermondsey Spa Environmental Improvement Programme	161,666	362,223	0
Seltrans	147,310	0	0
Cathedral Steps - Cross River SRB	146,700	0	0
Elephant & Castle Phase Zero	145,757	0	0
Queens Road Peckham	140,705	0	0
Roper Lane Improvements	126,600	0	0

<b>Capital programme 2007-16</b> Continued	<b>Regeneration and neighbourhoods</b>		
Description of service	2007 £	2008 £	2009+ £
Accessibility	110,402	0	0
Aylesbury Play Areas Project	107,928	0	0
Walking	107,244	0	0
Cross River Partnership - Local Improvement Programme 2007/08	93,000	0	0
Southwark Street. Gateways - Improvement	85,600	0	0
Blackfriars Road Rail Tunnel	82,100	0	0
Aylesbury NDC Funded Projects	80,000	0	0
Peckham Programme Partnership - Camden Park	77,000	0	0
St Olave's Estate - Traffic Management	73,000	0	0
Other Bus Schemes	71,842	0	0
Whites Ground Playspace	60,600	0	0
Union St / Blackfriars Rd Junction	60,000	0	0
E&C Aylesbury Thurlow Lodge Hall Refurbishment	58,111	0	0
Red Post Hill	50,049		0
Nunhead Lane Traffic Management	28,680	0	0
Green Cycle Corridor	24,065	0	0
Union Street - Environmental Improvement	21,400	0	0
Section 106 Projects	11,700	0	0
Angel Place - Improvements	9,300	0	0
Bermondsey Village Hall - Improvement	6,900	0	0
Controlled Parking Zones	5,470	0	0
Linden Grove / Nunhead Grove Junction	4,750	0	0
Camberwell Grove Bridge	3,780	0	0
E&C Development Property Acquisition	6,652	0	0
Tanner St.- Park - Environ. Improvement	2,700	0	0
Education Training & Publicity	804	0	0
Travel Awareness	236	0	0
<b>TOTAL SPEND</b>	<b>30,156,796</b>	<b>21,116,092</b>	<b>33,483,500</b>

<b>Capital programme 2007-16</b>	<b>Corporate services</b>		
Description of service	2007 £	2008 £	2009+ £
ICT Infrastructure	1,156,000	622,419	0
Modernisation Agenda	441,929	0	0
Property Works Programme	500,000	1,999,371	0
DDA - Work to Council Buildings	369,327	2,000,000	0
Bermondsey Square	115,936	0	0
Office Accommodation Strategy	0	15,000,000	0
<b>TOTAL</b>	<b>2,583,192</b>	<b>19,621,790</b>	<b>0</b>

# Glossary of terms

**Annual report**

The council's annual report sets out our achievements over the past year and the challenges for the future, alongside information on how we spent your money.

**Area based grant (ABG)**

Area based grant, introduced in 2008 is a non-ringfenced general grant made up of a wide range of former specific ringfenced grants from several government departments. Authorities are free to use the totality of their non-ringfenced general funding to support priorities as required.

**Budget**

A statement of the council's spending plans for the year

**Capital charges**

Charges made to service department revenue accounts, based on the value of the assets used by the service, and consisting of depreciation.

**CLG**

Government department for Communities and Local Government with overall responsibility for local government affairs, though other Government departments also have responsibilities for specific functions.

**Collection fund**

This is a statutory account, which records income and expenditure on council tax, non domestic rates, payments to the precepting authorities and transfers to the Council's general fund.

**Corporate allocations**

These represent corporate recharges for central support and pension costs.

**Council tax**

The main source of local taxation to local authorities. It is levied on households within the authority's area and the proceeds are paid into the collection fund for distribution to precepting authorities and to the authority's own general fund.

**Council tax base**

The total number of band D equivalent properties within the borough used to calculate the council tax liability each year.

**Council tax requirement**

The amount of council tax that the Council has budgeted to collect in the financial year.

**Depreciation**

- (1) A charge to the revenue account to reflect the reduction in the expected useful economic life of a fixed asset.
- (2) The reduction of the value of a fixed asset in the balance sheet in line with the expected useful life.

**Financing**

The cost of meeting the Council's annual debt repayment liability.

**FRS17**

FRS17 is Financial Reporting Standard 17, Accounting for Retirement Benefits. The standard requires the Council to show its outstanding liability to the pension fund in its accounts rather than just the payments made into the pension fund in the year.

**Full time equivalents (FTE)**

This term is used where employee budgets are expressed in terms of a number of full time employee posts.

**Functional changes**

These are changes as a result of the Council being required to deliver an additional duty/service. A functional change can also include the replacement of a specific grant by revenue support grant (RSG).

**General fund**

This is the main revenue account of the Council and includes the net cost of all services (except Council housing) financed by local taxpayers and government grants.

**Gross expenditure**

Planned expenditure before offsetting income.

**Housing revenue account (HRA)**

This is a statutory account that shows all income and expenditure relating to the provision, management and maintenance of the Council's housing stock. The government defines the items of income and expenditure that must be included in the account. Under the Local Government and Housing Act 1989, this account is kept separate from the general fund and the account must balance..

**Housing subsidy**

A government grant paid towards the cost of providing, managing and maintaining the Council's housing stock.

**Inflation**

The increase in the cost of employees, goods, services and income.



**Income**

Monies received by the council in fees and charges, grants, interest and investment income.

**Interest and investment income**

The return the Council receives from balances held in approved bank accounts or regulated investment.

**Medium term financial strategy**

This strategy sets out the financial remit within which business plans are developed and agreed.

**Non domestic rate (NDR)**

Another name for business rates. NDR is collected by the Council and paid into a central pool managed by the government. The government in turn pays back to each council their share of the pool at a rate calculated by using a specific formula.

**Policy and resources strategy**

This is the framework within which the Council has developed its MTFS and approved annual revenue and capital budgets.

**Precept**

A levy made by those authorities that do not collect local taxation themselves but require other bodies to collect the required income from local taxpayers on their behalf. In London the precepting body is the Greater London Authority (GLA)

**Recharges**

The method by which the direct cost of support services are reflected in the total cost of services provided to the public.

**Reserves**

Amounts set aside to cover potential liabilities. Payments or contributions to reserves are not counted as service expenditure when the reserve is created. Expenditure met from reserves is passed through the service accounts when incurred.

**Revenue expenditure**

Day to day payments on the running of Council services such as salaries and wages, operating costs and charges for the use of assets.

**Revenue support grant (RSG)**

A grant paid by central government in aid of local authority services in general as opposed to specific grants that may only be used for specific purposes.

**Specific grants**

Specific grants can be defined as all government grants including special grants paid to local authorities other than formula grant, area based grant, capital grants and HRA subsidy.

**Support services (central)**

The cost of the central administration of the Council, includes functions such as finance, human resources, legal and information technology.

**Transfer payments**

These include the cost of payments to individuals for which no goods or services are received in return by the local authority.



