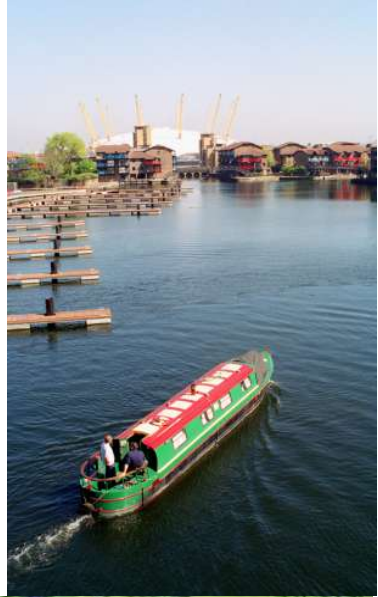




**Revenue
Budget
2012-2013**



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FRONT SECTION

INTRODUCTION

The Budget book sets out the council's budget for the year 2012/13 and the Medium Term Financial Plan (MTFP) proposals for the years 2013/14 and 2014/15

The budget and MTFP were prepared against a backdrop of an uncertain national economic position. Low growth and rising unemployment, allied to a higher level of inflation than had been forecast by the government, increases the risk of both a growing demand for Council services and an increase in the unit costs of providing those services at a time when the overall level of grant funding from the government is being cut.

Indeed, the MTFP anticipated reductions in the Government's Formula Grant settlement for 2012/13 of £17.8m, 2013/14 of £2.4m and a further £18.3m in 2014/15. This level of grant reduction allied to the aforementioned cost pressures has required the Council to identify some £100m in budget savings over the four year period 2011/12 to 2014/15.

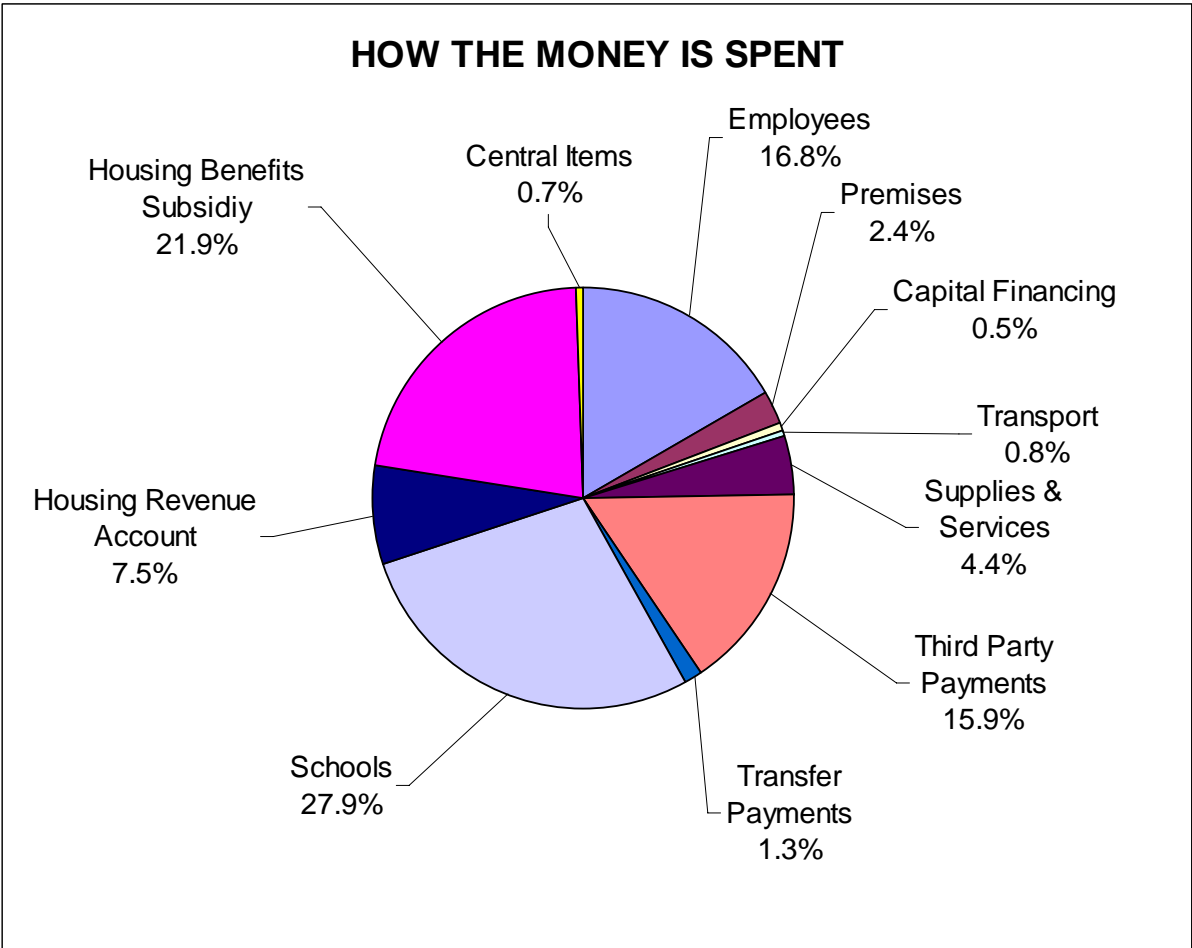
Details of the budget for 2012/13 (revenue and capital), including approved savings and growth plans for each directorate are set out in this book.

SUMMARY OF 2012/13 BUDGET

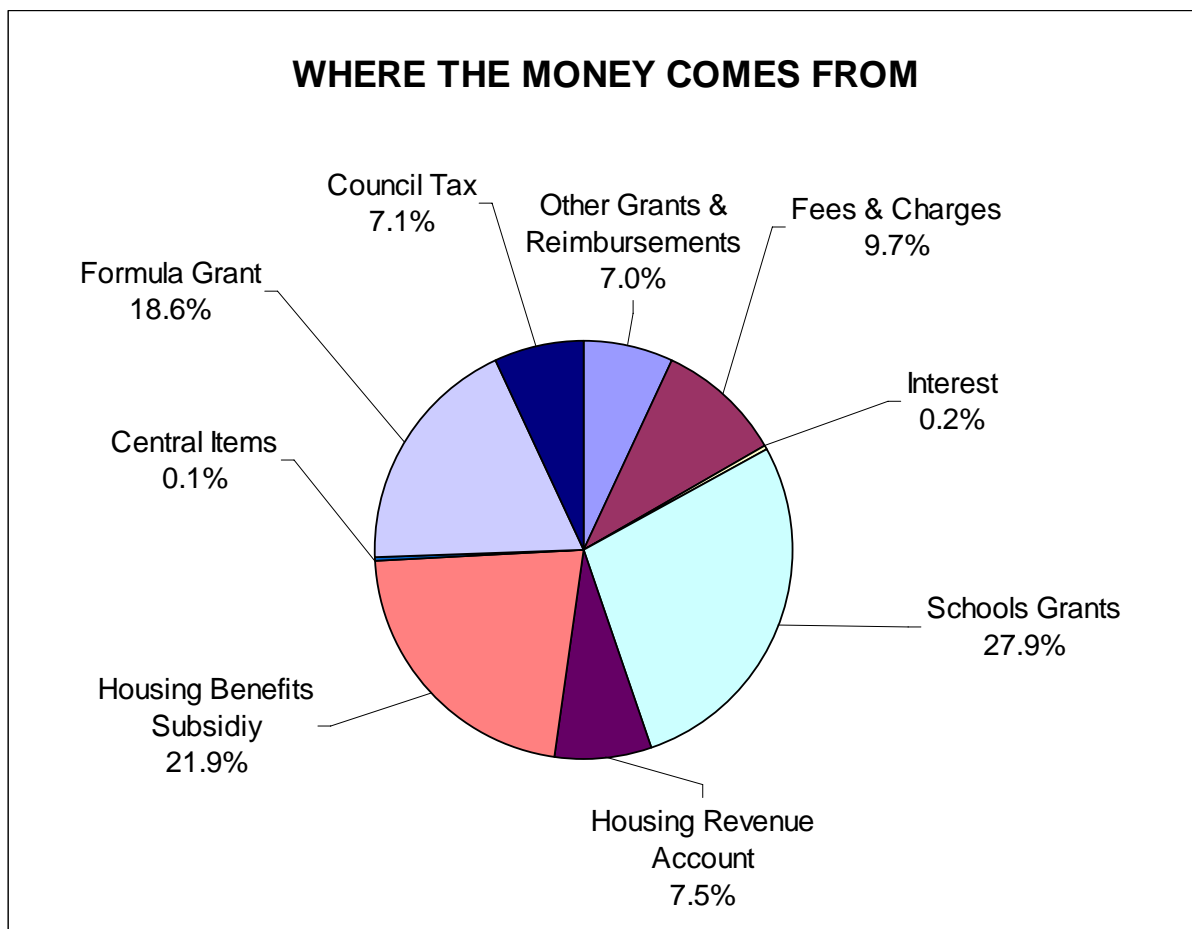
Service	Base	Savings		Growth	Transfers & Adjustments	Total
	2011-12 £'000	Approved £'000	New £'000			
Adults Health & Wellbeing	102,794	(3,329)	(801)	1,213	(1,652)	98,224
Children, Schools and Families	91,164	(2,627)	(150)	285	1,159	89,830
Development & Renewal	20,334	(1,228)	(260)	74	1,291	20,210
Communities, Localities and Culture	71,503	(4,355)	(955)	2,358	(108)	68,443
Resources	14,015	(858)	(2,630)	10	(1,789)	8,749
Chief Executives	11,442	(348)	(303)	55	(2,035)	8,811
Net Service Costs	311,251	(12,745)	(5,099)	3,995	(3,135)	294,267
Other Net Costs						
Capital Charges	11,055		(1,445)	400		10,010
Levies	2,415					2,415
Pensions	12,151			1,250	(259)	13,142
Other Corporate Costs	(14,955)	(1,125)	(217)	360	981	(14,957)
Total Other Net costs	10,666	(1,125)	(1,662)	2,010	722	10,611
Core Grants	(10,538)		(3,647)		(127)	(14,312)
Reserves						
General Fund	3,000		(3,000)			
Earmarked	(3,603)				3,603	
General Fund (Smoothing)					(1,705)	(1,705)
Inflation	184			4,100	(880)	3,404
Total Financing Requirement	310,960	(13,870)	(13,408)	10,105	(1,522)	292,265
Formula Grant	(229,673)			17,838		(211,835)
Council Tax	(81,287)	(725)		1,582		(80,430)
Total Financing	(310,960)	(725)		19,420		(292,265)

The following charts provide an analysis of 2012/13 expenditure and a breakdown of how the budget is funded.

HOW THE MONEY IS SPENT	2011-2012		2012-2013
	ORIGINAL BUDGET	REVISED BUDGET	BUDGET
	£'000	£'000	£'000
Expenditure			
Employees	187,037	199,677	191,337
Premises	51,106	50,295	26,890
Capital Financing	6,356	12,739	5,733
Transport	7,617	9,335	8,731
Supplies & Services	52,365	49,425	50,239
Third Party Payments	139,402	159,674	180,755
Transfer Payments	15,390	15,948	15,240
Schools	322,084	325,782	318,580
Housing Revenue Account	90,281	90,281	85,217
Housing Benefits Subsidy	187,474	249,429	249,429
Central Items	18,694	2,775	7,677
GROSS EXPENDITURE	1,077,806	1,165,360	1,139,826

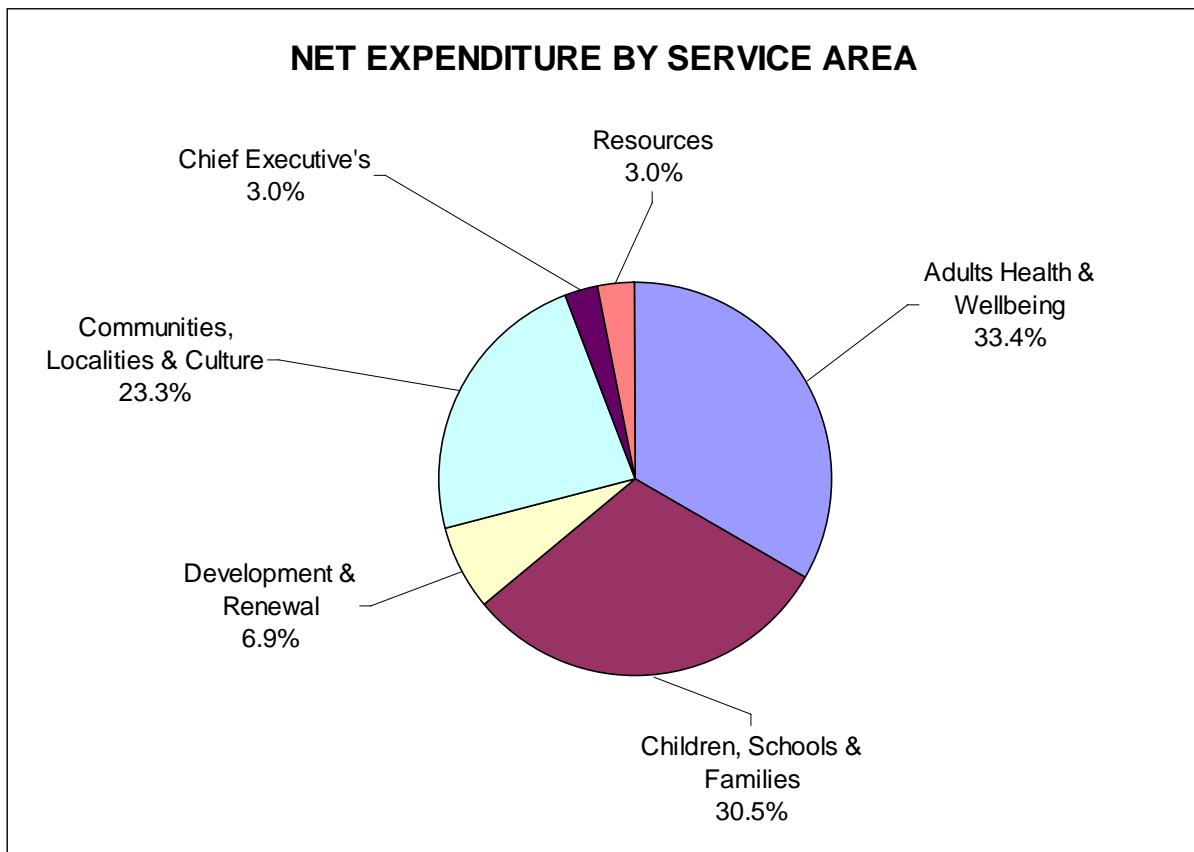


WHERE THE MONEY COMES FROM	2011-2012		2012-2013
	ORIGINAL BUDGET	REVISED BUDGET	BUDGET
	£'000	£'000	£'000
Income			
Other Grants & Reimbursements	(64,190)	(79,444)	(80,203)
Fees & Charges	(100,189)	(103,234)	(110,033)
Interest	(1,951)	(1,951)	(2,396)
Schools Grants	(322,084)	(325,782)	(318,580)
Housing Revenue Account	(90,281)	(90,281)	(85,217)
Housing Benefits Subsidy	(187,474)	(249,429)	(249,429)
Central Items	(677)	(4,280)	(1,704)
Formula Grant	(229,673)	(229,673)	(211,835)
Council Tax	(81,287)	(81,287)	(80,430)
GROSS INCOME	(1,077,806)	(1,165,360)	(1,139,826)



SUMMARY OF NET EXPENDITURE BY SERVICE AREA 2012/13

NET EXPENDITURE BY SERVICE AREA	2012-2013 BUDGET
	£'000
Adults Health & Wellbeing	98,224
Children, Schools & Families	89,830
Development & Renewal	20,210
Communities, Localities & Culture	68,443
Chief Executive's	8,811
Resources	8,749
<i>Corporate Items</i>	<i>(2,002)</i>
NET EXPENDITURE / (INCOME)	292,265



LEVIES

The table below sets out details of levies made on the Council by levying bodies as defined by the Local Government Finance Act 1988.

ANALYSIS OF LEVIES

Levying Body	2011/12	2012/13	Change	
	£'000	£'000	£'000	%
Lee Valley Park	263.005	260.760	-2.245	-0.85%
London Pension Fund Authority	130.052	131.265	1.213	0.93%
Environment Agency	175.225	177.159	1.934	1.10%
Total	568.282	569.184	0.902	1.18%

DEDICATED SCHOOLS GRANT (DSG)

The schools budget which is funded by the DSG and Young Peoples' Learning Agency (YPLA) allocation was set by the Schools Forum at £306m, after adjusting for academies (which are funded directly by the Department for Education) and after setting aside £3m to assist with managing the School Funding Reform in 2013/14.

Schools are also entitled to a Pupil Premium, which is additional funding introduced in 2011/12 for pupils that are eligible for free school meals and also for looked-after-children and children whose parents are serving in the armed forces. The Pupil Premium provides £13m in addition to the Schools Budget in 2012/13.

HOUSING REVENUE ACCOUNT (HRA)

The HRA forms part of the Council's overall income and expenditure account, but is ring-fenced as a landlord account for the council's housing stock. Only income and expenditure relating to the housing stock such as rents or repair costs may be charged to the HRA.

The HRA subsidy system was abolished in 2011/12 and a new self financing system was introduced from April 2012. In lieu of the loss of subsidy, a one-off repayment of outstanding capital loans was made by Government reducing the overall HRA debt and thereby the on-going capital financing costs.

The detailed HRA budget is included at the back of the Revenue section of the budget book. Other housing services form part of the Development & Renewal (D&R) directorate General Fund budget.

CAPITAL PROGRAMME

In developing the three year capital programme the Council has been mindful of the limited available resources, the cessation of future supported capital expenditure and the pending introduction of the London Mayors' Community Infrastructure Levy scheme in 2012, set against emerging investment needs given the demographic growth the borough is encountering.

The 2012/13 summary capital budget and funding, analysed by directorate is shown below. This includes re-profiled 2011/12 budgets and additions to the programme approved by Council in February 2012.

SUMMARY OF CAPITAL BUDGET

PROJECTS - Funding DIRECTORATE	2012/13 Budget £m	2013/14 Budget £m	2014/15 Budget £m	Total Budget 2012/13 to 2014/15 £m
Adults Health and Wellbeing	0.345	0.180	0.100	0.625
Children , Schools and Families	29.394	25.550	22.100	77.044
Building Schools for the Future	68.777	52.963	13.958	135.698
Communities, Localities and Culture	6.195	3.457	1.000	10.652
Development & Renewal (Excluding HRA)	10.279	6.705	0.730	17.714
Chief Executive & Resources	0.000	0.000	0.000	0.000
Corporate (provision for schemes under development)	10.000	10.000	10.000	30.000
Total excluding HRA	124.990	98.855	47.888	271.733
HRA (Approved schemes)	58.703	8.774	0.000	67.477
HRA Provision for Schemes under development	1.673	60.933	76.590	139.196
TOTAL BUDGET	185.366	168.562	124.478	478.406

CAPITAL BUDGET FUNDING

PROJECTS - Funding DIRECTORATE	Grant	SCE	MRA	SC	CR	PB	S106	DR	Total
Adults Health and Wellbeing	0.625	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.625
Children , Schools and Families	72.437	2.024	0.000	2.000	0.575	0.000	0.000	0.008	77.044
Building Schools for the Future	125.912	0.000	0.000	2.036	7.750	0.000	0.000	0.000	135.698
Communities, Localities and Culture	6.013	0.000	0.000	0.000	3.708	0.000	0.931	0.000	10.652
Development & Renewal (Excluding HRA)	11.431	0.000	0.000	0.000	5.675	0.000	0.505	0.103	17.714
Chief Executive & Resources	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Corporate GF provision for schemes under development	0.000	0.000	0.000	0.000	0.000	30.000	0.000	0.000	30.000
Total excluding HRA	216.418	2.024	0.000	4.036	17.708	30.000	1.436	0.111	271.733
HRA	99.458	0.000	45.011	0.000	15.826	14.601	5.577	26.200	206.673
TOTAL BUDGET	315.876	2.024	45.011	4.036	33.534	44.601	7.013	26.311	478.406

Assumptions have been made on the likely levels of capital grants over the next three years and for those schemes which require to be funded from the Council's own resources. At this stage the specific scheme proposals included in the 2012-15 capital programme can be contained within known available capital receipts and reserves.

However, there will continue to be demand pressures for additional capital investment over the medium term planning period, particularly in the areas of education, housing and regeneration. The MTFP therefore includes a revenue growth provision of £2.4m to provide the capacity to fund the anticipated need for additional prudential borrowing of up to £30 million over the next three years. At this stage there are no specific developed proposals for Members consideration that represent a call on this provision and these will need to be presented to Cabinet at the appropriate time in the future.

Similarly a provision has been included within the HRA MTFP and capital programme for a level of capital investment linked to the stock condition survey but not yet fully articulated with specific scheme proposals.

ADULTS HEALTH & WELLBEING

Overview of Directorate Role and Key Client Groups

Adults Health and Wellbeing is responsible for the care and support needs of all adults falling within the Council's eligibility criteria for community care services, as well as a broader approach to prevention, wellbeing and inclusion for all adults in the borough, including information, advice and advocacy services. The Directorate is also responsible for the £14.2 million Supporting People programme, which commissions a significant amount of support and promoting independence services for vulnerable residents. The Directorate takes a lead role in partnerships with the NHS, through integrated and lead commissioning arrangements and with public health through, among other things, the Joint Strategic Needs Assessment process.

Financial pressures on the social care functions of the Directorate are closely linked to demographic change, in particular:

- the growth in the number of people with severe disabilities in the population, in part as a consequence of improved survival rates and a significant year on year growth in the number of young people reaching adulthood and requiring adult community care services
- Increasing numbers of people with learning disabilities, due to demographic changes and people with learning disabilities living longer
- Increasing numbers of people aged over 85 and / or living with dementia.

Developments in NHS service provision also generate financial pressures on the Council. As more care is provided closer to home and out of hospital, costs are inevitably to some degree displaced from the NHS to social care. In mental health services, there is continuing pressure for increased spend on residential care placements and supported housing in order to avoid unnecessarily prolonged stays in hospital.

Alongside these financial pressures, the Directorate has been required to find significant efficiency savings as part of the wider austerity requirements affecting local government. The Directorate committed to delivering £4.82m efficiency savings by March 2012 with a further £12.6m programmed to be delivered by 2015. In this difficult financial context, and in response to the demographic pressures, Cabinet agreed (February 11) to protect funding for *Prevention* and supported the continued shift of resources from long term services to prevention and early intervention, in order to make optimum use of resources by managing demand for long-term services. This also supports the Council to spend money effectively and fairly as it enables the optimum use of resources by managing demand for long-term services.

Overall Performance of the Directorate

Under new Government guidelines, councils across England must publish an annual document – the Local Account - to set out progress and outcomes achieved in adult social care. The aim is to provide transparency for local people to better understand how social care is being delivered in Tower Hamlets, leading to greater involvement and challenge. The Local Account replaces previous performance regimes and assessments that were previously conducted by the Care Quality Commission (CQC) and does not generate any performance ratings.

The 2011 Local Account, published in December 2011, provides detailed information about adult social care in Tower Hamlets over the last year. The report describes the Directorate's performance and the priorities for the future so that residents, community groups, service providers and other voluntary sector organisations can:

- Find out where the Directorate is doing well and where improvements are needed
- Scrutinise, check and challenge the Directorate's performance.

The Directorate has continued to deliver its local Vision to ensure a focus on enabling people who need support to live their lives their way by working in partnership with individuals and communities and spending wisely and fairly. The Transforming Adult Social Care programme has grown in momentum over the past 18 months as the Directorate has delivered changes necessary to enable people to have more choice and control over the support and care they receive. This has meant putting in place:

- A transformed adult social care operating model
- A transformed market place that enables customers to exercise real choice when using their Personal Budgets
- A transformed (internal and external) workforce that has the required skills and knowledge
- A resource allocation process and financial processes that ensure a financially sustainable directorate
- Ways for people who use services and their Carers to get involved in a way that ensures that our new ways of working meets their needs
- Technology that supports the workforce and the needs and responsibilities of customers

The last 18 months presented the greatest challenge to the effective delivery of adult social care in the Borough for a generation. In the midst of this, November 2010 saw the final Care Quality Commission (CQC) rating for adult social care services. This was published on 25 November 2010 resulting in the retention of the Directorate's 'overall performing excellently' rating, with an improved grading of 'serving people well' for the outcome that relates to safeguarding, which as a result of support and investment of resources made by the Council.

Priorities for Improvement and Investment

Our strategic priorities through to 2013 are:

- Ensure effective implementation of the NHS reforms that have an interface with the Local Authority
- Reduce health inequalities, helping people to live healthier and longer lives
- Enable people to live independently with a focus on creative and flexible solutions, including technology
- Ensure effective partnership working across health and social care with a particular focus on seamless care pathways.
- Keeping vulnerable children, adults and families safer, minimising harm and neglect
- Understand the implications of the forthcoming White Paper *Caring for our Future*

Within the broad scope of the Health and Wellbeing Strategy our partnership with the rapidly changing NHS is becoming of ever greater importance in areas including

reducing health inequalities and effectively managing the interface between hospital care and returning to independent living through reablement and related services. Our provision and commissioning of preventative and community-based services is of central importance as we seek to manage demand for long-term services, as is the development of a broad and diverse market of support options for people with long-term needs.

Priorities for Efficiency and Value for Money

The Directorate is due to make a series of efficiency savings in 2012/2013 and is hoping to achieve them with minimal impact on the service outcomes we deliver to our residents. The efficiencies ensure that all services provided and/or commissioned by the Directorate provide best value for money.

The Directorate recognises that it cannot continue to deliver a high level of efficiencies through contract renegotiations or continued re-procurement and therefore part of the theme for the opportunities agreed by Council in February 2012 are to change the culture which is currently in place. This is in respect of both clients, staff within the Directorate, and indeed the Council overall. Traditionally the Council has operated as a high level provider of care and support – for example spending around 20% more than other Councils in London on older people, even after adjusting for deprivation levels.

Movement in Net Expenditure

MOVEMENTS IN NET EXPENDITURE	2011-2012	2012-2013	2012-2013
	ORIGINAL BUDGET	BUDGET	MOVEMENT
	£000	£000	£000
Original Budget	98,806	98,224	(582)
Explanation of Movement:			
Growth			
[Cabinet Feb 2011] Cabinet Adjustment			240
Learning Disabilities Transition Clients			602
Demographic Growth Pressures - Older People with Dementia			2,145
			2,987
Savings			
[Council Feb 2011] Approved Savings			(3,329)
[Council Feb 2012] New Savings			(801)
			(4,130)
Inflation			
Budget Transfers			
Transfer of Strategy, Policy & Performance budget to Chief Exec's			(14)
Transfer of Social Care Access Team to AHWB			216
Transfer of Client Letting Support Team to D&R			(253)
			(51)
Budget Adjustments			
Accelerated Delivery Growth Reversal 11-12			(144)
Reduction in Severence Provision			(200)
			(144)
Accounting Adjustments			
Depreciation			400
Support Recharges			556
			956
MOVEMENTS IN NET EXPENDITURE TOTAL			(582)

ADULTS HEALTH & WELLBEING

SUMMARY BY EXPENDITURE AREA	2011-2012		2012-2013
	ORIGINAL BUDGET	LATEST BUDGET	BUDGET
	£000	£000	£000
Commissioning & Strategy Division Management			
Commissioning & Strategy Divisional M&A	166	168	168
Preventative Technology (A04)	-	83	-
Carers Grant (A05)	1,116	1,117	1,041
Access To Resources (A47)	1,037	1,037	1,076
Strategic Commissioning (A48)	377	512	412
Commissioning			
Personalisation (A41)	-	-	-
Older People Commissioning (A42)	19,731	22,030	20,848
Learning Disabilities Commissioning (A43)	18,211	18,516	17,460
Mental Health Commissioning (A44)	7,952	8,053	7,754
Physical Disabilities Commissioning (A45)	5,831	6,331	5,550
HIV Commissioning (A46)	273	273	214
Supporting People (A50)	14,527	14,305	13,963
Strategic Division			
Quality & Performance (A55)	649	653	653
Social Services IT (A56)	356	386	356
Technical Resources (A58)	443	812	878
Corporate Services (A59)	2,311	2,008	1,837
Business Support & Programme Management (A61)	521	608	560
Strategy & Policy (A62)	42	48	55
COMMISSIONING & STRATEGY DIVISION TOTAL	73,541	76,940	72,824
Adult Social Care			
Disabilities & Health Divisional M&A (A02)	175	175	175
First Response (A81)	-	1,316	2,127
Reablement (A82)	-	1,288	2,215
Long Term Support Social Car (A83)	460	1,580	2,385
Long Term Support OT's (A84)	821	839	933
Older People Mental Health (A08)	390	380	380
Older People Assessment & Care Management (A09)	1,788	754	-
Occupational Therapy - Contrib to OT Pooled Budget (A15)	955	642	431
Community Equipment Service - Contribution to the Pooled Budget (A16)	919	919	919
Adults Resources Sub-Division M&A (A30)	88	100	99
Physical Disabilities Establishments (A31)	659	598	548
Older People Day Centres (A33)	1,603	1,682	1,582
Home Care (A34)	6,061	5,426	4,030

ADULTS HEALTH & WELLBEING

ADULTS, HEALTH & WELLBEING DIRECTORATE	2011-2012		2012-2013
	ORIGINAL BUDGET	LATEST BUDGET	BUDGET
	£000	£000	£000
Disabilities			
Physical Disabilities Sub-Division M & A (A11)	93	27	-
Physical Disabilities Assessment & Care Management (A12)	596	246	-
Learning Disabilities Sub-Division Mgt & Administration - contribution to Pooled Budget (A13)	47	47	47
Learning Disabilities Assessment & Care Management (A14)	872	872	772
Vulnerable Adults & Drugs (A17)	336	130	-
Hospital Social Work Teams (Whitechapel) (A18)	1,147	496	-
Mental Health			
Adult Protection (A19)	268	310	272
Mental Health Sub-Division M & A (A23)	2	2	2
Area Mental Health Teams (A24)	2,161	2,197	2,182
Mental Health Day Centres (A25)	450	481	442
Learning Disabilities Day Centres (A32)	452	458	467
Emergency Duty Social Work Service (A37)	261	264	211
ADULT SOCIAL CARE	20,603	21,229	20,219
Human Resources			
Learning & Development (A66)	587	587	587
Supported Employment (A68)	20	20	-
HUMAN RESOURCES	607	607	587
Finance Services			
Finance Services (A71)	753	806	736
Support Services Holding A/c (A90)	3,301	3,210	3,857
FINANCE SERVICES	4,054	4,017	4,593
NET EXPENDITURE/(INCOME)	98,806	102,794	98,224

ADULTS HEALTH & WELLBEING

SUMMARY BY EXPENDITURE TYPE	2011-2012		2012-2013
	ORIGINAL BUDGET	LATEST BUDGET	BUDGET
	£000	£000	£000
Expenditure			
Employee	25,493	26,402	24,817
Premises	565	655	648
Transport	2,235	2,193	2,173
Supplies & Services	1,618	2,179	2,217
Third Party Payments	77,079	79,855	77,455
Transfer Payments	31	31	11
Support Services	4,372	4,461	5,028
Capital Financing	157	557	557
GROSS EXPENDITURE	111,548	116,333	112,905
Income			
Government Grants	(1,236)	(2,609)	(1,812)
Other Grants & Reimbursement	(8,905)	(8,176)	(10,108)
Customer & Client Receipts	(1,568)	(1,591)	(1,772)
Recharges Within Authority	(1,033)	(1,164)	(989)
GROSS INCOME	(12,742)	(13,540)	(14,682)
NET EXPENDITURE / (INCOME)	98,806	102,794	98,224

ADULTS HEALTH & WELLBEING

Commissioning & Strategy Divisional M&A (A53)	2011-2012		2012-2013
	ORIGINAL BUDGET	LATEST BUDGET	BUDGET
	£000	£000	£000
Expenditure			
Employee	161	163	163
Transport	1	1	1
Supplies & Services	5	5	5
Third Party Payments	-	20	30
GROSS EXPENDITURE	166	188	198
Income			
Other Grants & Reimbursement	-	(20)	(30)
GROSS INCOME	-	(20)	(30)
NET EXPENDITURE / (INCOME)	166	168	168

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Preventative Technology (A04)	2011-2012		2012-2013
	ORIGINAL BUDGET	LATEST BUDGET	BUDGET
	£000	£000	£000
Expenditure			
Third Party Payments	82	82	-
GROSS EXPENDITURE	82	82	-
Income			
Government Grants	(82)	1	-
GROSS INCOME	(82)	1	-
NET EXPENDITURE / (INCOME)	-	83	-

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ADULTS HEALTH & WELLBEING

Carers Grant (A05)	2011-2012		2012-2013
	ORIGINAL BUDGET	LATEST BUDGET	BUDGET
	£000	£000	£000
Expenditure			
Employee	40	89	-
Transport	-	1	-
Supplies & Services	2	3	-
Third Party Payments	1,074	1,074	1,041
GROSS EXPENDITURE	1,116	1,167	1,041
Income			
Government Grants	-	(50)	-
GROSS INCOME	-	(50)	-
NET EXPENDITURE / (INCOME)	1,116	1,117	1,041

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Access To Resources (A47)	2011-2012		2012-2013
	ORIGINAL BUDGET	LATEST BUDGET	BUDGET
	£000	£000	£000
Expenditure			
Employee	1,019	1,019	1,058
Transport	3	3	3
Supplies & Services	15	15	15
GROSS EXPENDITURE	1,037	1,037	1,076
Income			
Government Grants	-	-	-
GROSS INCOME	-	-	-
NET EXPENDITURE / (INCOME)	1,037	1,037	1,076

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ADULTS HEALTH & WELLBEING

Strategic Commissioning (A48)	2011-2012		2012-2013
	ORIGINAL BUDGET	LATEST BUDGET	BUDGET
	£000	£000	£000
Expenditure			
Employee	458	597	497
Transport	3	3	3
Supplies & Services	8	8	8
GROSS EXPENDITURE	469	608	508
Income			
Other Grants & Reimbursement	(96)	(96)	(96)
GROSS INCOME	(96)	(96)	(96)
NET EXPENDITURE / (INCOME)	373	512	412

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ADULTS HEALTH & WELLBEING

Personalisation (A41)	2011-2012		2012-2013
	ORIGINAL BUDGET	LATEST BUDGET	BUDGET
	£000	£000	£000
Expenditure			
Employee	490	290	-
Transport	-	-	-
Supplies & Services	60	60	-
Third Party Payments	-	200	-
GROSS EXPENDITURE	550	550	-
Income			
Government Grants	(550)	(550)	-
GROSS INCOME	(550)	(550)	-
NET EXPENDITURE / (INCOME)	-	-	-

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Older People Commissioning (A42)	2011-2012		2012-2013
	ORIGINAL BUDGET	LATEST BUDGET	BUDGET
	£000	£000	£000
Expenditure			
Employee	-	-	-
Transport	405	405	405
Supplies & Services	804	804	989
Third Party Payments	21,732	24,032	23,936
GROSS EXPENDITURE	22,940	25,240	25,330
Income			
Government Grants			
Other Grants & Reimbursement	(1,867)	(1,867)	(2,971)
Customer & Client Receipts	(1,343)	(1,343)	(1,511)
GROSS INCOME	(3,210)	(3,210)	(4,482)
NET EXPENDITURE / (INCOME)	19,731	22,030	20,848

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ADULTS HEALTH & WELLBEING

Learning Disabilities Commissioning (A43)	2011-2012		2012-2013
	ORIGINAL BUDGET	LATEST BUDGET	BUDGET
	£000	£000	£000
Expenditure			
Employee			
Premises	27	27	27
Transport	709	709	709
Supplies & Services	-	-	-
Third Party Payments	21,554	21,428	20,411
GROSS EXPENDITURE	22,289	22,163	21,147
Income			
Government Grants	(431)	(1,774)	(1,812)
Other Grants & Reimbursement	(3,647)	(1,873)	(1,873)
Customer & Client Receipts	-	-	(1)
GROSS INCOME	(4,078)	(3,647)	(3,687)
NET EXPENDITURE / (INCOME)	18,211	18,516	17,460

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Mental Health Commissioning (A44)	2011-2012		2012-2013
	ORIGINAL BUDGET	LATEST BUDGET	BUDGET
	£000	£000	£000
Expenditure			
Employee	92	247	167
Transport	5	5	5
Supplies & Services	2	2	2
Third Party Payments	9,470	9,807	9,466
GROSS EXPENDITURE	9,569	10,060	9,640
Income			
Government Grants	(104)	-	-
Other Grants & Reimbursement	(1,513)	(2,007)	(1,886)
GROSS INCOME	(1,617)	(2,007)	(1,886)
NET EXPENDITURE / (INCOME)	7,952	8,053	7,754

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ADULTS HEALTH & WELLBEING

Physical Disabilities Commissioning (A45)	2011-2012		2012-2013
	ORIGINAL BUDGET	LATEST BUDGET	BUDGET
	£000	£000	£000
Expenditure			
Employee			
Transport	9	9	9
Supplies & Services	-	-	-
Third Party Payments	7,058	7,657	7,256
GROSS EXPENDITURE	7,067	7,665	7,265
Income			
Other Grants & Reimbursement	(1,113)	(1,211)	(1,586)
Customer & Client Receipts	(123)	(123)	(129)
GROSS INCOME	(1,236)	(1,334)	(1,715)
NET EXPENDITURE / (INCOME)	5,831	6,331	5,550

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HIV Commissioning (A46)	2011-2012		2012-2013
	ORIGINAL BUDGET	LATEST BUDGET	BUDGET
	£000	£000	£000
Expenditure			
Third Party Payments	273	273	214
GROSS EXPENDITURE	273	273	214
Income			
Government Grants	-	-	-
GROSS INCOME	-	-	-
NET EXPENDITURE / (INCOME)	273	273	214

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ADULTS HEALTH & WELLBEING

Supporting People (A50)	2011-2012		2012-2013
	ORIGINAL BUDGET	LATEST BUDGET	BUDGET
	£000	£000	£000
Expenditure			
Employee	359	396	396
Transport	1	-	-
Supplies & Services	7	97	97
Third Party Payments	14,160	13,812	13,470
GROSS EXPENDITURE	14,527	14,305	13,963
Income			
Government Grants	-	-	-
GROSS INCOME	-	-	-
NET EXPENDITURE / (INCOME)	14,527	14,305	13,963

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ADULTS HEALTH & WELLBEING

Quality & Performance (A55)	2011-2012		2012-2013
	ORIGINAL BUDGET	LATEST BUDGET	DRAFT BUDGET
	£000	£000	£000
Expenditure			
Employee	588	669	614
Transport	3	3	3
Supplies & Services	9	9	9
Support Services	78	78	78
GROSS EXPENDITURE	678	758	703
Income			
Government Grants	(29)	(85)	-
Other Grants & Reimbursement	-	(20)	(20)
Recharges Within Authority	-	-	(30)
GROSS INCOME	(29)	(105)	(50)
NET EXPENDITURE / (INCOME)	649	653	653

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Social Services IT (A56)	2011-2012		2012-2013
	ORIGINAL BUDGET	LATEST BUDGET	DRAFT BUDGET
	£000	£000	£000
Expenditure			
Supplies & Services	-	30	-
Support Services	356	356	356
GROSS EXPENDITURE	356	386	356
Income			
GROSS INCOME	-	-	-
NET EXPENDITURE / (INCOME)	356	386	356

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ADULTS HEALTH & WELLBEING

Technical Resources (A58)	2011-2012		2012-2013
	ORIGINAL BUDGET	LATEST BUDGET	BUDGET
	£000	£000	£000
Expenditure			
Employee	1	4	4
Premises	180	245	383
Transport	1	1	1
Supplies & Services	24	10	10
Third Party Payments	104	73	-
Capital Financing	134	504	504
GROSS EXPENDITURE	444	836	901
Income			
Customer & Client Receipts	-	(23)	(23)
Recharges Within Authority	(1)	-	-
GROSS INCOME	(1)	(23)	(23)
NET EXPENDITURE / (INCOME)	443	812	878

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Corporate Services (A59)	2011-2012		2012-2013
	ORIGINAL BUDGET	LATEST BUDGET	BUDGET
	£000	£000	£000
Expenditure			
Employee	728	665	670
Premises	27	27	27
Supplies & Services	2	3	
Third Party Payments	1,554	1,248	1,510
Support Services		181	100
GROSS EXPENDITURE	2,311	2,123	2,307
Income			
Other Grants & Reimbursement	-	(115)	(320)
Recharges Within Authority	-	-	(150)
GROSS INCOME	-	(115)	(470)
NET EXPENDITURE / (INCOME)	2,311	2,008	1,837

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ADULTS HEALTH & WELLBEING

Business Support & Programme Management (A61)	2011-2012		2012-2013
	ORIGINAL BUDGET	LATEST BUDGET	BUDGET
	£000	£000	£000
Expenditure			
Employee	531	720	698
Supplies & Services	12	12	12
GROSS EXPENDITURE	543	732	710
Income			
Government Grants	(23)	(124)	-
Other Grants & Reimbursement	-	-	(138)
Recharges Within Authority	-	-	(12)
GROSS INCOME	(23)	(124)	(150)
NET EXPENDITURE / (INCOME)	521	608	560

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Strategy & Policy (A62)	2011-2012		2012-2013
	ORIGINAL BUDGET	LATEST BUDGET	BUDGET
	£000	£000	£000
Expenditure			
Employee	148	153	118
Transport	4	4	4
Supplies & Services	1	1	1
GROSS EXPENDITURE	152	158	122
Income			
Recharges Within Authority	(111)	(111)	(67)
GROSS INCOME	(111)	(111)	(67)
NET EXPENDITURE / (INCOME)	42	48	55

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ADULTS HEALTH & WELLBEING

Disabilities & Health Divisional M&A (A02)	2011-2012		2012-2013
	ORIGINAL BUDGET	LATEST BUDGET	BUDGET
	£000	£000	£000
Expenditure			
Employee	167	187	167
Transport	1	1	1
Supplies & Services	7	7	7
GROSS EXPENDITURE	175	195	175
Income			
Other Grants & Reimbursement	-	(20)	-
GROSS INCOME	-	(20)	-
NET EXPENDITURE / (INCOME)	175	175	175

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First Response (A81)	2011-2012		2012-2013
	ORIGINAL BUDGET	LATEST BUDGET	BUDGET
	£000	£000	£000
Expenditure			
Employee	-	1,370	2,211
Transport	-	3	4
Supplies & Services	-	12	14
GROSS EXPENDITURE	-	1,385	2,229
Income			
Other Grants & Reimbursement	-	(69)	(102)
GROSS INCOME	-	(69)	(102)
NET EXPENDITURE / (INCOME)	-	1,316	2,127

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ADULTS HEALTH & WELLBEING

Reablement (A82)	2011-2012		2012-2013
	ORIGINAL BUDGET	LATEST BUDGET	BUDGET
	£000	£000	£000
Expenditure			
Employee	-	1,323	2,317
Transport	-	1	1
Supplies & Services	-	17	24
GROSS EXPENDITURE	-	1,341	2,341
Income			
Other Grants & Reimbursement	-	(53)	(126)
GROSS INCOME	-	(53)	(126)
NET EXPENDITURE / (INCOME)	-	1,288	2,215

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Long Term Support Social Car (A83)	2011-2012		2012-2013
	ORIGINAL BUDGET	LATEST BUDGET	BUDGET
	£000	£000	£000
Expenditure			
Employee	440	1,522	2,314
Transport	2	8	10
Supplies & Services	8	40	50
Transfer Payments	11	11	11
GROSS EXPENDITURE	460	1,580	2,385
Income			
Other Grants & Reimbursement	-	-	-
GROSS INCOME	-	-	-
NET EXPENDITURE / (INCOME)	460	1,580	2,385

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ADULTS HEALTH & WELLBEING

Long Term Support OT's (A84)	2011-2012		2012-2013
	ORIGINAL BUDGET	LATEST BUDGET	BUDGET
	£000	£000	£000
Expenditure			
Employee	786	831	898
Premises	28	28	28
Transport		1	1
Supplies & Services	7	7	8
Third Party Payments	18	-	-
GROSS EXPENDITURE	839	866	933
Income			
Government Grants	(18)	(27)	-
GROSS INCOME	(18)	(27)	-
NET EXPENDITURE / (INCOME)	821	839	933

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Older People Mental Health (A08)	2011-2012		2012-2013
	ORIGINAL BUDGET	LATEST BUDGET	BUDGET
	£000	£000	£000
Expenditure			
Employee	366	371	377
Premises	15	-	-
Transport	8	8	2
Supplies & Services	2	2	2
GROSS EXPENDITURE	390	380	380
Income			
GROSS INCOME	-	-	-
NET EXPENDITURE / (INCOME)	390	380	380

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ADULTS HEALTH & WELLBEING

Older People Assessment & Care Management (A09)	2011-2012		2012-2013
	ORIGINAL BUDGET	LATEST BUDGET	BUDGET
	£000	£000	£000
Expenditure			
Employee	1,743	735	-
Premises	-	6	-
Transport	24	2	-
Supplies & Services	22	11	-
GROSS EXPENDITURE	1,788	754	-
Income			
Government Grants	-	-	-
GROSS INCOME	-	-	-
NET EXPENDITURE / (INCOME)	1,788	754	-

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Occupational Therapy - Contrib to OT Pooled Budget (A15)	2011-2012		2012-2013
	ORIGINAL BUDGET	LATEST BUDGET	BUDGET
	£000	£000	£000
Expenditure			
Employee	901	589	380
Transport	1	1	1
Supplies & Services	8	7	5
Support Services	45	45	45
GROSS EXPENDITURE	955	642	431
Income			
Government Grants	-	-	-
GROSS INCOME	-	-	-
NET EXPENDITURE / (INCOME)	955	642	431

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ADULTS HEALTH & WELLBEING

Community Equipment Service - Contribution to the Pooled Budget (A16)	2011-2012		2012-2013
	ORIGINAL BUDGET	LATEST BUDGET	BUDGET
	£000	£000	£000
Expenditure			
Employee	481	481	481
Premises	117	117	117
Transport	65	65	65
Supplies & Services	256	506	506
GROSS EXPENDITURE	919	1,169	1,169
Income			
Other Grants & Reimbursement	-	(250)	(250)
GROSS INCOME	-	(250)	(250)
NET EXPENDITURE / (INCOME)	919	919	919

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Adults Resources Sub-Division M&A (A30)	2011-2012		2012-2013
	ORIGINAL BUDGET	LATEST BUDGET	BUDGET
	£000	£000	£000
Expenditure			
Employee	79	91	91
Premises	1	-	-
Transport	4	4	
Supplies & Services	4	4	8
GROSS EXPENDITURE	88	100	99
Income			
GROSS INCOME	-	-	-
NET EXPENDITURE / (INCOME)	88	100	99

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ADULTS HEALTH & WELLBEING

Physical Disabilities Establishments (A31)	2011-2012		2012-2013
	ORIGINAL BUDGET	LATEST BUDGET	BUDGET
	£000	£000	£000
Expenditure			
Employee	372	352	321
Premises	7	7	-
Transport	171	171	171
Supplies & Services	106	66	53
Support Services	5	5	5
GROSS EXPENDITURE	660	599	549
Income			
Customer & Client Receipts	(1)	(1)	(1)
GROSS INCOME	(1)	(1)	(1)
NET EXPENDITURE / (INCOME)	659	598	548

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Older People Day Centres (A33)	2011-2012		2012-2013
	ORIGINAL BUDGET	LATEST BUDGET	BUDGET
	£000	£000	£000
Expenditure			
Employee	831	867	867
Premises	76	107	8
Transport	605	605	605
Supplies & Services	108	117	115
Capital Financing	20	24	24
GROSS EXPENDITURE	1,639	1,719	1,619
Income			
Customer & Client Receipts	(37)	(37)	(37)
GROSS INCOME	(37)	(37)	(37)
NET EXPENDITURE / (INCOME)	1,603	1,682	1,582

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ADULTS HEALTH & WELLBEING

Home Care (A34)	2011-2012		2012-2013
	ORIGINAL BUDGET	LATEST BUDGET	BUDGET
	£000	£000	£000
Expenditure			
Employee	6,131	5,397	4,030
Transport	9	3	2
Supplies & Services	17	54	42
GROSS EXPENDITURE	6,158	5,453	4,074
Income			
Other Grants & Reimbursement	(97)	(27)	(44)
GROSS INCOME	(97)	(27)	(44)
NET EXPENDITURE / (INCOME)	6,061	5,426	4,030

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ADULTS HEALTH & WELLBEING

Physical Disabilities Sub-Division M & A (A11)	2011-2012		2012-2013
	ORIGINAL BUDGET	LATEST BUDGET	BUDGET
	£000	£000	£000
Expenditure			
Employee	92	27	-
Transport		-	-
Supplies & Services	1	-	-
GROSS EXPENDITURE	93	27	-
Income			
Government Grants	-	-	-
GROSS INCOME	-	-	-
NET EXPENDITURE / (INCOME)	93	27	-

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Physical Disabilities Assessment & Care Management (A12)	2011-2012		2012-2013
	ORIGINAL BUDGET	LATEST BUDGET	BUDGET
	£000	£000	£000
Expenditure			
Employee	583	243	-
Transport	10	2	-
Supplies & Services	3	2	-
Transfer Payments	-		-
GROSS EXPENDITURE	596	246	-
Income			
Government Grants	-	-	-
GROSS INCOME	-	-	-
NET EXPENDITURE / (INCOME)	596	246	-

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ADULTS HEALTH & WELLBEING

Learning Disabilities Sub-Division Mgt & Administration - contribution to Pooled Budget (A13)	2011-2012		2012-2013
	ORIGINAL BUDGET	LATEST BUDGET	BUDGET
	£000	£000	£000
Expenditure			
Employee	82	82	82
Supplies & Services	1	1	1
GROSS EXPENDITURE	82	82	82
Income			
Other Grants & Reimbursement	(35)	(35)	(35)
GROSS INCOME	(35)	(35)	(35)
NET EXPENDITURE / (INCOME)	47	47	47

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Learning Disabilities Assessment & Care Management (A14)	2011-2012		2012-2013
	ORIGINAL BUDGET	LATEST BUDGET	BUDGET
	£000	£000	£000
Expenditure			
Employee	925	925	950
Transport	21	21	21
Supplies & Services	5	5	5
GROSS EXPENDITURE	951	951	976
Income			
Government Grants	-	-	-
Other Grants & Reimbursement	(79)	(79)	(204)
GROSS INCOME	(79)	(79)	(204)
NET EXPENDITURE / (INCOME)	872	872	772

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ADULTS HEALTH & WELLBEING

Vulnerable Adults & Drugs (A17)	2011-2012		2012-2013
	ORIGINAL BUDGET	LATEST BUDGET	BUDGET
	£000	£000	£000
Expenditure			
Employee	359	137	-
Transport	6	1	-
Supplies & Services	7		-
GROSS EXPENDITURE	372	138	-
Income			
Government Grants	-	-	-
Other Grants & Reimbursement	(36)	(8)	-
GROSS INCOME	(36)	(8)	-
NET EXPENDITURE / (INCOME)	336	130	-

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Hospital Social Work Teams (Whitechapel) (A18)	2011-2012		2012-2013
	ORIGINAL BUDGET	LATEST BUDGET	BUDGET
	£000	£000	£000
Expenditure			
Employee	1,129	493	-
Transport	10	1	-
Supplies & Services	8	2	-
GROSS EXPENDITURE	1,147	496	-
Income			
Government Grants	-	-	-
GROSS INCOME	-	-	-
NET EXPENDITURE / (INCOME)	1,147	496	-

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ADULTS HEALTH & WELLBEING

Adult Protection (A19)	2011-2012		2012-2013
	ORIGINAL BUDGET	LATEST BUDGET	BUDGET
	£000	£000	£000
Expenditure			
Employee	292	330	292
Transport	2	2	2
Supplies & Services	16	16	16
GROSS EXPENDITURE	310	348	310
Income			
Other Grants & Reimbursement	(42)	(38)	(38)
GROSS INCOME	(42)	(38)	(38)
NET EXPENDITURE / (INCOME)	268	310	272

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Mental Health Sub-Division M & A (A23)	2011-2012		2012-2013
	ORIGINAL BUDGET	LATEST BUDGET	BUDGET
	£000	£000	£000
Expenditure			
Employee	83	90	90
Supplies & Services	-	-	2
GROSS EXPENDITURE	83	90	92
Income			
Other Grants & Reimbursement	(81)	(89)	(90)
GROSS INCOME	(81)	(89)	(90)
NET EXPENDITURE / (INCOME)	2	2	2

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ADULTS HEALTH & WELLBEING

Area Mental Health Teams (A24)	2011-2012		2012-2013
	ORIGINAL BUDGET	LATEST BUDGET	BUDGET
	£000	£000	£000
Expenditure			
Employee	2,557	2,592	2,432
Transport	16	16	8
Supplies & Services	16	16	18
GROSS EXPENDITURE	2,588	2,624	2,458
Income			
Government Grants	-	-	-
Other Grants & Reimbursement	(291)	(291)	(277)
Customer & Client Receipts	-	-	-
Recharges Within Authority	(136)	(136)	-
GROSS INCOME	(427)	(427)	(277)
NET EXPENDITURE / (INCOME)	2,161	2,197	2,182

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Mental Health Day Centres (A25)	2011-2012		2012-2013
	ORIGINAL BUDGET	LATEST BUDGET	BUDGET
	£000	£000	£000
Expenditure			
Employee	351	355	355
Premises	39	39	
Transport	61	61	61
Supplies & Services	31	31	31
Capital Financing	3	29	29
GROSS EXPENDITURE	484	515	477
Income			
Other Grants & Reimbursement	(4)	(4)	(4)
Customer & Client Receipts	(30)	(30)	(30)
GROSS INCOME	(34)	(34)	(34)
NET EXPENDITURE / (INCOME)	450	481	442

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ADULTS HEALTH & WELLBEING

Learning Disabilities Day Centres (A32)	2011-2012		2012-2013
	ORIGINAL BUDGET	LATEST BUDGET	BUDGET
	£000	£000	£000
Expenditure			
Employee	317	317	317
Premises	50	54	59
Transport	71	71	72
Supplies & Services	20	22	25
GROSS EXPENDITURE	456	463	472
Income			
Customer & Client Receipts	(5)	(5)	(5)
GROSS INCOME	(5)	(5)	(5)
NET EXPENDITURE / (INCOME)	452	458	467

Contact:

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Emergency Duty Social Work Service (A37)	2011-2012		2012-2013
	ORIGINAL BUDGET	LATEST BUDGET	BUDGET
	£000	£000	£000
Expenditure			
Employee	270	273	220
Transport	7	7	7
Supplies & Services	5	5	5
Third Party Payments	-	-	-
GROSS EXPENDITURE	281	284	231
Income			
Recharges Within Authority	(20)	(20)	(20)
GROSS INCOME	(20)	(20)	(20)
NET EXPENDITURE / (INCOME)	261	264	211

Contact:

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ADULTS HEALTH & WELLBEING

Learning & Development (A66)	2011-2012		2012-2013
	ORIGINAL BUDGET	LATEST BUDGET	BUDGET
	£000	£000	£000
Expenditure			
Support Services	587	587	587
GROSS EXPENDITURE	587	587	587
Income			
Government Grants	-	-	-
GROSS INCOME	-	-	-
NET EXPENDITURE / (INCOME)	587	587	587

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Supported Employment (A68)	2011-2012		2012-2013
	ORIGINAL BUDGET	LATEST BUDGET	BUDGET
	£000	£000	£000
Expenditure			
Transfer Payments	20	20	-
GROSS EXPENDITURE	20	20	-
Income			
GROSS INCOME	-	-	-
NET EXPENDITURE / (INCOME)	20	20	-

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ADULTS HEALTH & WELLBEING

Finance Services (A71)	2011-2012		2012-2013
	ORIGINAL BUDGET	LATEST BUDGET	BUDGET
	£000	£000	£000
Expenditure			
Employee	1,541	1,413	1,245
Transport	1	1	1
Supplies & Services	11	174	134
Third Party Payments		150	120
GROSS EXPENDITURE	1,552	1,738	1,500
Income			
Other Grants & Reimbursement	(5)	(5)	(20)
Customer & Client Receipts	(30)	(30)	(35)
Recharges Within Authority	(765)	(897)	(710)
GROSS INCOME	(800)	(932)	(764)
NET EXPENDITURE / (INCOME)	753	806	736

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Support Services Holding A/c (A90)	2011-2012		2012-2013
	ORIGINAL BUDGET	LATEST BUDGET	BUDGET
	£000	£000	£000
Expenditure			
Support Services	3,301	3,210	3,857
GROSS EXPENDITURE	3,301	3,210	3,857
Income			
Other Grants & Reimbursement	-	-	-
GROSS INCOME	-	-	-
NET EXPENDITURE / (INCOME)	3,301	3,210	3,857

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CHILDREN, SCHOOLS & FAMILIES

CHILDREN, SCHOOLS & FAMILIES

- **Overview of Directorate role and key client groups**

The Children, Schools and Families Directorate works with its partners in the Children and Families Partnership (formerly Trust) to provide the strategic lead for improving outcomes for all children and young people across the borough, as well as providing and commissioning a range of services including education, social care and youth services.

Although no longer statutory, partners have valued the joint planning process afforded by the last two Children and Young People Plans (CYPP) and is currently developing a replacement plan for 2012-15. With the current government's shift from the Every Child Matters (ECM) agenda and the lack of another national prescribed framework for improving outcomes the Partnership has renamed the plan the Children and Families Plan and will use it to focus on support and ways in which we can collectively improve outcomes for vulnerable children and families.

- **Overall performance of the Directorate**

With our partners, we have already achieved a great deal. In 2011 12 saw the best improvement in a single year at the Early Years Foundation Stage but raising performance to national standards remains a top priority for the Partnership and will be a focus of the new Children and Families Plan. Pupils Eleven years olds outperform their peers nationally at Key Stage 2 Level 4 English and Maths and last summer we saw a massive improvement in GCSE results – results represented a 9.6% point improvement on 2012 results and the 2nd largest improvement nationally meaning that results in Tower Hamlets are now above the national average for the first time ever. A number of our secondary schools made significant gains at GCSE in 2011 and have been singled out by the government in their list of the top 105 improving schools nationally – these include:

- Bethnal Green Technology College (now Bethnal Green Academy)
- Central Foundation Girls' School
- St Paul's Way Trust School
- Sir John Cass
- Swanlea

We continue to see a reduction in the number of young people not in employment, education or training (NEET) at a time when nationally figures are rising – for January 2012 NEET figures stood at 4.6% compared to 5.1% in January 2011. Teenage pregnancy is reducing and despite the highest levels of child poverty nationally latest data for 2009 shows that levels are reducing. We also remain committed to protecting the most vulnerable, through, for example, our remodelled Community Hubs (Children's Centres) and the Family Wellbeing Model – a strategy for supporting families across the Children and Families Partnership. Ofsted continue to rate us as 'performing well' in their annual children's services assessment and we were also one of the local authorities to feed our learning into the review of child protection undertaken by Professor Eileen Munro.

- **Priorities for improvement and investment**

The Tower Hamlets Community Plan articulates how we will work collectively across the Tower Hamlets Partnership to improve the quality of life for our residents over the next decade. The Community Plan features a number of priorities including some related to children, young people and their families in Tower Hamlets. Our Children and Families Plan for 2012-15 is currently being developed but there are some emerging draft themes.

The evidence base for the plan points to a life course approach, looking at a range of cross-cutting issues which include family resilience, health and emotional wellbeing and safeguarding, by different age blocks which are:

- Maternity and Early Years
- Childhood
- Young People
- Preparing for adulthood

An overarching principle of the plan will also be to ensure effective early help and early intervention and ensuring responsive universal services to children and their families. Through this approach we are looking to improve outcomes across a range of areas including educational attainment and young people entering the criminal justice system, for example.

- **Priorities for Efficiency and value for money**

The Directorate is adapting to reductions in funding, alongside a streamlining of the funding streams. As a result, a number of pieces of work are being undertaken to maximise efficiency and continue to secure better outcomes as part of our Transformation Programme:

- Our Family Wellbeing Model is being used as a framework for service redesign and integrated working to ensure that services are effectively focussed on need and secure value for money. Within this framework, and building on our successful Family Intervention Project, we are developing an integrated approach to working with troubled families to reduce cost and maximise funding from the Government's national programme.
- We are reducing the cost of placements for vulnerable children by negotiating better deals with providers, increasing the availability of in house foster placements and reducing the number of children in care through more effective early intervention.
- Our relationship with schools is changing in the context of national policy shifts. We are reviewing our support services and developing our traded offer to schools, which will result in greater transparency about costs and outcomes.
- We are creating a new department of Education, Social Care and Well-Being, to reduce administrative costs and streamline management across the services currently provided by Children, Schools and Families and Adults Health and Wellbeing.
- Support services across the Directorate are being reviewed to reduce costs whilst ensuring that high quality support is provided to the front line.
- Work to integrate our information systems will reduce support costs and improve access to data to inform service delivery maximising efficiency.

Movement in Net Expenditure

MOVEMENTS IN NET EXPENDITURE	2011-2012	2012-2013	2012-2013
	ORIGINAL BUDGET	BUDGET	MOVEMENT
	£000	£000	£000
Original Budget	76,600	89,830	13,231
Explanation of Movement:			
Growth			
Social Worker Growth Bid			967
Transport Growth			730
[Council Feb 2012] Mental Health Worker			25
[Council Feb 2012] Aim Higher Scheme			260
			1,722
Savings			
[Cabinet Feb 2011] Cabinet Adjustment			(120)
[Council Feb 2011] Approved Savings			(2,627)
[Council Feb 2012] New Savings			(150)
			(2,897)
Inflation			696
Budget Transfers			
Transfer of Strategy, Policy & Performance budget to Chief Exec's			(63)
			(63)
Budget Adjustments			
Junior Youth Services			(60)
Base Budget Correction			1,728
Mayor's Education Award			1,123
Raising Attainment			140
			2,931
Accounting Adjustments			
Depreciation			8,442
Support Recharges			2,154
Early Retirement/Voluntary Redundancy			(14)
			10,582
MOVEMENTS IN NET EXPENDITURE TOTAL			13,231

CHILDREN, SCHOOLS & FAMILIES

SUMMARY BY EXPENDITURE AREA	2011-2012		2012-2013
	ORIGINAL BUDGET	LATEST BUDGET	BUDGET
	£000	£000	£000
Schools			
Pre-Primary Schools Services (G03)	134	46	46
Primary Schools Services (G05)	4,003	4,975	4,975
Secondary Schools Services (G07)	5,338	6,762	6,767
Special Schools Services (G09)	481	1,015	1,015
SCHOOLS TOTAL	9,956	12,798	12,803
Learning & Achievement			
Learning & Achievement M&A (G10)	15	30	84
Early Years (G11)	77	378	385
Local Authority Day Nurseries (G12)	207	313	424
Childrens Centres (G13)	-	782	1,095
School Improvement Primary (G14)	8	609	198
Special Educational Needs (G16)	4,352	5,186	3,871
Educational Psychology Service (G18)	613	787	830
School Governance and Information (G20)	153	205	278
Student Awards (G22)	-	1	-
School Improvement Secondary (G26)	87	1,232	1,835
Music Services/Arts Education (G30)	-	411	143
E-Learning (G33)	114	570	-
Pupil Admissions & Exclusions (G78)	-	-	1,060
Support For Learning Service (H17)	53	-	-
LEARNING & ACHIEVEMENT TOTAL	5,677	10,505	10,201
Youth Parenting and Communications			
Parental Engagement & Support (G19)	778	1,012	1,607
Youth & Community Learning M&A (G37)	224	202	269
Youth & Connexions Service (G39)	4,973	5,428	5,566
Healthy Lives (G41)	107	141	160
Community Languages Team (G42)	717	772	786
Extended Schools (G44)	639	1,439	-
Youth Offending Service (G60)	653	1,159	1,196
Careers Service (H40)	-	216	159
YOUTH PARENTING AND COMMUNICATIONS TOTAL	8,092	10,369	9,743

CHILDREN, SCHOOLS & FAMILIES

SUMMARY BY EXPENDITURE AREA	2011-2012		2012-2013
	ORIGINAL BUDGET	LATEST BUDGET	BUDGET
	£000	£000	£000
Children's Social Care			
Childrens Social Care M&A (G49)	198	213	169
Child Protection & Reviewing (G50)	2,057	2,592	2,634
Childrens Resources : Management (G51)	685	817	826
Childrens Resources : Residential (G52)	1,483	1,796	1,856
Childrens Resources : Family Placements (G53)	2,623	2,884	3,040
Childrens Resources : Commissioning (G54)	16,177	15,720	14,789
Children Looked After (G55)	2,064	2,306	2,332
Leaving Care (G56)	2,204	2,324	2,468
Fieldwork: Advice & Assessment (G57)	3,860	4,848	5,174
Integrated Services for Children With Disabilities (G58)	2,329	2,497	3,729
Emergency Duty Team (G59)	274	410	418
Children-Mental Health (CAMHS) (G61)	1,445	1,523	1,548
Attendance & Welfare Service (G62)	928	1,203	1,271
IT Social Care (G75)	216	346	359
Family Support & Protection (H57)	3,660	4,294	4,413
CHILDREN'S SOCIAL CARE TOTAL	40,203	43,775	45,025
Director's Services			
Transformation Project (G65)	172	99	103
Strategy (G71)	669	766	792
Equalities Development (G74)	802	727	605
DIRECTOR'S SERVICES TOTAL	1,643	1,592	1,500
CSF Resources			
Commissioned Services (G67)	1,446	1,740	670
External Funding & Partnerships (G68)	-	5	-
Children's Information Systems (G70)	192	281	291
Programme Management (G72)	148	170	175
Resources M&A (G79)	180	195	199
Information & Support Services (G80)	366	354	358
Building Development & Technical Services (G81)	548	6,570	6,521
Finance (G82)	619	758	766
Human Resources (G83)	1,697	1,753	1,560

CHILDREN, SCHOOLS & FAMILIES

SUMMARY BY EXPENDITURE AREA	2011-2012		2012-2013
	ORIGINAL BUDGET	LATEST BUDGET	BUDGET
	£000	£000	£000
Professional Development Centre (G86)	(10)	66	91
Contract Services (G87)	-	-	-
Holding Account and Support Services (H82)	5,843	235	(73)
Building and Technical Services (H87)	-	-	-
CSF RESOURCES TOTAL	11,028	12,125	10,558
Holding Accounts			
Revenue Holding Accounts (G91)	-	-	-
HOLDING ACCOUNTS TOTAL	-	-	-
NET EXPENDITURE / (INCOME)	76,600	91,164	89,830

CHILDREN, SCHOOLS & FAMILIES

SUMMARY BY EXPENDITURE TYPE	2011-2012		2012-2013
	ORIGINAL BUDGET	LATEST BUDGET	BUDGET
	£000	£000	£000
Expenditure			
Employees	57,597	63,265	61,311
Premises	2,012	5,831	5,748
Transport	4,611	5,360	5,040
Supplies & Services	8,536	9,558	8,404
Third Party Payments	12,708	27,485	28,522
Transfer Payments	15,459	15,355	15,965
Support Services	11,906	10,665	10,791
Capital Financing	10,670	19,153	19,112
GROSS EXPENDITURE	123,501	156,671	154,893
Income			
Government Grant Income	(22,187)	(31,349)	(30,814)
Other Grants & Reimbursements	(1,774)	(2,579)	(2,365)
Customer & Client Receipts	(18,258)	(18,867)	(19,127)
Interest & Investment	(1)	(1)	(1)
Recharges Within Authority	(4,682)	(12,712)	(12,756)
GROSS INCOME	(46,901)	(65,508)	(65,063)
NET EXPENDITURE / (INCOME)	76,600	91,164	89,830

CHILDREN, SCHOOLS & FAMILIES

Pre-Primary Schools Services (G03)	2011-2012		2012-2013
	ORIGINAL BUDGET	LATEST BUDGET	BUDGET
	£000	£000	£000
Expenditure			
Capital Financing	134	46	46
GROSS EXPENDITURE	134	46	46
Income			
GROSS INCOME	-	-	-
NET EXPENDITURE / (INCOME)	134	46	46

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Primary Schools Services (G05)	2011-2012		2012-2013
	ORIGINAL BUDGET	LATEST BUDGET	BUDGET
	£000	£000	£000
Expenditure			
Capital Financing	4,003	4,975	4,975
GROSS EXPENDITURE	4,003	4,975	4,975
Income			
GROSS INCOME	-	-	-
NET EXPENDITURE / (INCOME)	4,003	4,975	4,975

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Secondary Schools Services (G07)	2011-2012		2012-2013
	ORIGINAL BUDGET	LATEST BUDGET	BUDGET
	£000	£000	£000
Expenditure			
Transfer Payments	222	222	222
Support Services	-	11	16
Capital Financing	5,116	6,529	6,529
GROSS EXPENDITURE	5,338	6,762	6,767
Income			
GROSS INCOME	-	-	-
NET EXPENDITURE / (INCOME)	5,338	6,762	6,767

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CHILDREN, SCHOOLS & FAMILIES

Special Schools Services (G09)	2011-2012		2012-2013
	ORIGINAL BUDGET	LATEST BUDGET	BUDGET
	£000	£000	£000
Expenditure			
Capital Financing	481	1,015	1,015
GROSS EXPENDITURE	481	1,015	1,015
Income			
GROSS INCOME	-	-	-
NET EXPENDITURE / (INCOME)	481	1,015	1,015

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Learning & Achievement M&A (G10)	2011-2012		2012-2013
	ORIGINAL BUDGET	LATEST BUDGET	BUDGET
	£000	£000	£000
Expenditure			
Employees	171	171	170
Premises	-	7	25
Transport	1	1	1
Supplies & Services	3	3	4
Support Services		9	45
GROSS EXPENDITURE	175	190	244
Income			
Recharges Within Authority	(160)	(160)	(160)
GROSS INCOME	(160)	(160)	(160)
NET EXPENDITURE / (INCOME)	15	30	84

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CHILDREN, SCHOOLS & FAMILIES

Early Years (G11)	2011-2012		2012-2013
	ORIGINAL BUDGET	LATEST BUDGET	BUDGET
	£000	£000	£000
Expenditure			
Employees	1,580	1,633	1,586
Premises	-	117	121
Transport	8	8	8
Supplies & Services	187	187	169
Third Party Payments	1,191	1,420	1,690
Support Services	-	184	264
Capital Financing	-	110	
GROSS EXPENDITURE	2,967	3,661	3,839
Income			
Government Grant Income	(2,515)	(2,908)	(2,690)
Other Grants & Reimbursements	(152)	(152)	(152)
Customer & Client Receipts	(4)	(4)	(2)
Recharges Within Authority	(219)	(219)	(610)
GROSS INCOME	(2,890)	(3,282)	(3,454)
NET EXPENDITURE / (INCOME)	77	378	385

Contact :

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Local Authority Day Nurseries (G12)	2011-2012		2012-2013
	ORIGINAL BUDGET	LATEST BUDGET	BUDGET
	£000	£000	£000
Expenditure			
Employees	2,091	2,091	2,087
Premises	294	294	298
Transport	3	3	3
Supplies & Services	182	182	185
Support Services	-	258	369
Capital Financing	207	55	55
GROSS EXPENDITURE	2,777	2,883	2,996
Income			
Government Grant Income	(2,442)	(2,442)	(2,440)
Other Grants & Reimbursements	(23)	(23)	(28)
Recharges Within Authority	(105)	(105)	(105)
GROSS INCOME	(2,570)	(2,570)	(2,573)
NET EXPENDITURE / (INCOME)	207	313	424

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CHILDREN, SCHOOLS & FAMILIES

Childrens Centres (G13)	2011-2012		2012-2013
	ORIGINAL BUDGET	LATEST BUDGET	BUDGET
	£000	£000	£000
Expenditure			
Employees	5,747	6,627	6,691
Premises	654	1,522	1,495
Transport	29	19	24
Supplies & Services	454	1,062	981
Third Party Payments	1,256	9	-
Transfer Payments		72	155
Support Services	1,893	1,449	1,715
Capital Financing		53	53
GROSS EXPENDITURE	10,033	10,815	11,114
Income			
Government Grant Income	(9,947)	(9,947)	(9,834)
Other Grants & Reimbursements	(86)	-	-
Customer & Client Receipts	-	(86)	(186)
GROSS INCOME	(10,033)	(10,033)	(10,020)
NET EXPENDITURE / (INCOME)		782	1,095

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School Improvement Primary (G14)	2011-2012		2012-2013
	ORIGINAL BUDGET	LATEST BUDGET	BUDGET
	£000	£000	£000
Expenditure			
Employees	394	717	437
Premises	-	24	25
Transport	4	4	4
Supplies & Services	16	58	16
Third Party Payments	-	220	47
Support Services	48	224	146
GROSS EXPENDITURE	461	1,247	674
Income			
Government Grant Income	-	(11)	-
Other Grants & Reimbursements	(19)	(22)	(42)
Customer & Client Receipts	(350)	(450)	(447)
Recharges Within Authority	(84)	(154)	13
GROSS INCOME	(453)	(637)	(476)
NET EXPENDITURE / (INCOME)	8	609	198

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CHILDREN, SCHOOLS & FAMILIES

Special Educational Needs (G16)	2011-2012		2012-2013
	ORIGINAL BUDGET	LATEST BUDGET	BUDGET
	£000	£000	£000
Expenditure			
Employees	451	451	415
Premises	-	31	32
Transport	3,905	4,635	3,325
Supplies & Services	214	114	9
Third Party Payments	-	100	100
Transfer Payments	9	9	9
Support Services	-	73	105
GROSS EXPENDITURE	4,579	5,414	3,996
Income			
Recharges Within Authority	(228)	(228)	(125)
GROSS INCOME	(228)	(228)	(125)
NET EXPENDITURE / (INCOME)	4,352	5,186	3,871

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Educational Psychology Service (G18)	2011-2012		2012-2013
	ORIGINAL BUDGET	LATEST BUDGET	BUDGET
	£000	£000	£000
Expenditure			
Employees	1,212	1,252	1,372
Premises	-	78	80
Transport	23	23	23
Supplies & Services	72	72	71
Support Services	-	97	138
GROSS EXPENDITURE	1,307	1,521	1,685
Income			
Government Grant Income	-	(40)	-
Other Grants & Reimbursements	(567)	(567)	(667)
Recharges Within Authority	(128)	(128)	(188)
GROSS INCOME	(694)	(734)	(854)
NET EXPENDITURE / (INCOME)	613	787	830

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CHILDREN, SCHOOLS & FAMILIES

School Governance and Information (G20)	2011-2012		2012-2013
	ORIGINAL BUDGET	LATEST BUDGET	BUDGET
	£000	£000	£000
Expenditure			
Employees	127	187	187
Premises	-	24	25
Transport	1	1	1
Supplies & Services	25	25	25
Third Party Payments	-	50	50
Support Services	-	29	41
GROSS EXPENDITURE	153	315	328
Income			
Recharges Within Authority	-	(110)	(50)
GROSS INCOME	-	(110)	(50)
NET EXPENDITURE / (INCOME)	153	205	278

Contact

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Student Awards (G22)	2011-2012		2012-2013
	ORIGINAL BUDGET	LATEST BUDGET	BUDGET
	£000	£000	£000
Expenditure			
Third Party Payments	42	144	-
Transfer Payments	26	26	-
Support Services	-	1	-
GROSS EXPENDITURE	68	171	-
Income			
Government Grant Income	(68)	(68)	-
Other Grants & Reimbursements	-	-	-
Recharges Within Authority	-	(102)	-
GROSS INCOME	(68)	(170)	-
NET EXPENDITURE / (INCOME)	-	1	-

Contact :

Merged with G26 for 2012-13

CHILDREN, SCHOOLS & FAMILIES

School Improvement Secondary (G26)	2011-2012		2012-2013
	ORIGINAL BUDGET	LATEST BUDGET	BUDGET
	£000	£000	£000
Expenditure			
Employees	735	1,022	779
Premises	37	98	90
Transport	1	6	4
Supplies & Services	288	328	216
Third Party Payments	75	260	508
Transfer Payments	-	374	1,149
Support Services	-	237	163
Capital Financing	13	16	16
GROSS EXPENDITURE	1,149	2,342	2,925
Income			
Government Grant Income	(136)	(136)	(79)
Other Grants & Reimbursements	(128)	(175)	(39)
Customer & Client Receipts	(250)	(250)	(250)
Interest & Investment	(1)	(1)	(1)
Recharges Within Authority	(550)	(550)	(722)
GROSS INCOME	(1,063)	(1,110)	(1,090)
NET EXPENDITURE / (INCOME)	87	1,232	1,835

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Music Services/Arts Education (G30)	2011-2012		2012-2013
	ORIGINAL BUDGET	LATEST BUDGET	BUDGET
	£000	£000	£000
Expenditure			
Employees	937	1,143	1,088
Premises	32	65	27
Transport	3	3	4
Supplies & Services	18	157	27
Third Party Payments	91	211	301
Support Services	-	113	116
GROSS EXPENDITURE	1,081	1,690	1,562
Income			
Government Grant Income	(478)	(478)	(433)
Customer & Client Receipts	(603)	(802)	(987)
GROSS INCOME	(1,081)	(1,280)	(1,419)
NET EXPENDITURE / (INCOME)	-	411	143

Contact :

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CHILDREN, SCHOOLS & FAMILIES

E-Learning (G33)	2011-2012		2012-2013
	ORIGINAL BUDGET	LATEST BUDGET	BUDGET
	£000	£000	£000
Expenditure			
Employees	90	205	-
Premises	24	194	-
Supplies & Services	-	149	-
Support Services	-	23	-
GROSS EXPENDITURE	114	570	-
Income			
GROSS INCOME	-	-	-
NET EXPENDITURE / (INCOME)	114	570	-

Contact :

Not applicable for 2012-13

Pupil Admissions & Exclusions (G78)	2011-2012		2012-2013
	ORIGINAL BUDGET	LATEST BUDGET	BUDGET
	£000	£000	£000
Expenditure			
Transport	-	-	1,060
GROSS EXPENDITURE	-	-	1,060
Income			
GROSS INCOME	-	-	-
NET EXPENDITURE / (INCOME)	-	-	1,060

Contact

Terry Bryan

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Support For Learning Service (H17)	2011-2012		2012-2013
	ORIGINAL BUDGET	LATEST BUDGET	BUDGET
	£000	£000	£000
Expenditure			
Capital Financing	53	-	-
GROSS EXPENDITURE	53	-	-
Income			
GROSS INCOME	-	-	-
NET EXPENDITURE / (INCOME)	53	-	-

Contact :

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CHILDREN, SCHOOLS & FAMILIES

Parental Engagement & Support (G19)	2011-2012		2012-2013
	ORIGINAL BUDGET	LATEST BUDGET	BUDGET
	£000	£000	£000
Expenditure			
Employees	935	1,010	1,246
Premises	40	137	197
Transport	9	9	12
Supplies & Services	78	125	116
Third Party Payments	10	10	17
Support Services	53	189	440
GROSS EXPENDITURE	1,124	1,480	2,029
Income			
Government Grant Income	(210)	(210)	(230)
Customer & Client Receipts	(136)	(258)	(191)
GROSS INCOME	(346)	(468)	(421)
NET EXPENDITURE / (INCOME)	778	1,012	1,607

Contact :

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Youth & Community Learning M&A (G37)	2011-2012		2012-2013
	ORIGINAL BUDGET	LATEST BUDGET	BUDGET
	£000	£000	£000
Expenditure			
Employees	215	165	165
Premises		10	32
Transport	1	1	1
Supplies & Services	9	14	14
Support Services		12	58
GROSS EXPENDITURE	224	202	269
Income			
GROSS INCOME	-	-	-
NET EXPENDITURE / (INCOME)	224	202	269

Contact :

Mary Durkin

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CHILDREN, SCHOOLS & FAMILIES

Youth & Connexions Service (G39)	2011-2012		2012-2013
	ORIGINAL BUDGET	LATEST BUDGET	BUDGET
	£000	£000	£000
Expenditure			
Employees	2,765	2,881	2,878
Premises	312	504	422
Transport	100	109	111
Supplies & Services	486	594	536
Third Party Payments	4,689	3,904	3,582
Support Services	420	717	1,221
Capital Financing	195	112	112
GROSS EXPENDITURE	8,967	8,821	8,862
Income			
Government Grant Income	(3,605)	(2,805)	(2,800)
Customer & Client Receipts	(360)	(560)	(467)
Recharges Within Authority	(29)	(29)	(29)
GROSS INCOME	(3,994)	(3,394)	(3,296)
NET EXPENDITURE / (INCOME)	4,973	5,428	5,566

Contact :

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Healthy Lives (G41)	2011-2012		2012-2013
	ORIGINAL BUDGET	LATEST BUDGET	BUDGET
	£000	£000	£000
Expenditure			
Employees	317	317	306
Premises	-	14	14
Transport	7	7	1
Supplies & Services	45	45	69
Third Party Payments	-	-	23
Support Services	-	20	29
GROSS EXPENDITURE	369	403	442
Income			
Other Grants & Reimbursements	(262)	(262)	(282)
GROSS INCOME	(262)	(262)	(282)
NET EXPENDITURE / (INCOME)	107	141	160

Contact :

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CHILDREN, SCHOOLS & FAMILIES

Community Languages Team (G42)	2011-2012		2012-2013
	ORIGINAL BUDGET	LATEST BUDGET	BUDGET
	£000	£000	£000
Expenditure			
Employees	737	949	943
Premises	6	40	37
Transport	1	1	1
Supplies & Services	33	43	64
Support Services	-	33	47
GROSS EXPENDITURE	778	1,067	1,093
Income			
Customer & Client Receipts	-	(125)	(146)
Recharges Within Authority	(60)	(170)	(160)
GROSS INCOME	(60)	(295)	(306)
NET EXPENDITURE / (INCOME)	717	772	786

Contact :

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Extended Schools (G44)	2011-2012		2012-2013
	ORIGINAL BUDGET	LATEST BUDGET	BUDGET
	£000	£000	£000
Expenditure			
Employees	479	821	-
Premises	-	75	-
Transport	8	11	-
Supplies & Services	57	80	-
Third Party Payments	190	360	-
Support Services	-	187	-
GROSS EXPENDITURE	734	1,534	-
Income			
Other Grants & Reimbursements	(95)	(95)	-
GROSS INCOME	(95)	(95)	-
NET EXPENDITURE / (INCOME)	639	1,439	-

Contact :

Merged with G19 for 2012-13

CHILDREN, SCHOOLS & FAMILIES

Youth Offending Service (G60)	2011-2012		2012-2013
	ORIGINAL	LATEST	BUDGET
	£000	£000	£000
Expenditure			
Employees	1,162	1,617	1,502
Premises	-	115	119
Transport	26	26	17
Supplies & Services	84	84	50
Third Party Payments	164	-	-
Support Services	-	158	225
GROSS EXPENDITURE	1,436	2,000	1,913
Income			
Government Grant Income	(784)	(797)	(717)
Recharges Within Authority	-	(43)	-
GROSS INCOME	(784)	(841)	(717)
NET EXPENDITURE / (INCOME)	653	1,159	1,196

Contact :

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Careers Services (H40)	2011-2012		2012-2013
	ORIGINAL BUDGET	LATEST BUDGET	BUDGET
	£000	£000	£000
Expenditure			
Employees	-	840	986
Premises	-	111	104
Transport	-	2	3
Supplies & Services	-	37	29
Third Party Payments	-	189	-
Support Services	-	111	159
GROSS EXPENDITURE	-	1,291	1,281
Income			
Government Grant Income	-	(800)	(800)
Other Grants & Reimbursements	-	(135)	(160)
Customer & Client Receipts	-	(20)	-
Recharges Within Authority	-	(120)	(163)
GROSS INCOME	-	(1,075)	(1,122)
NET EXPENDITURE / (INCOME)	-	216	159

Contact

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CHILDREN, SCHOOLS & FAMILIES

Childrens Social Care M&A (G49)	2011-2012		2012-2013
	ORIGINAL BUDGET	LATEST BUDGET	BUDGET
	£000	£000	£000
Expenditure			
Employees	194	663	146
Premises	-	7	7
Transport	1	1	1
Supplies & Services	3	42	3
Support Services	-	9	12
GROSS EXPENDITURE	198	721	169
Income			
Government Grant Income	-	(508)	-
GROSS INCOME	-	(508)	-
NET EXPENDITURE / (INCOME)	198	213	169

Contact :

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Child Protection & Reviewing (G50)	2011-2012		2012-2013
	ORIGINAL BUDGET	LATEST BUDGET	BUDGET
	£000	£000	£000
Expenditure			
Employees	1,925	2,149	2,119
Premises	-	127	132
Transport	22	22	22
Supplies & Services	91	47	46
Third Party Payments	66	9	9
Support Services	78	238	307
GROSS EXPENDITURE	2,181	2,592	2,634
Income			
Government Grant Income	(125)	1	-
GROSS INCOME	(125)	1	-
NET EXPENDITURE / (INCOME)	2,057	2,592	2,634

Contact :

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CHILDREN, SCHOOLS & FAMILIES

Childrens Resources : Management (G51)	2011-2012		2012-2013
	ORIGINAL BUDGET	LATEST BUDGET	BUDGET
	£000	£000	£000
Expenditure			
Employees	678	694	675
Premises	-	53	55
Transport	3	3	3
Supplies & Services	5	5	5
Support Services	-	62	89
GROSS EXPENDITURE	685	817	826
Income			
GROSS INCOME	-	-	-
NET EXPENDITURE / (INCOME)	685	817	826

Contact :

Hilary Bull

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Childrens Resources : Residential (G52)	2011-2012		2012-2013
	ORIGINAL BUDGET	LATEST BUDGET	BUDGET
	£000	£000	£000
Expenditure			
Employees	1,313	1,413	1,413
Premises	51	111	113
Transport	12	12	12
Supplies & Services	103	103	102
Support Services	-	139	199
Capital Financing	4	18	18
GROSS EXPENDITURE	1,483	1,796	1,856
Income			
GROSS INCOME	-	-	-
NET EXPENDITURE / (INCOME)	1,483	1,796	1,856

Contact :

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CHILDREN, SCHOOLS & FAMILIES

Childrens Resources : Family Placements (G53)	2011-2012		2012-2013
	ORIGINAL BUDGET	LATEST BUDGET	BUDGET
	£000	£000	£000
Expenditure			
Employees	2,462	2,316	2,369
Premises	-	178	184
Transport	17	17	17
Supplies & Services	210	210	207
Support Services	-	230	329
GROSS EXPENDITURE	2,689	2,950	3,106
Income			
Customer & Client Receipts	(66)	(66)	(66)
GROSS INCOME	(66)	(66)	(66)
NET EXPENDITURE / (INCOME)	2,623	2,884	3,040

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Childrens Resources : Commissioning (G54)	2011-2012		2012-2013
	ORIGINAL BUDGET	LATEST BUDGET	BUDGET
	£000	£000	£000
Employees	9	9	9
Transport	80	80	60
Supplies & Services	35	35	34
Third Party Payments	3,553	3,050	2,075
Transfer Payments	12,935	12,530	12,460
Support Services	-	280	364
GROSS EXPENDITURE	16,612	15,984	15,003
Income			
Government Grant Income	(214)	(264)	(214)
Other Grants & Reimbursements	(220)	-	-
GROSS INCOME	(434)	(264)	(214)
NET EXPENDITURE / (INCOME)	16,177	15,720	14,789

Contact

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CHILDREN, SCHOOLS & FAMILIES

Children Looked After (G55)	2011-2012		2012-2013
	ORIGINAL BUDGET	LATEST BUDGET	BUDGET
	£000	£000	£000
Expenditure			
Employees	1,990	1,942	1,906
Premises	-	128	133
Transport	44	44	39
Supplies & Services	31	31	22
Support Services	-	162	231
GROSS EXPENDITURE	2,064	2,306	2,332
Income			
GROSS INCOME	-	-	-
NET EXPENDITURE / (INCOME)	2,064	2,306	2,332

Contact

Shahid Tilly

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Leaving Care (G56)	2011-2012		2012-2013
	ORIGINAL BUDGET	LATEST BUDGET	BUDGET
	£000	£000	£000
Expenditure			
Employees	1,362	1,305	1,309
Premises	43	139	180
Transport	18	18	18
Supplies & Services	9	9	8
Transfer Payments	936	836	827
Support Services	-	163	236
Capital Financing	-	18	18
GROSS EXPENDITURE	2,368	2,488	2,596
Income			
Other Grants & Reimbursements	(164)	(164)	(129)
GROSS INCOME	(164)	(164)	(129)
NET EXPENDITURE / (INCOME)	2,204	2,324	2,468

Contact

Jo Bird

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CHILDREN, SCHOOLS & FAMILIES

Fieldwork: Advice & Assessment (G57)	2011-2012		2012-2013
	ORIGINAL BUDGET	LATEST BUDGET	BUDGET
	£000	£000	£000
Expenditure			
Employees	3,800	3,990	4,148
Premises	57	338	362
Transport	46	46	11
Supplies & Services	69	69	55
Transfer Payments	157	142	241
Support Services	77	448	531
Capital Financing	81	62	62
GROSS EXPENDITURE	4,286	5,095	5,409
Income			
Other Grants & Reimbursements	(57)	(57)	(56)
Recharges Within Authority	(370)	(190)	(180)
GROSS INCOME	(427)	(247)	(236)
NET EXPENDITURE / (INCOME)	3,860	4,848	5,174

Contact

Paul McGee

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Integrated Services for Children With Disabilities (G58)	2011-2012		2012-2013
	ORIGINAL BUDGET	LATEST BUDGET	BUDGET
	£000	£000	£000
Expenditure			
Employees	1,227	1,253	1,352
Premises	-	70	72
Transport	5	5	5
Supplies & Services	18	4	18
Third Party Payments	1,204	1,281	2,280
Transfer Payments	743	743	743
Support Services	47	121	223
GROSS EXPENDITURE	3,243	3,477	4,693
Income			
Government Grant Income	(914)	(914)	(964)
Recharges Within Authority	-	(66)	-
GROSS INCOME	(914)	(980)	(964)
NET EXPENDITURE / (INCOME)	2,329	2,497	3,729

Contact

Khalida Khan

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CHILDREN, SCHOOLS & FAMILIES

Emergency Duty Team (G59)	2011-2012		2012-2013
	ORIGINAL BUDGET	LATEST BUDGET	BUDGET
	£000	£000	£000
Expenditure			
Employees	308	408	374
Premises	-	15	16
Transport	7	7	9
Supplies & Services	4	4	12
Support Services	-	20	28
GROSS EXPENDITURE	318	454	440
Income			
Recharges Within Authority	(44)	(44)	(22)
GROSS INCOME	(44)	(44)	(22)
NET EXPENDITURE / (INCOME)	274	410	418

Contact

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Children-Mental Health (CAMHS) (G61)	2011-2012		2012-2013
	ORIGINAL BUDGET	LATEST BUDGET	BUDGET
	£000	£000	£000
Expenditure			
Employees	825	781	816
Premises	-	47	49
Transport	17	12	11
Supplies & Services	12	7	6
Third Party Payments	591	591	591
Support Services	-	85	109
GROSS EXPENDITURE	1,445	1,523	1,581
Income			
Customer & Client Receipts	-	-	(34)
GROSS INCOME	-	-	(34)
NET EXPENDITURE / (INCOME)	1,445	1,523	1,548

Contact

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CHILDREN, SCHOOLS & FAMILIES

Attendance & Welfare Service (G62)	2011-2012		2012-2013
	ORIGINAL BUDGET	LATEST BUDGET	BUDGET
	£000	£000	£000
Expenditure			
Employees	1,386	1,596	1,723
Premises		125	129
Transport	13	13	13
Supplies & Services	33	33	33
Transfer Payments	5	5	5
Support Services		150	214
GROSS EXPENDITURE	1,437	1,922	2,116
Income			
Customer & Client Receipts	(454)	(664)	(790)
Recharges Within Authority	(55)	(55)	(55)
GROSS INCOME	(509)	(719)	(845)
NET EXPENDITURE / (INCOME)	928	1,203	1,271

Contact

David Hough

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IT Social Care (G75)	2011-2012		2012-2013
	ORIGINAL BUDGET	LATEST BUDGET	BUDGET
	£000	£000	£000
Expenditure			
Employees	436	409	399
Premises	-	27	28
Transport	5	5	5
Supplies & Services	121	148	156
Support Services	-	32	45
Capital Financing	-	71	71
GROSS EXPENDITURE	562	692	705
Income			
Recharges Within Authority	(347)	(347)	(347)
GROSS INCOME	(347)	(347)	(347)
NET EXPENDITURE / (INCOME)	216	346	359

Contact

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CHILDREN, SCHOOLS & FAMILIES

Family Support & Protection (H57)	2011-2012		2012-2013
	ORIGINAL BUDGET	LATEST BUDGET	BUDGET
	£000	£000	£000
Expenditure			
Employees	3,942	4,198	4,372
Premises	40	303	302
Transport	29	29	44
Supplies & Services	46	79	120
Transfer Payments	426	396	153
Support Services	-	310	507
GROSS EXPENDITURE	4,482	5,314	5,496
Income			
Government Grant Income	(500)	(500)	(500)
Other Grants & Reimbursements	(152)	(152)	(152)
Customer & Client Receipts	-	(72)	-
Recharges Within Authority	(170)	(296)	(432)
GROSS INCOME	(822)	(1,020)	(1,083)
NET EXPENDITURE / (INCOME)	3,660	4,294	4,413

Contact

Moksuda Uddin

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CHILDREN, SCHOOLS & FAMILIES

Transformation Project (G65)	2011-2012		2012-2013
	ORIGINAL BUDGET	LATEST BUDGET	BUDGET
	£000	£000	£000
Expenditure			
Employees	83	101	83
Premises	-	6	6
Transport	1	1	1
Supplies & Services	138	2	2
Support Services		8	11
GROSS EXPENDITURE	222	117	103
Income			
Other Grants & Reimbursements	(50)	-	-
Recharges Within Authority		(18)	-
GROSS INCOME	(50)	(18)	-
NET EXPENDITURE / (INCOME)	172	99	103

Contact

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Strategy (G71)	2011-2012		2012-2013
	ORIGINAL BUDGET	LATEST BUDGET	BUDGET
	£000	£000	£000
Expenditure			
Employees	582	582	582
Premises	-	49	50
Transport	5	5	5
Supplies & Services	19	19	19
Support Services	81	138	163
GROSS EXPENDITURE	686	792	818
Income			
Customer & Client Receipts	(17)	(26)	(26)
GROSS INCOME	(17)	(26)	(26)
NET EXPENDITURE / (INCOME)	669	766	792

Contact

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CHILDREN, SCHOOLS & FAMILIES

Equalities Development (G74)	2011-2012		2012-2013
	ORIGINAL BUDGET	LATEST BUDGET	BUDGET
	£000	£000	£000
Expenditure			
Employees	152	159	165
Premises	-	14	14
Supplies & Services	50	43	37
Third Party Payments	600	492	362
Support Services	-	19	27
GROSS EXPENDITURE	802	727	605
Income			
GROSS INCOME	-	-	-
NET EXPENDITURE / (INCOME)	802	727	605

Contact

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CHILDREN, SCHOOLS & FAMILIES

Commissioned Services (G67)	2011-2012		2012-2013
	ORIGINAL BUDGET	LATEST BUDGET	BUDGET
	£000	£000	£000
Expenditure			
Employees	322	418	574
Premises	-	68	90
Transport			1
Supplies & Services	5	5	7
Third Party Payments	1,161	1,545	1,156
Support Services	-	43	100
GROSS EXPENDITURE	1,489	2,079	1,927
Income			
Government Grant Income	-	-	(784)
Other Grants & Reimbursements	(23)	(297)	(263)
Customer & Client Receipts	-	-	(190)
Recharges Within Authority	(20)	(42)	(20)
GROSS INCOME	(43)	(339)	(1,257)
NET EXPENDITURE / (INCOME)	1,446	1,740	670

Contact

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External Funding & Partnerships (G68)	2011-2012		2012-2013
	ORIGINAL BUDGET	LATEST BUDGET	BUDGET
	£000	£000	£000
Expenditure			
Employees	-	130	-
Third Party Payments	-	5	-
Support Services	-	-	-
GROSS EXPENDITURE	-	135	-
Income			
Government Grant Income	-	(130)	-
GROSS INCOME	-	(130)	-
NET EXPENDITURE / (INCOME)	-	5	-

Contact

Not applicable for 2012-13

CHILDREN, SCHOOLS & FAMILIES

Children's Information Systems (G70)	2011-2012		2012-2013
	ORIGINAL BUDGET	LATEST BUDGET	BUDGET
	£000	£000	£000
Expenditure			
Employees	235	228	228
Premises	-	21	21
Transport			
Supplies & Services	30	8	8
Support Services	-	24	34
GROSS EXPENDITURE	265	281	291
Income			
Other Grants & Reimbursements	(22)	-	-
Customer & Client Receipts	(9)	-	-
Recharges Within Authority	(42)	-	-
GROSS INCOME	(73)	-	-
NET EXPENDITURE / (INCOME)	192	281	291

Contact

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Programme Management (G72)	2011-2012		2012-2013
	ORIGINAL BUDGET	LATEST BUDGET	BUDGET
	£000	£000	£000
Expenditure			
Employees	132	132	136
Premises	-	10	11
Transport	1	1	1
Supplies & Services	15	15	11
Support Services	-	12	17
GROSS EXPENDITURE	148	170	175
Income			
GROSS INCOME	-	-	-
NET EXPENDITURE / (INCOME)	148	170	175

Contact

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CHILDREN, SCHOOLS & FAMILIES

Resources M&A (G79)	2011-2012		2012-2013
	ORIGINAL BUDGET	LATEST BUDGET	BUDGET
	£000	£000	£000
Expenditure			
Employees	211	211	211
Premises	-	7	7
Transport	3	3	3
Supplies & Services	13	13	13
Support Services	-	8	12
GROSS EXPENDITURE	227	242	246
Income			
Customer & Client Receipts	(47)	(47)	(47)
GROSS INCOME	(47)	(47)	(47)
NET EXPENDITURE / (INCOME)	180	195	199

Contact

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Information & Support Services (G80)	2011-2012		2012-2013
	ORIGINAL BUDGET	LATEST BUDGET	BUDGET
	£000	£000	£000
Expenditure			
Employees	303	300	300
Premises	-	10	11
Transport	3	3	3
Supplies & Services	128	128	27
Support Services	-	13	18
GROSS EXPENDITURE	434	454	358
Income			
Recharges Within Authority	(68)	(100)	-
GROSS INCOME	(68)	(100)	-
NET EXPENDITURE / (INCOME)	366	354	358

Contact

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CHILDREN, SCHOOLS & FAMILIES

Building Development & Technical Services (G81)	2011-2012		2012-2013
	ORIGINAL BUDGET	LATEST BUDGET	BUDGET
	£000	£000	£000
Expenditure			
Employees	480	564	349
Premises	64	107	88
Transport	5	5	4
Supplies & Services	20	19	17
Support Services	-	62	50
Capital Financing	212	6,044	6,044
GROSS EXPENDITURE	780	6,800	6,553
Income			
Customer & Client Receipts	(190)	(190)	-
Recharges Within Authority	(42)	(41)	(32)
GROSS INCOME	(231)	(230)	(32)
NET EXPENDITURE / (INCOME)	548	6,570	6,521

Contact

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Finance (G82)	2011-2012		2012-2013
	ORIGINAL BUDGET	LATEST BUDGET	BUDGET
	£000	£000	£000
Expenditure			
Employees	760	776	760
Premises	-	45	46
Transport	2	2	2
Supplies & Services	43	43	62
Support Services	16	55	79
GROSS EXPENDITURE	821	921	949
Income			
Customer & Client Receipts	(163)	(163)	(163)
Recharges Within Authority	(39)	-	(20)
GROSS INCOME	(202)	(163)	(183)
NET EXPENDITURE / (INCOME)	619	758	766

Contact

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CHILDREN, SCHOOLS & FAMILIES

Human Resources (G83)	2011-2012		2012-2013
	ORIGINAL BUDGET	LATEST BUDGET	BUDGET
	£000	£000	£000
Expenditure			
Employees	1,697	1,683	1,560
Support Services	250	320	250
GROSS EXPENDITURE	1,947	2,003	1,810
Income			
Government Grant Income	(250)	(250)	(250)
GROSS INCOME	(250)	(250)	(250)
NET EXPENDITURE / (INCOME)	1,697	1,753	1,560

Contact

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CHILDREN, SCHOOLS & FAMILIES

Professional Development Centre (G86)	2011-2012		2012-2013
	ORIGINAL BUDGET	LATEST BUDGET	BUDGET
	£000	£000	£000
Expenditure			
Employees	303	303	279
Premises	166	166	171
Supplies & Services	65	65	51
Support Services	-	60	86
Capital Financing	82	98	98
GROSS EXPENDITURE	616	692	685
Income			
Customer & Client Receipts	(469)	(469)	(594)
Recharges Within Authority	(158)	(158)	
GROSS INCOME	(627)	(627)	(594)
NET EXPENDITURE / (INCOME)	(10)	66	91

Contact

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Holding Account and Support Services (H82)	2011-2012		2012-2013
	ORIGINAL BUDGET	LATEST BUDGET	BUDGET
	£000	£000	£000
Expenditure			
Supplies & Services	46	46	46
Third Party Payments	(2,275)	(2,062)	(198)
Support Services	7,983	2,359	118
Capital Financing	89	(70)	-
GROSS EXPENDITURE	5,843	274	(34)
Income			
Recharges Within Authority	-	(39)	(39)
GROSS INCOME	-	(39)	(39)
NET EXPENDITURE / (INCOME)	5,843	235	(73)

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CHILDREN, SCHOOLS & FAMILIES

Building and Technical Services (H87)	2011-2012		2012-2013
	ORIGINAL BUDGET	LATEST BUDGET	BUDGET
	£000	£000	£000
Expenditure			
Employees	1,028	1,028	665
Premises	15	15	13
Transport	30	30	45
Supplies & Services	-	-	10
Support Services	7	7	7
GROSS EXPENDITURE	1,080	1,080	740
Income			
Recharges Within Authority	(1,080)	(1,080)	(740)
GROSS INCOME	(1,080)	(1,080)	(740)
NET EXPENDITURE / (INCOME)	-	-	-

Contact

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Revenue Holding Accounts (G91)	2011-2012		2012-2013
	ORIGINAL BUDGET	LATEST BUDGET	BUDGET
	£000	£000	£000
Expenditure			
Employees	1,492	1,610	1,283
Premises	53	49	106
Transport	8	8	9
Supplies & Services	252	323	158
Third Party Payments	90	15,684	15,866
Support Services	2	-	172
GROSS EXPENDITURE	1,897	17,674	17,594
Income			
Government Grant Income	-	(8,142)	(8,080)
Other Grants & Reimbursements	(345)	(480)	(306)
Customer & Client Receipts	(1,552)	(1,617)	(1,256)
Recharges Within Authority	-	(7,435)	(7,952)
GROSS INCOME	(1,897)	(17,674)	(17,594)
NET EXPENDITURE / (INCOME)	-	-	-

Contact

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**CHILDREN, SCHOOLS & FAMILIES
DEDICATED SCHOOLS GRANT**

SUMMARY BY EXPENDITURE AREA	2011-2012		2012-2013
	ORIGINAL BUDGET	LATEST BUDGET	BUDGET
	£000	£000	£000
Schools			
Pre-Primary Schools (G02)	4,630	4,669	4,865
Primary Schools (G04)	144,575	144,839	145,873
Secondary Schools (G06)	111,875	111,648	105,357
Special Schools (G08)	12,675	12,772	13,061
Primary Academies (H04)			27
Secondary Academies (H06)			75
SCHOOLS TOTAL	273,756	273,928	269,258
Learning & Achievement			
Support For Learning Service (G17)	2,882	2,882	2,876
Pupil Referral Unit (G29)	4,198	4,198	4,198
Learning and Achievement M&A (H10)	160	160	908
Early Years Service (H11)	3,135	3,407	3,853
Special Educational Needs (H16)	6,622	6,622	6,272
Educational Psychology Service (H18)	128	128	188
14-19 Years (H27)	381	381	
Pupil Admissions & Exclusions (H78)	564	684	740
LEARNING & ACHIEVEMENT TOTAL	18,069	18,462	19,034
Children's Social Care			
Children Looked After (H55)	239	341	289
Attendance & Welfare Service (H62)	55	55	55
CHILDREN'S SOCIAL CARE TOTAL	294	396	344
CSF Resources			
Resources M&A (H79)	1,352	1,662	1,037
Human Resources (H83)	867	982	1,232
CSF RESOURCES TOTAL	2,219	2,644	2,269
EXTERNAL FUNDING (H68)	(294,339)	(295,430)	(290,905)
NET EXPENDITURE / (INCOME)	0	0	0

**CHILDREN, SCHOOLS & FAMILIES
DEDICATED SCHOOLS GRANT**

SUMMARY BY EXPENDITURE TYPE	2011-2012		2012-2013
	ORIGINAL BUDGET	LATEST BUDGET	BUDGET
	£000	£000	£000
Expenditure			
Employees	9,402	9,474	9,542
Premises	334	334	356
Transport	78	78	70
Supplies & Services	1,212	1,140	1,424
Third Party Payments	308,201	311,639	303,794
Support Services	2,857	3,117	3,394
GROSS EXPENDITURE	322,084	325,782	318,580
Income			
Government Grant Income	(317,679)	(321,377)	(314,445)
Other Grants & Reimbursements	(2,796)	(2,679)	(2,567)
Customer & Client Receipts	(1,608)	(1,725)	(1,566)
Interest & Investment	(1)	(1)	(1)
GROSS INCOME	(322,084)	(325,782)	(318,580)
NET EXPENDITURE / (INCOME)	0	0	0

CHILDREN, SCHOOLS & FAMILIES DEDICATED SCHOOLS GRANT

Pre-Primary Schools (G02)	2011-2012		2012-2013
	ORIGINAL BUDGET	LATEST BUDGET	BUDGET
	£000	£000	£000
Expenditure			
Supplies & Services	119	119	119
Third Party Payments	4,612	4,617	4,847
Support Services	2	2	2
GROSS EXPENDITURE	4,733	4,738	4,968
Income			
Government Grant Income	(60)	(26)	(60)
Customer & Client Receipts	(43)	(43)	(43)
GROSS INCOME	(103)	(69)	(103)
NET EXPENDITURE / (INCOME)	4,630	4,669	4,865

Contact :

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Primary Schools (G04)	2011-2012		2012-2013
	ORIGINAL BUDGET	LATEST BUDGET	BUDGET
	£000	£000	£000
Expenditure			
Employees	42	11	11
Supplies & Services	57	57	57
Third Party Payments	149,301	150,779	150,630
Support Services	16	16	16
GROSS EXPENDITURE	149,415	150,863	150,714
Income			
Government Grant Income	(4,841)	(6,024)	(4,841)
GROSS INCOME	(4,841)	(6,024)	(4,841)
NET EXPENDITURE / (INCOME)	144,575	144,839	145,873

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CHILDREN, SCHOOLS & FAMILIES DEDICATED SCHOOLS GRANT

Secondary Schools (G06)	2011-2012		2012-2013
	ORIGINAL BUDGET	LATEST BUDGET	BUDGET
	£000	£000	£000
Expenditure			
Employees	84	-	-
Third Party Payments	129,167	130,581	123,050
Support Services	36	36	36
GROSS EXPENDITURE	129,287	130,617	123,086
Income			
Government Grant Income	(17,412)	(18,969)	(17,729)
GROSS INCOME	(17,412)	(18,969)	(17,729)
NET EXPENDITURE / (INCOME)	111,875	111,648	105,357

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Special Schools (G08)	2011-2012		2012-2013
	ORIGINAL BUDGET	LATEST BUDGET	BUDGET
	£000	£000	£000
Expenditure			
Supplies & Services	2	2	2
Third Party Payments	13,573	13,694	13,959
Support Services	12	4	12
GROSS EXPENDITURE	13,586	13,700	13,972
Income			
Government Grant Income	(911)	(928)	(911)
GROSS INCOME	(911)	(928)	(911)
NET EXPENDITURE / (INCOME)	12,675	12,772	13,061

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**CHILDREN, SCHOOLS & FAMILIES
DEDICATED SCHOOLS GRANT**

Primary Academies (H04)	2011-2012		2012-2013
	ORIGINAL BUDGET	LATEST BUDGET	BUDGET
	£000	£000	£000
Expenditure			
Supplies & Services	-	-	27
GROSS EXPENDITURE	-	-	27
Income			
GROSS INCOME	-	-	-
NET EXPENDITURE / (INCOME)	-	-	27

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Secondary Academies (H06)	2011-2012		2012-2013
	ORIGINAL BUDGET	LATEST BUDGET	BUDGET
	£000	£000	£000
Expenditure			
Supplies & Services	-	-	75
GROSS EXPENDITURE	-	-	75
Income			
GROSS INCOME	-	-	-
NET EXPENDITURE / (INCOME)	-	-	75

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**CHILDREN, SCHOOLS & FAMILIES
DEDICATED SCHOOLS GRANT**

Support For Learning Service (G17)	2011-2012		2012-2013
	ORIGINAL BUDGET	LATEST BUDGET	BUDGET
	£000	£000	£000
Expenditure			
Employees	3,158	3,200	3,210
Premises	50	50	72
Transport	51	51	47
Supplies & Services	234	234	218
Support Services	481	439	227
GROSS EXPENDITURE	3,973	3,973	3,773
Income			
Customer & Client Receipts	(1,091)	(1,091)	(897)
GROSS INCOME	(1,091)	(1,091)	(897)
NET EXPENDITURE / (INCOME)	2,882	2,882	2,876

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Pupil Referral Unit (G29)	2011-2012		2012-2013
	ORIGINAL BUDGET	LATEST BUDGET	BUDGET
	£000	£000	£000
Expenditure			
Employees	4,002	4,002	4,002
Premises	252	252	252
Transport	16	16	16
Supplies & Services	345	345	345
Support Services	310	310	310
GROSS EXPENDITURE	4,924	4,924	4,924
Income			
Other Grants & Reimbursements	(252)	(252)	(252)
Customer & Client Receipts	(474)	(474)	(474)
Interest & Investment	(1)	(1)	(1)
GROSS INCOME	(727)	(727)	(727)
NET EXPENDITURE / (INCOME)	4,198	4,198	4,198

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**CHILDREN, SCHOOLS & FAMILIES
DEDICATED SCHOOLS GRANT**

Learning and Achievement M&A (H10)	2011-2012		2012-2013
	ORIGINAL BUDGET	LATEST BUDGET	BUDGET
	£000	£000	£000
Expenditure			
Support Services	160	160	908
GROSS EXPENDITURE	160	160	908
Income			
GROSS INCOME	-	-	-
NET EXPENDITURE / (INCOME)	160	160	908

Contact :

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Early Years Service (H11)	2011-2012		2012-2013
	ORIGINAL BUDGET	LATEST BUDGET	BUDGET
	£000	£000	£000
Expenditure			
Employees	98	98	107
Premises	6	6	11
Transport	5	5	5
Supplies & Services	5	5	5
Third Party Payments	2,785	3,058	3,064
Support Services	236	236	662
GROSS EXPENDITURE	3,135	3,407	3,853
Income			
GROSS INCOME	-	-	-
NET EXPENDITURE / (INCOME)	3,135	3,407	3,853

Contact :

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**CHILDREN, SCHOOLS & FAMILIES
DEDICATED SCHOOLS GRANT**

Special Educational Needs (H16)	2011-2012		2012-2013
	ORIGINAL	LATEST	BUDGET
	£000	£000	£000
Expenditure			
Supplies & Services	85	-	145
Third Party Payments	8,736	8,821	8,217
Support Services	228	228	225
GROSS EXPENDITURE	9,049	9,049	8,587
Income			
Other Grants & Reimbursements	(2,427)	(2,427)	(2,316)
GROSS INCOME	(2,427)	(2,427)	(2,316)
NET EXPENDITURE / (INCOME)	6,622	6,622	6,272

Contact :

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Educational Psychology Service (H18)	2011-2012		2012-2013
	ORIGINAL BUDGET	LATEST BUDGET	BUDGET
	£000	£000	£000
Expenditure			
Support Services	128	128	188
GROSS EXPENDITURE	128	128	188
Income			
GROSS INCOME	-	-	-
NET EXPENDITURE / (INCOME)	128	128	188

Contact :

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CHILDREN, SCHOOLS & FAMILIES DEDICATED SCHOOLS GRANT

14-19 Years (H27)	2011-2012		2012-2013
	ORIGINAL BUDGET	LATEST BUDGET	BUDGET
	£000	£000	£000
Expenditure			
Employees	339	262	-
Premises	14	14	-
Transport	4	4	-
Supplies & Services	66	66	-
Support Services	35	35	-
GROSS EXPENDITURE	459	381	-
Income			
Government Grant Income	(77)	-	-
GROSS INCOME	(77)	-	-
NET EXPENDITURE / (INCOME)	381	381	-

Contact :

Merged with H10 for 2012-13

Pupil Admissions & Exclusions (H78)	2011-2012		2012-2013
	ORIGINAL BUDGET	LATEST BUDGET	BUDGET
	£000	£000	£000
Expenditure			
Employees	538	645	716
Transport	3	3	3
Supplies & Services	128	141	162
Support Services	12	12	12
GROSS EXPENDITURE	681	801	892
Income			
Other Grants & Reimbursements	(117)	(117)	(152)
GROSS INCOME	(117)	(117)	(152)
NET EXPENDITURE / (INCOME)	564	684	740

Contact :

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**CHILDREN, SCHOOLS & FAMILIES
DEDICATED SCHOOLS GRANT**

Children Looked After (H55)	2011-2012		2012-2013
	ORIGINAL BUDGET	LATEST BUDGET	BUDGET
	£000	£000	£000
Expenditure			
Employees	244	244	233
Premises	13	13	22
Supplies & Services	2	2	2
Third Party Payments	-	61	-
Support Services	21	21	31
GROSS EXPENDITURE	279	341	289
Income			
Government Grant Income	(40)	-	-
GROSS INCOME	(40)	-	-
NET EXPENDITURE / (INCOME)	239	341	289

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Attendance & Welfare Service (H62)	2011-2012		2012-2013
	ORIGINAL BUDGET	LATEST BUDGET	BUDGET
	£000	£000	£000
Expenditure			
Support Services	55	55	55
GROSS EXPENDITURE	55	55	55
Income			
GROSS INCOME	-	-	-
NET EXPENDITURE / (INCOME)	55	55	55

Contact :

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**CHILDREN, SCHOOLS & FAMILIES
DEDICATED SCHOOLS GRANT**

Resources M&A (H79)	2011-2012		2012-2013
	ORIGINAL BUDGET	LATEST BUDGET	BUDGET
	£000	£000	£000
Expenditure			
Employees	30	30	30
Supplies & Services	170	170	270
Third Party Payments	26	26	26
Support Services	1,126	1,436	711
GROSS EXPENDITURE	1,352	1,662	1,037
Income			
GROSS INCOME	-	-	-
NET EXPENDITURE / (INCOME)	1,352	1,662	1,037

Contact :

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Human Resources (H83)	2011-2012		2012-2013
	ORIGINAL BUDGET	LATEST BUDGET	BUDGET
	£000	£000	£000
Expenditure			
Employees	867	982	1,232
GROSS EXPENDITURE	867	982	1,232
Income			
GROSS INCOME	-	-	-
NET EXPENDITURE / (INCOME)	867	982	1,232

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**CHILDREN, SCHOOLS & FAMILIES
DEDICATED SCHOOLS GRANT**

External Funding (H68)	2011-2012		2012-2013
	ORIGINAL BUDGET	LATEST BUDGET	BUDGET
	£000	£000	£000
Expenditure			
GROSS EXPENDITURE	-	-	-
Income			
Government Grant Income	(294,339)	(295,430)	(290,905)
GROSS INCOME	(294,339)	(295,430)	(290,905)
NET EXPENDITURE / (INCOME)	(294,339)	(295,430)	(290,905)

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DEVELOPMENT & RENEWAL

DEVELOPMENT & RENEWAL

Overview of Directorate role and key client groups

Development and Renewal plays an important part in helping the Council realise its aspirations set out in the Community Plan and plays a key strategic role in transforming the borough in the long term.

The Directorate has led the work on the borough's Local Development Framework (LDF) Core Strategy; the core strategy being the spatial interpretation of the Community Plan. The LDF and Core Strategy are important tools that will direct changes in the borough, support the social aspirations of the Community Plan, and deliver its priorities.

The Community Plan has been developed alongside the borough's Local Development Framework (LDF) Core Strategy, major programmes of work led by Development and Renewal; the core strategy being the spatial interpretation of the Community Plan. The LDF and Core Strategy are important tools that will direct changes in the borough, support the social aspirations of, as well as deliver the Community Plan priorities.

These priorities include:

- Strengthening neighbourhoods and increasing the overall supply of housing for local people, including a range of affordable and family housing
- Improving the environment and tackling climate change
- Reducing unemployment and fostering enterprise
- Reducing the level – and fear – of crime
- Promoting cleaner, greener, safer streets and public spaces
- Creating opportunities for residents to get into training, access lifelong learning opportunities and acquire the skills for employment to exploit job opportunities
- Retaining Tower Hamlets' diversity
- The importance of place shaping and ensuring connected and cohesive communities through planning and design
- Reducing health inequalities
- Encouraging respect among communities
- Encouraging personal responsibility
- Ensuring that the whole community benefits fully from growth

Overview Performance of the Directorate

Increasing People's Options

- To an affordable home, decent home and a route out of homelessness and overcrowding.

Shaping Places

- Transforming, managing and delivering the built environment – such as schools, community facilities, transport connectivity and town centres – so that it is safe, secure and includes the necessary infrastructure.

Creating Opportunities for Prosperity

- Supporting local residents in developing skills and accessing employment.
- Supporting existing and new businesses.
- Encouraging tourism and private investment.

People

Tower Hamlets has the worst levels of overcrowding in England. More than 40% of applicants registered on the housing list are classified as living in overcrowded accommodation. Overcrowding often leads to homelessness when arrangements with family and friends breakdown. To prevent homelessness re-housing overcrowded families is essential. The new lettings policy will give greater priority to people in overcrowded properties as a means to ultimately reduce homelessness.

Managing housing demand and reducing overcrowding is a major priority for the borough and the Development and Renewal Directorate. Whilst much of the Directorate's activities deal with long term plans and projects, we also manage services which have an immediate impact on the daily lives of residents.

Central to transforming the lives of people within the borough is the need for an increased supply of homes – in particular affordable and family-sized units.

The newly formed Housing Options service was bought into the Directorate in October 2009, to manage housing demand and reduce overcrowding.

Their strategic imperatives include:

- Implementing the new Tower Hamlets lettings policy
- Updating and refreshing the Common Housing Register Forum
- Developing and implementing a strategy for reducing overcrowding
- Delivering the Council's homelessness strategy

The Directorate is now responsible for maintaining the housing list and ensuring empty properties and new units are let in accordance with the new lettings policy.

Through the Tower Hamlets Common Housing Register, the Directorate is working closely with the ALMO and RSLs to tackle the severe overcrowding in the borough. This partnership is critical to achieving our success in this area.

Shaping Places

The Directorate has a primary role in transforming, managing and delivering the built environment so that it is safe, secure and includes the necessary infrastructure – such as schools, community facilities and town centres. This transformation work is central to the achievement of the Community Plan targets for making Tower Hamlets A Great Place to Live.

A Great Place to Live.

Managing the built environment has a significant effect on the lives of people within the borough, as well the prosperity of the community.

The main objective of this work is to:

- Improve the physical environment
- Create the best housing and affordable homes
- Improve environmental sustainability
- Build schools for the future

Improving the physical environment

By 2025 it is projected that there will be a further 43,000 new homes built in the borough. A statutory role of the Council is to manage the transformation of the built environment so that it is a safe and secure borough; a place where residents, tourists and local workers can come together under the vision of One Tower Hamlets.

The Council's Local Development Framework (LDF) is concerned with the importance of place in building One Tower Hamlets. In particular, the LDF's Core Strategy, which was developed in line with national and regional planning policy is the principal document setting the borough's strategy for 'place shaping' up until 2025

Four themes underpin the Core Strategy. They are closely aligned with the priorities in the Community Plan:

- Strengthening Neighbourhood Well-Being
- Enabling Prosperous Communities
- Designing a High-Quality City
- Tackling Climate Change

Planning and building control

Planning is a vital part of shaping the borough and managing how land is used.

Building regulation

Alongside providing planning approval, it is essential to ensure that the built environment is well regulated and that all new, altered, extended or converted buildings meet minimum standards of safety. National building regulations cover the following aspects of safety:

- Structural safety
- Fire safety and means of escape
- Access for fire fighting
- Heat producing appliances
- Sound transfer between dwellings
- Ventilation
- Conservation of fuel and power
- Access to and the use of buildings
- Domestic electrical installations

The Directorate works with several partners, including government agencies and private sector partners to ensure that all large projects, including education transformation projects (both existing and new schools), transport initiatives and major physical regeneration schemes are developed and delivered in accordance with the Council's planning policy, as set out in the emerging LDF and the Core Strategy.

Creating the best housing and affordable homes

A single income of £46,100 is needed to buy a one-bedroomed flat in Bromley by Bow/Mile End East, and rents in the borough start at £720 per month. The difficulty of owning or renting in the private market adds to the pressure to increase the supply of affordable housing, and there is a particular need for larger family-sized accommodation.

Of the 22,000+ applicants, registered on the Council's housing list, more than 40% are classified as living in overcrowded accommodation. Equally challenging is the need to tackle homelessness and reduce the number of people in temporary accommodation.

The Directorate works to ensure that enough high-quality housing is available to meet the needs of people who wish to live in Tower Hamlets. Achieving the right mix of tenure types – to include affordable rented accommodation, low-cost home ownership, intermediate rented and ownership options as well as private sale – is an important element of our agenda.

The areas of specific focus are:

Housing strategy and delivery – the Overcrowding Reduction Strategy outlines a strategic vision and operational frameworks for:

- reducing overcrowding in existing stock;
- preventing overcrowding and homelessness by providing access to the right housing options at the right time; and
- increasing the supply of affordable homes, in particular family housing.

Managing housing demand – putting in place local planning and housing policy that will guide how developments will help meet demand for housing (particularly family-sized affordable units).

Affordable housing – the Council has agreed with the GLA the highest affordable home targets in London. To meet these targets, the Directorate will take a lead in developing partnerships between RSLs and the HCA in order to help RSLs apply for funding to develop suitable affordable homes in the borough.

Delivering and managing decent homes – Improving the physical quality of homes has a direct impact on those who live in them. The Directorate therefore works closely with RSLs and our ALMO, Tower Hamlets Homes, to bring all social housing stock in Tower Hamlets up to the government's decent homes standard.

Major estate renewal – In addition to our Decent Homes Programme we are working hard to progress our other Housing Investment Programmes to transform those estates that, with investment, can provide new affordable homes, achieve decent homes standards and improve community amenities.

Building Schools for the Future

Our BSF programme is an essential part of that infrastructure and a vehicle for change that continues to be successfully delivered through collaboration with our partners in the LEP and stakeholders.

BSF is a forward thinking approach to community learning and regeneration that has

a crucial role to play in delivering our strategic vision for education. This approach places a clear focus on community learning and regeneration. At the heart of the drive for improvement in education is a forward thinking approach to teaching and learning which will improve basic skills and access to vocational opportunities for students of all abilities

Sustainability and climate change

In the Community Plan, the Council commits itself to tackling climate change and sustainability. The Directorate leads the corporate agenda and through its Carbon Management Plan ensures engagement and commitment across the Council. The initial emphasis of this work is to reduce carbon emissions across the whole borough as well as reducing emissions created by the Council's own operations by 60% by 2020 from 2007 levels.

Central to improving prosperity is the Directorate's input into wider strategies that improve the borough's economy by supporting residents into employment. The Directorate is currently developing its Economic Assessment, an in-depth piece of research that will inform policy by increasing our understanding of local economic forces.

The LDF provides a means to set priorities in order to deliver our vision for the area. A pivotal element of this framework is to develop prosperous communities. This work is delivered by:

- Delivering successful employment hubs as the drivers of the regional and local economy
- Ensuring that local people are physically and psychologically connected to the employment hubs
- Ensuring excellent access to employment opportunities
- Supporting local residents in developing skills to access employment
- Supporting existing and new businesses
- Encouraging tourism by supporting private investment appropriate infrastructure and services
- Supporting vibrant street markets in high-quality environments

Olympic and Paralympic Games

Tower Hamlets is one of the top growth areas in the country and the further expansion of Canary Wharf, the Thames Gateway development and the 2012 Olympic and Paralympic Games will see huge growth in population, jobs, homes and infrastructure by 2015.

A key role of the Directorate, in particular the 2012 unit, is to lead the implementation of the Tower Hamlets Legacy Strategy and Programme for the 2012 Olympic and Paralympic Games

Employment and enterprise

Central to capitalising on the opportunities presented by the Games and their legacy is the Directorate's role in forging partnerships to achieve sustainable economic prosperity and enrich the lives of local residents. In leading on the employment LAA key measures and several enterprise national indicators, the Directorate works with local employment, skills and local enterprise partners such as Job Centre Plus, LSC,

ELBA, ELBP, private and third-sector organisations.

The Mayor's Economic Development Strategy will unlock the borough's potential as a leading business environment, central to London's success as the world capital of business. A vital element of the Council's input will be improved support for businesses so that we are prepared for an upturn in the economy. It will involve building local capacity in improving skills, training and helping residents to gain long-term employment. As part of our contribution to the LDA's Draft Investment Strategy, we will put forward our agenda for allocating resources according to local priorities.

Movement in Net Expenditure

MOVEMENTS IN NET EXPENDITURE	2011-2012	2012-2013	2012-2013
	ORIGINAL BUDGET	BUDGET	MOVEMENT
	£000	£000	£000
Original Budget	17,502	20,210	2,708
Explanation of Movement:			
Growth			
Local Land Charges Growth			100
Admin Buildings Growth			550
[Cabinet Feb 2012] Energy co-operative			30
[Council Feb 2012] Commission debt support and advice			24
[Council Feb 2012] London Living Rent			20
			704
Savings			
[Council Feb 2012] Communication spend			(15)
[Council Feb 2011] Approved Savings			(1,213)
[Council Feb 2012] New Savings			(260)
			(1,488)
Inflation			
Budget Transfers			
Transfer of Strategy, Policy & Performance budget to Chief Exec's			(65)
Transfer of Third Sector Team from Chief Exec's			2,431
Transfer of Olympics Team to Communities Localities & Culture			(225)
Transfer of Client's Letting Support Team from Adults, Health & Wellbeing			253
Transfer of Mayor's Chauffeur Budget from Chief Exec's			30
			2,424
Budget Adjustments			
Accelerated Delivery Growth Reversal 11-12			(199)
New Homes Bonus			4,287
			4,088
Accounting Adjustments			
Depreciation			(2,800)
Support Recharges			(239)
			(3,039)
MOVEMENTS IN NET EXPENDITURE TOTAL			2,709*

*Rounding

DEVELOPMENT & RENEWAL

SUMMARY BY EXPENDITURE AREA	2011-2012		2012-2013
	ORIGINAL BUDGET	LATEST BUDGET	BUDGET
	£000	£000	£000
Service Planning and Building Control			
Building Control Revenue (J04)	232	344	316
Development Management (J06)	(281)	78	(191)
Planning Application Support (J44)	-	326	218
Planning, Other Projects (J45)	-	76	-
Plan Making & Plan Delivery (J46)	1,653	1,922	1,749
PBC Service Management (J47)	185	260	226
Local Land Charges Trading Account (K98)	(39)	118	61
SERVICE PLANNING AND BUILDING CONTROL TOTAL	1,750	3,124	2,379
Resources			
Building Control Trading Account (K99)	-	-	-
Resources (J12)	2,448	2,335	1,524
Corporate Director & Support Services (J14)	3,190	184	1,402
Programmes & Projects Funding (J08)	25	29	25
RESOURCES TOTAL	5,663	2,548	2,951
Asset Management			
Asset Strategy, Capital Delivery & Property Services (J16)	790	1,345	1,081
Administrative Buildings (J32)	4,058	(271)	1,795
Depots (J34)	17	(88)	(88)
Building Schools for the Future (J30)	502	403	215
ASSET MANAGEMENT TOTAL	5,367	1,390	3,004
Employment & Enterprise, Olympic Legacy			
Employment & Enterprise (J24)	951	1,271	984
Olympics Legacy and Economic Development (J18)	756	692	585
Third Sector Team (J48)	-	2,621	2,232
EMPLOYMENT & ENTERPRISE, OLYMPIC	1,708	4,584	3,802
Regen. Strategy and Sustainability			
Strategy, Regeneration & Sustainability (J20)	1,122	6,216	5,772
Housing Regeneration (J22)	(82)	(8)	(52)
REGEN. STRATEGY AND SUSTAINABILITY TOTAL	1,040	6,207	5,720
Housing Options			
Lettings (J26)	876	1,129	1,149
Homelessness (J40)	1,046	1,300	1,153
FM Internal Trading Account (K97)	52	52	52
HOUSING OPTIONS TOTAL	1,974	2,481	2,355
NET EXPENDITURE/(INCOME)	17,502	20,334	20,210

DEVELOPMENT & RENEWAL

SUMMARY BY EXPENDITURE TYPE	2011-2012		2012-2013
	ORIGINAL BUDGET	LATEST BUDGET	BUDGET
	£000	£000	£000
Expenditure			
Employee	20,258	22,166	22,114
Premises	47,555	42,655	17,158
Transport	127	268	88
Supplies & Services	7,228	5,242	4,805
Third Party Payments	3,469	7,726	32,234
Transfer Payments	42	90	90
Support Services	4,997	4,883	2,943
Capital Financing	4,242	1,463	1,442
GROSS EXPENDITURE	87,918	84,493	80,874
Income			
Government Grants	(3,332)	(1,774)	(1,635)
Other Grants & Reimbursement	(3,859)	(3,663)	(2,493)
Customer & Client Receipts	(41,936)	(34,957)	(34,743)
Recharges Within Authority	(21,288)	(23,765)	(21,793)
GROSS INCOME	(70,416)	(64,159)	(60,664)
NET EXPENDITURE / (INCOME)	17,502	20,334	20,210

DEVELOPMENT & RENEWAL

Building Control Revenue (J04)	2011-2012		2012-2013
	ORIGINAL BUDGET	LATEST BUDGET	BUDGET
	£000	£000	£000
Expenditure			
Employee	434	482	482
Premises	-	58	44
Transport	19	14	14
Supplies & Services	43	23	39
Third Party Payments	-	-	-
Support Services	-	89	62
GROSS EXPENDITURE	496	666	640
Income			
Government Grants			
Other Grants & Reimbursement			
Customer & Client Receipts	(50)	(110)	(112)
Recharges Within Authority	(215)	(212)	(212)
GROSS INCOME	(265)	(322)	(324)
NET EXPENDITURE / (INCOME)	232	344	316

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Development Management (J06)	2011-2012		2012-2013
	ORIGINAL BUDGET	LATEST BUDGET	BUDGET
	£000	£000	£000
Expenditure			
Employee	1,195	1,299	1,300
Transport	1	2	1
Supplies & Services	438	438	423
Support Services	98	351	98
GROSS EXPENDITURE	1,731	2,090	1,821
Income			
Government Grants	-	-	-
Other Grants & Reimbursement	(233)	(233)	(233)
Customer & Client Receipts	(1,779)	(1,779)	(1,779)
Recharges Within Authority	-	-	-
GROSS INCOME	(2,012)	(2,012)	(2,012)
NET EXPENDITURE / (INCOME)	(281)	78	(191)

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DEVELOPMENT & RENEWAL

Planning Application Support (J44)	2011-2012		2012-2013
	ORIGINAL BUDGET	LATEST BUDGET	BUDGET
	£000	£000	£000
Expenditure			
Employee	-	459	505
Supplies & Services	-	6	-
Support Services	-	68	-
GROSS EXPENDITURE	-	532	505
Income			
Recharges Within Authority	-	(206)	(287)
GROSS INCOME	-	(206)	(287)
NET EXPENDITURE / (INCOME)	-	326	218

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Planning, Other Projects (J45)	2011-2012		2012-2013
	ORIGINAL BUDGET	LATEST BUDGET	BUDGET
	£000	£000	£000
Expenditure			
Supplies & Services	200	200	-
Third Party Payments	320	320	-
Support Services	-	76	-
GROSS EXPENDITURE	520	596	-
Income			
Other Grants & Reimbursement	(520)	(520)	-
GROSS INCOME	(520)	(520)	-
NET EXPENDITURE / (INCOME)	-	76	-

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DEVELOPMENT & RENEWAL

Plan Making & Plan Delivery (J46)	2011-2012		2012-2013
	ORIGINAL BUDGET	LATEST BUDGET	BUDGET
	£000	£000	£000
Expenditure			
Employee	1,722	1,722	1,722
Transport	1	1	1
Supplies & Services	505	385	428
Third Party Payments	51	51	51
Support Services	-	331	-
GROSS EXPENDITURE	2,279	2,490	2,202
Income			
Government Grants	(47)	(47)	(47)
Other Grants & Reimbursement	(536)	(521)	(362)
Recharges Within Authority	(43)	-	(43)
GROSS INCOME	(626)	(568)	(452)
NET EXPENDITURE / (INCOME)	1,653	1,922	1,749

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PBC Service Management (J47)	2011-2012		2012-2013
	ORIGINAL BUDGET	LATEST BUDGET	BUDGET
	£000	£000	£000
Expenditure			
Employee	220	261	261
Transport	1	1	1
Supplies & Services	13	13	13
Support Services	-	34	-
GROSS EXPENDITURE	233	308	274
Income			
Other Grants & Reimbursement	(48)	(48)	(48)
GROSS INCOME	(48)	(48)	(48)
NET EXPENDITURE / (INCOME)	185	260	226

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DEVELOPMENT & RENEWAL

Local Land Charges Account (K98)	2011-2012		2012-2013
	ORIGINAL BUDGET	LATEST BUDGET	BUDGET
	£000	£000	£000
Expenditure			
Employee	163	163	163
Supplies & Services	58	158	158
Support Services	171	228	171
GROSS EXPENDITURE	392	548	492
Income			
Customer & Client Receipts	(430)	(430)	(430)
GROSS INCOME	(430)	(430)	(430)
NET EXPENDITURE / (INCOME)	(39)	118	61

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DEVELOPMENT & RENEWAL

Building Control Trading Account (K99)	2011-2012		2012-2013
	ORIGINAL BUDGET	LATEST BUDGET	BUDGET
	£000	£000	£000
Expenditure			
Employee	1,030	858	1,030
Premises	-	89	-
Transport	6	23	6
Supplies & Services	119	88	119
Support Services	100	98	100
GROSS EXPENDITURE	1,255	1,156	1,255
Income			
Customer & Client Receipts	(1,255)	(1,156)	(1,255)
GROSS INCOME	(1,255)	(1,156)	(1,255)
NET EXPENDITURE / (INCOME)	-	(0)	-

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Resources (J12)	2011-2012		2012-2013
	ORIGINAL BUDGET	LATEST BUDGET	BUDGET
	£000	£000	£000
Expenditure			
Employee	2,584	2,074	1,835
Transport	30	4	4
Supplies & Services	240	400	150
Third Party Payments	210	130	
Support Services	-	414	-
Capital Financing	-	95	95
GROSS EXPENDITURE	3,064	3,116	2,083
Income			
Other Grants & Reimbursement	(129)	(129)	(62)
Customer & Client Receipts	-	(164)	-
Recharges Within Authority	(488)	(488)	(497)
GROSS INCOME	(617)	(781)	(559)
NET EXPENDITURE / (INCOME)	2,448	2,335	1,524

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DEVELOPMENT & RENEWAL

Corporate Director & Support Services (J14)	2011-2012		2012-2013
	ORIGINAL BUDGET	LATEST BUDGET	BUDGET
	£000	£000	£000
Expenditure			
Employee	391	267	350
Transport	(164)	-	(164)
Supplies & Services	21	21	21
Support Services	2,867	32	1,004
GROSS EXPENDITURE	3,114	319	1,211
Income			
Other Grants & Reimbursement	(25)	(25)	-
Customer & Client Receipts	211	-	211
Recharges Within Authority	(110)	(110)	(20)
GROSS INCOME	76	(135)	191
NET EXPENDITURE / (INCOME)	3,190	184	1,402

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Programmes & Projects Funding (J08)	2011-2012		2012-2013
	ORIGINAL BUDGET	LATEST BUDGET	BUDGET
	£000	£000	£000
Expenditure			
Supplies & Services	25	25	25
Third Party Payments	1,580	-	-
Support Services	-	4	-
GROSS EXPENDITURE	1,605	29	25
Income			
Government Grants	(1,580)	-	-
GROSS INCOME	(1,580)	-	-
NET EXPENDITURE / (INCOME)	25	29	25

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DEVELOPMENT & RENEWAL

Asset Strategy, Capital Delivery & Property Services (J16)	2011-2012		2012-2013
	ORIGINAL BUDGET	LATEST BUDGET	BUDGET
	£000	£000	£000
Expenditure			
Employee	983	1,047	1,069
Premises	350	350	350
Transport	38	38	38
Supplies & Services	208	208	167
Support Services	-	230	-
Capital Financing	-	99	99
GROSS EXPENDITURE	1,580	1,973	1,724
Income			
Customer & Client Receipts	(173)	(173)	(173)
Recharges Within Authority	(617)	(455)	(470)
GROSS INCOME	(790)	(628)	(643)
NET EXPENDITURE / (INCOME)	790	1,345	1,081

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Administrative Buildings (J32)	2011-2012		2012-2013
	ORIGINAL BUDGET	LATEST BUDGET	BUDGET
	£000	£000	£000
Expenditure			
Employee	2,385	2,400	2,415
Premises	14,702	15,252	15,252
Transport	126	126	126
Supplies & Services	1,011	1,011	1,011
Capital Financing	3,773	930	930
GROSS EXPENDITURE	21,997	19,719	19,734
Income			
Customer & Client Receipts	(2,370)	(2,370)	(2,370)
Recharges Within Authority	(15,568)	(17,619)	(15,568)
GROSS INCOME	(17,938)	(19,990)	(17,938)
NET EXPENDITURE / (INCOME)	4,058	(271)	1,795

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DEVELOPMENT & RENEWAL

Depots (J34)	2011-2012		2012-2013
	ORIGINAL BUDGET	LATEST BUDGET	BUDGET
	£000	£000	£000
Expenditure			
Employee	2	2	2
Premises	228	228	228
Supplies & Services	23	23	23
Third Party Payments	3	3	3
Capital Financing	220	115	115
GROSS EXPENDITURE	476	371	371
Income			
Recharges Within Authority	(459)	(459)	(459)
GROSS INCOME	(459)	(459)	(459)
NET EXPENDITURE / (INCOME)	17	(88)	(88)

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Building Schools for the Future programme (J30)	2011-2012		2012-2013
	ORIGINAL BUDGET	LATEST BUDGET	BUDGET
	£000	£000	£000
Expenditure			
Employee	676	654	639
Premises	25	25	25
Supplies & Services	450	450	450
Support Services	42	215	42
Capital Financing	249	-	-
GROSS EXPENDITURE	1,442	1,343	1,155
Income			
Other Grants & Reimbursement	(390)	(390)	(390)
Recharges Within Authority	(550)	(550)	(550)
GROSS INCOME	(940)	(940)	(940)
NET EXPENDITURE / (INCOME)	502	403	215

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DEVELOPMENT & RENEWAL

Employment & Enterprise (J24)	2011-2012		2012-2013
	ORIGINAL BUDGET	LATEST BUDGET	BUDGET
	£000	£000	£000
Expenditure			
Employee	1,351	1,303	1,485
Premises	230	258	230
Transport	12	4	12
Supplies & Services	270	233	170
Third Party Payments	350	600	350
Support Services	-	325	-
Capital Financing	-	-	-
GROSS EXPENDITURE	2,213	2,723	2,246
Income			
Government Grants	(620)	(620)	(620)
Other Grants & Reimbursement	(525)	(775)	(525)
Customer & Client Receipts	(117)	(57)	(117)
Recharges Within Authority	-	-	-
GROSS INCOME	(1,262)	(1,452)	(1,262)
NET EXPENDITURE / (INCOME)	951	1,271	984

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Olympics Legacy and Economic Development (J18)	2011-2012		2012-2013
	ORIGINAL BUDGET	LATEST BUDGET	BUDGET
	£000	£000	£000
Expenditure			
Employee	410	366	410
Supplies & Services	109	69	109
Third Party Payments	378	243	153
Support Services	-	129	-
Capital Financing	-	21	-
GROSS EXPENDITURE	897	828	672
Income			
Government Grants	(54)	-	-
Other Grants & Reimbursement	(46)	(115)	(46)
Recharges Within Authority	(41)	(21)	(41)
GROSS INCOME	(141)	(136)	(87)
NET EXPENDITURE / (INCOME)	756	692	585

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DEVELOPMENT & RENEWAL

Third Sector Team (J48)	2011-2012		2012-2013
	ORIGINAL BUDGET	LATEST BUDGET	BUDGET
	£000	£000	£000
Expenditure			
Employee	-	352	270
Transport	-	5	5
Supplies & Services	-	33	33
Third Party Payments	-	2,092	1,975
Support Services	-	190	0
GROSS EXPENDITURE	-	2,671	2,282
Income			
Recharges Within Authority	-	(50)	(50)
GROSS INCOME	-	(50)	(50)
NET EXPENDITURE / (INCOME)	-	2,621	2,232

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Moved from Chief Exec's (C18). Please see Chief Exec's (C18) for 2011-2012 Original Budget

DEVELOPMENT & RENEWAL

Strategy, Regeneration & Sustainability (J20)	2011-2012		2012-2013
	ORIGINAL BUDGET	LATEST BUDGET	BUDGET
	£000	£000	£000
Expenditure			
Employee	1,790	1,825	1,829
Premises	1,031	1,031	1,031
Transport	2	9	2
Supplies & Services	126	118	126
Third Party Payments	500	4,287	4,317
Support Services	-	530	-
Capital Financing	-	203	203
GROSS EXPENDITURE	3,449	8,003	7,508
Income			
Government Grants	-	-	-
Other Grants & Reimbursement	(1,219)	(719)	(669)
Customer & Client Receipts	(336)	(296)	(296)
Recharges Within Authority	(771)	(771)	(771)
GROSS INCOME	(2,327)	(1,787)	(1,737)
NET EXPENDITURE / (INCOME)	1,122	6,216	5,772

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Housing Regeneration (J22)	2011-2012		2012-2013
	ORIGINAL BUDGET	LATEST BUDGET	BUDGET
	£000	£000	£000
Expenditure			
Employee	489	489	351
Transport	2	2	2
Supplies & Services	16	16	16
Support Services	-	74	-
GROSS EXPENDITURE	506	580	368
Income			
Government Grants	(138)	(138)	-
Other Grants & Reimbursement	(30)	(30)	-
Recharges Within Authority	(420)	(420)	(420)
GROSS INCOME	(588)	(588)	(420)
NET EXPENDITURE / (INCOME)	(82)	(8)	(52)

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DEVELOPMENT & RENEWAL

Lettings (J26)	2011-2012		2012-2013
	ORIGINAL BUDGET	LATEST BUDGET	BUDGET
	£000	£000	£000
Expenditure			
Employee	1,545	1,751	1,751
Transport	7	4	4
Supplies & Services	187	315	315
Third Party Payments	77	-	20
Transfer Payments	-	75	75
Support Services	719	465	465
GROSS EXPENDITURE	2,535	2,610	2,630
Income			
Government Grants	-	(75)	(75)
Recharges Within Authority	(1,658)	(1,405)	(1,405)
GROSS INCOME	(1,658)	(1,480)	(1,480)
NET EXPENDITURE / (INCOME)	876	1,129	1,149

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Homelessness (J40)	2011-2012		2012-2013
	ORIGINAL BUDGET	LATEST BUDGET	BUDGET
	£000	£000	£000
Expenditure			
Employee	2,676	4,181	4,034
Premises	30,990	25,365	-
Transport	46	38	38
Supplies & Services	2,975	821	821
Third Party Payments	-	-	25,365
Transfer Payments	42	15	15
Support Services	1,001	1,001	1,001
GROSS EXPENDITURE	37,731	31,421	31,274
Income			
Government Grants	(893)	(893)	(893)
Other Grants & Reimbursement	(158)	(158)	(158)
Customer & Client Receipts	(35,446)	(28,231)	(28,231)
Recharges Within Authority	(187)	(839)	(839)
GROSS INCOME	(36,685)	(30,121)	(30,121)
NET EXPENDITURE / (INCOME)	1,046	1,300	1,153

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DEVELOPMENT & RENEWAL

FM Internal Trading Account (K97)	2011-2012		2012-2013
	ORIGINAL BUDGET	LATEST BUDGET	BUDGET
	£000	£000	£000
Expenditure			
Employee	212	212	212
Supplies & Services	191	191	191
GROSS EXPENDITURE	403	403	403
Income			
Customer & Client Receipts	(190)	(190)	(190)
Recharges Within Authority	(161)	(161)	(161)
GROSS INCOME	(350)	(350)	(350)
NET EXPENDITURE / (INCOME)	52	52	52

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COMMUNITIES, LOCALITIES & CULTURE

• **COMMUNITIES, LOCALITIES & CULTURE**

Movement in Net Expenditure

MOVEMENTS IN NET EXPENDITURE	2011-2012	2012-2013	2012-2013
	ORIGINAL BUDGET	BUDGET	MOVEMENT
	£000	£000	£000
Original Budget	70,139	68,443	(1,696)
Explanation of Movement:			
Growth			
Concessionary Fares Growth			1,546
Lifelong Learning Growth			225
[Council Feb 2012] Adjustments			138
[Cabinet Feb 2012] Adjustments			750
			2,659
Savings			
[Council Feb 2011] Approved Savings			(4,115)
[Council Feb 2012] New Savings			(955)
			(5,070)
Inflation			
Budget Transfers			
Transfer of Strategy, Policy & Performance budget to Chief Exec's			(56)
Transfer of Olympics Team from Development & Renewal			225
			169
Budget Adjustments			
CLC Deployee's to Mayor's Office			128
Local Lead Flood Grant			274
After Schools patrol			10
			412
Accounting Adjustments			
Depreciation			296
Support Recharges			180
Northumberland Wharf Asset Write-Down			(200)
Early Retirement/Voluntary Retirement			(143)
			133
MOVEMENTS IN NET EXPENDITURE TOTAL			(1,697)*

*Rounding

COMMUNITIES, LOCALITIES & CULTURE

SUMMARY BY EXPENDITURE AREA	2011-2012		2012-2013
	ORIGINAL BUDGET	LATEST BUDGET	BUDGET
	£000	£000	£000
Management & Support			
Management & Support (E01)	-	-	-
Olympics (E02)	-	225	225
MANAGEMENT & SUPPORT TOTAL	-	225	225
Public Realm			
Public Realm M&A (E10)	-	-	(9)
Transportation & Highways (E12)	7,690	8,454	6,527
Clean and Green (E15)	27,760	25,443	24,530
Concessionary Fares (E23)	5,749	7,699	7,968
Parking Control (E24)	-	-	-
PUBLIC REALM TOTAL	41,199	41,596	39,017
Cultural Services			
Divisional Management (E40)	-	-	-
Idea Stores (E41)	7,747	7,321	7,168
Sports & Physical Activity (E42)	4,381	3,812	3,555
Parks Strategic Development (E43)	2,946	3,213	2,932
Arts & Events (E44)	1,123	1,403	1,278
Mile End Park (E45)	-	-	-
Lifelong Learning (E47)	891	1,610	1,666
CULTURAL SERVICES TOTAL	17,088	17,359	16,599
Service Integration			
Service Integration (E71)	104	274	404
SERVICE INTEGRATION TOTAL	104	274	404
Safer Communities			
Safer Communities Management (E80)	(4)	10	(4)
Community Safety Partnership, DV & HC (E81)	1,446	1,310	2,104
Enforcement & Intervention (E83)	2,301	2,477	2,238
Drugs Action Team (E84)	1,400	1,464	1,571
Env Commercial Services (E85)	3,076	3,212	2,992
Env Health Protection Services (E86)	3,529	3,577	3,299
SAFER COMMUNITIES TOTAL	11,749	12,049	12,199
Fleet Management (E30)	-	-	-
Passenger Transport (E31)	-	-	-
DSO Vehicle Workshop (E32)	-	-	-
Street Trading (E82)	-	-	-
NET EXPENDITURE / (INCOME)	70,139	71,503	68,443

COMMUNITIES, LOCALITIES & CULTURE

SUMMARY BY EXPENDITURE TYPE	2011-2012		2012-2013
	ORIGINAL BUDGET	LATEST BUDGET	BUDGET
	£000	£000	£000
Expenditure			
Employee	34,022	34,806	34,138
Premises	6,037	6,080	5,977
Transport	8,567	11,248	10,537
Supplies & Services	6,168	7,704	6,311
Third Party Payments	40,058	41,183	39,121
Transfer Payments	-	35	-
Support Services	11,117	13,058	13,380
Capital Financing	5,572	5,829	5,845
GROSS EXPENDITURE	111,541	119,943	115,308
Income			
Government Grants	(4,701)	(4,536)	(4,659)
Other Grants & Reimbursements	(3,239)	(5,495)	(4,541)
Customer & Client Receipts	(25,629)	(28,085)	(28,488)
Recharges Within Authority	(7,833)	(10,323)	(9,176)
GROSS INCOME	(41,402)	(48,439)	(46,864)
NET EXPENDITURE / (INCOME)	70,139	71,503	68,443

COMMUNITIES, LOCALITIES & CULTURE

Management & Support (E01)	2011-2012		2012-2013
	ORIGINAL BUDGET	LATEST BUDGET	BUDGET
	£000	£000	£000
Expenditure			
Employee	2,243	3,664	3,576
Transport	2	2	2
Supplies & Services	39	39	39
GROSS EXPENDITURE	2,284	3,705	3,617
Income			
Recharges Within Authority	(2,284)	(3,705)	(3,617)
GROSS INCOME	(2,284)	(3,705)	(3,617)
NET EXPENDITURE / (INCOME)	-	-	-

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Olympics (E02)	2011-2012		2012-2013
	ORIGINAL BUDGET	LATEST BUDGET	BUDGET
	£000	£000	£000
Expenditure			
Employee	-	60	-
Supplies & Services	-	165	225
GROSS EXPENDITURE	-	225	225
Income			
GROSS INCOME	-	-	-
NET EXPENDITURE / (INCOME)	-	225	225

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COMMUNITIES, LOCALITIES & CULTURE

Public Realm M&A (E10)	2011-2012		2012-2013
	ORIGINAL BUDGET	LATEST BUDGET	BUDGET
	£000	£000	£000
Expenditure			
Employee	338	91	125
Transport		1	1
Supplies & Services	14	13	13
Support Services	304	568	581
GROSS EXPENDITURE	656	672	719
Income			
Customer & Client Receipts	-	-	-
Recharges Within Authority	(656)	(672)	(728)
GROSS INCOME	(656)	(672)	(728)
NET EXPENDITURE / (INCOME)	-	-	(9)

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Transportation & Highways (E12)	2011-2012		2012-2013
	ORIGINAL BUDGET	LATEST BUDGET	BUDGET
	£000	£000	£000
Expenditure			
Employee	1,909	1,896	1,922
Transport	83	108	60
Supplies & Services	306	781	538
Third Party Payments	4,125	4,417	4,020
Support Services	1,128	1,059	1,329
Capital Financing	2,844	3,311	3,264
GROSS EXPENDITURE	10,395	11,571	11,134
Income			
Government Grants	(611)	(664)	(365)
Other Grants & Reimbursements	-	(13)	-
Customer & Client Receipts	(1,214)	(1,191)	(1,836)
Recharges Within Authority	(879)	(1,249)	(2,406)
GROSS INCOME	(2,705)	(3,117)	(4,607)
NET EXPENDITURE / (INCOME)	7,690	8,454	6,527

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COMMUNITIES, LOCALITIES & CULTURE

Clean and Green (E15)	2011-2012		2012-2013
	ORIGINAL BUDGET	LATEST BUDGET	BUDGET
	£000	£000	£000
Expenditure			
Employee	2,594	2,434	2,555
Premises	1,430	1,477	1,344
Transport	29	157	39
Supplies & Services	375	336	423
Third Party Payments	27,598	27,434	25,581
Support Services	1,064	1,032	1,395
Capital Financing	336	296	296
GROSS EXPENDITURE	33,426	33,167	31,633
Income			
Government Grants	-	-	(1,100)
Other Grants & Reimbursements	(13)	-	-
Customer & Client Receipts	(4,778)	(6,849)	(5,028)
Recharges Within Authority	(875)	(875)	(975)
GROSS INCOME	(5,666)	(7,724)	(7,103)
NET EXPENDITURE / (INCOME)	27,760	25,443	24,530

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Concessionary Fares (E23)	2011-2012		2012-2013
	ORIGINAL BUDGET	LATEST BUDGET	BUDGET
	£000	£000	£000
Expenditure			
Employee	154	205	191
Transport	5,387	7,477	7,553
Supplies & Services	57	58	54
Third Party Payments	96	78	60
Support Services	57	57	111
GROSS EXPENDITURE	5,752	7,874	7,968
Income			
Customer & Client Receipts	(3)	(1)	-
Recharges Within Authority	-	(174)	-
GROSS INCOME	(3)	(175)	-
NET EXPENDITURE / (INCOME)	5,749	7,699	7,968

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Parking Control (E24)	2011-2012		2012-2013
	ORIGINAL BUDGET	LATEST BUDGET	BUDGET
	£000	£000	£000
Expenditure			
Employee	3,965	4,057	4,304
Premises	136	136	146
Transport	157	157	157
Supplies & Services	1,075	1,075	1,055
Third Party Payments	566	566	576
Support Services	1,364	1,364	1,424
Capital Financing	194	194	194
GROSS EXPENDITURE	7,457	7,549	7,856
Income			
Customer & Client Receipts	(13,507)	(13,599)	(15,390)
Recharges Within Authority	6,050	6,050	7,534
GROSS INCOME	(7,457)	(7,549)	(7,856)
NET EXPENDITURE / (INCOME)	-	-	-

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COMMUNITIES, LOCALITIES & CULTURE

Divisional Management (E40)	2011-2012		2012-2013
	ORIGINAL BUDGET	LATEST BUDGET	BUDGET
	£000	£000	£000
Expenditure			
Employee	115	118	129
Supplies & Services	11	41	5
Support Services	8	11	-
Capital Financing	-	50	-
GROSS EXPENDITURE	134	219	134
Income			
Other Grants & Reimbursements	-	(30)	-
Recharges Within Authority	(134)	(189)	(134)
GROSS INCOME	(134)	(219)	(134)
NET EXPENDITURE / (INCOME)	-	-	-

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Idea Stores (E41)	2011-2012		2012-2013
	ORIGINAL BUDGET	LATEST BUDGET	BUDGET
	£000	£000	£000
Expenditure			
Employee	4,689	4,006	4,156
Premises	1,300	1,295	1,206
Transport	41	40	21
Supplies & Services	1,555	1,594	1,424
Support Services	1,080	1,501	1,299
Capital Financing	266	295	295
GROSS EXPENDITURE	8,931	8,731	8,401
Income			
Other Grants & Reimbursements	-	(59)	-
Customer & Client Receipts	(160)	(313)	(208)
Recharges Within Authority	(1,025)	(1,038)	(1,025)
GROSS INCOME	(1,185)	(1,410)	(1,233)
NET EXPENDITURE / (INCOME)	7,747	7,321	7,168

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COMMUNITIES, LOCALITIES & CULTURE

Sports & Physical Activity (E42)	2011-2012		2012-2013
	ORIGINAL BUDGET	LATEST BUDGET	BUDGET
	£000	£000	£000
Expenditure			
Employee	649	600	490
Premises	3	13	3
Transport	24	24	22
Supplies & Services	99	276	66
Third Party Payments	1,995	2,047	1,721
Support Services	203	330	283
Capital Financing	1,794	1,194	1,307
GROSS EXPENDITURE	4,767	4,485	3,892
Income			
Government Grants	(12)	(12)	(12)
Other Grants & Reimbursements	(309)	(556)	(312)
Customer & Client Receipts	(9)	(50)	(8)
Recharges Within Authority	(55)	(55)	(5)
GROSS INCOME	(386)	(674)	(338)
NET EXPENDITURE / (INCOME)	4,381	3,812	3,555

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Parks Strategic Development (E43)	2011-2012		2012-2013
	ORIGINAL BUDGET	LATEST BUDGET	BUDGET
	£000	£000	£000
Expenditure			
Employee	825	987	949
Premises	1,291	1,237	1,284
Transport	78	47	49
Supplies & Services	104	483	130
Third Party Payments	360	360	428
Support Services	626	808	312
Capital Financing	2	1	1
GROSS EXPENDITURE	3,285	3,923	3,153
Income			
Government Grants	-	-	-
Other Grants & Reimbursements	(106)	(484)	(37)
Customer & Client Receipts	(230)	(223)	(181)
Recharges Within Authority	(3)	(3)	(3)
GROSS INCOME	(339)	(710)	(221)
NET EXPENDITURE / (INCOME)	2,946	3,213	2,932

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COMMUNITIES, LOCALITIES & CULTURE

Arts & Events (E44)	2011-2012		2012-2013
	ORIGINAL BUDGET	LATEST BUDGET	BUDGET
	£000	£000	£000
Expenditure			
Employee	807	837	861
Premises	150	150	135
Transport	11	11	8
Supplies & Services	786	808	604
Third Party Payments	383	383	383
Support Services	49	207	219
Capital Financing	57	51	51
GROSS EXPENDITURE	2,243	2,447	2,261
Income			
Other Grants & Reimbursements	(155)	(111)	(21)
Customer & Client Receipts	(693)	(760)	(750)
Recharges Within Authority	(273)	(173)	(213)
GROSS INCOME	(1,120)	(1,044)	(984)
NET EXPENDITURE / (INCOME)	1,123	1,403	1,278

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Mile End Park (E45)	2011-2012		2012-2013
	ORIGINAL BUDGET	LATEST BUDGET	BUDGET
	£000	£000	£000
Expenditure			
Employee	296	296	262
Premises	354	354	417
Transport	1	1	1
Supplies & Services	136	136	84
GROSS EXPENDITURE	787	787	763
Income			
Other Grants & Reimbursements	(3)	(3)	(7)
Customer & Client Receipts	(505)	(505)	(550)
Recharges Within Authority	(279)	(279)	(207)
GROSS INCOME	(787)	(787)	(763)
NET EXPENDITURE / (INCOME)	-	-	-

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COMMUNITIES, LOCALITIES & CULTURE

Lifelong Learning (E47)	2011-2012		2012-2013
	ORIGINAL BUDGET	LATEST BUDGET	BUDGET
	£000	£000	£000
Expenditure			
Employee	2,091	2,203	2,249
Premises	894	908	790
Transport	4	4	4
Supplies & Services	288	276	273
Third Party Payments	120	136	120
Support Services	1,080	1,316	1,437
Capital Financing	-	345	345
GROSS EXPENDITURE	4,476	5,188	5,219
Income			
Government Grants	(2,713)	(2,682)	(2,682)
Customer & Client Receipts	(440)	(440)	(440)
Recharges Within Authority	(431)	(456)	(431)
GROSS INCOME	(3,585)	(3,578)	(3,553)
NET EXPENDITURE / (INCOME)	891	1,610	1,666

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COMMUNITIES, LOCALITIES & CULTURE

Service Integration (E71)	2011-2012		2012-2013
	ORIGINAL BUDGET	LATEST BUDGET	BUDGET
	£000	£000	£000
Expenditure			
Employee	104	179	224
Premises	-	70	180
Transport	-	2	-
Supplies & Services	-	39	-
GROSS EXPENDITURE	104	290	404
Income			
Customer & Client Receipts	-	(16)	-
GROSS INCOME	-	(16)	-
NET EXPENDITURE / (INCOME)	104	274	404

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COMMUNITIES, LOCALITIES & CULTURE

Safer Communities Management (E80)	2011-2012		2012-2013
	ORIGINAL BUDGET	LATEST BUDGET	BUDGET
	£000	£000	£000
Expenditure			
Employee	111	147	136
Transport	1	1	1
Supplies & Services	40	17	14
GROSS EXPENDITURE	152	165	151
Income			
Recharges Within Authority	(155)	(155)	(155)
GROSS INCOME	(155)	(155)	(155)
NET EXPENDITURE / (INCOME)	(4)	10	(4)

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Community Safety Partnership, DV & HC (E81)	2011-2012		2012-2013
	ORIGINAL BUDGET	LATEST BUDGET	BUDGET
	£000	£000	£000
Expenditure			
Employee	451	620	484
Transport	4	1	3
Supplies & Services	97	184	122
Third Party Payments	709	1,002	1,548
Support Services	245	241	268
GROSS EXPENDITURE	1,506	2,048	2,425
Income			
Government Grants	-	(578)	-
Other Grants & Reimbursements	-	(67)	(232)
Recharges Within Authority	(60)	(94)	(90)
GROSS INCOME	(60)	(738)	(322)
NET EXPENDITURE / (INCOME)	1,446	1,310	2,104

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COMMUNITIES, LOCALITIES & CULTURE

Enforcement & Intervention (E83)	2011-2012		2012-2013
	ORIGINAL BUDGET	LATEST BUDGET	BUDGET
	£000	£000	£000
Expenditure			
Employee	1,506	1,302	1,301
Transport	37	37	37
Supplies & Services	85	92	80
Third Party Payments	349	536	349
Support Services	439	692	619
Capital Financing	-	47	47
GROSS EXPENDITURE	2,415	2,706	2,434
Income			
Government Grants	-	(40)	-
Customer & Client Receipts	(92)	(92)	(99)
Recharges Within Authority	(22)	(97)	(97)
GROSS INCOME	(114)	(230)	(196)
NET EXPENDITURE / (INCOME)	2,301	2,477	2,238

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Drugs Action Team (E84)	2011-2012		2012-2013
	ORIGINAL BUDGET	LATEST BUDGET	BUDGET
	£000	£000	£000
Expenditure			
Employee	1,485	1,720	1,534
Premises	263	224	232
Transport	16	2	2
Supplies & Services	366	337	332
Third Party Payments	2,675	3,141	3,141
Support Services	355	346	491
GROSS EXPENDITURE	5,161	5,769	5,732
Income			
Government Grants	(1,365)	(501)	(501)
Other Grants & Reimbursements	(2,396)	(3,805)	(3,660)
GROSS INCOME	(3,761)	(4,306)	(4,161)
NET EXPENDITURE / (INCOME)	1,400	1,464	1,571

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COMMUNITIES, LOCALITIES & CULTURE

Env Commercial Services (E85)	2011-2012		2012-2013
	ORIGINAL BUDGET	LATEST BUDGET	BUDGET
	£000	£000	£000
Expenditure			
Employee	2,658	2,719	2,395
Premises			
Transport	105	120	108
Supplies & Services	303	343	298
Transfer Payments	-	35	-
Support Services	1,365	1,562	1,535
GROSS EXPENDITURE	4,431	4,779	4,337
Income			
Government Grants	-	(60)	-
Other Grants & Reimbursements	(258)	(368)	(219)
Customer & Client Receipts	(562)	(605)	(597)
Recharges Within Authority	(535)	(535)	(529)
GROSS INCOME	(1,354)	(1,567)	(1,345)
NET EXPENDITURE / (INCOME)	3,076	3,212	2,992

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Env Health Protection Services (E86)	2011-2012		2012-2013
	ORIGINAL BUDGET	LATEST BUDGET	BUDGET
	£000	£000	£000
Expenditure			
Employee	2,355	2,258	1,962
Premises	147	147	147
Transport	160	160	158
Supplies & Services	250	269	211
Third Party Payments	346	346	346
Support Services	1,145	1,337	1,354
Capital Financing	80	44	44
GROSS EXPENDITURE	4,482	4,561	4,221
Income			
Other Grants & Reimbursements	-	-	(55)
Customer & Client Receipts	(861)	(883)	(776)
Recharges Within Authority	(92)	(101)	(92)
GROSS INCOME	(953)	(984)	(923)
NET EXPENDITURE / (INCOME)	3,529	3,577	3,299

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COMMUNITIES, LOCALITIES & CULTURE

Fleet Management (E30)	2011-2012		2012-2013
	ORIGINAL BUDGET	LATEST BUDGET	BUDGET
	£000	£000	£000
Expenditure			
Employee	167	167	128
Transport	698	989	725
Supplies & Services	22	22	22
Support Services	22	34	46
GROSS EXPENDITURE	909	1,212	922
Income			
Customer & Client Receipts	-	(12)	-
Recharges Within Authority	(909)	(1,200)	(922)
GROSS INCOME	(909)	(1,212)	(922)
NET EXPENDITURE / (INCOME)	-	-	-

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Passenger Transport (E31)	2011-2012		2012-2013
	ORIGINAL BUDGET	LATEST BUDGET	BUDGET
	£000	£000	£000
Expenditure			
Employee	3,256	3,002	3,010
Transport	1,583	1,902	1,578
Supplies & Services	88	88	86
Support Services	244	256	263
GROSS EXPENDITURE	5,171	5,248	4,937
Income			
Customer & Client Receipts	(224)	(224)	(92)
Recharges Within Authority	(4,947)	(5,024)	(4,845)
GROSS INCOME	(5,171)	(5,248)	(4,937)
NET EXPENDITURE / (INCOME)	-	-	-

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COMMUNITIES, LOCALITIES & CULTURE

DSO Vehicle Workshop (E32)	2011-2012		2012-2013
	ORIGINAL BUDGET	LATEST BUDGET	BUDGET
	£000	£000	£000
Expenditure			
Employee	318	300	286
Transport	143	3	6
Supplies & Services	9	167	146
Support Services	20	20	18
GROSS EXPENDITURE	489	489	456
Income			
Customer & Client Receipts	(220)	(192)	(220)
Recharges Within Authority	(269)	(298)	(236)
GROSS INCOME	(489)	(489)	(456)
NET EXPENDITURE / (INCOME)	-	-	-

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Street Trading (E82)	2011-2012		2012-2013
	ORIGINAL BUDGET	LATEST BUDGET	BUDGET
	£000	£000	£000
Expenditure			
Employee	938	938	909
Premises	70	70	94
Transport	3	3	3
Supplies & Services	64	64	64
Third Party Payments	738	738	848
Support Services	318	318	396
GROSS EXPENDITURE	2,131	2,131	2,314
Income			
Other Grants & Reimbursements	-	-	-
Customer & Client Receipts	(2,131)	(2,131)	(2,314)
GROSS INCOME	(2,131)	(2,131)	(2,314)
NET EXPENDITURE / (INCOME)	-	-	-

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CHIEF EXECUTIVE'S

CHIEF EXECUTIVE'S

Overview of Directorate role and key client groups

The Chief Executive's Directorate ensures that the Council is managed strategically, coherently, efficiently and effectively. The Directorate provides a range of services to accelerate progress across the Council:

- Strategy and Performance and One Tower Hamlets,
- Democratic Services,
- Communications, and
- Legal Services.

Its main customers are the other Directorates of the Council, elected Members and local residents.

The Directorate performs a number of key roles for the Council. These include:-

- Management of the Council's performance framework and performance improvement.
- Co-ordination of research, strategy and policy development for the Council.
- Strategic direction and support for the delivery of the Overview and Scrutiny, Diversity and Equality and Community Cohesion agendas, supporting the Council's delivery of the 'One Tower Hamlets' Community Plan theme.
- Corporate communication service managing the reputation risk of the Council, facilitating communication between the Council and local people, media, opinion formers, partners and peers and the publication of the Council's newspaper East End Life.
- Support services to the Mayor and elected Councillors that are efficient, open and that enables an accountable decision-making process.
- A statutory births, deaths and marriages registrars' service.
- Corporate Legal Services to ensure compliance with corporate governance, legal and statutory requirements in the conduct and delivery of the Council's business and services.

Overall performance of the Directorate

The Directorate performed well in 2011/12. Achievements include:

- Supporting the development of a range of key corporate strategies
- Establishing an effective Corporate Research Unit
- Launching the Mayor's One Tower Hamlets Fund to support neighbourhood cohesion projects
- Incorporating the Single Equality Framework into the 2012/13 Strategic Plan
- Launching the Community Cohesion Framework
- Implementing a new Communications Strategy
- Delivering PR campaigns, including City Status bid, Curry Capital and 2012

Olympic Games

- Implementing a review of East End Life
- Embedding the new Elected Mayoral form of governance including establishing the Mayor's Office and Mayor's Executive decision making and reviewing the Constitution
- Completing and implementing a review of the Member Support service including the Members' Enquiries process to improve responsiveness and efficiency.
- Refurbishing at Bromley Public Hall to improve customer facilities and enable future expansion of Registrars' services.

Priorities for improvement and investment

The Directorate has a number of key priority areas for 2012/13 that are articulated in the Council's Strategic Plan, including

One Tower Hamlets

1. Convene a Fairness Commission
2. Refresh our approach to tackling inequality

A Prosperous Community

3. Develop a Partnership-wide programme of awareness raising around Welfare Reform

A Safe and Cohesive Community

4. Develop a greater understanding of Islamophobia and strengthen our response to it
5. Deliver a local Prevent Programme
6. Support the delivery of effective Community Cohesion work

In addition, the Directorate will lead the development of a range of corporate strategies and develop an approach that strengthens the voice and representation of local people in decision making. The Directorate is also leading a further review of the Constitution to improve the efficiency of decision making and scrutiny in the Mayoral system. A new case management system will be implemented in Legal Services and further work will be undertaken to achieve stretched income targets. A review of the Registration Service will be undertaken which will address budget issues and improve the range of service offered, including the introduction of a new Settlement Checking Service.

Priorities for efficiency and value for money

The significant financial pressures on the Directorate as a result of the reductions in public sector expenditure over the next few years poses a challenge as well as an opportunity to review its services as it goes forward.

To support this review, the Directorate has a strong Directorate Efficiency Group which identifies and manages cost reductions and efficiency proposals.

CHIEF EXECUTIVE'S

Movement in Net Expenditure

MOVEMENTS IN NET EXPENDITURE	2011-2012	2012-2013	2012-2013
	ORIGINAL BUDGET	BUDGET	MOVEMENT
	£000	£000	£000
Original Budget	12,654	8,810	(3,844)
<u>Explanation of Movement:</u>			
Growth			
[Cabinet Feb 2012] East End Life Olympic Spread			30
[Council Feb 2012] Live streaming of council meetings			25
			25
Savings			
[Cabinet Feb 2011] Cabinet Adjustment			(80)
[Council Feb 2011] Approved Savings			(348)
[Council Feb 2012] New Savings			(303)
			(731)
Inflation			
			0
Budget Transfers			
Transfer of Strategy, Policy & Performance budget			204
Transfer of Complaints Team from Resources			21
Transfer of Web Team Post from Resources			40
Transfer of Third Sector Team to D&R			(2,431)
Transfer of Mayor's Chauffeur Budget to D&R			(30)
			(2,196)
Budget Adjustments			
Mayor's Budget			191
Mayor's Advisors			90
			281
Accounting Adjustments			
Depreciation			180
Support Recharges			(1,433)
			(1,253)
MOVEMENTS IN NET EXPENDITURE TOTAL			(3,844)

CHIEF EXECUTIVE'S

SUMMARY BY EXPENDITURE AREA	2011-2012		2012-2013
	ORIGINAL BUDGET	LATEST BUDGET	BUDGET
	£000	£000	£000
Communications (C14)	(404)		31
Strategy & Performance (C16)	555	702	1,504
Healthy Borough (C21)	-	-	-
Legal Services (C52)	(34)	154	(182)
One Tower Hamlets (C54)	2,333	1,542	655
Registration of Births, Deaths & Marriages	383	436	295
Electoral Registration (C58)	596	582	708
Borough Elections (C60)	30	30	30
Democratic Services (C62)	2,725	2,836	2,602
Democratic Representation (C78)	830	946	862
Corporate Management (C80)	3,129	3,531	2,099
Business Support Unit (C82)	-	550	95
Information Governance & Complaints (C84)	80	133	110
Third Sector Team (C18)	2,431	-	-
NET EXPENDITURE / (INCOME)	12,654	11,442	8,810

SUMMARY BY EXPENDITURE TYPE	2011-2012		2012-2013
	ORIGINAL BUDGET	LATEST BUDGET	BUDGET
	£000	£000	£000
Expenditure			
Employee	8,421	8,213	7,818
Premises	-	55	-
Transport	43	42	33
Supplies & Services	4,870	3,857	3,470
Third Party Payments	3,372	710	710
Support Services	5,521	5,211	4,457
GROSS EXPENDITURE	22,226	18,088	16,487
Income			
Government Grants	-	-	-
Other Grants & Reimbursements	(2,625)	(754)	(754)
Customer & Client Receipts	(2,838)	(1,822)	(2,488)
Recharges Within Authority	(4,108)	(4,070)	(4,434)
GROSS INCOME	(9,572)	(6,646)	(7,677)
NET EXPENDITURE / (INCOME)	12,654	11,442	8,810

CHIEF EXECUTIVE'S

Communications (C14)	2011-2012		2012-2013
	ORIGINAL BUDGET	LATEST BUDGET	BUDGET
	£000	£000	£000
Expenditure			
Employee	1,049	1,196	1,196
Transport	6	2	2
Supplies & Services	919	555	585
Third Party Payments	383	350	350
Support Services	476	504	524
GROSS EXPENDITURE	2,833	2,608	2,658
Income			
Customer & Client Receipts	(1,638)	(580)	(1,247)
Recharges Within Authority	(1,599)	(2,027)	(1,381)
GROSS INCOME	(3,237)	(2,608)	(2,628)
NET EXPENDITURE / (INCOME)	(404)		31

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Strategy & Performance (C16)	2011-2012		2012-2013
	ORIGINAL BUDGET	LATEST BUDGET	BUDGET
	£000	£000	£000
Expenditure			
Employee	454	608	1,106
Transport	1	1	1
Supplies & Services	36	27	27
Support Services	65	65	370
GROSS EXPENDITURE	555	702	1,504
Income			
GROSS INCOME	-	-	-
NET EXPENDITURE / (INCOME)	555	702	1,504

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CHIEF EXECUTIVE'S

Healthy Borough (C21)	2011-2012		2012-2013
	ORIGINAL BUDGET	LATEST BUDGET	BUDGET
	£000	£000	£000
Expenditure			
Employee	352	-	-
Supplies & Services	730	-	-
Support Services	790	-	-
GROSS EXPENDITURE	1,871	-	-
Income			
Other Grants & Reimbursements	(1,871)	-	-
GROSS INCOME	(1,871)	-	-
NET EXPENDITURE / (INCOME)	-	-	-

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Legal Services (C52)	2011-2012		2012-2013
	ORIGINAL BUDGET	LATEST BUDGET	BUDGET
	£000	£000	£000
Expenditure			
Employee	2,341	2,067	2,037
Transport	10	10	10
Supplies & Services	857	948	745
Support Services	393	423	546
GROSS EXPENDITURE	3,601	3,447	3,337
Income			
Other Grants & Reimbursements	(747)	(747)	(747)
Customer & Client Receipts	(615)	(656)	(656)
Recharges Within Authority	(2,273)	(1,890)	(2,116)
GROSS INCOME	(3,635)	(3,293)	(3,519)
NET EXPENDITURE / (INCOME)	(34)	154	(182)

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CHIEF EXECUTIVE'S

One Tower Hamlets (C54)	2011-2012		2012-2013
	ORIGINAL BUDGET	LATEST BUDGET	BUDGET
	£000	£000	£000
Expenditure			
Employee	1,058	713	-
Transport	4	4	4
Supplies & Services	362	352	352
Third Party Payments	747	310	310
Support Services	173	174	-
GROSS EXPENDITURE	2,343	1,552	665
Income			
Customer & Client Receipts	(10)	(10)	(10)
GROSS INCOME	(10)	(10)	(10)
NET EXPENDITURE / (INCOME)	2,333	1,542	655

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Electoral Registration (C58)	2011-2012		2012-2013
	ORIGINAL BUDGET	LATEST BUDGET	BUDGET
	£000	£000	£000
Expenditure			
Employee	413	413	413
Transport	4	4	4
Supplies & Services	141	125	125
Support Services	38	39	166
GROSS EXPENDITURE	596	582	708
Income			
GROSS INCOME	-	-	-
NET EXPENDITURE / (INCOME)	596	582	708

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CHIEF EXECUTIVE'S

Borough Elections (C60)	2011-2012		2012-2013
	ORIGINAL BUDGET	LATEST BUDGET	BUDGET
	£000	£000	£000
EXPENDITURE			
Employee	11	11	11
Supplies & Services	20	20	20
GROSS EXPENDITURE	30	30	30
Income			
GROSS INCOME	-	-	-
NET EXPENDITURE / (INCOME)	30	30	30

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Democratic Services (C62)	2011-2012		2012-2013
	ORIGINAL BUDGET	LATEST BUDGET	BUDGET
	£000	£000	£000
Expenditure			
Employee	939	1,169	1,024
Transport	10	18	9
Supplies & Services	1,357	1,260	1,285
Support Services	425	396	291
GROSS EXPENDITURE	2,732	2,843	2,609
Income			
Other Grants & Reimbursements	(7)	(7)	(7)
Customer & Client Receipts	-	-	-
GROSS INCOME	(7)	(7)	(7)
NET EXPENDITURE / (INCOME)	2,725	2,836	2,602

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CHIEF EXECUTIVE'S

Democratic Representation (C78)	2011-2012		2012-2013
	ORIGINAL BUDGET	LATEST BUDGET	BUDGET
	£000	£000	£000
Expenditure			
Support Services	830	946	862
GROSS EXPENDITURE	830	946	862
Income			
GROSS INCOME	-	-	-
NET EXPENDITURE / (INCOME)	830	946	862

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Corporate Management (C80)	2011-2012		2012-2013
	ORIGINAL BUDGET	LATEST BUDGET	BUDGET
	£000	£000	£000
Expenditure			
Employee	652	521	521
Transport	2	2	2
Supplies & Services	341	514	274
Support Services	2,168	2,495	1,302
GROSS EXPENDITURE	3,162	3,531	2,099
Income			
Customer & Client Receipts	-	-	-
Recharges Within Authority	(33)		
GROSS INCOME	(33)	-	-
NET EXPENDITURE / (INCOME)	3,129	3,531	2,099

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CHIEF EXECUTIVE'S

Business Support Unit (C82)	2011-2012		2012-2013
	ORIGINAL BUDGET	LATEST BUDGET	BUDGET
	£000	£000	£000
Expenditure			
Employee	-	548	563
Support Services	-	2	156
GROSS EXPENDITURE	-	550	718
Income			
Recharges Within Authority	-	-	(624)
GROSS INCOME	-	-	(624)
NET EXPENDITURE / (INCOME)	-	550	95

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Information Governance & Complaints (C84)	2011-2012		2012-2013
	ORIGINAL BUDGET	LATEST BUDGET	BUDGET
	£000	£000	£000
Expenditure			
Employee	310	356	386
Transport	1		
Supplies & Services	39	24	24
Support Services		2	110
GROSS EXPENDITURE	350	382	520
Income			
Customer & Client Receipts	(96)	(96)	(96)
Recharges Within Authority	(153)	(153)	(313)
GROSS INCOME	(249)	(249)	(410)
NET EXPENDITURE / (INCOME)	101	133	110

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CHIEF EXECUTIVE'S

Third Sector Team (C18)	2011-2012		2012-2013
	ORIGINAL BUDGET	LATEST BUDGET	BUDGET
	£000	£000	£000
Expenditure			
Employee	352	-	-
Transport	5	-	-
Supplies & Services	33	-	-
Third Party Payments	2,092	-	-
Support Services	-	-	-
GROSS EXPENDITURE	2,481	-	-
Income			
Recharges Within Authority	(50)	-	-
GROSS INCOME	(50)	-	-
NET EXPENDITURE / (INCOME)	2,431	-	-

Moved to D&R (J48)

Please see D&R (J48) for 2011-2012 Latest Budget and 2012-2013 Budget

RESOURCES

RESOURCES

Overview of Directorate

Resources Directorate's responsibilities include a wide range of roles that are: strategic, corporate, support, regulatory, advisory, including the provision of direct services to the public. This enables the Directorate to manage the Council strategically, coherently, efficiently and effectively in accordance with the Council's agreed strategic plans and policies.

The key services delivered by the Directorate includes:-

- Finance
- Human Resources,
- Customer Access: delivery of a Housing and Council Tax Benefits service, collection of Council Tax & National Non-Domestic Rates, Customer Access One Stop Shops, reprographics),
- Information & Communications Technology, delivered through the new ICT contract with Agilisys and its partners.
- Procurement and Payments
- Risk Management & Insurance.
- Business Transformation.

The Directorate's strategic role is of vital importance in leading the Council's financial strategy as described by its Medium Term Financial Plan over the next 3-5 years in managing the ongoing reductions in Council funding from Central Government, and the delivery of challenging savings targets and greater value for money and efficiencies from Council services.

One of the responses to these financial challenges, has been the appointed in 2012-13 a new Strategic Partner Agilisys to deliver a major program of ICT transformation and service delivery over the next 7 years including; delivery of the Council's ICT service; implementation of a new finance/HR system and supporting the Council's wider transformation agenda. The Council's aim is to modernise its ICT infrastructure and thereby ensure it's more sustainable and better equipped to support the delivery of world class public services and deliver savings and investment of approx £29m.

RESOURCES

Movement in Net Expenditure

MOVEMENTS IN NET EXPENDITURE	2011-2012	2012-2013	2012-2013
	ORIGINAL BUDGET	BUDGET	MOVEMENT
	£000	£000	£000
Original Budget	10,294	8,749	(1,545)
Explanation of Movement:			
Growth			
[Council Feb 2012] Business Rate signage for Olympics			10
			10
Savings			
[Council Feb 2011] Approved Savings			(858)
[Council Feb 2012] New Savings			(2,630)
			(3,488)
Inflation			0
Budget Transfers			
Transfer of Strategy, Policy & Performance budget to Chief Exec's			(6)
Transfer of Complaints Team to Chief Exec's			(21)
Transfer of Web Post to Chief Exec's			(40)
Transfer of Social Care Access Team to Adults, Health & Wellbeing			(216)
			(27)
Budget Adjustments			
Base Budget Correction			2,045
Project Management Office			689
Printing Budget			(200)
Smarter Working			276
Corporate ICT			515
			3,325
Accounting Adjustments			
Depreciation			551
Support Recharges			(1,398)
Early Retirement/Voluntary Retirement			(262)
			(1,109)
MOVEMENTS IN NET EXPENDITURE TOTAL			(1,545)

RESOURCES

SUMMARY BY EXPENDITURE AREA	2011-2012		2012-2013
	ORIGINAL BUDGET	LATEST BUDGET	BUDGET
	£000	£000	£000
Resources			
Corporate Finance (R32)	20	15	(16)
Internal Audit (R34)	(174)	176	(3)
Council Tax & NNDR (R36)	2,668	2,726	2,345
Procurement (R38)	256	486	-
Risk Management (R40)	89	13	-
Debtor Income Service (R42)	32	(12)	-
Cashiers (R44)	(28)	63	
Payments (R46)	(169)	35	
Information Services ICT (R48)	(582)	487	581
Customer Access (R50)	3,317	4,171	3,034
Housing Benefit (R54)	495	495	495
Housing Benefit Administration (R58)	1,817	2,052	1,035
Reprographics (R60)	(4)	(3)	
Business Development (R62)	-	1,847	965
Director's Office (R80)	522	510	65
Non-Distributed Costs (R82)	1,395	869	256
RESOURCES	9,653	13,929	8,759
Human Resources			
HR Strategy (R90)	(201)	(10)	(1)
HR Consultancy (R92)	240	175	(2)
HR Operations (R94)	95	(47)	5
PAS Scheme (R96)	507	(33)	(13)
HUMAN RESOURCES	641	86	(10)
NET EXPENDITURE / (INCOME)	10,294	14,015	8,749

SUMMARY BY EXPENDITURE TYPE	2011-2012		2012-2013
	ORIGINAL BUDGET	LATEST BUDGET	BUDGET
	£000	£000	£000
Expenditure			
Employee	27,662	28,390	24,190
Premises	15	15	10
Transport	60	60	60
Supplies & Services	7,537	7,475	8,786
Third Party Payments	301	301	301
Transfer Payments	213,763	280,227	280,227
Support Services	14,314	14,346	11,598
Capital Financing	-	551	551
GROSS EXPENDITURE	263,653	331,366	325,724
Income			
Government Grants	(221,923)	(288,387)	(288,387)
Other Grants & Reimbursements	-	(51)	(51)
Customer & Client Receipts	(4,910)	(3,297)	(3,327)
Recharges Within Authority	(26,526)	(25,615)	(25,209)
GROSS INCOME	(253,359)	(317,350)	(316,975)
NET EXPENDITURE / (INCOME)	10,294	14,015	8,749

RESOURCES

Corporate Finance (R32)	2011-2012		2012-2013
	ORIGINAL BUDGET	LATEST BUDGET	BUDGET
	£000	£000	£000
Expenditure			
Employee	1,562	1,562	1,532
Transport	2	2	2
Supplies & Services	150	150	143
Support Services	566	594	754
GROSS EXPENDITURE	2,281	2,308	2,431
Income			
Customer & Client Receipts	(14)	(14)	(14)
Recharges Within Authority	(2,247)	(2,279)	(2,433)
GROSS INCOME	(2,261)	(2,293)	(2,447)
NET EXPENDITURE / (INCOME)	20	15	(16)

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Internal Audit (R34)	2011-2012		2012-2013
	ORIGINAL BUDGET	LATEST BUDGET	BUDGET
	£000	£000	£000
Expenditure			
Employee	441	525	470
Supplies & Services	36	36	33
Third Party Payments	207	207	207
Support Services	115	124	105
GROSS EXPENDITURE	799	892	815
Income			
Customer & Client Receipts	(83)	(83)	(113)
Recharges Within Authority	(890)	(633)	(705)
GROSS INCOME	(973)	(715)	(817)
NET EXPENDITURE / (INCOME)	(174)	176	(3)

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RESOURCES

Council Tax & NNDR (R36)	2011-2012		2012-2013
	ORIGINAL BUDGET	LATEST BUDGET	BUDGET
	£000	£000	£000
Expenditure			
Employee	1,806	1,906	1,906
Transport	11	11	11
Supplies & Services	591	591	601
Transfer Payments	27,306	31,815	31,815
Support Services	4,151	4,109	3,718
GROSS EXPENDITURE	33,865	38,432	38,051
Income			
Government Grants	(31,197)	(35,706)	(35,706)
GROSS INCOME	(31,197)	(35,706)	(35,706)
NET EXPENDITURE / (INCOME)	2,668	2,726	2,345

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Procurement (R38)	2011-2012		2012-2013
	ORIGINAL BUDGET	LATEST BUDGET	BUDGET
	£000	£000	£000
Expenditure			
Employee	687	769	725
Supplies & Services	191	191	191
Support Services	129	140	165
GROSS EXPENDITURE	1,008	1,100	1,081
Income			
Customer & Client Receipts	(76)	(76)	(76)
Recharges Within Authority	(676)	(539)	(1,005)
GROSS INCOME	(752)	(615)	(1,081)
NET EXPENDITURE / (INCOME)	256	486	

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RESOURCES

Risk Management (R40)	2011-2012		2012-2013
	ORIGINAL BUDGET	LATEST BUDGET	BUDGET
	£000	£000	£000
Expenditure			
Employee	549	335	310
Transport	3	3	3
Supplies & Services	19	149	149
Support Services	110	118	114
GROSS EXPENDITURE	681	605	576
Income			
Customer & Client Receipts	(74)	(74)	(74)
Recharges Within Authority	(518)	(518)	(501)
GROSS INCOME	(592)	(592)	(575)
NET EXPENDITURE / (INCOME)	89	13	

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Debtor Income Service (R42)	2011-2012		2012-2013
	ORIGINAL BUDGET	LATEST BUDGET	BUDGET
	£000	£000	£000
Expenditure			
Employee	715	615	615
Supplies & Services	104	104	104
Support Services	399	428	192
GROSS EXPENDITURE	1,218	1,147	911
Income			
Customer & Client Receipts	(13)	(13)	(13)
Recharges Within Authority	(1,172)	(1,146)	(897)
GROSS INCOME	(1,185)	(1,159)	(910)
NET EXPENDITURE / (INCOME)	32	(12)	

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RESOURCES

Cashiers (R44)	2011-2012		2012-2013
	ORIGINAL BUDGET	LATEST BUDGET	BUDGET
	£000	£000	£000
Expenditure			
Employee	323	323	253
Transport	1	1	1
Supplies & Services	50	50	50
Support Services	106	114	95
GROSS EXPENDITURE	480	488	399
Income			
Customer & Client Receipts	(174)	(174)	(174)
Recharges Within Authority	(334)	(251)	(225)
GROSS INCOME	(508)	(425)	(399)
NET EXPENDITURE / (INCOME)	(28)	63	

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Payments (R46)	2011-2012		2012-2013
	ORIGINAL BUDGET	LATEST BUDGET	BUDGET
	£000	£000	£000
Expenditure			
Employee	383	301	301
Supplies & Services	47	47	47
Support Services	204	218	98
GROSS EXPENDITURE	634	566	446
Income			
Recharges Within Authority	(803)	(532)	(446)
GROSS INCOME	(803)	(532)	(446)
NET EXPENDITURE / (INCOME)	(169)	35	

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RESOURCES

Information Services ICT (R48)	2011-2012		2012-2013
	ORIGINAL BUDGET	LATEST BUDGET	BUDGET
	£000	£000	£000
Expenditure			
Employee	4,684	4,659	2,159
Transport	13	13	13
Supplies & Services	3,496	2,253	3,811
Support Services	898	967	953
Capital Financing		551	551
GROSS EXPENDITURE	9,091	8,444	7,487
Income			
Customer & Client Receipts	(1,406)	(1,406)	(1,406)
Recharges Within Authority	(8,268)	(6,552)	(5,501)
GROSS INCOME	(9,674)	(7,957)	(6,906)
NET EXPENDITURE / (INCOME)	(582)	487	581

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Customer Access (R50)	2011-2012		2012-2013
	ORIGINAL BUDGET	LATEST BUDGET	BUDGET
	£000	£000	£000
Expenditure			
Employee	4,283	3,696	3,396
Premises	5	5	5
Transport	19	19	19
Supplies & Services	445	790	790
Support Services	1,871	1,942	1,129
GROSS EXPENDITURE	6,622	6,452	5,339
Income			
Other Grants & Reimbursements		(51)	(51)
Customer & Client Receipts	(1,856)	(830)	(830)
Recharges Within Authority	(1,449)	(1,399)	(1,424)
GROSS INCOME	(3,306)	(2,280)	(2,306)
NET EXPENDITURE / (INCOME)	3,317	4,171	3,034

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RESOURCES

Housing Benefit (R54)	2011-2012		2012-2013
	ORIGINAL BUDGET	LATEST BUDGET	BUDGET
	£000	£000	£000
Expenditure			
Supplies & Services	1,512	1,512	1,512
Transfer Payments	186,457	248,412	248,412
GROSS EXPENDITURE	187,969	249,924	249,924
Income			
Government Grants	(187,474)	(249,429)	(249,429)
GROSS INCOME	(187,474)	(249,429)	(249,429)
NET EXPENDITURE / (INCOME)	495	495	495

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Housing Benefit Administration (R58)	2011-2012		2012-2013
	ORIGINAL BUDGET	LATEST BUDGET	BUDGET
	£000	£000	£000
Expenditure			
Employee	5,370	5,370	5,020
Transport	6	6	6
Supplies & Services	237	237	237
Third Party Payments	94	94	94
Support Services	2,327	2,562	1,895
GROSS EXPENDITURE	8,034	8,269	7,252
Income			
Government Grants	(3,253)	(3,253)	(3,253)
Recharges Within Authority	(2,964)	(2,964)	(2,964)
GROSS INCOME	(6,217)	(6,217)	(6,217)
NET EXPENDITURE / (INCOME)	1,817	2,052	1,035

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RESOURCES

Reprographics (R60)	2011-2012		2012-2013
	ORIGINAL BUDGET	LATEST BUDGET	BUDGET
	£000	£000	£000
Expenditure			
Employee	185	185	185
Transport	1	1	1
Supplies & Services	235	235	235
Support Services		1	58
GROSS EXPENDITURE	421	422	479
Income			
Recharges Within Authority	(425)	(425)	(479)
GROSS INCOME	(425)	(425)	(479)
NET EXPENDITURE / (INCOME)	(4)	(3)	

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Business Development (R62)	2011-2012		2012-2013
	ORIGINAL BUDGET	LATEST BUDGET	BUDGET
	£000	£000	£000
Expenditure			
Employee	560	980	500
Supplies & Services	-	866	465
Support Services	-	1	-
GROSS EXPENDITURE	560	1,847	965
Income			
Recharges Within Authority	(560)	-	-
GROSS INCOME	(560)	-	-
NET EXPENDITURE / (INCOME)	-	1,847	965

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RESOURCES

Director's Office (R80)	2011-2012		2012-2013
	ORIGINAL BUDGET	LATEST BUDGET	BUDGET
	£000	£000	£000
Expenditure			
Employee	489	474	474
Transport	4	4	4
Supplies & Services	28	31	29
Support Services		1	176
GROSS EXPENDITURE	522	510	682
Income			
Recharges Within Authority	-	-	(617)
GROSS INCOME	-	-	(617)
NET EXPENDITURE / (INCOME)	522	510	65

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Non-Distributed Costs (R82)	2011-2012		2012-2013
	ORIGINAL BUDGET	LATEST BUDGET	BUDGET
	£000	£000	£000
Expenditure			
Employee	19	-	-
Supplies & Services		24	-
Support Services	1,377	845	256
GROSS EXPENDITURE	1,395	869	256
Income			
GROSS INCOME	-	-	-
NET EXPENDITURE / (INCOME)	1,395	869	256

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RESOURCES

HR Strategy (R90)	2011-2012		2012-2013
	ORIGINAL BUDGET	LATEST BUDGET	BUDGET
	£000	£000	£000
Expenditure			
Employee	651	775	815
Supplies & Services	10	10	9
Support Services	250	260	143
GROSS EXPENDITURE	911	1,046	968
Income			
Recharges Within Authority	(1,112)	(1,055)	(969)
GROSS INCOME	(1,112)	(1,055)	(969)
NET EXPENDITURE / (INCOME)	(201)	(10)	(1)

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HR Consultancy (R92)	2011-2012		2012-2013
	ORIGINAL BUDGET	LATEST BUDGET	BUDGET
	£000	£000	£000
Expenditure			
Employee	1,350	1,699	1,333
Supplies & Services	30	30	28
Support Services	510	549	361
GROSS EXPENDITURE	1,890	2,278	1,722
Income			
Customer & Client Receipts	(275)	(83)	(83)
Recharges Within Authority	(1,374)	(2,020)	(1,641)
GROSS INCOME	(1,650)	(2,102)	(1,724)
NET EXPENDITURE / (INCOME)	240	175	(2)

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RESOURCES

HR Operations (R94)	2011-2012		2012-2013
	ORIGINAL BUDGET	LATEST BUDGET	BUDGET
	£000	£000	£000
Expenditure			
Employee	2,848	3,438	3,438
Premises	10	10	5
Supplies & Services	82	95	80
Support Services	1,143	1,201	1,155
GROSS EXPENDITURE	4,083	4,744	4,678
Income			
Customer & Client Receipts	(506)	(364)	(364)
Recharges Within Authority	(3,482)	(4,426)	(4,308)
GROSS INCOME	(3,988)	(4,791)	(4,673)
NET EXPENDITURE / (INCOME)	95	(47)	5

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PAS Scheme (R96)	2011-2012		2012-2013
	ORIGINAL BUDGET	LATEST BUDGET	BUDGET
	£000	£000	£000
Expenditure			
Employee	757	777	757
Supplies & Services	276	76	273
Support Services	158	172	231
GROSS EXPENDITURE	1,190	1,025	1,262
Income			
Customer & Client Receipts	(433)	(181)	(181)
Recharges Within Authority	(250)	(877)	(1,094)
GROSS INCOME	(683)	(1,058)	(1,274)
NET EXPENDITURE / (INCOME)	507	(33)	(13)

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CORPORATE COSTS & CAPITAL FINANCING

CORPORATE COSTS & CAPITAL FINANCING

Corporate Costs & Capital Financing (R88)	2011-2012		2012-2013
	ORIGINAL BUDGET	LATEST BUDGET	DRAFT BUDGET
	£000	£000	£000
Expenditure			
Employee	13,587	16,436	16,948
Premises	45	45	45
Supplies & Services	17,518	13,410	16,247
Third Party Payments	2,415	2,415	2,412
Transfer Payments	677	677	677
Support Services	1,378	1,378	1,300
Capital Financing	(14,285)	(14,813)	(21,774)
GROSS EXPENDITURE	21,335	19,547	15,855
Income			
Interest & Investment	(1,950)	(1,950)	(2,395)
GROSS INCOME	(1,950)	(1,950)	(2,395)
NET EXPENDITURE / (INCOME)	19,385	17,597	13,460

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HOUSING REVENUE ACCOUNT

HOUSING REVENUE ACCOUNT

Housing Revenue Account	2011-2012		2012-2013
	ORIGINAL BUDGET	LATEST BUDGET	DRAFT BUDGET
	£000	£000	£000
Expenditure			
Repairs & Maintenance	20,511	20,511	21,411
Supervision & Management	24,504	24,504	25,215
Special Services	13,362	13,362	14,034
Rents, Rates, Taxes & Other Charges	2,960	2,960	3,076
Provision for Bad Debts	900	900	900
Depreciation & Impairment of Fixed Assets	13,356	13,356	16,667
Debt Management Costs	235	235	76
GROSS EXPENDITURE	75,828	75,828	81,379
Income			
Dwelling Rents	(59,013)	(59,013)	(63,200)
Non Dwelling Rents	(2,734)	(2,734)	(3,495)
Tenant Charges for Services & Facilities	(6,497)	(6,497)	(6,762)
Leaseholder Charges for Services & Facilities	(9,572)	(9,572)	(10,100)
Contributions Towards Expenditure	(115)	(115)	(115)
HRA Subsidy	(11,611)	(11,611)	-
GROSS INCOME	(89,542)	(89,542)	(83,672)
GROSS HRA SERVICES	(13,714)	(13,714)	(2,293)
Indirect Expenditure & Income			
Amortisation of Premiums & Discounts	175	175	175
Interest Payable (Item 8)	14,478	14,478	1,853
Interest & Investment Income	(200)	(200)	(190)
Supporting People Contribution	(404)	(404)	(51)
Contribution to Housing Choice Reserve	-	-	-
Revenue Contribution to Capital	-	-	2,000
NET EXPENDITURE / (INCOME)	335	335	1,493
Financed By			
Net Contribution Required by Statute	-	-	-
Net Contribution from Reserves	(335)	(335)	(1,493)
Net Contribution to/from HRA Balances	-	-	-
TOTAL FINANCING	(335)	(335)	(1,493)
Balances			
Statutory HRA B/F	(9,300)	(12,786)	(12,786)
Statutory HRA C/F	(9,300)	(12,786)	(12,786)
BALANCES MOVEMENT	-	-	-

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CAPITAL PROGRAMME

CAPITAL PROGRAMME

SUMMARY OF CAPITAL PROGRAMME

PROJECTS - Funding DIRECTORATE	2012/13 Budget £m	2013/14 Budget £m	2014/15 Budget £m	Total Budget 2012/13 to 2014/15 £m
Adults Health and Wellbeing	0.345	0.180	0.100	0.625
Children , Schools and Families	29.394	25.550	22.100	77.044
Building Schools for the Future	68.777	52.963	13.958	135.698
Communities, Localities and Culture	6.195	3.457	1.000	10.652
Development & Renewal (Excluding HRA)	10.279	6.705	0.730	17.714
Chief Executive & Resources	0.000	0.000	0.000	0.000
Corporate (provison for schemes under development)	10.000	10.000	10.000	30.000
Total excluding HRA	124.990	98.855	47.888	271.733
HRA (Approved schemes)	58.703	8.774	0.000	67.477
HRA Provision for Schemes under development	1.673	60.933	76.590	139.196
TOTAL BUDGET	185.366	168.562	124.478	478.406

CAPITAL PROGRAMME FUNDING SOURCES

PROJECTS - Funding DIRECTORATE	Grant	SCE	MRA	SC	CR	PB	S106	DR	Total
Adults Health and Wellbeing	0.625	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.625
Children , Schools and Families	72.437	2.024	0.000	2.000	0.575	0.000	0.000	0.008	77.044
Building Schools for the Future	125.912	0.000	0.000	2.036	7.750	0.000	0.000	0.000	135.698
Communities, Localities and Culture	6.013	0.000	0.000	0.000	3.708	0.000	0.931	0.000	10.652
Development & Renewal (Excluding HRA)	11.431	0.000	0.000	0.000	5.675	0.000	0.505	0.103	17.714
Chief Executive & Resources	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Corporate GF provison for schemes under development	0.000	0.000	0.000	0.000	0.000	30.000	0.000	0.000	30.000
Total excluding HRA	216.418	2.024	0.000	4.036	17.708	30.000	1.436	0.111	271.733
HRA	99.458	0.000	45.011	0.000	15.826	14.601	5.577	26.200	206.673
TOTAL BUDGET	315.876	2.024	45.011	4.036	33.534	44.601	7.013	26.311	478.406

CAPITAL PROGRAMME

Scheme	Scheme description	2012-2013 Budget	2013-2014 Budget	2014-2015 Budget	Total Budget 2012-2013 to 2014-2015
		£m	£m	£m	£m
ADULTS HEALTH AND WELL BEING (AHWB)					
Improving the Care Home Environment for Older People	Improving the Care Home Environment for Older People	0.020	0.000	0.000	0.020
Tele Care/Telehealth Equipment	Tele Care/Telehealth Equipment	0.100	0.100	0.100	0.300
Ronald Street Roof Replacement	Ronald Street Roof Replacement	0.065	0.000	0.000	0.065
Development of Learning Disability Hubs	Development of Learning Disability Hubs	0.160	0.080	0.000	0.240
ADULTS HEALTH AND WELL BEING (AHWB) - TOTAL		0.345	0.180	0.100	0.625

COMMUNITIES, LOCALITIES AND CULTURE (CLC)					
Adelina Grove	Contaminated land survey and works	0.053	0.000	0.000	0.053
Poplar High St	Contaminated land survey and works	0.037	0.000	0.000	0.037
Rosebank Gardens	Contaminated land survey and works	0.023	0.000	0.000	0.023
Stores Quay	Contaminated land survey and works	0.056	0.000	0.000	0.056
Veronica House	Contaminated land survey and works	0.033	0.000	0.000	0.033
Creation of Mobile Public Art	Mobile Sculptures	0.030	0.000	0.000	0.030
Bow Area Traffic Management Review	Developers Contribution	0.250	0.000	0.000	0.250
Sainsbury Food Store - Redevelopment of Site (1 Cambridge Heath Road)	Developers Contribution	0.046	0.000	0.000	0.046
Bow Area Traffic Review - Study	OPTEMS Section 106	0.135	0.000	0.000	0.135
To be decided/confirmed	TfL schemes including safety, cycling and walking	2.515	2.157	0.000	4.672
Victoria Park Masterplan	Victoria Park Masterplan	0.969	0.000	0.000	0.969
Watney Market Ideas Store	New idea store and one stop shop in Watney Market	0.170	0.000	0.000	0.170
Victoria Park - Changing Block Extension & Upgrade	Victoria Park - Changing Block Extension & Upgrade	0.325	0.000	0.000	0.325
Highway improvement programme	Highway improvement programme	1.000	1.000	1.000	3.000
Litter Bins	Litter Bins	0.150	0.000	0.000	0.150
Bancroft Library Phase 2b	Bancroft Library Phase 2b	0.145	0.000	0.000	0.145
CCTV Improvement and Enhancement	CCTV Improvement and Enhancement	0.000	0.300	0.000	0.300
Essential Health & Safety	Contaminated Land Strategy H&S (2007/08):	0.258	0.000	0.000	0.258
COMMUNITIES, LOCALITIES AND CULTURE (CLC) - TOTAL		6.195	3.457	1.000	10.652

CAPITAL PROGRAMME

Scheme	Scheme description	2012-2013 Budget	2013-2014 Budget	2014-2015 Budget	Total Budget 2012-2013 to 2014-2015
		£m	£m	£m	£m
CHILDREN, SCHOOLS & FAMILIES (CSF)					
Amhem wharf - Expansion	Basic Need/Expansion	0.700	0.000	0.000	0.700
Cayley - Expansion	Basic Need/Expansion	3.720	1.250	0.000	4.970
Culloden - Expansion	Basic Need/Expansion	1.900	0.100	0.000	2.000
Marner - Expansion	Basic Need/Expansion	0.020	0.000	0.000	0.020
St Lukes - Expansion	Basic Need/Expansion	3.150	0.100	0.000	3.250
Wellington - Expansion	Basic Need/Expansion	0.887	0.000	0.000	0.887
Old Palace School - Concrete Repairs	Condition & Improvement	0.005	0.000	0.000	0.005
Kobi Nazrul - Accessibility Toilet Facility	Condition & Improvement	0.000	0.000	0.000	0.000
Lansbury Lawrence - Toilet Refurbishment	Condition & Improvement	0.005	0.000	0.000	0.005
Mayflower - Replace Heating pipework (Phase1)	Condition & Improvement	0.010	0.000	0.000	0.010
Mayflower - Electrical Rewire (Phase1)	Condition & Improvement	0.008	0.000	0.000	0.008
William Davis - Heating Replacement	Condition & Improvement	0.015	0.000	0.000	0.015
Non-School Premises - Address urgent Condition works to prevent closure	Condition & Improvement	0.252	0.000	0.000	0.252
Previous Commitments	Condition & Improvement	0.066	0.000	0.000	0.066
ICT	Other	1.000	0.000	0.000	1.000
Canon Barnett - Refurbishment	Primary Capital Programme	0.037	0.000	0.000	0.037
Elizabeth selby - Refurbishment & Extension	Primary Capital Programme	0.013	0.000	0.000	0.013
Globe - Refurbishment	Primary Capital Programme	0.025	0.000	0.000	0.025
Malmesbury - Remodelling	Primary Capital Programme	0.042	0.000	0.000	0.042
Mayflower - Refurbishment & Extension	Primary Capital Programme	0.058	0.000	0.000	0.058
Smithy Street - Refurbishment & Extension	Primary Capital Programme	0.030	0.000	0.000	0.030
Stebon - Refurbishment & Extension	Primary Capital Programme	0.068	0.000	0.000	0.068
Gorsefield - External Areas	RCCO	0.008	0.000	0.000	0.008
Bishop Challoner - Community Facilities	Bishop Challoner - Community Facilities	0.300	0.000	0.000	0.300
Primary Expansion Programme	Primary Expansion Programme	12.000	19.000	17.000	48.000
Condition and Statutory works - Schools & Children Centres	Condition and Statutory works - Schools & Children Centres	5.000	5.000	5.000	15.000
Condition & Statutory Works other CSF premises	Condition & Statutory Works other CSF premises	0.075	0.100	0.100	0.275
CHILDREN, SCHOOLS & FAMILIES (CSF) - TOTAL		29.394	25.550	22.100	77.044

CAPITAL PROGRAMME

Scheme	Scheme description	2012-2013 Budget	2013-2014 Budget	2014-2015 Budget	Total Budget 2012-2013 to 2014-2015
		£m	£m	£m	£m
DEVELOPMENT & RENEWAL					
Millennium Quarter	Millennium Quarter	0.291	0.100	0.000	0.391
Bishops Square	Bishops Square	0.114	0.000	0.000	0.114
Town Centre & High Street Regeneration	Town Centre & High Street Regeneration	0.103	0.000	0.000	0.103
Whitechapel Centre	Whitechapel	0.004	0.000	0.000	0.004
Regional Housing Pot	Regional Housing Pot	2.654	3.000	0.000	5.654
Affordable Housing Measures	Affordable Housing Measures	2.900	2.775	0.000	5.675
High Street 2012	High Street 2012	3.233	0.100	0.000	3.333
Disabled Facilities Grant	Disabled Facilities Grant	0.980	0.730	0.730	2.440
DEVELOPMENT & RENEWAL - TOTAL*		10.279	6.705	0.730	17.714

HOUSING REVENUE ACCOUNT					
Decent Homes Backlog	Decent Homes	29.079	0.000	0.000	29.079
Housing Capital Programme	Decent Homes	8.707	0.000	0.000	8.707
Housing Capital Programme	Aid and Adaptation	0.750	0.000	0.000	0.750
Housing Capital Programme	Major cost involved in bringing back void properties back into use	1.500	0.000	0.000	1.500
Housing Capital Programme	Capitalisation of Fees and Charges	0.650	0.000	0.000	0.650
Overcrowding Initiatives	Overcrowding Strategy	0.500	0.000	0.000	0.500
Ocean New Deal for Communities	Ocean New Deal for Communities	11.619	6.187	0.000	17.806
Notional Residual Decent homes Capital Profiling - In Development	Notional Residual Decent homes Capital Profiling - In Development	0.000	45.000	62.470	107.470
Resources available - Non Decent homes Schemes to be developed	Resources available - Non Decent homes Schemes to be developed	1.673	15.933	14.120	31.726
Council Housebuilding Initiative	Council Housebuilding Initiative	0.269	0.000	0.000	0.269
Blackwall Reach	Blackwall Reach	4.629	2.587	0.000	7.216
Emergency Property Works	Emergency Property Works	1.000	0.000	0.000	1.000
HOUSING REVENUE ACCOUNT - TOTAL		60.376	69.707	76.590	206.673

CAPITAL PROGRAMME

Scheme	Scheme description	2012-2013 Budget	2013-2014 Budget	2014-2015 Budget	Total Budget 2012-2013 to 2014-2015
		£m	£m	£m	£m
BUILDING SCHOOLS FOR THE FUTURE					
Central Services	ICT	1.065	0.986	0.794	2.845
Bethnal Green TC	ICT	0.085	0.086	0.153	0.324
St Pauls Way	ICT	0.165	0.170	0.264	0.599
Raines	ICT	0.005	0.606	0.341	0.952
Sir John Cass	ICT	0.144	0.148	0.606	0.898
Morpeth	ICT	0.379	0.148	0.150	0.678
Oaklands	ICT	0.167	0.096	0.183	0.446
Ian Mikardo	ICT	0.009	0.007	0.013	0.029
Cambridge Heath	ICT	0.020	0.021	0.025	0.066
Central Foundation	ICT	0.006	0.644	0.431	1.081
Bowden House	ICT	0.094	0.037	0.072	0.203
Beatrice Tate	ICT	0.218	0.043	0.067	0.327
Stepney Green	ICT	0.005	0.666	0.438	1.109
Harpley PRU	ICT	0.033	0.033	0.075	0.141
Langdon Park	ICT	0.005	0.608	0.354	0.967
Swanlea	ICT	0.686	0.149	0.441	1.276
Bow Boys	ICT	0.005	0.466	0.228	0.699
Phoenix	ICT	0.260	0.041	0.056	0.357
Building Schools for the Future Programme.	Wave 5 BSF	1.100	0.000	1.100	2.200
BUILDING SCHOOLS FOR THE FUTURE		68.777	52.963	13.958	135.698
Corporate GF provision for schemes under development	Corporate GF provision for schemes under development	10.000	10.000	10.000	30.000
TOTAL CAPITAL PROGRAMME		185.366	168.562	124.478	478.406

GROWTH AND SAVINGS SUMMARY

GROWTH SUMMARY

Ref	Adults, Health & Wellbeing	2012-13	2013-14	2014-15	Total 2012/13 - 2014/15
		£000's	£000's	£000's	£000's
GRO AHWB 1-12	Demographic Growth Pressures – Older People with Dementia	463	584	584	1,631
GRO AHWB 2-12	Learning Disability Transition Clients	750	868	1,016	2,634
	Total Growth Bids	1,213	1,452	1,600	4,265

Chief Executive

Ref		2012-13	2013-14	2014-15	Total 2012/13 - 2014/15
		£000's	£000's	£000's	£000's
Cabinet 08/02/12	EEL Olympic Spread	30	0	0	30
Council 22/02/12	Live streaming of council meetings	25	0	0	25
	Total Growth Bids	55	0	0	55

Children, Schools & Families

Ref		2012-13	2013-14	2014-15	Total 2012/13 - 2014/15
		£000's	£000's	£000's	£000's
GRO CSF 1-12	Home – School Travel	0	80	(100)	(20)
GRO CSF 2-12	Discretionary Awards Post-16	749	(374)	(749)	(374)
	Earmarked Reserves	(749)	374	749	374
Council 22/02/12	Fund a Mental health worker for care leavers	25	0	0	25
Council 22/02/12	Aim Higher	260	0	0	260
	Total Growth Bids	285	80	(100)	265

Ref	Communities Localities & Culture	2012-13	2013-14	2014-15	Total 2012/13 - 2014/15
		£000's	£000's	£000's	£000's
GRO CLC 1-12	Freedom Pass	600	350	360	1,310
GRO CLC 2-12	Transportation, treatment and disposal of waste (including recycled materials)	870	310	320	1,500
Cabinet 08/02/12	ESOL	175	70	0	245
Cabinet 08/02/12	Avenue of Tress	10	0	0	10
Cabinet 08/02/12	Victim Support Officers	70	70	70	210
Cabinet 08/02/12	Police Officers	495	495	495	1,485
Council 22/02/12	Restore funding to Greenwich & Docklands festival	25	0	0	25
Council 22/02/12	Fund a "Violence Against Women and Girls" worker	50	0	0	50
Council 22/02/12	SLA's	63	0	0	63
	Total Growth Bids	2,358	1,295	1,245	4,898

Ref	Corporate Costs	2012-13	2013-14	2014-15	Total 2012/13 - 2014/15
		£000's	£000's	£000's	£000's
MTFP	Capital Charges	400	1,000	1,000	2,400
MTFP	Pension Costs	1,250	1,250	-	2,500
MTFP	Inflation	4,100	7,100	6,400	17,600
Council 22/02/12	Staff Award for low paid staff	115	0	0	115
Council 22/02/12	Council Tax Rebate to Pensioners	245	0	0	245
	Total Growth Bids	6,110	9,350	7,400	22,860

Ref	Development and Renewal	2012-13	2013-14	2014-15	Total 2012/13 - 2014/15
		£000's	£000's	£000's	£000's
Cabinet 08/02/12	Energy Co-operative	30	0	0	30
Council 22/02/12	Commission debt support and advice	24	0	0	24
Council 22/02/12	London Living Rents	20	0	0	20
	Total Growth Bids	74	0	0	74

Ref	Resources	2012-13	2013-14	2014-15	Total 2012/13 - 2014/15
		£000's	£000's	£000's	£000's
Cabinet 08/02/12	Business Rate signage for Olympics	10	0	0	10
	Total Growth Bids	10	0	0	10

Total Growth Bids (All Directorates)	10,105	12,177	10,145	32,427
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SAVINGS SUMMARY

APPROVED SAVINGS FEBRUARY 2011

Ref No.	Directorate	Current Name	Revised 2011/12 Year 1 £'000	Revised 2012/13 Year 2 £'000	Revised 2013/14 Year 3 £'000	Revised 2014/15 Year 4 £'000	Revised TOTAL £'000
AHWB/1	Adults Health & Wellbeing	Promoting Independence and reducing demand for domiciliary care through Reablement	540	1,349	842	0	2,731
AHWB/2	Adults Health & Wellbeing	Better use of Supported Housing	250	630	940	0	1,820
AHWB/3	Adults Health & Wellbeing	Modernising Learning Disability Day Services	200	600	600	0	1,400
AHWB/5	Adults Health & Wellbeing	Care Management Levels	220	0	0	0	220
AHWB/6	Adults Health & Wellbeing	Housing Link	78	0	0	0	78
AHWB/7	Adults Health & Wellbeing	New Business Procurement with Framework I	120	0	0	0	120
		Total (Adults Health & Wellbeing)	1,408	2,579	2,382	0	6,369
CE/2	Chief Executive	Review of Democratic Services and Member Support	312	0	0	0	312
		Total (Chief Executive)	312	0	0	0	312
CLC/1	Communities Localities & Culture	Parking Driving Change through enhanced Performance	1,250	1,000	0	0	2,250
CLC/2	Communities Localities & Culture	Highways income and efficiencies opportunities	600	400	50	0	1,050
CLC/3	Communities Localities & Culture	Pest Control Service review	125	0	0	0	125
CLC/4	Communities Localities & Culture	Review of Supervised Adventure Play Activities	164	50	0	0	214
CLC/5	Communities Localities & Culture	Service Rationalisation - Restructure/Redesign of Directorate Enforcement Functions	614	422	0	150	1,186
CLC/6	Communities Localities & Culture	Service Integration - Reorganisation of Clean and Green Group and Rationalisation of Management of Parks and Open Spaces	608	0	0	0	608
CLC/7	Communities Localities & Culture	Commercial Waste Income Opportunities	300	350	400	0	1,050
		Total (Communities, Localities and Culture)	3,661	2,222	450	150	6,483
CSF/1	Children, Schools & Families	Redesign and integration of Early Years and Children's Centres Management	2,978	0	0	0	2,978
CSF/2	Children, Schools & Families	Family wellbeing model	0	0	200	0	200
CSF/3	Children, Schools & Families	Redesign support for young people aged 13-19 to reflect need	727	0	0	0	727
CSF/4	Children, Schools & Families	Pupil Transport efficiency review	50	150	100	0	300
CSF/5	Children, Schools & Families	Review of Extended Schools Services	693	180	0	0	873
CSF/6	Children, Schools & Families	Redesign of parent support and advice to reflect need	35	50	40	0	125
CSF/9	Children, Schools & Families	Government Transfer of functions for student Awards	300	0	0	0	300
CSF/10	Children, Schools & Families	Review and rationalisation of emotional health and wellbeing support	179	0	0	0	179
		Total (Children, Schools & Families)	4,962	380	340	0	5,682
D&R/1	Development & Renewal	Transformation of front end to back office functions through planning digitisation	64	186	0	0	250
D&R/2	Development & Renewal	Corporate Subscriptions Deletion	25	50	0	0	75
D&R/3	Development & Renewal	Review of Employment and Enterprise and 2012 legacy arrangements	110	0	0	0	110
		Total (Development & Renewal)	199	236	0	0	435
ALL/1	All Directorates	Directorate Supplies & Service Efficiencies	1,205	776	639	0	2,620
		Total (All Directorates)	1,205	776	639	0	2,620

SAVINGS SUMMARY

PROGRAMME SAVINGS							
Ref No.	Directorate	Current Name	Revised 2011/12 Year 1 £'000	Revised 2012/13 Year 2 £'000	Revised 2013/14 Year 3 £'000	Revised 2014/15 Year 4 £'000	Revised TOTAL £'000
BAM/1	Development & Renewal	Better Asset Management	80	481	418	0	979
		Total (Better Asset Management)	80	481	418	0	979
IO/1	Schools, Children & Families	Recharge Schools for Support Services	1,873	189	100	0	2,162
IO/2	Development & Renewal	Review of Planning fee income	250	0	0	0	250
IO/3	Chief Executive	Shared Legal Services	50	50	50	0	150
IO/4	All directorates	Improved Income Collection, Debt Management and Fraud prevention	1,073	725	554	0	2,352
		Total (Income Optimisation)	3,246	964	704	0	4,914
LEAN/1	All Directorates	Management Streamling & Agency Management Reduction	5,516	2,403	1,310	0	9,229
LEAN/2	All Directorates	Merging Communications, Publications and Participation and Consultation functions	1,400	100	0	0	1,500
LEAN/3	All Directorates	Strategy Policy and Performance (SPP)	1,010	340	0	0	1,350
		Total (Lean)	7,926	2,843	1,310	0	12,079
MOI/1	Resources	Managing our information	750	650	200	0	1,600
		Total (Managing Our Information)	750	650	200	0	1,600
SSP/1	All Directorates	Improve Contract pricing through Contract re-negotiation	273	273	358	0	904
SSP/2	Communities Localities & Culture	Better targeting of Street Cleansing and Refuse Collection contracts	325	375	825	0	1,525
SSP/3	Communities Localities & Culture	Events In Parks (overall reduction in summer usage of Victoria Park)	200	0	0	0	200
SSP/4	Communities Localities & Culture	Integrated Public Realm Contract - Service Efficiencies	0	1,200	1,300	0	2,500
SSP/5	Resources	Telephone Contract renewal	413	0	0	0	413
SSP/7	Adults Health & Wellbeing	Domiciliary Care Re- Commissioning	1,045	495	0	0	1,540
SSP/8	Adults Health & Wellbeing	Applying the National Care calculator in order to reduce supplier margins	400	0	0	0	400
SSP/9	Adults Health & Wellbeing	Shared Re-Commissioning Supporting People Services	760	0	0	0	760
SSP/10	Communities Localities & Culture	Leisure Service Efficiencies	95	333	495	0	923
		Total (Successful Strategic Partnership)	3,511	2,676	2,978	0	9,165
SW/1	Resources	Smarter Working	0		2,340	0	2,340
		Total (Smarter Working)	0	0	2,340	0	2,340
n/a	Resources	HRIP Delivered in 2010/11 (with savings in 2011/12)	1,500				1,500
n/a	All	Audit Commission reduced fee	45				45
n/a	All	Reduction in London Councils Subscription	65				65
		Various efficiency savings each below £50k		788	216		1,004
		Total (Other)	1,610	788	216	0	2,614
		Total	28,870	14,595	11,977	150	55,592

SAVINGS SUMMARY

NEW SAVINGS FEBRUARY 2012

Ref.	Dir.	BACKGROUND INFORMATION - Description of Idea/Opportunity	2012/13 £'000	2013/14 £'000	2014/15 £'000	TOTAL £'000
AHWB 1 (2012)	Adults Health & Wellbeing	Physical Disability Day Opportunities Budget efficiency	51	20	0	71
AHWB 2 (2012)	Adults Health & Wellbeing	Mental Health Supported Accommodation	0	200	600	800
AHWB 3 (2012)	Adults Health & Wellbeing	Use of Telecare	250	250	300	800
AHWB 4 (2012)	Adults Health & Wellbeing	Reorganisation of Children Schools and Families & Adults Health and Wellbeing	150	150	0	300
AHWB 5 (2012)	Adults Health & Wellbeing	LD residential and supported living efficiencies via collaborative work with neighbouring Boroughs	0	300	0	300
AHWB 6 (2012)	Adults Health & Wellbeing	Housing Link Phase 2	100	105	0	205
AHWB 7 (2012)	Adults Health & Wellbeing	Improving the quality of the hostels sector and managing reduction of the number of bed spaces	0	690	0	690
AHWB 8 (2012)	Adults Health & Wellbeing	More Effective Income Control	75	25	0	100
AHWB 9 (2012)	Adults Health & Wellbeing	Supporting People Framework Agreement	175	225	0	400
AHWB 10 (2012)	Adults Health & Wellbeing	Additional Adults, Health and Wellbeing Opportunity 13/14	0	200	0	200
AHWB 11 (2012)	Adults Health & Wellbeing	Various savings each of less than £50k	0	40	0	40
Total (Adults Health & Wellbeing)			801	2,205	900	3,906
CE 1 (2012)	Chief Executive	Strategy, Policy and Performance: Management Restructure and Public Health	200	0	0	200
CE 1 (2012)	Corporate	Strategy, Policy and Performance: Management Restructure and Public Health	0	100	100	200
CE 2 (2012)	Chief Executive	Various savings each of less than £50k	103	0	0	103
Total (Chief Executive)			303	100	100	503
CLC 1 (2012)	Communities Localities & Culture	Northumberland Wharf Commercial Lease	0	300	0	300
CLC 2 (2012)	Development & Renewal	Depot Consolidation	55	95	200	350
CLC 3 (2012)	Communities Localities & Culture	New Income Generation - Bulk Waste	150	0	0	150
CLC 4 (2012)	Communities Localities & Culture	Service Efficiencies, Capital Schemes	375	0	0	375
CLC 5 (2012)	Communities Localities & Culture	Pay and Display Review	275	0	0	275
CLC 6 (2012)	Communities Localities & Culture	Parking Permits Review	0	235	0	235
CLC 7 (2012)	Communities Localities & Culture	Corporate Events in Parks	0	90	0	90
CLC 8 (2012)	Communities Localities & Culture	Advertising Opportunity	0	600	0	600
CLC 9 (2012)	Communities Localities & Culture	Ideas Store Stock Fund	0	200	0	200
CLC 10 (2012)	Communities Localities & Culture	Various savings each of less than £50k	100	70	0	170
Total (Communities, Localities and Culture)			955	1,590	200	2,745
CSF 1 (2012)	Children, Schools & Families	Open buildings for community hire	100	0	0	100
CSF 2 (2012)	Children, Schools & Families	Move to a traded basis for Parent Support Services	0	0	205	205
CSF 3 (2012)	Children, Schools & Families	Saving in procurement of placements for looked after children	0	0	500	500
CSF 4 (2012)	Children, Schools & Families	Consolidation of information systems- Single View of a Child	0	5	255	260
CSF 5 (2012)	Children, Schools & Families	Various savings each of less than £50k	50	0	0	50
Total (Children, Schools & Families)			150	5	960	1,115
D&R 1 (2012)	Development & Renewal	Statement of Community Involvement (SCI) & Other Consultation changes	75	0	0	75
D&R 2 (2012)	Development & Renewal	Further Saving from Anchorage House	0	2,701	1,534	4,235
CLC 2 (2012)	Development & Renewal	Depot Consolidation	95	-95	0	0
D&R 3 (2012)	Development & Renewal	Various savings each of less than £50k	90	0	0	90
Total (Development & Renewal)			260	2,606	1,534	4,400

SAVINGS SUMMARY

Ref.	Dir.	BACKGROUND INFORMATION - Description of Idea/Opportunity	2012/13 £'000	2013/14 £'000	2014/15 £'000	TOTAL £'000
RES 1 (2012)	Resources	Phased Closure of Council's Cash Office Facility	70	80	0	150
RES 2 (2012)	Resources	Insurance - negotiate cheaper premiums in Consortium with other London Boroughs	0	125	0	125
RES 3 (2012)	Resources	Future Sourcing Project	2,500	500	230	3,230
RES 4 (2012)	Resources	Rationalisation of One Stop Shops	0	202	0	202
RES 5 (2012)	Resources	Various savings each of less than £50k	60	0	0	60
Total (Resources)			2,630	907	230	3,767
CORP 1 (2012)	Corporate	Reduction in Contribution to General Fund Reserve	3,000	0	0	3,000
CORP 2 (2012)	Corporate	Reduction in Corporate Contingency Provision	0	1,434	0	1,434
CORP 3 (2012)	Corporate	Contribution to Improvement & Efficiency Reserve	0	2,900	0	2,900
CORP 4 (2012)	Corporate	Insurance and Risk Management Provisions	0	500	1,300	1,800
CORP 5 (2012)	Corporate	Reduction in Severance Provisions	200	0	1,203	1,403
CORP 6 (2012)	Corporate	Capital Financing Charges	1,000	0	0	1,000
CORP 7 (2012)	Corporate	Optimisation Investment / Treasury Management Strategy	445	0	0	445
CORP 8 (2012)	Corporate	Various savings each of less than £50k	17	0	0	17
Total (Corporate Costs & Capital Financing)			4,662	4,834	2,503	11,982
Grand Total			9,761	12,247	6,427	28,418

GLOSSARY

Term	Definition
Accounting Period	The period of time covered by the Council's accounts. The Council's financial year is the period from 1st April to the following 31st March.
Aggregate External Finance	This is the amount of money the Government gives local authorities as a contribution towards their revenue expenditure. It is made up of Revenue Support Grant, certain Specific Grants and a contribution from the business Rate Pool.
Asset Rentals	These are capital charges which are made to individual service revenue accounts to reflect the cost of the assets which they use to provide the service. This system was introduced from 1994/95 to align local authority capital accounting more closely with the methods employed in the private sector. Under the previous system, capital charges were based on how the purchase of individual assets was financed and did not reflect the real value of the asset.
Audit Commission	An independent body established under the Local Government Act 1982. This body is responsible for the appointment of external auditors and has a responsibility to ensure that local authorities make proper arrangements to secure economy, efficiency and effectiveness and has power to undertake "value for money" studies.
Balances	The surplus or deficit on any account at the end of an account period. This term is often used to refer to the surplus available to keep down the increase of the Council Tax.
Base Budget	The base represents the budget that would be required to continue to provide services at the current level (but making no allowance for inflation).
Budget	A statement defining the council's policies over a specified period of time in terms of finance.
Budget Monitoring	The comparison of the amount spent to date against approved budget, leading to control and corrective action when appropriate.

GLOSSARY

Term	Definition
Budget Requirement	The estimated revenue expenditure on general fund services that needs to be financed from the council tax after deducting income from fees and charges, certain specific grants and any funding from reserves. The following terms and abbreviations, while not being exhaustive, may prove of assistance in matters arising from and throughout the annual budget process undertaken by the London Borough of Tower Hamlets.
Capital Charges	Capital charges relate to all capital assets over £10,000 in value used by individual services, unlike capital financing costs which only relate to assets paid for by borrowing and leasing.
Capital Expenditure	Expenditure incurred on the purchase or improvement of significant assets including land, buildings and equipment, which will be of use or benefit in providing services for more than one financial year.
Capital Receipts	The proceeds from the sale of land or other assets. Non-housing receipts may be used either to finance new capital expenditure or repay debt.
Capital Spending	Expenditure incurred on the purchase or improvement of significant assets including land, buildings and equipment, which will be of use or benefit in providing services for more than one financial year. Capital expenditure is defined by statute (Section 16 of the Local Government Act 2003).
Central Allocation	After taking account of the Relative Needs and Relative Resources of each local authority, there is still an amount of money left in the overall grant pot for distribution to local authorities. The Government shares this out on a per head basis; the per head amounts are based on the appropriate minimums for each authority already calculated for the needs and resources block.

GLOSSARY

Term	Definition
Collection Fund	A statutory fund maintained by the authority which is used to record Council Tax and non-domestic rates collected by the authority.
Contingencies, Provisions & Reserves	<p>(Setting aside resources for future items) – Contingencies relate to monies set aside to meet the cost of unforeseen items of expenditure, or shortfalls in income and to provide for inflation, where this is not included in budgets.</p> <p>Contingency Provisions are for liabilities or losses that are likely or certain to be incurred, but the amounts or dates on which they will arise are uncertain.</p> <p>Reserves are amounts set aside that do not fall within the definition "Provisions" and include general reserves (or "Balances), which every Authority must maintain as a matter of prudence.</p>
Council Tax	The main source of local taxation to local authorities. This is levied on households within its area by the billing authority and the proceeds paid into its collection fund for distribution to precepting authorities and for use by its own General Fund.
Dedicated Schools Grant (DSG)	School funding is now funded through a ring-fenced grant from DfES to local authorities (the Dedicated Schools Grant, DSG), rather than through the local government finance system. The Dedicated Schools Grant will provide for the same items that until 2005-06 have been resourced through the Schools Formula Spending Share within the local government finance system, and covered by the Schools Budgets set by local authorities. The Schools Budget consists of delegated budgets allocated to individual schools, and a budget for other provision for pupils which local authorities fund centrally, such as some high cost Special Educational Needs and Pupil Referral Units. The Dedicated Schools Grant will be paid as a ring-fenced grant and will therefore be different from local authorities current principal sources of funding for schools. As a ring-fenced grant it will be subject to formal grant conditions.
Direct Revenue Funding	Funding of capital expenditure directly from revenue as opposed to other forms of capital funding which spread the cost over a number of years.

GLOSSARY

Term	Definition
Efficiency	This arises through a measurable improvement in the quality of a service without corresponding increase in costs or a reduction in costs whilst maintaining service levels. Any gains can be used in improving front-line services or off-setting Council Tax increases. Greater value for money - efficiency - will be key to meeting the challenge of improving local services within the resources available.
Fees and Charges	Income receivable as payment for goods or services provided. These charges are reviewed annually as part of the annual budget process.
Financial Regulations	The Council operates within a legal and regulatory framework that controls its activities. Financial Regulations exist to help staff to comply with this framework.
Formula Grant	The main channel of government funding. This comprises redistributed Business rates and Revenue Support Grant. The distribution is determined wholly by the Relative Needs Formulae, the Relative Resource Allocation, the Central Allocation (an amount per head) and the Floor Damping Scheme. This distribution now replaces the Formula spending shares (FSS).
General Fund	The main revenue fund of a local authority. Day to day spending on Services is met from this fund (also see HRA).
Gross Spending	The total cost of providing services before any income such as government grants, fees and charges are deducted.
Growth	(Changes to existing service levels) – This is proposed expenditure on new initiatives and involves changes to the way things are currently done or existing Council policy. In the Budget Strategy proposed by Cabinet, some budget priorities were identified for potential new growth. To be successful and receive additional funding these growth options must comply with the Council's Community Plan objectives which are revised on a cyclical basis.

GLOSSARY

Term	Definition
	<p>Growth proposals also need to be linked to specific service outcomes and performance indicators and should be subject to a risk assessment.</p> <p>It also includes the cost of continuing to provide services within agreed policies and practices, which includes "Unavoidable Costs" relating to factors like inflation, responding to new legislative requirements, changes in client numbers and the ongoing effect of decisions already agreed.</p>
HRA	<p>Housing Revenue Account – a separate ring-fenced account which sets out the expenditure and income relating to the Council's own housing stock.</p>
NDR	<p>Non-Domestic Rate – a levy on businesses based on the rateable value of the premises they occupy. It is also known as "business rates", the "uniform business rate" and the "national non-domestic rate". Local authorities collect the rate as agents for Central Government and pay it back into the Government's national pool. Money from the pool is distributed to local authorities on the basis of their population.</p>
Precepting Authorities	<p>Those authorities which are not billing authorities, i.e. do not collect the council tax and non-domestic rate. The Greater London Authority (incorporating the Metropolitan Police Authority, Transport for London and the London Fire and Emergency Planning Authority) is now the only precepting body.</p>
Private Finance Initiative (PFI)	<p>A central Government initiative which aims to increase the level of funding available for public services by attracting private sources of finance. The PFI is supported by a number of incentives to encourage authorities' participation.</p>
Precept	<p>The precepting authorities' council tax. This is collected by billing authorities on behalf of the precepting authorities.</p>
Relative Needs Formula	<p>This is used by the Government to work out each council's share of the Formula Grant. It is a mathematical formulae that includes information on the population, social structure and other characteristics of each local authority.</p>

GLOSSARY

Term	Definition
Relative Resource Amount	The Relative Resource Amount is a negative figure. It takes account of the fact that local authorities that can raise more income locally require less support from Government to provide services.
Revenue Expenditure	This is the routine regular cost of providing Council services. Under the Local Government & Housing Act 1989, all expenditure is regarded as revenue unless it is specifically classified as Capital.
RSG	Revenue Support Grant – a grant paid by central government to support local authority services in general, as opposed to specific grants, which may only be used for a stated purpose.
Planning Contributions	This was introduced in the Town and Country Planning Act 1990 (Section 106 Planning Gains) and relates to an agreement between a Local Planning Authority (LPA) and a land developer. The LPA can impose obligations on the developer to carry out certain activities or to reimburse the authority financially.
Subjective Headings	These represent categories of income and expenditure based on CIPFA (The Chartered Institute of Public Finance and Accountancy) standard definitions.
Support Services	These are services which are provided internally for departments within the Council rather than direct to the public. They include payroll, legal, finance and IT.
Targets	These are the upper limits set for committee / service expenditure during the budget process.
Virements	These are transfers of resources within the same service that result in no overall change to the target.

