



London Borough of Hackney

Budget Book 2009/2010

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**Corporate Director of Finance and
Resources**

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1. Introduction by the Director of Finance and Resources

The Budget Book sets out how the Council arrived at its financial requirements for 2009/10 and how it intends to spend its budget. It is in effect the Council's financial expression of its plans and policies. It provides further details on each Directorate together with summary information on each of the cash limited services, funded from revenue that the Council provides, together with the Housing Revenue Account and the Capital Programme.

This budget is based around a financial strategy built on certain principles namely sustainability, proactively managing the impact of (future) resource requirements, linking capital and revenue, continuing to meet the Government's efficiency agenda, and demonstrating value for money.

The budget for 2009/10 is based on maintaining current services whilst delivering a 0% increase in the Hackney element of the Council Tax. The budget also provided for the reallocation of resources to target specific priority areas. Through the Resourcing our Priorities (ROP) process, a total of £4.7m of recurring revenue growth (excluding increases in Direct Schools Grant) has been added to priority areas. This has been achieved through the targeting of £8.6m efficiency savings.

The remainder of this budget book is laid out as follows:

Section A - This gives details of the processes that lie behind preparing the budget, including how the Council Tax for Hackney was set. In addition there is financial information, statistics and graphs relating to the Council's General Fund budget as a whole.

Section B - The General Fund Revenue Budget (including activity data which underpins the budget plans).

Section C - The Housing Revenue Account Budget

Section D - The Capital Programme

Section E - Growth and Savings

Section F - One off funding from reserves

Section G - Area Based Grants

Section H - Recharges Methodology

I hope that you will find the information contained within the budget book to be useful.

Ian Williams
Corporate Director of Finance and Resources
London Borough of Hackney

Section A

2. How was the Council's 2009/10 budget set?

Planning Cycle

The aim of the Council's budget process is to ensure that the decisions required to cope with maximising service delivery within allocated resources are taken as early as possible. This minimises potential disruption to service delivery and ensures the achievement of Council and service strategic objectives.

Detailed below are the timings of the main events that occurred in the yearly financial cycle that culminated with Council approval of the 2008/09 budget and Council Tax.

Date	Process
21st July 2008	<ul style="list-style-type: none"> - Cabinet agreed 2009/10 budget strategy and savings targets, including strategies on Council Tax, Revenue Budget and Treasury Management as part of the Medium Term Planning Forecast. - Resourcing our Priorities (ROP) details distributed to all Directorates.
August	<ul style="list-style-type: none"> - Detailed budget working papers distributed to Directorates
September	<ul style="list-style-type: none"> - ROP details analysed to match available resources to priority areas.
October/November	<ul style="list-style-type: none"> - Directorate growth and savings plans discussed at a series of budget "scene setting" meetings involving the Mayor and Deputy Mayor, Corporate Director of Finance and Resources and the individual Directorate Management Teams.
November	<ul style="list-style-type: none"> - Details of proposed savings and preferred growth options given to Lead Members for prioritisation.
December	<ul style="list-style-type: none"> - Provisional Finance Settlement announced and analysed.
December	<ul style="list-style-type: none"> - Hackney Management Team (HMT) and Cabinet advised of the overall budget position following the provisional settlement.
January 2009	<ul style="list-style-type: none"> - Mayoral approval given to growth and savings plans. - Directorates issued with final (draft) cash limit for 2009/10 - Cabinet recommended approval of Council Tax Base. - Final Local Government Settlement announced.
4 th March 2009	<ul style="list-style-type: none"> - Council approval of budget and Council Tax for 2009/10
1 st April	<ul style="list-style-type: none"> - New budget comes into operation.

2. How was the Council's 2009/10 budget set? (Cont.)

Method of budgeting

The budget was based on the revised budget for the previous year i.e. original 2008/09 budget plus virements, which was then updated to reflect inflation and efficiency savings. Further growth and savings proposals were identified and assessed as part of the Resourcing our Priorities (ROP) process. Throughout the ROP process (Sept 2008 to Nov 2008), Members were informed of various proposals to develop or initiate new services according to the priorities set out in the Council's Corporate Plan "Making Hackney a Better Place". In addition to this. Members were also advised of the likely cash "envelope" available to fund priority proposals based on the Local Government Settlement, agreed and proposed efficiency savings and any unavoidable cost pressures.

In January 2009, an agreed schedule of growth and savings was added to the relevant Directorate budgets.

Pay & price inflation and efficiency savings

Inflation was included in the budget to reflect increases in costs. This was set at 2.0% for payroll and 2.0% for general expenses. Fees and charges income was assessed on an individual item basis but the expectation was that overall the increase would align with general expense inflation i.e. 2.0%.

Efficiency savings of £8.607m (approximately 4% of net budget excluding schools) were identified across each Directorate and corporately. These were calculated on the basis of attributable direct pay costs.

Each Directorate drew up their own individual proposals for achieving their proportion of the savings target. These were approved by Members as part of the overall budget process and can be found in detail at section E of this budget book.

Changes in the base budget for 2009/10 can be seen in the reconciliation from the 2008/09 budget.

Education

From 1st April 2006, Schools funding is by a direct dedicated schools grant. For 2009/10 this grant is £157.577m.

2. How was the Council's 2009/10 budget set? (Cont.)

Balances & Reserves

The Local Government Act 2003 places a specific responsibility upon the Director of Finance and Resources (or nominated Section 151 Officer) to report to Council on the robustness of the estimates and the adequacy of reserves allowed for in the budget.

It is the view of the Corporate Director of Finance and Resources that the General Fund balances of £15m and the planned increases in reserves are adequate to meet the Council's financial needs for 2009/10. This view takes account of the reserves, both General Fund and HRA, included in the Council's latest audited Accounts as at 31st March 2008, the movements of those reserves since that date – which have been tracked through the Overall Financial Position (OFP) Reports, and the latest OFP projections.

Housing Revenue Account

The budget included in this booklet has been constructed to assist the Council in achieving its strategy for providing Decent Homes for its tenants coupled with a determination to improve the quality of its landlord services.

Significant progress is being made by the Council to improve the financial management within the Housing Revenue Account although it continues to face serious challenges to balance its books in the light of diminishing rental stream from disposals and Right to Buy together with the diversion of resources to support the Decent Homes programme.

Capital Programme

Details of the Capital Programme together with an explanation of how this has been developed can be found at **Section D**

3. Budget monitoring

Income and expenditure is monitored throughout the year and compared to the budget. An overall financial position report is forwarded to Cabinet on a monthly basis, reporting on the performance against budget for both Capital and Revenue expenditure.

Expenditure must be contained within estimates agreed by full Council for each Directorate i.e. their cash limits. Any expenditure variation from the agreed budgets is only permitted if strict virement rules governing the transfer of funds from one budget to another have been followed. In all cases virements are reported to Cabinet.

In addition to the financial information, this budget book includes activity data for key services provided by each Directorate. This data, together with the budgets which are underpinned by it, are contained within each of the Directorate areas within Section B. Throughout 2009/10, Directors, Assistant Directors and Cost Centre Managers will monitor actual activity against the budget and report to Members any significant variances. This will assist Members and Chief Officers in decision making should any remedial action be required.

4. Central Government Support

The details of the final Local Government Finance Settlement for 2009/10 were made available on the 26 January 2009 and provided the final Formula Grant amount for 2009/10. At the same time indicative figures for 2010/11 were made available and these will be used in the Council's Medium Term Planning Forecasts and inform the 2010/11 budget setting process

Hackney's Formula Grant for 2009/10 is £216.756m an increase of 3.644m (1.75%) compared with the adjusted Formula Grant for 2008/09 of £213.112m.

5. How was the 2009/10 Council Tax calculated?

There are two separate elements of the Council Tax.

Firstly, there is the element for services provided directly by Hackney Council which amounts to £998.45 for a Band D equivalent property. This figure has been frozen for the last four years so there is no change from the 2008/09 rate per Band D equivalent property.

The second element is a precept amount which is required for funding the work of the Greater London Authority (GLA). The precept set by the GLA in 2008/09 equates to £309.82 for a Band D property. This is collected by Hackney as part of the Council Tax. The money goes towards funding the Metropolitan Police Authority, the London Development Agency, Transport for London and the London Fire and Emergency Planning Authority. The GLA precept has also been frozen at 2008/09 levels.

For 2009/10 the total of both these elements produced a Band D Council Tax requirement of £1,308.27. This represents no overall increase over the previous year.

To calculate the actual Council Tax set by Hackney Council, the net expenditure for the Council is divided by the number of Band D equivalent properties.

As the calculations relating to the 2009/10 Council Tax are dependent on the net expenditure for the Council, these are contained within the budget breakdown included in sections 7 & 8.

For further information on the process of setting Council Tax, please refer to the booklet '*Information about Hackney Council Tax*' available online at www.hackney.gov.uk or from Revenues and Benefits Service, Keltan House, 89-115 Mare Street, Hackney, E8 4RU.

6. Financial Statistics

	£000
General Fund Services & Housing Revenue Account	
Gross Revenue Expenditure	1,097,042
Income	(803,416)
Budget Requirement	293,626
Central Government Support (Revenue Support Grant and redistributed National Non-Domestic Rates)	(216,756)
Collection Fund Surplus	(5,232)
Amount to be raised by Council Tax (Budget Requirement less Central Government Support less Collection Fund surplus) for Hackney Services (A)	71,638
Amount to be raised in respect of the Greater London Authority (B)	22,229
Taxbase (Equivalent number of Band D properties) (C)	71,749
Council Tax charge per Band D property (Hackney Services) A divided by C	£998.45
Precept for the Greater London Authority B divided by C	£309.82
<u>Total 2008/09 Council Tax (Band D)</u>	<u>£1,308.27</u>

7. General Fund Budget 2009/10

During the meeting of Full Council on 4th March 2009, the Council passed the budget requirement of £293,626,111 for 2009/10. The Council Tax requirement per Band D property for Hackney services remained frozen at £998.45. The GLA precept also remained frozen at £309.82, giving a total Band D equivalent Council Tax of £1308.27.

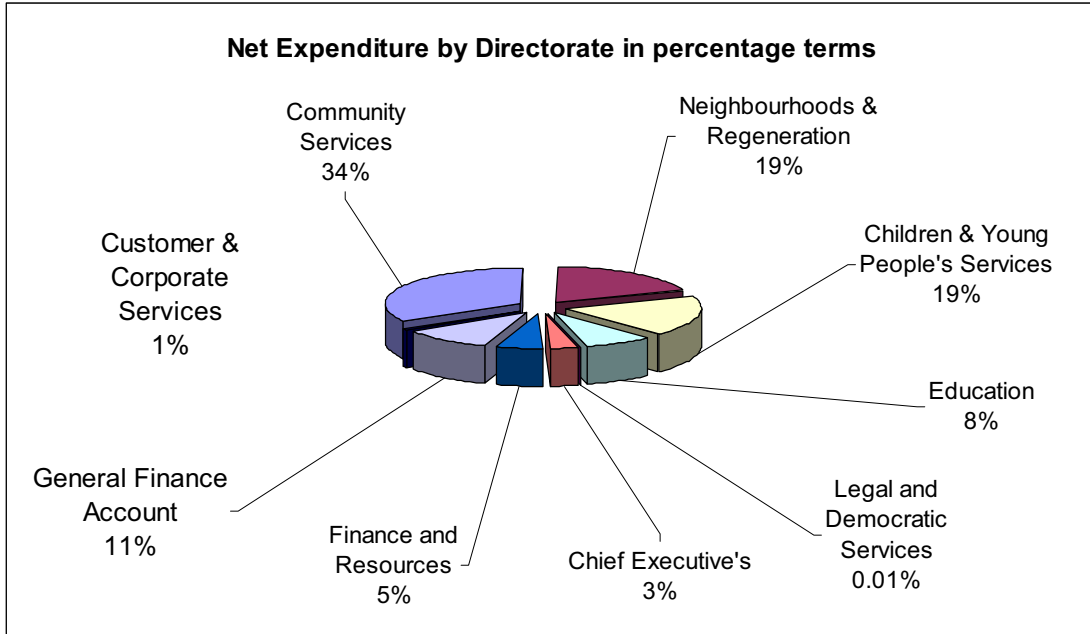
A summary of the General Fund requirements incorporating the service cash limits are shown in the following table. Further information on each of the Directorates is set out in the corresponding Directorate part of section B.

	2007/08 Actual £000	2008/09 Budget £000	2008/09 Probable £000	2009/10 Budget £000	% of Total
Chief Executive's	6,120	9,845	9,843	9,752	3.32
Children & Young People's Services	48,692	54,715	54,038	55,051	18.75
Community Services	92,828	93,905	94,601	98,985	33.71
Customer & Corporate Services	361	3,089	3,235	2,140	0.73
Finance & Resources	67,191	72,377	70,576	71,716	24.42
- Education	23,958	23,744	23,744	23,490	8.00
- General Finance A/C	30,070	32,430	32,425	32,106	10.93
- Finance	13,163	16,203	14,407	16,120	5.49
Legal and Democratic Services	0	23	128	72	0
Neighbourhoods & Regeneration	55,959	52,922	53,872	55,910	19.04
Cash Limits	271,152	288,876	286,293	293,626	100.00
Budget Requirement	276,535	286,876	286,876	293,626	
Surplus (-) / Deficit		* 0	* (583)	0	

*The 2008/09 budget and probable outturn are based on the figures submitted to Members in the November 2007 Overall Financial Position report. This is the same throughout the remainder of the revenue section of this budget book.

7. General Fund Budget 2009/10 (Cont.)

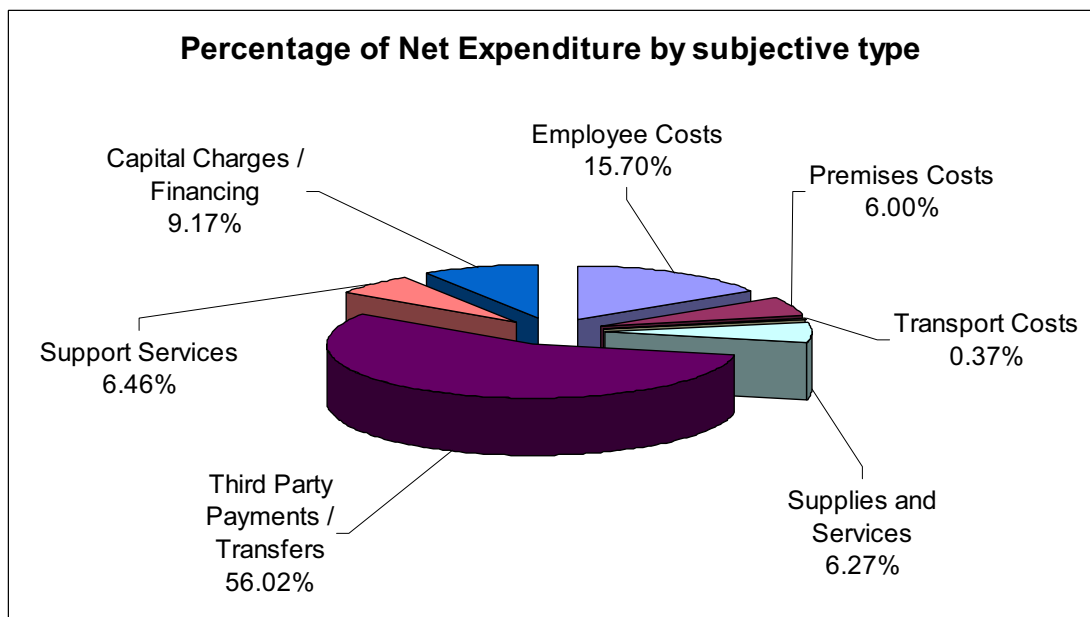
Graph 1 Directorate Spend as a percentage of total net expenditure.



Education expenditure is net of Dedicated Schools Grant of £157.57m

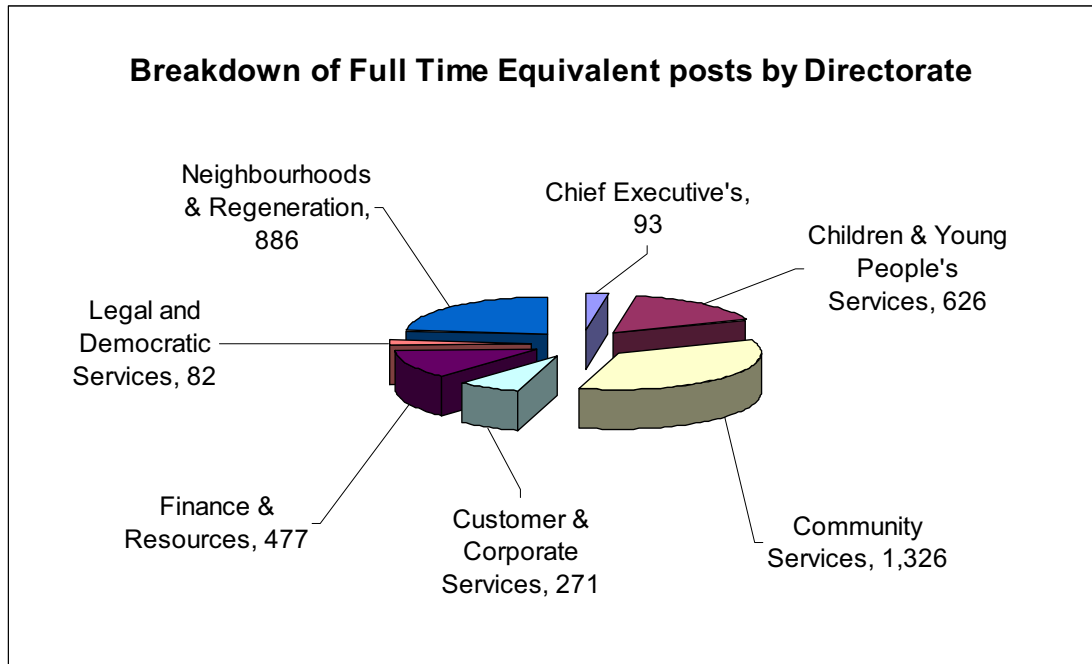
The General Finance Account includes items which are of a corporate nature e.g. Pension back-funding and Revenue Contribution to Capital Outlay.

Graph 2 Percentage of Gross Expenditure according to category of expenditure.



7. General Fund Budget 2008/09 (Cont.)

Graph 3 Analysis of Full Time Equivalent posts by Directorate



8. Budget Analysis

The Council's gross budget in 2009/2010 has been set at £1,097.042m (£1,060.934m in 2008/2009), of which £803.416m (£774.058m in 2008/2009) is met by grants, rents and fees and charges. This has resulted in an overall net budget of £293.626m which has been arrived at as follows:-

	£000	£000
2008/2009 Budget		286,876
Pay and price inflation	7,350	
New investment	4,697	
Increase in payments to Education	8,055	
Less Increase in Schools Grant	(7,810)	
Change in Collection Fund Surplus	1,532	
Increase in Levies	1,385	
Other adjustments	0,148	15,357
<u>Decreases</u>		
Efficiency Savings	(8,607)	(8,607)
2009/2010 Budget		293,626

9. Summary of staff numbers

The table below identifies the funded staffing levels within the approved budget. These are expressed as full-time equivalent posts.

Directorate	Full Time Equivalent
Chief Executives	93.00
Children & Young People's Services	626.13
Community Services	1,325.64
Customer & Corporate Services	271.40
Finance & Resources	476.93
- Education	10.00
- Finance & Resources	466.93
Legal and Democratic Services	82.00
Neighbourhoods & Regeneration	886.46
Total	3761.56

10. The Council's budget and Council Tax

The element of Council Tax that is attributable to Hackney Council is shown in the following table: -

	Number of Band D Properties	£000
Hackney's Expenditure		
Requirement		293,626
Less: External Support (RSG and NNDR)		(216,756)
Collection Fund Surplus		(5,232)
Amount to be raised for Hackney Council Requirement		71,638
Divided by:- Council Tax Base (Band D Equivalent Properties)	71,749	
Basic Amount of Council Tax for Hackney Services (Band D)		£998.45

To the Council Tax required to fund Hackney Council services is added tax collected by the Council on behalf of its preceptor, the Greater London Authority, for the services it provides to the residents of Hackney. The Council Tax for Band D properties for the Greater London Authority was set at £309.82

The table below sets out the Council Tax for each Band for 2009/10, divided between the amounts paid for Hackney Council Services and the Greater London Authority.

	Valuation Bands							
	A £	B £	C £	D £	E £	F £	G £	H £
GLA	206.55	240.97	275.4	309.82	378.67	447.52	516.37	619.64
Hackney Council	665.63	776.57	887.51	998.45	1,220.33	1,442.21	1,664.08	1,996.90
Total Council Tax	872.18	1,017.54	1,162.91	1,308.27	1,599.00	1,889.73	2,180.45	2,616.54

11. Council Tax financial statistics

Council Tax base (Band D equivalents) 71,749

Estimated Collection Rate 2008/2009 94%

Band D charges 2008/09: -
 London Borough of Hackney £998.45
 Greater London Authority £309.82
Total Band D charge **£1,308.27**

Council Tax Band	Type of Dwelling	Tax Bill (before benefits and relief) £	Number of Properties in this band (Oct 2008)	Percentage of Properties in this Band
A	No discount – 100%	872.18	4,944	5.08
	Single discount – 75%	654.14		
	Voids & second homes etc - 50%	436.09		
B	No discount – 100%	1,017.54	31,170	32.00
	Single discount – 75%	763.16		
	Voids & second homes etc - 50%	508.77		
C	No discount – 100%	1,162.91	30,138	30.95
	Single discount – 75%	872.18		
	Voids & second homes etc - 50%	581.46		
D	No discount – 100%	1,308.27	16,787	17.24
	Single discount – 75%	981.20		
	Voids & second homes etc - 50%	654.14		
E	No discount – 100%	1,599.00	9,204	9.45
	Single discount – 75%	1,199.25		
	Voids & second homes etc - 50%	799.50		
F	No discount – 100%	1,889.73	4,003	4.11
	Single discount – 75%	1,417.30		
	Voids & second homes etc - 50%	944.87		
G	No discount – 100%	2,180.45	1,102	1.13
	Single discount – 75%	1,635.34		
	Voids & second homes etc - 50%	1090.23		
H	No discount – 100%	2,616.54	41	0.04
	Single discount – 75%	1,962.41		
	Voids & second homes etc - 50%	1,308.27		

Section B – Revenue Budgets and Storyboards

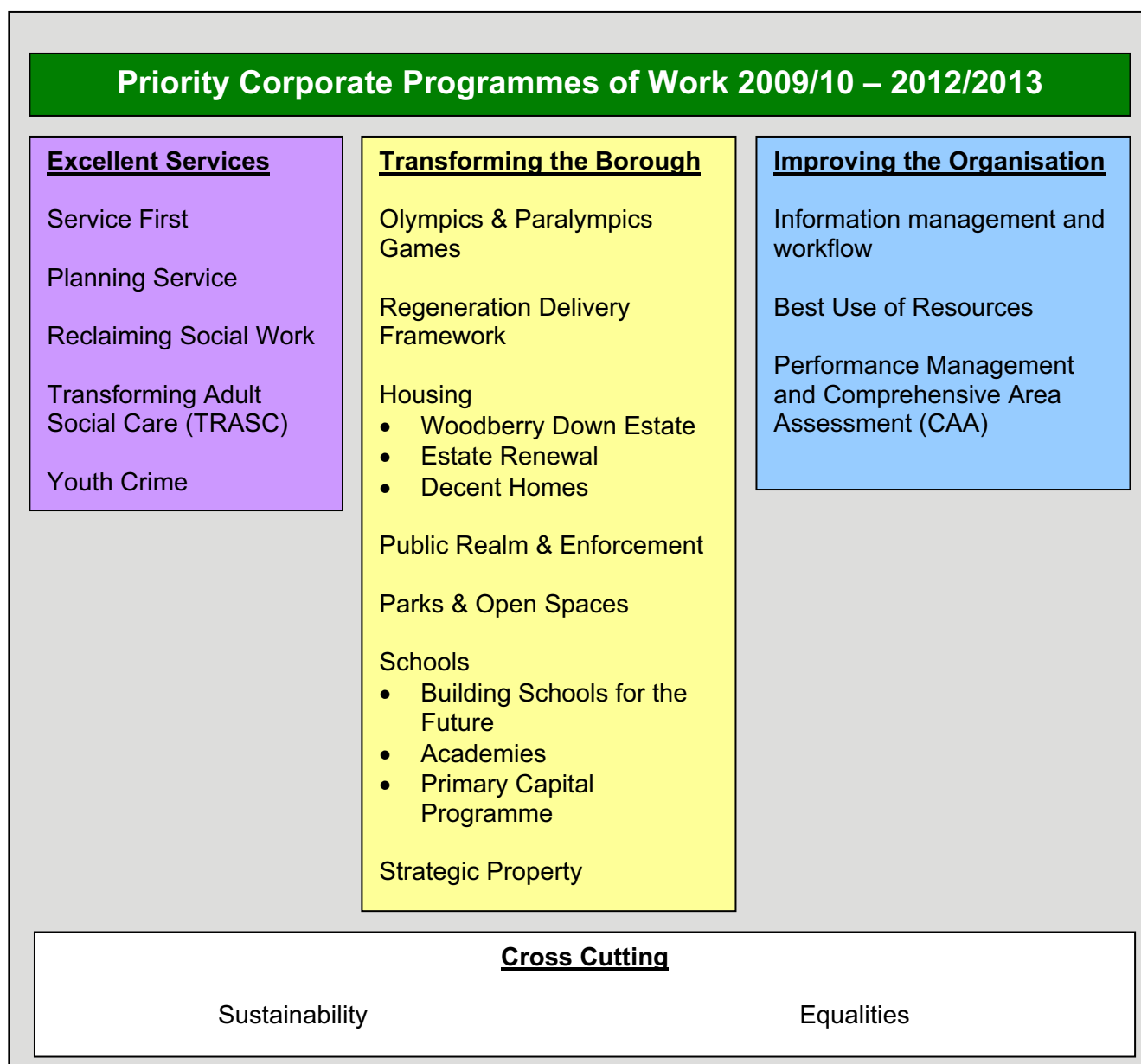
Corporate Programmes – Our Highest Priorities for Delivery

We have identified 21 Corporate Programmes for the Council; these are the key programmes of work for the Council over the next four years. Some are already well underway, and some are new.

The programmes have clear governance arrangements, and key milestones, dependencies, outcomes and benefits are mapped out so members and senior managers can manage performance against what we have set out to do.

These programmes will translate into priorities in the business & financial planning process, and delivery of these priorities will be translated into targets for individual staff.

The programmes are detailed below:



Hackney Council

Directorate Totals	2007/08 Actual £	2008/09 Budget £	2008/09 Probable £	2009/10 Budget £
General Fund Total	271,152,553	286,876,081	286,293,083	293,626,111
Chief Executive's	6,120,491	9,845,237	9,842,662	9,751,654
Children and Young People's Services	48,692,237	54,715,000	54,038,000	55,051,243
Community Services	92,828,180	93,904,902	94,601,375	98,984,677
Customer and Corporate Services	361,287	3,089,000	3,235,000	2,140,424
Finance and Resources	67,190,963	72,377,477	70,575,976	71,716,225
Legal and Democratic Services	0	22,742	127,892	72,000
Neighbourhoods and Regeneration	55,959,395	52,921,723	53,872,178	55,909,888
General Fund Total	271,152,553	286,876,081	286,293,083	293,626,111
Housing Revenue Account	2,444,724	0	0	0

Hackney Council

Staffing Analysis as at 31st March 2009	Full Time Equivalent (FTE)	2009/10 Pay Budget £
Directorate Total	3,761.56	156,216,887
Chief Executive's	93.00	5,088,381
Children and Young People's Services	626.13	29,731,490
Community Services	1325.64	46,955,340
Customer and Corporate Services	271.40	12,126,487
Finance and Resources	476.93	20,753,377
Legal and Democratic Services	82.00	4,455,762
Neighbourhoods and Regeneration	886.46	37,106,050
Hackney Total	3,761.56	156,216,887
Housing Revenue Account	54.72	2,489,786

Hackney Total

Subjective Summary

	2007/08 Actual £	2008/09 Budget £	2008/09 Probable £	2009/10 Budget £
Expenditure				
Direct Costs	150,365,699	157,317,466	164,688,574	162,219,173
Indirect Costs	5,036,850	1,781,116	3,995,236	3,085,747
Training	2,297,019	2,837,994	2,977,584	2,836,948
Contribution to Provisions	4,450,602	3,993,000	4,107,086	4,080,600
Employee Costs	162,150,170	165,929,577	175,768,481	172,222,468
Repair & Maintenance of Buildings	30,007,434	31,129,843	32,343,406	36,344,178
Energy Costs & Water Services	6,668,625	6,664,650	9,217,950	8,615,291
Rent & Rates	16,342,707	19,109,846	20,030,501	19,169,263
Premises Insurance	147,676	34,815	93,844	35,571
Grounds & Road Maintenance	1,830,342	1,687,476	1,727,657	77,064
Fixtures & Fittings	1,634,607	947,244	1,213,054	524,674
Cleaning	4,496,564	4,453,797	4,615,529	739,380
Contribution to Provisions	112,450	339,293	295,231	331,241
Premises Costs	61,240,405	64,366,964	69,537,171	65,836,662
Direct Transport Costs	2,198,950	2,697,020	2,900,809	1,949,246
Hire & Leasing	1,352,611	1,774,825	1,943,228	1,230,217
Transport Fees	492,374	464,625	519,086	461,179
Travel Allowances	475,528	456,217	404,665	423,608
Contribution to Provisions	87	19,095	7,243	18,995
Transport Costs	4,519,550	5,411,781	5,775,030	4,083,245
Furniture & Equipment	3,155,266	2,810,476	3,891,680	3,446,477
Catering	444,154	362,930	512,258	368,436
Clothing & Laundry	110,213	129,989	119,411	116,894
Communications & Computing	6,185,858	6,518,137	7,043,763	5,487,520
Fees & Services	13,763,372	9,995,227	14,113,571	13,521,959
Printing Stationery & Office Expenditure Expenses	3,463,766	2,404,895	2,827,020	2,330,376
	38,550,552	41,323,041	41,200,404	36,208,692
Grants & Subscriptions	1,012,512	1,324,448	2,473,645	1,330,086
Contribution to Provisions	15,674,067	8,318,905	8,576,647	5,979,284
Supplies and Services	82,359,761	73,188,048	80,758,399	68,789,724
General Third Party Payments	233,935,240	237,457,723	252,076,330	262,790,876
Voluntary Organisations	10,438,618	10,986,948	10,794,611	11,366,094
Social Services Client	94,828,399	97,537,268	98,483,295	95,694,065
Housing Benefits	217,729,421	229,306,860	231,947,664	244,709,572
Third Party Payments / Transfers	556,931,678	575,288,799	593,301,901	614,560,607
Support Services	72,251,468	68,550,523	69,004,444	70,911,223
Capital Charges	99,690,522	94,563,851	94,516,526	99,887,897
Capital Financing	3,464,542	2,999	1,767,893	750,000
Capital Charges / Financing	103,155,064	94,566,850	96,284,419	100,637,897
TOTAL EXPENDITURE	1,042,608,095	1,047,302,544	1,090,429,845	1,097,041,826
Income				
Government Grants	(486,585,329)	(488,387,171)	(511,796,119)	(524,736,878)
Other Grants & Contributions	(28,324,357)	(24,254,215)	(38,057,736)	(20,184,842)
Customer & Client Receipts	(180,176,639)	(178,508,412)	(184,645,182)	(184,079,481)
External Income	(695,086,325)	(691,149,797)	(734,499,037)	(729,001,202)
Recharges	(73,924,493)	(69,276,665)	(69,637,726)	(74,414,513)
Internal Income	(73,924,493)	(69,276,665)	(69,637,726)	(74,414,513)
TOTAL INCOME	(769,010,818)	(760,426,462)	(804,136,763)	(803,415,715)
NET EXPENDITURE	273,597,277	286,876,081	286,293,083	293,626,111

CHIEF EXECUTIVE'S DIRECTORATE STORYBOARD 2009/10 – 2012/13

AIMS AND AMBITIONS

The Chief Executive's Directorate forms the core of the organisation working with Directorates to set high standards, ensure consistency and promote a shared sense of purpose for the Council in leading and shaping Hackney the place.

Partnerships: Supports the Council in its community leadership role by facilitating effective partnership working; focusing on shared borough priorities as expressed in the Community Strategy, delivered and performance managed through the Local Area Agreement, and judged through the Comprehensive Area Assessment; oversees the allocation of Area Based Grant using the strategic commissioning framework.

Policy and Performance: Supports the Council leadership in driving performance improvement and delivering value for money; helps to translate political objectives into policy priorities; leads on analysing and making best use of survey data and research; sets the strategic framework for the Council and Partnership.

Communications and Consultation: Promotes the Council (and wherever possible the borough at large) well, to itself and to the world; acts as "brand guardians" to ensure coherent and consistent messages.

Organisational Development: Ensures we have the capacity to deliver our plans and helps us to take staff with us.

WHAT DID WE ACHIEVE IN 2008/09?

Headlines

- Refreshed Sustainable Community Strategy and Local Area Agreement with full support of partner organisations in the Team Hackney Local Strategic Partnership.
- Our focus on resident satisfaction has seen improved performance in most questions in the new Place Survey of residents, including satisfaction with the area rising from 60% to 72% over the last two years.
- Judged by the Audit Commission to be a 3 star, improving strongly Council for the second consecutive year. Winner of Local Government Chronicle's "most improved council" award - and highly commended in best Local Strategic Partnership category.
- One of first local authorities to have its Local Area Agreement signed off by Government. Team Hackney strategic commissioning and performance management frameworks fully implemented. Awarded Beacon status for our approach to Strategic Commissioning.
- External validation by the Improvement and Development Agency (IDeA) that we are working at level three (of 5 levels) of the national Equalities Standard for Local Government.

Achieved	Not Achieved/Further Work Required
<ul style="list-style-type: none"> • Successfully refreshed Hackney grants programme • Sign-off of the voluntary sector compact • Partnership code of practice adopted and implemented 	
	<ul style="list-style-type: none"> • Secure a long term viable operator for the Ocean - we continue to discuss with a shortlist of interested parties.
<ul style="list-style-type: none"> • Permanent appointments to Hackney Council's management team of Corporate Directors for Finance & Resources, Customer & Corporate Services and Legal and Democratic Services achieved by March 2009. 	
<ul style="list-style-type: none"> • Phase 1 of the Image and Reputation project completed including draft protocols agreed by HMT, and corporate narrative and key messages • First year of e-panel – best use of e-media (CIPR) and analysis of findings has led to service improvements in street cleaning service. 	<ul style="list-style-type: none"> • Phase 2 of the Image and Reputation project began in February 2009
<ul style="list-style-type: none"> • Lobbying strategy: secured permanent future for two Olympic media centre buildings in Hackney 	

<ul style="list-style-type: none"> Community Engagement: We are one of 9 pilot authorities for piloting recommendations of the Roberts Councillors Commission on enhancing support for members. 	<ul style="list-style-type: none"> Improvements to Neighbourhood Forums and possible changes to remit of members' services postponed until arrival of new Director of Legal and Democratic Services. Introduction of participatory budgeting delayed.
<ul style="list-style-type: none"> Understanding our population – Mayhew study completed which gives robust analysis of extent of population undercount – shows our population is 6.5% above ONS figures. This is feeding in to the Council's Multi-Area Agreement work. Research strategy and framework agreement will help to ensure co-ordination, quality and consistency in research. 	<ul style="list-style-type: none"> Further study this year will give us more insight into population movement and will feed into 2011 census. Implementation of the strategy and framework agreement.
<ul style="list-style-type: none"> Develop performance improvement framework – monthly performance management reporting and meetings introduced Involve residents in performance management - a set of Council service standards have been introduced and performance against these is being regularly monitored. 	<ul style="list-style-type: none"> Response to new Comprehensive Area Assessment (CAA) regime is under development
<ul style="list-style-type: none"> Promotion of community cohesion has a central place in the revised Community Strategy 	<ul style="list-style-type: none"> Work on cohesion will be developed as one of first three cross-cutting reviews from the Community Strategy.

KEY ACTIVITY DATA

	2008/09 ⁽¹⁾		2009/10 ⁽²⁾	
	Volume ⁽³⁾	Budget (£m)	Volume ⁽³⁾	Budget (£m)
Distribution of Hackney Today	82.0%	0.123	85.0%	0.128

(1) Actual

(2) Budgeted

(3) % of households in the Borough receiving Hackney Today

OUR RESOURCES, 2009/10

	Budgeted Expenditure (£m)	Budgeted Income (£m)	Net Cost of Service (£m)	Establishment (FTEs)
Communications & Consultation	2.440	2.458	-0.018	29.00
Partnerships	5.606	1.299	4.307	27.00
Policy and Performance ⁽¹⁾	9.026	3.563	5.463	37.00
TOTAL	17.072	7.320	9.752	93.00

(1) Includes the Chief Executive's Office Budget

OUR PRIORITIES FOR 2009/10-2012/13

(a) Corporate Programmes

Targets/Success Measures	Milestones
<p>Best Use of Resources: The Council places significant emphasis on ensuring that the services we provide represent value for money to local taxpayers. The Best Use of Resources programme seeks to improve value for money across the council, securing efficiencies from a programme of Best Use of Resources reviews and managing and overcoming the significant financial and service delivery pressures that exist now, and will continue into the future, via real efficiencies and new ways of working. This programme is integral to ensuring the Council maintains its strong financial position during the challenging global economic situation. It will ensure that the Council realises the benefits of improved efficiencies while also supporting improvements in customer service.</p>	
<ul style="list-style-type: none"> Establish a Best Use of Resources Team to undertake/manage the programme of Best Use of Resources reviews that have been agreed by HMT 	<ul style="list-style-type: none"> Establish the posts within the team (April 2009) Recruit to the positions (June 2009)
<ul style="list-style-type: none"> Manage the delivery of the Best Use of Resources Review programme and oversee the effective implementation of the recommendations from those reviews to deliver savings and benefits 	<ul style="list-style-type: none"> Delivery of the programme of reviews to schedule (2009/10-2012/13)
<p>Performance Management & Comprehensive Area Assessment (CAA): The purpose of this programme is to ensure that the Council and the Local Strategic Partnership have the systems, processes, and governance structures in place ready for the Audit Commission's new framework for assessing the contribution of councils and their partners to improving the quality of life in an area - CAA. In addition, it will ensure that services take more account of feedback and customer insight research in their planning. It will help services to focus on increasing customer satisfaction with services, and with the area as a place to live.</p>	
<ul style="list-style-type: none"> Self appraisal and action plan for CAA framework 	<ul style="list-style-type: none"> Programme of briefings and self evaluation exercises, including peer challenge, running from March 2009 with self assessments for the organisation and area due to be completed by end of April 2009.
<ul style="list-style-type: none"> Development of an effective customer-led performance management framework which ensures that all services use and respond to customer feedback and intelligence data. 	<ul style="list-style-type: none"> Framework in place by March 2010.
Further enhancement to service and financial planning process	<ul style="list-style-type: none"> Service priorities aligned to budget, political priorities and resident preference in place by March 2010.
<p>Equalities: The programme seeks to deliver: (a) in service delivery: accessible and appropriate services; (b) in employment practice: equal and fair treatment and the recognition of diverse potential; (c) in community leadership: developing and maintaining effective links with our different community groups. The programme is central to reducing inequality as set out in our Sustainable Community Strategy.</p>	
Hackney reaches level 4 of the national benchmark, the Equalities Standard for Local Government by May 2009.	<ul style="list-style-type: none"> Improvements to workforce data to be considered by Diversity in Employment Forum in May 2009. Confirmation of reaching level 4 following voluntary peer review end July 2009.
<p>Olympics and Paralympics Games: The 2012 Games give us a golden opportunity to make Hackney a better place. We will work with partners and organisations to get the best out of the Games for the people who live in our borough. And by the five host boroughs for 2012 working together, we can make sure the Games bring a lasting legacy for all of East London.</p>	
Hackney 2012 - Doing The Day Job: Ensure that the Council continues to provide a high level of service given the demands and pressures of the 2012 Games	<ul style="list-style-type: none"> Stage 2: action planning by Directorates in preparation for 2012 via research and information gathering to be scoped by end April 2009 Investigate and review service planning implications by August 2009 HR - research around workforce planning by Dec 2009

Hackney – A Host For 2012: Position Hackney as a destination for national and international visitors in the lead up to the Games in 2012, and contribute to a long term visitor strategy for Hackney that is sustainable in the years after the Games have gone.	<ul style="list-style-type: none"> • Deliver a programme of themed place marketing campaigns (2009/10-2011/12)
Hackney 2012 - Community Engagement: Ensure that Hackney's diverse communities are informed, involved and inspired by the 2012 Games.	<ul style="list-style-type: none"> • Milestones to be agreed
Hackney 2012 - Volunteering – The Big Opportunity: Develop a major volunteering programme inspired by the 2012 games	<ul style="list-style-type: none"> • Project scope agreed and signed off (April 2009) • Funding identified (April 2009)
Hackney 2012 - 5 Host Boroughs Together: Ensure that the five host boroughs work together as a mutually supportive network, delivering the best possible build up to the Games and extracting the best possible results from its legacy.	<ul style="list-style-type: none"> • Special Purpose Vehicle (SPV) model agreed (April 2009) • Joint Local Authority Regulatory Services (JLARS) agreed (April 2009) • Work with Neighbourhoods and Regeneration on development of proposals for Multi Area Agreement (MAA) – due for sign-off late May 2009

(b) Other Projects & Initiatives

	Target/Success Measure
<p>Sustainable Community Strategy (SCS) and Local Area Agreement</p> <p>- development of initial action plans for the six Community Strategy priorities</p> <p>- action plans will draw on findings of three cross-cutting reviews that will be carried out during the year on</p> <p>(i) worklessness</p> <p>(ii) cohesion</p> <p>(iii) child poverty</p> <p>The reviews will draw on evidence gathered by scrutiny commissions, will hear from experts in the field, and from residents and the VCS.</p> <p>- Lead on approach to reducing child poverty and development of Children and Young People's Plan for 2010</p> <p>- Contribute to development of corporate programme on sustainability by:</p> <p>(i) helping to mainstream in business planning and decision-making</p> <p>(ii) developing communications work that is likely to effect behaviour change</p> <p>(iii) developing leadership role of the Council in sustainability through SCS action plans.</p> <p>Commission interventions to deliver against LAA outcomes and help achieve the aims of the SCS</p> <p>Manage the area based grant and align with other budget cycles</p>	<ul style="list-style-type: none"> • First drafts produced and discussion of gaps at Team Hackney thematic partnership meetings (May 2009). • October 2009 • January 2010 • March 2010 • March 2010 • May 2009 • Evaluation of impact takes place at quarterly review • Ensure that expenditure is monitored carefully against Area Based Grant income and that the LAA programme is performance managed.

	Target/Success Measure
Delivery and management of the Local Area Agreement	<ul style="list-style-type: none"> Annual refresh of the LAA completed and signed off by Government Office (June 2009) 6 monthly performance management reporting assessed through CAA (November 2009, March 2010)
Communications Core Business <ul style="list-style-type: none"> Support the delivery of the 21 key corporate programmes Roll out of key messages through 3 campaigns Consultation programme 	<ul style="list-style-type: none"> Increase % of residents who feel informed about Council services Mechanisms for evaluation will be set out in communications strategy (May 2009)
Image And Reputation Project <ul style="list-style-type: none"> Delivery of Phase 2 of the project – audience mapping, brand hierarchy & models and design of the Brand Bible. 	<ul style="list-style-type: none"> Completion of the three key strands of Phase 2 by May 2009. Reputation indicators are to be developed as part of the project.
Public Affairs <ul style="list-style-type: none"> Develop more co-ordinated approach and prioritisation on what we want to achieve 	<ul style="list-style-type: none"> Approach to be agreed (April 2009) Monthly updates from April 2009
Community Engagement <ul style="list-style-type: none"> Work to enhance role of “frontline” councillors (with members’ services) through piloting of Councillors Commission recommendations Continue to develop Scrutiny in line with enhanced role envisaged by the Government, including Councillor Call for Action, greater remit to scrutinise work of partners and partnership Improve neighbourhood working Develop proposals for introduction of participatory budgeting 	<ul style="list-style-type: none"> Improvements to neighbourhood forums by March 2010. Different kind of members’ induction in place for May 2010 Review of support offered to members (September 2009) Review what officers know about members / how the organisation and members interact (autumn 2009). Participatory budgeting to be in place, via e-panel for 2010/11 budget.
Working With The Third Sector Develop and implement a Third Sector commissioning strategy Develop a volunteering strategy for the Borough Manage the Council’s investment in the voluntary and community sector through Hackney Grants and commissioning programmes Work with Customer & Corporate Services to implement the VCS accommodation strategy	<ul style="list-style-type: none"> Draft Third Sector overarching strategy by September 2009. Full engagement of Team Hackney partners (November 2009) Approval and sign-up Team Hackney Board (June 2009) Implementation (June-Dec 2009) Review and evaluate 2008/09 and 2009/10 programmes (March 2009) Agree process for 2010/11 grants/commissioning (August 2009). Deliver 2009/10 programme by March 2010. To be measured through the Customer & Corporate Services storyboard.
Medium Term Thinking On Priorities For Council Review what’s done and what’s still to do. Consider aspirations and capacity to deliver priorities in Community Strategy and of new administration elected in 2010.	<ul style="list-style-type: none"> HMT away day (May 2009) Cabinet / HMT away day (September 2009)

<p>Market Research And Customer Insight</p> <p>Take on lead role to co-ordinate approach to customer insight, research and survey work.</p> <p>E-Panel and other surveys: use data from panel research and consultation to inform policy development and service improvement; close loop on e-panel in wider publicity i.e. “you said, we did”</p> <p>Implement research strategy and framework agreement</p> <p>Carry out local economic assessment</p> <p>Commission further work on understanding our population dynamics and make the case for an improved Census result in 2011</p> <p>Produce second edition of Borough Profile, introduce on-line ward profiles.</p>	<ul style="list-style-type: none"> • To be reviewed with AD Performance & Strategy leads (Spring 2009). • Panel research programme developed that focuses on priority areas for improvement. • Carry out analysis of results quarterly that will be part of quarterly feedback report for HMT and Cabinet from quarter 1 of 2009/10. • Strategy/framework agreement is used to ensure coordinated decision-making on the Council’s research needs. • December 2009 • June 2009 • June 2009
<p>Taking Staff With Us / Becoming A More Responsive Organisation</p> <p>Strategic change agenda: “Managers That Manage” - include promotion of greater ownership of problems / empowerment to seek resolution</p> <p>Develop “hire for attitude” approach - translate into communications, job descriptions, job adverts, guidance on dealing with misconduct. - introduce dress code</p> <p>More visible leadership - review staff events at which members can describe what their priorities are. - promote mechanisms for greater visibility for senior managers - hold meet your CE / management team / Mayor and Cabinet event</p> <p>Review internal communications - will promote “one Council” approach with core set of internal messages that are coherently branded, linked to corporate priorities / narrative and key messages - introduce staff magazine</p>	<ul style="list-style-type: none"> • Change programme delivered (December 2009) • March 2010 • Part of work to pilot recommendations of the Councillors Commission • To be developed (April–May 2009) • Events held (Spring/Summer 2009) • Review will follow results of 2009 staff survey – published March 2009. Next staff survey will be measure for increase in levels of knowledge about key corporate priorities • Staff magazine by June 2009.
<p>Ocean</p> <p>Secure a long-term viable operator for the Ocean</p>	

KEY PERFORMANCE TARGETS

Performance Indicator	A/Q ⁽¹⁾	2008/09 out-turn ⁽²⁾	2009/10 Target	2010/11 Target	2011/12 Target	2012/13 Target
Accelerated Improvement						
NI 1: % of people who believe people from different backgrounds get on well together [Place Survey]	A	78%	N/A	80%	N/A	TBC
NI 5: Overall general satisfaction with area [Place Survey]	A	71.6%	N/A	74.9%	N/A	75.5%
BV2a: Equalities Standard for Local Government level met	A	Level 3	Level 4	Level 5 or equivalent	N/A	N/A
Continuous Improvement						
NI 2: % of people who feel they belong to their neighbourhood [Place Survey]	A	57.4%	N/A	58.0%	N/A	60.0%
NI 3: Civic participation in the local area [Place Survey]	A	22.1%	N/A	23.0%	N/A	25.0%
NI 4: % of people who feel they can influence decisions in their locality [Place Survey]	A	41.9%	N/A	43.0%	N/A	44.0%
NI 140: Fair treatment by local services [Place Survey]	A	62.0%	N/A	64.0%	N/A	65.0%
CE 1: Positive media coverage (% positive/neutral coverage versus % negative coverage)	Q	65%	80%	80%	80%	80%
CE 2: Distribution of Hackney Today - % receiving each edition	Q	82%	85%	87%	90%	90%
CE 4: Hackney Today advertising sales revenue	Q	£145,000	£176,000	£176,000	£176,000	£176,000
CE 3: Average time taken to deal with a Mayor's Enquiry (no. of working days)	Q	11.9	11.9	11.0	11.0	11.0
LSP 2: % of Area Based Grant spend through strategic commissioning	A	95%	95%	95%		
NI 6: Participation in regular volunteering [Place Survey]	A	22.2%	N/A	23.2%	N/A	25.2%
NI 7: Environment for a thriving third sector ⁽³⁾	A	17.8%	N/A	22.8%	N/A	TBC
LSP 3: Percentage of sign up of LB Hackney partners to the Compact: (a) Statutory (b) Umbrella (c) Wider Third Sector	A	(a) 100% (b) 100% (c) 0%	(a) 100% (b) 100% (c) 5%	(a) 100% (b) 100% (c) 10%	(a) 100% (b) 100% (c) 15%	(a) 100% (b) 100% (c) 20%
LSP 4: Financial value of 'external' (outside of LB Hackney and Partners) funding drawn down by Third Sector Organisations.	A	TBC ⁽⁴⁾	TBC ⁽⁴⁾	TBC ⁽⁴⁾	TBC ⁽⁴⁾	TBC ⁽⁴⁾
LSP 5: The percentage of third sector organisations operating in Hackney meeting the 'quality threshold' of appointable contractors.	A	TBC ⁽⁴⁾	TBC ⁽⁴⁾	TBC ⁽⁴⁾	TBC ⁽⁴⁾	TBC ⁽⁴⁾

LSP 6: % Third Sector organisations reporting confidence in their representation through umbrella organisations on the Hackney LSP (Team Hackney).	A	TBC	TBC	TBC	TBC	TBC
LSP 9: Percentage of mystery shopping exercises which test cross-agency sign-posting that receive a very satisfactory (or equivalent) rating.	A	54%	56%	62%	64%	65%

(1) Details whether the indicator is collected annually (A) or quarterly (Q)

(2) Estimate

(3) Measured via a survey of the Third Sector (not through the Place Survey).

(4) Baseline available through Guidestar end of April 2009.

KEY PERFORMANCE TARGETS – LAA INDICATORS FOR WHICH WE TAKE THE STRATEGIC LEAD, BUT ARE DELIVERED BY VARIETY OF PARTNER AGENCIES

<i>Performance Indicator</i>	<i>Lead Delivery Agencies</i>	<i>A/Q/M</i>	<i>2008/09 out-turn</i>	<i>2009/10 Target</i>	<i>2010/11 Target</i>	<i>2011/12 Target</i>	<i>2012/13 Target</i>
NI 116: Proportion of children in poverty	Department of Work and Pensions	A	34.1%	32.6%	31.2%	30.0%	29.0%

CHIEF EXECUTIVE'S

Budget Movement

	£m	£m	£m
2008/09 Budget			5.840
Increases			
Inflation	0.189		
Investment proposals	0.110		
Changes in Capital charges	0.000		
Virements and service changes	<u>4.053</u>	4.352	
Decreases			
Efficiency Savings	(0.146)		
Changes in Central Recharges	<u>(0.294)</u>	(0.440)	
2009/10 Budget			9.752

Virements and Service Changes includes transfer of Community Grants (£4.024m) from Community Services.

The above budget includes the Corporate and Democratic Core of £5.353m.

Investment proposals

Investment proposals of £0.110m have been included in the 2009/10 budget. This item is listed in summary below. Further details of all Investment proposals can be found in **Section E**.

Investment proposals	£m
Funding to support local economic initiatives	0.060
Launch of Climate Change Strategy and Borough sustainability	0.050
Total	0.110

The directorate has no one-off growth proposals for 2009/10.

Chief Executive's

Cost Centres	Cost Centre	2006/07 Actual £	2007/08 Budget £	2007/08 Probable £	2008/09 Budget £
Directorate Total		6,120,491	9,845,237	9,842,662	9,751,654
Team Hackney	A2200	142,403	329,451	329,451	320,070
Team Hackney LAA	A2201	0	0	(462)	0
Team Hackney		142,403	329,451	328,989	320,070
Strategic Policy & Research	A2001	0	0	53,910	0
Corporate Planning and Performance	A2002	0	0	(4,497)	0
Equalities and Diversity	A2003	0	0	(25,633)	0
Strategy and Performance Training	A2004	0	0	1,712	0
AD Policy and Performance	A2005	0	0	14,467	0
Overview & Scrutiny	A2006	0	0	(16,076)	0
Chief Executive	A2007	0	0	0	110,000
Mayoral Office	A2008	0	0	(4,464)	0
Subscriptions	A2009	0	0	(21,608)	0
Corporate and Democratic Core	A2010	5,798,134	5,537,885	5,537,885	5,352,630
Policy & Performance		5,798,134	5,537,885	5,535,697	5,462,630
Communications Management	A2100	0	0	59,559	0
Hackney Today	A2101	0	0	(132,425)	0
Design Team	A2102	0	0	0	0
Film Location Management	A2103	(45,762)	(27,419)	847	(17,981)
Corporate Communications	A2104	225,716	0	(55,528)	0
Consultation	A2105	0	0	11,657	0
Media & External Communications	A2106	0	0	88,547	0
Communication & Consultation		179,954	(27,419)	(27,343)	(17,981)
Community Partnerships Management	A2250	0	636,482	636,482	533,875
Community Grants	A2251	0	3,368,838	3,368,838	3,453,060
Community Grants		0	4,005,320	4,005,320	3,986,935
Total for Directorate		6,120,491	9,845,237	9,842,662	9,751,654

Chief Executive's

Cost Centres	Cost Centre	Full Time Equivalent (FTE)	2009/10 Pay Budget £
Directorate Total		93.00	5,088,381
Team Hackney	A2200	3.00	263,427
Team Hackney LAA	A2201	15.00	678,046
Team Hackney		18.00	941,473
Strategic Policy & Research	A2001	6.00	336,831
Corporate Planning and Performance	A2002	5.00	303,810
Equalities and Diversity	A2003	4.00	210,581
Strategy and Performance Training	A2004	0.00	0
AD Policy and Performance	A2005	2.00	147,406
Overview & Scrutiny	A2006	5.00	267,348
Chief Executive	A2007	6.00	487,991
Mayoral Office	A2008	9.00	402,002
Subscriptions	A2009	0.00	0
Corporate and Democratic Core	A2010	0.00	0
Policy & Performance		37.00	2,155,969
Communications Management	A2100	3.00	199,833
Hackney Today	A2101	4.00	177,472
Design Team	A2102	1.00	133,967
Film Location Management	A2103	1.00	45,842
Corporate Communications	A2104	6.00	292,134
Consultation	A2105	5.00	239,333
Media & External Communications	A2106	9.00	442,560
Communication & Consultation		29.00	1,531,141
Community Partnerships Management	A2250	9.00	459,798
Community Grants	A2251	0.00	0
Community Grants		9.00	459,798
Total for Directorate		93.00	5,088,381

Chief Executive's

Chief Executive

	2007/08 Actual £	2008/09 Budget £	2008/09 Probable £	2009/10 Budget £
Expenditure				
Direct Costs	4,042,257	4,905,158	4,932,857	5,088,381
Indirect Costs	240,337	16,609	191,546	16,626
Training	47,600	56,289	95,190	60,315
Contribution to Provisions	0	0	0	0
Employee Costs	4,330,194	4,978,056	5,219,592	5,165,322
Repair & Maintenance of Buildings	190	0	3,426	0
Energy Costs & Water Services	0	0	0	0
Rent & Rates	0	219,683	219,683	224,547
Premises Insurance	0	0	0	0
Grounds & Road Maintenance	0	0	0	0
Fixtures & Fittings	541	0	0	0
Cleaning	0	0	68	0
Contribution to Provisions	0	0	0	0
Premises Costs	731	219,683	223,176	224,547
Direct Transport Costs	501	2,169	454	2,183
Hire & Leasing	0	433	0	0
Transport Fees	4,030	1,753	7,717	2,501
Travel Allowances	92	120	158	123
Contribution to Provisions	19	0	236	0
Transport Costs	4,642	4,475	8,565	4,807
Furniture & Equipment	23,805	22,995	23,172	24,947
Catering	41,126	6,779	20,307	6,871
Clothing & Laundry	0	0	167	0
Communications & Computing	227,841	492,890	473,163	494,741
Fees & Services	192,644	493,366	511,828	471,990
Printing Stationery & Office Expenditure	242,723	297,634	301,055	261,683
Expenses	(20,014)	29,772	29,679	122,698
Grants & Subscriptions	267,143	298,898	306,233	278,852
Contribution to Provisions	17,781	0	0	53,981
Supplies and Services	993,049	1,642,334	1,665,605	1,715,763
General Third Party Payments	608,229	1,044,126	18,042,063	18,557,597
Voluntary Organisations	0	2,414,747	2,414,747	2,463,043
Social Services Client	0	0	0	0
Housing Benefits	0	0	0	0
Third Party Payments / Transfers	608,229	3,458,873	20,456,810	21,020,640
Support Services	7,147,911	7,420,047	7,420,354	6,611,016
Capital Charges	0	0	0	0
Capital Financing	0	0	0	0
Capital Charges / Financing	0	0	0	0
TOTAL EXPENDITURE	13,084,755	17,723,468	34,994,101	34,742,095
Income				
Government Grants	(1,016,381)	(1,542,717)	(18,234,941)	(19,158,579)
Other Grants & Contributions	0	(38,839)	(202,918)	(39,616)
Customer & Client Receipts	(490,306)	(396,777)	(616,680)	(409,159)
External Income	(1,506,687)	(1,978,333)	(19,054,540)	(19,607,354)
Recharges	(5,457,577)	(5,899,898)	(6,096,899)	(5,383,087)
Internal Income	(5,457,577)	(5,899,898)	(6,096,899)	(5,383,087)
TOTAL INCOME	(6,964,264)	(7,878,231)	(25,151,439)	(24,990,441)
NET EXPENDITURE	6,120,491	9,845,237	9,842,662	9,751,654

Chief Executive's

Team Hackney

	2007/08 Actual £	2008/09 Budget £	2008/09 Probable £	2009/10 Budget £
Expenditure				
Direct Costs	635,522	916,435	721,382	941,473
Indirect Costs	0	4,000	6,883	4,080
Training	12,165	32,000	30,109	32,640
Contribution to Provisions	0	0	0	0
Employee Costs	647,686	952,435	758,373	978,193
Repair & Maintenance of Buildings	0	0	2,762	0
Energy Costs & Water Services	0	0	0	0
Rent & Rates	0	0	0	0
Premises Insurance	0	0	0	0
Grounds & Road Maintenance	0	0	0	0
Fixtures & Fittings	9	0	0	0
Cleaning	0	0	0	0
Contribution to Provisions	0	0	0	0
Premises Costs	9	0	2,762	0
Direct Transport Costs	501	1,000	0	1,020
Hire & Leasing	0	0	0	0
Transport Fees	493	1,000	1,008	1,019
Travel Allowances	19	120	49	123
Contribution to Provisions	0	0	0	0
Transport Costs	1,013	2,120	1,057	2,162
Furniture & Equipment	99	10,190	9,106	10,394
Catering	4,143	5,000	10,557	5,100
Clothing & Laundry	0	0	0	0
Communications & Computing	33,762	122,600	52,953	125,052
Fees & Services	146,384	372,000	373,477	374,438
Printing Stationery & Office Expenditure	7,997	45,000	27,881	45,900
Expenses	77	0	257	0
Grants & Subscriptions	427	600	828	612
Contribution to Provisions	0	0	0	287
Supplies and Services	192,889	555,390	475,058	561,783
General Third Party Payments	278,171	79,432	17,070,946	17,669,976
Voluntary Organisations	0	0	0	0
Social Services Client	0	0	0	0
Housing Benefits	0	0	0	0
Third Party Payments / Transfers	278,171	79,432	17,070,946	17,669,976
Support Services	62,057	92,574	92,574	77,270
Capital Charges	0	0	0	0
Capital Financing	0	0	0	0
Capital Charges / Financing	0	0	0	0
TOTAL EXPENDITURE	1,181,825	1,681,951	18,400,771	19,289,384
Income				
Government Grants	(1,016,381)	(1,352,500)	(18,071,782)	(18,969,313)
Other Grants & Contributions	0	0	0	0
Customer & Client Receipts	0	0	0	0
External Income	(1,016,381)	(1,352,500)	(18,071,782)	(18,969,313)
Recharges	(23,041)	0	0	(1)
Internal Income	(23,041)	0	0	(1)
TOTAL INCOME	(1,039,422)	(1,352,500)	(18,071,782)	(18,969,314)
NET EXPENDITURE	142,403	329,451	328,989	320,070

Chief Executive's

Policy and Performance

	2007/08 Actual £	2008/09 Budget £	2008/09 Probable £	2009/10 Budget £
Expenditure				
Direct Costs	2,039,060	2,080,708	2,111,734	2,155,969
Indirect Costs	187,029	12,609	102,155	12,546
Training	18,543	24,289	41,271	19,465
Contribution to Provisions	0	0	0	0
Employee Costs	2,244,633	2,117,606	2,255,160	2,187,980
Repair & Maintenance of Buildings	190	0	10	0
Energy Costs & Water Services	0	0	0	0
Rent & Rates	0	0	0	0
Premises Insurance	0	0	0	0
Grounds & Road Maintenance	0	0	0	0
Fixtures & Fittings	532	0	0	0
Cleaning	0	0	68	0
Contribution to Provisions	0	0	0	0
Premises Costs	722	0	78	0
Direct Transport Costs	0	1,169	454	1,163
Hire & Leasing	0	433	0	0
Transport Fees	2,281	753	4,811	1,180
Travel Allowances	0	0	0	0
Contribution to Provisions	19	0	236	0
Transport Costs	2,300	2,355	5,501	2,343
Furniture & Equipment	11,919	10,610	6,199	10,556
Catering	14,412	1,779	6,541	1,771
Clothing & Laundry	0	0	167	0
Communications & Computing	5,643	24,750	51,885	24,628
Fees & Services	(4,931)	22,846	28,539	22,730
Printing Stationery & Office Expenditure Expenses	13,256	7,776	14,287	7,738
	(20,474)	23,522	21,501	122,405
Grants & Subscriptions	262,347	298,298	291,358	278,240
Contribution to Provisions	0	0	0	33,427
Supplies and Services	282,171	389,581	420,476	501,495
General Third Party Payments	145,497	136,281	118,730	59,624
Voluntary Organisations	0	0	0	0
Social Services Client	0	0	0	0
Housing Benefits	0	0	0	0
Third Party Payments / Transfers	145,497	136,281	118,730	59,624
Support Services	6,814,546	6,830,539	6,830,539	6,274,215
Capital Charges	0	0	0	0
Capital Financing	0	0	0	0
Capital Charges / Financing	0	0	0	0
TOTAL EXPENDITURE	9,489,869	9,476,362	9,630,484	9,025,657
Income				
Government Grants	0	0	0	0
Other Grants & Contributions	0	0	(106,541)	0
Customer & Client Receipts	(24,183)	0	(64,769)	0
External Income	(24,183)	0	(171,310)	0
Recharges	(3,667,552)	(3,938,477)	(3,923,477)	(3,563,027)
Internal Income	(3,667,552)	(3,938,477)	(3,923,477)	(3,563,027)
TOTAL INCOME	(3,691,735)	(3,938,477)	(4,094,787)	(3,563,027)
NET EXPENDITURE	5,798,134	5,537,885	5,535,697	5,462,630

Chief Executive's

Communication and Consultation

	2007/08 Actual £	2008/09 Budget £	2008/09 Probable £	2009/10 Budget £
Expenditure				
Direct Costs	1,367,675	1,465,004	1,693,985	1,531,141
Indirect Costs	53,308	0	13,778	0
Training	16,892	0	14,259	8,210
Contribution to Provisions	0	0	0	0
Employee Costs	1,437,875	1,465,004	1,722,022	1,539,351
Repair & Maintenance of Buildings	0	0	0	0
Energy Costs & Water Services	0	0	0	0
Rent & Rates	0	0	0	0
Premises Insurance	0	0	0	0
Grounds & Road Maintenance	0	0	0	0
Fixtures & Fittings	0	0	0	0
Cleaning	0	0	0	0
Contribution to Provisions	0	0	0	0
Premises Costs	0	0	0	0
Direct Transport Costs	0	0	0	0
Hire & Leasing	0	0	0	0
Transport Fees	1,256	0	1,502	302
Travel Allowances	73	0	109	0
Contribution to Provisions	0	0	0	0
Transport Costs	1,330	0	1,611	302
Furniture & Equipment	11,787	2,195	7,867	3,997
Catering	22,571	0	1,985	0
Clothing & Laundry	0	0	0	0
Communications & Computing	188,437	345,540	367,281	345,061
Fees & Services	51,192	93,726	109,812	69,952
Printing Stationery & Office Expenditure	221,470	240,858	254,744	203,945
Expenses	383	6,250	7,921	293
Grants & Subscriptions	4,369	0	14,048	0
Contribution to Provisions	17,781	0	0	4,990
Supplies and Services	517,989	688,569	763,658	628,238
General Third Party Payments	184,560	13,250	77,225	12,697
Voluntary Organisations	0	0	0	0
Social Services Client	0	0	0	0
Housing Benefits	0	0	0	0
Third Party Payments / Transfers	184,560	13,250	77,225	12,697
Support Services	271,307	393,012	393,011	259,531
Capital Charges	0	0	0	0
Capital Financing	0	0	0	0
Capital Charges / Financing	0	0	0	0
TOTAL EXPENDITURE	2,413,061	2,559,835	2,957,527	2,440,119
Income				
Government Grants	0	(190,217)	(163,159)	(189,266)
Other Grants & Contributions	0	(38,839)	(96,377)	(39,616)
Customer & Client Receipts	(466,123)	(396,777)	(551,912)	(409,159)
External Income	(466,123)	(625,833)	(811,448)	(638,041)
Recharges	(1,766,984)	(1,961,421)	(2,173,422)	(1,820,059)
Internal Income	(1,766,984)	(1,961,421)	(2,173,422)	(1,820,059)
TOTAL INCOME	(2,233,108)	(2,587,254)	(2,984,870)	(2,458,100)
NET EXPENDITURE	179,954	(27,419)	(27,343)	(17,981)

Chief Executive's

Community Grants

	2007/08 Actual £	2008/09 Budget £	2008/09 Probable £	2009/10 Budget £
Expenditure				
Direct Costs	0	443,011	405,756	459,798
Indirect Costs	0	0	68,730	0
Training	0	0	9,550	0
Contribution to Provisions	0	0	0	0
Employee Costs	0	443,011	484,036	459,798
Repair & Maintenance of Buildings	0	0	654	0
Energy Costs & Water Services	0	0	0	0
Rent & Rates	0	219,683	219,683	224,547
Premises Insurance	0	0	0	0
Grounds & Road Maintenance	0	0	0	0
Fixtures & Fittings	0	0	0	0
Cleaning	0	0	0	0
Contribution to Provisions	0	0	0	0
Premises Costs	0	219,683	220,337	224,547
Direct Transport Costs	0	0	0	0
Hire & Leasing	0	0	0	0
Transport Fees	0	0	396	0
Travel Allowances	0	0	0	0
Contribution to Provisions	0	0	0	0
Transport Costs	0	0	396	0
Furniture & Equipment	0	0	0	0
Catering	0	0	1,224	0
Clothing & Laundry	0	0	0	0
Communications & Computing	0	0	1,045	0
Fees & Services	0	4,794	0	4,870
Printing Stationery & Office Expenditure	0	4,000	4,144	4,100
Expenses	0	0	0	0
Grants & Subscriptions	0	0	0	0
Contribution to Provisions	0	0	0	15,277
Supplies and Services	0	8,794	6,412	24,247
General Third Party Payments	0	815,163	775,163	815,300
Voluntary Organisations	0	2,414,747	2,414,747	2,463,043
Social Services Client	0	0	0	0
Housing Benefits	0	0	0	0
Third Party Payments / Transfers	0	3,229,910	3,189,910	3,278,343
Support Services	0	103,922	104,230	0
Capital Charges	0	0	0	0
Capital Financing	0	0	0	0
Capital Charges / Financing	0	0	0	0
TOTAL EXPENDITURE	0	4,005,320	4,005,320	3,986,935
Income				
Government Grants	0	0	0	0
Other Grants & Contributions	0	0	0	0
Customer & Client Receipts	0	0	0	0
External Income	0	0	0	0
Recharges	0	0	0	0
Internal Income	0	0	0	0
TOTAL INCOME	0	0	0	0
NET EXPENDITURE	0	4,005,320	4,005,320	3,986,935

CHILDREN AND YOUNG PEOPLE'S SERVICES DIRECTORATE STORYBOARD 2009/10 – 2012/13

AIMS AND AMBITIONS

Our aim is to deliver against the priority areas and associated outcomes detailed in the Children and Young People's Plan:

- We want more young people to be educated and trained, and to have a better range of opportunities between the ages of 14 and 19
- We want to improve the education of those groups of children and young people who tend not to do as well overall
- We want fewer young people in Hackney to offend and re-offend
- We want to be sure that children and young people are safe both in the home and around Hackney
- We want to make sure that children and young people in Hackney have good mental health
- We want services for disabled children and young people to be better
- We want children and young people to live in a healthy way
- We want more and better things for young people in Hackney to do

WHAT DID WE ACHIEVE IN 2008/09?

Achieved

- We are on track to Reclaim Social Work, recruiting the right people into the right roles in our innovative model, to offer the best service possible
- We have continued to improve the quality of our services, evidenced by APA grade of 'Good' for children's social care and Ofsted ratings of 'Good' for our Adoption Service, Fostering Service and Private Fostering Scheme
- We are delivering positive change for looked after children through our Corporate Parenting Strategy
- We have re-structured our Safeguarding Children's Board
- We have reduced re-offending by young people
- We have expanded the range of youth services available to young people, with 32% of teenagers now in contact with the Youth Service
- We have implemented the Hackney Child Well-being Model, which is offering effective support in all six clusters
- We have developed a new offer to parents of an Early Intervention Parenting Programme, using the Webster-Stratton Incredible Years methodology

Not Achieved

- Integrated Children's System not fully implemented
- New accommodation for Youth Offending Team not identified

KEY ACTIVITY DATA

Category [basis]	2008/09 ^{(1)**}		2009/10 ^{(1)**}	
	Volume Nov 08	Expenditure Forecast Nov 08 (£m)	Volume	Budgeted Expenditure (£m)
Children's Social Care				
Number of initial and core assessments commissioned for children	3,742	3.338	3,850	3.339
Number of children with Hackney Foster Carers	143 ^{(3)**}	2.411	137	2.359
Number of children with Foster Care Agencies	70 ^{(3)**}	2.991	64	2.787
Number of children placed in residential care	27 ^{(3)**}	3.683	26	3.470

Number of supported young people leaving care	115 ^{(3)**}	1.366	104	1.264
Number of children for whom financial assistance is provided to the family	379 ^{(3)**}	2.557	384	2.671
Number of adopted children where allowances are paid to the family	171 ^{(3)**}	1.146	174	1.188
Number of disabled children for whom care packages are provided	119 ^{(3)**}	1.176	130	1.309
Number of Unaccompanied Asylum Seeking Children	44 ^{(3)**}	0.764	51	0.910
Youth Services				
Number of 13-19 year old residents who have contact with universal Youth Services	5,151	2.224	5,550	3.010
Youth Offending Team				
Number of young people worked with by the Youth Offending Team				
- First Time entrants to the Criminal Justice System	378	2.246	359	2.716
- Pre Court & Court Outcomes	727		702	
- Prevention - YIP, YISP, MIT	500		500	

** (1) Budgeted (2) Actual (3) Average number

OUR RESOURCES, 2009/10

	Budgeted Expenditure (£m)	Budgeted Income (£m)	Net Cost of Service (£m)	Establishment (FTEs)
Children in Need	4.642	0.000	4.642	63.25
Looked After Children	6.779	1.554	5.225	60.50
Children's Resources	15.549	0.000	15.549	56.25
Children with Disabilities	2.716	0.648	2.068	15.08
Access and Assessment	3.339	0.000	3.339	46.25
Children Protection and Reviewing Service	1.300	0.100	1.200	16.00
Family Support Service	7.406	1.794	5.612	84.50
Directorate Management	5.200	0.507	4.693	22.50
Children's Commissioning	2.920	2.506	0.414	7.50
Strategy, Performance & Quality	6.268	0.413	5.855	123.00
Youth Services	5.007	1.997	3.010	44.30
Youth Offending Team	4.508	1.793	2.716	67.00
Youth Support Team	1.374	0.645	0.728	20.00
TOTAL	67.009	11.958	55.051	626.13

OUR PRIORITIES FOR 2009/10-2012/13

(a) Corporate Programmes

Targets/Success Measures	Milestones
<p>Reclaiming Social Work: In July 2007 Hackney Council became the first social care service in the country to implement a new model for Children's Social Care - Reclaiming Social Work. This new concept for social work is based on research evidence and on an analysis of what methods best suit people in the borough. At the heart of the model are Social Care Units. Under the leadership of a consultant social worker, members of the unit (a social worker, a children's practitioner, a family therapist and a unit coordinator) work to deliver the service. Key aims of the units are to create longer-term relationships and better continuity between social workers and children and families. They also aim to reduce bureaucracy, benefit from earlier therapeutic involvement and use evidence based methodologies - while also offering consultant social workers the opportunity to work on cases and develop management skills.</p>	
<p>Reclaiming Social Work successfully embedded</p>	<ul style="list-style-type: none"> • A full programme of methodological training for practitioners was commissioned in 2008 and will now run annually. • A new structure of 48 social work units and methodology will be fully operational by January 2010. • Recruitment of 22 additional Consultant Social Workers by January 2010. • First of a series of three external evaluation reports will be completed by August 2009.
<p>Youth Crime: The Council, with its partners, has developed a Youth Crime Reduction Strategy. The Council has a clear leadership role in ensuring that partners are working together effectively to reduce youth crime. This programme seeks to ensure that the Council is discharging this leadership role effectively.</p>	
<p>Effective leadership and structures in place within the Council to ensure coherent and effective management of youth crime reduction services; Continuous performance improvements; Improved use of management and performance information to enable us to undertake a gap analysis of our services across the Council; Robust evidence base for what works and advocate appropriate methodology across our partnerships.</p>	<ul style="list-style-type: none"> • Revised lead role in place for youth crime reduction in place by May 2009. • Review of governance arrangements of YOT Management Board and Team Hackney Youth Crime Reduction Strategic Sub-Group, to consider possible merger of these boards, to go to Safer Cleaner Partnership and Children's Trust Board by May 2009. • Review of all responsibilities around youth crime reduction across Council directorates completed and proposed new structure discussed at Hackney Management Team by October 2009. • Briefing paper on youth crime reduction methodology to partners by October 2009.
<p>Olympics and Paralympics Games: The 2012 Games give us a golden opportunity to make Hackney a better place. We will work with partners and organisations to get the best out of the Games for the people who live in our borough. And by the five host boroughs for 2012 working together, we can make sure the Games bring a lasting legacy for all of East London.</p>	
<p>Hackney 2012 – Youth Engagement: Ensure that Hackney's young people are informed on, involved with and inspired by the 2012 Olympic and Paralympic games.</p>	<ul style="list-style-type: none"> • Young people have been recruited and trained as Youth Ambassadors for the 2012 games, and a further 40 will be recruited in 2009/10. This scheme is the springboard for involving a wider number of young people in Olympic related activities.
<p>Hackney 2012 – Schools At The Heart: Identify ways in which the 2012 Games can be used as a mechanism by schools to deliver all aspects of the curriculum, meet their targets/performance indicators and utilise Hackney's position as a Host Borough to capture this unique opportunity to engage and motivate Hackney's young people in learning.</p>	<ul style="list-style-type: none"> • All Hackney schools will register for the LOCOG 'Get Set' programme • 50% of Hackney primary schools will adopt the 2012 curriculum • We will pilot a programme where schools 'adopt a country', making links with schools and athletes in their country • Paralympics coaching programme and teaching materials will be introduced in half of all Hackney schools

(b) Other Projects & Initiatives

	Target/Success Measure
Delivery of a universal youth offer in partnership with the rest of the Council and other agencies for a wide range of activities for young people within ½ a mile of their homes, including during all school holidays	Full range of activities commissioned and in place. Information and activities available and actively promoted to young people, their parents/carers and the wider community.
Improve educational attainment of Looked After Children	Key performance targets met
Delivery of integrated disabled children's services	Section 31 Agreement in place by March 2010
Complete the Children Centres building Programme by 2010	Programme completed by 2010
Implement the findings of Local Safeguarding Children's Board review, including new quality assurance framework	LSCB support team in place and quality framework operational
Successful implementation of 'Care Matters' white paper initiatives through Corporate Parenting Board and Strategy	Targets set out in Corporate Parenting Strategy met
Contribute to the work being led by Community Services on a possible 'culture card' for young people	Involved in work on feasibility of young people's 'culture card'
Secure suitable accommodation for the Youth Offending Team	Premises identified and agreed at Service First Board that are respectful of both service users and staff and fit for purpose
Relocate Children's Social Care, Youth Service and business support functions to the new Hackney Customer Service Centre	Relocation achieved without disruption to services

KEY PERFORMANCE TARGETS

Performance Indicator	A/Q/M ⁽¹⁾	2008/09 out-turn ⁽²⁾	2009/10 Target	2010/11 Target	2011/12 Target	2012/13 Target
Accelerated Improvement						
NI 19: Rate of proven re-offending by young offenders	Q	107	107	103	N/A	N/A
NI 54: Services for disabled children	A	Deferred	Deferred	Deferred	Deferred	Deferred
NI 62: Stability of LAC placements	Q	6%	8%	8%	8%	8%
NI 67: Reviews of child protection cases	Q	100%	100%	100%	100%	100%
NI 99: Children in care reaching level 4 in English at Key Stage 2	A	TBC	41%	To be agreed with DCSF	To be agreed with DCSF	To be agreed with DCSF
NI 100: Children in care reaching level 4 in Maths at Key Stage 2	A	TBC	48%	To be agreed with DCSF	To be agreed with DCSF	To be agreed with DCSF
NI 101: Children in care achieving 5 A*-C GCSEs (or equivalent) at Key Stage 4 (including English and Maths)	A	TBC	22%	To be agreed with DCSF	To be agreed with DCSF	To be agreed with DCSF
NI 110: Young people's participation in positive activities	A	65.6%	70.5%	75.8%	75.8%	75.8%
NI 111: First time entrants to youth justice system	Q	452	434	425	N/A	N/A
NI 117: 16 to 18 year olds not in education, employment or training	Q	11.2%	10%	9%	9%	9%
NI 148: Care leavers in employment, education or training	A	90%	90%	90%	90%	90%

<i>Performance Indicator</i>	<i>A/Q/M (1)</i>	<i>2008/09 out-turn (2)</i>	<i>2009/10 Target</i>	<i>2010/11 Target</i>	<i>2011/12 Target</i>	<i>2012/13 Target</i>
Continuous Improvement						
NI 45: Young offenders engagement in suitable education, employment or training	Q	74.6%	85%	85%	85%	85%

(1) Details whether the indicator is collected annually (A), quarterly (Q) or monthly (M)

(2) Estimated

KEY PERFORMANCE TARGETS – LAA INDICATORS TO BE DELIVERED BY PARTNER LEAD AGENCY

<i>Performance Indicator</i>	<i>Lead Delivery Agency</i>	<i>A/Q/M (1)</i>	<i>2008/09 out-turn (2)</i>	<i>2009/10 Target</i>	<i>2010/11 Target</i>	<i>2011/12 Target</i>	<i>2012/13 Target</i>
NI 51: Effectiveness of CAMHS	East London NHS Trust	A	16	16	16	16	16
NI 56: Obesity in primary school children Line 6 Line 7 Line 8 Line 9 Line 10	City & Hackney Primary Care Trust	A	TBC	488 2,034 2,260 24.0% 90.0%	490 2,043 2,270 24.0% 90.0%	TBC	TBC
NI 72: Achievement of at least 78 points across the Early Years Foundation stage, with at least 6 in each of the scales for PSE Development and Communication, Language and Literacy	The Learning Trust	A	40%	43%	44%	TBC	TBC
NI 73: Achievement at level 4 or above in both English and Maths at Key Stage 2	The Learning Trust	A	TBC	71%	72%	TBC	TBC
NI 75: Achievement of 5 or more A*-C grades at GCSE or equivalent including English and Maths	The Learning Trust	A	42.6%	51%	52%	TBC	TBC
NI 80: Achievement of Level 3 by 19	The Learning Trust	A	TBC	39.4%	41.5%	TBC	TBC
NI 87: Secondary school persistent absence rate	The Learning Trust	A	5.2%	6.1%	5.9%	TBC	TBC
NI 92: Narrow the gap between the lowest achieving 20% in the Early Years Foundation Stage and the rest	The Learning Trust	A	37.7%	36.36%	35.23%	TBC	TBC
NI 93: Progression by 2 levels in English between Key Stage 1 and Key Stage 2	The Learning Trust	A	TBC	91%	88%	TBC	TBC
NI 94: Progression by 2 levels in Maths between Key Stage 1 and Key Stage 2	The Learning Trust	A	TBC	85%	87%	TBC	TBC
NI 112: Under 18s conception rate	City & Hackney Primary Care Trust	A	-36%	-39%	-52%	-60%	TBC

CYP 1 LAA (Stretch): Percentage of pupils achieving Level 5+ in English, Maths and Science at Key Stage 3 a) All pupils b) Turkish / Kurdish / Turkish-Cypriot c) Caribbean heritage pupils	The Learning Trust	A	TBC TBC TBC	55% 36% 44%			
CYP 2 LAA (Stretch): Percentage of pupils achieving Level 2+ in Reading at Key Stage 1 a) All pupils b) Turkish / Kurdish / Turkish-Cypriot c) Caribbean heritage pupils	The Learning Trust	A	TBC TBC TBC	81% 66% 79%			
CYP 27 (i) LAA (Stretch): % of women known to be smokers at the time of delivery	City & Hackney Primary Care Trust		TBC	4.75%			
CYP 27 (ii) LAA (Stretch): % of new mothers known to initiate breast feeding	City & Hackney Primary Care Trust		TBC	90%			

(1) Details whether the indicator is collected annually (A), quarterly (Q) or monthly (M)

(2) Estimated

Directorate – CHILDREN & YOUNG PEOPLE’S SERVICES

Budget Movement

	£m	£m	£m
2008/09 Budget			54.520
Increases			
Inflation	1.000		
Investment proposals	0.542		
Local investment in services	1.998		
Funded by directorate savings	(1.998)		
Changes in Central Recharges	0.092		
Changes in Capital charges	<u>0.777</u>	2.411	
Decreases			
Efficiency Savings	(1.367)		
Other Savings	(0.245)		
Virements and service changes	<u>(0.268)</u>	(1.880)	
2009/10 Budget			55.051

Virements and service changes includes £0.238m for payments staff transferred under the implementation of E-Procurement.

Investment proposals

Investment proposals of £0.542m have been included in the 2009/10 budget. These Investment proposal items are listed below in summary. Further details of all Investment proposals can be found at **Section E**

Investment proposals	£m
Further improve the Council’s local safeguarding of children arrangements and implement its future safeguarding plans.	0.162
Investment in Youth Services	0.380
Net Investment proposals	0.542
Investment in Family Support	1.791
Realignment of Children’s Commissioning staff budget	0.207
Further directorate savings to fund local investment proposals	(1.998)
Total	0.542

The directorate has no one-off growth proposals for 2009/10.

Children & Young People's Services

Cost Centres	Cost Centre	2006/07 Actual £	2007/08 Budget £	2007/08 Probable £	2008/09 Budget £
Directorate Total		48,692,237	54,715,000	54,038,000	55,051,243
Children Protection & Reviewing Service	F0250	630,879	659,223	653,275	629,184
Reviewing Team	F0252	524,378	581,436	570,051	570,522
Children Protection and Reviewing Service		1,155,257	1,240,659	1,223,326	1,199,706
Children in the Community Team	F0050	1,715,625	2,503,140	2,823,235	2,433,826
Children in Need Central	F0051	1,432,529	2,329,281	2,522,550	2,208,147
Children in Need		3,148,154	4,832,421	5,345,785	4,641,973
Looked After Children	F0100	4,909,197	5,211,811	4,332,056	579,655
Looked After Children - Under 16s	F0101	4,677,058	1,906,636	1,713,859	1,256,228
Leaving Care	F0102	3,582,672	3,310,159	3,745,412	3,388,611
Looked After Children Service		13,168,926	10,428,606	9,791,327	5,224,494
Resource Team	F0150	340,171	1,286,619	1,330,751	4,919,598
The Fostering Service	F0152	7,655,610	8,306,016	7,114,899	6,598,646
The Adoption Service	F0153	2,912,366	3,428,347	3,796,150	4,031,142
Children's Resources		10,908,147	13,020,982	12,241,800	15,549,386
Family Support Central Service	F0300	1,761,952	2,137,168	1,889,310	2,023,240
FSS - Clinical Services	F0301	341,179	54,351	119,320	86,530
FSS - Early Intervention	F0310	0	18,117	39,773	0
Social Workers Cluster Based Units	F0302	964,562	2,136,938	2,025,564	2,602,758
Rapid Response Team	F0303	0	898,884	985,655	900,119
Family Support Services		3,067,693	5,245,458	5,059,622	5,612,647
Children With Disabilities Service	F0201	3,069,009	2,286,974	2,622,301	2,068,207
Children With Disabilities Service		3,069,009	2,286,974	2,622,301	2,068,207
Access & Assessments	F0202	4,099,892	3,887,111	4,217,238	3,338,827
Access & Assessments		4,099,892	3,887,111	4,217,238	3,338,827
Children Services Finance Team	F0400	1,122,515	1,153,941	1,003,651	982,251
Directorate Management	F0401	2,083,947	4,944,147	4,796,512	3,711,179
Directorate Management		3,206,462	6,098,088	5,800,163	4,693,430
Children's Commissioning Service	F0307	432,103	465,595	712,321	413,463
Children's Commissioning		432,103	465,595	712,321	413,463
Strategy Performance and Quality	F0251	1,284,794	581,725	595,754	1,291,486
Policy Team	F0255	0	662,192	676,221	597,447
Information System Unit	F0256	0	475,393	506,991	465,104
Workforce Development Team	F0002	0	388,241	318,750	407,286
CYPS Business Support	F0257	0	0	0	3,093,318
Strategy Performance and Quality		1,284,794	2,107,551	2,097,716	5,854,641
Youth Offending Team	F0350	2,480,915	2,270,032	2,245,742	2,715,575
Youth Support Scheme	F0351	0	484,644	457,108	728,437
Performance QA and Support	F0352	0	868,347	822,713	1,258,510
Commission and Participation	F0354	0	844,877	800,480	585,015
Maintained Youth Clubs	F0355	2,670,885	633,654	600,358	1,166,932
Services For Youth		5,151,800	5,101,555	4,926,402	6,454,469
Directorate Total		48,692,237	54,715,000	54,038,000	55,051,243

Children & Young People's Services

Staffing Analysis as at 31st March 2009	Cost Centre	Full Time Equivalent (FTE)	2009/10 Pay Budget £
Directorate Total		626.13	29,731,490
Children Protection & Reviewing Service	F0250	7.00	512,282
Reviewing Team	F0252	9.00	479,637
Children Protection and Reviewing Service		16.00	991,919
Children in the Community Team	F0050	32.25	1,507,809
Children in Need Central	F0051	31.00	1,462,856
Children in Need		63.25	2,970,665
Looked After Children	F0100	6.25	266,744
Looked After Children - Under 16s	F0101	20.50	896,515
Leaving Care	F0102	33.75	1,306,593
Looked After Children Service		60.50	2,469,852
Resource Team	F0150	6.00	303,264
The Fostering Service	F0152	26.25	1,179,070
The Adoption Service	F0153	24.00	1,055,907
Children's Resources		56.25	2,538,241
Family Support Central Service	F0300	31.50	1,703,008
FSS - Clinical Services	F0301	13.00	920,257
FSS - Early Intervention	F0310	0.00	462,410
Social Workers Cluster Based Units	F0302	25.00	952,394
Rapid Response Team	F0303	15.00	753,549
Family Support Services		84.50	4,791,618
Children With Disabilities Service	F0201	15.08	580,318
Children With Disabilities Service		15.08	580,318
Access & Assessments	F0202	46.25	2,500,438
Access & Assessments		46.25	2,500,438
Children Services Finance Team	F0400	18.00	809,526
Directorate Management	F0401	4.50	500,338
Directorate Management		22.50	1,309,864
Children's Commissioning Service	F0307	7.50	378,469
Children's Commissioning		7.50	378,469
Strategy Performance and Quality	F0251	5.00	277,347
Policy Team	F0255	10.00	460,712
Information System Unit	F0256	12.00	518,904
Workforce Development Team	F0002	5.50	239,555
CYPS Business Support	F0257	90.50	3,034,254
Strategy Performance and Quality		123.00	4,530,772
Youth Offending Team	F0350	66.50	2,824,090
Youth Support Scheme	F0351	20.00	1,018,912
Performance QA and Support	F0352	26.30	1,317,082
Commission and Participation	F0354	11.00	717,447
Maintained Youth Clubs	F0355	7.5	791,803
Services For Youth		131.30	6,669,334
Directorate Total		626.13	29,731,490

Children & Young People's Services

Directorate Summary

	2007/08 Actual £	2008/09 Budget £	2008/09 Probable £	2009/10 Budget £
Expenditure				
Direct Costs	24,726,160	28,137,106	29,069,889	29,731,492
Indirect Costs	979,768	279,966	549,224	286,253
Training	493,456	673,498	803,351	619,683
Contribution to Provisions	0	0	118,000	0
Employee Costs	26,199,384	29,090,570	30,540,464	30,637,428
Repair & Maintenance of Buildings	89,833	70,838	114,889	131,846
Energy Costs & Water Services	110,349	74,750	102,610	76,247
Rent & Rates	393,204	289,982	371,330	315,540
Premises Insurance	8,777	2,039	2,039	2,080
Grounds & Road Maintenance	0	0	1,500	0
Fixtures & Fittings	30,935	6,113	52,294	6,236
Cleaning	55,906	23,699	35,743	25,494
Contribution to Provisions	0	0	237	0
Premises Costs	689,005	467,421	680,642	557,443
Direct Transport Costs	39,243	13,987	79,163	44,869
Hire & Leasing	10,810	2,775	5,065	2,831
Transport Fees	348,434	333,803	354,168	350,364
Travel Allowances	76,118	130,371	119,109	122,776
Contribution to Provisions	43	0	169	0
Transport Costs	474,649	480,936	557,674	520,840
Furniture & Equipment	307,004	568,667	389,687	211,637
Catering	66,419	53,889	96,059	69,966
Clothing & Laundry	1,401	639	4,049	652
Communications & Computing	357,334	379,121	393,546	350,205
Fees & Services	561,059	560,563	717,393	494,301
Printing Stationery & Office Expenditure Expenses	173,711	242,373	227,482	229,053
	(164,239)	8,733	17,950	11,969
Grants & Subscriptions	172,957	62,621	135,648	66,934
Contribution to Provisions	75,428	515,764	680,961	500,000
Supplies and Services	1,551,074	2,392,370	2,662,775	1,934,717
General Third Party Payments	4,900,093	4,424,473	4,520,828	5,765,745
Voluntary Organisations	1,123,743	1,428,924	1,511,152	1,389,184
Social Services Client	20,531,176	19,345,000	18,170,837	18,107,972
Housing Benefits	0	0	0	0
Third Party Payments / Transfers	26,555,012	25,198,397	24,202,817	25,262,901
Support Services	6,849,359	6,661,360	6,742,981	6,949,517
Capital Charges	1,425,235	870,413	854,456	1,146,705
Capital Financing	6,029	2,999	40,599	0
Capital Charges / Financing	1,431,264	873,412	895,055	1,146,705
TOTAL EXPENDITURE	63,749,746	65,164,466	66,282,408	67,009,551
Income				
Government Grants	(11,222,937)	(8,968,250)	(10,817,955)	(10,113,956)
Other Grants & Contributions	(1,435,336)	(1,413,582)	(1,131,036)	(1,801,460)
Customer & Client Receipts	(517,189)	(67,635)	(295,417)	(42,891)
External Income	(13,175,462)	(10,449,466)	(12,244,408)	(11,958,308)
Recharges	(1,882,047)	0	0	0
Internal Income	(1,882,047)	0	0	0
TOTAL INCOME	(15,057,509)	(10,449,466)	(12,244,408)	(11,958,308)
NET EXPENDITURE	48,692,237	54,715,000	54,038,000	55,051,243

Children & Young People's Services

Children Protection and Reviewing Service

	2007/08 Actual £	2008/09 Budget £	2008/09 Probable £	2009/10 Budget £
Expenditure				
Direct Costs	954,444	1,033,211	1,018,314	991,920
Indirect Costs	9,059	8,164	65,337	8,348
Training	1,963	0	5,108	0
Contribution to Provisions	0	0	0	0
Employee Costs	965,466	1,041,375	1,088,760	1,000,268
Repair & Maintenance of Buildings	0	0	0	0
Energy Costs & Water Services	0	0	0	0
Rent & Rates	0	0	0	0
Premises Insurance	0	0	0	0
Grounds & Road Maintenance	0	0	0	0
Fixtures & Fittings	0	0	0	0
Cleaning	0	0	0	0
Contribution to Provisions	0	0	0	0
Premises Costs	0	0	0	0
Direct Transport Costs	1,350	0	0	0
Hire & Leasing	0	0	0	0
Transport Fees	6,256	3,565	5,353	3,636
Travel Allowances	9,107	8,667	9,876	8,840
Contribution to Provisions	0	0	39	0
Transport Costs	16,713	12,232	15,268	12,476
Furniture & Equipment	676	3,289	3,289	3,355
Catering	0	871	891	889
Clothing & Laundry	0	0	0	0
Communications & Computing	0	339	339	346
Fees & Services	863	1,208	12,427	1,232
Printing Stationery & Office Expenditure	13,012	8,204	17,977	8,368
Expenses	951	397	955	405
Grants & Subscriptions	0	0	0	0
Contribution to Provisions	0	0	0	0
Supplies and Services	15,503	14,308	35,878	14,595
General Third Party Payments	0	97,000	7,000	100,000
Voluntary Organisations	0	0	0	0
Social Services Client	0	0	588	0
Housing Benefits	0	0	0	0
Third Party Payments / Transfers	0	97,000	7,588	100,000
Support Services	335,263	172,744	172,833	172,367
Capital Charges	911	0	0	0
Capital Financing	0	0	0	0
Capital Charges / Financing	911	0	0	0
TOTAL EXPENDITURE	1,333,856	1,337,659	1,320,326	1,299,706
Income				
Government Grants	0	(97,000)	(97,000)	(100,000)
Other Grants & Contributions	0	0	0	0
Customer & Client Receipts	0	0	0	0
External Income	0	(97,000)	(97,000)	(100,000)
Recharges	(178,599)	0	0	0
Internal Income	(178,599)	0	0	0
TOTAL INCOME	(178,599)	(97,000)	(97,000)	(100,000)
NET EXPENDITURE	1,155,257	1,240,659	1,223,326	1,199,706

Children & Young People's Services

Children In Need

	2007/08 Actual £	2008/09 Budget £	2008/09 Probable £	2009/10 Budget £
Expenditure				
Direct Costs	2,374,296	3,697,111	3,869,063	2,970,665
Indirect Costs	32,410	8,912	13,449	9,096
Training	200	0	1,999	0
Contribution to Provisions	0	0	0	0
Employee Costs	2,406,906	3,706,023	3,884,511	2,979,761
Repair & Maintenance of Buildings	5,277	22,823	5,271	23,279
Energy Costs & Water Services	14,340	10,145	9,922	10,348
Rent & Rates	32,156	56,718	48,972	57,852
Premises Insurance	614	0	0	0
Grounds & Road Maintenance	0	0	0	0
Fixtures & Fittings	1,661	579	5,407	591
Cleaning	2,710	1,943	1,869	1,982
Contribution to Provisions	0	0	0	0
Premises Costs	56,758	92,208	71,441	94,052
Direct Transport Costs	225	0	0	0
Hire & Leasing	0	0	0	0
Transport Fees	53,825	69,624	62,250	71,018
Travel Allowances	9,696	13,339	32,935	13,606
Contribution to Provisions	43	0	0	0
Transport Costs	63,789	82,963	95,185	84,624
Furniture & Equipment	15,654	4,230	18,451	4,315
Catering	206	654	2,547	667
Clothing & Laundry	0	0	0	0
Communications & Computing	255	36,332	30,036	37,058
Fees & Services	5,230	97	4,502	99
Printing Stationery & Office Expenditure	9,350	5,419	15,088	5,528
Expenses	537	44	2,272	45
Grants & Subscriptions	0	0	0	0
Contribution to Provisions	0	0	0	0
Supplies and Services	31,232	46,776	72,896	47,712
General Third Party Payments	2,313	0	2,463	0
Voluntary Organisations	0	0	0	0
Social Services Client	464,931	391,085	698,791	618,145
Housing Benefits	0	0	0	0
Third Party Payments / Transfers	467,245	391,085	701,254	618,145
Support Services	787,781	464,792	471,924	744,818
Capital Charges	48,574	48,574	48,574	72,861
Capital Financing	281	0	0	0
Capital Charges / Financing	48,855	48,574	48,574	72,861
TOTAL EXPENDITURE	3,862,565	4,832,421	5,345,785	4,641,973
Income				
Government Grants	(256,250)	0	0	0
Other Grants & Contributions	(130,159)	0	0	0
Customer & Client Receipts	(163)	0	0	0
External Income	(386,572)	0	0	0
Recharges	(327,838)	0	0	0
Internal Income	(327,838)	0	0	0
TOTAL INCOME	(714,410)	0	0	0
NET EXPENDITURE	3,148,154	4,832,421	5,345,785	4,641,973

Children & Young People's Services

Looked After Children

	2007/08 Actual £	2008/09 Budget £	2008/09 Probable £	2009/10 Budget £
Expenditure				
Direct Costs	3,554,019	2,931,343	2,718,001	2,469,852
Indirect Costs	228,524	21,900	97,310	22,393
Training	6,813	8,300	4,600	8,487
Contribution to Provisions	0	0	0	0
Employee Costs	3,789,356	2,961,543	2,819,911	2,500,732
Repair & Maintenance of Buildings	11,411	25,463	9,676	25,972
Energy Costs & Water Services	18,388	17,548	23,910	17,899
Rent & Rates	7,905	13,291	10,641	13,557
Premises Insurance	1,207	1,105	1,105	1,127
Grounds & Road Maintenance	0	0	1,500	0
Fixtures & Fittings	4,321	0	3,008	0
Cleaning	19,556	325	1,526	1,652
Contribution to Provisions	0	0	0	0
Premises Costs	62,788	57,732	51,366	60,207
Direct Transport Costs	2,919	298	2,250	304
Hire & Leasing	48	0	0	0
Transport Fees	216,487	161,907	188,378	175,344
Travel Allowances	13,242	24,006	13,565	14,286
Contribution to Provisions	0	0	0	0
Transport Costs	232,697	186,211	204,193	189,934
Furniture & Equipment	61,335	22,868	3,081	23,325
Catering	28,182	19,565	24,614	19,957
Clothing & Laundry	0	0	155	0
Communications & Computing	41,523	37,091	23,735	37,641
Fees & Services	8,545	3,792	9,263	6,055
Printing Stationery & Office Expenditure Expenses	20,401	47,807	12,395	30,995
	(172,574)	2,988	3,544	6,108
Grants & Subscriptions	11,108	529	3,454	3,601
Contribution to Provisions	52,044	0	0	0
Supplies and Services	50,565	134,640	80,241	127,682
General Third Party Payments	266,446	328,173	560,747	673,736
Voluntary Organisations	7,384	14,782	5,436	15,078
Social Services Client	8,781,463	7,292,563	6,665,578	2,488,212
Housing Benefits	0	0	0	0
Third Party Payments / Transfers	9,055,293	7,635,518	7,231,761	3,177,026
Support Services	2,022,483	789,039	790,261	701,205
Capital Charges	21,246	20,808	20,808	22,118
Capital Financing	0	0	0	0
Capital Charges / Financing	21,246	20,808	20,808	22,118
TOTAL EXPENDITURE	15,234,428	11,785,491	11,198,541	6,778,904
Income				
Government Grants	(1,085,156)	(1,356,885)	(1,187,316)	(1,554,410)
Other Grants & Contributions	(596,493)	0	(145,446)	0
Customer & Client Receipts	(214,940)	0	(74,452)	0
External Income	(1,896,589)	(1,356,885)	(1,407,214)	(1,554,410)
Recharges	(168,912)	0	0	0
Internal Income	(168,912)	0	0	0
TOTAL INCOME	(2,065,500)	(1,356,885)	(1,407,214)	(1,554,410)
NET EXPENDITURE	13,168,928	10,428,606	9,791,327	5,224,494

Children & Young People's Services

Children's Resources

	2007/08 Actual £	2008/09 Budget £	2008/09 Probable £	2009/10 Budget £
Expenditure				
Direct Costs	2,270,912	2,892,124	2,461,665	2,538,241
Indirect Costs	150,912	11,102	45,885	11,352
Training	17,510	4,148	5,844	14,465
Contribution to Provisions	0	0	118,000	0
Employee Costs	2,439,334	2,907,374	2,631,394	2,564,058
Repair & Maintenance of Buildings	14,702	252	0	257
Energy Costs & Water Services	0	0	0	0
Rent & Rates	0	17,893	17,903	18,251
Premises Insurance	0	0	0	0
Grounds & Road Maintenance	0	0	0	0
Fixtures & Fittings	0	0	0	0
Cleaning	0	0	2,360	0
Contribution to Provisions	0	0	0	0
Premises Costs	14,702	18,145	20,263	18,508
Direct Transport Costs	0	106	106	108
Hire & Leasing	0	0	0	0
Transport Fees	23,914	13,682	25,175	13,955
Travel Allowances	18,533	32,079	27,847	32,721
Contribution to Provisions	0	0	0	0
Transport Costs	42,447	45,867	53,128	46,784
Furniture & Equipment	23,177	31,951	14,101	32,591
Catering	2,272	3,778	6,473	3,853
Clothing & Laundry	0	0	0	0
Communications & Computing	64,693	89,628	90,591	40,420
Fees & Services	33,298	133,149	143,478	152
Printing Stationery & Office Expenditure	18,379	26,172	24,375	26,695
Expenses	950	3,347	5,664	3,414
Grants & Subscriptions	15,395	6,275	16,208	6,401
Contribution to Provisions	0	0	0	0
Supplies and Services	158,163	294,300	300,891	113,526
General Third Party Payments	7,820	0	0	0
Voluntary Organisations	0	0	0	0
Social Services Client	8,940,076	9,024,730	8,522,157	11,983,465
Housing Benefits	0	0	0	0
Third Party Payments / Transfers	8,947,896	9,024,730	8,522,157	11,983,465
Support Services	630,317	710,966	721,583	823,045
Capital Charges	97,594	19,600	0	0
Capital Financing	0	0	37,600	0
Capital Charges / Financing	97,594	19,600	37,600	0
TOTAL EXPENDITURE	12,330,453	13,020,982	12,287,016	15,549,386
Income				
Government Grants	(1,373,068)	0	0	0
Other Grants & Contributions	(5,569)	0	(20,333)	0
Customer & Client Receipts	(43,669)	0	(24,882)	0
External Income	(1,422,306)	0	(45,215)	0
Recharges	0	0	0	0
Internal Income	0	0	0	0
TOTAL INCOME	(1,422,306)	0	(45,215)	0
NET EXPENDITURE	10,908,147	13,020,982	12,241,800	15,549,386

Children & Young People's Services

Family Support Services

	2007/08 Actual £	2008/09 Budget £	2008/09 Probable £	2009/10 Budget £
Expenditure				
Direct Costs	3,176,652	5,008,383	4,461,081	4,791,619
Indirect Costs	43,388	18,106	13,320	18,517
Training	4,261	6,051	9,743	1,075
Contribution to Provisions	0	0	0	0
Employee Costs	3,224,301	5,032,540	4,484,144	4,811,211
Repair & Maintenance of Buildings	14,814	10,593	49,303	70,397
Energy Costs & Water Services	28,660	11,444	21,734	11,674
Rent & Rates	55,232	59,492	42,042	60,682
Premises Insurance	3,005	934	934	953
Grounds & Road Maintenance	0	0	0	0
Fixtures & Fittings	3,198	689	3,438	703
Cleaning	6,362	3,205	9,977	3,269
Contribution to Provisions	0	0	0	0
Premises Costs	111,270	86,357	127,428	147,678
Direct Transport Costs	5,269	0	4,912	0
Hire & Leasing	0	0	0	0
Transport Fees	21,602	4,544	22,415	4,321
Travel Allowances	10,933	12,401	10,259	12,649
Contribution to Provisions	0	0	0	0
Transport Costs	37,805	16,945	37,586	16,970
Furniture & Equipment	27,644	392,230	131,408	31,670
Catering	1,836	6,645	20,294	6,778
Clothing & Laundry	0	639	10	652
Communications & Computing	23,977	43,185	27,265	44,047
Fees & Services	244,854	12,282	92,358	12,528
Printing Stationery & Office Expenditure	26,988	20,490	20,130	20,901
Expenses	3,285	1,828	459	1,865
Grants & Subscriptions	0	0	0	0
Contribution to Provisions	0	0	0	0
Supplies and Services	328,583	477,299	291,923	118,441
General Third Party Payments	29,911	133,000	148,200	330,780
Voluntary Organisations	131,251	591,335	533,965	624,595
Social Services Client	(32,566)	499,926	518,051	559,925
Housing Benefits	0	0	0	0
Third Party Payments / Transfers	128,596	1,224,261	1,200,216	1,515,300
Support Services	518,094	475,740	484,931	773,038
Capital Charges	3,445	84,856	84,856	23,624
Capital Financing	0	0	0	0
Capital Charges / Financing	3,445	84,856	84,856	23,624
TOTAL EXPENDITURE	4,352,094	7,397,998	6,711,085	7,406,262
Income				
Government Grants	(1,002,698)	(1,499,808)	(1,212,675)	(933,744)
Other Grants & Contributions	(205,581)	(626,979)	(408,444)	(859,871)
Customer & Client Receipts	(4,810)	(25,753)	(30,345)	0
External Income	(1,213,089)	(2,152,540)	(1,651,464)	(1,793,615)
Recharges	(71,313)	0	0	0
Internal Income	(71,313)	0	0	0
TOTAL INCOME	(1,284,402)	(2,152,540)	(1,651,464)	(1,793,615)
NET EXPENDITURE	3,067,693	5,245,458	5,059,621	5,612,647

Children & Young People's Services

Children With Disabilities

	2007/08 Actual £	2008/09 Budget £	2008/09 Probable £	2009/10 Budget £
Expenditure				
Direct Costs	854,996	732,360	786,261	580,318
Indirect Costs	159,154	8,462	13,393	8,652
Training	0	0	0	0
Contribution to Provisions	0	0	0	0
Employee Costs	1,014,150	740,822	799,654	588,970
Repair & Maintenance of Buildings	4,338	0	369	0
Energy Costs & Water Services	10,489	0	2,164	0
Rent & Rates	24,198	0	111,521	0
Premises Insurance	985	0	0	0
Grounds & Road Maintenance	0	0	0	0
Fixtures & Fittings	1,446	0	25,206	0
Cleaning	2,376	0	3,242	0
Contribution to Provisions	0	0	0	0
Premises Costs	43,833	0	142,502	0
Direct Transport Costs	1,675	0	290	0
Hire & Leasing	(7)	0	0	0
Transport Fees	5,733	13,544	19,770	13,816
Travel Allowances	2,695	6,890	1,092	7,028
Contribution to Provisions	0	0	0	0
Transport Costs	10,096	20,434	21,153	20,844
Furniture & Equipment	1,680	0	1,467	0
Catering	3,267	0	(0)	0
Clothing & Laundry	0	0	0	0
Communications & Computing	8,712	7,528	2,219	7,679
Fees & Services	2,366	13,921	5,605	14,199
Printing Stationery & Office Expenditure	4,905	0	1,430	0
Expenses	29	0	0	0
Grants & Subscriptions	0	0	0	0
Contribution to Provisions	0	0	0	0
Supplies and Services	20,960	21,449	10,720	21,878
General Third Party Payments	529,379	141,327	293,001	144,154
Voluntary Organisations	163,170	147,589	166,460	81,970
Social Services Client	1,440,971	1,350,632	1,327,107	1,744,112
Housing Benefits	0	0	0	0
Third Party Payments / Transfers	2,133,520	1,639,548	1,786,568	1,970,236
Support Services	247,694	263,239	265,200	109,269
Capital Charges	1,042	5,005	5,005	5,300
Capital Financing	0	0	0	0
Capital Charges / Financing	1,042	5,005	5,005	5,300
TOTAL EXPENDITURE	3,471,294	2,690,497	3,030,801	2,716,497
Income				
Government Grants	(367,180)	(403,523)	(403,523)	(648,290)
Other Grants & Contributions	(35,105)	0	(4,931)	0
Customer & Client Receipts	0	0	(46)	0
External Income	(402,285)	(403,523)	(408,500)	(648,290)
Recharges	0	0	0	0
Internal Income	0	0	0	0
TOTAL INCOME	(402,285)	(403,523)	(408,500)	(648,290)
NET EXPENDITURE	3,069,009	2,286,974	2,622,301	2,068,207

Children & Young People's Services

Access & Assessments

	2007/08 Actual £	2008/09 Budget £	2008/09 Probable £	2009/10 Budget £
Expenditure				
Direct Costs	2,977,271	2,967,706	3,345,506	2,500,438
Indirect Costs	23,785	44,154	80,712	45,147
Training	100	0	1,852	0
Contribution to Provisions	0	0	0	0
Employee Costs	3,001,156	3,011,860	3,428,070	2,545,585
Repair & Maintenance of Buildings	1,857	0	0	0
Energy Costs & Water Services	0	0	0	0
Rent & Rates	0	0	0	0
Premises Insurance	0	0	0	0
Grounds & Road Maintenance	0	0	0	0
Fixtures & Fittings	0	0	0	0
Cleaning	63	0	0	0
Contribution to Provisions	0	0	0	0
Premises Costs	1,920	0	0	0
Direct Transport Costs	392	0	1,263	0
Hire & Leasing	0	0	0	0
Transport Fees	15,097	51,007	15,793	52,027
Travel Allowances	5,717	21,720	14,084	22,154
Contribution to Provisions	0	0	0	0
Transport Costs	21,207	72,727	31,140	74,181
Furniture & Equipment	1,088	7,609	7,490	7,761
Catering	837	1,258	1,894	1,283
Clothing & Laundry	0	0	0	0
Communications & Computing	62	13,331	5,685	13,598
Fees & Services	4,407	9,992	13,900	10,192
Printing Stationery & Office Expenditure	13,915	16,590	8,201	16,922
Expenses	363	129	230	132
Grants & Subscriptions	0	0	0	0
Contribution to Provisions	23,384	0	0	0
Supplies and Services	44,055	48,909	37,400	49,888
General Third Party Payments	6,442	0	(0)	0
Voluntary Organisations	0	0	0	0
Social Services Client	277,621	210,587	212,989	284,799
Housing Benefits	0	0	0	0
Third Party Payments / Transfers	284,063	210,587	212,989	284,799
Support Services	747,806	543,028	544,580	384,374
Capital Charges	0	0	0	0
Capital Financing	0	0	0	0
Capital Charges / Financing	0	0	0	0
TOTAL EXPENDITURE	4,100,208	3,887,111	4,254,179	3,338,827
Income				
Government Grants	0	0	0	0
Other Grants & Contributions	0	0	(36,558)	0
Customer & Client Receipts	(316)	0	(383)	0
External Income	(316)	0	(36,941)	0
Recharges	0	0	0	0
Internal Income	0	0	0	0
TOTAL INCOME	(316)	0	(36,941)	0
NET EXPENDITURE	4,099,892	3,887,111	4,217,238	3,338,827

Children & Young People's Services

Directorate Management

	2007/08 Actual £	2008/09 Budget £	2008/09 Probable £	2009/10 Budget £
Expenditure				
Direct Costs	2,127,362	1,698,796	1,660,031	1,309,864
Indirect Costs	193,393	138,686	164,990	141,807
Training	20,402	81,847	97,152	83,689
Contribution to Provisions	0	0	0	0
Employee Costs	2,341,157	1,919,329	1,922,173	1,535,360
Repair & Maintenance of Buildings	27,165	0	868	0
Energy Costs & Water Services	19,256	0	0	0
Rent & Rates	144,633	0	0	0
Premises Insurance	40	0	0	0
Grounds & Road Maintenance	0	0	0	0
Fixtures & Fittings	2,141	0	421	0
Cleaning	7,532	0	0	0
Contribution to Provisions	0	0	0	0
Premises Costs	200,766	0	1,289	0
Direct Transport Costs	33	0	0	0
Hire & Leasing	154	0	250	0
Transport Fees	243	400	6,405	408
Travel Allowances	125	3,694	3,694	3,768
Contribution to Provisions	0	0	0	0
Transport Costs	555	4,094	10,349	4,176
Furniture & Equipment	9,406	14,918	17,987	15,216
Catering	3,649	2,932	4,224	2,991
Clothing & Laundry	0	0	0	0
Communications & Computing	68,542	58,350	94,435	59,517
Fees & Services	36,551	377,580	405,085	385,131
Printing Stationery & Office Expenditure	14,006	44,734	51,833	45,628
Expenses	284	0	2	0
Grants & Subscriptions	7,413	19,202	21,581	19,586
Contribution to Provisions	0	500,764	500,764	500,000
Supplies and Services	139,852	1,018,480	1,095,910	1,028,069
General Third Party Payments	0	0	(316,916)	277,000
Voluntary Organisations	597,068	540,169	531,388	551,224
Social Services Client	658,680	575,477	225,575	429,314
Housing Benefits	0	0	0	0
Third Party Payments / Transfers	1,255,748	1,115,646	440,047	1,257,538
Support Services	546,443	2,550,207	2,550,721	1,375,120
Capital Charges	0	0	0	0
Capital Financing	0	0	0	0
Capital Charges / Financing	0	0	0	0
TOTAL EXPENDITURE	4,484,521	6,607,756	6,020,490	5,200,263
Income				
Government Grants	(901,010)	(67,706)	0	(69,310)
Other Grants & Contributions	(161,101)	(441,962)	(219,492)	(437,522)
Customer & Client Receipts	(59,425)	0	(835)	0
External Income	(1,121,536)	(509,668)	(220,327)	(506,833)
Recharges	(156,523)	0	0	0
Internal Income	(156,523)	0	0	0
TOTAL INCOME	(1,278,059)	(509,668)	(220,327)	(506,833)
NET EXPENDITURE	3,206,462	6,098,088	5,800,163	4,693,430

Children & Young People's Services

Children's Commissioning

	2007/08 Actual £	2008/09 Budget £	2008/09 Probable £	2009/10 Budget £
Expenditure				
Direct Costs	311,340	103,610	334,741	378,469
Indirect Costs	625	0	625	0
Training	3,433	5,837	1,179	5,968
Contribution to Provisions	0	0	0	0
Employee Costs	315,398	109,447	336,546	384,437
Repair & Maintenance of Buildings	0	0	0	0
Energy Costs & Water Services	0	0	0	0
Rent & Rates	0	0	0	0
Premises Insurance	0	0	0	0
Grounds & Road Maintenance	0	0	0	0
Fixtures & Fittings	0	0	0	0
Cleaning	0	0	0	0
Contribution to Provisions	0	0	0	0
Premises Costs	0	0	0	0
Direct Transport Costs	0	0	0	0
Hire & Leasing	0	0	0	0
Transport Fees	17	308	255	314
Travel Allowances	0	0	0	0
Contribution to Provisions	0	0	0	0
Transport Costs	17	308	255	314
Furniture & Equipment	397	3,351	28	3,418
Catering	454	2,985	0	3,045
Clothing & Laundry	0	0	0	0
Communications & Computing	15,126	20,846	1,339	5,963
Fees & Services	126,183	0	11,050	0
Printing Stationery & Office Expenditure	1,685	5,468	800	5,476
Expenses	0	0	0	0
Grants & Subscriptions	1,080	995	119	1,015
Contribution to Provisions	0	0	0	0
Supplies and Services	144,925	33,645	13,335	18,917
General Third Party Payments	2,846,168	2,300,422	2,621,761	2,402,526
Voluntary Organisations	6,457	21,013	21,000	0
Social Services Client	0	0	0	0
Housing Benefits	0	0	0	0
Third Party Payments / Transfers	2,852,625	2,321,435	2,642,761	2,402,526
Support Services	163,476	139,409	156,857	113,696
Capital Charges	0	0	0	0
Capital Financing	0	0	0	0
Capital Charges / Financing	0	0	0	0
TOTAL EXPENDITURE	3,476,442	2,604,244	3,149,753	2,919,890
Income				
Government Grants	(2,950,843)	(2,099,362)	(2,326,847)	(2,466,456)
Other Grants & Contributions	(26,991)	(39,287)	(110,585)	(39,971)
Customer & Client Receipts	0	0	0	0
External Income	(2,977,835)	(2,138,649)	(2,437,432)	(2,506,427)
Recharges	(66,504)	0	0	0
Internal Income	(66,504)	0	0	0
TOTAL INCOME	(3,044,339)	(2,138,649)	(2,437,432)	(2,506,427)
NET EXPENDITURE	432,103	465,595	712,321	413,463

Children & Young People's Services

Strategy Performance and Quality

	2007/08 Actual £	2008/09 Budget £	2008/09 Probable £	2009/10 Budget £
Expenditure				
Direct Costs	1,040,625	1,378,403	1,416,593	4,530,772
Indirect Costs	2,214	10,070	15,650	10,297
Training	303,469	445,863	507,150	382,855
Contribution to Provisions	0	0	0	0
Employee Costs	1,346,307	1,834,336	1,939,393	4,923,924
Repair & Maintenance of Buildings	86	3,075	9,718	3,137
Energy Costs & Water Services	0	0	0	0
Rent & Rates	0	5,985	5,985	6,105
Premises Insurance	0	0	0	0
Grounds & Road Maintenance	0	0	0	0
Fixtures & Fittings	0	0	0	0
Cleaning	22	0	0	0
Contribution to Provisions	0	0	0	0
Premises Costs	108	9,060	15,703	9,242
Direct Transport Costs	0	2,390	2,390	2,440
Hire & Leasing	500	0	0	0
Transport Fees	524	2,923	2,923	2,980
Travel Allowances	0	1,156	1,156	1,177
Contribution to Provisions	0	0	0	0
Transport Costs	1,024	6,469	6,469	6,597
Furniture & Equipment	55,350	62,689	62,689	63,942
Catering	2,366	2,410	2,410	2,457
Clothing & Laundry	16	0	0	0
Communications & Computing	30,221	44,181	61,750	45,059
Fees & Services	1,158	323	696	330
Printing Stationery & Office Expenditure	7,896	28,257	28,257	28,824
Expenses	78	0	0	0
Grants & Subscriptions	4,210	33,569	33,569	34,240
Contribution to Provisions	0	0	0	0
Supplies and Services	101,296	171,429	189,371	174,852
General Third Party Payments	11,691	0	0	19,578
Voluntary Organisations	85,373	114,036	114,036	116,317
Social Services Client	0	0	0	0
Housing Benefits	0	0	0	0
Third Party Payments / Transfers	97,064	114,036	114,036	135,895
Support Services	192,095	223,695	226,315	342,307
Capital Charges	0	157,227	157,227	675,061
Capital Financing	1,415	0	0	0
Capital Charges / Financing	1,415	157,227	157,227	675,061
TOTAL EXPENDITURE	1,739,308	2,516,252	2,648,514	6,267,878
Income				
Government Grants	(385,236)	(401,013)	(532,798)	(405,395)
Other Grants & Contributions	(899)	0	0	0
Customer & Client Receipts	(2,670)	(7,688)	(18,000)	(7,842)
External Income	(388,805)	(408,701)	(550,798)	(413,237)
Recharges	(65,709)	0	0	0
Internal Income	(65,709)	0	0	0
TOTAL INCOME	(454,514)	(408,701)	(550,798)	(413,237)
NET EXPENDITURE	1,284,794	2,107,551	2,097,716	5,854,641

Children & Young People's Services

Services for Youth

	2007/08 Actual £	2008/09 Budget £	2008/09 Probable £	2009/10 Budget £
Expenditure				
Direct Costs	5,084,245	5,694,059	6,998,632	6,669,334
Indirect Costs	136,302	10,410	38,552	10,644
Training	135,307	121,452	168,724	123,144
Contribution to Provisions	0	0	0	0
Employee Costs	5,355,853	5,825,921	7,205,909	6,803,122
Repair & Maintenance of Buildings	10,183	8,632	39,685	8,804
Energy Costs & Water Services	19,217	35,613	44,879	36,326
Rent & Rates	129,080	136,603	134,267	159,093
Premises Insurance	2,926	0	0	0
Grounds & Road Maintenance	0	0	0	0
Fixtures & Fittings	18,167	4,845	14,813	4,942
Cleaning	17,286	18,226	16,769	18,591
Contribution to Provisions	0	0	237	0
Premises Costs	196,859	203,919	250,650	227,756
Direct Transport Costs	27,379	11,193	67,951	42,017
Hire & Leasing	10,115	2,775	4,815	2,831
Transport Fees	4,735	12,299	5,451	12,545
Travel Allowances	6,070	6,419	4,601	6,547
Contribution to Provisions	0	0	130	0
Transport Costs	48,300	32,686	82,949	63,940
Furniture & Equipment	110,594	25,532	129,696	26,044
Catering	23,349	12,791	32,712	28,046
Clothing & Laundry	1,385	0	3,884	0
Communications & Computing	104,223	28,310	56,152	58,877
Fees & Services	97,603	8,219	19,029	64,383
Printing Stationery & Office Expenditure	43,175	39,232	46,998	39,716
Expenses	1,859	0	4,823	0
Grants & Subscriptions	133,752	2,051	60,718	2,091
Contribution to Provisions	0	15,000	180,197	0
Supplies and Services	515,940	131,135	534,209	219,157
General Third Party Payments	1,199,922	1,424,551	1,204,573	1,817,971
Voluntary Organisations	133,040	0	138,867	0
Social Services Client	0	0	0	0
Housing Benefits	0	0	0	0
Third Party Payments / Transfers	1,332,962	1,424,551	1,343,440	1,817,971
Support Services	657,907	328,501	357,776	1,410,278
Capital Charges	1,252,423	534,343	537,986	347,741
Capital Financing	4,333	2,999	2,999	0
Capital Charges / Financing	1,256,756	537,342	540,985	347,741
TOTAL EXPENDITURE	9,364,579	8,484,055	10,315,918	10,889,965
Income				
Government Grants	(2,901,495)	(3,042,953)	(5,057,796)	(3,936,351)
Other Grants & Contributions	(273,438)	(305,347)	(185,246)	(464,096)
Customer & Client Receipts	(191,197)	(34,194)	(146,474)	(35,049)
External Income	(3,366,129)	(3,382,493)	(5,389,516)	(4,435,496)
Recharges	(846,650)	0	0	0
Internal Income	(846,650)	0	0	0
TOTAL INCOME	(4,212,779)	(3,382,493)	(5,389,516)	(4,435,496)
NET EXPENDITURE	5,151,800	5,101,562	4,926,401	6,454,469

AIMS AND AMBITIONS

Community Services Strategic Objectives

1. Meeting the person, not just the need – ensuring that the needs of the whole person are recognised so that services are designed around them
2. Promoting independence – enabling people to live a fulfilled life, making the most of their capacity and potential
3. Providing wider choice – having access to a choice of, and control of, good quality services
4. Improving access – enabling people to access services which meet, and are responsive to, their individual and diverse needs
5. Joining up and innovating – working in partnership to develop the capacity to achieve change and deliver our priorities

We value staff who uphold these principles and Hackney's vision and values

WHAT DID WE ACHIEVE IN 2008/09?

ACCELERATED IMPROVEMENT:

Achieved

Increase usage and quality of leisure centres through a strategic approach to facility development

- As planned, five of our six leisure centres achieved QUEST accreditation
- Achieved improved Institute for Sport and Leisure (ISPAL) quality score
- Produced feasibility recommendations for Haggerston pools
- Increased usage at leisure centres above target figure (over 1m visits in 08/09)

Continue to invest in Hackney's parks and open spaces, delivering significant benefits for the borough including new and restored community facilities, enhanced parks and green spaces and an improved infrastructure.

- Restoration of Clissold House & Park, (Stage 2 Heritage Lottery Fund [HLF] bid submitted)
- Developed plans for the White Lodge, Stables & Glasshouse at Springfield Park, (part)
- Completion of improvements to Shoreditch Park (phase 1): Removal of derelict Redgra pitches and replacement with turf; tree & shrub maintenance to improve safety and sightlines; installation of permanent service points (water & electricity) to facilitate the use of the park for events; improvements to main pathway network; improvements to main entrances; creation of amphitheatre/performance space; Improvements to lighting.
- We raised the standard of our parks as evidenced by Green Flag status awarded to 7 parks

Hackney 2012 - Activity For All: Involve as many people as possible in regular physical activity.

- Personal Best finals completed with 144 children from 12 schools participating,
- New Age Games had 100 older adults taking part
- Pilot Personal Best Programme with Youth Service targeted 75 participants aged 13-19 December 2008 to March 2009

Hackney 2012 - Bringing Through The Talent: Create and resource opportunities for young people with exceptional sporting talent.

- Personal Best - 400 'personal bests' set by pupils from 12 schools
- The Youth Sports Fund supported 32 Individuals and 12 clubs with bursaries to develop sporting excellence

<p>Hackney 2012 - Remaking The Marshes: Deliver a major upgrade to the sports facilities on the Marshes.</p> <ul style="list-style-type: none"> • Outline planning application approved in July 2008 • Funding application to Football Foundation submitted February 2009 • Designs for South Marsh complete and planning application submitted January 2009 • Procurement process completed for South Marsh design team - December 2008
<p>Hackney 2012 - Bringing on the Cultural Festival and Building The Olympic Carnival: Ensure that we (a) take a central role in promoting the festival as lead borough for culture and (b) facilitate the full engagement of Hackney carnival groups in the cultural Olympiad.</p> <ul style="list-style-type: none"> • Hackney One carnival on Sunday 28th September 2008 had 6000 people taking part
<p>Hackney 2012 - Building our Bases: Provide accessible and affordable sports facilities, offering a programme of activity ranging from grass roots participation to elite competition.</p> <ul style="list-style-type: none"> • Developed a Hackney coaching database as an information resource • Developed an annual programme of coaching/leadership awards and ran 20 courses
<p>Hackney 2012 - 'Mapping The Change' programme: Set up a permanent record of the impact of the 2012 Games on the Borough through community embedded work.</p> <ul style="list-style-type: none"> • Successful application made to MLA London's People's Record • Heritage Lottery Fund application completed • Achieved Inspire Mark (awarded by London Organising Committee of the Olympic Games - LOCOG)
<p>Through a range of Organisational Development initiatives, improve the capacity, capability and skills mix of our staff in order to deliver excellent services and outcomes for individuals, Carers' and communities. Based on the workforce development strategy, to undertake a planned, fully evaluated and costed range of workforce development interventions for our own workforce, the workforce of our partners and Carers' to ensure that we have a workforce that is fit for purpose, serves the citizens of Hackney and aims to be "best in class".</p> <ul style="list-style-type: none"> • Delivered vocational development through NVQ for: customer care [10 staff], parks [11 staff], administration [10 staff], management [10 staff] and health and social care [20 staff] • Ran 2 action learning sets for 6 people in each set, for 6 months each • Delivered 12 training courses for 90 Carers' • Delivered 4 Safeguarding Adult Awareness/Alerters – 1 day course (85 staff) • Delivered 11 POVA/Safeguarding Adult Investigators – 2 day course (52 staff)
<p>Deliver the actions in the Directorate Equalities Action Plan and complete Equalities Impact Assessments (EIA) as required</p> <ul style="list-style-type: none"> • Helped the Council to achieve level 3 of the Equalities Standard for Local Government • Implemented quality assurance framework (QAF) across the directorate; this included enhanced user feedback • Put systems and procedures in place to capture learning from complaints; made improvements to service as a result which are reported each quarter • A total of 18 EIAs were undertaken across the directorate during 2008/09.
<p>Not Achieved / More to do</p> <ul style="list-style-type: none"> • Restoration of Heritage features at Abney Park Cemetery • Hoxton Square redevelopment (design to go out to consultation Q1 09/10) • Develop a multi use games area (MUGA) in London Fields - Common Land consent application March 2009.

CONTINUOUS IMPROVEMENT:
Achieved
<p>Implement the recommendations of CPA inspection of cultural services:</p> <p>Strengthen the strategic service planning framework</p> <ul style="list-style-type: none"> • Updated market segmentation data for leisure centre user database to better identify target groups • Joined parks benchmarking group • Improved communications with culture groups through regular meetings <p>Strengthen service planning and performance management framework</p> <ul style="list-style-type: none"> • Service standards reviewed, updated and published • Joined Cultural Service Improvement Programme and took part in self-assessment and peer challenge exercise to improve our cultural services <p>Further develop the approach to managing and improving value for money provided by cultural services</p> <ul style="list-style-type: none"> • Agreed frameworks used to report capital projects • Identified projects for future section 106 funding
<p>Increase our understanding of users of leisure services.</p> <ul style="list-style-type: none"> • Full analysis of users and non-users of leisure centres completed and action plan being developed to target non-users
<p>Transform adult social care into a system of greater personalisation, including a strategic shift towards early intervention and prevention with more effective working across boundaries to harness the capacity of the whole system.</p> <p>Most projects will continue into 2009/10 as this is a 3 year programme; key achievements were:</p> <ul style="list-style-type: none"> • Better brokerage (placement finding service) Expanded brokerage team dealt with higher volume including Learning Disabilities and Meals on Wheels cases • Access management improved duty system Developed revised arrangements to improve duty team working practices and improved assessment process for users • Improved supporting people services Developed new work programme to re-procure Supporting People services
<p>Develop Housing with Care Schemes to enable vulnerable people to remain in the community</p> <ul style="list-style-type: none"> • 12 additional places provided across 4 schemes
<p>Implement action plans arising from the commissioning strategies</p> <ul style="list-style-type: none"> • Provided 800 people with Telecare & 100 people with Telehealth to enable them to remain in the community • Commissioned 'Disability Back-up' to engage users in the review of services for people with physical and sensory disabilities • Began a major review of learning disabilities services • Surveyed 250 users of meals service and incorporated user views into the service specification for contract renewal
<p>Further develop value for money provided by all services.</p> <ul style="list-style-type: none"> • Increased efficiencies from procurement and commissioning activities • Reduced subsidy per visit at leisure centres

<p>Continue to improve services for Hackney Carers'</p> <ul style="list-style-type: none"> • 15 Carers' attended access to work pilot workshop • Carers' helpline launched – 40 calls received in first 6 months • Carers' retreats took place in October & March for 24 people. • Established a 'Working in partnership with Carers' Group' to involve Carers' in training our staff & to operate as a reference group for service development. • Annual Carers' conference held March 2009 – developed partnership working with Carers' on service development. • The Hackney Carers' Card: Over 50 Hackney retailers work with the Council to offer discounts to Carers'. The scheme has been recognised as an example of best practice in the new National Carers' Strategy.
<p>Reduce emergency admissions to hospital and length of stay in hospital for social care users who do need to be admitted</p> <ul style="list-style-type: none"> • 90% of all referrals received resulted in non-admittance to hospital or reduced length of hospital stay
<p>Improve rehabilitation services for stroke at the hospital/community interface</p> <ul style="list-style-type: none"> • New investment has resulted in an increase in the number of rehabilitation beds for people after stroke, to 20
<p>Expand TB outreach work in the community</p> <ul style="list-style-type: none"> • Increased outreach work by the Homerton TB Outreach Workers into the community, focussed on vulnerable groups such as homeless people and process underway to recruit to an additional post
<p>In partnership, produce a Joint Strategic Needs Assessment (JSNA)</p> <ul style="list-style-type: none"> • JSNA produced by deadline
<p>Work In Progress</p>
<p>Reduce obesity</p> <p>Projects commissioned to inform the emerging refresh of the Healthy Weight Strategy all to be completed by the end of April 2009</p> <ul style="list-style-type: none"> • A mapping/audit of community kitchens, opportunities to access nutritious food, and communal spaces suitable for physical activities across Hackney • Review of effectiveness, including cost effectiveness wherever possible, of commissioned obesity-related projects in Hackney • Production of a series of maps for residents of local neighbourhoods which show local opportunities for increasing physical activity, improving cooking skills and accessing nutritious food • A review of the use and non use of parks and green spaces developing an in depth understanding of how we can increase their health impact and continue to build on the improvements already made within our parks and open spaces • A scheme to accredit volunteers from local estates in sports coaching and ethical/organic food production and retail to build local capacity to reduce obesity • Action-oriented evaluation of the volunteer accreditation scheme (previous point above). • The refurbishment of kitchens and communal spaces in community halls on local estates
<p>Develop a new library at Dalston, replace the CLR James library and relocate the archives service</p>
<p>Self service system for libraries; Radio Frequency Identification (RFID) system identified and procured</p>
<p>Clapton library due to reopen in quarter 4 of 2009/10 following extensive refurbishment</p>
<p>Not achieved / Work to do</p>
<p>Reduce the prevalence of smoking in the population</p> <ul style="list-style-type: none"> • Forecast out-turn for smoking quitters of 1,500 (against target of 2,300) for the area covered by the City and Hackney PCT <p>Improve health outcomes such as lower rates of obesity and smoking through outreach work by Health Trainers</p> <ul style="list-style-type: none"> • Local voluntary sector providers have been commissioned to recruit and manage 11 health trainers who will work with local residents to improve their health notably in relation to helping them quit smoking, achieve and maintain a healthy weight and keep well, but trainers not recruited yet.

KEY ACTIVITY DATA

	Forecast 2008/09			Budgeted 2009/10		
	Volume	Budget (£m)	Unit Cost (£)	Volume	Budget (£m)	Unit Cost (£)
Sports						
Leisure centre usage	1,000,000	2.302	2.30	1,100,000	2.511	2.28
Libraries						
No. of visits	1,412,451	6.790	4.81	1,385,000	7.280	5.26
Museum						
No. of visits and enquiries	65,709	0.488	7.43	62,058	0.487	7.85
Parks						
No. of Hectares	330	4.500	13,636	330	4.590	13,910
Home Care						
No. of hours for OP	273,690	3.593	13.13	255,271	3.40	13.33
No. of hours for PD	122,277	1.391	11.37	122,768	1.42	11.54
No. of hours for LD	31,296	0.476	15.20	31,575	0.49	15.43
No. of hours for MH	343	0.004	13.00	379	0.005	13.20
No. of hours for First Response	56,592	1.463	25.86	56,178	1.49	26.44
No. of hours for Home Care Team	183,780	3.830	20.81	172,495	3.67	21.28
No. of hours for Other	2,566	0.070	27.46	2,588	0.07	26.84
Total	670,544	10.82	16.14	641,254	10.54	16.43
Direct Payments						
No. of hours for OP, PD, LD, and MH	216,983	2.27	10.85	230,950	2.51	10.85
Supported Living						
No. of clients re PD and LD (per week)	58	1.97	651	52	1.80	670
Residential Homes						
No. of OP clients per week	306	8.18	513	296	8.00	515
No. of PD clients per week	34	1.50	845	32	1.43	851
No. of LD clients per week	241	16.16	1,286	239	16.02	1,284
No. of MH clients per week	157	4.80	587	120	3.74	597
No. of SDDT clients per week	4	0.28	1,319	4	0.28	1,324
Total	742	30.92	799	694	29.48	815
Nursing Homes						
No. of OP clients per week	122	3.88	609	124	3.97	613
No. of PD clients per week	23	0.83	701	25	0.88	667
No. of LD clients per week	4	0.23	1,101	4	0.33	1,686
No. of MH clients per week	4	0.16	773	5	0.21	762
Total	153	5.11	640	159	5.39	652

OUR RESOURCES, 2009/10

	Budgeted Expenditure (£m)	Budgeted Income (£m)	Net Cost of Service (£m)	Establishment (FTEs)
Adults & Older People	95.230	26.023	69.207	826.97
Commissioning, Contracts & Supporting People	25.592	23.746	1.846	30.00
Culture	19.165	1.455	17.710	258.92
Strategy & Performance	3.839	0.848	2.991	34.00
Housing Needs (GF)	18.986	17.800	1.186	105.75
Housing Needs (HRA)	2.372	0.732	1.640	32.75
Finance & Div Support	5.958	0.125	5.833	52.00
TOTAL	171.142	70.729	100.413	1,340.39

OUR PRIORITIES FOR 2009/10-2012/13

Our aims, priorities and structure are focussed on ensuring that high quality, accessible community services are available for all whilst ensuring that there are also good quality targeted specialist services available to support vulnerable people who need them most.

(a) Corporate Programmes

Targets/Success Measures	Milestones
<p>Transforming Adult Social Care (TRASC): This programme will transform adult social care into a system of greater personalisation, including a strategic shift towards early intervention and prevention with more effective working across boundaries to harness the capacity of the whole system. This will join up services across social care, housing and health services to improve outcomes for older people and vulnerable adults.</p>	
<p>There are currently a number of interdependent projects, including:</p> <ul style="list-style-type: none"> • Access Management • Supported Housing with Care • Development & Implementation of a Prevention & Wellbeing Strategy • Workforce Development & Leadership • Communications, Consultation & Involvement • Individual Budgets • Self Assessment & Self Review 	<ul style="list-style-type: none"> • First phase testing of Individual Budgets components complete by August 2009. • Resource Allocation System finalised by April 2010 • Service users able to start transferring to Individual Budgets and 30% of service users able to access Individual Budgets by 2011 • 30 additional Extra Care housing units delivered by March 2010 • Delivery of 2009/10 savings target related to TRASC • 10% reduction in average unit costs for Learning Disabilities and Mental Health residential placements in 2009/10
<p>Parks & Open Spaces: This programme will deliver new and restored community facilities, enhance parks and green spaces and improve the infrastructure taking into account their use for organised and informal leisure activities by individuals and groups as well as environmental and heritage considerations.</p>	
Restoration of Clissold Park and House	<ul style="list-style-type: none"> • Out to tender April 2009 • Enabling works August 2009 • Start on site late October / early November 2009 • Completion July 2011
<p>Improvements to Springfield Park</p> <ul style="list-style-type: none"> • Phase 1 improvements to the White House, stables and glasshouse • Phase 2 to include changing and toilet facilities, tennis courts and play areas 	<p>Phase 1</p> <ul style="list-style-type: none"> • Work to start in Q2, 2009/10 <p>Phase 2</p> <ul style="list-style-type: none"> • Tennis courts on Spring Hill and bandstand to be repaired in Q1 09/10 • Changing Facilities to be completed in Q4, 2009/10 • Toilet facilities to be completed in Q3, 2009/10 • New playground installed in Q3, 2009/10
Improvements to Abney Park Cemetery	<ul style="list-style-type: none"> • Final plans for the site determined by Q1, 2009/10
Completion of Phase 2 improvements to Shoreditch Park	<p>Phase 2 work (subject to planning)</p> <ul style="list-style-type: none"> • Creation of cafeteria/public toilets/park ranger building by Q2 2010/11 • Creation of informal parkland area adjacent to Mintern Street by Q2 2010/11 • Improvements to secondary entrances by Q2 2010/11
Improvement works to Hoxton Square	<ul style="list-style-type: none"> • Consultation on outline design completed July 2009 • Detailed programme of work developed August 2009
Construction of a multi-use games area in London Fields (MUGA)	<ul style="list-style-type: none"> • Complete works by July 2009, subject to Common Land consent
Continue to raise the standards of our parks	<ul style="list-style-type: none"> • Achieve 8 green flags in 2009/10

<p>Olympics and Paralympics: The 2012 Games give us a golden opportunity to make Hackney a better place. We will work with partners and organisations to get the best out of the Games for the people who live in our borough. And by the five host boroughs for 2012 working together, we can make sure the Games bring a lasting legacy for all of East London.</p>	
<p>Hackney 2012: Activity For All. The project seeks to increase opportunities to participate in physical activity. There is a unique opportunity to use the 2012 Olympic and Paralympic games to capture the imagination, motivation and inspiring the people of Hackney to lead a more active and a healthier lifestyle.</p>	<ul style="list-style-type: none"> • The Personal Best year 2 programme will target a minimum of 20 and maximum of 26 participating schools with over 1,500 children taking part in the programme (120 participants with a disability) • A new pilot project will target 2 classes of reception aged children and a new Youth programme will be established in partnership with the Youth Service to target 13-19 year olds • We expect 1,000 Hackney 2012 Health and Physical Activity workbooks to be circulated to participants, 300 participants at Hackney Personal Best finals • Young Sports Leaders Awards qualifications - 100 + gained through Sports Leaders U.K. • Involve 150 older people in 'new age games' 2009/10 increasing by 10% in each subsequent year. • 8,600 throughput to benefit from the Community Investment Fund (CIF) project with 22 sessions being delivered per month to contribute towards the target of increasing participation in Disability sport in Hackney to 14.3% in 2012 as measured by the Sport England Active People Survey
<p>Hackney 2012: Bringing Through The Talent. Create and resource opportunities for young people with exceptional sporting talent.</p>	<ul style="list-style-type: none"> • 50 individuals and 15 Clubs to be supported through the Youth Sports Fund • 10 Clubs working towards accreditation to Access to Sports Scheme
<p>Hackney 2012: Remaking The Marshes. Deliver a major upgrade to the sports facilities on the Marshes.</p>	<ul style="list-style-type: none"> • South Marsh Hub building works to start August 2009 – end August 2010 • North Marsh and Mabley Green to be determined
<p>Hackney 2012: Bringing on the cultural festival in preparation for the Games. Ensure that we take a central role in promoting grass roots cultural engagement as lead host borough for culture.</p>	<ul style="list-style-type: none"> • Play integral part in delivery of the CREATE festival in conjunction with the 5 Boroughs Unit • Use opportunity to encourage inclusion and participation in arts and culture across the borough. • Enhance Hackney's sense of place • Enhance its social cultural and economic infrastructure • Develop & encourage creativity in young people
<p>Hackney 2012: Building the Olympic Carnival. Facilitate the full engagement of Hackney carnival groups in the Cultural Olympiad.</p>	<ul style="list-style-type: none"> • Develop 2nd Hackney One Carnival – involving at least 6000 people as participants and audience • Use opportunity to place Hackney as a front runner in development of Olympic carnival activity in lead up to launch in 2012 • Raise awareness throughout Hackney of the Cultural Olympiad and the opportunities for resident to become involved
<p>Hackney 2012: 'Mapping The Change' Programme. Collect a permanent record of the impact of the 2012 Games on the Borough through community embedded work through Hackney Museum and Hackney Archives.</p>	<ul style="list-style-type: none"> • Hold at least one public event by March 2010 to gather views from local people on their Olympic and Paralympic experiences and involve at least five community groups in museum led projects by 2010/11 • Hold one major museum event related to the Olympics & Paralympics each year through to 2012

<p>Hackney 2012: 'Building our Bases'. Provide accessible and affordable sports facilities, offering a programme of activities ranging from grass roots participation to elite competition.</p>	<ul style="list-style-type: none"> • Annual programme of coaching/leadership awards - deliver 5 workshops • Club Mark – 4 workshops for existing clubs to achieve accreditation • Run three Running Sport Programmes each year • Leaders/coaches for community groups –70 new links made • Develop links to school sport including the community use to BSF schools – establish baseline in 2009/10 from which to measure future progress
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(b) Other Projects & Initiatives

Culture	Target/Success Measure
<p>Increase usage and quality of leisure centres through a strategic approach to facility development.</p>	<ul style="list-style-type: none"> • Address identified under-representation from Hackney residents, devise an intervention strategy and set targets for future years by June 2009, including reducing the percentage of 'non-member' uses from 55% to 35%. • Prepare plans by October 2009 to develop swimming provision in the south of the borough, including a viable, sustainable future for a re-opened Haggerston pool. • Continue to implement improvements to leisure centres, in partnership with GLL, in line with agreed strategic priorities and timescales. • Secure QUEST accreditation for Clissold Leisure Centre
<p>Dalston Town Centre redevelopment: Provide a new public library and relocate the archive service.</p>	<ul style="list-style-type: none"> • Library and archives centre open to public in 2010/11
<p>Refurbish and extend Clapton library</p>	<ul style="list-style-type: none"> • Library due to open in Q4 2009/2010
<p>Introduce a self service system for libraries.</p>	<ul style="list-style-type: none"> • Complete roll out to all Hackney Libraries by September 2009
<p>Introduce free swimming from 1st April 2009 to over 60s and under 18s all year round in order to increase physical activity levels in the run up to the 2012 Games.</p>	<ul style="list-style-type: none"> • Number of free swims provided will increase total swims by 25% to 71,000 for under 18's and 20,000 for over 60s
<p>Develop a business case for a 'culture card' in partnership with the Children and Young People directorate, in order to widen participation by residents in a range of culture services and target services more effectively.</p>	<ul style="list-style-type: none"> • Decide on business case by October 2010 • If decision is to go ahead, begin pilot of card by January 2011
Adult Social Care	Target/Success Measure
<p>Further develop and continuously improve adults' safeguarding service.</p>	<ul style="list-style-type: none"> • Implement key recommendations arising from external review of safeguarding & CSCI inspection of Independence, Wellbeing & Choice

Housing Needs	Target/Success Measure
Support those who need help in a housing crisis and when they are severely overcrowded	<ul style="list-style-type: none"> • 702 households prevented from becoming homeless in 2009/10 • Increase the level of under-occupation moves – release 224 two bed properties and three bed plus properties in 2009/10 • Private sector renting – Move 50 severely overcrowded households into private sector rented housing in 2009/10 • Out of London Scheme/Seaside and Country Homes Scheme: Move 50 households outside the Borough in 2009/10
Reduce the number of homeless households in temporary accommodation by 50% by 2010	<ul style="list-style-type: none"> • Reduce by 50% (to 1,234) by December 2010
Public Health	Target/Success Measure
Develop an overarching strategy for tackling health inequalities which draws on component strategies	<ul style="list-style-type: none"> • Produce a Health Inequalities strategy and action plan by December 2009 • Begin implementation by March 2010
Contribute to more of the people who have hypertension and do not know about it being diagnosed, to the improved management of diabetes control and to better rehabilitation for people who have had a stroke	<ul style="list-style-type: none"> • Registered hypertension population improves from 24,653 in 2008/09 to 27,412 by 2012 • Diabetes blood sugar control improves from 59.05% in 2008/09 to 61.5% by 2012
Expand TB outreach work in the community	<ul style="list-style-type: none"> • % people completing full treatment course for TB improves from 82% in 2008/09 to 85% in 2012

Cross-Directorate	Target/Success Measure
Helping more of our residents into jobs	<ul style="list-style-type: none"> • Libraries <ul style="list-style-type: none"> ○ 900 hours basic IT training; 400 hours volunteering; 4 work experience placements • Parks <ul style="list-style-type: none"> ○ 2 apprenticeships; 5 work experience placements; 5 volunteer gardeners • Leisure <ul style="list-style-type: none"> ○ GLL offer 2 work experience placements in dry activities per centre • Museum and Cultural Development <ul style="list-style-type: none"> ○ One FT volunteer; 4 platform exhibitions offer up to 20 local volunteers; Discover Young Hackney offers volunteer opportunities and cultural industries career signposting for 200 local young people • Provided Services <ul style="list-style-type: none"> ○ 2 long term work experience placements ○ 50 volunteers working with older people • Learning Disabilities <ul style="list-style-type: none"> ○ Hackney Recruitment Partnership works with 70 people who are seeking work or working part time ○ Public sector learning disabilities partnership established

Continue to develop services for Hackney Carers'	<ul style="list-style-type: none"> • Deliver 2 retreats during 2009-2010 enabling 32 Carers' (16 Carers' per retreat) to access a break. • Establish recording systems which identify parent Carers', young Carers' and parents with a disability by March 2010 • Appoint to two Carer Support Worker posts • Carry out a Carers' survey and use feedback to inform planning of service delivery by June 2009 • Enable Carers' to deliver training in partnership to raise awareness of Carers' issues corporately and within partners by April 2011 • Develop procedures and protocols to inform best practice across services in our work with parent Carers'/young Carers'/parents with a disability by December 2010
Developing the Council's workforce: Recruit and retain staff to deliver excellent services to individuals and communities.	<ul style="list-style-type: none"> • Extend NVQ programme to culture services • Implement actions from the workforce development project of TRASC to ensure that we are creating a workforce which is able to deliver a transformed adult social care service, in line with agreed timetable

Cross-Directorate	Target/Success Measure
Modernising customer services: delivering business transformation and infrastructure programmes under Service First	<ul style="list-style-type: none"> • Improved customer access and choice to our services from March 2010 • Staff and managers understand the Service First initiative and that we are changing the way we deliver services, and are prepared for the new ways of working by December 2009 • CDM scoped, designed, and completed on time as per project timetable by December 2009 • Service improvements delivered through a combination of business process re-engineering and the implementation of new technology • Decant of service areas from various sites planned, prepared and completed ready for the move as planned between January to March 2010 • Identify and manage interdependencies across Council programmes which may impact on Community Services' ability to meet its commitment to the Service First Initiative
Continue work to eliminate discrimination in the delivery of services and improve access for Hackney residents, particularly in identified target groups, with a view to achieving the highest level of externally accredited equality standards	<ul style="list-style-type: none"> • Identify gaps in diversity data and put in place plans to address them • Produce an evidence based directorate equality action plan, which identifies target groups, sets out the equality objectives and targets for the directorate and how they are going to be met, involving stakeholders and services users where appropriate • Put in place systems for measuring outcomes against the equality action plan • Carry out equality impact assessments for new services and initiatives as appropriate, ensuring that actions are incorporated into future business plans

KEY PERFORMANCE TARGETS

Performance Indicator	A/ Q ⁽¹⁾	2008/09 out-turn ⁽²⁾	2009/10 Target	2010/11 Target	2011/12 Target	2012/13 Target
Accelerated Improvement						
NI 130: [BV201] Social care clients receiving Self Directed Support (Direct Payments and Individual Budgets) – per weighted population [NB Definition and method of calculation changes for 2009/10 onwards]	Q	230 (10%)	12%	30%	35%	40%
NI 136: People supported to live independently through social services (all ages) per 100,000 population	Q	2,700	2,750	2,800	2,850	2,900
NI 139: The extent to which older people receive the support they need to live independently at Home [survey]	A	19.6%	N/A	24%	N/A	N/A
NI 141: Number of vulnerable people achieving independent living	Q	81%	83%	85%	85%	85%
NI 145: Adults with learning disabilities in settled accommodation	Q	42%	53%	58%	61%	64%
NI 146: Adults with learning disabilities in employment	Q	3%	4%	5%	6%	7%
Continuous Improvement						
NI 8: Adult participation in sport - % population [CS16]	A	22.8%	23.8%	24.8%	25.8%	26.8%
Local indicator - CS 6: Leisure centre usage	Q	1,000,000	1,100,000	1,155,000	1,212,750	1,273,383
Local indicator - C2c -PLSS6: Number of library visits per 1,000 head of population	Q	6,991	6,507 ⁽³⁾	7,000	7,200	7,250
NI 9: The percentage of the adult population in a local area who say they have used a Public library service at least once in the last 12 months. [survey]	A	55.8%	53% ⁽³⁾	56%	58%	58%
NI 10: Visits to museums and galleries	Q	62%	62%	62%	63%	64%
NI 11: Engagement in the Arts - per population 16+ [survey]	A	51.5%	52%	53%	54%	56%
Local indicator - BV 170a: Visits to and use of museums: all visits	Q	295	296	297	298	299
Local indicator - C4a: Quarterly Active Borrowers	Q	23,500	23,500	N/A	N/A	N/A
NI 125: Achieving independence for older people through rehabilitation/intermediate care.	A	80%	82%	84%	84%	84%
NI 127: Self reported experience of social care users [survey]	A	n/a ⁽⁴⁾	55%	58%	60%	62%
NI 128: User reported measure of dignity and respect [survey]	A	n/a ⁽⁴⁾	55%	58%	60%	62%
NI 131: Delayed transfers of care from hospitals – per 100,00 population	Q	1.22	1.21	1.19	1.18	1.17
NI 132 [BV195]: Timeliness of social care assessment 18 and over	Q	75%	80%	82%	84%	86%
NI 133 [BV196]: Timeliness of social care packages 18 and over from 2009/10 onwards	Q	83%	85%	87%	89%	90%
NI 135 [C62]: Carers' receiving needs assessment or review and a specific Carers' service, or advice and information	Q	23%	24%	25%	26%	27%
NI 142: Number of vulnerable people who are supported to maintain independent living	Q	97%	98%	98%	98%	98%
NI 156: Number of homeless households in temporary accommodation	M	1,706	1,500	1,234	1,100	990

KEY PERFORMANCE TARGETS

<i>Performance Indicator</i>	<i>A/ Q⁽¹⁾</i>	<i>2008/09 out-turn⁽²⁾</i>	<i>2009/10 Target</i>	<i>2010/11 Target</i>	<i>2011/12 Target</i>	<i>2012/13 Target</i>
Local indicator – CS PCT 5:: registered and in treatment for hypertension	A	24,653	26,091	26,743	27,412	28,099
Local indicator - CS PCT 2a: Reduce obesity - percentage of coverage of BMI recording in GP practices	Q	Measured 43.1%	Measured 45%	Measured 45%	Measured 45%	Measured 50%
Local indicator - CS PCT 2c: Diabetes blood sugar level: number with HBA1c less than 7.5	Q	59.05%	57.5%	59.5%	61.5%	63.5%
Local indicator - CS PCT 3: Expand TB outreach work in the community; target is % completion of treatment	Q	82% completion	83% completion	85% completion	85% completion	86% completion
NI 123: Number of smokers who quit for 4 weeks or more during or following a smoking cessation programme funded by the PCT	A	1,500	2,020	2,024	2,010	2,000

(1) Details whether the indicator is collected annually (A) or quarterly (Q)

(2) Estimated

(3) Lower target as Clapton library will be closed

(4) First survey to be undertaken in 2009/10

KEY PERFORMANCE TARGETS – LAA INDICATORS TO BE DELIVERED BY PARTNER LEAD AGENCY

<i>Performance Indicator</i>	<i>Lead Delivery Agency</i>	<i>A/Q⁽¹⁾</i>	<i>2008/09 Out-turn⁽²⁾</i>	<i>2009/10 Target</i>	<i>2010/11 Target</i>	<i>2011/12 Target</i>	<i>2012/13 Target</i>
NI 39: Alcohol-harm related hospital admissions: PSA 25	PCT	Q	1,774	2,227	2,251	2,215	2,200
NI 120a: All-age all cause mortality rate (males)	PCT	Q	TBC	TBC	TBC	TBC	TBC
NI 120b: All-age all cause mortality rate (females)	PCT	Q	TBC	TBC	TBC	TBC	TBC
NI 149: Adults in contact with secondary mental health services in settled accommodation ⁽⁴⁾	CELMHT	A	87.1%	87.3%	87.5%	87.7%	87.9%
NI 150: Adults in contact with secondary mental health services in employment ⁽⁵⁾	CELMHT	Q	3.9%	4.1%	4.3%	4.5%	4.7%
LAA PCT 2: Proportion of smokers among people with their smoking status recorded within LBH (stretch)	PCT	A	18.9%	25%			
LAA PCT 3: Number of people aged 16 and over on a Hackney GP list, with a smoking status recorded in last 15 months (Stretch)	PCT	A	150,000	150,000			

(1) Details whether the indicator is collected annually (A) or quarterly (Q)

(2) Estimated

(3) Awaiting figures from the PCT.

(4) We have agreed with GOL a target of a 0.2% increase on each previous year's outturn. The targets may therefore need to be revised once the final 2008/09 outturn figure is known.

(5) We have agreed with GOL a target of a 5% increase on each previous year's outturn. The targets may therefore need to be revised once the final 2008/09 outturn figure is known.

COMMUNITY SERVICES

Budget Movement

	£m	£m	£m
2008/09 Budget			98.196
Increases			
Inflation	1.885		
Investment proposals	1.720		
Changes in Capital charges	1.330		
Changes in Central Recharges	<u>1.880</u>	6.815	
Decreases			
Changes in grant funding	(0.100)		
Virements and service changes	(3.953)		
Efficiency Savings	<u>(1.973)</u>	(6.026)	
2009/10 Budget			98.985

Virements and service changes includes transfer of Community Grants (£4.024m) to Chief Executive's, Concessionary Fares (£0.7m) to the General Finance Account £0.35m relating to payments staffing posts transferred under the implementation of E-Procurement and £0.901m for the transfer of Housing Needs from Neighbourhoods and Regeneration.

Investment proposals

Investment proposals of £1.720m have been included in the 2009/10 budget. These items are listed in summary below. Further details of all Investment proposals can be found at **Section E**

Investment proposals	£m
Housing Benefit Subsidy loss	0.500
Additional capacity in Adult Social Care	0.230
Transitioning young adults with Learning Disabilities	0.750
Libraries	0.140
Free Swimming for under 18's and over 60's	0.100
Total	1.720

In addition to the Investment proposals outlined above a further £0.827m of one off growth items has been proposed under Resourcing Our Priorities for 2009/10 to be funded from reserves. These items are listed in summary below. Further details of all Investment proposals can be found at **Section E**

One off schemes

Scheme description	£m
Promoting Independence and Social Inclusion – Maintaining Vulnerable Adults in their Own Homes in the Community Through the Provision of Supported Housing.	0.227
Promoting Earlier Discharge of Mental Health Patients from Hospital and Residential Care back into the Community Assisted by Floating Support.	0.150
Dalston Library – Library stock	0.200
Cultural Development Team	0.250
Total	0.827

Community Services

Cost Centres	Cost Centre	2007/08 Actual £	2008/09 Budget £	2008/09 Probable £	2009/10 Budget £
Directorate Total		92,828,180	93,904,902	94,601,375	98,984,677
Divisional Support Cultural Service	D0057	317,056	143,515	158,104	150,864
Divisional Support Cultural Service		317,056	143,515	158,104	150,864
Community Grants	D0001	2,984,303	0	0	0
Community & Voluntary		2,984,303	0	0	0
Sports Development	D0050	513,293	313,481	247,996	592,757
Leisure Centres	D0051	3,751,582	3,343,847	3,343,847	3,621,164
Queensbridge Sports & Comm Centre	D0056	97,395	405	405	0
Sports		4,362,270	3,657,733	3,592,248	4,213,921
Shoreditch Parks	D0100	520,306	583,732	523,208	473,968
Hackney & Dalston Parks	D0101	579,998	716,871	726,765	671,445
Clapton Parks	D0102	729,549	664,332	699,369	653,592
Stamford Hill parks	D0103	279,708	304,564	206,108	257,289
Stoke Newington Parks	D0104	577,914	571,744	622,169	524,365
Outdoor Recreation & Sports	D0105	(83,285)	(58,567)	(99,083)	(112,408)
Closed Churchyards	D0106	0	366	366	0
Grounds Maintenance	D0107	1,971,904	1,505,050	1,628,596	1,950,693
Arboricultural Services	D0108	208,898	186,270	217,672	171,395
Parks		4,784,992	4,474,362	4,525,170	4,590,339
Libraries Core Team	D0200	1,173,700	1,321,734	1,199,435	1,255,714
Shoreditch Library	D0201	663,324	774,948	798,229	855,158
Clapton Library	D0202	397,378	428,255	529,446	475,200
Councillor James Library	D0203	364,583	415,765	422,828	556,607
Homerton Library	D0204	420,066	434,814	376,435	478,459
Hackney Central Library	D0205	1,339,690	1,390,705	1,481,154	1,629,366
Stamford Hill Library	D0206	589,007	597,146	652,379	689,613
Stoke Newington Library	D0207	656,667	655,720	673,997	720,540
Stock Services Library	D0208	680,449	779,627	740,745	809,157
Libraries Community Action Team	D0209	216,562	216,397	236,966	210,903
Archives	D0252	253,716	279,870	306,786	295,872
Libraries Archives and Info Services		6,755,140	7,294,981	7,418,400	7,976,589
Museums	D0250	476,878	485,694	505,380	487,342
Cultural Services	D0251	114,730	289,692	288,851	291,058
Museums and Cultural Services		591,608	775,386	794,231	778,400
Learning Disabilities	D0300	409,544	443,626	(356,498)	466,604
LD Commissioning	D0301	12,988,114	1,092,666	1,107,998	1,134,556
Continuing Care Clients	D0302	231	0	0	0
People First	D0303	358	188	959	193
Albion Grove (CRS)	D0304	516,586	625,337	596,200	618,233
Hackney Recruitment Partnership	D0305	309,034	393,708	384,299	397,394
Day Services Central	D0306	72,426	71,574	87,236	55,543
Trowbridge Centre	D0307	458,457	126,947	132,456	122,099
Community Project Team	D0308	690,107	1,176,008	1,176,423	1,257,043
S31:PCT Special Support Unit	D0309	34,194	17,524	167,630	16,652
S31:PCT Assert Outreach Team	D0310	3,912	6,934	3,974	8,432
S31:PCT LDDF Staff and Services	D0311	(37,820)	23,923	(32,866)	26,661
S31:PCT Commissioning Staff	D0312	(46,945)	12,084,225	13,032,018	12,718,922
Learning Disabilities		15,398,199	16,062,660	16,299,828	16,822,332

Community Services

Cost Centres	Cost Centre	2007/08 Actual £	2008/09 Budget £	2008/09 Probable £	2009/10 Budget £
Substance Misuse	D0350	1,066,855	982,325	962,305	975,368
Partnership Grant (Mental Health)	D0351	8,175	0	0	0
Voluntary Sector Contracts	D0352	1,390,877	1,457,780	1,448,712	1,454,636
Voluntary Sector Other Adults	D0353	118,458	122,985	121,578	122,740
Rehabilitation Social Work	D0354	115,251	117,885	148,523	247,715
Mental Health Services Management	D0355	487,674	381,114	355,576	602,354
Hackney Adults Placement	D0356	(1,765)	129,233	127,970	159,986
North East Mental Health	D0357	5,533,224	5,214,261	5,581,442	5,119,139
North West Mental Health	D0358	355,518	104,340	271,190	0
South East Mental Health	D0359	406,086	326,161	366,443	690,790
South West Mental Health	D0360	457,196	258,781	498,120	0
Community Outreach Service Team	D0362	294,595	385,574	221,216	0
Lee House	D0363	524,890	615,126	578,865	613,185
Forensic Psychiatry	D0365	62,751	24,847	(427,064)	38,093
Emergency Duty Service	D0366	307,100	466,869	378,098	355,833
Prout Road	D0367	288,123	314,179	272,570	316,657
Approved Social Workers Pool	D0368	112,014	160,431	247,172	167,383
CM&R Team - Older People MH	D0457	352,846	384,137	357,067	407,683
Mental Health		11,879,867	11,446,028	11,509,784	11,271,562
Head of Adults and Older People	D0400	692,285	480,176	480,892	515,588
Community Care Government Grants	D0401	(7,311,193)	(3,769,728)	(3,851,301)	(4,297,628)
Concessionary Fares	D0402	5,364,255	5,518,365	5,394,512	4,881,407
TRASC (Transformation) Team	D0403	0	0	0	22,001
Charging Policy Unit	D0405	(687,964)	(913,518)	(643,117)	(949,747)
A&CM Performance & Std Team	D0406	98,560	0	763	0
AOP Senior Management Team		-1,844,056	1,315,295	1,381,746	171,621
Occupational Therapy	D0450	765,384	753,994	780,828	1,181,866
Sensory Disability & Deaf Team	D0451	440,860	462,688	429,205	444,439
Physical Disability Team	D0452	4,461,856	4,598,925	4,350,583	4,577,973
HIV	D0453	30,576	26,958	15,641	16,101
Assessment and Care Management	D0454	13,252,966	13,056,902	13,409,245	13,072,811
A&CM Business and Finance	D0455	996,541	1,008,319	957,089	1,000,528
A&CM Access Team	D0456	1,698,017	1,628,007	1,781,282	966,700
CM&R Team - Older People	D0458	867,445	883,082	881,936	1,005,293
CM&R Team - Disabilities	D0459	631,998	662,637	646,097	708,949
Vol Sector Contracts Older People	D0460	1,067,305	1,115,256	807,979	983,699
Vol Sector Contracts Disabilities	D0462	355,276	216,347	273,960	213,645
Hospital Social Work Team	D0463	843,052	912,007	996,767	928,125
Assessment & Care Management		25,411,275	25,325,122	25,330,614	25,100,129
Community Resources Team	D0000	349,997	398,813	439,369	408,955
Supported Living Scheme A	D0501	838,579	168,457	172,867	0
Supported Living Scheme B	D0502	740,960	152,197	154,391	0
Median Road Resource Centre	D0503	1,799,282	1,607,911	1,650,524	1,656,976
Supported Living scheme C	D0504	507,235	1,734,817	1,782,041	2,228,335
Day Servs Marie Lloyd Centre	D0505	659,386	622,945	649,442	588,603
Median Road Day Care	D0506	466,830	454,104	511,211	479,929
Home Share Day Care Scheme	D0507	132,431	157,144	120,007	164,037
Sam & Annie Cohen Day Centre	D0508	568,657	578,511	572,220	580,745
Home Care	D0509	4,622,119	4,313,049	4,220,862	4,319,003
First Response Provider Team	D0510	1,561,817	1,379,443	1,466,117	1,425,867
Meals on Wheels	D0511	565,228	563,918	571,176	590,596
Central Management	D0512	674,592	680,334	667,991	805,749
First Response Duty Team	D0513	380,203	423,950	434,601	514,560
Therapy at Home Team	D0514	598,240	684,935	682,909	756,401
Interim Placements	D0515	176,191	174,528	135,031	142,386
Social Services Transport	D0559	1,029,802	1,125,190	1,089,699	1,177,832
Provider Services		15,671,550	15,220,246	15,320,458	15,839,974

Community Services

Cost Centres	Cost Centre	2007/08 Actual £	2008/09 Budget £	2008/09 Probable £	2009/10 Budget £
205 Morning Lane Accommodation	D0560	236,642	83,598	83,598	668,414
Head of Strategy & Performance	D0561	280,383	268,193	325,481	276,604
Alfred Heath Day Centre	D0564	37,811	31,513	34,334	31,915
Workforce Development Team	D0566	40,543	160,722	167,730	130,115
Policy Team	D0581	365,630	576,555	581,583	599,400
Performance and Improvement Team	D0582	384,273	427,140	424,869	445,637
Information Systems Unit	D0583	230,181	356,178	355,477	839,441
P S and I General	D0584	0	629,021	595,909	0
Director's Support Team	D0585	257,152	0	0	0
Performance Strategy & Improvement		1,832,613	2,532,920	2,568,981	2,991,526
Community Resources	D0567	1,463,567	1,458,508	1,466,784	3,045,243
Community Services Finance Team	D0601	1,117,241	2,302,263	2,317,219	2,089,912
Strategy & Resources Finance	D0602	1,752	0	0	0
Community Care Finance Team	D0603	4,827	0	0	0
Project Management	D0604	12,628	109,777	115,349	159,193
Direct Payments Support Services	D0605	0	0	0	538,627
Community Service Finance		2,600,015	3,870,548	3,899,352	5,832,975
Olympics	D0150	963,468	140,377	140,377	187,646
Olympics - 5 Borough's Programme	D0151	1,005	17,059	17,060	24,168
Olympics and Paralympics		964,473	157,436	157,437	211,814
Supporting People Grant	D0563	233,330	352,579	352,580	460,401
Telecare Project	D0580	10,161	17,375	17,375	20,265
Commissioning Team	D0586	129,894	311,042	294,719	375,275
Contracts & Supporting People Team	D0587	745,491	947,674	980,348	990,592
Commissioning Contracts and SP		1,118,875	1,628,670	1,645,022	1,846,533
Temporary Accommodation -Hostel	D0720	0	0	0	(2,916,226)
Homeless Assessment	D0721	0	0	0	803,511
Temporary Accommodation -B&B	D0722	0	0	0	(144,454)
Temporary Accommodation -PSL	D0723	0	0	0	(1,292,764)
AD Housing Needs	D0724	0	0	0	155,023
Housing Needs - SC Annexes	D0725	0	0	0	66,963
Supporting People	D0726	0	0	0	590,754
Housing Options	D0727	0	0	0	1,203,689
Housing Supply and Procurement	D0728	0	0	0	262,862
Housing Demand	D0729	0	0	0	464,242
Housing Resources	D0730	0	0	0	213,998
Needs and Resources - Finance	D0731	0	0	0	608,987
Overstayers	D0732	0	0	0	1,595,912
Homeless Grant Projects	D0733	0	0	0	(426,399)
Housing Needs		0	0	0	1,186,098
Directorate Total		92,828,180	93,904,902	94,601,375	98,984,677

Community Services

Staffing Analysis as at 31st March 2009	Cost Centre	Full Time Equivalent (FTE)	2009/10 Pay Budget £
Directorate Total			46,955,340
Divisional Support Cultural Service	D0057	1.50	135,014
Divisional Support Cultural Service		1.50	135,014
Community Grants	D0001	0.00	0
Community & Voluntary		0.00	0
Sports Development	D0050	7.00	319,054
Sports		7.00	319,054
Shoreditch Parks	D0100	6.00	163,501
Hackney & Dalston Parks	D0101	8.00	216,131
Clapton Parks	D0102	13.00	376,803
Stamford Hill parks	D0103	4.00	116,927
Stoke Newington Parks	D0104	11.00	327,347
Grounds Maintenance	D0107	55.00	1,715,702
Arboricultural Services	D0108	4.00	147,371
Parks		101.00	3,063,781
Libraries Core Team	D0200	15.50	599,903
Shoreditch Library	D0201	18.89	494,516
Clapton Library	D0202	9.75	280,147
Councillor James Library	D0203	9.75	280,320
Homerton Library	D0204	10.50	288,678
Hackney Central Library	D0205	29.25	852,987
Stamford Hill Library	D0206	13.76	424,876
Stoke Newington Library	D0207	15.14	458,935
Stock Services Library	D0208	6.50	217,974
Libraries Community Action Team	D0209	6.00	158,449
Archives	D0252	4.30	146,177
Libraries Archives and Info Services		139.34	4,202,962
Museums	D0250	5.08	183,101
Cultural Services	D0251	5.00	218,807
Museums and Cultural Services		10.08	401,908
Learning Disabilities	D0300	8.00	357,309
LD Commissioning	D0301	25.20	956,752
Albion Grove (CRS)	D0304	7.00	251,495
Hackney Recruitment Partnership	D0305	7.80	298,666
Day Services Central	D0306	1.00	56,124
Community Project Team	D0308	30.00	970,899
S31:PCT Special Support Unit	D0309	21.50	1,052,646
S31:PCT Assert Outreach Team	D0310	2.00	86,621
S31:PCT LDDF Staff and Services	D0311	4.00	144,612
Learning Disabilities		106.50	4,175,124
Substance Misuse	D0350	12.60	465,666
Rehabilitation Social Work	D0354	6.00	234,001
Mental Health Services Management	D0355	6.00	305,677
Hackney Adults Placement	D0356	3.50	132,901
North East Mental Health	D0357	18.00	675,961
South East Mental Health	D0359	15.92	652,939
Lee House	D0363	13.30	427,015
Forensic Psychiatry	D0365	19.00	938,682
Emergency Duty Service	D0366	7.50	272,724
Prout Road	D0367	11.00	434,062
Approved Social Workers Pool	D0368	3.00	139,044
CM&R Team - Older People MH	D0457	8.00	341,682
Mental Health		123.82	5,020,354
Head of Adults and Older People	D0400	6.00	394,916
AOP Senior Management Team		6.00	394,916
A&CM Business and Finance	D0455	22.66	796,622
A&CM Access Team	D0456	26.00	745,176
CM&R Team - Older People	D0458	20.00	847,125
CM&R Team - Disabilities	D0459	13.40	599,871
Hospital Social Work Team	D0463	19.16	763,730
Assessment & Care Management		101.22	3,752,524

Community Services

Staffing Analysis as at 31st March 2009	Cost Centre	Full Time Equivalent (FTE)	2009/10 Pay Budget £
Community Resources Team	D0000	7.50	273,038
Median Road Resource Centre	D0503	44.38	1,276,494
Supported Living scheme C	D0504	93.92	2,649,847
Day Servs Marie Lloyd Centre	D0505	15.76	422,893
Median Road Day Care	D0506	12.16	343,854
Home Share Day Care Scheme	D0507	1.80	62,412
Sam & Annie Cohen Day Centre	D0508	14.83	415,714
Home Care	D0509	147.10	3,596,500
First Response Provider Team	D0510	52.76	1,432,017
Meals on Wheels	D0511	10.60	282,955
Central Management	D0512	13.33	588,606
First Response Duty Team	D0513	23.00	733,970
Therapy at Home Team	D0514	24.40	900,306
Interim Placements	D0515	2.50	47,624
Social Services Transport	D0559	25.39	734,319
Provider Services		489.43	13,760,549
Head of Strategy & Performance	D0561	3.00	247,898
Workforce Development Team	D0566	8.00	384,327
Policy Team	D0581	10.00	496,757
Performance and Improvement Team	D0582	7.00	369,664
Information Systems Unit	D0583	6.00	219,749
Performance Strategy & Improvement		34.00	1,718,395
Community Resources	D0567	5.00	724,486
Community Services Finance Team	D0601	36.00	1,542,089
Project Management	D0604	1.00	83,884
Direct Payments Support Services	D0605	10.00	390,447
Community Service Finance		52.00	2,740,906
Olympics	D0150	15.00	822,841
Olympics - 5 Borough's Programme	D0151	3.00	557,461
Olympics and Paralympics		18.00	1,380,302
Commissioning Team	D0586	10.00	577,938
Contracts & Supporting People Team	D0587	20.00	975,160
Commissioning Contracts and SP		30.00	1,553,098
Temporary Accommodation -Hostel	D0720	14.88	621,056
Homeless Assessment	D0721	14.40	601,479
Temporary Accommodation -B&B	D0722	0.95	36,191
Temporary Accommodation -PSL	D0723	4.70	185,706
AD Housing Needs	D0724	3.00	205,633
Housing Needs - SC Annexes	D0725	1.45	55,311
Supporting People	D0726	14.36	555,711
Housing Options	D0727	22.55	879,159
Housing Supply and Procurement	D0728	4.50	195,380
Housing Demand	D0729	8.89	367,274
Housing Resources	D0730	3.75	161,399
Needs and Resources - Finance	D0731	12.32	472,154
Housing Needs		105.75	4,336,453
Directorate Total		1325.64	46,955,340

Community Services

Directorate Summary

	2007/08 Actual £	2008/09 Budget £	2008/09 Probable £	2009/10 Budget £
Expenditure				
Direct Costs	39,377,902	42,147,663	41,414,622	48,748,080
Indirect Costs	2,467,991	360,961	2,105,719	1,183,796
Training	707,899	778,322	611,294	830,385
Contribution to Provisions	0	0	0	0
Employee Costs	42,553,792	43,286,947	44,131,635	50,762,261
Repair & Maintenance of Buildings	616,819	442,434	742,836	504,577
Energy Costs & Water Services	354,359	350,571	422,648	453,290
Rent & Rates	665,441	514,510	644,959	10,625,644
Premises Insurance	87,849	17,532	17,532	17,942
Grounds & Road Maintenance	16,105	72,111	106,363	73,914
Fixtures & Fittings	29,697	10,558	44,687	35,927
Cleaning	139,277	233,676	269,476	249,955
Contribution to Provisions	0	0	327	78,355
Premises Costs	1,909,548	1,641,392	2,248,828	12,039,604
Direct Transport Costs	165,750	263,479	255,728	260,206
Hire & Leasing	273,533	325,950	377,066	336,059
Transport Fees	69,743	48,343	76,606	46,446
Travel Allowances	75,043	88,015	91,651	120,080
Contribution to Provisions	0	0	0	0
Transport Costs	584,070	725,787	801,051	762,791
Furniture & Equipment	1,278,845	897,524	1,250,850	901,782
Catering	216,211	194,813	228,928	200,774
Clothing & Laundry	25,131	33,818	26,414	20,052
Communications & Computing	897,354	961,705	1,056,076	791,219
Fees & Services	2,122,574	933,286	2,369,033	1,233,485
Printing Stationery & Office Expenditure	295,134	255,781	348,354	283,946
Expenses	337,197	200,209	70,651	39,453
Grants & Subscriptions	(51,463)	37,123	1,256,845	318,481
Contribution to Provisions	2,048,467	1,168,534	1,138,376	1,600,102
Supplies and Services	7,169,451	4,682,793	7,745,527	5,389,294
General Third Party Payments	3,876,883	3,285,773	3,742,322	4,970,423
Voluntary Organisations	5,429,231	3,040,890	2,766,225	2,901,565
Social Services Client	73,061,458	76,768,324	79,538,453	77,586,093
Housing Benefits	51,018	0	0	0
Third Party Payments / Transfers	82,418,590	83,094,987	86,047,000	85,458,081
Support Services	12,196,251	9,711,442	9,921,657	13,173,480
Capital Charges	2,350,070	2,093,807	2,066,513	3,423,187
Capital Financing	1,022,872	0	27,294	0
Capital Charges / Financing	3,372,942	2,093,807	2,093,807	3,423,187
TOTAL EXPENDITURE	150,204,644	145,237,154	152,989,505	171,008,698
Income				
Government Grants	(40,428,714)	(38,604,449)	(41,381,632)	(42,071,985)
Other Grants & Contributions	(6,561,077)	(4,535,853)	(8,851,046)	(6,978,945)
Customer & Client Receipts	(7,695,027)	(7,903,099)	(7,866,601)	(22,780,711)
External Income	(54,684,818)	(51,043,401)	(58,099,279)	(71,831,641)
Recharges	(2,691,647)	(288,851)	(288,851)	(192,380)
Internal Income	(2,691,647)	(288,851)	(288,851)	(192,380)
TOTAL INCOME	(57,376,465)	(51,332,252)	(58,388,130)	(72,024,021)
NET EXPENDITURE	92,828,180	93,904,902	94,601,375	98,984,677

Community Services

Divisional Support Cultural Services

	2007/08 Actual £	2008/09 Budget £	2008/09 Probable £	2009/10 Budget £
Expenditure				
Direct Costs	196,007	132,043	147,972	135,014
Indirect Costs	994	0	14,407	0
Training	4,980	0	5,563	0
Contribution to Provisions	0	0	0	0
Employee Costs	201,981	132,043	167,942	135,014
Repair & Maintenance of Buildings	0	0	3,650	0
Energy Costs & Water Services	1,123	0	0	0
Rent & Rates	(2,681)	0	0	0
Premises Insurance	0	0	0	0
Grounds & Road Maintenance	0	0	0	0
Fixtures & Fittings	0	0	0	0
Cleaning	0	0	117	0
Contribution to Provisions	0	0	0	0
Premises Costs	(1,558)	0	3,767	0
Direct Transport Costs	0	0	0	0
Hire & Leasing	0	0	0	0
Transport Fees	194	0	0	0
Travel Allowances	0	1,037	0	730
Contribution to Provisions	0	0	0	0
Transport Costs	194	1,037	0	730
Furniture & Equipment	0	0	20	0
Catering	518	0	0	0
Clothing & Laundry	0	0	0	0
Communications & Computing	0	0	43	0
Fees & Services	71,267	0	16,431	0
Printing Stationery & Office Expenditure	600	0	78	0
Expenses	106	0	107	0
Grants & Subscriptions	500	0	0	0
Contribution to Provisions	0	0	0	0
Supplies and Services	72,991	0	16,679	0
General Third Party Payments	0	0	0	0
Voluntary Organisations	0	0	0	0
Social Services Client	0	0	0	0
Housing Benefits	0	0	0	0
Third Party Payments / Transfers	0	0	0	0
Support Services	79,970	10,435	14,118	15,120
Capital Charges	0	0	0	0
Capital Financing	9,114	0	0	0
Capital Charges / Financing	9,114	0	0	0
TOTAL EXPENDITURE	362,692	143,515	202,506	150,864
Income				
Government Grants	0	0	0	0
Other Grants & Contributions	71,190	0	(44,402)	0
Customer & Client Receipts	(74,800)	0	0	0
External Income	(3,610)	0	(44,402)	0
Recharges	(42,026)	0	0	0
Internal Income	(42,026)	0	0	0
TOTAL INCOME	(45,636)	0	(44,402)	0
NET EXPENDITURE	317,056	143,515	158,104	150,864

Community Services

Community & Voluntary

	2007/08 Actual £	2008/09 Budget £	2008/09 Probable £	2009/10 Budget £
Expenditure				
Direct Costs	246,963	0	0	0
Indirect Costs	45,713	0	0	0
Training	2,731	0	0	0
Contribution to Provisions	0	0	0	0
Employee Costs	295,407	0	0	0
Repair & Maintenance of Buildings	0	0	0	0
Energy Costs & Water Services	0	0	0	0
Rent & Rates	0	0	0	0
Premises Insurance	0	0	0	0
Grounds & Road Maintenance	0	0	0	0
Fixtures & Fittings	0	0	0	0
Cleaning	0	0	0	0
Contribution to Provisions	0	0	0	0
Premises Costs	0	0	0	0
Direct Transport Costs	0	0	0	0
Hire & Leasing	1,280	0	0	0
Transport Fees	542	0	0	0
Travel Allowances	0	0	0	0
Contribution to Provisions	0	0	0	0
Transport Costs	1,822	0	0	0
Furniture & Equipment	4,095	0	0	0
Catering	176	0	0	0
Clothing & Laundry	0	0	0	0
Communications & Computing	12,681	0	0	0
Fees & Services	15,667	0	0	0
Printing Stationery & Office Expenditure	1,477	0	0	0
Expenses	0	0	0	0
Grants & Subscriptions	194	0	0	0
Contribution to Provisions	0	0	0	0
Supplies and Services	34,290	0	0	0
General Third Party Payments	123,650	0	0	0
Voluntary Organisations	2,316,576	0	0	0
Social Services Client	0	0	0	0
Housing Benefits	0	0	0	0
Third Party Payments / Transfers	2,440,226	0	0	0
Support Services	104,535	0	0	0
Capital Charges	0	0	0	0
Capital Financing	0	0	0	0
Capital Charges / Financing	0	0	0	0
TOTAL EXPENDITURE	2,876,280	0	0	0
Income				
Government Grants	0	0	0	0
Other Grants & Contributions	165,342	0	0	0
Customer & Client Receipts	0	0	0	0
External Income	165,342	0	0	0
Recharges	(57,319)	0	0	0
Internal Income	(57,319)	0	0	0
TOTAL INCOME	108,023	0	0	0
NET EXPENDITURE	2,984,303	0	0	0

Community Services

Sports

	2007/08 Actual £	2008/09 Budget £	2008/09 Probable £	2009/10 Budget £
Expenditure				
Direct Costs	255,877	173,594	286,898	319,054
Indirect Costs	3,691	8,870	10,000	0
Training	1,601	0	0	0
Contribution to Provisions	0	0	0	0
Employee Costs	261,169	182,464	296,898	319,054
Repair & Maintenance of Buildings	49,211	7,486	156,102	7,480
Energy Costs & Water Services	67,829	7,252	53,353	7,434
Rent & Rates	122,684	0	0	0
Premises Insurance	52,857	0	0	0
Grounds & Road Maintenance	750	0	4,592	0
Fixtures & Fittings	7,600	0	22,317	0
Cleaning	730	0	0	0
Contribution to Provisions	0	0	0	0
Premises Costs	301,661	14,738	236,364	14,914
Direct Transport Costs	999	0	0	0
Hire & Leasing	36,985	1,299	15,893	1,331
Transport Fees	130	0	6	0
Travel Allowances	75	525	353	525
Contribution to Provisions	0	0	0	0
Transport Costs	38,189	1,824	16,252	1,856
Furniture & Equipment	17,757	3,054	14,551	3,052
Catering	124	120	157	120
Clothing & Laundry	2,695	1,500	6,241	1,501
Communications & Computing	4,172	7,500	14,625	7,495
Fees & Services	433,363	128,274	200,086	129,663
Printing Stationery & Office Expenditure Expenses	6,504	2,000	(4)	2,008
	484	0	12	0
Grants & Subscriptions	(50)	6,000	110	5,996
Contribution to Provisions	34	0	0	0
Supplies and Services	465,083	148,448	235,778	149,835
General Third Party Payments	1,946,354	2,353,635	2,418,168	2,562,632
Voluntary Organisations	0	0	0	0
Social Services Client	0	0	0	0
Housing Benefits	0	0	0	0
Third Party Payments / Transfers	1,946,354	2,353,635	2,418,168	2,562,632
Support Services	538,087	91,721	96,714	86,155
Capital Charges	1,177,219	864,903	864,903	1,284,783
Capital Financing	0	0	0	0
Capital Charges / Financing	1,177,219	864,903	864,903	1,284,783
TOTAL EXPENDITURE	4,727,762	3,657,733	4,165,076	4,419,229
Income				
Government Grants	0	0	0	(205,308)
Other Grants & Contributions	(130,037)	0	(528,033)	0
Customer & Client Receipts	(9,374)	0	(44,796)	0
External Income	(139,411)	0	(572,829)	(205,308)
Recharges	(226,081)	0	0	0
Internal Income	(226,081)	0	0	0
TOTAL INCOME	(365,492)	0	(572,829)	(205,308)
NET EXPENDITURE	4,362,270	3,657,733	3,592,248	4,213,921

Community Services

Parks

	2007/08 Actual £	2008/09 Budget £	2008/09 Probable £	2009/10 Budget £
Expenditure				
Direct Costs	2,814,490	2,830,633	2,878,202	3,063,782
Indirect Costs	12,685	18,857	39,132	0
Training	4,479	26,887	0	27,559
Contribution to Provisions	0	0	0	0
Employee Costs	2,831,654	2,876,377	2,917,334	3,091,341
Repair & Maintenance of Buildings	172,194	189,829	204,147	185,911
Energy Costs & Water Services	142,775	114,875	81,718	117,748
Rent & Rates	21,075	38,980	21,682	38,887
Premises Insurance	5,756	0	0	0
Grounds & Road Maintenance	15,355	14,035	23,695	14,386
Fixtures & Fittings	263	0	52	0
Cleaning	34,138	57,459	59,719	57,428
Contribution to Provisions	0	0	0	0
Premises Costs	391,556	415,178	391,013	414,360
Direct Transport Costs	66,360	91,481	110,679	91,424
Hire & Leasing	82,569	67,620	76,926	69,311
Transport Fees	259	0	1,434	0
Travel Allowances	26,382	9,357	5,505	9,352
Contribution to Provisions	0	0	0	0
Transport Costs	175,570	168,458	194,544	170,087
Furniture & Equipment	185,536	108,938	143,121	90,936
Catering	2,603	0	2,213	0
Clothing & Laundry	13,821	16,040	15,384	16,040
Communications & Computing	28,480	9,780	20,484	9,653
Fees & Services	61,143	49,195	46,650	49,738
Printing Stationery & Office Expenditure Expenses	9,330	2,310	16,165	2,317
	595	0	716	0
Grants & Subscriptions	23,112	1,000	7,872	999
Contribution to Provisions	1,672	(1)	0	0
Supplies and Services	326,292	187,262	252,605	169,683
General Third Party Payments	165,362	72,803	92,034	74,623
Voluntary Organisations	0	0	0	0
Social Services Client	0	0	0	0
Housing Benefits	0	0	0	0
Third Party Payments / Transfers	165,362	72,803	92,034	74,623
Support Services	781,148	447,705	472,533	545,657
Capital Charges	614,775	708,511	708,511	840,235
Capital Financing	9,961	0	0	0
Capital Charges / Financing	624,736	708,511	708,511	840,235
TOTAL EXPENDITURE	5,296,318	4,876,294	5,028,574	5,305,986
Income				
Government Grants	0	0	0	0
Other Grants & Contributions	113,124	0	(108,969)	(305,677)
Customer & Client Receipts	(541,885)	(401,932)	(394,435)	(409,970)
External Income	(428,761)	(401,932)	(503,404)	(715,647)
Recharges	(82,565)	0	0	0
Internal Income	(82,565)	0	0	0
TOTAL INCOME	(511,326)	(401,932)	(503,404)	(715,647)
NET EXPENDITURE	4,784,992	4,474,362	4,525,170	4,590,339

Community Services

Libraries Archives and Information Services

	2007/08 Actual £	2008/09 Budget £	2008/09 Probable £	2009/10 Budget £
Expenditure				
Direct Costs	3,682,318	4,054,297	3,999,322	4,202,962
Indirect Costs	106,153	0	3,758	0
Training	8,996	8,821	9,164	9,042
Contribution to Provisions	0	0	0	0
Employee Costs	3,797,467	4,063,118	4,012,244	4,212,004
Repair & Maintenance of Buildings	140,473	83,706	66,542	73,627
Energy Costs & Water Services	61,597	60,776	105,260	48,534
Rent & Rates	200,192	163,121	207,857	167,200
Premises Insurance	13,912	0	0	0
Grounds & Road Maintenance	0	0	0	0
Fixtures & Fittings	3,415	0	6,363	0
Cleaning	16,468	80,740	93,085	80,737
Contribution to Provisions	0	0	0	0
Premises Costs	436,057	388,343	479,107	370,098
Direct Transport Costs	1,574	5,276	3,707	5,408
Hire & Leasing	0	2,199	1,379	1,859
Transport Fees	2,762	1,767	2,160	1,371
Travel Allowances	0	0	744	0
Contribution to Provisions	0	0	0	0
Transport Costs	4,336	9,242	7,990	8,638
Furniture & Equipment	527,981	534,598	669,461	544,131
Catering	2,098	0	5,258	0
Clothing & Laundry	906	16,278	627	974
Communications & Computing	454,362	487,457	439,566	201,614
Fees & Services	241,434	134,609	250,882	247,484
Printing Stationery & Office Expenditure	33,791	17,200	36,992	15,860
Expenses	20	0	727	0
Grants & Subscriptions	18,650	7,809	18,338	7,804
Contribution to Provisions	0	30,159	0	0
Supplies and Services	1,279,242	1,228,110	1,421,851	1,017,867
General Third Party Payments	423,253	435,463	436,072	582,989
Voluntary Organisations	0	0	0	0
Social Services Client	0	0	0	0
Housing Benefits	0	0	0	0
Third Party Payments / Transfers	423,253	435,463	436,072	582,989
Support Services	1,584,180	1,244,287	1,292,212	1,581,528
Capital Charges	217,625	238,841	211,547	431,933
Capital Financing	0	0	27,294	0
Capital Charges / Financing	217,625	238,841	238,841	431,933
TOTAL EXPENDITURE	7,742,160	7,607,404	7,888,317	8,205,057
Income				
Government Grants	0	0	0	0
Other Grants & Contributions	(170,578)	0	(212,752)	0
Customer & Client Receipts	(253,502)	(312,423)	(257,165)	(228,468)
External Income	(424,080)	(312,423)	(469,917)	(228,468)
Recharges	(562,940)	0	0	0
Internal Income	(562,940)	0	0	0
TOTAL INCOME	(987,020)	(312,423)	(469,917)	(228,468)
NET EXPENDITURE	6,755,140	7,294,981	7,418,400	7,976,589

Community Services

Museums & Cultural Services

	2007/08 Actual £	2008/09 Budget £	2008/09 Probable £	2009/10 Budget £
Expenditure				
Direct Costs	362,479	397,591	407,559	401,908
Indirect Costs	7,227	0	11,494	0
Training	2,837	1,538	(740)	1,576
Contribution to Provisions	0	0	0	0
Employee Costs	372,543	399,129	418,313	403,484
Repair & Maintenance of Buildings	352	0	(352)	0
Energy Costs & Water Services	0	0	0	0
Rent & Rates	0	0	0	0
Premises Insurance	0	0	0	0
Grounds & Road Maintenance	0	0	0	0
Fixtures & Fittings	0	0	0	0
Cleaning	0	513	0	514
Contribution to Provisions	0	0	0	0
Premises Costs	352	513	(352)	514
Direct Transport Costs	0	0	0	0
Hire & Leasing	126	0	361	0
Transport Fees	1,021	821	1,685	842
Travel Allowances	16	0	299	0
Contribution to Provisions	0	0	0	0
Transport Costs	1,163	821	2,345	842
Furniture & Equipment	84,696	40,728	36,629	26,367
Catering	2,003	1,343	1,077	1,343
Clothing & Laundry	0	0	0	0
Communications & Computing	55,310	96,389	14,900	95,411
Fees & Services	281,461	112,286	104,659	112,783
Printing Stationery & Office Expenditure	3,570	3,870	1,905	3,875
Expenses	65	0	890	0
Grants & Subscriptions	122,788	13,897	213,910	14,232
Contribution to Provisions	0	0	0	0
Supplies and Services	549,893	268,513	373,970	254,011
General Third Party Payments	207,000	312,196	313,441	320,001
Voluntary Organisations	0	0	0	0
Social Services Client	0	0	0	0
Housing Benefits	0	0	0	0
Third Party Payments / Transfers	207,000	312,196	313,441	320,001
Support Services	137,216	106,832	125,962	105,195
Capital Charges	0	0	0	0
Capital Financing	0	0	0	0
Capital Charges / Financing	0	0	0	0
TOTAL EXPENDITURE	1,268,167	1,088,004	1,233,679	1,084,047
Income				
Government Grants	(16,209)	(27,670)	(785)	0
Other Grants & Contributions	(562,728)	(283,000)	(325,035)	(288,660)
Customer & Client Receipts	(38,685)	(1,948)	(113,628)	(16,987)
External Income	(617,622)	(312,618)	(439,448)	(305,647)
Recharges	(58,937)	0	0	0
Internal Income	(58,937)	0	0	0
TOTAL INCOME	(676,559)	(312,618)	(439,448)	(305,647)
NET EXPENDITURE	591,608	775,386	794,231	778,400

Community Services

Learning Disabilities

	2007/08 Actual £	2008/09 Budget £	2008/09 Probable £	2009/10 Budget £
Expenditure				
Direct Costs	2,630,944	4,209,501	3,065,733	4,274,838
Indirect Costs	1,238,768	69,424	1,482,840	112,062
Training	20,080	15,030	14,983	14,947
Contribution to Provisions	0	0	0	0
Employee Costs	3,889,792	4,293,955	4,563,555	4,401,847
Repair & Maintenance of Buildings	23,196	14,423	13,087	13,250
Energy Costs & Water Services	14,532	14,580	16,016	14,900
Rent & Rates	74,117	79,725	76,693	79,631
Premises Insurance	636	578	578	590
Grounds & Road Maintenance	0	0	20,000	0
Fixtures & Fittings	4,254	2,780	2,775	2,516
Cleaning	22,684	28,521	28,727	29,150
Contribution to Provisions	0	0	0	0
Premises Costs	139,419	140,607	157,876	140,037
Direct Transport Costs	30	2,970	2,305	2,400
Hire & Leasing	6,290	19,677	19,576	19,300
Transport Fees	16,721	19,582	22,366	16,258
Travel Allowances	6,529	8,300	14,303	14,300
Contribution to Provisions	0	0	0	0
Transport Costs	29,570	50,529	58,550	52,258
Furniture & Equipment	35,613	43,932	34,372	34,454
Catering	52,094	55,855	56,602	55,700
Clothing & Laundry	35	0	70	0
Communications & Computing	9,531	13,161	12,731	11,900
Fees & Services	28,425	2,252	4,557	2,696
Printing Stationery & Office Expenditure Expenses	91,572	74,632	100,556	81,500
	2,638	2,537	5,366	2,900
Grants & Subscriptions	702	716	1,280	500
Contribution to Provisions	653,473	0	0	0
Supplies and Services	874,083	193,085	215,534	189,650
General Third Party Payments	56,620	97,000	123,488	102,963
Voluntary Organisations	91,024	93,937	92,844	92,900
Social Services Client	19,452,903	19,597,818	20,630,631	20,300,781
Housing Benefits	0	0	0	0
Third Party Payments / Transfers	19,600,547	19,788,755	20,846,963	20,496,644
Support Services	1,148,721	829,495	842,890	1,006,798
Capital Charges	40,532	40,529	40,529	58,005
Capital Financing	0	0	0	0
Capital Charges / Financing	40,532	40,529	40,529	58,005
TOTAL EXPENDITURE	25,722,663	25,336,955	26,725,899	26,345,239
Income				
Government Grants	(8,819,849)	(8,537,032)	(8,672,087)	(8,467,815)
Other Grants & Contributions	(251,615)	0	(980,000)	(335,000)
Customer & Client Receipts	(844,646)	(737,263)	(773,984)	(720,092)
External Income	(9,916,110)	(9,274,295)	(10,426,071)	(9,522,907)
Recharges	(408,354)	0	0	0
Internal Income	(408,354)	0	0	0
TOTAL INCOME	(10,324,465)	(9,274,295)	(10,426,071)	(9,522,907)
NET EXPENDITURE	15,398,199	16,062,660	16,299,828	16,822,332

Community Services

Mental Health

	2007/08 Actual £	2008/09 Budget £	2008/09 Probable £	2009/10 Budget £
Expenditure				
Direct Costs	4,626,403	5,074,847	4,765,177	5,068,378
Indirect Costs	554,116	522,145	567,089	548,468
Training	49,756	58,200	55,437	63,970
Contribution to Provisions	0	0	0	0
Employee Costs	5,230,274	5,655,192	5,387,703	5,680,816
Repair & Maintenance of Buildings	9,303	5,600	11,700	6,000
Energy Costs & Water Services	7,463	10,300	20,455	14,200
Rent & Rates	6,242	17,500	11,227	11,200
Premises Insurance	1,396	905	905	923
Grounds & Road Maintenance	0	0	0	0
Fixtures & Fittings	252	0	1,411	0
Cleaning	3,825	4,600	6,385	5,500
Contribution to Provisions	0	0	0	0
Premises Costs	28,482	38,905	52,083	37,823
Direct Transport Costs	767	8,100	1,697	8,400
Hire & Leasing	2,800	10,250	8,589	8,000
Transport Fees	21,093	14,400	21,281	11,900
Travel Allowances	21,790	28,589	27,141	29,664
Contribution to Provisions	0	0	0	0
Transport Costs	46,451	61,339	58,708	57,964
Furniture & Equipment	9,433	11,500	7,327	11,500
Catering	12,985	15,000	16,899	11,300
Clothing & Laundry	832	0	89	0
Communications & Computing	17,177	14,700	15,214	15,850
Fees & Services	10,351	12,676	976	13,644
Printing Stationery & Office Expenditure	15,244	17,300	16,733	15,910
Expenses	76	0	436	300
Grants & Subscriptions	1,427	1,250	2,987	3,000
Contribution to Provisions	210,686	0	0	0
Supplies and Services	278,210	72,426	60,662	71,504
General Third Party Payments	31	0	10,052	0
Voluntary Organisations	1,487,823	1,554,879	1,544,375	1,547,176
Social Services Client	6,648,548	5,480,147	6,302,215	5,114,331
Housing Benefits	0	0	0	0
Third Party Payments / Transfers	8,136,401	7,035,026	7,856,642	6,661,507
Support Services	1,188,321	870,959	879,194	948,493
Capital Charges	132,164	44,681	44,681	158,640
Capital Financing	0	0	0	0
Capital Charges / Financing	132,164	44,681	44,681	158,640
TOTAL EXPENDITURE	15,040,303	13,778,528	14,339,673	13,616,747
Income				
Government Grants	(655,060)	(29,200)	(29,283)	(29,900)
Other Grants & Contributions	(1,992,686)	(1,436,600)	(2,051,854)	(1,581,285)
Customer & Client Receipts	(269,904)	(866,700)	(748,752)	(734,000)
External Income	(2,917,650)	(2,332,500)	(2,829,889)	(2,345,185)
Recharges	(242,787)	0	0	0
Internal Income	(242,787)	0	0	0
TOTAL INCOME	(3,160,438)	(2,332,500)	(2,829,889)	(2,345,185)
NET EXPENDITURE	11,879,865	11,446,028	11,509,784	11,271,562

Community Services

Adult & Older People Senior Management Team

	2007/08 Actual £	2008/09 Budget £	2008/09 Probable £	2009/10 Budget £
Expenditure				
Direct Costs	373,046	824,369	966,930	1,527,916
Indirect Costs	4,979	200,426	120,307	280,483
Training	17,173	155,638	25,183	159,000
Contribution to Provisions	0	0	0	0
Employee Costs	395,197	1,180,433	1,112,420	1,967,399
Repair & Maintenance of Buildings	0	0	4,019	0
Energy Costs & Water Services	0	0	0	0
Rent & Rates	0	0	0	0
Premises Insurance	0	1,158	1,158	1,181
Grounds & Road Maintenance	0	0	0	0
Fixtures & Fittings	0	0	0	0
Cleaning	0	0	0	0
Contribution to Provisions	0	0	0	0
Premises Costs	0	1,158	5,177	1,181
Direct Transport Costs	0	0	0	0
Hire & Leasing	0	0	294	0
Transport Fees	291	1,000	1,000	1,000
Travel Allowances	0	0	0	0
Contribution to Provisions	0	0	0	0
Transport Costs	291	1,000	1,294	1,000
Furniture & Equipment	1,324	0	3,660	0
Catering	1,154	0	1,192	0
Clothing & Laundry	0	0	0	0
Communications & Computing	27,786	31,200	106,321	31,480
Fees & Services	172,264	20,016	396,834	20,016
Printing Stationery & Office Expenditure	4,377	0	4,823	0
Expenses	0	0	0	0
Grants & Subscriptions	4,895	0	0	0
Contribution to Provisions	51,008	0	0	0
Supplies and Services	262,807	51,216	512,829	51,496
General Third Party Payments	54,004	0	1,650	0
Voluntary Organisations	0	0	0	0
Social Services Client	5,699,319	5,906,970	5,546,118	4,830,442
Housing Benefits	0	0	0	0
Third Party Payments / Transfers	5,753,323	5,906,970	5,547,768	4,830,442
Support Services	820,186	152,163	181,762	184,215
Capital Charges	(391)	47,542	47,542	63,338
Capital Financing	0	0	0	0
Capital Charges / Financing	(391)	47,542	47,542	63,338
TOTAL EXPENDITURE	7,231,414	7,340,482	7,408,792	7,099,071
Income				
Government Grants	(8,443,436)	(5,087,187)	(5,127,000)	(5,906,000)
Other Grants & Contributions	338,296	0	(204,662)	(60,000)
Customer & Client Receipts	(767,923)	(938,000)	(695,382)	(961,450)
External Income	(8,873,063)	(6,025,187)	(6,027,044)	(6,927,450)
Recharges	(202,406)	0	0	0
Internal Income	(202,406)	0	0	0
TOTAL INCOME	(9,075,470)	(6,025,187)	(6,027,044)	(6,927,450)
NET EXPENDITURE	(1,844,056)	1,315,295	1,381,747	171,621

Community Services

Assessment & Care Management Team

	2007/08 Actual £	2008/09 Budget £	2008/09 Probable £	2009/10 Budget £
Expenditure				
Direct Costs	4,077,952	4,000,003	4,165,621	3,752,524
Indirect Costs	36,558	22,717	40,187	23,228
Training	4,854	0	2,429	0
Contribution to Provisions	0	0	0	0
Employee Costs	4,119,363	4,022,720	4,208,237	3,775,752
Repair & Maintenance of Buildings	1,779	0	1,120	0
Energy Costs & Water Services	0	0	190	0
Rent & Rates	0	0	188	0
Premises Insurance	0	0	0	0
Grounds & Road Maintenance	0	0	0	0
Fixtures & Fittings	0	0	32	0
Cleaning	189	0	311	0
Contribution to Provisions	0	0	0	0
Premises Costs	1,968	0	1,840	0
Direct Transport Costs	0	0	12	0
Hire & Leasing	1,100	0	0	0
Transport Fees	6,951	0	4,847	0
Travel Allowances	11,381	8,225	10,162	8,391
Contribution to Provisions	0	0	0	0
Transport Costs	19,431	8,225	15,020	8,391
Furniture & Equipment	9,528	852	23,878	869
Catering	52	0	0	0
Clothing & Laundry	0	0	238	0
Communications & Computing	1,069	1,032	1,032	1,053
Fees & Services	44,042	246	65,803	251
Printing Stationery & Office Expenditure	21,490	8,131	15,055	8,294
Expenses	59	0	62	0
Grants & Subscriptions	3,151	0	1,124	0
Contribution to Provisions	271,018	0	0	0
Supplies and Services	350,409	10,261	107,192	10,467
General Third Party Payments	6,208	0	15,422	0
Voluntary Organisations	1,462,110	1,367,787	1,119,898	1,236,243
Social Services Client	23,536,840	23,079,623	23,403,280	23,143,107
Housing Benefits	0	0	0	0
Third Party Payments / Transfers	25,005,158	24,447,410	24,538,600	24,379,350
Support Services	1,184,442	1,168,102	1,174,966	1,377,985
Capital Charges	0	0	0	0
Capital Financing	0	0	0	0
Capital Charges / Financing	0	0	0	0
TOTAL EXPENDITURE	30,680,772	29,656,718	30,045,855	29,551,945
Income				
Government Grants	(920,000)	(679,202)	(470,721)	(531,825)
Other Grants & Contributions	(467,525)	(149,481)	(626,993)	(306,500)
Customer & Client Receipts	(3,722,855)	(3,502,913)	(3,617,527)	(3,613,491)
External Income	(5,110,380)	(4,331,596)	(4,715,241)	(4,451,816)
Recharges	(159,115)	0	0	0
Internal Income	(159,115)	0	0	0
TOTAL INCOME	(5,269,495)	(4,331,596)	(4,715,241)	(4,451,816)
NET EXPENDITURE	25,411,277	25,325,122	25,330,614	25,100,129

Community Services

Provider Services

	2007/08 Actual £	2008/09 Budget £	2008/09 Probable £	2009/10 Budget £
Expenditure				
Direct Costs	13,979,067	14,067,754	13,984,616	14,272,550
Indirect Costs	91,295	93,020	120,905	143,338
Training	9,245	4,822	13,602	4,943
Contribution to Provisions	0	0	0	0
Employee Costs	14,079,607	14,165,596	14,119,124	14,420,831
Repair & Maintenance of Buildings	92,375	70,232	82,142	74,988
Energy Costs & Water Services	49,059	73,148	74,818	77,065
Rent & Rates	43,844	43,757	42,708	44,850
Premises Insurance	4,306	3,299	3,299	3,366
Grounds & Road Maintenance	0	76	76	78
Fixtures & Fittings	11,093	7,778	11,560	8,973
Cleaning	51,943	54,475	64,801	57,162
Contribution to Provisions	0	0	0	0
Premises Costs	252,620	252,765	279,405	266,482
Direct Transport Costs	95,973	154,756	130,432	125,088
Hire & Leasing	135,821	223,792	251,403	229,388
Transport Fees	9,886	4,852	9,235	4,972
Travel Allowances	7,869	31,597	31,792	30,791
Contribution to Provisions	0	0	0	0
Transport Costs	249,549	414,997	422,863	390,239
Furniture & Equipment	98,612	46,488	67,458	43,051
Catering	121,251	112,396	113,473	116,192
Clothing & Laundry	0	0	3,712	0
Communications & Computing	30,599	39,405	41,986	39,988
Fees & Services	58,908	1,912	33,696	1,955
Printing Stationery & Office Expenditure	42,780	61,911	62,838	63,718
Expenses	212	0	1,030	0
Grants & Subscriptions	3,215	0	2,131	0
Contribution to Provisions	746,581	0	0	0
Supplies and Services	1,102,158	262,112	326,325	264,904
General Third Party Payments	25,592	14,676	75,635	16,043
Voluntary Organisations	19,199	24,287	9,108	25,246
Social Services Client	437,418	481,766	469,888	493,932
Housing Benefits	0	0	0	0
Third Party Payments / Transfers	482,209	520,729	554,630	535,221
Support Services	3,180,562	2,403,372	2,436,107	2,707,544
Capital Charges	171,445	59,235	59,235	30,860
Capital Financing	0	0	0	0
Capital Charges / Financing	171,445	59,235	59,235	30,860
TOTAL EXPENDITURE	19,518,149	18,078,806	18,197,688	18,616,081
Income				
Government Grants	(1,701,767)	(928,822)	(868,329)	(1,003,125)
Other Grants & Contributions	(835,805)	(831,522)	(870,336)	(647,310)
Customer & Client Receipts	(1,149,908)	(1,098,216)	(1,138,566)	(1,125,672)
External Income	(3,687,480)	(2,858,560)	(2,877,230)	(2,776,107)
Recharges	(159,119)	0	0	0
Internal Income	(159,119)	0	0	0
TOTAL INCOME	(3,846,600)	(2,858,560)	(2,877,230)	(2,776,107)
NET EXPENDITURE	15,671,550	15,220,246	15,320,457	15,839,974

Community Services

Performance, Strategy & Improvement

	2007/08 Actual £	2008/09 Budget £	2008/09 Probable £	2009/10 Budget £
Expenditure				
Direct Costs	1,584,129	1,679,697	1,720,641	1,718,395
Indirect Costs	194,442	7,276	36,153	7,458
Training	522,292	431,799	423,955	443,878
Contribution to Provisions	0	0	0	0
Employee Costs	2,300,862	2,118,772	2,180,749	2,169,731
Repair & Maintenance of Buildings	35,373	63,339	110,634	64,908
Energy Costs & Water Services	18,891	69,640	70,788	71,380
Rent & Rates	57,101	162,027	229,085	166,078
Premises Insurance	8,381	11,592	11,592	11,882
Grounds & Road Maintenance	0	0	0	0
Fixtures & Fittings	2,818	0	177	0
Cleaning	9,255	7,090	16,011	7,267
Contribution to Provisions	0	0	0	0
Premises Costs	131,820	313,688	438,287	321,515
Direct Transport Costs	40	0	0	0
Hire & Leasing	0	0	0	0
Transport Fees	515	2,253	2,124	2,308
Travel Allowances	778	71	164	71
Contribution to Provisions	0	0	0	0
Transport Costs	1,333	2,324	2,288	2,379
Furniture & Equipment	18,774	42,414	42,495	42,017
Catering	743	1,189	1,181	1,189
Clothing & Laundry	190	0	0	0
Communications & Computing	38,747	50,709	56,653	51,865
Fees & Services	26,274	39,172	77,557	35,408
Printing Stationery & Office Expenditure	18,735	28,223	28,420	25,079
Expenses	257,378	853	927	852
Grants & Subscriptions	3,176	4,288	4,223	4,284
Contribution to Provisions	0	0	0	0
Supplies and Services	364,017	166,848	211,456	160,694
General Third Party Payments	2,160	0	0	0
Voluntary Organisations	0	0	0	0
Social Services Client	0	0	0	0
Housing Benefits	7,002	0	0	0
Third Party Payments / Transfers	9,162	0	0	0
Support Services	218,381	962,278	947,261	629,392
Capital Charges	(3,299)	89,565	89,565	555,393
Capital Financing	3,797	0	0	0
Capital Charges / Financing	498	89,565	89,565	555,393
TOTAL EXPENDITURE	3,026,073	3,653,475	3,869,606	3,839,104
Income				
Government Grants	(997,873)	(788,000)	(788,000)	(803,000)
Other Grants & Contributions	(84,459)	0	(172,150)	0
Customer & Client Receipts	(21,235)	(43,704)	(51,624)	(44,578)
External Income	(1,103,566)	(831,704)	(1,011,774)	(847,578)
Recharges	(89,893)	(288,851)	(288,851)	0
Internal Income	(89,893)	(288,851)	(288,851)	0
TOTAL INCOME	(1,193,459)	(1,120,555)	(1,300,625)	(847,578)
NET EXPENDITURE	1,832,614	2,532,920	2,568,981	2,991,526

Community Services

Community Services Finance

	2007/08 Actual £	2008/09 Budget £	2008/09 Probable £	2009/10 Budget £
Expenditure				
Direct Costs	2,220,832	2,249,304	2,460,746	2,740,906
Indirect Costs	73,400	(596,327)	(517,374)	13,283
Training	11,625	47,062	23,423	42,898
Contribution to Provisions	0	0	0	0
Employee Costs	2,305,857	1,700,040	1,966,795	2,797,087
Repair & Maintenance of Buildings	92,563	7,819	89,548	7,814
Energy Costs & Water Services	(8,909)	0	50	0
Rent & Rates	0	0	0	0
Premises Insurance	0	0	0	0
Grounds & Road Maintenance	0	0	0	0
Fixtures & Fittings	0	0	0	0
Cleaning	23	278	278	278
Contribution to Provisions	0	0	327	0
Premises Costs	83,677	8,097	90,203	8,092
Direct Transport Costs	0	896	896	918
Hire & Leasing	1,924	1,113	0	1,141
Transport Fees	2,159	2,173	3,515	2,227
Travel Allowances	0	24	24	24
Contribution to Provisions	0	0	0	0
Transport Costs	4,083	4,206	4,435	4,310
Furniture & Equipment	5,197	31,219	18,659	25,453
Catering	967	3,496	3,477	3,494
Clothing & Laundry	0	0	0	0
Communications & Computing	25,898	26,359	23,504	37,828
Fees & Services	148,116	325,614	308,959	376,528
Printing Stationery & Office Expenditure	18,698	21,334	21,431	23,536
Expenses	158	0	852	0
Grants & Subscriptions	1,166	1,163	4,415	1,162
Contribution to Provisions	0	1,138,376	1,138,376	1,166,835
Supplies and Services	200,200	1,547,561	1,519,673	1,634,836
General Third Party Payments	748,915	0	136,240	0
Voluntary Organisations	52,500	0	0	0
Social Services Client	0	0	0	0
Housing Benefits	0	0	0	0
Third Party Payments / Transfers	801,415	0	136,240	0
Support Services	608,377	709,564	715,695	1,514,013
Capital Charges	0	0	0	0
Capital Financing	1,000,000	0	0	0
Capital Charges / Financing	1,000,000	0	0	0
TOTAL EXPENDITURE	5,003,609	3,969,467	4,433,041	5,958,338
Income				
Government Grants	(73,970)	(36,259)	(36,259)	(33,404)
Other Grants & Contributions	(2,266,943)	(62,660)	(497,430)	(66,959)
Customer & Client Receipts	0	0	0	0
External Income	(2,340,913)	(98,919)	(533,689)	(100,363)
Recharges	(62,681)	0	0	(25,000)
Internal Income	(62,681)	0	0	(25,000)
TOTAL INCOME	(2,403,594)	(98,919)	(533,689)	(125,363)
NET EXPENDITURE	2,600,015	3,870,548	3,899,352	5,832,975

Community Services

Olympics & Para-Olympics

	2007/08 Actual £	2008/09 Budget £	2008/09 Probable £	2009/10 Budget £
Expenditure				
Direct Costs	1,400,656	1,034,052	1,387,003	1,380,302
Indirect Costs	30,208	10,000	102,729	10,250
Training	41,579	20,000	29,290	20,500
Contribution to Provisions	0	0	0	0
Employee Costs	1,472,444	1,064,052	1,519,022	1,411,052
Repair & Maintenance of Buildings	0	0	332	0
Energy Costs & Water Services	0	0	0	0
Rent & Rates	142,866	9,400	55,519	56,767
Premises Insurance	604	0	0	0
Grounds & Road Maintenance	0	58,000	58,000	59,450
Fixtures & Fittings	3	0	0	0
Cleaning	22	0	0	0
Contribution to Provisions	0	0	0	0
Premises Costs	143,495	67,400	113,851	116,217
Direct Transport Costs	7	0	6,000	0
Hire & Leasing	4,638	0	2,644	750
Transport Fees	1,909	0	2,264	2,250
Travel Allowances	211	0	900	0
Contribution to Provisions	0	0	0	0
Transport Costs	6,764	0	11,808	3,000
Furniture & Equipment	28,193	10,000	21,805	13,250
Catering	16,962	4,000	25,985	9,100
Clothing & Laundry	6,652	0	52	0
Communications & Computing	169,391	122,000	251,390	183,597
Fees & Services	426,594	95,000	583,917	239,451
Printing Stationery & Office Expenditure	24,091	14,729	35,393	15,097
Expenses	75,407	196,819	59,526	35,401
Grants & Subscriptions	(235,188)	1,000	999,727	1,026
Contribution to Provisions	0	0	0	0
Supplies and Services	512,101	443,548	1,977,795	496,922
General Third Party Payments	117,735	0	120	0
Voluntary Organisations	0	0	0	0
Social Services Client	0	0	0	0
Housing Benefits	0	0	0	0
Third Party Payments / Transfers	117,735	0	120	0
Support Services	34,368	157,436	180,494	211,812
Capital Charges	0	0	0	0
Capital Financing	0	0	0	0
Capital Charges / Financing	0	0	0	0
TOTAL EXPENDITURE	2,286,907	1,732,436	3,803,090	2,239,003
Income				
Government Grants	(893,564)	0	(1,618,498)	0
Other Grants & Contributions	(428,562)	(1,575,000)	(1,996,413)	(2,027,189)
Customer & Client Receipts	(309)	0	(30,742)	0
External Income	(1,322,434)	(1,575,000)	(3,645,653)	(2,027,189)
Recharges	0	0	0	0
Internal Income	0	0	0	0
TOTAL INCOME	(1,322,434)	(1,575,000)	(3,645,653)	(2,027,189)
NET EXPENDITURE	964,473	157,436	157,437	211,814

Community Services

Commissioning, Contracts & SP

	2007/08 Actual £	2008/09 Budget £	2008/09 Probable £	2009/10 Budget £
Expenditure				
Direct Costs	926,741	1,419,978	1,178,202	1,553,098
Indirect Costs	67,762	4,553	74,092	4,667
Training	5,671	8,525	9,005	8,738
Contribution to Provisions	0	0	0	0
Employee Costs	1,000,174	1,433,056	1,261,299	1,566,503
Repair & Maintenance of Buildings	0	0	165	0
Energy Costs & Water Services	0	0	0	0
Rent & Rates	0	0	0	0
Premises Insurance	0	0	0	0
Grounds & Road Maintenance	0	0	0	0
Fixtures & Fittings	0	0	0	0
Cleaning	0	0	42	0
Contribution to Provisions	0	0	0	0
Premises Costs	0	0	207	0
Direct Transport Costs	0	0	0	0
Hire & Leasing	0	0	0	0
Transport Fees	5,311	1,495	4,689	1,533
Travel Allowances	13	290	265	290
Contribution to Provisions	0	0	0	0
Transport Costs	5,324	1,785	4,954	1,823
Furniture & Equipment	252,106	23,801	167,415	8,335
Catering	2,482	1,414	1,414	1,413
Clothing & Laundry	0	0	0	0
Communications & Computing	22,152	62,013	57,627	66,489
Fees & Services	103,265	12,034	278,026	43
Printing Stationery & Office Expenditure Expenses	2,875	4,141	7,969	4,159
	0	0	0	0
Grants & Subscriptions	800	0	728	0
Contribution to Provisions	113,996	0	0	0
Supplies and Services	497,676	103,403	513,179	80,439
General Third Party Payments	0	0	120,000	0
Voluntary Organisations	0	0	0	0
Social Services Client	17,286,430	22,222,000	23,186,321	23,265,637
Housing Benefits	44,016	0	0	0
Third Party Payments / Transfers	17,330,446	22,222,000	23,306,321	23,265,637
Support Services	587,756	557,093	561,749	677,894
Capital Charges	0	0	0	0
Capital Financing	0	0	0	0
Capital Charges / Financing	0	0	0	0
TOTAL EXPENDITURE	19,421,375	24,317,337	25,647,709	25,592,296
Income				
Government Grants	(17,906,987)	(22,491,077)	(23,770,670)	(23,513,233)
Other Grants & Contributions	(58,091)	(197,590)	(232,017)	(232,530)
Customer & Client Receipts	0	0	0	0
External Income	(17,965,078)	(22,688,667)	(24,002,687)	(23,745,763)
Recharges	(337,422)	0	0	0
Internal Income	(337,422)	0	0	0
TOTAL INCOME	(18,302,500)	(22,688,667)	(24,002,687)	(23,745,763)
NET EXPENDITURE	1,118,875	1,628,670	1,645,022	1,846,533

Community Services

Housing Needs (General Fund)

	2007/08 Actual £	2008/09 Budget £	2008/09 Probable £	2009/10 Budget £
Expenditure				
Direct Costs	0	0	0	4,336,453
Indirect Costs	0	0	0	40,559
Training	0	0	0	33,334
Contribution to Provisions	0	0	0	0
Employee Costs	0	0	0	4,410,346
Repair & Maintenance of Buildings	0	0	0	70,599
Energy Costs & Water Services	0	0	0	102,029
Rent & Rates	0	0	0	10,061,031
Premises Insurance	0	0	0	0
Grounds & Road Maintenance	0	0	0	0
Fixtures & Fittings	0	0	0	24,438
Cleaning	0	0	0	11,919
Contribution to Provisions	0	0	0	78,355
Premises Costs	0	0	0	10,348,371
Direct Transport Costs	0	0	0	26,568
Hire & Leasing	0	0	0	4,979
Transport Fees	0	0	0	1,785
Travel Allowances	0	0	0	25,942
Contribution to Provisions	0	0	0	0
Transport Costs	0	0	0	59,274
Furniture & Equipment	0	0	0	58,367
Catering	0	0	0	923
Clothing & Laundry	0	0	0	1,537
Communications & Computing	0	0	0	36,996
Fees & Services	0	0	0	3,825
Printing Stationery & Office Expenditure	0	0	0	22,593
Expenses	0	0	0	0
Grants & Subscriptions	0	0	0	279,478
Contribution to Provisions	0	0	0	433,267
Supplies and Services	0	0	0	836,986
General Third Party Payments	0	0	0	1,311,172
Voluntary Organisations	0	0	0	0
Social Services Client	0	0	0	437,863
Housing Benefits	0	0	0	0
Third Party Payments / Transfers	0	0	0	1,749,035
Support Services	0	0	0	1,581,679
Capital Charges	0	0	0	0
Capital Financing	0	0	0	0
Capital Charges / Financing	0	0	0	0
TOTAL EXPENDITURE	0	0	0	18,985,691
Income				
Government Grants	0	0	0	(1,578,375)
Other Grants & Contributions	0	0	0	(1,127,835)
Customer & Client Receipts	0	0	0	(14,926,003)
External Income	0	0	0	(17,632,213)
Recharges	0	0	0	(167,380)
Internal Income	0	0	0	(167,380)
TOTAL INCOME	0	0	0	(17,799,593)
NET EXPENDITURE	0	0	0	1,186,098

CUSTOMER & CORPORATE SERVICES DIRECTORATE STORYBOARD 2009/10 – 2012/13

AIMS AND AMBITIONS

- Service First - Delivering the culture, skills, tools and infrastructure to improve our services and the experience of all customers.
- Providing high quality and value for money corporate infrastructure enabling the Council and its partners to put our customers first and to value staff.
- Enabling the organisation to attract, retain and manage a workforce that has the right skills and the potential to realise Hackney's vision and deliver its strategic and service objectives.

WHAT DID WE ACHIEVE IN 2008/09?

Achieved

- Consolidation of the permanent workforce: review of recruitment undertaken, Council wide Apprenticeship scheme introduced, 20 apprentices in place, new agency contract tendered and implemented 1st April 2009, centralised recruitment implemented to be supported by online system which will go live in July 2009. Completed 2009 staff survey.
- New management development programme developed, tendered and rolled out. Reviewed and updated appraisal policy, process and supporting guidance (non Chief Officer) to implement in the 2009/10 Council wide appraisal cycle. Developed and introduced a new customer services competency into management behavioural competency frameworks. This will be used in recruitment, appraisal and development activities.
- Property Asset Management (Final data for the Completed Building Condition Surveys, updated asbestos register and completed legionella risk assessments will be available at the end of Q4.)
- Hackney has signed up to the national Carbon Management Programme and has action plan in place
- Energy consumption across Council operations reduced by 2.58% for gas and 1.48% for electricity.
- Increased Asset Management rating under CPA Use of Resources (UoR) on KLOE 2.3 from level 2 to level 3. Achieved through production of the updated Corporate Property AMP; involvement of key stakeholders and improved property governance;
- Customer Service Centre on track for completion December 2009; 280 Mare Street operational, completed on time and on budget.
- Public Service Promise – stage 1 is live with “no wrong door” pledge.
- Maintained workforce diversity (staff audit carried out in March 2009).
- Service Transfers – The following additional services can now be accessed by telephone, using a single number, through Hackney Service Centre (HSC): Carers Helpline, Libraries, Markets, Museums, Parks, Registrars.
- The number of calls to HSC has increased by over 50,000 from last year with a customer satisfaction rate of 84%.
- The Council's website has been rated “Transactional” in the annual Socitm Better Connected surveys, which is the highest category.
- CDM has been rolled out to 1409 users (bringing the total to 1949).
- ICT provided the infrastructure for the refurbished 280 Mare Street and relocated HR staff from 2 Hillman Street.

Not Achieved

- Corporate Chartermark – deferred for now, due to the need to re-launch Customer Service Standards (Service 7), scheduled for the 1st April 2009.
- Voluntary Sector Accommodation Strategy Programme is being re-programmed. The revised date for the policy to be agreed is now September 2009.
- Modernising the Registrars project, the aim of which is to secure the release from the current “scheme” arrangements by Registrar General, is being re-based. The revised date for completion of the project is October 2010.
- Fully web enabled transactions – web transaction pilots to go live in June 2009 (Bulky waste, Registrars and Parking)

KEY ACTIVITY DATA

	2008/09 ⁽¹⁾			2009/10 ⁽²⁾		
	Volume	Budget (£m)	Unit Cost (£)	Volume	Budget (£m)	Unit Cost (£)
Cost of calls taken in the HSC	484,390	1.468	3.03	486,000	1.245	2.56
Actual cost of registering a birth, death, marriage, civil partnership, issuing a replacement certificate, conducting citizenship ceremonies to Council (net of income generated).	19,400	0.646	33.30	19,500	0.693	35.54
Support costs per workstation*	4,400	n/a	£258 ⁽³⁾	4,400	n/a	£183 ⁽⁴⁾
Average cost of advertising a post	333 ⁽⁵⁾	n/a	2,101	Unable to predict at this stage		
Cost of the HR function per employee (established posts)	n/a	n/a	4460.81	n/a	n/a	4460.81
Total property costs per sq. metre	Will start to report following completion of condition surveys and intelligence drawings.					

(1) Actual

(2) Budgeted

(3) 2008 Socitm London benchmark

(4) Socitm London benchmark median

(5) The number does not include CYPS as the directorate does not advertise via the corporate advertising contract

OUR RESOURCES, 2009/10

	Budgeted Expenditure (£m)	Budgeted Income (£m)	Net Cost of Service (£m)	Establishment (FTEs)
Corporate Property and Facilities Management	16.818	14.811	2.006	52.00
Human Resources & Organisational Development	4.500	4.500	0.000	59.00
ICT	13.847	13.847	0.000	61.40
Directorate Finance*	N/A	N/A	N/A	N/A
Directorate Support Unit	0.683	0.549	0.134	7.00
Service First	1.111	1.111	0.000	14.00
Customer Services	4.147	4.147	0.000	78.00
TOTAL	41.106	38.965	2.140	271.40

*The finance element has now moved to F&R.

OUR PRIORITIES FOR 2009/10-2012/13

(a) Corporate Programmes

Targets/Success Measures	Milestones
<p>Service First: The purpose of this programme is to improve residents' access to services through: 1) the consolidation of Public Services 2) easier access to public services 3) improved customer experience.</p>	
<ul style="list-style-type: none"> Increase numbers of customers using the website for transactions and enquiries 	<ul style="list-style-type: none"> Increase in web transactions activity to 15,000 transactions by March 2010
<ul style="list-style-type: none"> Improve the service our customers receive by providing a range of high quality services, with queries resolved at first point of contact, however our customers choose to contact us. 	<ul style="list-style-type: none"> Customer Services Centre (CSC) completed by December 2009 CRM roll out to 80% of services delivered through Hackney Service Centre (HSC) by March 2010 HSC service delivery model resolving 80% of customer queries at the first point of contact. ICT infrastructure in Customer Service Centre and to support New Ways of Working rolled out to all staff within CSC by March 2010 ICT infrastructure to support all delivery channels for HSC/CSC and self-service (e.g. web) implemented in line with Service Transfer plan Face to Face services being delivered through the CSC by March 2010. Public Service Promise (PSP) work plan completed (signposting). Business plans agreed with the Partner organisations for delivering services from the new Customer Service Centre HR will deliver a Customer Services training programme to support the Service First programme and the operation of the Customer Service Centre by March 2010.
<p>Information Management & Workflow: This programme will enable the Council to have a firm foundation upon which to drive out efficiency savings. There will be an improved understanding of information management across the council with all staff using the Corporate Document Management system (CDM).</p>	
<p>All staff moving into CSC will be using CDM before they move (based on agreed Decant Plan)</p>	<ul style="list-style-type: none"> CDM Roll-out: <ul style="list-style-type: none"> Community Safety (Feb-May 2009) Chief Executive's (Jan-Jul 2009) Legal & Democratic Services (Jun-Sep 2009) Private Sector Housing (May-Aug 2009) Community Services (Feb-Nov 2009) Children & Young People's Service (Feb-Nov 2009) Property & Facilities Management (Jul-Nov 2009)

(b) Other Projects & Initiatives

	Target/Success Measure
<ul style="list-style-type: none"> Reducing energy use across Council operations 	<ul style="list-style-type: none"> Reduction in carbon emissions generated by Council operations – 2% reduction from Corporate estate on 2008/09 figure
<ul style="list-style-type: none"> Consolidation of the permanent workforce 	<ul style="list-style-type: none"> 23% agency staff spend as a % of salary budget 27.8% reduction in vacancy rate compared to 30.8% in 2008/09
<ul style="list-style-type: none"> Modernising the Registrars Service 	<ul style="list-style-type: none"> Hackney released from current "Scheme" arrangements by Registrar General by October 2010
<ul style="list-style-type: none"> Property Asset Management 	<ul style="list-style-type: none"> All building tests and inspections completed on time (council, commercial and voluntary sector) All commercial properties with current lease or lease under negotiation Develop a new methodology to ensure the best use of our property assets. Agreement by July 2009 for subsequent implementation.
<ul style="list-style-type: none"> Voluntary Sector Accommodation Strategy 	<ul style="list-style-type: none"> Policy agreed by September 2009
<ul style="list-style-type: none"> Stoke Newington Assembly Rooms and Council Chambers 	<ul style="list-style-type: none"> Open for public use by January 2010

KEY PERFORMANCE TARGETS

<i>Performance Indicator</i>	<i>A/Q/M</i>	<i>2008/09 out-turn (1)</i>	<i>2009/10 Target</i>	<i>2010/11 Target</i>	<i>2011/12 Target</i>	<i>2012/13 Target</i>
Accelerated Improvement						
CCS 4a: % of HSC calls answered	Q	95%	95%	95%	95%	95%
CCS 4b: % of HSC enquiries resolved at first contact	Q	62%	80%	80%	80%	80%
CCS 5a: % of HSC calls answered in 20 seconds	Q	82%	80%	80%	80%	80%
CCS 5b: % of HSC calls answered in 30 seconds	Q	84%	85%	85%	85%	85%
NI 185 - % CO2 reduction from local authority operations (cumulative – changing baseline each year)	A	57,000	4%	6%	2%	2%
Continuous Improvement						
Hackney Service Centre (HSC)						
CCS 6: % of emails to the HSC responded to within 24 hours	Q	93%	90%	90%	90%	90%
CCS 7: % of customers satisfied with the HSC	Q	84%	90%	90%	90%	90%
ICT						
CCS 19: % of Network Availability	Q	98%	99.9%	99.9%	99.9%	99.9%
CCS 20: % of Email availability	Q	98%	99.9%	99.9%	99.9%	99.9%
CCS 21: % of incidents resolved within 8 hours	Q	New for 2009/10	99%	99%	99%	99%
People Management Indicators						
CCS 18: % ratio of agency spend against employee salary budgets^	Q	24%	23%	22%	21%	20%
BV 12: Average days per person lost to sickness (excludes staff in schools)^	Q	12.12	10.6	10.1	9.6	9.1
BV 11b: % of top earners from BME communities	A	27%	27%	28%	29%	30%
Service Seven						
CCS S7/1: % of telephone calls answered within 20 seconds/ 5 rings	Q	74%	80%	80%	80%	80%
CCS S7/2: % of feedback cards responded to within 15 working days	Q	New for 2009/10	90%	90%	90%	90%
CCS 1a: % of stage 1 and 2 complaints responded to within 15 working days	Q	87%	91%	91%	91%	91%
CCS S7/3: % of letters sent to publicly advertised contact points responded to within 10 working days	Q	24%	90%	90%	90%	90%
CCS S7/4: % of emails sent to publicly advertised email addresses responded to within 10 working days	Q	72%	90%	90%	90%	90%
CCS S7/5: % of visitors that we meet and greet and establish the reason for their visit within 5 minutes of arrival at reception points	Q	86%	95%	95%	95%	95%
CCS S7/6: % availability during 24 hour access to secure transactions on the Council's website	Q	96%	99.5%	99.5%	99.5%	99.5%
Other Corporate Customer Care Indicators						
NI 14: Avoidable contact –the proportion of customer contact that is of low or no value to the customer	A	30%	30%	30%	30%	30%
CCS 10b: % of Member Enquiries responded to in 10 working days	Q	82%	85%	85%	85%	85%

CCS 12: % of Freedom of Information requests dealt with within 20 working days	Q	77%	80%	80%	80%	80%
CCS 22: % of Data Protection Act requests dealt with within 40 calendar days	Q	98%	100%	100%	100%	100%
CCS 23: Customer Satisfaction with handling of complaints	Q	New for 2009/10	75%	75%	75%	75%
CCS 1d: Average time taken in days to respond to Stage One complaints	Q	New for 2009/10	12	11	10	10

(1) Estimated out-turn

(N) Targets may be revised in future years following work in progress currently or on receipt of further guidance

CUSTOMER AND CORPORATE SERVICES

Budget Movement

	£m	£m	£m
2008/09 Budget			3.027
Increases			
Inflation	0.557		
Investment proposals	0.100		
Changes in Capital charges	2.386		
Virements and service changes	<u>0.797</u>	3.840	
Decreases			
Efficiency Savings	(0.570)		
Changes in Central Recharges	<u>(4.157)</u>	(4.727)	
2009/10 Budget			2.140

Virements and Service Changes includes the transfer from the capital contributions budget to ICT as part of the overall funding of the ICT contract (£0.180m) and a technical adjustment from general fund of £0.457m to ensure the costs of office accommodation covered by one off growth are allocated to services.

Investment proposals

Investment proposals of £0.100m have been included in the 2009/10 budget. This item is listed in summary below. Further details of all Investment proposals can be found in **Section E**.

Investment proposals	£m
Stoke Newington Assembly Halls	0.100
Total	0.100

In addition to the Investment proposals outlined above a further £2.033m of one off growth items has been proposed under Resourcing Our Priorities for 2009/10 to be funded from reserves. These items are listed in summary below. Further details of all Investment proposals can be found at **Section E**.

Scheme description	£m
New Buildings operating costs	0.788
Service First programme implementation	0.645
Service First work stream planning	0.100
Consolidation of civic estate	0.400
Additional cost of utilities	0.100
Total	2.033

Customer and Corporate Services

Cost Centres	Cost Centre	2007/08 Actual £	2008/09 Budget £	2008/09 Probable £	2009/10 Budget £
Directorate Total		361,287	3,089,000	3,235,000	2,140,424
Property Client	B0051	1,520,736	572,284	571,334	104,339
Keltan House	B0052	0	4,000	24,455	0
Hackney Town Hall	B0053	0	1,045,503	1,125,065	406,377
Maurice Bishop House	B0055	0	0	19,288	0
Stoke Newington Town Hall	B0058	0	1,000	38,204	15,000
Other Public Administration Buildings	B0059	0	0	(5,321)	0
Commercial Estate	B0060	(1,493,706)	0	0	0
Technology Learning Centre	B0061	(637,157)	1,141,537	1,141,537	1,029,355
Accommodation Support Services	B0062	0	(49,617)	(263,425)	0
Floorfield Road	B0063	0	1,000	23,866	0
298 Mare Street	B0064	0	3,000	9,296	0
300 Mare Street	B0065	0	0	9,101	0
Cleaning Contract	B0066	0	0	(25,805)	0
The Ocean	B0067	983,346	116,724	114,531	168,600
Empty Properties	B0068	226,415	0	0	14,717
263 Mare Street	B0069	0	0	3,488	0
277 Mare Street	B0070	0	0	0	0
Independent Place	B0071	52,800	0	(219)	0
Facilities Management	B0072	0	0	185,134	0
Bocking Street	B0073	0	0	(3,912)	0
The Annexe	B0074	0	0	57,397	0
Yorkston Street	B0075	0	0	0	0
81 Downham Road	B0076	0	1,000	12,006	0
Management & Support	B0077	0	279,347	(19,016)	0
Business Support (Property)	B0078	0	0	199,840	0
Building Surveyors	B0079	0	(229,730)	(14,331)	131,985
Asset Management	B0080	0	0	0	107,980
Corporate Properties	B0081	0	110,910	105,910	113,683
Estates Management	B0083	0	(279,151)	(303,328)	(424,882)
Estates Management HRA	B0084	0	0	20,300	71,430
Corporate Planned Preventative Maint	B0085	0	0	0	0
Estates Review	B0086	0	0	0	0
280 Mare Street	B0087	0	0	0	134,000
Security Control Room	B0088	0	0	0	114,000
SN Assembly Hall & Council Chamber	B0089	0	0	0	0
Couriers	B0405	0	59	(13,642)	0
Postal Service	B0406	0	11,663	30,137	0
LADS Contract	B0453	0	0	(72,138)	0
EMU	B0455	0	113,016	46,645	19,653
Property Services		652,435	2,842,545	3,016,397	2,006,237
Human Resources	B0151	(194,588)	(3)	(26,819)	0
Trade Union	B0152	0	0	(1,986)	0
Organisaton & Employee Development	B0157	0	0	(19,932)	0
Occupational Health Contract	B0158	0	(1)	(76)	0
HR Systems	B0159	0	0	24,665	0
Recruitment Strategy Team	B0160	0	0	12,992	0
Corporate and Member Training	B0172	2,130	0	(1,167)	0
Human Resources		(192,458)	(4)	(12,324)	0

Customer and Corporate Services

Cost Centres	Cost Centre	2007/08 Actual £	2008/09 Budget £	2008/09 Probable £	2009/10 Budget £
Photocopying	B0801	0	0	(3,406)	0
Print Unit	B0802	0	0	0	0
Web Development	B0803	0	0	(6,113)	0
ICT Support Centre	B0804	0	1	47,853	0
Research & GIS	B0805	0	0	52,712	0
Telecommunications	B0806	0	0	52,232	0
ICT Infrastructure	B0807	(387,679)	0	(69,299)	0
Contracts & Performance Management	B0808	0	0	(136,356)	0
ICT Projects	B0809	141	0	59,852	0
ICT Information Management & Projects	B0810	0	0	2,970	0
ICT Development	B0811	0	0	0	0
ICT		-387,539	1	447	0
Finance	B0451	0	0	(34,368)	0
Finance		0	0	(34,368)	0
Service First Accommodation Office	B0050	0	0	0	0
Service First Programme Office	B0203	0	0	(11,201)	0
Directorate Projects & Programmes Office	B0205	0	0	0	67,127
Directorate Support Unit	B0454	0	0	(2,973)	0
CCS Director's Office	B0457	0	0	(337)	67,059
Directorate Support Unit		0	0	(14,512)	134,186
Translation	B0201	0	(2,002)	(25,859)	0
Hackney Service Centre	B0202	0	0	25,028	0
Civic Services Registrars	B0350	288,849	248,460	278,456	0
Front of House	B0353	0	0	32,396	0
Customer Services Management	B0355	0	0	(33,739)	0
Public Service Promise Programme	B0356	0	0	0	0
Single Front Office	B0357	0	0	0	0
Customer Care Team	B0404	0	0	3,078	0
Customer Services		288,849	246,458	279,360	0
Total for Directorate		361,287	3,089,000	3,235,000	2,140,424

Customer and Corporate Services

Staffing Analysis as at 31st March 2009	Cost Centre	Full Time Equivalent (FTE)	2009/10 Budget £
Directorate Total		271.40	12,126,487
Property Client	B0051	2.00	107,706
Cleaning Contract	B0066	1.00	39,628
The Ocean	B0067	2.00	58,643
Facilities Management	B0072	13.00	476,068
Management & Support	B0077	2.00	211,968
Business Support (Property)	B0078	5.00	229,800
Building Surveyors	B0079	6.00	373,371
Asset Management	B0080	2.00	107,706
Estates Management	B0083	2.40	134,136
Estates Management HRA	B0084	2.60	145,521
Couriers	B0405	5.00	129,727
Postal Service	B0406	7.00	188,493
EMU	B0455	2.00	120,811
Property Services		52.00	2,323,578
Human Resources	B0151	35.00	1,749,058
Trade Union	B0152	3.00	92,096
Organisaton & Employee Development	B0157	9.00	406,612
HR Systems	B0159	9.00	323,518
Recruitment Strategy Team	B0160	3.00	156,444
Human Resources		59.00	2,727,728
Photocopying	B0801	2.00	73,816
Print Unit	B0802	6.00	238,121
Web Development	B0803	3.00	133,962
ICT Support Centre	B0804	1.00	46,994
Research & GIS	B0805	7.00	314,159
Telecommunications	B0806	13.40	481,924
ICT Infrastructure	B0807	5.00	422,990
Contracts & Performance Management	B0808	7.00	313,214
ICT Projects	B0809	3.00	156,975
ICT Information Management & Projects	B0810	6.00	300,841
ICT Development	B0811	8.00	304,692
ICT		61.40	2,787,688
Service First Accommodation Office	B0050	6.00	404,012
Service First Programme Office	B0203	8.00	545,240
Directorate Projects & Programmes Office	B0205	1.00	66,959
Directorate Support Unit	B0454	3.00	152,837
CCS Director's Office	B0457	3.00	252,424
Directorate Support Unit		21.00	1,421,472
Translation	B0201	3.00	121,806
Hackney Service Centre	B0202	31.00	1,020,680
Civic Services Registrars	B0350	12.00	475,515
Front of House	B0353	24.00	780,637
Customer Services Management	B0355	2.00	152,624
Customer Care Team	B0404	6.00	314,759
Customer Services		78.00	2,866,021
Total for Directorate		271.40	12,126,487

Customer & Corporate Services

Directorate Summary

	2007/08 Actual £	2008/09 Budget £	2008/09 Probable £	2009/10 Budget £
Expenditure				
Direct Costs	11,292,473	12,666,691	14,779,798	12,069,727
Indirect Costs	162,631	154,370	281,177	71,996
Training	349,755	474,076	379,053	496,738
Contribution to Provisions	0	0	0	0
Employee Costs	11,804,859	13,295,137	15,440,027	12,638,461
Repair & Maintenance of Buildings	950,397	532,200	868,794	539,220
Energy Costs & Water Services	1,634,559	1,270,192	3,304,056	1,317,639
Rent & Rates	4,500,034	6,425,571	6,364,431	6,734,870
Premises Insurance	43,890	15,244	74,273	15,549
Grounds & Road Maintenance	213	0	0	0
Fixtures & Fittings	83,544	42,013	117,324	43,828
Cleaning	215,913	173,026	270,009	219,204
Contribution to Provisions	0	197,654	197,654	202,596
Premises Costs	7,428,549	8,655,900	11,196,540	9,072,906
Direct Transport Costs	19,476	14,411	17,481	14,507
Hire & Leasing	35,044	30,800	69,939	32,084
Transport Fees	28,100	33,245	24,353	15,151
Travel Allowances	4,358	3,244	2,125	3,286
Contribution to Provisions	0	0	0	0
Transport Costs	86,977	81,700	113,898	65,028
Furniture & Equipment	224,257	340,332	418,800	1,026,463
Catering	42,786	48,320	68,409	27,522
Clothing & Laundry	14,695	21,653	11,300	17,441
Communications & Computing	2,104,981	2,170,283	2,378,419	1,669,184
Fees & Services	1,729,382	1,023,894	1,686,108	985,344
Printing Stationery & Office Expenditure	1,996,900	938,688	1,150,108	916,999
Expenses	7,720	17,007	28,798	14,106
Grants & Subscriptions	131,403	80,206	120,949	83,121
Contribution to Provisions	687,331	275,495	275,546	315,093
Supplies and Services	6,939,453	4,915,878	6,138,437	5,055,273
General Third Party Payments	4,328,787	4,630,724	4,339,361	5,132,682
Voluntary Organisations	0	0	0	0
Social Services Client	0	0	0	0
Housing Benefits	0	0	0	0
Third Party Payments / Transfers	4,328,787	4,630,724	4,339,361	5,132,682
Support Services	5,171,811	4,631,363	4,619,206	2,404,313
Capital Charges	3,331,526	4,239,065	4,234,991	6,737,074
Capital Financing	(20,198)	0	0	0
Capital Charges / Financing	3,311,328	4,239,065	4,234,991	6,737,074
TOTAL EXPENDITURE	39,071,764	40,449,767	46,082,460	41,105,737
Income				
Government Grants	(1,497,332)	(1,552,577)	(1,496,329)	(1,386,970)
Other Grants & Contributions	(632,733)	(710,463)	(4,918,766)	(745,000)
Customer & Client Receipts	(10,117,322)	(8,636,462)	(10,224,074)	(8,382,502)
External Income	(12,247,388)	(10,899,502)	(16,639,169)	(10,514,472)
Recharges	(26,463,089)	(26,461,265)	(26,208,291)	(28,450,841)
Internal Income	(26,463,089)	(26,461,265)	(26,208,291)	(28,450,841)
TOTAL INCOME	(38,710,477)	(37,360,767)	(42,847,460)	(38,965,313)
NET EXPENDITURE	361,287	3,089,000	3,235,000	2,140,424

Customer & Corporate Services

Property Services

	2007/08 Actual £	2008/09 Budget £	2008/09 Probable £	2009/10 Budget £
Expenditure				
Direct Costs	2,653,749	2,308,329	3,160,294	2,323,578
Indirect Costs	4,352	40,937	33,631	41,827
Training	5,133	11,600	19,598	19,274
Contribution to Provisions	0	0	0	0
Employee Costs	2,663,233	2,360,866	3,213,523	2,384,679
Repair & Maintenance of Buildings	926,764	521,200	850,487	531,075
Energy Costs & Water Services	1,620,331	1,260,692	3,267,671	1,307,949
Rent & Rates	4,500,034	6,360,871	6,299,721	6,695,185
Premises Insurance	43,890	15,244	74,273	15,549
Grounds & Road Maintenance	213	0	0	0
Fixtures & Fittings	82,016	38,663	98,741	37,336
Cleaning	211,447	168,026	264,189	214,104
Contribution to Provisions	0	197,654	197,654	202,596
Premises Costs	7,384,694	8,562,350	11,052,736	9,003,794
Direct Transport Costs	19,466	13,260	15,777	13,461
Hire & Leasing	34,531	29,300	58,439	32,084
Transport Fees	20,761	26,391	18,771	10,429
Travel Allowances	4,143	3,244	1,853	3,286
Contribution to Provisions	0	0	0	0
Transport Costs	78,901	72,195	94,840	59,260
Furniture & Equipment	68,416	81,129	103,135	236,585
Catering	27,231	30,000	57,713	25,475
Clothing & Laundry	4,537	7,200	4,316	7,344
Communications & Computing	223,172	224,363	220,196	231,888
Fees & Services	966,736	447,584	921,043	464,519
Printing Stationery & Office Expenditure	13,265	39,950	8,440	6,169
Expenses	190	293	18,108	299
Grants & Subscriptions	31,689	8,659	20,003	8,273
Contribution to Provisions	672,880	0	0	24,165
Supplies and Services	2,008,115	839,178	1,352,955	1,004,717
General Third Party Payments	833,586	847,210	855,675	1,028,032
Voluntary Organisations	0	0	0	0
Social Services Client	0	0	0	0
Housing Benefits	0	0	0	0
Third Party Payments / Transfers	833,586	847,210	855,675	1,028,032
Support Services	1,769,027	1,747,884	1,735,727	931,506
Capital Charges	2,624,778	2,314,020	2,309,946	2,405,541
Capital Financing	(20,428)	0	0	0
Capital Charges / Financing	2,604,350	2,314,020	2,309,946	2,405,541
TOTAL EXPENDITURE	17,341,907	16,743,703	20,615,401	16,817,529
Income				
Government Grants	(1,387,414)	(1,387,000)	(1,387,416)	(1,387,000)
Other Grants & Contributions	(733)	0	(2,438,886)	0
Customer & Client Receipts	(7,126,734)	(5,372,362)	(6,948,591)	(5,581,920)
External Income	(8,514,882)	(6,759,362)	(10,774,892)	(6,968,920)
Recharges	(8,174,590)	(7,141,796)	(6,824,113)	(7,842,372)
Internal Income	(8,174,590)	(7,141,796)	(6,824,113)	(7,842,372)
TOTAL INCOME	(16,689,471)	(13,901,158)	(17,599,005)	(14,811,292)
NET EXPENDITURE	652,435	2,842,545	3,016,397	2,006,237

Customer & Corporate Services

Human Resources

	2007/08 Actual £	2008/09 Budget £	2008/09 Probable £	2009/10 Budget £
Expenditure				
Direct Costs	1,765,472	2,729,702	3,099,837	2,727,728
Indirect Costs	57,083	7,999	26,882	7,919
Training	290,455	404,692	282,440	400,096
Contribution to Provisions	0	0	0	0
Employee Costs	2,113,009	3,142,393	3,409,158	3,135,743
Repair & Maintenance of Buildings	6,984	0	1,037	0
Energy Costs & Water Services	0	0	0	0
Rent & Rates	0	0	0	0
Premises Insurance	0	0	0	0
Grounds & Road Maintenance	0	0	0	0
Fixtures & Fittings	0	0	0	0
Cleaning	0	0	0	0
Contribution to Provisions	0	0	0	0
Premises Costs	6,984	0	1,037	0
Direct Transport Costs	0	0	0	0
Hire & Leasing	336	0	10,000	0
Transport Fees	5,428	1,136	2,039	1,131
Travel Allowances	161	0	201	0
Contribution to Provisions	0	0	0	0
Transport Costs	5,926	1,136	12,241	1,131
Furniture & Equipment	10,396	2,756	4,339	2,750
Catering	6,749	0	3,687	0
Clothing & Laundry	0	0	0	0
Communications & Computing	6,047	7,879	14,121	8,014
Fees & Services	59,406	44,609	127,799	45,501
Printing Stationery & Office Expenditure	5,598	6,188	27,589	6,185
Expenses	12	0	374	0
Grants & Subscriptions	25,322	24,892	19,412	24,768
Contribution to Provisions	16,961	0	0	12,229
Supplies and Services	130,490	86,324	197,320	99,447
General Third Party Payments	658,861	633,485	612,353	635,476
Voluntary Organisations	0	0	0	0
Social Services Client	0	0	0	0
Housing Benefits	0	0	0	0
Third Party Payments / Transfers	658,861	633,485	612,353	635,476
Support Services	739,884	651,898	651,898	540,761
Capital Charges	0	230,000	230,000	87,451
Capital Financing	0	0	0	0
Capital Charges / Financing	0	230,000	230,000	87,451
TOTAL EXPENDITURE	3,655,154	4,745,236	5,114,007	4,500,009
Income				
Government Grants	0	(6,039)	0	0
Other Grants & Contributions	0	0	(462,533)	(100,000)
Customer & Client Receipts	(101,922)	(255,159)	(179,756)	(258,399)
External Income	(101,922)	(261,198)	(642,289)	(358,399)
Recharges	(3,745,690)	(4,484,042)	(4,484,042)	(4,141,610)
Internal Income	(3,745,690)	(4,484,042)	(4,484,042)	(4,141,610)
TOTAL INCOME	(3,847,612)	(4,745,240)	(5,126,331)	(4,500,009)
NET EXPENDITURE	(192,458)	(4)	(12,324)	0

Customer & Corporate Services

Finance

	2007/08 Actual £	2008/09 Budget £	2008/09 Probable £	2009/10 Budget £
Expenditure				
Direct Costs	595,848	669,077	631,274	0
Indirect Costs	9,132	3,976	10,405	0
Training	265	7,998	6,540	0
Contribution to Provisions	0	0	0	0
Employee Costs	605,245	681,051	648,218	0
Repair & Maintenance of Buildings	676	0	0	0
Energy Costs & Water Services	0	0	0	0
Rent & Rates	0	0	0	0
Premises Insurance	0	0	0	0
Grounds & Road Maintenance	0	0	0	0
Fixtures & Fittings	0	0	0	0
Cleaning	0	0	0	0
Contribution to Provisions	0	0	0	0
Premises Costs	676	0	0	0
Direct Transport Costs	0	0	0	0
Hire & Leasing	0	0	0	0
Transport Fees	0	500	300	0
Travel Allowances	49	0	0	0
Contribution to Provisions	0	0	0	0
Transport Costs	49	500	300	0
Furniture & Equipment	(195)	6,742	4,529	0
Catering	0	0	0	0
Clothing & Laundry	0	0	0	0
Communications & Computing	0	2,200	1,200	0
Fees & Services	0	2,500	1,000	0
Printing Stationery & Office Expenditure	39,731	2,500	2,500	0
Expenses	0	450	450	0
Grants & Subscriptions	0	0	0	0
Contribution to Provisions	0	0	0	0
Supplies and Services	39,536	14,392	9,679	0
General Third Party Payments	0	0	0	0
Voluntary Organisations	0	0	0	0
Social Services Client	0	0	0	0
Housing Benefits	0	0	0	0
Third Party Payments / Transfers	0	0	0	0
Support Services	0	0	0	0
Capital Charges	0	0	0	0
Capital Financing	0	0	0	0
Capital Charges / Financing	0	0	0	0
TOTAL EXPENDITURE	645,506	695,943	658,198	0
Income				
Government Grants	(43,164)	(41,538)	(38,161)	0
Other Grants & Contributions	0	(65,463)	(65,463)	0
Customer & Client Receipts	0	0	0	0
External Income	(43,164)	(107,001)	(103,624)	0
Recharges	(602,342)	(588,942)	(588,942)	0
Internal Income	(602,342)	(588,942)	(588,942)	0
TOTAL INCOME	(645,506)	(695,943)	(692,566)	0
NET EXPENDITURE	0	0	(34,368)	0

Customer & Corporate Services

Directorate Support Unit

	2007/08 Actual £	2008/09 Budget £	2008/09 Probable £	2009/10 Budget £
Expenditure				
Direct Costs	1,463,439	1,281,798	1,549,693	1,364,712
Indirect Costs	40,181	0	51,118	0
Training	14,673	2,050	5,818	4,444
Contribution to Provisions	0	0	0	0
Employee Costs	1,518,293	1,283,848	1,606,630	1,369,156
Repair & Maintenance of Buildings	16	0	2,189	0
Energy Costs & Water Services	10	0	0	0
Rent & Rates	0	63,000	63,010	39,685
Premises Insurance	0	0	0	0
Grounds & Road Maintenance	0	0	0	0
Fixtures & Fittings	0	0	2,578	0
Cleaning	0	0	241	0
Contribution to Provisions	0	0	0	0
Premises Costs	26	63,000	68,018	39,685
Direct Transport Costs	0	1,025	1,704	1,046
Hire & Leasing	0	0	0	0
Transport Fees	621	694	831	708
Travel Allowances	0	0	32	0
Contribution to Provisions	0	0	0	0
Transport Costs	621	1,719	2,567	1,754
Furniture & Equipment	15,569	6,585	9,883	6,655
Catering	5,912	16,400	4,466	(209)
Clothing & Laundry	480	0	0	0
Communications & Computing	149,123	151,876	162,829	148,658
Fees & Services	174,997	11,511	82,616	10,192
Printing Stationery & Office Expenditure	12,755	14,066	16,514	12,703
Expenses	1,080	346	300	353
Grants & Subscriptions	140	504	200	514
Contribution to Provisions	2,383	137,177	137,228	92,820
Supplies and Services	362,439	338,465	414,037	271,686
General Third Party Payments	7,349	79,177	83,907	80,485
Voluntary Organisations	0	0	0	0
Social Services Client	0	0	0	0
Housing Benefits	0	0	0	0
Third Party Payments / Transfers	7,349	79,177	83,907	80,485
Support Services	0	0	0	31,392
Capital Charges	0	0	0	0
Capital Financing	0	0	0	0
Capital Charges / Financing	0	0	0	0
TOTAL EXPENDITURE	1,888,728	1,766,209	2,175,158	1,794,158
Income				
Government Grants	0	0	0	0
Other Grants & Contributions	(632,000)	(645,000)	(1,042,200)	(645,000)
Customer & Client Receipts	0	0	0	0
External Income	(632,000)	(645,000)	(1,042,200)	(645,000)
Recharges	(1,256,728)	(1,121,209)	(1,147,470)	(1,014,972)
Internal Income	(1,256,728)	(1,121,209)	(1,147,470)	(1,014,972)
TOTAL INCOME	(1,888,728)	(1,766,209)	(2,189,670)	(1,659,972)
NET EXPENDITURE	0	0	(14,512)	134,186

Customer & Corporate Services

Customer Services

	2007/08 Actual £	2008/09 Budget £	2008/09 Probable £	2009/10 Budget £
Expenditure				
Direct Costs	2,758,703	2,824,627	3,567,803	2,866,021
Indirect Costs	43,556	16,529	49,885	13,451
Training	19,105	11,274	22,488	26,265
Contribution to Provisions	0	0	0	0
Employee Costs	2,821,363	2,852,430	3,640,176	2,905,737
Repair & Maintenance of Buildings	231	0	20	0
Energy Costs & Water Services	0	0	0	0
Rent & Rates	0	0	0	0
Premises Insurance	0	0	0	0
Grounds & Road Maintenance	0	0	0	0
Fixtures & Fittings	1,529	0	12,211	0
Cleaning	183	0	579	0
Contribution to Provisions	0	0	0	0
Premises Costs	1,942	0	12,810	0
Direct Transport Costs	10	126	0	0
Hire & Leasing	0	0	0	0
Transport Fees	433	2,964	455	1,146
Travel Allowances	5	0	0	0
Contribution to Provisions	0	0	0	0
Transport Costs	448	3,090	455	1,146
Furniture & Equipment	12,744	14,997	19,477	12,157
Catering	1,639	600	1,174	510
Clothing & Laundry	9,678	14,453	6,984	10,097
Communications & Computing	49,140	16,015	44,773	15,582
Fees & Services	441,917	477,190	481,920	426,897
Printing Stationery & Office Expenditure Expenses	19,380	16,148	20,911	14,658
	6,214	15,918	9,151	13,454
Grants & Subscriptions	29	1,151	927	1,166
Contribution to Provisions	(4,893)	0	0	7,253
Supplies and Services	535,847	556,472	585,317	501,774
General Third Party Payments	12,981	83,262	186,756	74,927
Voluntary Organisations	0	0	0	0
Social Services Client	0	0	0	0
Housing Benefits	0	0	0	0
Third Party Payments / Transfers	12,981	83,262	186,756	74,927
Support Services	1,073,899	901,128	901,128	662,996
Capital Charges	0	0	0	0
Capital Financing	0	0	0	0
Capital Charges / Financing	0	0	0	0
TOTAL EXPENDITURE	4,446,480	4,396,382	5,326,643	4,146,580
Income				
Government Grants	(66,754)	(118,000)	(70,752)	30
Other Grants & Contributions	0	0	(909,684)	0
Customer & Client Receipts	(711,674)	(851,025)	(885,947)	(899,264)
External Income	(778,428)	(969,025)	(1,866,383)	(899,234)
Recharges	(3,379,203)	(3,180,899)	(3,180,899)	(3,247,346)
Internal Income	(3,379,203)	(3,180,899)	(3,180,899)	(3,247,346)
TOTAL INCOME	(4,157,631)	(4,149,924)	(5,047,282)	(4,146,580)
NET EXPENDITURE	288,849	246,458	279,360	0

Customer & Corporate Services

ICT

	2007/08 Actual £	2008/09 Budget £	2008/09 Probable £	2009/10 Budget £
Expenditure				
Direct Costs	2,055,263	2,853,158	2,770,897	2,787,688
Indirect Costs	8,327	84,929	109,257	8,799
Training	20,125	36,462	42,169	46,659
Contribution to Provisions	0	0	0	0
Employee Costs	2,083,715	2,974,549	2,922,323	2,843,146
Repair & Maintenance of Buildings	15,725	11,000	15,061	8,145
Energy Costs & Water Services	14,218	9,500	36,385	9,690
Rent & Rates	0	1,700	1,700	0
Premises Insurance	0	0	0	0
Grounds & Road Maintenance	0	0	0	0
Fixtures & Fittings	0	3,350	3,793	6,492
Cleaning	4,284	5,000	5,000	5,100
Contribution to Provisions	0	0	0	0
Premises Costs	34,227	30,550	61,938	29,427
Direct Transport Costs	0	0	0	0
Hire & Leasing	176	1,500	1,500	0
Transport Fees	857	1,560	1,956	1,737
Travel Allowances	0	0	39	0
Contribution to Provisions	0	0	0	0
Transport Costs	1,033	3,060	3,495	1,737
Furniture & Equipment	117,326	228,123	277,436	768,316
Catering	1,255	1,320	1,369	1,746
Clothing & Laundry	0	0	0	0
Communications & Computing	1,677,499	1,767,950	1,935,300	1,265,042
Fees & Services	86,326	40,500	71,729	38,235
Printing Stationery & Office Expenditure	1,906,171	859,836	1,074,154	877,284
Expenses	224	0	415	0
Grants & Subscriptions	74,223	45,000	80,407	48,400
Contribution to Provisions	0	138,318	138,318	178,626
Supplies and Services	3,863,025	3,081,047	3,579,130	3,177,649
General Third Party Payments	2,816,010	2,987,590	2,600,669	3,313,762
Voluntary Organisations	0	0	0	0
Social Services Client	0	0	0	0
Housing Benefits	0	0	0	0
Third Party Payments / Transfers	2,816,010	2,987,590	2,600,669	3,313,762
Support Services	1,589,001	1,330,453	1,330,453	237,657
Capital Charges	706,748	1,695,045	1,695,045	4,244,082
Capital Financing	230	0	0	0
Capital Charges / Financing	706,978	1,695,045	1,695,045	4,244,082
TOTAL EXPENDITURE	11,093,989	12,102,294	12,193,053	13,847,460
Income				
Government Grants	0	0	0	0
Other Grants & Contributions	0	0	0	0
Customer & Client Receipts	(2,176,991)	(2,157,916)	(2,209,781)	(1,642,919)
External Income	(2,176,991)	(2,157,916)	(2,209,781)	(1,642,919)
Recharges	(9,304,537)	(9,944,377)	(9,982,825)	(12,204,541)
Internal Income	(9,304,537)	(9,944,377)	(9,982,825)	(12,204,541)
TOTAL INCOME	(11,481,528)	(12,102,293)	(12,192,606)	(13,847,460)
NET EXPENDITURE	(387,539)	1	447	0

AIMS AND AMBITIONS

- To continue to set a balanced budget with low Council Tax increases in a challenging financial climate for local government
- Close the accounts without significant audit adjustments and lay ground work for implementation of International Financial Reporting Standards
- Achieve a performing well judgement for the organisational assessment in the new CAA assessment regime
- To ensure that the correct benefit is paid at the right time.
- To increase Council Tax collection in line with the London average
- Ensure fleet management function meets sustainability objectives e.g. usage of lower emission fuels
- Promote a culture that is more responsive to customer needs
- To continue to support management to ensure the Council has in place robust systems of internal control
- To ensure that the Council is well placed to manage the global economic uncertainty

WHAT DID WE ACHIEVE IN 2008/09?

Achieved

- Improved Value for Money through Best Use of Resources Board
- Increased score to CPA 4 for Benefits
- Improved sub-scores within CPA Use of Resources assessment including an increase in the VfM score
- Implementation of audit recommendations currently at 90%
- 42 Benefit staff moved on to New Ways of Working
- E-procurement implementation on track, allied to Business Process Re-engineering
- Accounts closure on time with electronic working papers and better auditor query management
- New Procurement and Sustainable Procurement Strategies agreed
- Reported the achievement of £3.38M savings through procurement efficiencies during 2007/08
- Financial support in place for major schemes e.g. Woodberry Down, Building Schools for the Future, Academies, Primary Capital Programme and Service First
- Improved customer experience in transactions with Finance
- Hackney element of the Council Tax frozen for the fourth year in a row

Not Achieved

- The review of income streams continues to progress. The overall project has been re-phased as more work than was anticipated has been required in areas such as Commercial Rent and Commercial Waste

KEY ACTIVITY DATA

	2008/09 ⁽¹⁾		2009/10 ⁽¹⁾	
	Volume	Expenditure (£m)	Volume	Expenditure (£m)
The number of new claim and change of circumstances assessments	60,000	2.723	65,500	2.953
Council Tax: Number of hereditaments	96,111	1.571	97,559	1.781
Number of vehicles	333	0.461	391	0.407
Number of pensioners	6,000	0.566	6,000	0.447
Number of FMS users	1,200	2.136	1,150	1.546
Number of audit days	1,980	2.149	1,822	2.183
Number of major procurements	110	1.453	110	1.584
Number of Council Tax payers on direct debit	29,500	0.117	31,000	0.117
Number of notices issued to pursue Council Tax	220,000	0.812	200,000	0.812

(1) Budgeted (2) Actual

OUR RESOURCES 2009/10

	Budgeted Expenditure (£m)	Budgeted Income (£m)	Net Cost of Service (£m)	Establishment (FTEs)
Director's Office	3.198	3.198	0.000	11.00
Financial Management	4.883	4.650	0.233	58.50
Financial Control	0.588	0.588	0.000	7.50
Audit and Anti Fraud	3.310	2.996	0.314	25.00
Directorate Finance	1.023	0.775	0.248	14.00
Procurement and Fleet	1.990	1.583	0.407	28.00
Revenues and Benefits	263.245	248.327	14.918	322.93
Education	185.021	161.531	23.490	10.00
General Finance Account	33.645	1.538	32.107	0.00
TOTAL	496.903	425.187	71.716	476.93

OUR PRIORITIES FOR 2009/10-2012/13

(a) Corporate Programmes

Targets/Success Measures	Milestones
<p>Building Schools for the Future (BSF): The BSF programme will run until 2015 and will refurbish or rebuild all of Hackney's secondary schools and support Hackney's pupils to achieve improved educational standards. The programme will transform facilities, creating schools fit for the 21st Century as well as creating more places for secondary pupils with Special Education Needs.</p>	
Delivery of phases 1-3 of the programme to time and budget.	<ul style="list-style-type: none"> Phase 1: Delivery of improvements to Clapton Girls and Stoke Newington by August 2010 and Hackney Free & Parochial by August 2011 Phase 2: Improvements to Haggerston, Our Lady's and Cardinal Pole by August 2013 Phase 3 will see the redesign of schools and services in respect of special educational needs establishments and pupil referral units. Dates are currently being prepared in liaison with TLT and the LEP.
<p>Academies: The programme will deliver two further academies and extend another. This will create more secondary school places and provide excellent 21st Century facilities for Hackney pupils, thereby supporting improvements in educational standards.</p>	
Delivery of the programme to time and budget.	<ul style="list-style-type: none"> Completion of the City of London Academy by August 2009 Mossbourne Academy 6th Form extension is completed by December 2009 Skinner's Academy is due to open in August 2010
<p>Primary Capital Programme: The programme will see the regeneration of at least half of Hackney's primary schools by 2023 and will thereby support Hackney primary school children to achieve improved educational standards. The programme will also support improved health standards by creating better sports and kitchen facilities in schools.</p>	
Initiation of a 15 year plan for the transformation of the primary schools	<ul style="list-style-type: none"> Phase 1 of the programme will see works being undertaken on 5 schools between now and August 2013, for which feasibility studies are being undertaken. Plans for Phase 2 of the programme will be developed prior to commencement in 2013.
<p>Best Use of Resources: The Council places significant emphasis on ensuring that the services we provide represent value for money to local taxpayers. The Best Use of Resources programme seeks to improve value for money across the council, securing efficiencies from a programme of Best Use of Resources reviews and managing and overcoming the significant financial and service delivery pressures that exist now, and will continue into the future, via real efficiencies and new ways of working. This programme is integral to ensuring the Council maintains its strong financial position during the challenging global economic situation. It will ensure that the Council realise the benefits of improved efficiencies while also supporting improvements in customer service.</p>	
<ul style="list-style-type: none"> Intensify focus on value for money across the Council 	<ul style="list-style-type: none"> Target 50% of MTPF savings by March 2010 and 60% March 2011

Targets/Success Measures	Milestones
<p>Performance Management and Comprehensive Area Assessment (CAA): The purpose of this programme is to ensure that the Council and the Local Strategic Partnership have the systems, processes, and governance structures in place ready for the Audit Commission's new framework for assessing the contribution of councils and their partners to improving the quality of life in an area - CAA. In addition, it will ensure that services take more account of feedback and customer insight research in their planning. It will help services to focus on increasing customer satisfaction with services, and with the area as a place to live. <i>This programme is led by the Chief Executive's Directorate. Finance and Resources supports it via the initiative below.</i></p>	
<ul style="list-style-type: none"> Build on our Use of Resources Scores in the CPA and continue the direction of travel in performance 	<ul style="list-style-type: none"> Achieve a 'performing well' judgement for the Organisational assessment in the new CAA assessment

(b) Other Projects & Initiatives

	Target/Success Measure
<ul style="list-style-type: none"> Further improvements in accounts closure processes and prepare for implementation of International Financial Reporting Standards (IFRS) to Local Government Accounts 	No material audit period adjustments. Conversion of 2009/10 comparatives to IFRS basis and full implementation by 2010/11
<ul style="list-style-type: none"> Improve accuracy of Benefits assessments further reducing subsidy loss 	Fewer qualifications to audited Housing Benefits claims. Audit completed earlier than in 2008/09
<ul style="list-style-type: none"> Achieve increases in Council Tax collection rate whilst having regard to the current economic climate 	Council Tax target collection rate of 94% achieved by March 2011
<ul style="list-style-type: none"> Ensure that the Finance Function is fit for purpose and able to contribute towards the Council's change agenda 	Review of financial reporting processes
<ul style="list-style-type: none"> Improve quality of grant claim submissions 	Fewer qualifications to audited claims
<ul style="list-style-type: none"> Improve implementation rate of audit recommendations 	Achieve 95% implementation rate
<ul style="list-style-type: none"> Re-launch of Anti-Fraud Strategy & Money Laundering Policy 	Re-launch achieved by June 2009
<ul style="list-style-type: none"> Embed best practice contract management and contract compliance across the Council 	Monitoring by the Procurement function shows improving levels of compliance
<ul style="list-style-type: none"> Continue to deliver cashable savings from procurement and incorporate through the budget setting round 	Report to CPC in early 2010 outlines savings achieved and contribution to Council's efficiency targets
<ul style="list-style-type: none"> Deliver improved outcomes on the Sustainability Agenda including achievement of the Mayors Green Procurement "Gold" Award 	Gold Award achieved
<ul style="list-style-type: none"> Improve access to Council Contracts for SMEs/Local businesses 	Increased spend with organisations with Hackney postcodes – currently 26%
<ul style="list-style-type: none"> Deliver a lower emission fleet 	Increased use of biodiesel overall – currently 5% Pilot at least one electric or other alternative fuelled vehicle
<ul style="list-style-type: none"> Ensure greater vehicle availability 	98% vehicle availability achieved

KEY PERFORMANCE TARGETS

<i>Performance Indicator</i>	<i>A/Q/M</i> <i>(1)</i>	<i>2008/09</i> <i>out-turn</i> <i>(2)</i>	<i>2009/10</i> <i>Target</i>	<i>2010/11</i> <i>Target</i>	<i>2011/12</i> <i>Target</i>	<i>2012/13</i> <i>Target</i>
Continuous Improvement						
NI 179: Value for money – total net value of ongoing cash-releasing value for money gains that have impacted since the start of the 2008-09 financial year	A	£13.648m (Excludes £24.750m from prior years)	£13.7m ⁽³⁾	£13.7m ⁽³⁾	£13.7m ⁽³⁾	£13.7m ⁽³⁾
NI 180: The number of changes of circumstances which affect customers' HB/CTB entitlement within the year	Q	33,333 (40,000 pro rata – 10 mths not 12)	40,000	40,000	40,000	40,000
NI 181: Time taken to process Housing Benefit/Council Tax Benefit new claims and change events	Q	20	19	18	17	16
BV 8: Payment of invoices within 30 days	Q	84%	90%	92%	94%	96%
BV 9: Council Tax collection	Q	92.8%	93.5%	94%	94.5%	95%
FR 1: Ensure we have a robust Capital Programme (% spend to budget)	A	90%	91%	92%	93%	93%

(1) Details whether the indicator is collected annually (A), quarterly (Q) or monthly (M)

(2) Estimated

(3) The N179 cumulative target for the period 2008/09 to 2010/11 is 9.3% of the Council's 2007/08 baseline expenditure of £423.042m, which is equal to £39.343m. In the N179 return made in October 2008, we reported £13.648m of efficiency savings for 2008/09. Targets for future years are based upon this baseline but will be updated and reviewed in subsequent years.

FINANCE AND RESOURCES

Budget Movement

	£m	£m	£m
2008/09 Budget			72.199
Increases			
Inflation	2.036		
Investment proposals	0.750		
Virements and service changes	1.968		
Corporate sustainability items	2.385		
Changes in Central Recharges	<u>0.456</u>	7.595	
Decreases			
Efficiency Savings	(0.651)		
Other Directorate Savings	(0.350)		
Corporate Savings	(1.150)		
Changes in Capital charges	<u>(5.926)</u>	(8.077)	
2009/10 Budget			71.717

The above budget includes Residual LEA (£9.300m for 2009/10), and the contractual payment to The Learning Trust (£14.190m for 2009/10), the General Finance Account (£32.106m for 2009/10) and core Finance Services (£16.119m).

Virements and service changes include the increase in the Collection Fund surplus of £1.532m and transfer of directorate payments staff to central finance (E Procurement) of £0.562m

Investment proposals

Investment proposals of £0.750m have been included in the 2009/10 budget for a number of Corporate areas as listed below.

Investment proposals	£m
Resourcing corporate pay and grading issues	0.250
Additional costs relating to increased energy prices for the Council's office accommodation.	0.500
Total	0.750

In addition to the Investment proposals outlined above a further £0.150m of one off growth has been proposed under Resourcing Our Priorities for 2009/10 to be funded from reserves. This item is listed in summary below with further details at **Section E**

Scheme description	£m
Cost of funding the Local Education Partnership	0.150

Finance and Resources

Cost Centres	Cost Centre	2007/08 Actual £	2008/09 Budget £	2008/09 Probable £	2009/10 Budget £
Directorate Total		67,190,963	72,377,477	70,575,976	71,716,225
Director of Finance and Resources' Office	J0000	1,016,620	0	0	0
Treasury and Pensions	J0001	(326,622)	0	(29,567)	0
Insurance & Risk	J0002	0	0	(50,388)	0
Exchequer	J0003	0	0	24,886	0
Accountancy	J0004	0	0	14,524	0
Financial Management Systems (FMS)	J0005	0	0	0	0
Netstore FMS	J0007	(19,517)	0	0	233,375
Financial Management		670,481	0	(40,545)	233,375
Financial Control	J0500	0	0	(102,661)	0
Financial Control		0	0	(102,661)	0
Housing Benefit Fraud Team	J1001	0	306,605	226,779	313,905
Internal Audit & Investigation	J1002	0	0	(86,306)	0
Audit and Anti fraud		0	306,605	140,473	313,905
Directorate Finance	J1500	0	0	(14,951)	248,040
Directorate Finance		0	0	(14,951)	248,040
CIPCC - Central Procurement	J1600	0	0	0	0
Fleet Management	J1700	229,235	411,014	411,014	406,550
Procurement and Fleet		229,235	411,014	411,014	406,550
Customer Services Cashiers	J2001	0	0	(5,953)	0
Net cost of Benefits	J2002	509,074	2,969,344	1,700,881	2,280,077
Council Tax Administration	J2003	2,737,551	2,699,486	2,710,180	2,499,885
NNDR Administration	J2004	101,565	302,895	312,430	513,170
Business Support Administration	J2005	6,155,410	6,602,886	6,573,856	6,670,880
Housing Benefit Administration	J2006	2,760,585	2,911,793	2,722,725	2,953,415
Revenues and Benefits		12,264,185	15,486,404	14,014,120	14,917,427
Building Schools for the Future	J4000	2,865,096	228,303	228,303	246,390
Children's	J4001	12,981,506	9,570,324	9,570,325	9,054,030
Education Partnerships		15,846,602	9,798,627	9,798,628	9,300,420
Education (Schools) and TLT Contract	J4501	8,110,868	13,945,159	13,945,159	14,190,160
Education Authority		8,110,868	13,945,159	13,945,159	14,190,160
General Finance Account	K0000	30,069,591	32,429,668	32,424,739	32,106,347
General Finance Account		30,069,591	32,429,668	32,424,739	32,106,347
Directorate total		67,190,963	72,377,477	70,575,976	71,716,225

Finance and Resources

Staffing Analysis as at 31st March 2009	Cost Centre	Full Time Equivalent (FTE)	2009/10 Pay Budget £
Directorate Total		476.93	20,753,377
Director of Finance and Resources' Office	J0000	11.00	996,217
Treasury and Pensions	J0001	7.00	366,719
Insurance & Risk	J0002	5.50	266,005
Exchequer	J0003	22.00	897,284
Accountancy	J0004	16.00	877,060
Systems	J0005	8.00	446,953
Netstore FMS	J0007	0.00	0
Financial Management		69.50	3,850,238
Financial Control	J0500	7.50	440,354
Financial Control		7.50	440,354
Housing Benefit Fraud Team	J1001	18.00	772,758
Internal Audit & Investigation	J1002	7.00	382,536
Audit and Anti fraud		25.00	1,155,294
Directorate Finance	J1500	14.00	802,997
Directorate Finance		14.00	802,997
CIPCC - Central Procurement	J1600	23.00	1,335,938
Fleet Management	J1700	5.00	266,028
Procurement and Fleet		28.00	1,601,966
Customer Services Cashiers	J2001	9.00	343,006
Net cost of Benefits	J2002	0.00	0
Council Tax Administration	J2003	66.00	2,235,998
NNDR Administration	J2004	18.00	633,425
Business Support Administration	J2005	104.93	4,124,873
Housing Benefit Administration	J2006	125.00	5,043,170
Revenues and Benefits		322.93	12,380,472
Building Schools for the Future	J4000	4.00	226,272
Children's Service Agenda	J4001	6.00	295,784
Education Partnerships		10.00	522,056
Education (Schools) and TLT Contract	J4501	0.00	0
Education Authority		0.00	0
General Finance Account	K0000		
General Finance Account		0.00	0
Directorate total		476.93	20,753,377

Finance and Resources

Directorate Summary

	2007/08 Actual £	2008/09 Budget £	2008/09 Probable £	2009/10 Budget £
Expenditure				
Direct Costs	19,608,752	19,933,657	19,123,783	20,975,767
Indirect Costs	391,344	145,435	171,113	148,220
Training	261,413	297,122	452,947	303,135
Contribution to Provisions	0	0	0	0
Employee Costs	20,261,509	20,376,214	19,747,843	21,427,122
Repair & Maintenance of Buildings	40,644	15,610	165,155	38,097
Energy Costs & Water Services	357	6,150	16,482	6,273
Rent & Rates	221,284	0	0	0
Premises Insurance	0	0	0	0
Grounds & Road Maintenance	0	0	0	0
Fixtures & Fittings	507	100	13,439	102
Cleaning	14,777	16,580	27,884	16,912
Contribution to Provisions	0	0	12,562	0
Premises Costs	277,570	38,440	235,521	61,384
Direct Transport Costs	11,550	22,587	18,381	16,729
Hire & Leasing	1,515	6,000	7,470	6,120
Transport Fees	7,909	11,294	11,816	11,536
Travel Allowances	3,910	5,232	6,464	5,658
Contribution to Provisions	0	0	38	0
Transport Costs	24,884	45,113	44,169	40,043
Furniture & Equipment	189,844	146,707	253,751	154,350
Catering	14,761	10,854	14,773	13,462
Clothing & Laundry	0	0	0	0
Communications & Computing	729,153	1,042,763	1,137,568	1,075,120
Fees & Services	4,023,327	2,937,792	3,968,921	2,902,193
Printing Stationery & Office Expenditure Expenses	290,068	332,799	345,533	302,173
Grants & Subscriptions	30,072,826	33,970,916	33,972,060	33,647,651
Contribution to Provisions	58,370	55,381	57,162	56,764
Supplies and Services	4,407,570	527,953	1,799,573	640,228
General Third Party Payments	39,785,920	39,025,165	41,549,341	38,791,941
Voluntary Organisations	162,168,549	177,168,406	170,631,700	177,455,747
Social Services Client	0	0	0	0
Housing Benefits	0	0	0	0
Third Party Payments / Transfers	217,678,403	229,306,860	231,947,664	244,709,572
Support Services	379,846,952	406,475,266	402,579,364	422,165,319
Capital Charges	6,193,098	5,524,887	5,519,453	5,825,679
Capital Financing	12,115,613	9,554,281	9,554,281	8,591,725
Capital Charges / Financing	1,992,710	0	1,700,000	0
Capital Charges / Financing	14,108,323	9,554,281	11,254,281	8,591,725
TOTAL EXPENDITURE	460,498,256	481,039,366	480,929,971	496,903,213
Income				
Government Grants	(374,815,289)	(388,792,707)	(389,965,656)	(405,491,213)
Other Grants & Contributions	(885,013)	(2,246,000)	(3,204,751)	(2,178,210)
Customer & Client Receipts	(4,748,408)	(5,705,996)	(5,266,406)	(4,695,467)
External Income	(380,448,711)	(396,744,703)	(398,436,813)	(412,364,890)
Recharges	(12,858,582)	(11,917,186)	(11,917,183)	(12,822,098)
Internal Income	(12,858,582)	(11,917,186)	(11,917,183)	(12,822,098)
TOTAL INCOME	(393,307,293)	(408,661,889)	(410,353,996)	(425,186,988)
NET EXPENDITURE	67,190,963	72,377,477	70,575,976	71,716,225

Finance and Resources

Financial Management

	2007/08 Actual £	2008/09 Budget £	2008/09 Probable £	2009/10 Budget £
Expenditure				
Direct Costs	3,665,810	3,615,073	3,910,718	3,850,238
Indirect Costs	180,863	61,300	76,604	62,526
Training	118,627	69,761	182,525	79,937
Contribution to Provisions	0	0	0	0
Employee Costs	3,965,300	3,746,134	4,169,847	3,992,701
Repair & Maintenance of Buildings	2,775	3,500	3,869	3,732
Energy Costs & Water Services	0	0	0	0
Rent & Rates	0	0	0	0
Premises Insurance	0	0	0	0
Grounds & Road Maintenance	0	0	0	0
Fixtures & Fittings	0	0	0	0
Cleaning	0	0	3	0
Contribution to Provisions	0	0	0	0
Premises Costs	2,775	3,500	3,872	3,732
Direct Transport Costs	272	200	1,800	339
Hire & Leasing	0	0	0	0
Transport Fees	956	1,350	1,408	1,524
Travel Allowances	545	232	298	102
Contribution to Provisions	0	0	0	0
Transport Costs	1,773	1,782	3,506	1,965
Furniture & Equipment	19,097	32,370	33,709	31,622
Catering	4,310	4,449	4,455	4,725
Clothing & Laundry	0	0	0	0
Communications & Computing	22,593	32,500	66,590	33,150
Fees & Services	116,063	335,200	373,921	347,372
Printing Stationery & Office Expenditure	23,858	30,812	29,283	31,428
Expenses	164	538	2,475	549
Grants & Subscriptions	32,248	21,550	22,234	21,981
Contribution to Provisions	27,308	168,303	168,303	195,273
Supplies and Services	245,641	625,722	700,970	666,100
General Third Party Payments	1,929,343	2,287,331	2,395,659	2,333,078
Voluntary Organisations	0	0	0	0
Social Services Client	0	0	0	0
Housing Benefits	0	0	0	0
Third Party Payments / Transfers	1,929,343	2,287,331	2,395,659	2,333,078
Support Services	802,492	670,771	665,127	850,281
Capital Charges	0	648,000	648,000	233,373
Capital Financing	1,804,065	0	0	0
Capital Charges / Financing	1,804,065	648,000	648,000	233,373
TOTAL EXPENDITURE	8,751,390	7,983,240	8,586,980	8,081,230
Income				
Government Grants	0	0	0	(5,402)
Other Grants & Contributions	2,100	0	(389,000)	0
Customer & Client Receipts	(721,977)	(802,445)	(1,057,732)	(569,019)
External Income	(719,877)	(802,445)	(1,446,732)	(574,421)
Recharges	(7,361,031)	(7,180,795)	(7,180,792)	(7,273,434)
Internal Income	(7,361,031)	(7,180,795)	(7,180,792)	(7,273,434)
TOTAL INCOME	(8,080,909)	(7,983,240)	(8,627,524)	(7,847,855)
NET EXPENDITURE	670,481	0	(40,545)	233,375

Finance and Resources

General Finance Account

	2007/08 Actual £	2008/09 Budget £	2008/09 Probable £	2009/10 Budget £
Expenditure				
Direct Costs	0	0	0	0
Indirect Costs	0	0	0	0
Training	0	0	0	0
Contribution to Provisions	0	0	0	0
Employee Costs	0	0	0	0
Repair & Maintenance of Buildings	0	0	0	0
Energy Costs & Water Services	0	0	0	0
Rent & Rates	0	0	0	0
Premises Insurance	0	0	0	0
Grounds & Road Maintenance	0	0	0	0
Fixtures & Fittings	0	0	0	0
Cleaning	0	0	0	0
Contribution to Provisions	0	0	0	0
Premises Costs	0	0	0	0
Direct Transport Costs	0	0	0	0
Hire & Leasing	0	0	0	0
Transport Fees	0	0	0	0
Travel Allowances	0	0	0	0
Contribution to Provisions	0	0	0	0
Transport Costs	0	0	0	0
Furniture & Equipment	0	0	0	0
Catering	0	0	0	0
Clothing & Laundry	0	0	0	0
Communications & Computing	0	0	0	0
Fees & Services	0	0	0	0
Printing Stationery & Office Expenditure	0	0	0	0
Expenses	30,069,591	33,967,668	33,962,739	33,644,347
Grants & Subscriptions	0	0	0	0
Contribution to Provisions	0	0	0	0
Supplies and Services	30,069,591	33,967,668	33,962,739	33,644,347
General Third Party Payments	0	0	0	0
Voluntary Organisations	0	0	0	0
Social Services Client	0	0	0	0
Housing Benefits	0	0	0	0
Third Party Payments / Transfers	0	0	0	0
Support Services				
Capital Charges	0	0	0	0
Capital Financing	0	0	0	0
Capital Charges / Financing	0	0	0	0
TOTAL EXPENDITURE	30,069,591	33,967,668	33,962,739	33,644,347
Income				
Government Grants	0	0	0	0
Other Grants & Contributions	0	(1,538,000)	(1,538,000)	(1,538,000)
Customer & Client Receipts	0	0	0	0
External Income	0	(1,538,000)	(1,538,000)	(1,538,000)
Recharges	0	0	0	0
Internal Income	0	0	0	0
TOTAL INCOME	0	(1,538,000)	(1,538,000)	(1,538,000)
NET EXPENDITURE	30,069,591	32,429,668	32,424,739	32,106,347

Finance and Resources

Audit and Anti-Fraud

	2007/08 Actual £	2008/09 Budget £	2008/09 Probable £	2009/10 Budget £
Expenditure				
Direct Costs	1,009,221	1,128,351	945,664	1,155,294
Indirect Costs	9,577	15,000	15,000	15,300
Training	20,765	36,551	40,116	23,250
Contribution to Provisions	0	0	0	0
Employee Costs	1,039,564	1,179,902	1,000,781	1,193,844
Repair & Maintenance of Buildings	1,580	0	1,335	0
Energy Costs & Water Services	0	0	0	0
Rent & Rates	0	0	0	0
Premises Insurance	0	0	0	0
Grounds & Road Maintenance	0	0	0	0
Fixtures & Fittings	0	0	0	0
Cleaning	0	0	0	0
Contribution to Provisions	0	0	0	0
Premises Costs	1,580	0	1,335	0
Direct Transport Costs	0	500	500	10
Hire & Leasing	0	0	0	0
Transport Fees	1,513	1,100	1,823	2,372
Travel Allowances	351	750	750	15
Contribution to Provisions	0	0	0	0
Transport Costs	1,864	2,350	3,073	2,397
Furniture & Equipment	8,009	22,600	23,466	26,899
Catering	0	400	400	408
Clothing & Laundry	0	0	0	0
Communications & Computing	36,847	28,000	28,427	37,127
Fees & Services	1,987,710	1,710,281	1,784,538	1,703,487
Printing Stationery & Office Expenditure	4,528	7,804	8,265	7,960
Expenses	125	0	104	0
Grants & Subscriptions	5,322	7,500	7,500	7,650
Contribution to Provisions	0	58,586	58,586	69,399
Supplies and Services	2,042,541	1,835,171	1,911,285	1,852,930
General Third Party Payments	31,457	0	0	0
Voluntary Organisations	0	0	0	0
Social Services Client	0	0	0	0
Housing Benefits	0	0	0	0
Third Party Payments / Transfers	31,457	0	0	0
Support Services	386,863	257,364	257,364	261,279
Capital Charges	0	0	0	0
Capital Financing	0	0	0	0
Capital Charges / Financing	0	0	0	0
TOTAL EXPENDITURE	3,503,869	3,274,787	3,173,838	3,310,450
Income				
Government Grants	0	0	0	0
Other Grants & Contributions	(140,000)	(134,000)	(195,000)	(137,970)
Customer & Client Receipts	(667,465)	(661,860)	(666,043)	(675,096)
External Income	(807,465)	(795,860)	(861,043)	(813,066)
Recharges	(2,696,404)	(2,172,322)	(2,172,322)	(2,183,479)
Internal Income	(2,696,404)	(2,172,322)	(2,172,322)	(2,183,479)
TOTAL INCOME	(3,503,869)	(2,968,182)	(3,033,365)	(2,996,545)
NET EXPENDITURE	0	306,605	140,473	313,905

Finance and Resources

Financial Control

	2007/08 Actual £	2008/09 Budget £	2008/09 Probable £	2009/10 Budget £
Expenditure				
Direct Costs	296,279	430,453	327,267	440,354
Indirect Costs	0	5,000	5,040	4,975
Training	5,484	14,360	14,759	14,750
Contribution to Provisions	0	0	0	0
Employee Costs	301,763	449,813	347,066	460,079
Repair & Maintenance of Buildings	0	0	0	0
Energy Costs & Water Services	0	0	0	0
Rent & Rates	0	0	0	0
Premises Insurance	0	0	0	0
Grounds & Road Maintenance	0	0	0	0
Fixtures & Fittings	0	0	0	0
Cleaning	0	0	0	0
Contribution to Provisions	0	0	0	0
Premises Costs	0	0	0	0
Direct Transport Costs	0	0	0	0
Hire & Leasing	0	0	0	0
Transport Fees	0	0	0	0
Travel Allowances	819	1,000	566	995
Contribution to Provisions	0	0	0	0
Transport Costs	819	1,000	566	995
Furniture & Equipment	1,571	3,040	1,309	2,484
Catering	0	0	0	0
Clothing & Laundry	0	0	0	0
Communications & Computing	0	0	0	1,000
Fees & Services	0	0	0	0
Printing Stationery & Office Expenditure	58	560	2,811	(3)
Expenses	0	0	0	0
Grants & Subscriptions	307	13,189	13,189	13,453
Contribution to Provisions	0	17,646	17,646	19,370
Supplies and Services	1,936	34,435	34,954	36,304
General Third Party Payments	0	0	0	0
Voluntary Organisations	0	0	0	0
Social Services Client	0	0	0	0
Housing Benefits	0	0	0	0
Third Party Payments / Transfers	0	0	0	0
Support Services	34,664	24,282	24,282	91,047
Capital Charges	0	0	0	0
Capital Financing	0	0	0	0
Capital Charges / Financing	0	0	0	0
TOTAL EXPENDITURE	339,182	509,530	406,869	588,425
Income				
Government Grants	0	0	0	0
Other Grants & Contributions	0	0	0	0
Customer & Client Receipts	0	0	0	0
External Income	0	0	0	0
Recharges	(339,182)	(509,530)	(509,530)	(588,425)
Internal Income	(339,182)	(509,530)	(509,530)	(588,425)
TOTAL INCOME	(339,182)	(509,530)	(509,530)	(588,425)
NET EXPENDITURE	0	0	(102,661)	0

Finance and Resources

Directorate Finance

	2007/08 Actual £	2008/09 Budget £	2008/09 Probable £	2009/10 Budget £
Expenditure				
Direct Costs	166,435	187,789	187,213	802,997
Indirect Costs	8,897	20,000	21,285	20,400
Training	977	14,500	14,500	20,992
Contribution to Provisions	0	0	0	0
Employee Costs	176,309	222,289	222,999	844,389
Repair & Maintenance of Buildings	0	3,200	3,200	3,264
Energy Costs & Water Services	0	0	0	0
Rent & Rates	0	0	0	0
Premises Insurance	0	0	0	0
Grounds & Road Maintenance	0	0	0	0
Fixtures & Fittings	0	100	100	102
Cleaning	817	0	0	0
Contribution to Provisions	0	0	0	0
Premises Costs	817	3,300	3,300	3,366
Direct Transport Costs	0	0	0	0
Hire & Leasing	0	0	0	0
Transport Fees	0	100	100	299
Travel Allowances	0	0	0	0
Contribution to Provisions	0	0	0	0
Transport Costs	0	100	100	299
Furniture & Equipment	0	4,700	500	7,760
Catering	0	0	0	0
Clothing & Laundry	0	0	0	0
Communications & Computing	1,701	4,000	45	5,304
Fees & Services	84	3,600	0	5,996
Printing Stationery & Office Expenditure	0	4,000	94	6,067
Expenses	0	0	0	0
Grants & Subscriptions	0	0	0	0
Contribution to Provisions	0	0	0	1,737
Supplies and Services	1,785	16,300	639	26,864
General Third Party Payments	0	0	0	0
Voluntary Organisations	0	0	0	0
Social Services Client	0	0	0	0
Housing Benefits	0	0	0	0
Third Party Payments / Transfers	0	0	0	0
Support Services	0	0	0	148,453
Capital Charges	0	0	0	0
Capital Financing	0	0	0	0
Capital Charges / Financing	0	0	0	0
TOTAL EXPENDITURE	178,912	241,989	227,038	1,023,371
Income				
Government Grants	0	0	0	(36,639)
Other Grants & Contributions	0	0	0	0
Customer & Client Receipts	0	0	0	0
External Income	0	0	0	(36,639)
Recharges	(178,911)	(241,989)	(241,989)	(738,692)
Internal Income	(178,911)	(241,989)	(241,989)	(738,692)
TOTAL INCOME	(178,911)	(241,989)	(241,989)	(775,331)
NET EXPENDITURE	0	0	(14,951)	248,040

Finance and Resources

Procurement & Fleet

	2007/08 Actual £	2008/09 Budget £	2008/09 Probable £	2009/10 Budget £
Expenditure				
Direct Costs	1,300,054	1,432,488	1,377,519	1,601,966
Indirect Costs	9,711	12,425	12,425	12,674
Training	11,787	20,000	32,785	20,400
Contribution to Provisions	0	0	0	0
Employee Costs	1,321,552	1,464,913	1,422,729	1,635,040
Repair & Maintenance of Buildings	358	0	140,081	22,013
Energy Costs & Water Services	0	0	0	0
Rent & Rates	0	0	0	0
Premises Insurance	0	0	0	0
Grounds & Road Maintenance	0	0	0	0
Fixtures & Fittings	0	0	11,416	0
Cleaning	0	1,000	1,000	1,020
Contribution to Provisions	0	0	0	0
Premises Costs	358	1,000	152,497	23,033
Direct Transport Costs	8,232	9,600	9,604	9,792
Hire & Leasing	1,515	6,000	7,470	6,120
Transport Fees	12	750	1,122	765
Travel Allowances	0	0	205	0
Contribution to Provisions	0	0	0	0
Transport Costs	9,759	16,350	18,401	16,677
Furniture & Equipment	3,474	4,650	20,499	4,743
Catering	3,310	2,600	2,962	2,652
Clothing & Laundry	0	0	0	0
Communications & Computing	28,600	40,570	55,753	41,381
Fees & Services	14,592	6,000	67,769	6,120
Printing Stationery & Office Expenditure	7,958	9,800	9,972	9,996
Expenses	0	0	10	0
Grants & Subscriptions	1,429	4,200	4,200	4,284
Contribution to Provisions	0	22,221	22,221	27,427
Supplies and Services	59,363	90,041	183,386	96,603
General Third Party Payments	3,700	0	(2,857)	0
Voluntary Organisations	0	0	0	0
Social Services Client	0	0	0	0
Housing Benefits	0	0	0	0
Third Party Payments / Transfers	3,700	0	(2,857)	0
Support Services	207,286	183,962	183,962	218,895
Capital Charges	0	0	0	0
Capital Financing	86,000	0	0	0
Capital Charges / Financing	86,000	0	0	0
TOTAL EXPENDITURE	1,688,018	1,756,266	1,958,118	1,990,248
Income				
Government Grants	0	0	0	0
Other Grants & Contributions	0	0	(49,753)	0
Customer & Client Receipts	(150,070)	(5,000)	(157,098)	(5,100)
External Income	(150,070)	(5,000)	(206,851)	(5,100)
Recharges	(1,308,713)	(1,340,252)	(1,340,252)	(1,578,598)
Internal Income	(1,308,713)	(1,340,252)	(1,340,252)	(1,578,598)
TOTAL INCOME	(1,458,783)	(1,345,252)	(1,547,103)	(1,583,698)
NET EXPENDITURE	229,235	411,014	411,015	406,550

Finance and Resources

Revenues and Benefits

	2007/08 Actual £	2008/09 Budget £	2008/09 Probable £	2009/10 Budget £
Expenditure				
Direct Costs	12,447,943	12,416,962	12,083,866	12,380,472
Indirect Costs	181,390	31,710	40,107	32,345
Training	103,210	134,420	159,652	136,114
Contribution to Provisions	0	0	0	0
Employee Costs	12,732,543	12,583,092	12,283,625	12,548,931
Repair & Maintenance of Buildings	35,931	8,910	16,434	9,088
Energy Costs & Water Services	0	6,150	6,150	6,273
Rent & Rates	220,234	0	0	0
Premises Insurance	0	0	0	0
Grounds & Road Maintenance	0	0	0	0
Fixtures & Fittings	0	0	0	0
Cleaning	13,944	15,580	26,880	15,892
Contribution to Provisions	0	0	0	0
Premises Costs	270,109	30,640	49,464	31,253
Direct Transport Costs	3,045	10,287	4,477	4,538
Hire & Leasing	0	0	0	0
Transport Fees	4,561	7,994	6,468	6,576
Travel Allowances	2,196	3,250	4,645	4,546
Contribution to Provisions	0	0	38	0
Transport Costs	9,802	21,531	15,627	15,660
Furniture & Equipment	157,648	79,347	100,299	80,842
Catering	5,841	3,405	6,216	5,677
Clothing & Laundry	0	0	0	0
Communications & Computing	636,336	937,693	983,254	957,158
Fees & Services	302,980	487,535	471,376	434,374
Printing Stationery & Office Expenditure	245,865	252,588	260,166	218,840
Expenses	226	2,710	3,212	2,755
Grants & Subscriptions	16,499	8,770	9,039	9,221
Contribution to Provisions	4,380,262	261,197	1,480,260	325,338
Supplies and Services	5,745,656	2,033,245	3,313,822	2,034,205
General Third Party Payments	228,726	66,751	89,908	68,086
Voluntary Organisations	0	0	0	0
Social Services Client	0	0	0	0
Housing Benefits	217,678,403	229,306,860	231,947,664	244,709,572
Third Party Payments / Transfers	217,907,128	229,373,611	232,037,572	244,777,658
Support Services	4,356,764	4,005,701	4,005,911	3,835,939
Capital Charges	(65,902)	0	0	0
Capital Financing	75,475	0	1,700,000	0
Capital Charges / Financing	9,573	0	1,700,000	0
TOTAL EXPENDITURE	241,031,575	248,047,820	253,406,020	263,243,646
Income				
Government Grants	(223,934,634)	(227,943,886)	(235,694,419)	(244,600,352)
Other Grants & Contributions	(747,113)	(574,000)	(505,110)	(502,240)
Customer & Client Receipts	(3,137,758)	(3,571,232)	(2,720,073)	(2,764,157)
External Income	(227,819,505)	(232,089,118)	(238,919,602)	(247,866,749)
Recharges	(947,885)	(472,298)	(472,298)	(459,470)
Internal Income	(947,885)	(472,298)	(472,298)	(459,470)
TOTAL INCOME	(228,767,390)	(232,561,416)	(239,391,900)	(248,326,219)
NET EXPENDITURE	12,264,185	15,486,404	14,014,120	14,917,427

Finance and Resources

Education Partnerships

	2007/08 Actual £	2008/09 Budget £	2008/09 Probable £	2009/10 Budget £
Expenditure				
Direct Costs	425,010	722,541	291,535	744,446
Indirect Costs	905	0	651	0
Training	563	7,530	8,610	7,692
Contribution to Provisions	0	0	0	0
Employee Costs	426,478	730,071	300,797	752,138
Repair & Maintenance of Buildings	0	0	237	0
Energy Costs & Water Services	357	0	10,332	0
Rent & Rates	1,050	0	0	0
Premises Insurance	0	0	0	0
Grounds & Road Maintenance	0	0	0	0
Fixtures & Fittings	507	0	1,923	0
Cleaning	17	0	0	0
Contribution to Provisions	0	0	12,562	0
Premises Costs	1,932	0	25,053	0
Direct Transport Costs	0	2,000	2,000	2,050
Hire & Leasing	0	0	0	0
Transport Fees	867	0	897	0
Travel Allowances	0	0	0	0
Contribution to Provisions	0	0	0	0
Transport Costs	867	2,000	2,897	2,050
Furniture & Equipment	46	0	73,969	0
Catering	1,301	0	740	0
Clothing & Laundry	0	0	0	0
Communications & Computing	3,075	0	3,500	0
Fees & Services	1,601,898	395,176	1,271,318	404,844
Printing Stationery & Office Expenditure	7,800	27,235	34,942	27,885
Expenses	2,691	0	3,520	0
Grants & Subscriptions	2,565	172	1,000	175
Contribution to Provisions	0	0	52,557	1,683
Supplies and Services	1,619,376	422,583	1,441,546	434,587
General Third Party Payments	1,281,829	20,344	(95,229)	15,603
Voluntary Organisations	0	0	0	0
Social Services Client	0	0	0	0
Housing Benefits	0	0	0	0
Third Party Payments / Transfers	1,281,829	20,344	(95,229)	15,603
Support Services	405,029	382,807	382,807	419,785
Capital Charges	12,181,515	8,906,281	8,906,281	8,358,352
Capital Financing	27,170	0	0	0
Capital Charges / Financing	12,208,685	8,906,281	8,906,281	8,358,352
TOTAL EXPENDITURE	15,944,196	10,464,086	10,964,152	9,982,515
Income				
Government Grants	0	0	0	0
Other Grants & Contributions	0	0	(500,065)	0
Customer & Client Receipts	(71,138)	(665,459)	(665,459)	(682,095)
External Income	(71,138)	(665,459)	(1,165,524)	(682,095)
Recharges	(26,456)	0	0	0
Internal Income	(26,456)	0	0	0
TOTAL INCOME	(97,594)	(665,459)	(1,165,524)	(682,095)
NET EXPENDITURE	15,846,602	9,798,627	9,798,628	9,300,420

Finance and Resources

Education (Schools) and TLT Contract

	2007/08 Actual £	2008/09 Budget £	2008/09 Probable £	2009/10 Budget £
Expenditure				
Direct Costs	298,000	0	0	0
Indirect Costs	0	0	0	0
Training	0	0	0	0
Contribution to Provisions	0	0	0	0
Employee Costs	298,000	0	0	0
Repair & Maintenance of Buildings	0	0	0	0
Energy Costs & Water Services	0	0	0	0
Rent & Rates	0	0	0	0
Premises Insurance	0	0	0	0
Grounds & Road Maintenance	0	0	0	0
Fixtures & Fittings	0	0	0	0
Cleaning	0	0	0	0
Contribution to Provisions	0	0	0	0
Premises Costs	0	0	0	0
Direct Transport Costs	0	0	0	0
Hire & Leasing	0	0	0	0
Transport Fees	0	0	0	0
Travel Allowances	0	0	0	0
Contribution to Provisions	0	0	0	0
Transport Costs	0	0	0	0
Furniture & Equipment	0	0	0	0
Catering	0	0	0	0
Clothing & Laundry	0	0	0	0
Communications & Computing	0	0	0	0
Fees & Services	0	0	0	0
Printing Stationery & Office Expenditure	0	0	0	0
Expenses	29	0	0	0
Grants & Subscriptions	0	0	0	0
Contribution to Provisions	0	0	0	0
Supplies and Services	29	0	0	0
General Third Party Payments	158,693,494	174,793,980	168,244,218	175,038,980
Voluntary Organisations	0	0	0	0
Social Services Client	0	0	0	0
Housing Benefits	0	0	0	0
Third Party Payments / Transfers	158,693,494	174,793,980	168,244,218	175,038,980
Support Services	0	0	0	0
Capital Charges	0	0	0	0
Capital Financing	0	0	0	0
Capital Charges / Financing	0	0	0	0
TOTAL EXPENDITURE	158,991,523	174,793,980	168,244,218	175,038,980
Income				
Government Grants	(150,880,655)	(160,848,821)	(154,271,237)	(160,848,820)
Other Grants & Contributions	(0)	0	(27,823)	0
Customer & Client Receipts	0	0	0	0
External Income	(150,880,655)	(160,848,821)	(154,299,060)	(160,848,820)
Recharges	0	0	0	0
Internal Income	0	0	0	0
TOTAL INCOME	(150,880,655)	(160,848,821)	(154,299,060)	(160,848,820)
NET EXPENDITURE	8,110,868	13,945,159	13,945,159	14,190,160

AIMS AND AMBITIONS

- To improve the quality of life of Hackney residents by providing
- professional, high quality legal and democratic services to the Mayor, Members and officers which meet their needs, facilitate their objectives, protect the Council's interests, keep it within the law and enhance openness, accountability and transparency;
 - high quality, comprehensive support to the Mayor, the Speaker and all elected Members to assist them in fulfilling their roles as community leaders;
 - a high quality electoral registration service and efficiently run elections.

WHAT DID WE ACHIEVE IN 2008/09?

Achieved

- Legal work on major projects such as Woodberry Down and BSF
- Obtained Lexcel accreditation for Legal Services
- Insourced disrepair, debts and planning legal work
- Implemented Her Majesty's Court Service's Possession Claims On-line service.
- Programme of training sessions conducted for Hackney Homes with a range of additional training sessions conducted for officers on a diverse range of subjects.
- Assisted Hackney Homes with Audit Commission inspection, for example by taking action to resolve the ALMO's outstanding gas safety inspections.
- Improved corporate governance and the decision making process, servicing over 200 meetings
- Improved Members development programme
- Efficiently run GLA elections - 1 May 2008
- Restructure of Electoral Services
- Introduced L&DS Equalities Plan
- Introduced L&DS Communications Plan
- Introduced L&DS Quarterly Performance and Budget reporting
- Increased voter registration to 82% with high profile registration campaign
- Successful Local Democracy Week
- Successful Youth Parliament Elections – 30% turnout (11 to 19 yr olds)
- Implemented Modern.gov
- Led the legal work on the Olympic and Paralympic Games
- Took on the administration of the various Five Borough Partnership bodies

KEY ACTIVITY DATA

	2008/09		2009/10	
	Volume	Expenditure	Volume	Expenditure
Open legal cases		£5,497K		£5,396K
Chargeable hours recorded by fee earners	45,901hrs		48,317hrs	
Member Casework	1500	£56k	1500	£57.4K
Processing of Member Enquiries	540	£14k	540	£14.3k
Supporting the decision making process of the Council	200+ meetings	£538k	200+ meetings	£552
Voter Registration at 1 st December	83% -2008	£175k	85%	£150k
Number of 16 and 17 year olds registered	2362 - 2008	£175k	2500	£150k

OUR RESOURCES, 2009/10

	Budgeted Expenditure (£m)	Budgeted Income (£m)	Net Cost of Service (£m)	Establishment (FTEs)
Corporate Director's Office	0.319	0.319	0.000	2.00
Legal Services	5.396	5.359	0.037	56.00
Services For Councillors	2.686	2.651	0.035	19.00
Elections	0.508	0.508	0.000	5.00
TOTAL	8.909	8.837	0.072	82.00

OUR PRIORITIES FOR 2009/10-2012/13

	Target/Success Measure
• Extend and enhance client reporting to all major Legal Services' clients	• July 2009
• Replace Barristers' Procurement Framework	• September 2009
• European Parliamentary Elections – June 2009	• Successfully held & unchallenged
• Mayoral & Local Elections – May 2010	• Successfully held & unchallenged
• Greater London Authority Elections - May 2012	• Successfully held & unchallenged
• Implement Electoral Commission Performance Standards for Electoral Registration Officers	• 10 standards to be met by 16 January 2009 (results published in Spring 2009)
• Implement CORE (Coordinated On-Line Record of Electors) data standards to BS7666	• 1 December 2009
• Achieve ISO 9001 accreditation for Services for Councillors	• March 2010
• Improve Neighbourhood Committees	• March 2010

KEY PERFORMANCE TARGETS

Performance Indicator	A/Q ⁽¹⁾	2008/09 out-turn ⁽²⁾	2009/10 Target	2010/11 Target	2011/12 Target	2012/13 Target
Continuous Improvement						
LaDS 1: % of possession claims online	Q	40%	80%	85%	90%	95%
LaDS 2: Reports despatched / available in accordance with legal requirements	Q	100%	100%	100%	100%	100%
LaDS 3: Voter registration	A	82%	85%	87%	88%	90%
LaDS 4: Member casework turned around within 24 hours	Q	100%	100%	100%	100%	100%

(1) Details whether the indicator is collected annually (A) or quarterly (Q)

(2) Estimated

LEGAL & DEMOCRATIC SERVICES

Budget Movement

	£m	£m	£m
2008/09 Budget			0.023
Increases			
Inflation	0.190		
Investment proposals	0.070		
Changes in Capital charges	0.084		
Virements and service changes	<u>0.040</u>	0.384	
Decreases			
Efficiency Savings	(0.174)		
Changes in Central Recharges	<u>(0.161)</u>	(0.335)	
2009/10 Budget			0.072

Investment proposals

Investment proposals of £0.070m has been included in the 2009/10 budget. This item is listed in summary below. Further details of all Investment proposals can be found in **Section E**.

Investment proposals	£m
Increase legal capacity	0.070
Total	0.070

Legal and Democratic Services

Cost Centres	Cost Centre	2007/08 Actual £	2008/09 Budget £	2008/09 Probable £	2009/10 Budget £
Directorate Total		0	22,742	127,892	72,000
Director's Office	N2000	0	0	77,271	0
Director's Office		0	0	77,271	0
External Legal Services	N2001	0	385,570	385,570	37,000
Internal Legal Services	N2002	0	(385,570)	(385,570)	0
Legal Services		0	0	0	37,000
Electoral Services	N2004	0	9,741	9,741	0
Electoral Services		0	9,741	9,741	0
SFC Division Management	N2100	0	0	23,631	0
Member's Costs	N2100	0	13,001	17,249	35,000
Speaker's Costs	N2102	0	0	0	0
Borough Solicitors'		0	13,001	40,880	35,000
Total for Directorate		0	22,742	127,892	72,000

Legal and Democratic Services

Staffing Analysis as at 31st March 2009	Cost Centre	Full Time Equivalent (FTE)	2009/10 Pay Budget £
Directorate Total		82.00	4,455,762
Director's Office	N2000	2.00	196,842
Director's Office		2.00	196,842
External Legal Services	N2001	0.00	0
Internal Legal Services	N2002	56.00	3,039,419
Legal Services		56.00	3,039,419
Electoral Services	N2004	5.00	336,138
Electoral Services		5.00	336,138
SFC Division Management	N2100	19.00	883,363
Member's Costs	N2101	0.00	0
Speaker's Costs	N2102	0.00	0
Borough Solicitors'		19.00	883,363
Total for Directorate		82.00	4,455,762

Legal and Democratic Services

Directorate Summary

	2007/08 Actual £	2008/09 Budget £	2008/09 Probable £	2009/10 Budget £
Expenditure				
Direct Costs	4,336,356	4,699,146	4,908,869	4,455,762
Indirect Costs	413,795	19,206	106,353	24,378
Training	44,672	67,083	92,140	48,917
Contribution to Provisions	0	0	0	0
Employee Costs	4,794,823	4,785,435	5,107,361	4,529,057
Repair & Maintenance of Buildings	638	0	11,642	0
Energy Costs & Water Services	0	0	187	0
Rent & Rates	3,780	0	10,623	0
Premises Insurance	0	0	0	0
Grounds & Road Maintenance	0	0	928	0
Fixtures & Fittings	145	0	3,252	0
Cleaning	539	0	704	0
Contribution to Provisions	0	0	0	0
Premises Costs	5,102	0	27,337	0
Direct Transport Costs	8,594	14,864	18,860	16,176
Hire & Leasing	12,386	0	11,580	0
Transport Fees	5,184	12,995	11,811	13,048
Travel Allowances	551	2,536	2,632	2,587
Contribution to Provisions	0	0	0	0
Transport Costs	26,714	30,395	44,884	31,811
Furniture & Equipment	89,794	23,320	45,705	25,526
Catering	8,218	12,235	14,540	14,074
Clothing & Laundry	2,775	0	114	0
Communications & Computing	106,715	43,938	135,498	80,798
Fees & Services	72,946	48,996	155,608	49,976
Printing Stationery & Office Expenditure	97,856	29,997	49,247	51,274
Expenses	1,256,076	1,372,458	1,352,416	1,425,791
Grants & Subscriptions	17,296	59,996	61,360	61,197
Contribution to Provisions	(232)	0	0	50,508
Supplies and Services	1,651,445	1,590,940	1,814,488	1,759,144
General Third Party Payments	2,060,125	1,587,811	1,853,417	1,657,179
Voluntary Organisations	0	0	0	0
Social Services Client	0	0	0	0
Housing Benefits	0	0	0	0
Third Party Payments / Transfers	2,060,125	1,587,811	1,853,417	1,657,179
Support Services	604,127	981,735	981,734	813,022
Capital Charges	34,512	35,146	35,146	118,637
Capital Financing	0	0	0	0
Capital Charges / Financing	34,512	35,146	35,146	118,637
TOTAL EXPENDITURE	9,176,849	9,011,462	9,864,366	8,908,850
Income				
Government Grants	0	0	(29,300)	0
Other Grants & Contributions	0	(33,100)	(192,572)	(53,149)
Customer & Client Receipts	(661,066)	(173,192)	(315,135)	(176,655)
External Income	(661,066)	(206,292)	(537,006)	(229,804)
Recharges	(8,515,782)	(8,782,428)	(9,199,468)	(8,607,046)
Internal Income	(8,515,782)	(8,782,428)	(9,199,468)	(8,607,046)
TOTAL INCOME	(9,176,848)	(8,988,720)	(9,736,474)	(8,836,850)
NET EXPENDITURE	0	22,742	127,892	72,000

Legal and Democratic Services

Director's Office

	2007/08 Actual £	2008/09 Budget £	2008/09 Probable £	2009/10 Budget £
Expenditure				
Direct Costs	216,498	192,927	256,179	196,842
Indirect Costs	89,813	0	11,000	0
Training	0	63,301	63,301	42,408
Contribution to Provisions	0	0	0	0
Employee Costs	306,311	256,228	330,480	239,250
Repair & Maintenance of Buildings	0	0	0	0
Energy Costs & Water Services	0	0	0	0
Rent & Rates	0	0	0	0
Premises Insurance	0	0	0	0
Grounds & Road Maintenance	0	0	0	0
Fixtures & Fittings	0	0	0	0
Cleaning	0	0	0	0
Contribution to Provisions	0	0	0	0
Premises Costs	0	0	0	0
Direct Transport Costs	0	0	0	0
Hire & Leasing	0	0	0	0
Transport Fees	0	630	630	643
Travel Allowances	0	2,536	2,536	2,587
Contribution to Provisions	0	0	0	0
Transport Costs	0	3,166	3,166	3,230
Furniture & Equipment	40	2,017	2,017	2,900
Catering	18	2,522	2,522	2,572
Clothing & Laundry	0	0	0	0
Communications & Computing	8	9,936	9,936	10,135
Fees & Services	200	6,304	9,304	6,430
Printing Stationery & Office Expenditure	152	378	397	386
Expenses	0	252	252	257
Grants & Subscriptions	0	378	378	386
Contribution to Provisions	(232)	0	0	24,097
Supplies and Services	186	21,787	24,806	47,163
General Third Party Payments	0	0	0	0
Voluntary Organisations	0	0	0	0
Social Services Client	0	0	0	0
Housing Benefits	0	0	0	0
Third Party Payments / Transfers	0	0	0	0
Support Services	0	0	0	28,986
Capital Charges	0	0	0	0
Capital Financing	0	0	0	0
Capital Charges / Financing	0	0	0	0
TOTAL EXPENDITURE	306,497	281,181	358,452	318,629
Income				
Government Grants	0	0	0	0
Other Grants & Contributions	0	0	0	0
Customer & Client Receipts	(129,699)	0	0	0
External Income	(129,699)	0	0	0
Recharges	(176,798)	(281,181)	(281,181)	(318,629)
Internal Income	(176,798)	(281,181)	(281,181)	(318,629)
TOTAL INCOME	(306,497)	(281,181)	(281,181)	(318,629)
NET EXPENDITURE	0	0	77,271	0

Legal and Democratic Services

Legal Services

	2007/08 Actual £	2008/09 Budget £	2008/09 Probable £	2009/10 Budget £
Expenditure				
Direct Costs	3,056,275	3,284,755	3,320,226	3,039,419
Indirect Costs	283,425	14,120	73,517	14,403
Training	35,316	0	17,526	0
Contribution to Provisions	0	0	0	0
Employee Costs	3,375,015	3,298,875	3,411,269	3,053,822
Repair & Maintenance of Buildings	0	0	2,838	0
Energy Costs & Water Services	0	0	187	0
Rent & Rates	0	0	52	0
Premises Insurance	0	0	0	0
Grounds & Road Maintenance	0	0	928	0
Fixtures & Fittings	0	0	8	0
Cleaning	497	0	109	0
Contribution to Provisions	0	0	0	0
Premises Costs	497	0	4,122	0
Direct Transport Costs	0	0	205	0
Hire & Leasing	0	0	0	0
Transport Fees	4,081	9,708	9,882	9,902
Travel Allowances	21	0	0	0
Contribution to Provisions	0	0	0	0
Transport Costs	4,101	9,708	10,087	9,902
Furniture & Equipment	44,829	14,120	18,317	14,403
Catering	651	1,513	1,703	1,543
Clothing & Laundry	0	0	72	0
Communications & Computing	31,662	23,572	59,397	24,043
Fees & Services	55,355	7,313	110,525	7,459
Printing Stationery & Office Expenditure	50,246	21,435	31,758	21,863
Expenses	501	2,710	2,710	2,764
Grants & Subscriptions	15,317	58,982	58,982	60,160
Contribution to Provisions	0	0	0	16,945
Supplies and Services	198,561	129,645	283,464	149,180
General Third Party Payments	2,057,977	1,567,682	1,846,830	1,640,952
Voluntary Organisations	0	0	0	0
Social Services Client	0	0	0	0
Housing Benefits	0	0	0	0
Third Party Payments / Transfers	2,057,977	1,567,682	1,846,830	1,640,952
Support Services	223,646	626,507	626,506	424,975
Capital Charges	34,512	33,366	33,366	116,857
Capital Financing	0	0	0	0
Capital Charges / Financing	34,512	33,366	33,366	116,857
TOTAL EXPENDITURE	5,894,310	5,665,783	6,215,645	5,395,688
Income				
Government Grants	0	0	0	0
Other Grants & Contributions	0	0	0	0
Customer & Client Receipts	(527,077)	(173,192)	(306,014)	(176,655)
External Income	(527,077)	(173,192)	(306,014)	(176,655)
Recharges	(5,367,233)	(5,492,591)	(5,909,631)	(5,182,033)
Internal Income	(5,367,233)	(5,492,591)	(5,909,631)	(5,182,033)
TOTAL INCOME	(5,894,310)	(5,665,783)	(6,215,644)	(5,358,688)
NET EXPENDITURE	0	0	0	37,000

Legal and Democratic Services

Electoral Services

	2007/08 Actual £	2008/09 Budget £	2008/09 Probable £	2009/10 Budget £
Expenditure				
Direct Costs	242,657	409,346	388,816	336,138
Indirect Costs	160	0	5,587	0
Training	4,341	0	6,322	1,216
Contribution to Provisions	0	0	0	0
Employee Costs	247,157	409,346	400,724	337,354
Repair & Maintenance of Buildings	99	0	3,657	0
Energy Costs & Water Services	0	0	0	0
Rent & Rates	3,780	0	10,571	0
Premises Insurance	0	0	0	0
Grounds & Road Maintenance	0	0	0	0
Fixtures & Fittings	0	0	3,245	0
Cleaning	0	0	475	0
Contribution to Provisions	0	0	0	0
Premises Costs	3,879	0	17,948	0
Direct Transport Costs	5,940	0	3,780	0
Hire & Leasing	0	0	0	0
Transport Fees	259	504	592	514
Travel Allowances	424	0	96	0
Contribution to Provisions	0	0	0	0
Transport Costs	6,623	504	4,468	514
Furniture & Equipment	30,740	252	16,212	257
Catering	158	0	178	0
Clothing & Laundry	0	0	0	0
Communications & Computing	68,818	5,305	56,890	37,645
Fees & Services	17,663	35,379	35,729	36,087
Printing Stationery & Office Expenditure	28,298	1,009	3,245	21,981
Expenses	278	252	517	257
Grants & Subscriptions	0	124	998	129
Contribution to Provisions	0	0	0	1,210
Supplies and Services	145,955	42,321	113,768	97,566
General Third Party Payments	2,148	20,129	6,466	16,227
Voluntary Organisations	0	0	0	0
Social Services Client	0	0	0	0
Housing Benefits	0	0	0	0
Third Party Payments / Transfers	2,148	20,129	6,466	16,227
Support Services	78,422	59,205	59,205	56,544
Capital Charges	0	0	0	0
Capital Financing	0	0	0	0
Capital Charges / Financing	0	0	0	0
TOTAL EXPENDITURE	484,185	531,505	602,579	508,205
Income				
Government Grants	0	0	(29,300)	0
Other Grants & Contributions	0	(33,100)	(65,797)	0
Customer & Client Receipts	(4,290)	0	(9,078)	0
External Income	(4,290)	(33,100)	(104,175)	0
Recharges	(479,895)	(488,664)	(488,664)	(508,205)
Internal Income	(479,895)	(488,664)	(488,664)	(508,205)
TOTAL INCOME	(484,185)	(521,764)	(592,839)	(508,205)
NET EXPENDITURE	0	9,741	9,741	0

Legal and Democratic Services

Services for Councillors

	2007/08 Actual £	2008/09 Budget £	2008/09 Probable £	2009/10 Budget £
Expenditure				
Direct Costs	820,926	812,118	943,648	883,363
Indirect Costs	40,397	5,086	16,249	9,975
Training	5,016	3,782	4,991	5,293
Contribution to Provisions	0	0	0	0
Employee Costs	866,339	820,986	964,888	898,631
Repair & Maintenance of Buildings	539	0	5,147	0
Energy Costs & Water Services	0	0	0	0
Rent & Rates	0	0	0	0
Premises Insurance	0	0	0	0
Grounds & Road Maintenance	0	0	0	0
Fixtures & Fittings	145	0	0	0
Cleaning	42	0	120	0
Contribution to Provisions	0	0	0	0
Premises Costs	726	0	5,267	0
Direct Transport Costs	2,654	14,864	14,875	16,176
Hire & Leasing	12,386	0	11,580	0
Transport Fees	844	2,153	707	1,989
Travel Allowances	106	0	0	0
Contribution to Provisions	0	0	0	0
Transport Costs	15,990	17,017	27,162	18,165
Furniture & Equipment	14,185	6,931	9,158	7,966
Catering	7,392	8,200	10,137	9,959
Clothing & Laundry	2,775	0	42	0
Communications & Computing	6,227	5,125	9,275	8,975
Fees & Services	(271)	0	50	0
Printing Stationery & Office Expenditure	19,159	7,175	13,847	7,044
Expenses	1,255,297	1,369,244	1,348,937	1,422,513
Grants & Subscriptions	1,979	512	1,002	522
Contribution to Provisions	0	0	0	8,256
Supplies and Services	1,306,743	1,397,187	1,392,449	1,465,235
General Third Party Payments	0	0	121	0
Voluntary Organisations	0	0	0	0
Social Services Client	0	0	0	0
Housing Benefits	0	0	0	0
Third Party Payments / Transfers	0	0	121	0
Support Services	302,059	296,023	296,023	302,517
Capital Charges	0	1,780	1,780	1,780
Capital Financing	0	0	0	0
Capital Charges / Financing	0	1,780	1,780	1,780
TOTAL EXPENDITURE	2,491,857	2,532,993	2,687,691	2,686,328
Income				
Government Grants	0	0	0	0
Other Grants & Contributions	0	0	(126,775)	(53,149)
Customer & Client Receipts	0	0	(43)	0
External Income	0	0	(126,818)	(53,149)
Recharges	(2,491,856)	(2,519,992)	(2,519,992)	(2,598,179)
Internal Income	(2,491,856)	(2,519,992)	(2,519,992)	(2,598,179)
TOTAL INCOME	(2,491,856)	(2,519,992)	(2,646,810)	(2,651,328)
NET EXPENDITURE	0	13,001	40,880	35,000

NEIGHBOURHOODS & REGENERATION DIRECTORATE STORYBOARD 2009/10 – 2012/13

OUR AIMS AND AMBITIONS

To make Hackney a Better Place for residents, investors and visitors we will continue to:

- Maximise the transformational social, physical and economic regeneration opportunities presented to Hackney including the Olympics, East London Line Extension, City fringe and development targeted estate/area based programmes of neighbourhood renewal.
- Deliver significant, visible and sustainable improvement to the environment of the Borough through the Keep Hackney Clean campaign while providing a high quality and accessible public realm within a well built environment.
- Build more attractive, balanced and safer neighbourhoods - underpinned by a joined up approach to further reducing both serious and lower level crimes, particularly anti-social behaviour.
- Support our partner Hackney Homes to deliver Decent Homes and improved services in line with tenants and leaseholders needs and preferences and in a way which contributes to the wider improvement of local neighbourhoods.
- Provide a ladder of opportunity for all our residents through access to decent affordable homes, training opportunities and jobs, and choice and opportunity for residents of Hackney seeking social housing.
- Improving health, wellbeing and access by delivering our Transport Strategy and thereby; reducing air pollution; minimising dependency on car use; increasing walking, cycling and use of public transport; and, reducing traffic related accidents, particularly those involving children.
- Create a Greener Hackney and respond to climate change at a local level through effectively raising awareness, encouraging greener travel and homes and lowering the boroughs carbon footprint.
- Promote and further support the development of Hackney as a cosmopolitan, inspirational, working Borough of choice – a Borough that is unique, with safe, strong and cohesive communities and a shared sense of citizenship, pride, social responsibility and environmental consciousness.

WHAT DID WE ACHIEVE IN 2008/09?

Achieved

- Hackney 2012 delivered eight community engagement events including a street carnival attended by over 6000 people and other communications programmes that received national coverage.
- Continued to maximise Hackney 2012 legacy benefits aimed to ensure Hackney's residents are informed about the Games and able to take up 2012-related opportunities.
- Hackney Council achieved a Beacon Status for using the opportunity of hosting the 2012 Games to encourage communities to be more active. The award comes with the expectation that we will work with other Beacon Authorities to share best practice with other local authorities across the country.
- Ongoing implementation of worklessness initiatives including the 2012 Local Employment and Training Framework, City Strategy Pathfinder and enhancement of the On-Site Jobs Brokerage Service.
- Hackney achieved the highest employment rate recorded since May 1999 of 64.3% (Office of National Statistics – June 08) - a rise of 11% points which equates to 16,400 residents into employment between October 2006 and September 2007.
- Realised 2500 referrals to employment programmes aimed at helping residents acquire necessary skills and training to gain employment, including 1000 sign up for job referrals.
- The Council has successfully lobbied to retain the development of the 2012 Media Centre in Hackney. This will create a long-term legacy benefit of employment in media and related industry.
- Completed public consultation on the Local Development Framework (LDF) Core Strategy preferred option in June 2008.
- Adopted the Regeneration Delivery Framework (RDF) to deliver the Council's refreshed Sustainable Communities Strategy (SCS).
- Successful development of Masterplans for Dalston Town Centre, Hackney Central Town Centre and Hackney Wick by March 2009.
- Implemented a range of town centre management initiatives in Dalston and Hackney Central to improve facilities, support an increased number of visitors, business engagements and improved environment.
- Delivered 850 new affordable homes of which 50% were family size units (3 bedrooms or more), in partnership with the Homes Communities Agency (HCA), RSLs and developers.
- Maximised external funding opportunities by supporting and co-ordinating grant bids for affordable

housing that meet local, sub-regional and London wide investment priorities, in line with the Mayor of London's Housing Strategy.

- Supported our partner Hackney Homes in the continuous improvement of services for residents within the Council owned stock. Hackney Homes successfully achieved a 2 star rating following an inspection in 2008, which is expected to unlock £225m of additional funding to support the Council's Decent Homes programme and other initiatives.
- We are on target to deliver our Decent Homes programme by 2012/13; 68.3% of our homes are now classified as decent in comparison with 64.9% in the previous year).
- The Directorate has continued to tackle deprivation and improve public services by maximising regeneration funds and opportunities from the LDA, ODA, Government Office for London (GOL) and the London Thames Gateway Development Corporation (LTGDC).
- Continued to maximise section 106 funds and affordable housing numbers within private sector housing and mixed-use developments.
- Delivered Phase 6B of Holly Street Estate and stock transfer of Haggerston West and Kingsland Estates resulting in additional £8.5m gap funding negotiated to support the scheme.
- Production of North London Delivery and Investment Framework in conjunction with LDA, central and local government bodies, and north London/growth area boroughs.

- Over the last three years the Council has continued to achieve qualitative improvement in resident perception and customer experience of delivering the Planning Service's functions by reducing search application turnaround from 10 to 5 working days and increasing online planning applications by 15%.
- Improved performance to deliver National Indicator targets for processing major, minor and other planning applications.
- Ongoing implementation of integrated E-Planning Services for the benefit of customers and staff.
- Continue to achieve and exceed Local Indicator 11 to action current planning enforcement cases within 20 weeks.
- Successful prosecution of a number of planning enforcement cases and majority of enforcement appeal cases were in favour of the Council.

- Improved rail service in Hackney secured through continued successful lobbying on East London and North London lines provision: trains every 5 minutes through the central section of the ELL from Dalston Junction to Surrey Quays by 2010 and longer trains and additional frequency on the North London Line by Feb 2011.
- Funding agreement with TFL for joint venture on enabling works for East London Line (ELL) extension in Dalston (Dalston Western Curve) has been made and the required planning guidance has been adopted.
- Delivery of Schools Travel Plan - 73% of schools now have a school travel plan in place (at September 2008) and our road safety programme for children in Hackney has been expanded to a further 80 schools.
- Development of Hackney's Waste Strategy beyond 2008 in line with the North London Waste Authority Joint Strategy.
- Continued improvement to the quality of local environment through waste prevention programme in our estates, resulting in 23% recycling rate for household waste.
- We achieved our target of planting 1,000 new street trees between 2006 and 2010 a year ahead of schedule.
- Successful relocation of the Millfields Waste Service Depot as part of the Land Assembly Programme for the 2012 Olympic Park.
- We have also successfully provided alternative homes for the 20 traveller families as part of the Land Assembly Programme for the 2012 Olympic Park.
- The introduction of new street cleansing mechanical fleet to support further improvement of Local Environmental Quality.
- Improved formal enforcement activities, compliance levels and secured further investment to deliver on continued commitments for reduced levels of litter, graffiti and fly posting. As a result, we achieved our LAA stretch targets a year in advance. We have also introduced the Ward Improvement Programme which involves partnership working to improve the quality of our street. Following this, we have achieved our best ever litter and detritus scores.
- Fully implemented the Hackney Safer and Cleaner statutory Partnership Plan to reduce fear of crime, drug misuse and anti social behaviour.
- Crime has reduced in the borough by almost 33% against our target of 20% (baseline year 2003/04) as of April 2008.
- Continued enforcement work for environmental health and trading standards; 751 inspections carried out

relating to food hygiene, 746 relating to food standards and 738 visits made relating to Health and Safety.

- Provided a joined-up, visible and uniformed presence on our streets and estates through the Hackney Neighbourhood Warden Schemes with monthly targets now in place for patrols and visits.
- Developed the investment strategy for our street markets so that they are attractive for existing traders and new business start-ups.
- Parking Services has consulted and implemented new Controlled Parking Zone in Homerton (Zone N) and new Matchday parking scheme.
- Carried out Joint Partnership Strategic Assessment and developed the new three years Partnership Community Safety Plan to assure further reductions in crime.
- Reviewed the ASB provision in the borough, and secured funding for a new multi-agency ASB Team to be established within the Community Safety Team.

Not Fully Achieved

- Development of a Customer Service Strategy for the Planning Service (Development Management) is not anticipated until October 2009. This was delayed due to slippage in recruiting a lead project officer, but this officer is now in post and there has been good progress in undertaking a business process review of the service (designated as the top priority to drive improved satisfaction) and implementing initial customer care improvements. Longer term priorities are detailed within the priorities section of this year's storyboard.
- Achievement of target of 35 backlog planning enforcement cases per month to realise finalisation of all cases by March 2009 (Local Indicator 10). Failure to meet target was due to the complexity of residual cases.
- Complete and adopt the Residential Extensions and Alterations Supplementary Planning Document by April 2009. The SPD will be going to Cabinet on 27th April with Council agreement anticipated on 29th April 2009.
- Launch a comprehensive review of all public space to promote the best advantage for the community; this review was not completed due to re-prioritisation of resources. The review will be scoped and a project plan will be developed by June 2009.
- The adoption of the Local Development Framework (LDF) has been extended from March 2010 to May 2010 due to the extended time needed to meet quality and consultation requirements.

KEY ACTIVITY DATA

	2008/09	2008/09	2008/09	2009/10	2009/10	2009/10
	Volume	Expenditure/ (Income) (£m)	Unit Cost/ (Income) (£)	Volume	Expenditure/ (Income) (£m)	Unit Cost/ (Income) (£)
Safer Neighbourhoods						
Parking: No. of PCNs issued	112,429	(5.674)	(50.47)	118,800	(6.416)	(54.00)
Parking: No. of parking permits issued	114,010	(3.487)	(30.58)	110,585	(3.840)	(34.80)
CCTV: No. of camera hours monitored per member of staff	26,298	0.489	18.59	27,000	0.501	18.55
Enforcement: No. of premises visited (commercial and other proactive enforcement)	14,890	0.925	62.12	17,000	1.120	65.88
Environmental Health: No. of inspections	4,733	0.998	210.86	6,000	1.045	174.17
Building Control: No. of inspections	4,090	0.605	147.92	4,794	0.797	166.25
Public Realm						
Street Lighting: No. of street lights to be maintained	10,723	1.35	126.00	10,723	1.37	127.34

Recycling: No. of household collections	3.320m	2.34	0.70	3.320m	2.45	0.74
Waste: No. of household collections	8.4m	7.84	0.93	8.449m	6.42	0.76
Waste: No. of rounds (full cycle of refuse collection per annum – domestic and commercial)	5,980	6.35	1,062	5,980	4.72	789
Waste: No. of kilometres swept	268	7.05	26,317	268	6.87	25,631
Commercial Waste: Costs per Tonnage	N/A	N/A	N/A	29,000	3.15	108.68
Regeneration & Planning						
Planning: No. of planning applications:						
Outline Applications	152	(0.062)	(407)	N/A	N/A	N/A
Major Application Fees	54	(0.723)	(13,396)	60	(0.774)	(12,902)
Minor Applications	557	(0.367)	(659)	498	(0.320)	(643)
Other	619	(0.155)	(250)	658	(0.199)	(303)
Non-157	141	(0.017)	118	58	(0.007)	(118)
Land charges:						
Local Land Charges – LLC1	1,438	(0.275)	(191)	2,928	(0.381)	(130)
Local Land Charges – CON29 I	258	(0.023)	(91)	137	(0.013)	(98)
Local Land Charges – CON29 II	1,922	(0.048)	(25)	2,007	(0.016)	(8)
Local Land Charges – Extra Parcel	879	(0.053)	(60)	968	(0.040)	(41)
Expedited Searches	30	(0.008)	(250)	6	(0.001)	156
PSA LLCI	2,250	(0.025)	(11)	2,000	(0.022)	(11)

OUR RESOURCES, 2009/10

	Budgeted Expenditure (£m)	Budgeted Income (£m)	Net Cost of Service (£m)	Establishment (FTEs)
Safer Neighbourhoods	39.248	26.091	13.157	339.97
Public Realm	53.763	18.102	35.661	388.06
Regeneration & Planning	8.237	3.006	5.231	100.38
Performance & Strategy	1.201	1.201	0.000	19.05
Director's Office	4.309	3.354	0.955	2.00
Finance & ICT	2.763	2.763	0.000	35.00
2012 - Olympic & Paralympic Games	2.239	2.027	0.212	18.00
Housing Services	0.258	0.480	-0.222	0
Housing Delegated Budgets	1.127	0.000	1.127	0.000
TOTAL	113.145	57.024	56.121	902.46

OUR PRIORITIES FOR 2009/10-2012/13

(a) Corporate Programmes

Targets/Success Measures	Milestones
<p>Olympics and Paralympics Games: The 2012 Games give us a golden opportunity to make Hackney a better place. We will work with partners and organisations to get the best out of the Games for the people who live in our borough. The five host boroughs for the 2012 Games are working together to make sure the Games bring a lasting legacy for all of East London.</p>	
<p>Hackney 2012 - Masterplanning The Wick: Maximise the benefits of the Olympic legacy proposals for Hackney Wick through delivery of a new neighbourhood, with the development of the Media Centre on the western fringe of the Olympic Park providing a focal point for regeneration.</p>	<ul style="list-style-type: none"> • Deliver, in partnership, a Masterplan and establish the programme delivery structure by September 2009 which will assure the maximisation of legacy benefits. In order to do this, the following milestones will be met: <ul style="list-style-type: none"> - Draft Masterplan report to Cabinet – July 2009 - Statutory consultation completed – September 2009 - Statutory consultation report, final draft Masterplan and sustainability appraisal – November 2009 - Final adoption of Masterplan – November 2009 - Finalise Delivery and Implementation Strategy – January 2010
<p>Hackney 2012 - Press and Media Centres Legacy at Hackney Wick: Work with partners to facilitate a long-term media and related industry base in the Media Centre built for the 2012 Games.</p>	<ul style="list-style-type: none"> • Participate and support London Development Agency's (LDA) consultation on 'Output C' Legacy Masterplan Framework (LMF) for the Olympic Park – April 2009 • Consultation on the detailed planning application for the Media Centre completed - May 2009 • Planning permission for full 'Games Time' Media Centre scheme approved - June 2009 • Participate and support LDA's pre-application consultation for the LMF – September 2009 • Start on site for building works - July 2009. • Public and private investment plan proposal – end 2009. • Sign up by key legacy users – March 2010. • Press and Media Centre building complete and handed over - October 2011 • Media Centre open for 2012 Games - July 2012 • Media centre building adapted and legacy development completed – 2015.
<p>Hackney 2012 - Bringing In The Visitors: Use the Olympiad as a springboard, develop Hackney as a destination as a place to visit and enjoy.</p>	<ul style="list-style-type: none"> • Implement the Visitor Economy Strategy 2009-2012 (subject to resources). • Facilitated session to agree action plan for developing Hackney's visitor economy – April 2009. • Production and delivery of cross-departmental action plan setting out programme of activities to attract Hackney's target market – June 2009. • Link to improve customer services standard amongst businesses in the borough – March 2010.
<p>Hackney 2012 - Making Employment and Training Local: Maximise opportunities arising from the 2012 Games to create jobs and training opportunities for Hackney residents.</p>	<ul style="list-style-type: none"> • Implement an effective 5 Borough Job Brokerage model, with satellite offices in each borough and signing up to the Multi Area Agreement on Worklessness. • Develop and implement a mechanism for engaging with schools and other educational providers to raise young people's aspirations and define career pathways aimed at alleviating labour market barriers faced by particular groups. • Agree Local Employment and Training Framework (LETF) 2009/10 funding and priorities – April 2009.

<p>Hackney 2012 - Games Business for Local Business: Ensure that local businesses obtain the maximum benefits from the 2012 Games.</p>	<ul style="list-style-type: none"> • The new Hackney Enterprise Network (HEN) service will be up and running by July 2009. • Support and develop further the 200 member partnership of local supply chain businesses focused on stimulating new business start up as a result of the Olympics. • Develop a framework by March 2010 to provide business support and advice to new local businesses set up as a result of the opportunity to host the 2012 Games.
<p>Hackney 2012 - Investing In Hackney – “Be Here For 2012”: Use the 2012 Games as a catalyst for inward investment in the Borough.</p>	<ul style="list-style-type: none"> • Develop and direct our PR and marketing campaign selling the ‘improved ‘Hackney offer’ to the private sector. • Increase the number of businesses relocating to Hackney. • Increase the number of businesses operating in Hackney by reducing barriers to growth and expansion. • Increase in employment opportunities.
<p>Hackney 2012 - Improving The Railways: Work with TFL to facilitate the North London Line upgrade and the making of connections with the East London Line.</p>	<ul style="list-style-type: none"> • Improved rail service in Hackney secured through continued successful lobbying on East London and North London lines. • Provision of 16 trains per hour on the North London Line at peak times by Feb 2011. • First phase of East London Line to open in June 2010; twelve trains per hour will run between Dalston Junction and Surrey Quays. • The western extension of the East London Line (connecting Surrey Quays to Clapham Junction) is due for completion in May 2012, completing a new orbital rail link for London and allowing faster connections to and from Hackney for both residents and visitors.
<p>Hackney 2012 - A Safer, Healthier Games: Ensure that Hackney provides a secure, safe and healthy environment thorough the 2012 Games and into the legacy.</p>	<ul style="list-style-type: none"> • Regulatory functions within and around the Olympic Park to protect the interest of visitors and residents in terms of safety and pollution levels. • Regulation of Hackney-based development and businesses. • Joint working with Five Borough Partnership to develop and adopt a common regulatory standard and have a common voice to Olympic Delivery Authority (ODA) through Head of Joint Local Authority Regulatory Services (JLARS)
<p>Hackney 2012 - Keeping The Roads Local: Work with partners to manage construction and Games traffic so that it minimises inconvenience to residents.</p>	<ul style="list-style-type: none"> • Lobby for increased investment for the public realm linked to transportation network. • Develop an Olympic transportation strategy to deal with Olympic road network. • Lobby for a percentage of delivery and spoil removal by barge or other sustainable transport method. • Manage Games-related traffic and parking resulting from the Olympic Park development. • Deal effectively with overloaded vehicles recorded during construction work.
<p>Hackney 2012 - Our Sustainable Olympic Park: Creating sustainable long-term uses for the sports facilities left after the Games.</p>	<ul style="list-style-type: none"> • Create a sense for local ownership through legacy design of facilities. • Secure the Handball Arena legacy. • Involve local people in the development of open spaces. • Reinstatement of the East Marsh.

<p>Regeneration Delivery Framework: The objective of this programme is to maximise the transformational social, physical and economic regeneration opportunities presented to Hackney.</p>	
<p>Adopt and implement a Regeneration Delivery Framework to achieve attractive, safe and sustainable town centres and neighbourhoods through social, economic and physical regeneration.</p>	<ul style="list-style-type: none"> • Establish a Regeneration Delivery Board by April 2009 to take the programme forward. • Put into place a Regeneration Inspection action plan (July 2009). • Continue to extend the borough wide jobs brokerage service. (Sept 2010). • Roll out suitable improved delivery vehicles to maximise development growth opportunities from within town centres, growth areas and estate renewal (Jan 2010 and ongoing). • Link learning pathways with suitable employment sectors (April 2009 and ongoing). • Place community learning for residents at the heart of the community/regeneration schemes and estates plans (Sept 2009 and ongoing).
<p>Proactively direct the delivery of regeneration through Area Action Plans, Masterplans, town centre management initiatives and the LDF.</p>	<ul style="list-style-type: none"> • Adopt the LDF Core Strategy by May 2010 and demonstrate beneficial impact in line with Regeneration priorities. • Adopt Area Action Plans (AAPs) and Masterplans for Hackney Central and Dalston by October 2011.
<p>Woodberry Down Estate: This programme will create a sustainable community of mixed tenure homes, together with the necessary education, health and community facilities in a highly landscaped environment consisting of 4,300 mixed tenure homes and a number of community facilities by 2027. As a result there will be a substantial increase in satisfaction for existing residents as well as social and economic regeneration.</p>	
	<ul style="list-style-type: none"> • RSL/Developer Consortium for Woodberry Down (May 2009). • Stock Transfer of Woodberry Down by end 2010. • First tranche of social housing on Phase 1 to be delivered by end 2011. • Completion of the whole estate and community facilities 2027
<p>Estate Renewal: The programme addresses the highest levels of need for physical regeneration in 26 of our estates using stock transfer and partnership development agreements with the private sector to address poor housing quality and environmental design.</p>	
<p>Maximise the delivery of new, high quality, sustainable and mixed tenure housing across the Borough, including through the estate renewal programme.</p>	<ul style="list-style-type: none"> • Completion of the final phase of Holly Street Estate Renewal by spring 2010 subject to market conditions. • The downturn in the financial and housing markets has required the Council to revisit and review delivery of its Estates Renewal programme. • Implement internal refurbishment and a partial retrofit programme on Kings Crescent Estate (July 2009-March 2012, subject to resources). • Develop and adopt the Colville Estate Masterplan by June 2010. • Procure development partner for Colville Estate by late 2011. • Concurrent development of Alexandra National House, Rendlesham House, Tower Court, Bridge House, Marian Court and Ottaway Court over a period of 7-10 years.
<p>Affordable Housing Development</p>	<ul style="list-style-type: none"> • Build 593 (NI155 target) new affordable homes for Hackney residents per annum between 2008 and 2011 in partnership with the Homes Communities Agency (HCA), RSLs and developers in 2009/10. • Continue to prioritise the number of social rented homes for families (3 bedrooms or more). • A target of 50% social rented homes completed for families, including a new target for 4+ bedrooms.

<p>Decent Homes: We will support our partner, Hackney Homes to deliver decent homes and improved services in line with tenants and leaseholders needs and preferences and in a way that contributes to the wider improvement of health, well being and local neighbourhoods.</p>	
<p>Effectively client manage Hackney Homes, to bring all of Hackney's rented homes up to the Government 'Decent Homes' standard by 2012. The percentage of non-decent homes as at April 09 is 31.7%.</p>	<ul style="list-style-type: none"> • Meet Decent Homes target (NI 158 – see Performance Targets). • 10,000 homes receive new windows, roofs, kitchens, bathrooms and other improvements by 2012.
<p>Planning Service: The aim of programme is to provide a modernised, responsive and customer focused planning service which does not unduly delay or pose a barrier to the delivery of permissible and beneficial physical development.</p>	
<p>Analyse and improve the customer perception of services provided within Neighbourhoods and Regeneration so that perception reflects evidenced improvements.</p> <p>Focusing upon the planning service, develop the customer perception of the service across the range of services provided - readdressing the balance between measurements of processing speed to customer experience and quality of service.</p>	<p>Enhance customer satisfaction levels and the perception of the Planning Service through a comprehensive programme of activities including: -</p> <ul style="list-style-type: none"> • Establishing a customer satisfaction baseline to further inform the most recent IPSOS Mori Survey of 2006/7, by August 2009. • Prepare a Customer Service Strategy and Action Plan that aims to increase satisfaction levels from 39% to 50% for the Division by March 2010. • Phased implementation of the Customer Service Strategy in October 2009 and beyond. • Monitor progress of the Action Plan and resulting customer satisfaction on a bi-annual basis through an agreed programme of surveys and other relevant methods in line with the methodology established in BVPI-111. <p>Undertake a range of business improvement projects including: -</p> <ul style="list-style-type: none"> • Complete and implement key efficiencies projects including Business Process Improvements (BPI) and ICT Back Office System Review by November 2009. • Roll-out change management programme resulting from BPI in December 2009 and beyond. • Implement 5 year Action Plan associated with the ICT Back Office System Review in December 2009 and beyond. <p>Continue to achieve and exceed national targets while transforming overall service efficiencies with an accent on customer focus and sustainable quality outcomes (NI157 – see Key Performance Targets section).</p>
<p>Tackle the backlog of planning enforcement action.</p>	<p>Clear the remaining planning backlog enforcement cases by the Backlog Enforcement Team by March 2010. With the introduction of new business processes the team aim to bring further improvements to service delivery.</p>

<p>Public Realm & Enforcement: The programme will see the delivery of significant, visible and sustainable improvement to the environment of the borough through a clean, high quality and accessible public realm with a well planned built environment.</p>	
<p>Continue to improve the integrated waste, recycling and street cleansing services through sound management and investment and by implementing the delivery of the Waste and Recycling Strategy beyond 2008, in line with the North London Waste Authority Joint Strategy.</p>	<ul style="list-style-type: none"> • Improve street cleanliness (NI 195), increase % of household waste recycled and composted (NI 192) in line with LAA targets. • Deliver major service improvements including time banding, high level graffiti removal and the rolling Ward Improvement Programme by September 2009.
<p>Continue to Implement the Streetscene Capital Programme to deliver a well maintained, sustainable public realm with a high quality street environment in Hackney and a safer accessible road network.</p>	<p>Work towards achieving top quartile performance by 2010 in the following key Public Realm Performance Indicators:</p> <ul style="list-style-type: none"> • NI 168 (% of principal road network where structural maintenance is to be considered). • NI 169 (% of non-principal road network where structural maintenance is to be considered). • NI 47 (People killed or seriously injured in road traffic accidents [Percentage reduction]) • NI 48 (Number of road accident casualties: KSI children [Percentage reduction])
<p>Continue to provide a joined-up, visible and uniformed presence on our streets and estates taking action on abandoned vehicles, fly tipping, graffiti and tackle the perception of anti-social behaviour. (Enforcement Strategy)</p>	<ul style="list-style-type: none"> • Complete the transformational action plan for the environmental enforcement service by March 2010. • Improve rates of formal enforcement action and compliance to contribute to reduced fly-tipping (NI196), graffiti (NI195c) and the perception of anti-social behaviour (NI17) in line with LAA targets. • Remove all reported abandoned vehicles within 24 hours.
<p>Strategic Property: This programme supports the successful delivery of the Sustainable Community Strategy by ensuring that large scale property projects are completed which meet accommodation, access and other business and community needs and enhance the wider public realm..</p>	
	<ul style="list-style-type: none"> • Each major project delivered has a range of exacting outcomes linked to the Sustainable Communities Strategy. There is a substantial focus on regeneration, neighbourhood renewal, town centre development and housing. Key milestones within the current programme are: • Those detailed above for Woodberry Down & Estate Renewal Programmes which interface with this programme. • Completion and opening of Dalston Library & Borough Archives August 2010. • Dalston Public Square - completion summer 2012. • Dalston Western Curve - above ground development commences by end of 2011. • Dalston Eastern Curve – commences in summer 2011. • Clapton Library Extension completed by Q4 2009/10. • Finalise site for Depot relocation by end 2009.
<p>Sustainability: To ensure that the principal of sustainability is reflected within the Council's management framework, design of key programmes and projects and green agenda. This will be undertaken within the context of a robust assessment of risks to and further opportunities for sustainable development across the Council in order to determine the full scope of this programme of work.</p>	
<ul style="list-style-type: none"> • Manage the economic, social and environmental sustainability agenda of the borough, thereby providing improved transparency and assurance. • Set a medium term delivery plan for sustainable development, building on and better co-ordinating what is already in place. 	<ul style="list-style-type: none"> • Undertake a Council wide sustainability assessment to identify strengths, weaknesses and unmet priorities – September 2009 • Establish the business case and scope of the programme and interdependencies with existing strategic and delivery agendas – December 2009 • Establish the Programme Board – December 2009

<ul style="list-style-type: none"> • Deliver relevant national, local and LAA commitments for sustainability including those relating to recycling, carbon footprint, improving local biodiversity and adapting to climate change. 	
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(b) Other Projects & Initiatives

	Target/Success Measure
Fully implement the Hackney Safer and Cleaner statutory Partnership Plan to reduce crime, fear of crime, drug misuse, tackling gang culture and anti social behaviour measured by a reduction in crime in the Borough.	<ul style="list-style-type: none"> • Reduction in overall street crime of over 20% over the period 2006-2010). • Meet the LAA targets for indicators NI 15 (serious violent crime), NI 16 (serious acquisitive crime), NI 19 (rate of proven youth offending), NI 30 (re-offending rate of priority offenders) and NI 38 (drug related offending rate).
Modernise customer services: delivering business transformation and infrastructure programmes under Service First.	<p>Improved customer access and choice to our services through the:</p> <ul style="list-style-type: none"> • Implementation of online bulky waste collection service by March 2010. • Implementation of a web enabled Parking Service by June 2009.
Work with Shoreditch Trust to support sustainable development of Shoreditch and manage its evening economy for the benefits of residents and visitors.	<ul style="list-style-type: none"> • Work with the Shoreditch Trust to continue to promote the evening economy by developing a strategy for sustainability beyond 2010, when the New Deal for Communities (NDC) funding finishes - March 2010.
Work with traders, licensees, residents and others to develop models of town centre management, and ensure other town centres are enhanced and supported.	<ul style="list-style-type: none"> • Develop action plan – June 2009 • Identify priority actions through consultation – Sept 2009. • Develop and run events to attract visitors to town centre retail hubs – March 2009.
Seek to maintain vital local shops and services like post offices for communities and individuals who find it hard to access what they need.	<ul style="list-style-type: none"> • Continue to support 'Invest in Hackney' to provide beneficial services to local businesses. • Explore opportunities for opening a post office in the south of the Borough. A business case will be developed that will set out the rationale for this Social Enterprise and how best this service can be provided as a joint venture or directly.
Target Hackney's worklessness and specific skills shortages to ensure the people of Hackney have access to jobs in London's growing economy, whether locally for the Olympics project or further afield.	<ul style="list-style-type: none"> • Continue to develop the EDP led portfolio of services to address worklessness and maximise inward investment. • Assist 100 lone parents and incapacity benefit claimants into sustainable employment by 2010. • Work with 19-24 year olds and residents to achieve a least level 2 or higher skills for life qualifications in line with LAA target NI 163. • Work towards improving the employment rate (NI 151), reducing levels of benefit claimants in most deprived wards (NI 153), 16-18 year olds not in education, employment or training (NI 117) and child poverty (NI 116). • Reduction of 2% in overall benefits claim rate.

Continue to improve neighbourhoods by taking a tough stance on crack houses including stairwells and street corners known for dealing.	<ul style="list-style-type: none"> Continue to close down around 20 crack houses in the borough each year, deliver the stairwell initiative and reduce levels of related tenant complaints.
Continue to be tough on gangs and criminals by using Anti-Social Behaviour Orders and acceptable behaviour zones.	<ul style="list-style-type: none"> Continue to take 95% of high level anti-social behaviour cases to multi-agency casework panels within 28 days of the initial report. Improve perceptions of anti-social behaviour in line with the LAA target (NI 17).
Use CCTV to enforce against those who park or drive carelessly or illegally, or block the traffic flow.	<ul style="list-style-type: none"> In 2009/10 provide 7500 hours a year of dedicated CCTV monitoring.
Continue to crack down on problem pubs and clubs and work with responsible licensees to encourage a safe evening economy.	<ul style="list-style-type: none"> Undertake 1000 premise inspections by March 2010. Develop and implement new scheme to promote self regulation and the adoption of good practices by September 2010. Resolve re-occurring problems in hotspots by March 2010.
Multi-Area Agreements (MAAs): Hackney is negotiating various MAAs to more effectively deliver outcomes that are best delivered across local authorities boundaries. Hackney's MAAs proposals include: <ul style="list-style-type: none"> Skills and Worklessness Increasing Housing Supply and Choice Public Realm. 	<ul style="list-style-type: none"> Proposals are currently being worked on and target for 2009/10 to be agreed.
Improve road safety and education for children in Hackney and achieve a reduction in casualty figures across the Borough.	<ul style="list-style-type: none"> Achieve NI 48 targets (see Key Performance Targets section).
Support more walking and cycling, improving the quality of the streets and local signage to make it easier for everyone to find their way round.	<ul style="list-style-type: none"> Increase the level of walking by 10% and cycling by 80% in the borough by March 2010 compared to 2000 levels.
Work to improve rail and bus services operation so that they become a high quality alternative to the car.	<ul style="list-style-type: none"> Continue to hold quarterly liaison meetings with public transportation operators to improve the levels of service in the borough. Ensure progress to deliver the major over and underground improvements tied to town centre and area master plans.
Introduce resident priority parking schemes where there is both demand and need for parking controls.	<ul style="list-style-type: none"> 100% consultation with local residents when introducing new priority parking schemes in the borough.
Deliver a programme of investment in markets, combined with regulation to ensure that legitimate traders flourish and the quality and standards of the goods traded are the best possible.	<ul style="list-style-type: none"> Work with traders through quarterly forums and an annual consultation event to identify issues by March 2010.
Support traders' organisations to become more representative and to develop their markets further.	<ul style="list-style-type: none"> Implement the market investment strategy and associated delivery programme to support the development of the markets by March 2010.
Improve standards across all landlords, including reducing the inefficiencies caused by the large number of Housing Associations managing homes in the borough.	<ul style="list-style-type: none"> Develop performance measures and standards to create a Hackney Standard for Housing organisations in the borough.
Develop a higher Hackney Standard to make estates a better place to live: a green environment, safe play areas, improved communal areas, and increased security.	<ul style="list-style-type: none"> Implement scheme by autumn 2009.
Improve management and conditions in private rented housing especially houses in Multiple Occupation using a mandatory licensing regime.	<ul style="list-style-type: none"> License HMOs where a valid application has been received within 28 days. Attach conditions to the issuing of licences where appropriate.

Target housing grants for private housing to support older residents.	<ul style="list-style-type: none"> • At least 72% of grants to persons over 60.
Effectively client manage Hackney Homes, with specific focus on: (a) rent collection, (b) door entry and (c) estate lighting.	<ul style="list-style-type: none"> • Increased rent collection (see Key Performance Targets) • Between 2006 and 2013 provide a guarantee that every block receives a door entry system where practically possible and decrease the number of estate lighting black spots.
Public Space Review: Complete a comprehensive review of all public space to promote the best advantage for the community.	<ul style="list-style-type: none"> • Project scoping and action plan – June 2009. • Through the LAA develop an Open Spaces Strategy in 2009/10.

KEY PERFORMANCE TARGETS

Performance Indicator	A/Q/M	2008/09 out-turn	2009/10 Target	2010/11 Target	2011/12 Target	2012/13 Target
Accelerated Improvement						
¹ NI 17: Perceptions of anti social behaviour	Bi-annual	37.9%	N/A	34.2%	N/A	TBC
¹ NI 154: Net additional homes provided	A	² 1746	1085	1085	1085	1085
¹ NI 155: Number of affordable homes delivered	Q	² 870	593	593	543	543
¹ NI 158: % non-decent council homes.	Q	² 31.7%	27.1%	19.7%	6.0%	TBC
¹ NI 186: Per capita reduction in CO2 emissions in the LA area.	A	-2% (4.6 tonnes)	4.0% (4.3 tonnes)	9.0% (4.1 tonnes)	11% (4.0 tonnes)	12% (4.0 tonnes)
¹ NI 191: Residual household waste	Q	² 617kg	595kg	540kg	585kg	582kg
¹ NI 195: Improved street environmental cleanliness (stretch)						
a) litter	3 times per year	² 9%	14%	9%	5%	4%
b) detritus		² 14%	13%	8%	10%	9%
c) graffiti		² 19%	4%	3%	9%	8%
d) fly-posting		² 9%	1%	1%	4%	3%
¹ NI 198: Children travelling to school – mode of travel usually used.	A	² 17.7%	16.7%	15.7%	15.25%	15%
NR 7: Cumulative GBH and ABH offences (excluding hate and Trident incidents) [stretch]	Q	² 1660 (3401 cum)	5033 (cum stretch)			
NR 8: No. of repeat victims of domestic violence [stretch]	Q	² 259	274 (stretch)			
Met Police 9: Proportion of sanctions being taken against perpetrators of domestic violence (stretch)	Q	² 50.5%	44% (stretch)			
NR 10: Cumulative No. of Trident incidents [stretch]	Q	² 13 (30 cum)	93 (cum stretch)			
NR 11: Cumulative lone parent residents into sustainable employment [stretch]	Q	² 61 (cum)	100 (cum stretch)			
NR 12: Cumulative residents receiving incapacity benefits for 6 months into sustainable employment [stretch]	Q	² 10 (cum)	100 (cum stretch)			
NI 47: People killed or seriously injured in road traffic accidents	A	² -7.0%	-2.5%	-5.7%	6.0%	2.8%
NI 48: Children killed or seriously injured in road traffic accidents	A	² 6.3%	6.7%	2.4%	2.4%	0.0%
NI 157: Planning Applications determined						
Major- within 13 weeks	M	² 67.4%	70%	78%	85%	85%
Minor- within 8 weeks	M	² 75.5 %	80%	84%	87%	88%
Other – within 8 weeks	M	² 85.6%	88%	89%	90%	90%
NI 192: % of household waste recycled & composted.	M	² 23%	24.74%	26.53%	27.59%	28.63%
NI 196: Improved street and environmental cleanliness – fly tipping.	A	TBC	Grade 2	Grade 1	Grade 1	Grade 1

NR 13: Increased environmental enforcement action							
a) % of businesses complying with their duty of care requirements regarding evidence of waste disposal arrangements	Q	² 51%	65%	75%	80%	85%	
b) % of businesses without a trade waste agreement, issued with a compliance notice	Q	² 53%	70%	75%	80%	90%	
c) % of recorded incidents of fly-posting resulting in issue of enforcement notice	Q	² 35%	50%	60%	65%	65%	
d) % of eligible buildings with visible graffiti issued with statutory cleansing notice	Q	² 72%	80%	83%	88%	90%	
Continuous Improvement							
NR 14: % of racist and other offensive graffiti removed within 24 hours of being reported	M	100%	100%	100%	100%	100%	
NR 15: % of rent collected by Hackney Homes (formerly BV66a)	Q	² 98.68%	98.7%	98.7%	98.72%	TBC	

(1) Indicates PI on the LAA

(2) Indicates estimated out-turn

KEY PERFORMANCE TARGETS – LAA INDICATORS TO BE DELIVERED BY PARTNER LEAD AGENCY

Performance Indicator	Lead Delivery Agency	A/Q/M ⁽¹⁾	2008/09 out-turn ⁽²⁾	2009/10 Target	2010/11 Target	2011/12 Target	2012/13 Target
¹ NI 15: Serious violent crime.	Met. Police	M	² 2.17	1.997	1.897	1.897	1.897
¹ NI 16: Serious acquisitive crime rate	Met. Police	M	² 28.62	33.30 (28.13 local)	32.63	Not set	Not set
¹ NI 30: Re-offending rate of prolific and priority offenders	Met. Police	Q	² 3.23	2.53	Not set	Not set	Not set
¹ NI 38: Drug related (Class A) offending rate	Met. Police	Q	² 0.64	0.63	0.62	N/A	N/A
¹ NI 40: Increase in drug users in effective treatment	National Drug Treatment Agency	M	² 1410	1314	1380	N/A	N/A
¹ NI 151: Overall employment rate	Job Centre Plus	Q	² 63.3%	62.9%	63.9%	64.5%	65.1%
¹ NI 153: Working aged people claiming out of work benefit in the worst performing neighbourhoods	Job Centre Plus	Q	² 26.1%	24.9%	23%	22.76%	22.52%
¹ NI 163: Proportion population aged 19-64 males and 19-59 females qualified to Level 2 or higher	Department for Innovation, University and Skills (DIUS)	A	² 58.4%	62.2%	62.8%	63.4%	64%

¹ Indicates PI on the LAA

² Indicates estimated out-turn

NEIGHBOURHOODS AND REGENERATION

Budget Movement

	£m	£m	£m
2008/09 Budget			53.072
Increases			
Inflation	1.085		
Investment proposals	1.405		
Changes in Central Recharges	2.089		
Changes in Capital charges	<u>1.349</u>	5.928	
Decreases			
Virements and service changes	(1.111)		
Efficiency Savings	<u>(1.979)</u>	(3.090)	
2008/09 Budget			55.910

Virements and service changes include the transfer of Housing Needs to Community Services, (£0.901m) and the transfer of staff to centralise the payments function under E-Procurement (£0.201m)

Investment Proposals

Investment proposals of £1.405m have been included in the 2009/10 budget. These items are listed in summary below. Further details of all investment proposals can be found at [Section E](#)

Investment Proposals	£m
Estates Recycling	0.576
Regeneration	0.250
Keeping Hackney Clean	0.464
Environmental Health Services	<u>0.115</u>
Total	1.405

In addition to the investment proposals outlined above a further £2.396m of one off growth items has been proposed under Resourcing Our Priorities for 2009/10 to be funded from reserves. These items are listed in summary below. Further details of all Investment proposals can be found at [Section E](#).

One – off Schemes

Scheme description	£m
Document Management and Business Processes	0.156
Assuring capacity and improvement for Regeneration and Planning	0.034
Improved customer experience in Regeneration and Planning	0.051
Land Charges	0.400
Fly posting and Graffiti removal	0.515
Weekday litter picking	0.708
Waste & Recycling Strategy	0.200
Commercial Waste collection	0.285
Local Development Framework	0.047
Total	2.396

Neighbourhoods and Regeneration

Cost Centres	Cost Centre	2007/08 Actual £	2008/09 Budget £	2008/09 Probable £	2009/10 Budget £
Directorate Total		55,959,395	52,921,723	53,872,178	55,909,888
Community Safety Team	H0000	1,545,743	1,550,765	1,550,765	1,701,809
Domestic Violence & Racial Harassment	H0001	241,093	281,957	234,072	294,633
CCTV Services	H0002	896,316	1,378,824	1,379,055	1,965,474
Drug Action Team	H0005	500,729	685,477	685,477	1,096,241
Private Sector Housing	H0713	1,596,368	1,779,771	1,674,329	1,626,912
Safer Communities		4,780,250	5,676,794	5,523,697	6,685,069
Parking Policy & Development	H0200	1,145,287	1,393,164	1,320,822	1,107,002
Parking Off Streets	H0201	216,423	(34,349)	(30,646)	78,586
Parking Contract Services	H0202	4,071,894	4,351,450	4,487,606	4,835,829
Parking Operations & Engineering	H0203	2,292,164	2,185,991	2,298,001	2,084,280
Parking Business Processes	H0204	(8,939,189)	(8,466,213)	(8,306,083)	(9,074,772)
Parking CCTV	H0205	497,379	(614,203)	(368,867)	(593,338)
Parking Housing Enforcement	H0206	186,252	48,040	(66,318)	33,660
Parking Abandoned Vehicles	H0207	250,914	364,808	305,293	424,985
Parking Moving Traffic Contravention	H0208	34,166	(149,142)	(560,262)	(142,968)
Parking Management	H0209	0	0	0	424,655
Parking		(244,712)	(920,454)	(920,454)	(822,081)
Environmental Enforcement	H0050	1,135,222	1,111,859	1,111,859	1,116,473
Pollution Control	H0051	1,216,924	1,075,280	1,075,280	1,189,175
Hygiene Services	H0100	306,151	289,003	289,003	334,849
Trading Standards	H0150	902,203	764,710	764,779	823,157
Street Markets	H0151	234,173	126,983	330,552	168,139
Hackney Mortuary	H0400	400,778	335,601	338,275	354,578
Public Conveniences	H0401	286,577	375,570	375,570	366,321
Bereavement & Property Protection	H0402	137,961	114,467	108,750	125,516
Environmental Health	H0403	1,052,064	1,038,241	1,038,061	1,403,296
Licensing	H0650	658,842	592,754	592,754	615,910
Building Control	H0651	698,374	780,299	780,299	797,059
Divisional Support EHTS	H0801	(250)	0	8,018	0
Other Environmental Services		7,029,018	6,604,767	6,813,201	7,294,473
Waste Services Client	H0350	5,720,505	0	52,056	0
Waste Services Millfields Overheads	H0351	(1,011)	0	(299,369)	0
Waste Transfer Station	H0355	(110)	0	(33,501)	0
Commercial Waste	H0356	(2,192,416)	(944,489)	(808,109)	(888,735)
Vehicle Maintenance	H0357	415,022	0	0	0
AD Public Realm	H0367	0	0	0	0
Waste Management		3,941,990	(944,489)	(1,088,923)	(888,735)
Kerbside Recycling	H0352	313,124	0	0	0
Bringsite Recycling	H0353	(88,742)	0	0	0
Estates Recycling	H0354	(160,740)	0	0	0
Recycling Overhead	H0366	3,432,773	3,705,934	3,705,934	4,388,757
Recycling		3,496,415	3,705,934	3,705,934	4,388,757
Area 1 - Street Cleansing	H0358	2,133,945	2,074,823	2,299,588	2,267,604
Area 2 - Street Cleansing	H0360	1,953,529	2,121,745	2,348,551	2,431,637
Area 3 - Street Cleansing	H0362	3,390,789	4,480,304	4,097,412	4,465,606
Area 4 - Street Cleansing	H0364	2,342,088	2,181,039	2,534,690	2,504,108
Street Cleaning		9,820,350	10,857,911	11,280,241	11,668,955
Area 1 - Refuse Collection	H0359	1,589,497	1,486,816	1,398,794	1,538,401
Area 2 - Refuse Collection	H0361	1,242,362	1,033,497	964,758	1,003,507
Area 3 - Refuse Collection	H0363	1,667,182	1,707,848	1,725,067	1,800,147
Area 4 - Refuse Collection	H0365	2,055,660	1,925,309	1,959,058	1,906,957
Refuse Collection		6,554,700	6,153,470	6,047,677	6,249,012
Highways & Engineering	H0250	7,298,659	8,062,913	8,249,967	9,828,815
Highways Bridges	H0253	1,950,059	469,000	471,467	57,122
Highways Streetlighting	H0254	1,629,586	2,226,241	2,229,995	1,517,377
Highways Winter Maintenance	H0255	142,836	145,817	145,817	112,362
Other Highways Schemes	H0256	605	0	0	0
Streetscene Policy	H0257	339,396	565,699	565,457	687,104
Traffic & Transportation	H0300	1,575,794	1,608,386	1,449,670	1,762,842
School Crossing Patrols	H0301	251,015	312,784	270,644	277,552
Streetscene		13,187,951	13,390,840	13,383,017	14,243,174

Neighbourhoods and Regeneration

Cost Centres	Cost Centre	2007/08 Actual £	2008/09 Budget £	2008/09 Probable £	2009/10 Budget £
Development Control	H0600	1,899,903	0	0	0
Planning Policy	H0601	1,656,066	0	0	0
Land Charges	H0602	0	0	0	(447,926)
Div Supp Planning & Transport	H0603	(134)	0	(466)	0
Planning Strategic Policy	H0605	234,763	0	0	0
SPD Planning & Public Realm	H0606	(45)	0	0	0
Projects and Engagement	H0632	0	711,773	710,466	569,725
Policy and Strategy	H0633	0	1,491,471	1,486,093	1,467,302
Regulatory Services	H0634	0	260,485	1,595,914	1,425,942
Planning Delivery Grant	H0635	0	0	0	0
Planning		3,790,553	2,463,729	3,792,008	3,015,043
Shoreditch Our Way	H0453	0	0	0	0
Customer Services	H0455	(1,358)	0	0	0
SRB Projects	H0500	(119)	0	0	0
Health	H0501	(610)	0	0	0
Worklessness & Enterprise	H0502	(269)	0	0	0
Education	H0503	(408)	0	0	0
Housing	H0505	(801)	0	0	0
Better Neighbourhood Management	H0507	(485)	0	0	0
Art, Sports & Leisure	H0508	(213)	0	0	0
Tackling Disadvantage	H0509	(729)	0	0	0
Youth	H0510	(127)	0	0	0
Management & Administration	H0511	(397)	0	0	0
Economic Development	H0550	123,887	0	0	0
Programmes	H0551	90,204	0	0	0
Regeneration Co-ordination	H0552	28	0	0	0
Regeneration Management	H0553	200,222	0	0	0
Worklessness Projects	H0554	(59)	0	0	0
Regeneration	H0564	385,911	0	0	0
Deprived Area Funds Grant	H0580	2,874	0	0	0
Partnership and Investment	H0630	0	959,091	973,993	1,260,296
Strategic Projects	H0631	0	964,922	964,141	955,937
Policy & Tenant Participation	H0900	78,886	0	0	0
Regeneration		797,551	1,924,013	1,938,136	2,216,233
Environment Resources	H0850	(8,499)	670,238	680,497	954,712
DHH	H0851	60,908	0	0	0
Strategy and Performance	H0907	(119)	(30,571)	(35,602)	0
Environment Finance	H0950	(120)	(109,009)	(90,895)	0
ICT	H0980	0	0	(14,074)	0
Resources		52,170	530,658	539,926	954,712

Neighbourhoods and Regeneration

Cost Centres	Cost Centre	2007/08 Actual £	2008/09 Budget £	2008/09 Probable £	2009/10 Budget £
Asylum Seekers	H0704	256,276	0	0	0
Asylum Seekers NASS Funded	H0705	35,778	0	0	0
Emergency Accommodation	H0706	(2,024,086)	(2,265,152)	(2,708,962)	0
Income Business Unit	H0707	616,510	454,504	511,454	0
Homeless Persons Unit	H0708	1,289,296	865,581	896,886	0
Access & Advice	H0709	54,622	0	0	0
Bed & Breakfast	H0710	(145,749)	(14,135)	(67,210)	0
Temporary Accom Private Lets	H0712	(1,954,738)	(483,885)	(795,637)	0
AD Housing Needs - HGF	H0714	(142)	0	82,913	0
Housing Needs GF - SC Annexes	H0718	49,372	123,329	15,683	0
NRF Rent Deposit Scheme	H0720	54,804	4,797	4,796	0
Homelessness Grants Programme	H0723	(34,883)	1,456	(151,957)	0
NRF Single Homelessness	H0724	14,217	0	0	0
Youth Asylum Team	H0726	177,649	(50,175)	198,746	0
Overstayers	H0727	2,130,230	2,065,332	2,048,209	0
Supporting People	H0730	12,383	514,361	514,358	0
Choice Based Lettings	H0732	137,660	86,053	180,078	0
Policy and Performance Unit	H0852	97,493	115,159	114,968	0
Support Services Team	H0854	920,513	408,875	522,443	0
Advice and Options Team	H0856	850,013	649,337	750,059	0
Housing Needs (old Cost centres)		2,537,214	2,475,437	2,116,827	0
Robin Redmond Centre	H0576	(20,452)	(6,732)	13,791	(5,070)
Travellers	H0768	10,461	9,912	3,687	1,572
NRF Street Wardens Scheme	H0790	(29,977)	0	0	0
Leasehold & Income Services	H0953	43,062	0	0	0
Travellers	H2768	(131,577)	(40,982)	(202,169)	(26,549)
Leasehold & Income Services (Delegated)	H2953	(537,941)	(506,347)	(506,347)	(191,672)
Housing Services		(666,424)	(544,149)	(691,037)	(221,719)
IT	H2964	3,053	0	0	0
Central Housing Items - HGF	H0967	840,194	1,495,281	1,382,185	1,049,598
Office Manager	H2970	39,121	51,981	49,742	77,397
Housing Delegated Budgets		882,368	1,547,262	1,431,927	1,126,995
Directorate Total		55,959,395	52,921,723	53,872,178	55,909,888

Neighbourhoods and Regeneration

Staffing Analysis as at 31st March 2009	Cost Centre	Full Time Equivalent (FTE)	2009/10 Pay Budget £
Directorate Total		886.46	37,106,050
Community Safety Team	H0000	37.28	1,408,560
Domestic Violence & Racial Harassment	H0001	8.00	325,971
CCTV Services	H0002	9.00	397,957
Drug Action Team	H0005	39.00	1,736,426
Private Sector Housing	H0713	23.69	1,060,271
Safer Communities		116.97	4,929,185
Parking Policy & Development	H0200	10.00	434,165
Parking Contract Services	H0202	9.00	362,960
Parking Operations & Engineering	H0203	17.00	688,527
Parking Business Processes	H0204	39.00	1,362,725
Parking CCTV	H0205	6.00	194,278
Parking Abandoned Vehicles	H0207	2.00	66,727
Parking Management	H0209	5.00	263,781
Parking		88.00	3,373,163
Environmental Enforcement	H0050	16.50	788,014
Pollution Control	H0051	17.00	838,818
Hygiene Services	H0100	16.00	546,071
Trading Standards	H0150	10.50	558,341
Street Markets	H0151	8.00	326,054
Hackney Mortuary	H0400	2.00	67,342
Bereavement & Property Protection	H0402	2.00	71,420
Environmental Health	H0403	14.00	771,941
Licensing	H0650	15.00	629,808
Building Control	H0651	22.00	995,596
Divisional Support EHTS	H0801	12.00	530,038
Other Environmental Services		135.00	6,123,443
Waste Services Client	H0350	7.00	314,448
Waste Services Millfields Overheads	H0351	26.00	1,412,519
Waste Transfer Station	H0355	8.00	354,728
Commercial Waste	H0356	10.00	378,254
Vehicle Maintenance	H0357	2.00	73,096
AD Public Realm	H0367	1.00	126,711
Waste Management		54.00	2,659,756
Recycling Overhead	H0366	4.00	164,979
Recycling		4.00	164,979
Area 1 - Street Cleansing	H0358	27.00	894,795
Area 2 - Street Cleansing	H0360	33.00	1,040,569
Area 3 - Street Cleansing	H0362	57.00	2,288,844
Area 4 - Street Cleansing	H0364	33.00	1,087,811
Street Cleaning		150.00	5,312,019
Area 1 - Refuse Collection	H0359	18.00	638,772
Area 2 - Refuse Collection	H0361	9.00	352,390
Area 3 - Refuse Collection	H0363	27.00	901,219
Area 4 - Refuse Collection	H0365	24.00	817,634
Refuse Collection		78.00	2,710,015
Highways & Engineering	H0250	46.00	1,958,195
Streetscene Policy	H0257	8.00	394,461
Traffic & Transportation	H0300	36.00	1,695,777
School Crossing Patrols	H0301	12.06	204,064
Streetscene		102.06	4,252,497
Land Charges	H0602	6.00	221,829
Div Supp Planning & Transport	H0603	2.00	154,229
Projects and Engagement	H0632	5.70	256,412
Policy and Strategy	H0633	18.62	930,094
Regulatory Services	H0634	44.36	1,972,382
Planning		76.68	3,534,946
Partnership and Investment	H0630	11.35	600,371
Strategic Projects	H0631	12.35	671,662
Regeneration		23.70	1,272,033
Environment Resources	H0850	2.00	227,361
Strategy and Performance	H0907	19.05	890,615
Environment Finance	H0950	33.00	1,476,069
ICT	H0980	4.00	179,969
Resources		58.05	2,774,014

Neighbourhoods & Regeneration

Directorate Summary

	2007/08 Actual £	2008/09 Budget £	2008/09 Probable £	2009/10 Budget £
Expenditure				
Direct Costs	44,877,129	42,302,049	47,932,760	38,675,914
Indirect Costs	337,055	743,603	529,139	1,343,743
Training	370,410	460,503	512,509	440,109
Contribution to Provisions	2,601	0	(3,914)	0
Employee Costs	45,587,195	43,506,155	48,970,494	40,459,766
Repair & Maintenance of Buildings	197,725	170,176	538,080	99,626
Energy Costs & Water Services	811,679	703,588	1,112,569	607,696
Rent & Rates	9,205,813	10,366,091	11,125,466	257,607
Premises Insurance	7,160	0	0	0
Grounds & Road Maintenance	15,051	0	3,501	0
Fixtures & Fittings	492,315	59,285	152,883	35,418
Cleaning	60,789	39,323	44,153	20,045
Contribution to Provisions	51,775	78,749	21,562	0
Premises Costs	10,842,308	11,417,212	12,998,213	1,020,392
Direct Transport Costs	1,178,354	1,455,695	1,600,915	1,441,874
Hire & Leasing	547,319	734,861	798,101	846,123
Transport Fees	26,052	23,192	32,615	21,346
Travel Allowances	308,582	203,984	159,810	146,740
Contribution to Provisions	25	12,295	0	12,195
Transport Costs	2,060,332	2,430,027	2,591,441	2,468,278
Furniture & Equipment	1,024,761	792,783	1,491,567	733,453
Catering	54,633	36,040	69,242	35,767
Clothing & Laundry	66,129	73,318	76,805	78,188
Communications & Computing	880,779	888,381	930,435	793,371
Fees & Services	3,347,337	2,533,453	3,240,804	2,533,868
Printing Stationery & Office Expenditure	306,043	236,500	334,119	236,781
Expenses	1,629,326	1,779	6,684	296,149
Grants & Subscriptions	171,303	430,527	235,752	144,737
Contribution to Provisions	7,694,643	3,178,445	2,029,476	1,576,992
Supplies and Services	15,174,954	8,171,226	8,414,885	6,429,306
General Third Party Payments	30,563,321	22,314,668	25,944,897	22,961,810
Voluntary Organisations	20	1,500	1,600	1,530
Social Services Client	1,235,764	1,423,944	774,006	0
Housing Benefits	0	0	0	0
Third Party Payments / Transfers	31,799,105	23,740,112	26,720,503	22,963,340
Support Services	27,105,856	26,844,944	27,024,314	29,010,489
Capital Charges	6,573,352	7,204,629	7,204,629	8,554,111
Capital Financing	213,130	0	0	0
Capital Charges / Financing	6,786,482	7,204,629	7,204,629	8,554,111
TOTAL EXPENDITURE	139,356,231	123,314,305	133,924,480	110,905,682
Income				
Government Grants	(5,081,925)	(2,244,065)	(3,187,901)	(935,988)
Other Grants & Contributions	(14,757,451)	(11,278,144)	(15,558,413)	(8,166,462)
Customer & Client Receipts	(47,501,692)	(41,882,964)	(46,318,582)	(29,413,952)
External Income	(67,341,067)	(55,405,173)	(65,064,895)	(38,516,402)
Recharges	(16,055,768)	(14,987,409)	(14,987,407)	(16,479,392)
Internal Income	(16,055,768)	(14,987,409)	(14,987,407)	(16,479,392)
TOTAL INCOME	(83,396,836)	(70,392,582)	(80,052,302)	(54,995,794)
NET EXPENDITURE	55,959,395	52,921,723	53,872,178	55,909,888

Neighbourhoods & Regeneration

Safer Communities

	2007/08 Actual £	2008/09 Budget £	2008/09 Probable £	2009/10 Budget £
Expenditure				
Direct Costs	4,301,197	4,765,277	4,204,676	4,929,185
Indirect Costs	41,294	44,698	150,941	32,726
Training	33,652	61,742	61,348	60,108
Contribution to Provisions	0	0	0	0
Employee Costs	4,376,143	4,871,717	4,416,964	5,022,019
Repair & Maintenance of Buildings	21,568	13,709	9,464	13,858
Energy Costs & Water Services	9,960	9,905	10,014	10,103
Rent & Rates	4,115	26,000	25,400	31,610
Premises Insurance	0	0	0	0
Grounds & Road Maintenance	0	0	0	0
Fixtures & Fittings	1,374	1,800	1,029	1,836
Cleaning	3,945	15,304	13,541	7,695
Contribution to Provisions	0	0	0	0
Premises Costs	40,963	66,718	59,448	65,102
Direct Transport Costs	52,148	30,613	32,677	31,225
Hire & Leasing	244	0	0	0
Transport Fees	3,280	10,753	9,853	10,968
Travel Allowances	34,196	50,808	37,538	41,824
Contribution to Provisions	25	0	0	0
Transport Costs	89,892	92,174	80,068	84,017
Furniture & Equipment	105,783	72,964	74,287	23,840
Catering	5,958	8,140	18,906	8,302
Clothing & Laundry	83	3,576	3,576	3,648
Communications & Computing	44,528	36,775	18,725	37,510
Fees & Services	117,460	3,000	11,550	3,060
Printing Stationery & Office Expenditure	48,009	31,006	47,389	29,577
Expenses	27	1,779	973	1,815
Grants & Subscriptions	3,176	3,593	3,207	3,665
Contribution to Provisions	23,269	56,375	61,375	56,375
Supplies and Services	348,292	217,208	239,988	167,792
General Third Party Payments	7,442,530	5,995,637	5,875,545	6,224,831
Voluntary Organisations	20	1,500	1,600	1,530
Social Services Client	0	0	0	0
Housing Benefits	0	0	0	0
Third Party Payments / Transfers	7,442,550	5,997,137	5,877,145	6,226,361
Support Services	1,919,119	2,079,145	2,090,106	3,047,311
Capital Charges	16,457	476,249	476,249	644,612
Capital Financing	20,000	0	0	0
Capital Charges / Financing	36,457	476,249	476,249	644,612
TOTAL EXPENDITURE	14,253,416	13,800,348	13,239,969	15,257,214
Income				
Government Grants	(1,049,773)	0	(503,670)	(314,585)
Other Grants & Contributions	(3,578,130)	(7,542,034)	(6,586,860)	(7,587,841)
Customer & Client Receipts	(4,663,595)	(581,520)	(625,742)	(669,719)
External Income	(9,291,498)	(8,123,554)	(7,716,272)	(8,572,145)
Recharges	(181,668)	0	0	0
Internal Income	(181,668)	0	0	0
TOTAL INCOME	(9,473,166)	(8,123,554)	(7,716,272)	(8,572,145)
NET EXPENDITURE	4,780,250	5,676,794	5,523,697	6,685,069

Neighbourhoods & Regeneration

Parking

	2007/08 Actual £	2008/09 Budget £	2008/09 Probable £	2009/10 Budget £
Expenditure				
Direct Costs	3,406,063	3,591,705	3,626,639	3,730,227
Indirect Costs	65,695	42,127	80,200	42,469
Training	69,723	56,555	56,755	57,850
Contribution to Provisions	0	0	0	0
Employee Costs	3,541,481	3,690,387	3,763,595	3,830,546
Repair & Maintenance of Buildings	6,739	0	2,203	0
Energy Costs & Water Services	10,497	12,608	7,000	12,860
Rent & Rates	211,372	92,891	136,016	26,792
Premises Insurance	0	0	0	0
Grounds & Road Maintenance	60	0	0	0
Fixtures & Fittings	294,411	31,519	31,644	32,149
Cleaning	85	0	11	0
Contribution to Provisions	0	0	0	0
Premises Costs	523,164	137,018	176,874	71,801
Direct Transport Costs	25,236	39,209	39,012	40,002
Hire & Leasing	59,600	33,920	45,941	34,598
Transport Fees	2,312	1,051	1,726	731
Travel Allowances	0	0	0	0
Contribution to Provisions	0	0	0	0
Transport Costs	87,147	74,180	86,678	75,331
Furniture & Equipment	50,169	94,247	118,140	96,119
Catering	3,530	5,044	5,646	5,170
Clothing & Laundry	293	3,152	3,153	3,215
Communications & Computing	289,360	388,693	394,118	337,944
Fees & Services	154,105	225,838	276,359	230,566
Printing Stationery & Office Expenditure	103,345	80,796	128,049	108,715
Expenses	0	0	864	0
Grants & Subscriptions	1,313	904	906	923
Contribution to Provisions	5,191,359	0	0	0
Supplies and Services	5,793,472	798,674	927,236	782,652
General Third Party Payments	4,565,879	5,381,098	5,583,332	5,807,012
Voluntary Organisations	0	0	0	0
Social Services Client	0	0	0	0
Housing Benefits	0	0	0	0
Third Party Payments / Transfers	4,565,880	5,381,098	5,583,332	5,807,012
Support Services	2,675,199	2,248,428	2,252,816	2,294,058
Capital Charges	156,505	145,148	145,148	254,011
Capital Financing	46,426	0	0	0
Capital Charges / Financing	202,931	145,148	145,148	254,011
TOTAL EXPENDITURE	17,389,275	12,474,933	12,935,679	13,115,411
Income				
Government Grants	0	0	(50,000)	0
Other Grants & Contributions	(38,335)	0	(338,295)	(79,453)
Customer & Client Receipts	(17,299,866)	(13,395,387)	(13,467,838)	(13,858,039)
External Income	(17,338,201)	(13,395,387)	(13,856,132)	(13,937,492)
Recharges	(295,786)	0	0	0
Internal Income	(295,786)	0	0	0
TOTAL INCOME	(17,633,987)	(13,395,387)	(13,856,132)	(13,937,492)
NET EXPENDITURE	(244,712)	(920,454)	(920,454)	(822,081)

Neighbourhoods & Regeneration

Other Environmental Services

	2007/08 Actual £	2008/09 Budget £	2008/09 Probable £	2009/10 Budget £
Expenditure				
Direct Costs	5,684,705	6,092,771	6,275,392	6,123,443
Indirect Costs	71,109	58,892	35,799	389,317
Training	52,919	67,796	65,468	78,039
Contribution to Provisions	0	0	0	0
Employee Costs	5,808,733	6,219,459	6,376,659	6,590,799
Repair & Maintenance of Buildings	25,330	19,163	46,677	19,546
Energy Costs & Water Services	54,673	36,749	119,744	37,482
Rent & Rates	32,972	43,328	55,729	44,195
Premises Insurance	1,238	0	0	0
Grounds & Road Maintenance	2,340	0	3,501	0
Fixtures & Fittings	2,669	0	8,974	0
Cleaning	1,798	631	476	644
Contribution to Provisions	0	0	0	0
Premises Costs	121,020	99,871	235,100	101,867
Direct Transport Costs	89,229	75,678	112,245	68,761
Hire & Leasing	37,134	31,552	35,947	56,214
Transport Fees	5,478	2,018	3,844	2,058
Travel Allowances	63,221	83,221	63,167	70,886
Contribution to Provisions	0	0	0	0
Transport Costs	195,062	192,469	215,203	197,919
Furniture & Equipment	90,115	89,495	124,640	89,284
Catering	6,455	1,677	2,451	1,711
Clothing & Laundry	2,941	7,927	7,660	8,084
Communications & Computing	85,111	105,178	117,883	100,280
Fees & Services	141,162	45,324	177,172	40,130
Printing Stationery & Office Expenditure	26,722	31,341	22,648	28,969
Expenses	1,187	0	1,064	0
Grants & Subscriptions	37,669	30,825	33,871	31,442
Contribution to Provisions	199,887	66,610	66,610	44,525
Supplies and Services	591,248	378,377	554,000	344,425
General Third Party Payments	1,134,133	1,195,422	1,101,682	1,182,718
Voluntary Organisations	0	0	0	0
Social Services Client	0	0	0	0
Housing Benefits	0	0	0	0
Third Party Payments / Transfers	1,134,133	1,195,422	1,101,682	1,182,718
Support Services	2,135,516	1,929,190	1,942,250	2,374,325
Capital Charges	141,773	79,075	79,075	84,199
Capital Financing	0	0	0	0
Capital Charges / Financing	141,773	79,075	79,075	84,199
TOTAL EXPENDITURE	10,127,485	10,093,863	10,503,969	10,876,252
Income				
Government Grants	0	0	0	0
Other Grants & Contributions	(226,196)	0	(241,854)	0
Customer & Client Receipts	(2,301,784)	(2,784,777)	(2,744,596)	(2,870,530)
External Income	(2,527,980)	(2,784,777)	(2,986,449)	(2,870,530)
Recharges	(570,487)	(704,319)	(704,319)	(711,249)
Internal Income	(570,487)	(704,319)	(704,319)	(711,249)
TOTAL INCOME	(3,098,467)	(3,489,096)	(3,690,768)	(3,581,779)
NET EXPENDITURE	7,029,018	6,604,767	6,813,201	7,294,473

Neighbourhoods & Regeneration

Waste Management

	2007/08 Actual £	2008/09 Budget £	2008/09 Probable £	2009/10 Budget £
Expenditure				
Direct Costs	2,669,771	2,940,409	2,804,393	2,824,538
Indirect Costs	25,003	90,130	36,432	408,326
Training	19,476	46,658	46,525	47,092
Contribution to Provisions	2,551	0	0	0
Employee Costs	2,716,802	3,077,197	2,887,350	3,279,956
Repair & Maintenance of Buildings	11,755	0	281,253	0
Energy Costs & Water Services	35,490	39,773	81,931	39,773
Rent & Rates	167,198	134,693	180,955	130,962
Premises Insurance	5,881	0	0	0
Grounds & Road Maintenance	0	0	0	0
Fixtures & Fittings	464	0	194	0
Cleaning	7,794	0	236	0
Contribution to Provisions	0	0	0	0
Premises Costs	228,582	174,466	544,570	170,735
Direct Transport Costs	956,639	1,246,798	1,384,941	1,269,135
Hire & Leasing	448,012	655,365	709,676	748,014
Transport Fees	5,161	771	5,345	771
Travel Allowances	180,626	23,092	15,572	13,092
Contribution to Provisions	0	12,295	0	12,195
Transport Costs	1,590,439	1,938,321	2,115,533	2,043,207
Furniture & Equipment	504,300	308,352	815,516	308,352
Catering	9,371	3,688	12,371	3,688
Clothing & Laundry	53,950	54,438	54,468	55,414
Communications & Computing	66,391	69,980	38,128	69,980
Fees & Services	142,621	333,180	424,876	334,209
Printing Stationery & Office Expenditure Expenses	15,698	19,153	21,039	19,153
	97	0	255	0
Grants & Subscriptions	0	1,536	6,292	1,536
Contribution to Provisions	491,345	519,352	318,406	519,352
Supplies and Services	1,283,773	1,309,679	1,691,352	1,311,684
General Third Party Payments	5,910,920	2,251,574	2,136,641	2,310,898
Voluntary Organisations	0	0	0	0
Social Services Client	0	0	0	0
Housing Benefits	0	0	0	0
Third Party Payments / Transfers	5,910,920	2,251,574	2,136,641	2,310,898
Support Services	1,893,291	1,741,508	1,773,395	1,800,775
Capital Charges	994,019	1,042,809	1,042,809	1,672,596
Capital Financing	0	0	0	0
Capital Charges / Financing	994,019	1,042,809	1,042,809	1,672,596
TOTAL EXPENDITURE	14,617,825	11,535,554	12,191,649	12,589,851
Income				
Government Grants	(34,582)	0	0	0
Other Grants & Contributions	(316,950)	(467,000)	(740,571)	0
Customer & Client Receipts	(3,216,921)	(3,700,103)	(4,227,061)	(4,262,470)
External Income	(3,568,453)	(4,167,103)	(4,967,632)	(4,262,470)
Recharges	(7,107,382)	(8,312,940)	(8,312,940)	(9,216,116)
Internal Income	(7,107,382)	(8,312,940)	(8,312,940)	(9,216,116)
TOTAL INCOME	(10,675,835)	(12,480,043)	(13,280,572)	(13,478,586)
NET EXPENDITURE	3,941,990	(944,489)	(1,088,923)	(888,735)

Neighbourhoods & Regeneration

Recycling

	2007/08 Actual £	2008/09 Budget £	2008/09 Probable £	2009/10 Budget £
Expenditure				
Direct Costs	448,906	325,627	345,610	333,130
Indirect Costs	0	194	78	0
Training	4,089	6,147	5,510	6,143
Contribution to Provisions	0	0	0	0
Employee Costs	452,995	331,968	351,198	339,273
Repair & Maintenance of Buildings	0	0	550	0
Energy Costs & Water Services	0	0	0	0
Rent & Rates	0	0	0	0
Premises Insurance	0	0	0	0
Grounds & Road Maintenance	900	0	0	0
Fixtures & Fittings	50	0	0	0
Cleaning	0	0	1,486	0
Contribution to Provisions	0	0	0	0
Premises Costs	950	0	2,036	0
Direct Transport Costs	1,806	0	1,600	0
Hire & Leasing	98	0	5,746	0
Transport Fees	796	0	160	0
Travel Allowances	0	0	0	0
Contribution to Provisions	0	0	0	0
Transport Costs	2,700	0	7,506	0
Furniture & Equipment	81,778	22,028	37,010	57,028
Catering	1,159	0	1,021	0
Clothing & Laundry	0	794	0	794
Communications & Computing	81,356	0	78,175	0
Fees & Services	15,137	0	6,224	0
Printing Stationery & Office Expenditure	328	0	3,642	0
Expenses	284	0	219	0
Grants & Subscriptions	270	0	350	0
Contribution to Provisions	120,000	0	0	0
Supplies and Services	300,311	22,822	126,642	57,822
General Third Party Payments	3,154,254	2,701,717	2,942,569	3,296,968
Voluntary Organisations	0	0	0	0
Social Services Client	0	0	0	0
Housing Benefits	0	0	0	0
Third Party Payments / Transfers	3,154,254	2,701,717	2,942,569	3,296,968
Support Services	721,168	626,177	631,113	694,694
Capital Charges	31,250	23,250	23,250	0
Capital Financing	0	0	0	0
Capital Charges / Financing	31,250	23,250	23,250	0
TOTAL EXPENDITURE	4,663,628	3,705,934	4,084,314	4,388,757
Income				
Government Grants	(202,532)	0	0	0
Other Grants & Contributions	(650,713)	0	(370,000)	0
Customer & Client Receipts	(313,968)	0	(8,380)	0
External Income	(1,167,213)	0	(378,380)	0
Recharges	0	0	0	0
Internal Income	0	0	0	0
TOTAL INCOME	(1,167,213)	0	(378,380)	0
NET EXPENDITURE	3,496,415	3,705,934	3,705,934	4,388,757

Neighbourhoods & Regeneration

Street Cleansing

	2007/08 Actual £	2008/09 Budget £	2008/09 Probable £	2009/10 Budget £
Expenditure				
Direct Costs	5,913,473	5,682,956	6,320,176	5,913,641
Indirect Costs	50	120,000	0	0
Training	0	0	1,250	0
Contribution to Provisions	0	0	0	0
Employee Costs	5,913,523	5,802,956	6,321,426	5,913,641
Repair & Maintenance of Buildings	150	0	1,906	0
Energy Costs & Water Services	0	0	0	0
Rent & Rates	0	0	0	0
Premises Insurance	0	0	0	0
Grounds & Road Maintenance	0	0	0	0
Fixtures & Fittings	0	0	0	0
Cleaning	6,936	0	7,543	0
Contribution to Provisions	0	0	0	0
Premises Costs	7,086	0	9,449	0
Direct Transport Costs	105	0	120	0
Hire & Leasing	0	0	0	0
Transport Fees	0	0	27	0
Travel Allowances	0	0	0	0
Contribution to Provisions	0	0	0	0
Transport Costs	105	0	147	0
Furniture & Equipment	15,489	0	38,423	0
Catering	0	0	0	0
Clothing & Laundry	0	(5,118)	1,470	0
Communications & Computing	0	5,018	0	0
Fees & Services	400	0	0	0
Printing Stationery & Office Expenditure	0	0	0	0
Expenses	0	0	14	0
Grants & Subscriptions	0	0	0	0
Contribution to Provisions	63,939	0	0	0
Supplies and Services	79,828	(100)	39,907	0
General Third Party Payments	102,610	384,386	253,040	124,386
Voluntary Organisations	0	0	0	0
Social Services Client	0	0	0	0
Housing Benefits	0	0	0	0
Third Party Payments / Transfers	102,610	384,386	253,040	124,386
Support Services	5,164,541	5,159,705	5,145,777	5,864,545
Capital Charges	0	0	0	0
Capital Financing	0	0	0	0
Capital Charges / Financing	0	0	0	0
TOTAL EXPENDITURE	11,267,692	11,346,947	11,769,745	11,902,572
Income				
Government Grants	0	0	0	0
Other Grants & Contributions	(63,939)	(260,000)	(260,000)	0
Customer & Client Receipts	(223,510)	(229,036)	(229,504)	(233,617)
External Income	(287,449)	(489,036)	(489,504)	(233,617)
Recharges	(1,159,893)	0	0	0
Internal Income	(1,159,893)	0	0	0
TOTAL INCOME	(1,447,342)	(489,036)	(489,504)	(233,617)
NET EXPENDITURE	9,820,350	10,857,911	11,280,241	11,668,955

Neighbourhoods & Regeneration

Refuse Collection

	2007/08 Actual £	2008/09 Budget £	2008/09 Probable £	2009/10 Budget £
Expenditure				
Direct Costs	3,076,125	3,093,657	3,281,928	2,983,454
Indirect Costs	14,509	0	45	0
Training	0	0	0	0
Contribution to Provisions	50	0	0	0
Employee Costs	3,090,684	3,093,657	3,281,973	2,983,454
Repair & Maintenance of Buildings	0	0	0	0
Energy Costs & Water Services	0	0	0	0
Rent & Rates	0	0	0	0
Premises Insurance	0	0	0	0
Grounds & Road Maintenance	0	0	0	0
Fixtures & Fittings	0	0	0	0
Cleaning	0	0	0	0
Contribution to Provisions	0	0	0	0
Premises Costs	0	0	0	0
Direct Transport Costs	0	0	0	0
Hire & Leasing	0	0	0	0
Transport Fees	0	0	0	0
Travel Allowances	0	0	0	0
Contribution to Provisions	0	0	0	0
Transport Costs	0	0	0	0
Furniture & Equipment	0	0	0	0
Catering	0	0	0	0
Clothing & Laundry	25	0	0	0
Communications & Computing	100	0	0	0
Fees & Services	0	1,024	1,119	0
Printing Stationery & Office Expenditure Expenses	0	0	0	0
Grants & Subscriptions	0	0	0	0
Contribution to Provisions	0	0	0	0
Supplies and Services	125	1,024	1,120	0
General Third Party Payments	0	0	0	0
Voluntary Organisations	0	0	0	0
Social Services Client	0	0	0	0
Housing Benefits	0	0	0	0
Third Party Payments / Transfers	0	0	0	0
Support Services	3,803,901	3,857,825	3,843,505	4,408,175
Capital Charges	9,093	0	0	0
Capital Financing	0	0	0	0
Capital Charges / Financing	9,093	0	0	0
TOTAL EXPENDITURE	6,903,804	6,952,506	7,126,597	7,391,629
Income				
Government Grants	0	0	0	0
Other Grants & Contributions	0	(120,000)	(120,000)	0
Customer & Client Receipts	(221,611)	(679,036)	(958,921)	(1,142,617)
External Income	(221,611)	(799,036)	(1,078,921)	(1,142,617)
Recharges	(127,492)	0	0	0
Internal Income	(127,492)	0	0	0
TOTAL INCOME	(349,104)	(799,036)	(1,078,921)	(1,142,617)
NET EXPENDITURE	6,554,700	6,153,470	6,047,677	6,249,012

Neighbourhoods & Regeneration

Streetscene

	2007/08 Actual £	2008/09 Budget £	2008/09 Probable £	2009/10 Budget £
Expenditure				
Direct Costs	4,366,705	4,297,020	5,002,092	4,252,497
Indirect Costs	24,844	52,292	60,743	96,868
Training	56,742	18,731	41,187	19,152
Contribution to Provisions	0	0	0	0
Employee Costs	4,448,291	4,368,043	5,104,022	4,368,517
Repair & Maintenance of Buildings	247	0	1,150	0
Energy Costs & Water Services	418,411	474,678	780,000	478,172
Rent & Rates	139	0	0	0
Premises Insurance	0	0	0	0
Grounds & Road Maintenance	0	0	0	0
Fixtures & Fittings	0	0	559	0
Cleaning	1,842	0	108	0
Contribution to Provisions	0	0	0	0
Premises Costs	420,639	474,678	781,816	478,172
Direct Transport Costs	38,644	33,962	29,195	29,962
Hire & Leasing	0	0	0	0
Transport Fees	6,522	532	3,894	532
Travel Allowances	7,923	13,458	15,723	13,458
Contribution to Provisions	0	0	0	0
Transport Costs	53,089	47,952	48,812	43,952
Furniture & Equipment	24,427	83,745	209,816	80,745
Catering	7,646	213	2,132	213
Clothing & Laundry	8,700	5,858	5,857	5,858
Communications & Computing	62,998	42,245	91,439	42,245
Fees & Services	1,456,697	1,448,680	1,455,571	1,477,632
Printing Stationery & Office Expenditure	16,769	28,293	30,057	26,941
Expenses	1,112	0	578	0
Grants & Subscriptions	20,781	224	9,677	224
Contribution to Provisions	294,093	802	802	802
Supplies and Services	1,893,223	1,610,060	1,805,930	1,634,660
General Third Party Payments	3,004,985	3,172,762	4,062,518	3,174,587
Voluntary Organisations	0	0	0	0
Social Services Client	0	0	0	0
Housing Benefits	0	0	0	0
Third Party Payments / Transfers	3,004,985	3,172,762	4,062,518	3,174,587
Support Services	2,115,335	1,776,584	1,794,428	2,242,179
Capital Charges	4,814,840	5,219,176	5,219,176	5,547,401
Capital Financing	96,704	0	0	0
Capital Charges / Financing	4,911,544	5,219,176	5,219,176	5,547,401
TOTAL EXPENDITURE	16,847,106	16,669,255	18,816,703	17,489,468
Income				
Government Grants	(1,078,526)	(604,740)	(719,394)	(616,835)
Other Grants & Contributions	(280,000)	(130,000)	(1,414,069)	0
Customer & Client Receipts	(2,223,379)	(2,543,675)	(3,300,223)	(2,629,459)
External Income	(3,581,904)	(3,278,415)	(5,433,686)	(3,246,294)
Recharges	(77,252)	0	0	0
Internal Income	(77,252)	0	0	0
TOTAL INCOME	(3,659,156)	(3,278,415)	(5,433,686)	(3,246,294)
NET EXPENDITURE	13,187,951	13,390,840	13,383,017	14,243,174

Neighbourhoods & Regeneration

Planning

	2007/08 Actual £	2008/09 Budget £	2008/09 Probable £	2009/10 Budget £
Expenditure				
Direct Costs	3,725,491	3,691,853	4,209,894	3,534,946
Indirect Costs	24,296	31,416	71,526	32,188
Training	33,696	51,711	59,711	57,195
Contribution to Provisions	0	0	0	0
Employee Costs	3,783,484	3,774,980	4,341,132	3,624,329
Repair & Maintenance of Buildings	131	0	1,298	0
Energy Costs & Water Services	242	0	0	0
Rent & Rates	0	0	308	0
Premises Insurance	0	0	0	0
Grounds & Road Maintenance	425	0	0	0
Fixtures & Fittings	0	0	0	0
Cleaning	3,000	0	0	0
Contribution to Provisions	0	0	0	0
Premises Costs	3,798	0	1,606	0
Direct Transport Costs	1,350	0	41	0
Hire & Leasing	0	7,154	295	7,297
Transport Fees	561	2,812	1,515	2,868
Travel Allowances	965	7,333	1,162	7,480
Contribution to Provisions	0	0	0	0
Transport Costs	2,876	17,299	3,013	17,645
Furniture & Equipment	30,635	17,394	22,302	17,751
Catering	7,747	9,471	8,287	9,665
Clothing & Laundry	71	1,146	620	1,175
Communications & Computing	122,466	160,111	115,559	163,350
Fees & Services	240,265	101,493	357,470	69,708
Printing Stationery & Office Expenditure	26,427	10,219	27,007	10,620
Expenses	1,735	0	532	0
Grants & Subscriptions	18,221	25,420	33,862	26,421
Contribution to Provisions	0	0	0	0
Supplies and Services	447,568	325,254	565,640	298,690
General Third Party Payments	245,741	269,631	266,074	470,772
Voluntary Organisations	0	0	0	0
Social Services Client	0	0	0	0
Housing Benefits	0	0	0	0
Third Party Payments / Transfers	245,741	269,631	266,074	470,772
Support Services	1,666,971	1,643,954	1,718,781	1,609,149
Capital Charges	0	0	0	0
Capital Financing	0	0	0	0
Capital Charges / Financing	0	0	0	0
TOTAL EXPENDITURE	6,150,438	6,031,118	6,896,246	6,020,585
Income				
Government Grants	(85,600)	(79,478)	(79,478)	(4,568)
Other Grants & Contributions	(384,177)	(458,866)	(572,368)	(188,563)
Customer & Client Receipts	(1,531,468)	(2,701,825)	(2,125,172)	(3,052,020)
External Income	(2,001,245)	(3,240,169)	(2,777,018)	(3,245,151)
Recharges	(358,640)	(327,220)	(327,220)	239,609
Internal Income	(358,640)	(327,220)	(327,220)	239,609
TOTAL INCOME	(2,359,885)	(3,567,389)	(3,104,238)	(3,005,542)
NET EXPENDITURE	3,790,553	2,463,729	3,792,008	3,015,043

Neighbourhoods & Regeneration

Regeneration

	2007/08 Actual £	2008/09 Budget £	2008/09 Probable £	2009/10 Budget £
Expenditure				
Direct Costs	2,860,751	1,244,405	4,018,334	1,272,033
Indirect Costs	3,268	0	21,482	250,370
Training	4,626	0	8,530	0
Contribution to Provisions	0	0	0	0
Employee Costs	2,868,645	1,244,405	4,048,346	1,522,403
Repair & Maintenance of Buildings	0	0	0	0
Energy Costs & Water Services	0	0	0	0
Rent & Rates	13,935	0	41,395	0
Premises Insurance	0	0	0	0
Grounds & Road Maintenance	0	0	0	0
Fixtures & Fittings	0	0	0	0
Cleaning	0	0	0	0
Contribution to Provisions	0	0	0	0
Premises Costs	13,935	0	41,395	0
Direct Transport Costs	2,862	0	0	0
Hire & Leasing	0	0	0	0
Transport Fees	198	0	1,296	0
Travel Allowances	0	0	48	0
Contribution to Provisions	0	0	0	0
Transport Costs	3,060	0	1,343	0
Furniture & Equipment	23,499	376	2,036	200
Catering	365	0	1,599	0
Clothing & Laundry	0	0	0	0
Communications & Computing	24,251	30,000	17,805	30,600
Fees & Services	684,379	67,230	214,865	68,593
Printing Stationery & Office Expenditure	7,750	0	20,961	0
Expenses	0	0	976	0
Grants & Subscriptions	456	75,327	65,512	76,834
Contribution to Provisions	0	0	0	0
Supplies and Services	740,700	172,933	323,754	176,227
General Third Party Payments	2,221,748	0	2,131,454	0
Voluntary Organisations	0	0	0	0
Social Services Client	0	0	0	0
Housing Benefits	0	0	0	0
Third Party Payments / Transfers	2,221,748	0	2,131,454	0
Support Services	465,129	506,675	516,013	517,603
Capital Charges	0	0	0	0
Capital Financing	0	0	0	0
Capital Charges / Financing	0	0	0	0
TOTAL EXPENDITURE	6,313,217	1,924,013	7,062,305	2,216,233
Income				
Government Grants	3,725	0	(100,456)	0
Other Grants & Contributions	(5,374,665)	0	(2,658,983)	0
Customer & Client Receipts	(7,638)	0	(2,364,729)	0
External Income	(5,378,577)	0	(5,124,168)	0
Recharges	(58,202)	0	0	0
Internal Income	(58,202)	0	0	0
TOTAL INCOME	(5,436,780)	0	(5,124,168)	0
NET EXPENDITURE	876,437	1,924,013	1,938,136	2,216,233

Neighbourhoods & Regeneration

Resources

	2007/08 Actual £	2008/09 Budget £	2008/09 Probable £	2009/10 Budget £
Expenditure				
Direct Costs	3,324,094	2,940,204	3,295,437	2,778,820
Indirect Costs	59,335	264,283	50,724	91,479
Training	66,882	118,349	136,102	114,530
Contribution to Provisions	0	0	0	0
Employee Costs	3,450,311	3,322,836	3,482,263	2,984,829
Repair & Maintenance of Buildings	84,600	0	1,740	0
Energy Costs & Water Services	92,863	0	0	0
Rent & Rates	205,252	0	0	0
Premises Insurance	0	0	0	0
Grounds & Road Maintenance	0	0	0	0
Fixtures & Fittings	9,170	0	0	0
Cleaning	15,731	0	0	0
Contribution to Provisions	0	0	0	0
Premises Costs	407,615	0	1,740	0
Direct Transport Costs	147	2,734	525	2,789
Hire & Leasing	0	1,866	0	0
Transport Fees	1,183	3,461	3,742	3,418
Travel Allowances	0	0	0	0
Contribution to Provisions	0	0	0	0
Transport Costs	1,331	8,061	4,266	6,207
Furniture & Equipment	85,697	88,927	14,555	58,098
Catering	7,794	6,880	10,316	7,018
Clothing & Laundry	0	0	0	0
Communications & Computing	4,788	13,000	16,886	11,260
Fees & Services	256,242	300,330	258,523	306,390
Printing Stationery & Office Expenditure	26,054	12,455	13,628	12,652
Expenses	1,351	0	751	16,449
Grants & Subscriptions	3,663	5,672	4,023	3,692
Contribution to Provisions	0	701,071	683,503	954,712
Supplies and Services	385,590	1,128,335	1,002,184	1,370,271
General Third Party Payments	56,776	66,839	21,386	68,176
Voluntary Organisations	0	0	0	0
Social Services Client	0	0	0	0
Housing Benefits	0	0	0	0
Third Party Payments / Transfers	56,776	66,839	21,386	68,176
Support Services	1,067,100	2,162,180	2,185,678	3,843,188
Capital Charges	183,132	0	0	0
Capital Financing	50,000	0	0	0
Capital Charges / Financing	233,132	0	0	0
TOTAL EXPENDITURE	5,601,854	6,688,251	6,697,517	8,272,671
Income				
Government Grants	0	0	0	0
Other Grants & Contributions	(84,947)	(152,000)	(152,000)	0
Customer & Client Receipts	0	(540,511)	(540,511)	(526,323)
External Income	(84,947)	(692,511)	(692,511)	(526,323)
Recharges	(5,464,738)	(5,465,082)	(5,465,080)	(6,791,636)
Internal Income	(5,464,738)	(5,465,082)	(5,465,080)	(6,791,636)
TOTAL INCOME	(5,549,685)	(6,157,593)	(6,157,591)	(7,317,959)
NET EXPENDITURE	52,170	530,658	539,926	954,712

Neighbourhoods & Regeneration

Housing Needs (old Cost centres)

	2007/08 Actual £	2008/09 Budget £	2008/09 Probable £	2009/10 Budget £
Expenditure				
Direct Costs	5,100,026	3,636,165	4,548,189	0
Indirect Costs	7,652	39,571	21,170	0
Training	28,603	32,814	30,123	0
Contribution to Provisions	0	0	(3,914)	0
Employee Costs	5,136,282	3,708,550	4,595,569	0
Repair & Maintenance of Buildings	23,755	70,954	125,490	0
Energy Costs & Water Services	181,634	102,542	106,058	0
Rent & Rates	8,546,343	10,045,075	10,662,226	0
Premises Insurance	41	0	0	0
Grounds & Road Maintenance	11,326	0	0	0
Fixtures & Fittings	181,292	24,561	109,078	0
Cleaning	16,291	11,978	10,425	0
Contribution to Provisions	51,775	78,749	21,562	0
Premises Costs	9,012,456	10,333,859	11,034,839	0
Direct Transport Costs	10,188	26,701	559	0
Hire & Leasing	2,231	5,004	496	0
Transport Fees	562	1,794	1,215	0
Travel Allowances	21,650	26,072	26,601	0
Contribution to Provisions	0	0	0	0
Transport Costs	34,631	59,571	28,871	0
Furniture & Equipment	12,731	12,847	30,409	0
Catering	4,559	927	6,483	0
Clothing & Laundry	66	1,545	0	0
Communications & Computing	99,357	37,181	41,103	0
Fees & Services	153,089	3,844	31,034	0
Printing Stationery & Office Expenditure	32,866	22,686	18,547	0
Expenses	1,623,533	0	457	0
Grants & Subscriptions	85,754	287,026	78,052	0
Contribution to Provisions	1,305,974	1,106,385	440,156	0
Supplies and Services	3,317,929	1,472,441	646,240	0
General Third Party Payments	2,199,449	298,102	868,079	0
Voluntary Organisations	0	0	0	0
Social Services Client	1,235,764	1,423,944	774,006	0
Housing Benefits	0	0	0	0
Third Party Payments / Transfers	3,435,213	1,722,046	1,642,085	0
Support Services	3,223,754	3,033,083	3,049,577	0
Capital Charges	0	0	0	0
Capital Financing	0	0	0	0
Capital Charges / Financing	0	0	0	0
TOTAL EXPENDITURE	24,160,265	20,329,550	20,997,179	0
Income				
Government Grants	(2,578,986)	(1,559,847)	(1,585,000)	0
Other Grants & Contributions	(3,141,519)	(1,553,987)	(1,553,987)	0
Customer & Client Receipts	(15,327,616)	(14,562,431)	(15,563,517)	0
External Income	(21,048,121)	(17,676,265)	(18,702,504)	0
Recharges	(574,929)	(177,848)	(177,848)	0
Internal Income	(574,929)	(177,848)	(177,848)	0
TOTAL INCOME	(21,623,051)	(17,854,113)	(18,880,352)	0
NET EXPENDITURE	2,537,214	2,475,437	2,116,827	0

Neighbourhoods & Regeneration

Housing Services

	2007/08 Actual £	2008/09 Budget £	2008/09 Probable £	2009/10 Budget £
Expenditure				
Direct Costs	0	0	0	0
Indirect Costs	0	0	0	0
Training	0	0	0	0
Contribution to Provisions	0	0	0	0
Employee Costs	0	0	0	0
Repair & Maintenance of Buildings	21,565	55,300	55,300	55,160
Energy Costs & Water Services	218	19,654	3,154	19,634
Rent & Rates	3,885	4,000	2,000	2,176
Premises Insurance	0	0	0	0
Grounds & Road Maintenance	0	0	0	0
Fixtures & Fittings	1,445	1,405	1,405	1,433
Cleaning	2,052	1,910	827	1,949
Contribution to Provisions	0	0	0	0
Premises Costs	29,165	82,269	62,687	80,352
Direct Transport Costs	0	0	0	0
Hire & Leasing	0	0	0	0
Transport Fees	0	0	0	0
Travel Allowances	0	0	0	0
Contribution to Provisions	0	0	0	0
Transport Costs	0	0	0	0
Furniture & Equipment	0	1,608	4,193	1,640
Catering	49	0	30	0
Clothing & Laundry	0	0	0	0
Communications & Computing	0	0	414	0
Fees & Services	(14,219)	3,510	26,041	3,580
Printing Stationery & Office Expenditure Expenses	0	151	752	154
Grants & Subscriptions	0	0	0	0
Contribution to Provisions	4,932	9,225	3,000	1,225
Supplies and Services	(9,238)	14,494	34,429	6,599
General Third Party Payments	63,813	89,500	44,671	57,002
Voluntary Organisations	0	0	0	0
Social Services Client	0	0	0	0
Housing Benefits	0	0	0	0
Third Party Payments / Transfers	63,813	89,500	44,671	57,002
Support Services	169,090	28,508	28,894	114,091
Capital Charges	0	0	0	0
Capital Financing	0	0	0	0
Capital Charges / Financing	0	0	0	0
TOTAL EXPENDITURE	252,830	214,771	170,681	258,044
Income				
Government Grants	(55,651)	0	(149,903)	0
Other Grants & Contributions	(617,880)	(594,257)	(549,427)	(310,605)
Customer & Client Receipts	(170,337)	(164,663)	(162,388)	(169,158)
External Income	(843,868)	(758,920)	(861,718)	(479,763)
Recharges	(75,387)	0	0	0
Internal Income	(75,387)	0	0	0
TOTAL INCOME	(919,254)	(758,920)	(861,718)	(479,763)
NET EXPENDITURE	(666,424)	(544,149)	(691,037)	(221,719)

Neighbourhoods & Regeneration

HGF Resources - delegated

	2007/08 Actual £	2008/09 Budget £	2008/09 Probable £	2009/10 Budget £
Expenditure				
Direct Costs	(179)	0	0	0
Indirect Costs	0	0	0	0
Training	0	0	0	0
Contribution to Provisions	0	0	0	0
Employee Costs	(179)	0	0	0
Repair & Maintenance of Buildings	1,886	11,050	11,050	11,062
Energy Costs & Water Services	7,691	7,679	4,668	9,672
Rent & Rates	20,602	20,104	21,437	21,872
Premises Insurance	0	0	0	0
Grounds & Road Maintenance	0	0	0	0
Fixtures & Fittings	1,440	0	0	0
Cleaning	1,315	9,500	9,500	9,757
Contribution to Provisions	0	0	0	0
Premises Costs	32,934	48,333	46,654	52,363
Direct Transport Costs	0	0	0	0
Hire & Leasing	0	0	0	0
Transport Fees	0	0	0	0
Travel Allowances	0	0	0	0
Contribution to Provisions	0	0	0	0
Transport Costs	0	0	0	0
Furniture & Equipment	138	800	240	396
Catering	0	0	0	0
Clothing & Laundry	0	0	0	0
Communications & Computing	75	200	200	202
Fees & Services	0	0	0	0
Printing Stationery & Office Expenditure	2,075	400	400	0
Expenses	0	0	0	277,885
Grants & Subscriptions	0	0	0	0
Contribution to Provisions	(155)	718,625	455,625	1
Supplies and Services	2,133	720,025	456,465	278,484
General Third Party Payments	460,483	508,000	657,904	244,460
Voluntary Organisations	0	0	0	0
Social Services Client	0	0	0	0
Housing Benefits	0	0	0	0
Third Party Payments / Transfers	460,483	508,000	657,904	244,460
Support Services	85,743	51,982	51,982	200,396
Capital Charges	305,167	218,922	218,922	351,292
Capital Financing	0	0	0	0
Capital Charges / Financing	305,167	218,922	218,922	351,292
TOTAL EXPENDITURE	886,281	1,547,262	1,431,927	1,126,995
Income				
Government Grants	0	0	0	0
Other Grants & Contributions	0	0	0	0
Customer & Client Receipts	0	0	0	0
External Income	0	0	0	0
Recharges	(3,913)	0	0	0
Internal Income	(3,913)	0	0	0
TOTAL INCOME	(3,913)	0	0	0
NET EXPENDITURE	882,368	1,547,262	1,431,927	1,126,995

Section C – Housing Revenue Account

NEIGHBOURHOODS AND REGENERATION - HOUSING REVENUE ACCOUNT

Budget Movement

	£m	£m	£m
2008/09 Budget			0
Increases			
Pay Inflation	0.163		
Non Pay Inflation	4.020		
Increased Utilities Costs	1.828		
Housing Subsidy decrease	2.154		
Additional RCCO	0.500		
Changes in Recharges	0.417		
Growth	<u>0.450</u>	9.532	
Decreases			
Increased income	(6.432)		
Efficiency Savings	<u>(3.100)</u>	(9.532)	
2009/10 Budget			0

Growth

Growth of £0.450m has been included in the 2009/10 budget. This growth item is listed below:

Growth	£m
Additional Refuse Collection on estates	0.450
Total	0.450

Housing Revenue Account

Cost Centres	Cost Centre	2007/08 Actual £	2008/09 Budget £	2008/09 Probable £	2009/10 Budget £
Directorate Total		2,444,724	0	0	0
Temporary Accommodation Hostel	D0700	0	0	0	(98,640)
Homeless Assessment	D0701	0	0	0	83,682
A.D Housing Needs	D0702	0	0	0	356,317
Housing Options	D0703	0	0	0	253,940
Needs & Resources	D0704	0	0	0	86,572
Housing Demand	D0705	0	0	0	665,653
Housing Supply & Procurement	D0706	0	0	0	78,864
Supporting People	D0707	0	0	0	136,206
Finance & Income	D0708	0	0	0	77,892
Emergency Accommodation	H0700	(187,327)	(44,449)	(69,382)	0
Income Business Unit	H0701	68,018	61,695	55,234	0
Homeless Persons Unit	H0702	178,005	146,832	120,932	0
Access & Advice	H0703	10,911	0	0	0
Stoke Newington Town Hall	H0716	17,240	175,125	21,292	0
AD Housing Needs HRA	H0728	137,377	298,942	343,863	0
Choice Based Lettings	H0731	150,094	211,516	214,194	0
HRA Policy & Performance	H0733	2,321	74,920	52,976	0
Mediation Service	H0757	241,928	72,711	169,228	0
HRA Support Services Team	H0853	747,371	610,574	659,824	0
Advice and Options	H0855	312,473	377,350	317,274	0
Housing Needs		1,678,411	1,985,216	1,885,435	1,640,486
North East R&M	H0555	1,090,677	0	0	0
Regeneration HRA	H0562	(411,547)	37,355	56,714	0
AD Regeneration - HRA	H0567	(4)	0	0	0
Partnership & Investment	H0620	0	143,438	140,880	183,653
Strategic Projects	H0621	0	309,028	308,275	374,705
Projects & Engagements	H0622	0	249,628	249,655	298,658
Policy & Strategy	H0623	0	(205,525)	(130,325)	(61,331)
Regulatory Services	H0624	0	24,794	42,456	24,243
Policy - HRA	H0901	166,631	101,964	0	0
Regeneration		845,757	660,682	667,655	819,928
Strategy & Performance HRA	H0908	(3,748)	626	(5,229)	0
Strategy & Performance		(3,748)	626	(5,229)	0
Woodberry Down	H0573	7,029	0	0	0
Robin Redmond Centre	H0574	6,658	0	0	0
Service Development	H0756	(10,530)	0	0	0
AD Landlord Serv - HRA	H0771	603	0	0	0
Stamford Hill Admin Holding A/C	H0773	90	0	0	0
Clapton Admin Bld Holding A/C	H0776	180	0	0	0
S. Hackney Admin Holding A/C	H0779	(1,492)	0	0	0
South Hackney Admin Bldg HRA	H0780	0	0	0	0
Kingsland Admin Holding A/C	H0782	(2,038)	0	0	0
Kingsland Admin Building - HRA	H0783	(1,846)	0	0	0
Crackdown Initiative	H0795	302	0	0	0
LS Complaints Team	H0796	1,207	0	0	0
Leasehold & Income Service HRA	H0951	40,532	0	0	0
Central HRA (Strat & Com)	H0952	46,861,927	45,528,494	41,787,730	50,452,458
Housing Finance Holding A/C	H0959	(2,262)	0	0	0
Housing Finance - HRA	H0960	283	0	0	0
IT Manager - HRA	H0963	0	52,452	52,452	817
Head of Building Maintenance	H1019	(17,631,116)	194,420	194,420	0
Callout delegated	H1006	3,859	0	1,340	0
Mechanical Domestic Gas delega	H1007	1,493	0	0	0
N&R Finance		29,274,879	45,775,366	42,035,942	50,453,275

Major Works Services	H0975	(733,709)	(789,132)	(669,125)	(673,814)
Housing Ground Maintenance-delegated	H1039	185,783	469,390	469,390	20,777
Estate Cleaning delegated	H1040	219,408	205,007	205,007	174,014
North East R&M delegated	H2555	8,319,265	6,617,681	6,955,873	7,481,418
Stoke Newington R&M delegated	H2556	5,697,540	4,284,895	4,288,282	4,899,011
Homerton R&M delegated	H2557	7,930,153	5,177,969	5,046,092	6,085,288
Qbridge & De Beauvoir R&M del	H2558	5,466,851	4,429,388	4,433,103	5,081,377
Shoreditch R&M delegated	H2559	5,202,919	4,816,920	4,836,418	5,497,116
AD Regeneration - HRA delegate	H2567	205,733	0	0	0
Woodbury Down delegated	H2573	72,944	0	0	0
Woodbury Down - Delegated	H2574	1,308	(3,881)	0	0
Rent Accounting delegated	H2750	(299,692)	(245,227)	(316,647)	(278,685)
North East NHO delegated	H2751	(20,506,138)	(21,628,911)	(19,683,703)	(22,366,559)
Stoke Newington NHO delegated	H2752	(12,535,077)	(13,248,079)	(12,773,565)	(13,976,099)
Homerton NHO delegated	H2753	(18,047,444)	(18,917,429)	(18,541,000)	(20,082,823)
Queensbridge & De Beauvoir NHO	H2754	(12,189,264)	(12,470,708)	(12,483,137)	(13,329,106)
Shoreditch NHO delegated	H2755	(10,194,049)	(11,779,431)	(10,557,996)	(11,894,606)
Commercial Properties delegate	H2758	(622,352)	(716,963)	(716,888)	(426,300)
Director of Housing Services	H2771	1,047,074	0	31,694	0
Clapton Admin Building - HRA delegated	H2777	83,191	84,591	124,651	89,023
South Hackney Admin Bldg HRA delegated	H2780	21,662	52,924	53,605	66,002
Kingsland Admin Bldg - HRA del	H2783	11,270	38,905	40,191	48,853
HS Shoreditch	H2790	0	0	0	1,498,601
LS North East delegated	H2791	(8,565,736)	(9,627,612)	(9,749,593)	(10,253,435)
LS North West delegated	H2792	2,769,436	2,743,750	2,610,417	2,742,599
LS Homerton delegated	H2793	2,689,452	2,226,347	2,299,135	2,202,613
LS Queensbridge delegated	H2794	4,378,928	3,243,030	3,151,534	1,625,220
Crackdown Initiative delegated	H2795	(62,002)	72,598	29,770	1,000
LS Complaints Team delegated	H2796	45,181	20,519	20,587	25,329
HS Estate Safety	H2797	0	453,500	498,512	429,281
North East NHO EC and GM	H2798	0	2,323,177	2,277,825	2,213,972
Stoke Newington NHO EC and GM	H2799	0	1,605,971	1,566,904	1,640,217
Homerton NHO EC and GM	H2800	0	2,094,281	2,046,019	2,262,998
Queensbridge NHO EC and GM	H2801	0	1,428,062	1,402,512	1,367,049
Shoreditch NHO EC and GM	H2802	0	1,626,309	1,552,398	2,362,314
HS Community Halls - North East	H2803	0	72,519	74,519	95,323
HS Community Halls - North West	H2804	0	68,496	70,604	91,323
HS Community Halls - Homerton	H2805	0	74,676	78,157	99,023
HS Community Halls - Queensbridge	H2806	0	75,605	76,266	97,123
HS Community Halls - Shoreditch	H2807	0	61,291	63,634	84,173
Leasehold & Income Services HRA	H2951	(7,563,906)	(7,690,916)	(7,812,053)	(8,218,574)
Central HRA (Strat & Com) dele	H2952	120,181	0	0	0
AD Finance and Res - HRA del	H2957	22,514	0	0	0
IT Mger - HRA Holding Account	H2963	774,556	797,538	877,444	825,619
Insurance - Legal SLA	H2966	2,472,524	2,247,858	2,217,858	2,143,185
Office Mgr - HRA Hold Account	H2969	208,048	293,951	309,793	280,404
Property Services Director	H3000	(133,722)	2,494	2,494	0
Building Maint Support Service	H3001	1,007,234	52,573	52,573	195,503
GFM - Mechanical	H3002	1,393,609	36,127	36,127	0
GFM - Electrical	H3003	695,221	12,635	12,635	0
GFM - Building	H3005	1,327,902	18,181	18,181	0
GFM - Contract Admin & Compliance	H3006	1,167,129	12,802	12,802	0
Voids	H3007	4,358,593	46,917	(25,687)	0
Workflow	H3008	900	2,349	2,349	0
Reactive Repairs	H3009	2,712,418	48,424	96,848	0
Specialist Services	H3010	774,516	24,180	48,360	0
Contract Centre	H3011	4,201	0	0	0
Performance and Cust Services	H3012	5,141	0	0	0
Business Resources	H3013	10,927	0	0	0
Decent Homes Team	H3020	566,919	629,372	600,653	669,753
Performance Mngt & Resources	H3021	36,507	17,082	46,455	62,038
Estate Renewal Team	H3022	67	10,166	166	10,050
Woodberry Down	H3023	112,354	81,514	114,571	134,020
Robin Redmond Centre	H3024	(17,043)	(5,571)	(6,817)	(9,735)
Manor House Development Trust	H3025	0	0	0	(127,000)
Holding Account - Building Maintenance	H3028	0	6	0	(3,878,562)
HRA Delegated		(29,350,575)	(48,421,890)	(44,583,803)	(52,913,689)
Directorate Total		0	2,444,724	0	0

Housing Revenue Account

Staffing Analysis as at 31st March 2009	Cost Centre	Full Time Equivalent (FTE)	2009/10 Pay Budget £
Directorate Total		54.72	2,489,786
Partnership & Investment	H0620	2.65	144,006
Strategic Projects	H0621	5.65	310,338
Projects & Engagements	H0622	1.30	57,118
Policy & Strategy	H0623	4.38	228,427
Regulatory Services	H0624	0.64	23,783
Regeneration		14.62	763,672
Strategy & Performance HRA	H0908	6.95	368,217
Strategy & Performance		6.95	368,217
Temporary Accommodation Hostel	D0700	5.42	213,666
Homeless Assessment	D0701	1.60	66,684
A.D Housing Needs	D0702	2.00	137,427
Housing Options	D0703	5.95	217,136
Needs & Resources	D0704	1.25	50,747
Housing Demand	D0705	10.11	405,883
Housing Supply & Procurement	D0706	1.50	65,288
Supporting People	D0707	3.64	134,965
Finance & Income	D0708	1.68	66,101
Housing Needs		33.15	1,357,897
Directorate Total		54.72	2,489,786

Housing Revenue Account

Directorate Summary

	2007/08 Actual £	2008/09 Budget £	2008/09 Probable £	2009/10 Budget £
Expenditure				
Direct Costs	2,104,670	2,525,996	2,525,996	2,474,050
Indirect Costs	43,929	60,966	60,966	10,735
Training	21,814	31,102	31,102	37,666
Contribution to Provisions	4,448,001	3,993,000	3,993,000	4,080,600
Employee Costs	6,618,414	6,611,064	6,611,064	6,603,051
Repair & Maintenance of Buildings	28,111,188	29,898,585	29,898,585	35,030,812
Energy Costs & Water Services	3,757,321	4,259,399	4,259,399	6,154,146
Rent & Rates	1,353,151	1,294,009	1,294,009	1,011,055
Premises Insurance	0	0	0	0
Grounds & Road Maintenance	1,798,973	1,615,365	1,615,365	3,150
Fixtures & Fittings	996,923	829,175	829,175	403,163
Cleaning	4,009,362	3,967,493	3,967,493	207,770
Contribution to Provisions	60,675	62,890	62,890	50,290
Premises Costs	40,087,593	41,926,916	41,926,916	42,860,386
Direct Transport Costs	775,482	909,828	909,828	152,702
Hire & Leasing	472,005	674,006	674,006	7,000
Transport Fees	2,922	0	0	787
Travel Allowances	6,873	22,715	22,715	22,358
Contribution to Provisions	0	6,800	6,800	6,800
Transport Costs	1,257,282	1,613,349	1,613,349	189,647
Furniture & Equipment	16,957	18,148	18,148	368,319
Catering	0	0	0	0
Clothing & Laundry	82	561	561	561
Communications & Computing	881,701	539,056	539,056	232,882
Fees & Services	1,714,102	1,463,877	1,463,877	4,850,802
Printing Stationery & Office Expenditure Expenses	61,332	71,123	71,123	48,467
	5,431,660	5,722,167	5,722,167	650,875
Grants & Subscriptions	245,502	299,696	299,696	320,000
Contribution to Provisions	743,078	2,652,714	2,652,714	1,242,380
Supplies and Services	9,094,414	10,767,342	10,767,342	7,714,286
General Third Party Payments	25,429,254	23,001,742	23,001,742	26,289,693
Voluntary Organisations	3,885,623	4,100,887	4,100,887	4,610,772
Social Services Client	0	0	0	0
Housing Benefits	0	0	0	0
Third Party Payments / Transfers	29,314,877	27,102,629	27,102,629	30,900,465
Support Services	6,983,054	6,774,745	6,774,745	6,123,707
Capital Charges	73,860,217	70,566,510	70,566,510	71,316,458
Capital Financing	249,999	0	0	750,000
Capital Charges / Financing	74,110,216	70,566,510	70,566,510	72,066,458
TOTAL EXPENDITURE	167,465,850	165,362,555	165,362,555	166,458,000
Income				
Government Grants	(52,522,750)	(46,682,406)	(46,682,406)	(45,578,187)
Other Grants & Contributions	(4,052,746)	(3,998,234)	(3,998,234)	(222,000)
Customer & Client Receipts	(108,445,630)	(113,742,287)	(113,742,287)	(118,178,144)
External Income	(165,021,126)	(164,422,927)	(164,422,927)	(163,978,331)
Recharges	0	(939,628)	(939,628)	(2,479,669)
Internal Income	0	(939,628)	(939,628)	(2,479,669)
TOTAL INCOME	(165,021,126)	(165,362,555)	(165,362,555)	(166,458,000)
NET EXPENDITURE	2,444,724	0	0	0

Housing Revenue Account

BVACOP Format

	2007/08 Actual £	2008/09 Budget £	2008/09 Probable £	2009/10 Budget £
Income				
Dwellings Rents Gross	(85,327,000)	(89,739,000)	(88,442,000)	(93,275,000)
Non-Dwellings Rents Gross	(2,397,000)	(2,297,000)	(2,283,000)	(2,333,000)
Tenant Charges	(9,070,000)	(9,024,000)	(9,212,000)	(10,936,000)
Leaseholder Charges for Services & Facilities	(8,625,000)	(8,314,000)	(8,418,000)	(8,895,000)
Other Charges for Services & Facilities	(3,157,000)	(2,864,000)	(2,692,000)	(3,148,000)
Subsidy	(37,494,000)	(25,399,000)	(27,101,000)	(23,515,000)
Major Repairs Allowance	(21,538,000)	(21,296,000)	(21,296,000)	(21,851,000)
Gross Income	(167,608,000)	(158,933,000)	(159,444,000)	(163,953,000)
Expenditure				
Repairs and Maintenance	29,839,000	25,841,000	25,862,000	27,131,000
Special Services	12,208,000	14,548,000	16,257,000	16,288,000
Supervision and Management	46,995,000	48,689,000	48,905,000	49,118,000
Rents, Rates, Taxes & Other Charges	1,916,000	2,089,000	1,935,000	1,878,000
Increased Provision for Bad & Doubtful Debts	1,336,000	444,000	(2,648,000)	451,000
Cost of Capital Charges	48,120,000	47,888,000	48,597,000	47,312,000
Depreciation or Impairment of Fixed Assets	23,327,000	22,679,000	22,975,000	23,530,000
Gross Expenditure	163,741,000	162,178,000	161,883,000	165,708,000
Net Cost of Services	(3,867,000)	3,245,000	2,439,000	1,755,000
HRA Investment Income	(2,408,000)	(1,613,000)	(1,724,000)	(326,000)
Transfer from Major Repairs Reserve	(1,790,000)	(1,382,000)	(1,679,000)	(1,679,000)
Net Operating Expenditure	(8,065,000)	250,000	(964,000)	(250,000)
Revenue Contributions to Capital	15,814,000	250,000	500,000	750,000
HRA (surplus)/ deficit for the year	7,749,000	500,000	(464,000)	500,000
Transfer to/from Right Sizing Reserve	-7726000 -	500,000	464,000 -	500,000
Net HRA (surplus)/ deficit for the year	23,000	0	0	0

Section D – Capital

Schemes for the capital programme period 2009/10 to 2012/13 are included in the outline capital programme based on the Resourcing our Priorities Service Planning process. Schemes are not however generally allocated funds until the year in which the initial expenditure will be incurred. At that point, the scheme is agreed in principle subject to there being sufficient resources available.

Although schemes may be agreed in principle and included in the outline capital programme, resources are not committed until the scheme has been through a technical assessment. This includes ensuring that each scheme will deliver priorities it is designed to meet, there is an appropriate procurement route, it meets the definition of capital expenditure, the revenue impact and replacement funding has been properly identified, and links with other elements of the capital programme have been considered. The scheme then goes forward to Cabinet for spending approval and any resource adjustments or reprofiling over the life of the scheme is adjusted by way of the capital programme update reports.

The initial resource allocations do not confer any spending approval which must be sought from Cabinet before sums can be committed. The other sums in the plan will be subject to further examination and prioritisation at a later stage and will form the base of next years capital plan.

Specific resources usable only on specified schemes continue to be shown against the project they relate to as they do not make a call on the general discretionary resources available to the Council.

The existing resourced plan has been taken as that approved as part of the 2008/09 budget setting process plus all the individual scheme approvals and changes agreed by Cabinet during the year to 26th January 2009. It is inevitable that a degree of slippage will occur on these budgets and they will be carried forward with Cabinet approval to complete the associated projects. In arriving at the 2009/10 Capital programme no account has been taken of any further slippage in the 2008/09 programme. This will be dealt with as revisions to the Capital Programme reported through the Capital Programme Update reports and the Capital Outturn process.

The overall position for Non Housing indicates that the new bid proposals can not be met fully in 2009/10 and currently identified resources leave continuing resource gaps for the next two years. The management of these gaps against a desirable capital plan will be addressed in a number of ways.

(a) The current year will be addressed through:

- A detailed review of Council's balances, provisions and reserves in order to identify any further opportunities to increase RCCO funding. This may well mean a significant change in the approach to reserves, both in their creation and overall control.

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- A further examination of Section 106 funds in order to identify opportunities to fund programmed spends, be they existing or new schemes. Such allocations will be subject to legal opinion.
 - The limiting of new commitments by the need to identify new resources or virements from other schemes to meet the new requirement if they arise during 2009/10.
 - The examination of various other initiatives aimed at increasing the availability of capital resources.
 - The achievement of additional resources which may become available above those which are currently identified, e.g., further Collection Fund surpluses and interest on balances.
 - The consideration of any one-off windfall monies identified being considered first as resources to be used to reduce the deficit in the capital programme; and
 - Any remaining deficits to be managed via reprofiling of schemes between financial years.

(b) For later years assistance towards the funding gaps can be aided by:

- An updated disposals strategy to reintroduce capital receipts to the Capital programme in future years. This strategy should identify appropriate properties for sale for when conditions in the economy improve;
- Through the re-examination of the later year's programmes to ensure actual resource release only matches availability. This will need addressing in future capital plan updates and following the allocation of resources this year

For the Housing programme the new bids have been constructed to use all identified resources including the new successful ALMO resources and as such are fully utilised within the plan. However,

- The Estate Renewal programme is anticipated to achieve a surplus during the plan timescale. In order not to allocate this until it is achieved the surplus has been negated from the overall resource position and will only be allocated when achieved. It should also be noted that any spending of the Estate renewal programme is subject to a full review before any scheme progression.
- Underlying this published plan there are a number of other desirable projects that are awaiting resource identification that will be brought forward for approval should resources allow.

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- A review will be required of the plan once firmer details of the new ALMO allocations are known and as such only a proportion of the 2009/10 Decent Homes budgets are allocated resources at this stage. A fuller review including any revision of total sums will be completed as soon as possible and reported in the Capital Programme Update Report.
 - As part of the review above, a detailed analysis of the required works for Planned Maintenance and Decent Homes schemes are to be proposed. Spending approval for these items will not be considered until such time as this costed analysis has been provided.

In overall terms the approval of any future years' capital plan will ensure that for the forthcoming year any spend will be matched against resources. This will be addressed in future capital plan updates and following the allocation of resources this year.

The following pages provide the Capital Plan overviews and the detailed programmes for the Councils Directorates indicating the 2009/10 Budget resource allocations.

SCHEME/PROJECT	ORIGINAL ESTIMATE 2008/09	UPDATED ESTIMATE 2008/09	ESTIMATE 2009/10	ESTIMATE 2010/11	ESTIMATE 2011/12	ESTIMATE 2012/13
RESOURCES	£000	£000	£000	£000	£000	£000
SCE(R) Supported Borrowing	9,502	9,502	8,897	7,888	7,889	7,889
SCE(C) Capital Grants	3,314	3,314	4,227	5,091	5,091	5,091
Primary Capital Support	0	0	4,551	6,929	4,550	4,550
Capital Receipts	5,265	(1,070)	250	0	0	0
Revenue Funding	16,560	26,409	26,961	9,666	11,266	12,366
Earmarked Resources	69,421	88,702	62,594	43,801	22,180	8,510
Years Resources	104,062	126,857	107,480	73,375	50,976	38,406
Resources Brought Forward	44,172	58,068	29,841	0	0	0
Total Available Resources	148,234	184,925	137,321	73,375	50,976	38,406
SPENDING EXISTING PLAN						
Childrens Services	74,356	74,572	73,740	52,768	24,490	0
Community Services	11,890	5,479	13,376	600	0	0
Customer & Corporate Services	9,534	14,660	2,162	0	0	0
Neighbourhood & Regeneration	16,176	22,832	595	0	871	870
Service First Accommodation	36,278	37,541	19,297	636	0	0
Total Existing Plan	148,234	155,084	109,170	54,004	25,361	870
Resources to meet new bids	0	29,841	28,151	19,371	25,615	37,536
Net New Bids not yet approved or prioritised						
Childrens Services	0	0	10,573	13,814	11,682	11,682
Community Services	0	0	2,446	2,149	11,175	7,600
Customer & Corporate Services	0	0	4,430	5,631	4,550	4,600
Neighbourhood & Regeneration	0	0	9,983	8,450	6,930	5,950
Service First Accommodation	0	0	5,400	2,000	2,000	2,000
Total New Bids	0	0	32,832	32,044	36,337	31,832
Year End Position						
Surplus Carried Forward	0	(29,841)				(5,704)
Deficit			4,681	12,673	10,722	
RESOURCE ALLOCATION FOR NEW BIDS						
SPENDING						
Childrens Services	0	0	10,573	0	0	0
Community Services	0	0	4,583	224	0	0
Customer & Corporate Services	0	0	9,495	0	0	0
Neighbourhood & Regeneration	0	0	15,454	15	0	0
Service First Accommodation	0	0	5,400	0	0	0
New Bids Spending	0	0	45,505	239	0	0
EARMARKED RESOURCES						
Childrens Services	0	0	0	0	0	0
Community Services	0	0	(2,137)	0	0	0
Customer & Corporate Services	0	0	(5,065)	0	0	0
Neighbourhood & Regeneration	0	0	(5,471)	0	0	0
Service First Accommodation	0	0	0	0	0	0
New Bids Earmarked Resources	0	0	(12,673)	0	0	0
Net New Bids Allocated Resources	0	0	32,832	239	0	0
Othe Net Cost Schemes for future consideration						
	0	0	0	31,805	36,337	31,832
Total New Bids	0	0	32,832	32,044	36,337	31,832

SCHEME/PROJECT	2009/10	2010/11	2011/12	2012/13	LATER YEARS	TOTAL COST
	£000	£000	£000	£000	£000	£000
<u>EXISTING RESOURCED PLAN</u>						
Primary School Rebuilds						
Lauriston School	3,630	353	0	0	0	3,983
Sebright Primary School	7,550	950	0	0	0	8,500
Earmarked Capital Receipt sale	0	0	0	(8,500)	0	(8,500)
Berger School	5,330	1,314	0	0	0	6,644
Earmarked reserves school contribution	(526)	(14)	0	0	0	(540)
Earmarked Reserve- (Berger School F52300)	(2,667)	0	0	0	0	(2,667)
Additional Earmarked Reserve F52300	(2,000)	0	0	0	0	(2,000)
Woodberry Down	3,095	9,400	0	0	0	12,495
Earmarked Reserves (Woodberry Down)F52300	(3,095)	(2,900)	0	0	0	(5,995)
Earmarked Reserves S106 (Woodberry Down)	0	(2,500)	0	0	(4,000)	(6,500)
Academy Developments						
Mossbourne Community Acdmy 6th form Ext	5,591	116	0	0	0	5,707
Dpt Children,Schools & Families	(5,591)	(116)	0	0	0	(5,707)
Professional Development Centre						
Professional Development Centre (Queensbridge)	61	0	0	0	0	61
Earmarked Funds Trust Contribution	(61)	0	0	0	0	(61)
Childrens Centres Phase 2						
Sure Start Childrens Centre Phase 2 Sub Total	61	0	0	0	0	61
Earmarked Funding CC Sure Start	(61)	0	0	0	0	(61)
Childrens Centre Phase 3 Capital	513	0	0	0	0	513
Earmarked Funding CC Sure Start	(513)	0	0	0	0	(513)
Early Years Asset Management Needs						
Early Years repairs/improvements	17	0	0	0	0	17
Linden Childrens Centre	2	0	0	0	0	2
Clapton Park Childrens Centre	1	0	0	0	0	1
Shoreditch Adventure Playground	2	0	0	0	0	2
Hackney Marsh Adventure Playground	2	0	0	0	0	2
Woodberry Down Childrens Centre (PCT))	30	0	0	0	0	30
Fernbank Childrens Centre	32	0	0	0	0	32
Hillside CC	4	0	0	0	0	4
Early Years Asset Management Needs Contingency	13	0	0	0	0	13
Fresh Start Funding						
Springfield Primary (Craven Park)	29	0	0	0	0	29
Earmarked Funding Fresh Start	(29)	0	0	0	0	(29)
New Opportunities/Big Lottery Funds						
Hackney Downs	980	0	0	0	0	980
Earmarked funding Lottery	(980)	0	0	0	0	(980)
AMP Priorities						
Primary School AMP Needs 2008/09	5	0	0	0	0	5
Homleigh Primary Mec Boiler R	1	0	0	0	0	1
De Beauviour Primary School - Roof Replacement	24	0	0	0	0	24
Clerk of works	52	54	0	0	0	106
Colvestone Primary Roof Refurbishment	14	0	0	0	0	14
Replacement Windows - Shacklewell Primary	7	0	0	0	0	7
Brook (Amhurst) Primary windows	8	0	0	0	0	8
Daniel Hse PRU	6	0	0	0	0	6
Thomas Fairchild electrical	12	0	0	0	0	12
Grazebrook Primary Roof coverings	52	0	0	0	0	52
Sir Thomas Abney various repairs	53	0	0	0	0	53
Stormont House Window replacement	1	0	0	0	0	1
Stormont (SEN) replacement classroom	17	0	0	0	0	17
Berger roof	58	0	0	0	0	58
Manderville Primary School	4	0	0	0	0	4

SCHEME/PROJECT	2009/10	2010/11	2011/12	2012/13	LATER YEARS	TOTAL COST
	£000	£000	£000	£000	£000	£000
<u>EXISTING RESOURCED PLAN (Contd)</u>						
Retentions						
Millfields School (TEFF)	8	0	0	0	0	8
Asbestos works	150	0	0	0	0	150
School Access Initiative						
Benthal Junior Access Toilets	6	0	0	0	0	6
Thomas Fairchild Lift Installation	9	0	0	0	0	9
Miscellaneous Schemes						
Kench Hill Centre Staw Bale Eco-Classroom	70	0	0	0	0	70
Earmarked Funding Learning Trust C47008	(70)	0	0	0	0	(70)
Hackney College Highwire Equipment	0	341	0	0	0	341
Earmarked Funding CLC Redevelopment Grant	0	(341)	0	0	0	(341)
NON TLT						
Building Schools for the Future						
5 secondary; in the absence of funding information, assume 100% grant; revenue implications built into the MTFP						
Main Programme (Includes ICT Programme)	28,250	22,250	21,250	0	0	71,750
Up to 5 PRUs/SEN; in the absence of funding information, assume 100% grant; revenue implications built into the MTFP	14,750	14,750	0	0	0	29,500
Earmarked Funding SCE(C)/PFI	(43,000)	(37,000)	(21,250)		0	(101,250)
Building Schools for the future excess	3,240	3,240	3,240		0	9,720
Earmarked reserves(for BSF) F52200	(900)	(900)	(900)		0	(2,700)
YOUTH SERVICE NON SCHOOL RELATED						0
Earmarked Funding Capital Receipt	(1,400)	0	0		0	(1,400)
Other Non School Related						0
Contribution from Revenue £10k & £20k per year	(30)	(30)	(30)	(10)	(50)	(150)
	12,817	8,967	2,310	(8,510)	(4,050)	11,534
<u>NEW BIDS</u>						
SCHOOLS						
Devolved Formula	2,311	2,311	2,311	2,311	0	9,244
Primary School AMP Needs	1,845	2,855	3,048	3,048	0	10,796
Less allocated resources re Clerk of Wks	(52)	(54)	0	0	0	(106)
Primary Capital Programme (Matched by Additional resources)	4,550	6,929	4,550	4,550	0	20,579
Secondary/SEN Post BSF Whole life costings	500	500	500	500	0	2,000
Extended Schools	449	232	232	232	0	1,145
ICT Harnessing Technology	622	693	693	693	0	2,701
Recurrent works						
Schools access	248	248	248	248	0	992
Asbestos works	100	100	100	100	0	400
One off projects						
SPECIAL SCHEMES						
SEN Primary	0	1,900	3,800	1,900	0	7,600
Resourced via Financial Strategy	0	(1,900)	(3,800)	(1,900)	0	(7,600)
CHILDRENS SERVICES TOTAL NET CAPITAL PLAN	23,390	22,781	13,992	3,172	(4,050)	59,285
<u>ANALYSED</u>						
New Resourced Plan Spend	84,313	52,768	24,490	0	0	161,571
New Resourced Plan Earmarked Resources	(60,923)	(43,801)	(22,180)	(8,510)	(4,050)	(139,464)
Net New Resourced Plan	23,390	8,967	2,310	(8,510)	(4,050)	22,107
Other Net Cost Schemes for future consideration	0	13,814	11,682	11,682	0	37,178
	23,390	22,781	13,992	3,172	(4,050)	59,285
<u>NEW RESOURCE PLAN ANALYSIS</u>						
Net Resource Allocation 2009/10	10,573	0	0	0	0	10,573
Existing net Resourced Plan	12,817	8,967	2,310	(8,510)	(4,050)	11,534
	23,390	8,967	2,310	(8,510)	(4,050)	22,107

SCHEME/PROJECT	2009/10	2010/11	2011/12	2012/13	LATER YEARS	TOTAL COST
	£000	£000	£000	£000	£000	£000
<u>EXISTING RESOURCED PLAN</u>						
LIBRARY SERVICE						
Clapton Library Learning Centre & DDA Works	2,852	100	0	0	0	2,952
LMS & RFID	81	0	0	0	0	81
SPORTS						
London Fields Lido Improvements Works	200	0	0	0	0	200
Earmarked Funds Leisure Facilities Resve	(200)	0	0	0	0	(200)
Leisure Improvements 1	800	500	0	0	0	1,300
PARKS						
Abney Park Cemetery Wall	700	0	0	0	0	700
Millfield Bridge	1,622	0	0	0	0	1,622
Clissold House Redev.Inc Park Mansion Works	3,622	0	0	0	0	3,622
Earmarked Funds Hlf Monies	(922)	0	0	0	0	(922)
Hackney Downs Changing Rooms	100	0	0	0	0	100
Earmarked Funding Lottery	(100)	0	0	0	0	(100)
London Fields Muga	190	0	0	0	0	190
Hackney Marshes	1,100	0	0	0	0	1,100
Hackney Marsh (Nee North & South Marsh)	156	0	0	0	0	156
Mabley Green Muga	140	0	0	0	0	140
Shoreditch Park Phase 2	139	0	0	0	0	139
Springfield Park Restoration Works	846	0	0	0	0	846
Springhill Sports Centre	590	0	0	0	0	590
Hoxton Square improvement Works	238	0	0	0	0	238
	12,154	600	0	0	0	12,754
<u>NEW BIDS</u>						
LIBRARIES						
Stamford Hill Development (match funding)	0	100	400	0	0	500
Stoke Newington Library Development	0	0	0	500	0	500
Dalston library	3,271	224	0	0	0	3,495
Earmarked resources Section 106	(1,625)	0	0	0	0	(1,625)
SPORTS						
Equipping & installing infrastructure for the Olympics	0	0	1,000	0	0	1,000
Leisure Facilities improvements 2	0	500	500	0	0	1,000
Urban Sports Park Facility	0	100	150	0	0	250
Leisure Facilities Dev. Investment Strategy	0	0	9,400	10,000	8,400	27,800
Earmarked resources	0	0	(1,000)	(3,200)	(13,850)	(18,050)
MUSEUMS AND CULTURE						
Refresh of Museum for 2012	0	500	0	0	0	500
PARKS						
Parks Strategy: Shoreditch Project phase 2	690	530	530	0	0	1,750
Earmarked resources Shoreditch Trust 20% match funding	(140)	(105)	(105)	0	0	(350)
Parks Strategy: Parks Toilets	150	150	150	150		600
Parks Strategy: Parks Infrastructure (ongoing upgrade, play areas, paths, benches, bins etc)	100	150	150	150		550
OTHER SERVICES						
Social Care IT System	119	119	0	0	0	238
Earmarked resources DH Grant	(119)	(119)	0	0	0	(238)
Social Care IT infrastructure	94	99	0	0	0	193
Earmarked resources DH Grant	(94)	(99)	0	0	0	(193)
Mental Health	159	159	0	0	0	318
Earmarked resources DH Grant	(159)	(159)	0	0	0	(318)
COMMUNITY SERVICES TOTAL NET CAPITAL PLAN	14,600	2,749	11,175	7,600	(5,450)	30,674
<u>ANALYSED</u>						
New Resourced Plan Spend	17,959	824	0	0	0	18,783
New Resourced Plan Earmarked Resources	(3,359)	0	0	0	0	(3,359)
Net New Resourced Plan	14,600	824	0	0	0	15,424
Other Net Cost Schemes for future consideration	0	1,925	11,175	7,600	(5,450)	15,250
	14,600	2,749	11,175	7,600	(5,450)	30,674
<u>NEW RESOURCE PLAN ANALYSIS</u>						
Net Resource Allocation 2009/10	2,446	224	0	0	0	2,670
Existing net Resourced Plan	12,154	600	0	0	0	12,754
	14,600	824	0	0	0	15,424

SCHEME/PROJECT	2009/10	2010/11	2011/12	2012/13	LATER YEARS	TOTAL COST
	£000	£000	£000	£000	£000	£000
EXISTING RESOURCED PLAN						
NON ICT ITEMS						
Single Front Office	154	0	0	0	0	154
Remedial Works to Stoke Newington TH	600	0	0	0	0	600
Earmarked Funding Capital Receipts	(96)	0	0	0	0	(96)
ICT PLAN ITEMS						
Dr/Business Continuity	308	0	0	0	0	308
DIRECTORATE SYSTEMS						
Parking Management Information System	150	0	0	0	0	150
Earmarked Funding - Parking Reserve F52375	(150)	0	0	0	0	(150)
Care First	250	0	0	0	0	250
Legal Case management system	50	0	0	0	0	50
Citizen Authentication	50	0	0	0	0	50
E-Business Area						
Information Management (formerly DIPW) CDM	600	0	0	0	0	600
	1,916	0	0	0	0	1,916
NEW BIDS						
NON ICT ITEMS						
Maintenance including Backlog funds	1,100	1,200	1,200	1,200	0	4,700
Replace AV systems (Fixed/portable)	30	0	0	0	0	30
Matched funding for projects	150	250	250	250	0	900
Carbon & Energy reduction	250	0	0	0	0	250
Vired from current resources	(250)	0	0	0	0	(250)
Ocean - Audio Equipment/backstage lighting	50	0	0	0	0	50
SNMO - Boiler & Desludging	150	0	0	0	0	150
Upgrade AFX server (Access Control)	0	25	0	0	0	25
DDA	250	0	0	0	0	250
Voluntary Sector - Backlog Maintenance (subject to capital receipts generation)	2,000	500	500	0	0	3,000
Earmarked Funding Capital Receipts	(2,000)	(500)	(500)	0	0	(3,000)
SFO including client CRM element	1,165	356	0	0	0	1,521
Earmarked Funding Pump Priming Reserve	(565)	0	0	0	0	(565)
Earmarked Funding Accommodation Reserve	(600)	0	0	0	0	(600)
ICT PLAN ITEMS						
Desktop Refresh	500	500	500	500	0	2,000
Infrastructure Management Software	0	0	0	50	0	50
Data Network Upgrades	200	150	300	300	0	950
Infrastructure Upgrades	0	200	250	250	0	700
DR/Business Continuity	150	250	100	200	0	700
Security	0	50	0	100	0	150
Voice/Telephony Upgrades	150	200	0	100	0	450
CSC - Additional IT Hardware	800	0	0	0	0	800
Earmarked contribution - revenue ICT Credits	(800)	0	0	0	0	(800)
DIRECTORATE SYSTEMS						
Provision for additional PMIS funding (N&R)	200	0	0	0	0	200
Earmarked contribution from Parking Reserve	(100)	0	0	0	0	(100)
Financial Management System	1,000	750	750	500	0	3,000
FMS Reserve	(1,000)	0	0	0	0	(1,000)
E-Business Area						
CICT - Approved Software	0	0	250	250	0	500
Information Management (formerly DIPW) CDM	0	600	600	450	0	1,650
Customer Relationship Management-CRM	750	300	250	250	0	1,550
BSOSS	700	700	0	0	0	1,400
GIS	50	0	0	100	0	150
Web Development	100	100	100	100	0	400
CUSTOMER & CORPORATE SERVICES TOTAL	6,346	5,631	4,550	4,600	0	21,127
NET CAPITAL PLAN						
ANALYSED						
New Resourced Plan Spend	11,657	0	0	0	0	11,657
New Resourced Plan Earmarked Resources	(5,311)	0	0	0	0	(5,311)
Net New Resourced Plan	6,346	0	0	0	0	6,346
Other Net Cost Schemes for future consideration	0	5,631	4,550	4,600	0	14,781
	6,346	5,631	4,550	4,600	0	21,127
NEW RESOURCE PLAN ANALYSIS						
Net Resource Allocation 2009/10	4,430	0	0	0	0	4,430
Existing net Resourced Plan	1,916	0	0	0	0	1,916
	6,346	0	0	0	0	6,346

SCHEME/PROJECT	2009/10	2010/11	2011/12	2012/13	LATER YEARS	TOTAL COST
EXISTING RESOURCED PLAN	£000	£000	£000	£000	£000	£000
Ridley Rd Market Storage & Electric Supply	145	0	0	0	0	145
ENGINEERING						
Dalston Town Centre AAP Public Realm Imps.	450	0	0	0	0	450
South Shoreditch SPD Public Realm Improvements	0	0	871	870	0	1,741
	595	0	871	870	0	2,336
NEW BIDS						
ENGINEERING						
Street Lighting (Silver Options)	2,150	2,150	1,200	500	0	6,000
Street Furniture (Silver Options)	350	350	350	350	0	1,400
Highways Planned (silver Options)	4,000	4,000	4,000	4,000	0	16,000
Hackney Central AAP Town Centre Public Realm Improvements	900	500	0	0	0	1,400
Environmental improvement around stations	200	200	200	200	0	800
Develop Borough's Infrastructure (PRIDE)	200	200	500	500	0	1,400
Road Safety Engineering Schemes	300	300	400	400	0	1,400
Highways Surface Water Drainage (Better Faster)	180	180	280	0	0	640
Programme of Development	2,660	2,683	0	0	0	5,343
Earmarked Growth Fund from CLG	(2,660)	(2,683)	0	0	0	(5,343)
Street Cleansing Signage	35	0	0	0	0	35
Ridley Road Improvement Scheme (Silver Option)	576	0	0	0	0	576
Vired from current resources	(400)	0	0	0	0	(400)
Hackney Greenway olympic walking and cycling route	200	200	0	0	0	400
Road Markings/Lining within Parking Schemes	150	75	0	0	0	225
CCTV links to East London Line Extension	130	15	0	0	0	145
Controlled Parking Zone	292	0	0	0	0	292
Dalston Town Centre AAP Public Realm Imp.	0	280	0	0	0	280
Replacement Graffiti equipment replacement	120	0	0	0	0	120
Church Street project	600	0	0	0	0	600
TfL Funded Schemes						
Principal Road Renewal	238	238	238	238	0	952
Local Safety Schemes	485	485	485	485	0	1,940
20 mph zones	110	110	110	110	0	440
Education, Training & Publicity	0	0	0	0	0	0
Walking	130	130	130	130	0	520
Cycling LCN+	335	335	335	335	0	1,340
Cycling Non-LCN+	415	415	415	415	0	1,660
Bus Stop Accessibility	70	70	70	70	0	280
Bus Priority	395	395	395	395	0	1,580
Regeneration & Access Corridors	150	150	150	150	0	600
Local Area Accessibility	40	40	40	40	0	160
Freight Schemes	8	8	8	8	0	32
Work Travel plans	20	20	20	20	0	80
School Travel Plans	15	15	15	15	0	60
Streets for People	400	400	400	400	0	1,600
Earmarked Funding TfL	(2,811)	(2,811)	(2,811)	(2,811)	0	(11,244)
NEIGHBOURHOOD & REGEN. TOTAL NET CAPITAL PLAN	10,578	8,450	7,801	6,820	0	33,649
ANALYSED						
New Resourced Plan Spend	16,049	15	0	0	0	16,064
New Resourced Plan Earmarked Resources	(5,471)	0	0	0	0	(5,471)
Net New Resourced Plan	10,578	15	0	0	0	10,593
Other Net Cost Schemes for future consideration	0	8,435	7,801	6,820	0	23,056
	10,578	8,450	7,801	6,820	0	33,649
NEW RESOURCE PLAN ANALYSIS						
Net Resource Allocation 2009/10	9,983	15	0	0	0	9,998
Existing net Resourced Plan	595	0	0	0	0	595
	10,578	15	0	0	0	10,593

SCHEME/PROJECT	2009/10	2010/11	2011/12	2012/13	LATER YEARS	TOTAL COST
<u>EXISTING RESOURCED PLAN</u>	£000	£000	£000	£000	£000	£000
Decant + Occupation Works	2,857	87	0	0	0	2,944
Earmarked Funds Rent Olympics/TEAM Hackney	(56)	0	0	0	0	(56)
Service 1st Centre AKA Service 1st Building	12,400	0	0	0	0	12,400
HTH permitted	144	0	0	0	0	144
SFA Project Management	147	0	0	0	0	147
Earmarked funding Accommodation Reserve F52195	(147)	0	0	0	0	(147)
Stoke Newington Assembly Hall	2,814	0	0	0	0	2,814
SFA Project Office	535	549	0	0	0	1,084
Customer Service Centre Mobilisation Costs	300	0	0	0	0	300
Mobilisation Project Manager	100	0	0	0	0	100
	19,094	636	0	0	0	19,730
<u>NEW BIDS</u>						
Decant	2,800	0	0	0	0	2,800
Campus Master Plan	2,600	0	0	0	0	2,600
Hackney Town Hall	0	2,000	2,000	2,000	18,000	24,000
SERVICE FIRST ACCOMMODATION TOTAL NET CAPITAL PLAN	24,494	2,636	2,000	2,000	18,000	49,130
<u>ANALYSED</u>						
New Resourced Plan Spend	24,697	636	0	0	0	25,333
New Resourced Plan Earmarked Resources	(203)	0	0	0	0	(203)
Net New Resourced Plan	24,494	636	0	0	0	25,130
Other Net Cost Schemes for future consideration	0	2,000	2,000	2,000	18,000	24,000
	24,494	2,636	2,000	2,000	18,000	49,130
<u>NEW RESOURCE PLAN ANALYSIS</u>						
Net Resource Allocation 2009/10	5,400	0	0	0	0	5,400
Existing net Resourced Plan	19,094	636	0	0	0	19,730
	24,494	636	0	0	0	25,130

SCHEME/PROJECT	ORIGINAL ESTIMATE 2008/09	UPDATED ESTIMATE 2008/09	ESTIMATE 2009/10	ESTIMATE 2010/11	ESTIMATE 2011/12	ESTIMATE 2012/13
RESOURCES	£000	£000	£000	£000	£000	£000
SCE(R) Supported Borrowing	17,700	17,700	17,700	17,700	17,700	17,700
Major Repairs Allowance	21,296	21,296	21,852	21,928	21,333	18,933
Additional ALMO Resources	0	0	73,340	18,660	46,703	45,000
Capital Receipts	8,465	6,700	500	24,126	750	1,000
Revenue Funding	0	0	750	1,000	1,000	1,000
Leaseholder Charges	3,800	2,475	4,309	4,000	4,000	2,500
Earmarked Resources	28,164	13,141	390	0	0	0
Years Resources	79,425	61,312	118,841	87,414	91,486	86,133
Less Estate renewal impact in plan to reserve	(8,523)	0	0	0	(14,437)	827
Resources Brought Forward	5,751	14,420	2,120	0	0	0
Total Available Resources	76,653	75,732	120,961	87,414	77,049	86,960
SPENDING EXISTING PLAN						
Hackney Homes	52,883	59,125	1,490	0	0	0
Council General Fund	2,200	2,820	650	0	0	0
Council Housing Revenue Account	1,330	2,211	0	0	0	0
Council Estate Renewals	17,341	5,912	0	0	0	0
Council Regeneration Schemes	1,499	3,544	0	0	0	0
Total Existing Plan	75,253	73,612	2,140	0	0	0
Resources to meet new bids	1,400	2,120	118,821	87,414	77,049	86,960
Net New Bids not yet approved or prioritised						
Current Resources						
Hackney Homes	0	0	106,485	65,008	88,256	39,334
Council Housing Revenue Account	0	0	1,880	1,330	1,330	1,330
Council General Fund	0	0	1,650	2,050	1,900	1,900
Council Estate Renewals	0	0	8,806	4,623	(14,437)	827
Council Regeneration Schemes	0	0	0	14,403	0	43,569
Total New Bids	0	0	118,821	87,414	77,049	86,960
Year End Position						
Surplus Carried Forward	(1,400)	(2,120)	0	0	0	0
RESOURCE ALLOCATION FOR NEW BIDS						
SPENDING						
Hackney Homes	0	0	69,382	0	0	0
Council Housing Revenue Account	0	0	1,880	0	0	0
Council General Fund	0	0	1,650	0	0	0
Council Estate Renewals	0	0	8,806	0	0	0
Council Regeneration Schemes	0	0	0	0	0	0
New Bids Spending	0	0	81,718	0	0	0
EARMARKED RESOURCES						
Hackney Homes	0	0	(990)	0	0	0
Council Housing Revenue Account	0	0	0	0	0	0
Council General Fund	0	0	0	0	0	0
Council Estate Renewals	0	0	0	0	0	0
Council Regeneration Schemes	0	0	0	0	0	0
New Bids Earmarked Resources	0	0	(990)	0	0	0
Net New Bids Allocated Resources	0	0	80,728	0	0	0
Othe Net Cost Schemes for future consideration						
	0	0	38,093	87,414	77,049	86,960
Total New Bids	0	0	118,821	87,414	77,049	86,960
ALMO Resource spending Unallocated						
Hackney Homes	20,000	0	0	0	0	0
Unallocated Additional resources	(20,000)	0	0	0	0	0
Net Unallocated Additional Resources	0	0	0	87,414	77,049	86,960

SCHEME/PROJECT	2009/10	2010/11	2011/12	2012/13	LATER YEARS	TOTAL COST
EXISTING RESOURCED PLAN	£000	£000	£000	£000	£000	£000
Hackney Homes HRA Capital Schemes						
Upgrade Broadway Market Maintenance Base	90	0	0	0	0	90
Shoreditch CHP Phase 3	1,400	0	0	0	0	1,400
Non-Regeneration Council General Fund Schemes						
Disabled Facilities Grants	650	0	0	0	0	650
Earmarked funds DFG	(390)	0	0	0	0	(390)
	1,750	0	0	0	0	1,750
NEW BIDS						
Hackney Homes HRA Capital Schemes						
Decent Homes unallocated	38,093	32,603	62,866	16,344	0	149,906
Decent Homes for initial Resource allocation	20,000	0	0	0	0	20,000
Planned Maintenance	21,296	21,852	21,333	18,933	0	83,414
Community Assessments and Disabled Adaptations to HRA dwellings	1,540	1,540	1,540	1,540	0	6,160
Non-Woodberry Down Capitalised Salaries	2,517	2,517	2,517	2,517	0	10,068
Woodberry Down Bid	12,029	2,085	0	0	0	14,114
Earmarked Funds Woodberry Down SRB	(990)	(989)	0	0	0	(1,979)
Planned Maintenance - Woodberry Down	12,000	5,400	0	0	0	17,400
Net Sub total	106,485	65,008	88,256	39,334	0	299,083
Non-Regeneration Council HRA Schemes						
Incentivising under occupying HRA tenants to move	370	370	370	370	0	1,480
Other enhanced Voids Reservicing - Overcrowding reduction	860	860	860	860	0	3,440
Commercial Properties	550	0	0	0	0	550
Special needs adaptation programme for those on the housing list	100	100	100	100	0	400
Net Sub total	1,880	1,330	1,330	1,330	0	5,870
Non-Regeneration Council General Fund Schemes						
Grants to assist vulnerable private owner occupiers and Disabled Facilities Grants	1,200	1,900	1,900	1,900	0	6,900
Ear marked funds DFG	0	(300)	(300)	(300)	0	(900)
Choose & Move Schemes	180	180	180	180	0	720
Fresh Start Mobility Schemes	120	120	120	120	0	480
Hostel Improvements & Repairs	150	150	0	0	0	300
Net Sub total	1,650	2,050	1,900	1,900	0	7,500
Estate Renewal Programme						
Estate Renewals Spend	7,971	9,585	14,995	19,767	0	52,318
Estate Renewals Capital Receipts	0	(7,539)	(26,395)	(18,940)	0	(52,874)
Council Estate Renewal Tranche 2 Spend	395	8,050	1,916	99	0	10,460
Council Estate Renewal Tranche 2 Receipts	0	(8,050)	(1,916)	(99)	0	(10,065)
Estate Renewal misc. schemes Spend	440	3,077	0	0	0	3,517
Estate Renewal misc. schemes Receipts	0	(500)	(3,037)	0	0	(3,537)
Net Sub total	8,806	4,623	(14,437)	827	0	(181)
Other Council Regeneration Schemes						
Unallocated programme	0	14,403	0	43,569	0	57,972
HOUSING TOTAL NET CAPITAL PLAN	120,571	87,414	77,049	86,960	0	371,994
ANALYSED						
New Resourced Plan Spend	83,858	0	0	0	0	83,858
New Resourced Plan Earmarked Resources	(1,380)	0	0	0	0	(1,380)
Net New Resourced Plan	82,478	0	0	0	0	82,478
Other Net Cost Schemes for future consideration	38,093	87,414	77,049	86,960	0	289,516
	120,571	87,414	77,049	86,960	0	371,994
NEW RESOURCE PLAN ANALYSIS						
Net Resource Allocation 2009/10	80,728	0	0	0	0	80,728
Existing net Resourced Plan	1,750	0	0	0	0	1,750
	82,478	0	0	0	0	82,478

Section E – Growth and Savings

Growth and Savings included in the 2009/2010 budget

Tables 1 to 4 below provide details of all growth and savings approved by Members at the meeting of the full Council on 4th March 2009. All growth and savings were developed under the Council's "Resourcing our Priorities" process which enabled Members and Directors to target resources more effectively

The Investment growth and Efficiency Savings are included in the 2009/2010 Directorate revenue budgets.

Capital growth is included in the Directorate Capital Programmes.

One off revenue Growth is included in the Directorate revenue budgets but has a nil effect on the overall Directorate cash limits due to an equal and opposite "income" from reserves.

Table 1 – Investment Growth

Table 2 – Efficiency Savings

Table 3 – One-off Growth

Table 4 – Capital Growth

TABLE 1 RESOURCING OUR PRIORITIES INVESTMENT PROPOSALS (1)

NEIGHBOURHOODS AND REGENERATION	SUMMARY OF PROPOSAL	£000
Estates Recycling	The proposal provides a split stream co-mingled bring collection with the separate collection of paper from other mixed recyclables where space permits, a fully co-mingled bring collection system where space is a limiting factor and the issuing of Green Boxes for a kerbside collection of dry recyclables where achievable for estates. This includes all Hackney Homes estates.	576
Regeneration	Assuring Capacity and Improvement for Regeneration and Planning (Realising Economic Growth). The proposal relates to a need to resolve time limited funding for a number of pivotal posts within the Regeneration Team which are due to come to an end in March 2009.	250
Keeping Hackney clean	This proposal provides a range of options to manage the public realm and achieve key objectives, including enforcement. The proposal will improve waste recycling, intensifying street sweeping, weekend litter picking, plus additional graffiti and fly posting. It will also establish time banding of waste collection of commercial business, and enhancing of environmental enforcement.	464
Environmental Health Services	The main aim of the proposal is to improve the scope and quality of environmental health services in the key areas of noise pollution and food standards.	115
NEIGHBOURHOODS AND REGENERATION TOTAL		1,405
CHILDREN AND YOUNG PEOPLE'S SERVICES	SUMMARY OF PROPOSAL	
Safeguarding children	Following external review of the Local Safeguarding Children's Board, an additional investment requirement has been identified to further improve the Council's local safeguarding of children arrangements and implement its future safeguarding plans. The LSCB is a multi-agency body and the additional funds required are for the Council's annual contribution to the establishment of 4 new posts including a Head of Safeguarding.	162
Sub total c/f		162

TABLE 1 RESOURCING OUR PRIORITIES INVESTMENT PROPOSALS (2)

CHILDREN AND YOUNG PEOPLE'S SERVICES	SUMMARY OF PROPOSAL	£000
Sub total b/f		162
Youth Services	Further investment in Youth Services	380
Family Support	Investment in family support through direct and therapeutic services, and increases in tailored support to families to help children remain in the family home.	1,791
	Savings in Commissioning costs funding this investment.	(1,791)
Realignment of Children's Commissioning staffing budget	Realignment of budgets to cover spending areas where there were established posts and no budget.	207
	Savings in Commissioning costs funding this investment.	(207)
CHILDREN AND YOUNG PEOPLE'S SERVICES TOTAL		542

TABLE 1 RESOURCING OUR PRIORITIES INVESTMENT PROPOSALS (3)

COMMUNITY SERVICES	SUMMARY OF PROPOSAL	£000
Housing Needs	A change in Government legislation has resulted in a reduction in the amount of housing benefit subsidy for those in temporary accommodation anticipated to be received 2009/10. This funding, on top of a £0.900m investment in 2008/09, will enable the council to maintain its services to homeless people in Hackney while keeping rents at an affordable level.	500
Adult Social Care	There is a growth in the number of vulnerable adults requiring social care support in Hackney due to an increase in the number of older people and the increasing frailty of some of the most vulnerable in our community. This investment will provide an additional 10,000 hours of homecare to support more vulnerable adults in their own homes.	230
Transitioning Young Adults with Learning Disabilities	This investment will meet the costs of providing social care support to young adults transitioning into adulthood. These clients with Learning Disabilities require complex and high cost care packages This investment is the Council's contribution towards the cost of services provided jointly with the PCT under a formal partnership arrangement. The PCT will provide a 50% match in funding for these vulnerable adults.	750
Libraries	New Library and Archive in Dalston Square. This investment provides for a significant expansion of Library Services. It will fund the additional running costs of the new library and archive which is a key feature of the regeneration of Dalston. The library, replacing the existing CLR James Library, will be more spacious and will offer a dedicated study space, an enhanced children's library, flexible meeting room space that will available for community use and a café. The new archive space will meet the highest national standards which will protect and preserve the written heritage of the borough.	100
Sub total c/f		1,580

TABLE 1 RESOURCING OUR PRIORITIES INVESTMENT PROPOSALS (4)

COMMUNITY SERVICES (cont)	SUMMARY OF PROPOSAL	£m
Sub total b/f		1,580
Libraries	Clapton Library improvements - This investment will meet the additional running costs of Clapton Library as a result of its extension and refurbishment. The investment is restoring a historically important building including some of its original features. It will meet all the requirements of disability legislation for public buildings, providing a new fully accessible entrance to the building and lift to all floors. It will offer a dedicated study and IT area, a new reading area, additional meeting rooms to promote community engagement, a teen zone and provide much improved access to all of the building.	40
Leisure	Free swimming for under 18s and over 60 year olds: The Government has made funding available to provide free swimming for under 16s and over 65s. Since 2007/08 the Council has funded a school holiday programme of free swimming for under 18s. As a result of this existing programme the Council will be offering a free swimming programme that goes beyond the Government commitment to cover all persons aged 60 and over and all young people under 18. The programme will be operated at all swimming pools with the exception of London Fields Lido which has been exempted from the programme on safety grounds due to the current high demand levels of the existing programme.	100
COMMUNITY SERVICES TOTAL		1,720

FINANCE AND RESOURCES	SUMMARY OF PROPOSAL	
Corporate items	Provision for the additional costs the Council will incur in running its civic estate due to increased energy prices, which have almost doubled compared to the previous contract	500
Sub total c/f		500

TABLE 1 RESOURCING OUR PRIORITIES INVESTMENT PROPOSALS (5)

FINANCE AND RESOURCES (cont)	SUMMARY OF PROPOSAL	£000
Sub total b/f		500
Corporate items	Resources to address corporate pay and grading issues	250
FINANCE AND RESOURCES TOTAL		750

Customer and Corporate Services	SUMMARY OF PROPOSAL	
Property	The Stoke Newington Assembly Halls are being bought back into community use. This reflects the revenue costs associated with running the facility once the facility once the building opens in early 2010.	100
Customer and Corporate Services		100

Chief Executives	SUMMARY OF PROPOSAL	
Corporate items	Working with partners the Council will explore opportunities for opening a post office in the South of the Borough. A business case will be developed that will set out the rationale for this Social Enterprise and how best this service can be provided as a joint venture or directly.	60
Corporate items	Launch of Climate Change Strategy and promotion of Borough Sustainability	50
Chief Executives		110

Legal and Democratic Services	SUMMARY OF PROPOSAL	
Legal Services	Additional resources to provide capacity to deal with increasing demands mainly from Advocacy and Community care work.	70
Legal and Democratic Services		70
COUNCIL WIDE TOTAL		4,697

TABLE 2 RESOURCING OUR PRIORITIES SAVINGS PROPOSALS (1)

NEIGHBOURHOODS AND REGENERATION (cont)	SUMMARY OF PROPOSAL	£000
Public Realm	Current refuse rounds have been analysed and revised, taking into account the number of properties visited, hours worked and tonnes tipped, and further efficiencies identified.	150
Public Realm	A review of the services required by Hackney Homes has identified additional services to the HRA. These must be charged for in line with legislative requirements.	450
Public Realm	Additional savings have been identified through the effective procurement and management of supplies and services.	79
Public Realm	These savings can be delivered from the Highways procurement which has reduced prices paid to contractors for the same level of service	51
Finance	Savings will be achieved from reduction in support staff and also reduction in the use of agency staff	41
Performance & Strategy	Savings will be achieved from reduction in support staff	19
Planning & Regeneration	A reduction in subscriptions to external partners and some efficiency savings from a review of establishment posts.	114
Safer Neighbourhoods	Savings identified through an effective management of supplies & services and reduced costs achieved through better procurement	146
Safer Neighbourhoods	Increasing income by reviewing charges for parking, trading standards, enforcement, pest control and licensing, to bring these rates in line with other Councils, and better income recovery.	270
Safer Neighbourhoods	A review of service staffing has identified a saving in budgets without affecting service delivery	69
Safer Neighbourhoods	Reduction in external contract costs with no impact on service delivery and a reduction in planned contribution to reserves as these are no longer needed	46
Housing Needs	A Value for Money review identified improvements in income collection performance through better management of void properties and income collection activities.	100
Housing Needs	Procurement and other running cost savings arising from completed Value for Money Service Review	219
Director's Office	A review by the Director's office has identified further small efficiencies across a wide range of services, including recruitment advertising and external training costs	50
Directorate – wide	Savings from historically under-spending budgets	175
NEIGHBOURHOODS AND REGENERATION TOTAL		1,979

TABLE 2 RESOURCING OUR PRIORITIES SAVINGS PROPOSALS (2)

CHILDREN AND YOUNG PEOPLE'S SERVICES	SUMMARY OF PROPOSAL	£000										
Director's Office	<p>The Children and Young People Service continues to invest to improve the therapeutic and direct support provided to families to help children remain in the family home. The continuing improvement in Children's Social Care encompassed within the Reshaping Social Work and the subsequent reduction in commissioning costs of £3.6m that has materialised as fewer children are taken into care, has facilitated increased investments in the following areas:</p> <table style="margin-left: auto; margin-right: auto;"> <tr> <td></td> <td style="text-align: right;">£m</td> </tr> <tr> <td>Savings from commissioning costs:</td> <td style="text-align: right;">(3.610)</td> </tr> <tr> <td>Investment in Family Support</td> <td style="text-align: right;">1.791</td> </tr> <tr> <td>Realignment of staffing in Commissioning</td> <td style="text-align: right;">0.207</td> </tr> <tr> <td>2009/10 Efficiency Savings</td> <td style="text-align: right;">1.612</td> </tr> </table> <p>The measures introduced to date have produced a consistent reduction the number of looked after children (from 424 in July 2007 to 313 in February 2009) which is in line with the reclaiming social work programme. In 2009/10 it is estimated that the continuation of these policies to improve family support will release net efficiencies across the following areas:</p>		£m	Savings from commissioning costs:	(3.610)	Investment in Family Support	1.791	Realignment of staffing in Commissioning	0.207	2009/10 Efficiency Savings	1.612	
	£m											
Savings from commissioning costs:	(3.610)											
Investment in Family Support	1.791											
Realignment of staffing in Commissioning	0.207											
2009/10 Efficiency Savings	1.612											
	<ul style="list-style-type: none"> • Reduced Commissioning costs 	380										
	<ul style="list-style-type: none"> • Independent foster carers 	592										
	<ul style="list-style-type: none"> • Family Residential Assessments 	190										
	<ul style="list-style-type: none"> • Residential Placements 	450										
CHILDREN AND YOUNG PEOPLE'S SERVICES TOTAL		1,612										

CUSTOMER & CORPORATE SERVICES	SUMMARY OF PROPOSAL	
HR restructure	Restructure in the Core HR Service has allowed staffing efficiencies to be made without reducing service levels.	71
Corporate recruitment	HR are introducing new corporate recruitment arrangements. These will improve the quality of the process for applicants - thereby helping to reduce the Council's vacancy rate and also deliver savings across the organisation.	100
Sub total c/f		171

TABLE 2 RESOURCING OUR PRIORITIES SAVINGS PROPOSALS (3)

CUSTOMER & CORPORATE SERVICES (cont)	SUMMARY OF PROPOSAL	£000
Sub total b/f		171
Customer Services	Changing management arrangements in Customer Services delivering an efficiency saving without impacting on the service provision, and making efficiencies in the HSC through economies of scale.	109
Translations service	Increase external income for translation services to put our prices in line with the market, and realigning a demand led budget which is not required.	20
Taxis and Courier Services	Efficiencies have been generated from a reduction in the use of taxi and courier services arising from the roll out of the Corporate Document Management system and an increased emphasis on green travel arrangements.	49
Increase rent collection	Increasing commercial rent collection as a result of a more proactive approach to debt collection and rent reviews.	58
Finance and Direct Services Unit	Efficiencies in Directorate Support and Directorate Finance teams through restructures and reducing unrequired supplies and services budgets.	52
ICT	Reduction in the current overall staffing budget arising from new arrangements for the management of the ICT infrastructure.	111
CUSTOMER & CORPORATE SERVICES TOTAL		570

LEGAL AND DEMOCRATIC SERVICES	SUMMARY OF PROPOSAL	£000
All legal services	Reductions in external legal spend arising from policy of ensuring that as much work as appropriate is undertaken by the in-house team	174
LEGAL AND DEMOCRATIC SERVICES TOTAL		174

CHIEF EXECUTIVES		
Policy and Performance	Review of Chief Executive's Commissioning, Agency and Subscriptions budgets has identified an opportunity to make efficiency savings.	76
Reduction in A-Z	Remaining balance adequate to produce ongoing publication.	20
Hackney Today	Reprocurement of Hackney Today Distribution and Printing contracts.	38
Reduction in Community Grants service operational budget	Reduction in external contractor budget with no impact on service provision.	12
CHIEF EXECUTIVES TOTAL		146

TABLE 2 RESOURCING OUR PRIORITIES SAVINGS PROPOSALS (4)

COMMUNITY SERVICES	SUMMARY OF PROPOSAL	£000
Better Brokerage	This proposal is will ensure the highest quality, most cost effective placement of care services and savings will be achieved through an expert team focusing on negotiating placements, thereby achieving economies of scale, having access to accumulated market intelligence, and enabling best use of contracts (e.g. reduction of voids). In addition, brokerage/placement tasks will be carried out by administrative staff enabling social care staff to focus on assessment and review of social care clients	200
Supported Housing with Care	This programme, approved by Council in November, will maintain people's independence in the community through the provision of housing with care and support. This will enable people to remain in their own home rather than be placed in residential care often out of borough and away from their families. As a result client numbers seeking residential placements will reduce.	500
Home care re-procurement	Savings achieved through re-procurement of the Home care contracts by negotiating with contractors to submit prices for the full contract term, i.e. three years	100
Access management	This proposal will deliver an improved way for people to access social care services. It will ensure that access to front line services are 'fit for purpose' in the wake of the transformation of social care in Hackney. Savings will be achieved through: Eliminating duplication of work, re-engineering workflows, maximising the use of technology to support administration of services, etc; Increasing the volume of queries and service requests resolved at first point of contact and ensuring administrative tasks are carried out by administrative staff rather than qualified social care staff..	200
Library Management System	Saving arising from the implementation of the new Library Management System	150
Procurement Efficiencies	Keep supplies and services budgets at 2008/09 levels due to reduced procurement costs. Cost centre managers will be required to review all purchases under these budget heads and ensure expenditure is focused on essential frontline services and reflects better procurement prices. This demonstrates best value for money.	100
Direct Payments Support Service	The Direct Payment Support Service was brought back in house on 1st November. The service can be provided by the Council and deliver a saving of 25%	100
Sub total c/f		1,350

TABLE 2 RESOURCING OUR PRIORITIES SAVINGS PROPOSALS (5)

COMMUNITY SERVICES (cont).	SUMMARY OF PROPOSAL	£000
Sub total b/f		1,350
Increased Re-ablement	Through investment in the re-ablement service savings can be achieved by improving outcomes for people being discharged from hospital and improving their independence which in turn reduces the size of care packages over the long term.	123
Inflation Strategy	This proposal will contain inflationary increases on commissioning budgets. We will work with providers to contain inflation increases to the level of the formula grant increase that the Council has received through the Government grant settlement.	500
COMMUNITY SERVICES TOTAL		1,973

FINANCE AND RESOURCES		£000
Revenues and Benefits	Value for money review into Revenues and Benefits service identified efficiencies in relation to staffing costs, reductions in the Net Cost of Benefits and continuing improvements in the efficiency and effectiveness of claims processing. This continues the trend of annual savings, with £950k having been made in 2007/08 and further £500k of planned savings in 2010/11	500
Internal Audit	Reductions in the Internal Audit contract costs	41
Financial Services and Procurement	Reduced costs due to improved efficiencies in providing financial services	110
All Divisions	Through a review of the directorate's budget outturn areas of underspend were identified from which savings could be made without impacting on services	350
FINANCE AND RESOURCES TOTAL		1,001

CORPORATE SAVINGS		
Insurance	Savings arising from reduced insurance costs due to improved claims performance	500
E Procurement	Savings arising from centralising the Council's payment function and introducing electronic procurement and payments	400
Communications	Savings arising from a review of Communications and Corporate events	250
CORPORATE SAVINGS TOTAL		1,150
OVERALL SAVINGS TOTAL		8,605

TABLE 3 RESOURCING OUR PRIORITIES ONE-OFF GROWTH (1)

SUMMARY OF PROPOSAL	2009/10 £000	2010/11 £000	2011/12 £000
NEIGHBOURHOODS AND REGENERATION			
Additional clearance through weekday litter picking (additional 420km across the course of the week).	708	726	744
Waste & Recycling Strategy 2008-2015: (including the Development of LAA and integration of contracts) This proposal develops a cohesive and comprehensive waste and recycling strategy for all waste streams that the Council Manages.	200	300	300
Additional crews to tackle flyposting within 24 hours of notification and graffiti to be removed within 24 hours of reporting	515	527	541
Regeneration Team: Assuring Capacity and Improvement for Regeneration and Planning (Workforce Planning)	34	35	36
Regeneration Team: This proposal provides capacity to analyse and improve customer engagement and experience of services provided within Neighbourhoods and Regeneration so that perception reflects evidenced improvements.	51	52	
Commercial Waste Collection and Disposal (15% increase in 2009/10): – This proposal is to address outstanding issues with regards to the Council's Commercial Waste portfolio and the impact of the revised methodology for disposal costs by the North London Waste Authority	285	0	0
Bridging the budget gap due to loss of Land Charges Income: Due to private sector competition steadily eroding the market share and changes to the regulations for land charges fee income has reduced. Officers are currently reviewing the service to seek a longer term solution.	400		
Document Management and Business Processes: This programme allows scanned images to be available at customer receptions and on line. The proposal provides pump priming to deliver the project and drive further efficiencies from services.	156	160	
Local Development Framework, Examination in Public (EIP): This proposal is to fund the costs of the EIPs which include the costs of the Inspector, support staff, materials, (significant amount of evidence and supporting documents), venue and other miscellaneous expenses.	47	71	
NEIGHBOURHOODS AND REGENERATION TOTAL	2,396	1,871	1,621

TABLE 3 RESOURCING OUR PRIORITIES ONE-OFF GROWTH (2)

SUMMARY OF PROPOSAL	2009/10 £000	2010/11 £000	2011/12 £000
COMMUNITY SERVICES			
Promoting Independence and Social Inclusion – Maintaining Vulnerable Adults in their Own Homes in the Community through the Provision of Supported Housing. This invest to save proposal supports the provision of 30 additional ‘Supported Housing with care’ units within the borough for our most vulnerable residents, which will enhance their quality of life as well as being more cost effective. This is the second year instalment of a two year programme	227		
Promoting Earlier Discharge of Mental Health Patients from Hospital and Residential Care back into the Community Assisted by Floating Support. This proposal will support the transfer of patients into Supported Housing with extra care support to enable them to live fulfilling and independent lives. This is an invest to save proposal which is expected to save approximately £150k pa on the current cost of residential placements. This saving can be reinvested in the preventative agenda for Mental Health Services which will further reduce care package costs over the medium to long term. This is the second year instalment of a two year programme	150		
Cultural Development Team - this proposal continues the investment, previously funded by the Neighbourhood Renewal Fund (NRF), in the Council's sustainable arts and culture development function to ensure targeted relevant cultural interventions in line with delivering the Mayor's priorities.	250		
Dalston Library - Library Stock. This proposal provides additional books and other stock items for the new library in Dalston. It will fund an additional 20,000 new stock items which will reflect the needs of the community and encourage usage of the new facility.	200		
COMMUNITY SERVICES TOTAL	827	0	0

TABLE 3 RESOURCING OUR PRIORITIES ONE-OFF GROWTH (3)

SUMMARY OF PROPOSAL	2009/10 £000	2010/11 £000	2011/12 £000
FINANCE AND RESOURCES			
Local Education Partnership (LEP). This additional investment provides client side capacity for working with the LEP who are required to deliver the replacement / refurbishment of 6 Secondary and 4 Special Educational Needs schools and facilities management and ICT services to those schools over at least a five year period in the period after financial close.	150		
FINANCE AND RESOURCES TOTAL	150	0	0
CUSTOMER AND CORPORATE SERVICES			
Operational costs of occupying 263 Mare Street prior to vacation of premises as part of the overall rationalisation of main office accommodation campus.	788		
Support for the planning and implementation of work programmes supporting the improvements in customer care and services and new office accommodation.	645	500	
Support for the planning and implementation of the Facilities Management (FM) strategy and specific FM contracts and the New Ways of Working strategy as part of improvements in customer care and service and new office accommodation.	100		
Running costs of the CSC in 2009/10 prior to consolidation and rationalisation of the civic estate which will provide long term savings and improve service delivery.	400		
Establishing a reserve to provide funding to meet the increasing costs of utilities should the costs exceed revenue budgets.	100		
Funding for the Carbon Trading scheme introduced by central government which will take effect from April 2010.		200	
CUSTOMER AND CORPORATE SERVICES TOTAL	2,033	700	0
LEGAL AND DEMOCRATIC SERVICES			
Investment to increase voter registration		50	
LEGAL AND DEMOCRATIC SERVICES TOTAL		50	
OVERALL TOTAL FOR ONE OFF GROWTH	5,406	2,621	1,621

TABLE 4 RESOURCING OUR PRIORITIES CAPITAL PROPOSALS (1)

CHILDREN'S SERVICES	£000	Description
Devolved Formula	2,311	This funding meets primary and secondary schools condition and suitability requirements; priorities are determined on a rolling basis from AMP surveys.
Other Education schemes	8,262	These schemes are managed by the Learning Trust on behalf of the Council and include the works within the Primary Schools AMP arising from condition surveys, the Primary Capital Programme and specific schemes relating to schools ICT and schools access initiatives.
Total Capital Children's Services	10,573	

COMMUNITY SERVICES	£000	Description
Social Care to be met by specific capital grant	213 (213)	To fund IT systems work required to assist delivery of change and improvement agenda within Adult Social Care
Mental Health to be met by specific capital grant	159 (159)	To fund IT systems work required to assist delivery of change and improvement agenda within Mental Health
Dalston library partly funded by earmarked external contribution	3,495 (1,625)	This scheme involves replacing CLR James Library with a new and expanded library and archives service in Dalston Square. It will be more spacious and offer a dedicated study space, an enhanced children's library, flexible meeting room space available for community use and a café. The new archive facility will meet the highest national standards which will protect and preserve the written heritage of the borough.
Parks Strategy – Shoreditch Project Phase 2 partly met by earmarked external contribution	690 (140)	Regeneration of Shoreditch Park. This investment provides for the delivery of Stage 2 of the Shoreditch park master plan to create a cafeteria/public toilets and a park ranger building. This facility will be key feature in the regeneration of the Park and will provide a facility which the residents surrounding the park and users of the Park have requested as part of the master plan consultation process.

TABLE 4 RESOURCING OUR PRIORITIES CAPITAL PROPOSALS (2)

COMMUNITY SERVICES (cont)	£000	Description
Parks Strategy – Parks Toilets	150	Refurbish existing toilet facilities in parks. This investment provides for a significant refurbishment of some of the public toilet facilities in the Parks and will deliver one of the objectives within the Parks Strategy and therefore assist in achieving Green Flag standard in these parks as well as providing the users of the Parks with a modern welfare facility.
Parks Strategy – Parks infrastructure	100	Upgrade of infrastructure in Parks. This investment will enable access routes, benches, bins and fencing to be upgraded. As well as delivering an objective within the Parks Strategy this investment will assist in achieving Green Flag standard and will provide a safe, clean and attractive environment for the users and neighbouring residents to spend leisure time.
Sub- Total Capital Spend	4,807	
Funded from Specific Grants	(372)	
Funded from earmarked external contributions	(1,765)	
Total Net Capital – Community Services	2,670	

CUSTOMER & CORPORATE SERVICES	£000	Description
Capitalised maintenance part funded by earmarked capital receipts	3,100 (2,000)	Ongoing maintenance and backlog property refurbishment including Voluntary Sector.
Replace AV systems (Fixed/portable)	30	Replacement and upgrade of sound systems at Hackney Town Hall.
Matched funding for projects	150	This is funding held to meet Council wide one-off opportunities arising throughout the year for match funding projects
Carbon & Energy reduction met by virement from existing matched project funding programme	250 (250)	Funding to assist in delivering carbon reduction and energy efficiencies initiatives.
Desktop Refresh	500	This resource provides for the annual programme of PC replacement to ensure that desktop remain up to date and to support the Service First Accommodation Strategy.

TABLE 4 RESOURCING OUR PRIORITIES CAPITAL PROPOSALS (3)

CUSTOMER & CORPORATE SERVICES (cont)	£000	Description
Data Network Upgrades	200	Refresh all communication switches, replacing equipment at end of engineering life.
DR/Business Continuity	150	Funding to design a recovery and response plan in the event of significant IT failure.
Voice/Telephony Upgrades	150	Upgrade the telephone system and additional equipment to implement Voice over IP.
Customer Relationship Management-CRM	750	This project continues the delivery of the Customer Relationship Management System implementation in support of the Service First Strategy
Bulk Scanning and Offsite Storage	700	This ongoing project will continue to deliver and implement the Council's new Corporate Document Management System.
Geographical Information System	50	Development and management of the citizen database information programmes.
Financial Management System funded by earmarked reserve	1,000 (1,000)	This project continues to upgrade and implement new and existing functions of the current FMS across the Council.
Web Development	100	Ongoing project to upgrade and maintain the Council's website.
Ocean - Audio Equipment and backstage lighting	50	Replacement/upgrade of sound systems, backstage lighting etc at The Ocean.
Stoke Newington Municipal Offices - Boiler & Desludging	150	Replacement of current boilers Stoke Newington.
DDA Works	250	Continuing the programme of bringing buildings up to a standard that complies with the Disability Discrimination Act 1995.
Single Front Office including client CRM element funded by use of earmarked reserve	1,165 (1,165)	Additional resources to deliver the SFO project.
Additional costs Parking Information System part funded by earmarked reserve	200 (100)	This project is to develop and implement a new Parking Management System which will provide increased accessibility and function.
CSC - Additional IT Hardware funded by earmarked reserve	800 (800)	To provide additional resources towards IT desktop kit and necessary equipment to mobilise the Customer Service Centre.
Sub- Total Capital Spend	9,745	
Funded from earmarked reserves	(3,315)	
Funded by Capital Receipts	(2,000)	

TABLE 4 RESOURCING OUR PRIORITIES CAPITAL PROPOSALS (4)

CUSTOMER & CORPORATE SERVICES (cont)	£000	Description
Total Net Capital – Customer & Corporate Services	4,430	

HOUSING ITEMS	£000	Description
Tackling overcrowding	860	Funding to support initiatives to reduce severe overcrowding across the Borough via enhanced voids reservicing scheme.
Grants to assist vulnerable private residents	1,200	The scheme is to provide grants to vulnerable owner occupiers and landlords towards the costs of making homes decent, including energy efficiency, security and fire standards.
Incentivising under occupying tenants to move	370	Continuation of the previously successful initiative to reduce overcrowding through intervention packages.
Special needs adaptation programme	100	To provide special needs adaptations to private sector stock to enable owners/tenants to stay in their homes for as long as possible.
Hostel Improvement & repairs	150	This will provide resources to ensure Government guidance on temporary accommodation for homeless households is met. It is a key element of the Temporary Accommodation Strategy agreed with DCLG. Three year funding previously agreed at £150k pa.
Fresh Start Mobility Schemes	120	The scheme enables households living in overcrowded conditions, homeless, under occupying households and elderly tenants needing support from families to move outside the borough. Funding meets necessary relocation and other expenses.
Choose and Move Schemes	180	Tackles overcrowding in the social rented sector. Funding would enable 30 families to be moved to private rented homes.
Commercial Properties	550	There are 79+ commercial properties Housing Estates that require repair work to address issues identified in recent condition surveys to ensure that the Council, as landlord, meets its obligations under Health and Safety legislation.
Total Housing	3,530	

TABLE 4 RESOURCING OUR PRIORITIES CAPITAL PROPOSALS (4)

NEIGHBOURHOODS AND REGENERATION.	£000	Description
		These schemes are fully funded by TfL
TfL Regeneration and Access Corridors	150	For TfL funded works in Hackney Wick
TfL School Travel Plans	15	Engineering works to rectify road safety problems highlighted in School Travel Plans. Also funds some School Travel Plan staff time in Hackney's Transport team, teacher time.
TfL Work Travel Plans	20	To raise Travel awareness -publication of promotional materials
TfL Freight Schemes	8	Project review weight restrictions on the roads and highways
TfL Streets for People	400	Projects that focus on areas with high footfall particularly in deprived areas. Aims to re-balance the street design towards pedestrians. This scheme involves expanding the success of the Gillett Square scheme to surrounding residential streets.
TfL Local Safety Schemes	485	Treatment of accident hotspots on borough roads through engineering works)
TfL Local Area Accessibility	40	Engineering works to improve accessibility to regeneration areas (RP) and general accessibility (AS) in areas of high need.
TfL Bus Stop Accessibility	70	Making bus stop DDA compliant and accessible for public using wheelchairs, prams or the more infirm)
TfL Bus Priority	395	Funding the consultation and implementation of bus lanes
TfL Walking	130	Engineering works to improve the pedestrian environment in Hackney.
TfL Principal Road Renewal	238	Maintenance works to Hackney's principal road network prioritised according to condition surveys.
TfL Non London Cycle Network Schemes	415	This relates to local cycling schemes on routes that are not part of the London Cycle Network (LCN). The works include cycle parking, junction improvements, and cycle permeability improvement schemes.
TfL London Cycle Network	335	These schemes involve implementing a programme of engineering works to complete and upgrade the London Cycle Network in the borough.

TABLE 4 RESOURCING OUR PRIORITIES CAPITAL PROPOSALS (5)

NEIGHBOURHOODS AND REGENERATION (cont)	£000	Description
TfL 20 mph Zones	110	This funding is for consultation and implementation. Usually targeted in known accident hotspots.
Total TfL schemes spend	2,811	
TfL Contributions	(2,811)	
Sub - total	0	

Other items		
Programme of development funded by Growth Fund from CLG	2,660 (2,660)	This funding for 2009/10 will be applied for Dalston western curve joint venture and for the acquisition of property. These relate to the overall Dalston Lane regeneration project.
Highways Surface Water Drainage	180	This proposal provides for the replacement of gullies, gully frames and covers to clear works identified via routine gully cleansing operations. These works will reduce the incidence of highway flooding in the Borough and so reduce the number and cost of associated highway related insurance claims.
Road Safety Engineering Schemes	300	The schemes are aimed at making Hackney a better greener and safer place to live. Include improving the environment (within town centres, around public transport interchange and elsewhere) both in terms of the actual highways assets and infrastructure and public spaces.
Street Lighting	2,150	Refurbishment and replacement of Street Lighting. The programme links to the highways asset management plan/current stock assessment.
Street Furniture	350	The refurbishment and replacement of Street Furniture. Programme links to highways asset management plan/current stock assessment.
Develop Borough's Infrastructure (PRIDE)	200	The refurbishment of infrastructure within the borough.

TABLE 4 RESOURCING OUR PRIORITIES CAPITAL PROPOSALS (6)

NEIGHBOURHOODS AND REGENERATION (cont)	£000	Description
Environmental Improvements around Stations	200	The overall impact of this scheme also aims to promote inclusion through promoting alternative modes of transport, travel plans, links to school etc.
Hackney Central AAP Town Centre Public realm	900	To improve the carriageways and the footways and to improve the general public realm around Hackney Central.
Highways Planned	4,000	The continued refurbishment of major and minor footways and carriageways
Street Cleansing signage	35	To provide solid operational service provision to create a cleaner environment by requesting that residents only present their waste for collection on the allocated day.
Ridley Road Improvement partly funded by virement from existing scheme	576 (400)	To improve the public realm, so that Hackney's markets are clean, safe and modern. The improvements are aimed at providing an attractive environment which will both retain and attract good traders so improving the borough's retail offer.
Hackney Greenway Olympic walking & cycling route	200	This route will not only provide for spectators during the Games but will also leave a long lasting sustainable transport legacy in the borough.
Road marking & lining within parking schemes	150	The planned and reactive maintenance of existing parking restrictions. This will ensure the effective enforcement and management of traffic in the borough while also promoting road safety for motorists, pedestrians and cyclists.
CCTV links to East London line extension	145	To provide infrastructural links to the new East London Line Extension (ELLX) Railway stations' CCTV systems; in and around a significant new transport hub with interconnectivity to all other major transport systems. The ELLX are installing CCTV systems in each of the four stations and this project will allow connection to that infrastructure with no revenue implications to LBH as these will be maintained by TfL. TfL has agreed and approved this proposal, its implications and provision of the required infrastructure.

TABLE 4 RESOURCING OUR PRIORITIES CAPITAL PROPOSALS (7)

NEIGHBOURHOODS AND REGENERATION (cont)	£000	Description
Controlled parking zone	292	To provide the statutory undertaking of the implementation of special parking schemes within the borough. The implementation of parking schemes is carried out in accordance with the Council's consultation charter and parking and transport strategy.
Replacement of graffiti removal equipment	120	To replace equipment coming to the end of its economically useful life thus avoiding extended periods of downtime and therefore helping to further improve the performance within the graffiti removal service
Church Street improvements	600	This proposal provides for a road safety scheme including side road junction tables, footway improvements and proposals for establishing a 20 mph speed limit. This will help reduce the occurrence of accidents in the area.
Other Sub-total spend	15,469	
Funded by grant	(2,660)	
Funded by TfL contributions	(2,811)	
Total net capital N&R	9,998	

SERVICE FIRST ACCOMMODATION	£000	Description
Decant	2,800	Decant & Mobilisation works for the Service First Accommodation Strategy including the Customer Service Centre.
Campus Master Plan	2,600	Streetscape and soft landscaping works for the Customer Service Centre and surrounding area.
Total Capital Service First Accommodation	5,400	

Total net Capital Schemes all Directorates	36,601	
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Section F - One off funding from reserves

	Reference	Financial year approved	Original Amount approved	B/fwd 1st April 2008	Estimated drawdown in 2008/09	Amount No Longer Required	New approvals from ROP 2009/10	Estimated Balance 1st April 2009
<u>Revenue Schemes</u>								
<u>Children & Young People's Services</u>								
YOT weaknesses analysis	n/a	2005/06	-130,000	-25,546				-25,546
Establish training and development needs of finance support service	SS 16	2003/04	-11,818	-11,818				-11,818
Integrated Disabled Children's Services	Rop 08/09	2008/09	-150,000	-150,000	150,000			0
Reshaping Social Care	Rop 08/09	2008/09	-195,000	-195,000	195,000			0
			-486,818	-382,364	345,000	0	0	-37,364
<u>Community Services</u>								
Establish training and development needs of finance support service	SS 16	2003/04	-15,000	-11,818				-11,818
Voluntary Sector 2 year post/secondment/fixed contract	n/a	2004/05	-110,000	-11,000				-11,000
Feasibility study on libraries	n/a	2005/06	-40,000	-14,000				-14,000
Victoria Park Nursing & Residential Home	n/a	2006/07	-86,000	-41,000				-41,000
Parks & Leisure Capacity (events issues)	n/a	2006/07	-38,000	-38,000				-38,000
Capital project/programme management	n/a	2006/07	-150,000	-150,000				-150,000
Increasing Preventative Services	ROP 06/07	2006/07	-122,000	-122,000				-122,000
Green spaces strategy	ROP 07/08	2007/08	-1,300,000	-1,300,000	226,000			-1,074,000
Physically disabled new cases	ROP 07/08	2007/08	-66,000	-66,000				-66,000
Libraries stockfund	ROP 07/08	2007/08	-50,000	-5,000				-5,000
Promoting Independence and social inclusion	Rop 08/09	2008/09	-523,000	-523,000	160,000			-363,000
Promoting earlier discharge of Mental Health Patients	Rop 08/09	2008/09	-150,000	-150,000	150,000			0
Electronic Monitoring of IT support Systems	Rop 08/09	2008/09	-150,000	-150,000	0			-150,000
Promoting Independence and social inclusion	Rop 09/10	2009/10					-227,000	-227,000
Promoting earlier discharge of Mental Health Patients	Rop 09/10	2009/10					-150,000	-150,000
Cultural Development Team	Rop 09/10	2009/10					-250,000	-250,000
Dalston Library - Library stock	Rop 09/10	2009/10					-200,000	-200,000
			-2,800,000	-2,581,818	536,000	0	-827,000	-2,872,818
<u>Customer & Corporate Services</u>								
Building Condition Surveys	n/a	2005/06	-284,100	-284,100				-284,100
Management Development Programme	ROP 07/08	2007/08	-200,000	-200,000				-200,000
Operational costs of 263 Mare Street	Rop 08/09	2008/09	-330,000	-330,000	330,000			0
Service First Project Office	Rop 08/09	2008/09	-645,000	-645,000	645,000			0
Review current work streams	Rop 08/09	2008/09	-340,000	-340,000	340,000			0
building Maintenance	Rop 08/09	2008/09	-250,000	-250,000	250,000			0
Loss of NNDR transitional relief	Rop 08/09	2008/09	-250,000	-250,000	250,000			0
Reducing Carbon Footprint	Rop 08/09	2008/09	-49,000	-49,000				-49,000
Equalities and Diversity	Rop 08/09	2008/09	-20,000	-20,000				-20,000
Operational costs of 263 Mare Street	Rop 09/10	2009/10					-788,000	-788,000
Service First work programmes	Rop 09/10	2009/10					-645,000	-645,000
Facilities Management Strategy	Rop 09/10	2009/10					-100,000	-100,000
Customer Service Centre	Rop 09/10	2009/10					-400,000	-400,000
Utilities	Rop 09/10	2009/10					-100,000	-100,000
			-2,368,100	-2,368,100	1,815,000	0	-2,033,000	-2,586,100
<u>Finance & Resources</u>								
Local Education Partnership	Rop 08/09	2008/09	-150,000	-150,000	150,000			0
Local Education Partnership	Rop 09/10	2009/10					-150,000	-150,000
			-150,000	-150,000	150,000	0	-150,000	-150,000

	Reference	Financial year approved	Original Amount approved	B/fwd 1st April 2008	Estimated drawdown in 2008/09	Amount No Longer Required	New approvals from ROP 2009/10	Estimated Balance 1st April 2009
Neighbourhoods & Regeneration								
Licensing Act 2004	n/a	2004/05	-342,000	-121,000	53,950			-67,050
Traffic Mgmt Act 2004	n/a	2004/05	-175,000	-80,461	80,461			0
State of the environment report	n/a	2005/06	-100,000	-88,750	20,000			-68,750
Domestic Violence Unit maternity cover	n/a	2005/06	-20,373	-20,373	20,373			0
Cover for Safer Communities Head of Service	n/a	2005/06	-21,500	-21,500	21,500			0
Implementation of new parts of Traffic Mgmt Act	n/a	2006/07	-45,000	-45,000	45,000			0
Employ staff to monitor Network Mgmt Duty	n/a	2006/07	-50,000	-50,000	50,000			0
Hackney's Performance Plan	ROP 06/07	2006/07	-81,000	-81,000	81,000			0
Relocate Travellers on Olympic site	ROP 06/07	2006/07	-60,000	-60,000	0			-60,000
Quality of built environment	ROP 06/07	2006/07	-238,000	-238,000	238,000			0
Affordable Housing Strategy	ROP 07/08	2007/08	-50,000	-50,000	0			-50,000
Housing Needs survey	ROP 07/08	2007/08	-50,000	-50,000	30,000			-20,000
Climate change officer	ROP 07/08	2007/08	-43,000	-43,000	40,000			-3,000
Commercial Waste Collection and Disposal	Rop 08/09	2008/09	-467,000	-467,000	467,000			0
Document Management Business Processes	Rop 08/09	2008/09	-152,000	-152,000	152,000			0
Backlog Enforcement Team	Rop 08/09	2008/09	-276,000	-276,000	276,000			0
Keep Hackney clean	Rop 08/09	2008/09	-380,000	-380,000	380,000			0
Road Safety	Rop 08/09	2008/09	-50,000	-50,000	50,000			0
Rent Deposit scheme	Rop 08/09	2008/09	-150,000	-150,000	150,000			0
Workforce Planning	Rop 08/09	2008/09	-33,000	-33,000	33,000			0
Stoke Newington Gyrotory Preliminary study	Rop 08/09	2008/09	-80,000	-80,000	80,000			0
Recycling on estates	Rop 08/09	2008/09	-360,000	-360,000	360,000			0
Planting and Maintenance of trees	Rop 08/09	2008/09	-140,000	-140,000	140,000			0
Improving Planning Service customer experience	Rop 08/09	2008/09	-40,000	-40,000	40,000			0
Weekday litter picking	Rop 09/10	2009/10					-708,000	-708,000
Waste & Recycling Strategy	Rop 09/10	2009/10					-200,000	-200,000
Graffiti and Flyposting removal	Rop 09/10	2009/10					-515,000	-515,000
Regeneration Team Capacity	Rop 09/10	2009/10					-34,000	-34,000
Regeneration Team	Rop 09/10	2009/10					-51,000	-51,000
Commercial Waste Collection and Disposal	Rop 09/10	2009/10					-285,000	-285,000
Land Charges	Rop 09/10	2009/10					-400,000	-400,000
Document Management Business Processes	Rop 09/10	2009/10					-156,000	-156,000
Local Development Framework	Rop 09/10	2009/10					-47,000	-47,000
			-3,403,873	-3,077,084	2,808,284	0	-2,396,000	-2,664,800
Total Revenue			-9,208,791	-8,559,367	5,654,284	0	-5,406,000	-8,311,083
Capital Schemes								
Community Services								
Accommodation improvement plan	SS 3	2003/04	-542,010	-28,478				-28,478
Sepia Project - RCCO	n/a	2004/05	-150,000	-42,276				-42,276
London Fields Lido	n/a	2005/06	-500,000	-122,770				-122,770
Ranger Office and visitor Centre	n/a	2006/07	-50,000	-40,200				-40,200
			-1,242,010	-233,724	0	0	0	-233,724
Customer & Corporate Services								
Service First	Rop 07/08	2007/08	-701,000	-65,916	65,916			0
			-701,000	-65,916	65,916	0	0	0
Neighbourhoods & Regeneration								
Dalston Regeneration Scheme	n/a	2005/06	-600,000	-400,164	150,000			-250,164
Enforcement Strategy Option 2	ROP 06/07	2006/07	-216,000	-216,000	105,465			-110,535
Dalston, Hackney & Hackney Wick Masterplans	ROP 07/08	2007/08	-345,000	-345,000	345,000			0
			-1,161,000	-961,164	600,465	0	0	-360,699
Total Capital			-3,104,010	-1,260,804	666,381	0	0	-594,423
TOTAL ALL SCHEMES			-12,312,801	-9,820,171	6,320,665	0	-5,406,000	-8,905,506

Section G – Area Based Grants

Area Based Grant

Area Based Grant is a general grant allocated directly to local authorities as additional revenue funding to areas. It is allocated according to specific policy criteria rather than general formulae. Local authorities are free to use all of this non-ringfenced funding as they see fit to support the delivery of local, regional and national priorities in their areas.

Central Government has significantly increased local authorities' flexibility over the use of their mainstream resources by moving over £4bn of grants nationally into the new non-ringfenced Area Based Grant (ABG). This has reduced the barriers to local authorities using their mainstream resources to support local priorities where they wish to do so. From 1 April 2008, ABG has been allocated on a three year basis to maximise stability and certainty.

The following table shows the Area Based Grant allocation to Hackney for 2008/09, 2009/10 and 2010/11. The £30.2m for 2009/10 is included in the Revenue Estimates in this budget book.

Ongoing decisions will be taken by the Council in association with Hackney Partnerships to ensure that Area Based Grant is being invested to support the delivery of Hackney's Local Area Agreement priorities.

Area Based Grant (ABG) for 2009/10 and Indicative 2010/11

Name of Grant	2008/9	2009/10	2010/11
	£	£	£
14-19 Flexible Funding Pot	33,156	34,563	35,139
Adult Social Care Workforce (formerly HRDS and NTS)*	788,167	802,522	815,873
Care Matters White Paper	351,581	528,661	631,995
Carers	1,644,916	1,749,464	1,853,274
Child and Adolescent Mental Health Services	1,243,894	1,315,496	1,389,608
Child Death Review Process	96,509	99,588	104,249
Children's Fund	1,116,154	1,116,154	1,116,154
Children's Social Care Workforce (formerly HRDS and NTS)	243,763	244,727	246,177
Child Trust Fund	8,568	10,666	12,506
Choice Advisers	50,689	50,689	50,689
Climate Change (Planninf Policy Statement)	22,500	22,500	22,500
Connexions	2,609,071	2,737,472	2,888,913
Designated Teacher Funding	0	10,077	10,077
Education Health Partnerships	104,777	77,054	77,054
Extended Rights to Free Transport	910	2,654	4,397
Extended School Start Up Costs	369,251	836,960	344,194
Learning & Disability Development Fund	317,134	317,175	317,267
Local Involved Networks (LINKs)	207,314	206,514	205,818
Mental Capacity Act and Independent Mental Capacity	148,431	185,736	176,863
Mental Health	1,011,484	1,064,600	1,118,034
Positive Activities for Young People	1,219,963	1,219,963	1,526,220
Preserved Rights	1,724,880	1,675,390	1,620,861
Preventing Violent Extremism	205,000	250,000	286,000
Preventing Violent Extremism Toolkit	12,000	0	0
Primary National Strategy - Central Coordination	150,624	150,749	150,759
School Development Grant (Local Authority Element)	336,686	336,686	336,686
School Improvement Partners	73,800	73,800	73,800
School Intervention Grant	47,300	47,300	47,300
School Travel Advisers	26,000	26,000	26,000
Secondary National Strategy - Behaviour and Attendance	68,300	68,300	68,300
Secondary National Strategy - Central Coordination	132,999	133,238	133,344
Stronger Safer Communities Fund	413,000	258,000	0
Stronger Safer Communities Fund	387,433	387,433	387,433
Supporting People	0	0	21,434,667
Supporting People Administration	305,336	281,230	241,054
Sustainable Travel General Duty	15,581	15,581	15,581
Teenage Pregnancy	277,000	277,000	277,000
Working Neighbourhoods Fund	12,059,292	13,171,964	13,484,138
Young Peoples Substance Misuse	42,079	42,079	42,079
Young Peoples Substance Misuse Partnership	275,352	275,352	275,352
Youth Task Force	100,000	100,000	100,000
TOTAL AREA BASED GRANT	28,240,894	30,203,337	51,947,355

Section H – Recharges Methodology

The methods used to allocate out support services budgets are shown in the table below. Where actual consumption data is available it is used (i.e. for printing, photocopying and external legal work etc) and where not, a relevant proxy is used - FTE headcount, for example, is used to allocate out Human Resources costs. The proxies adopted are consistent with CIPFA's best practice guidelines.

SUPPORT SERVICE	METHODOLOGY
Director of Finance	Share of Total 2009/10 Budgeted Gross Expenditure
Treasury and Pensions	Pension costs charged to Pension Fund and Treasury Management costs charged to CDC
Insurance	Share of Total 2008/09 Insurance Premium Costs
Exchequer	Share of Total 2009/10 Budgeted Gross Expenditure
Accountancy	Share of Total 2009/10 Budgeted Gross Expenditure
Systems	Share of Cedar Users
Netstore	Share of Cedar Users
Financial Control	Share of Total 2009/10 Budgeted Gross Expenditure
Internal Audit and Investigations	Share of Total Estimated Workload
External Audit	All to CDC
CIPCC - Central Procurement	Share of Total 2009/10 Budgeted Gross Expenditure
Customer Services - Cashiers	Share of Total Volume of Cashiering Transactions
Photocopying	Share of Total 2008/09 Actual Consumption
Design works, Print	Share of Total 2009/09 Actual Consumption
Web Development	Share of Total Full Time Establishment Headcount
Research and GIS	Share of Total Full Time Establishment Headcount
Variable Telecommunications Charges	Share of Total Number of Landlines
Fixed Telecommunications Charges	Share of Total Number of Mobile Phones
ICT Infrastructure	Share of Total Number of PC's
Contracts, Performance and Management	Share of Total Number of PC's
ICT Projects	Share of Total Number of PC's
Information Management	Share of Total Number of PC's
ICT Development	Share of Total Number of PC's
Strategic Policy and Research	Share of Total Full Time Establishment Headcount
Corporate Planning & Performance	Share of Total Full Time Establishment Headcount
Equalities and Diversity	Share of Total Full Time Establishment Headcount
Strategy & Performance Training	Share of Total Full Time Establishment Headcount
AD Policy and Performance	Share of Total Full Time Establishment Headcount
Overview and Scrutiny	All CDC
Chief Executive	All CDC
Mayoral Office	All CDC
Subscriptions	All CDC
Communications Management	Share of Total Full Time Establishment Headcount

277 Mare Street	Usage (Sq feet)
Independent Place	Usage (Sq feet)
Bocking Street	Usage (Sq feet)
2 Hillman Street	Usage (Sq feet)
81 Downham Road	Usage (Sq feet)
Management Support - Property	Share of Total Full Time Establishment Headcount
Business Support - Property	Share of Total Full Time Establishment Headcount
Facilities Management	2008/09 budgeted costs. Buildings then split between cost centres on the basis of the accommodation %'s from above
Couriers	2008/09 budgeted costs. Buildings then split between cost centres on the basis of the accommodation %'s from above
Postal Services	2008/09 budgeted costs. Buildings then split between cost centres on the basis of the accommodation %'s from above
Hackney Contact Centre	Share of Total Full Time Establishment Headcount
Cleaning Contract	Based on 2008/09 budgeted costs. Part charged directly to cost centres where these are itemised in contract. Where contracts just refer to buildings which are shared, allocation by headcount of relevant directorates
Hackney Today	Share of Total 2008/09 Actual Consumption
Human Resources	Share of Total Full Time Establishment Headcount
Trade Union: Unison	Share of Total Full Time Establishment Headcount
Corporate Training Salaries	Share of Total Full Time Establishment Headcount
Occupational Health Contract	Share of Total Full Time Establishment Headcount
HR Systems	Share of Total Full Time Establishment Headcount
Recruitment Contract Client	Share of Total Full Time Establishment Headcount
Corporate & Member Training	Share of Total Full Time Establishment Headcount
Translation	Share of Total Full Time Establishment Headcount
Hackney Service Centre	Fte's working for each directorate; then by FTE's in each directorate
Registars	Share of Total Full Time Establishment Headcount
Customer Care Team	Fte's working for each directorate; then by FTE's in each directorate
Customer Services Management	Share of Total Full Time Establishment Headcount
CCS Finance Team	Share of Total 2009/10 Budgeted Gross Expenditure
CCS Directors Office	Share of Total Full Time Establishment Headcount
DSU	Share of Total Full Time Establishment Headcount
Director of Legal and Democratic Services	Share of Total 2008/09 External and Internal Legal Work Actual Consumption
External Legal Work	Share of Total 2008/09 Actual Consumption
Internal Legal Work	Share of Total 2008/09 Actual Consumption
Elections	All CDC
SfC Management	All CDC
Members Support	All CDC
Speakers Costs	All CDC
277 Mare Street	Usage (Sq feet)
Independent Place	Usage (Sq feet)