



**London Borough of  
Hackney**

**Budget Book 2006/2007**

**Tim Shields CPFA**

**Director of Finance and Resources**



# Contents

		Page
Section A	1. Introduction by the Director of Finance	5
	2. How was the Council's 2006/07 budget set?	9
	3. Central Government support	12
	4. How was the 2006/07 Council Tax Calculated?	13
	5. Financial Statistics	14
	6. General Fund Budget 2006/07	15
	7. Budget Analysis	16
	8. Summary of Staff Numbers	19
	9. Council's Budget and Council Tax	20
	10. Council Tax Financial Statistics	21
Section B	2006/2007 Revenue Budgets	23
	Hackney Total	25
	Children's Services	29
	Community Services	45
	Customer and Corporate Services	75
	Chief Executive and Mayor's Office	95
	Team Hackney	99
	Finance and Resources	101
Section C	Neighbourhoods and Regeneration (General Fund)	119
	Neighbourhoods and Regeneration (Housing Revenue Account)	155
Section D	Capital Programme	167
Section E	Underspends and Contingencies	183
Section F	Neighbourhood Renewal Fund	187



# 1. Introduction by the Director of Finance and Resources

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The Budget Book sets out how the Council arrived at its financial requirements for 2006/07 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, and linking capital and revenue, anticipating the requirements of Gershon, and demonstrating value for money.

The budget for 2006/07 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 £6.166m of growth has been added to priority areas. This has been achieved through the targeting of £6.919m savings.

During 2005, the Corporate Management Team undertook a re-shaping exercise to more closely match the Council's directorates to the services its residents require. To ensure the integrity of the budget process, detailed budgets were compiled at individual cost centre level within the old directorates and then re-mapped to the new directorate structure. Prior year's comparator budgets have also been re-mapped to assist the overall understanding of the 2006/07 budget.

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 Revenue Budget

*Section C* - The Housing Revenue Account Budget

*Section D* - The Capital Programme

*Section E* - Underspends and Contingencies

*Section F* - Neighbourhood Renewal Fund

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

Tim Shields  
Corporate Director of Finance and Resources  
London Borough of Hackney



# Section A

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## 2. How was the Council's 2006/07 budget set?

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### 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 2006/07 budget and Council Tax.

Date	Process
26 <sup>th</sup> July 2005	<ul style="list-style-type: none"> <li>- Cabinet agreed 2006/07 budget strategy and savings targets, including strategies on Council Tax, Revenue Budget and Treasury Management as part of the Medium Term Financial and Service Planning Forecast.</li> <li>- Resourcing our Priorities (ROP) details distributed to all Directorates.</li> </ul>
August	<ul style="list-style-type: none"> <li>- Detailed budget working papers distributed to Directorates</li> </ul>
September	<ul style="list-style-type: none"> <li>- ROP details analysed to match available resources to priority areas.</li> <li>- Discussions on inflation and efficiency were held with the Directorates</li> </ul>
October/November	<ul style="list-style-type: none"> <li>- Directorate growth and savings plans discussed by the Corporate Management Team and prioritised by Members</li> </ul>
December	<ul style="list-style-type: none"> <li>- Provisional Finance Settlement announced and analysed.</li> </ul>
January 2006	<ul style="list-style-type: none"> <li>- Mayoral approval given to growth and savings plans.</li> <li>- Directorates issued with final (draft) cash limit for 2006/07</li> <li>- Cabinet recommended approval of Council Tax Base and approves HRA budget strategy.</li> <li>- Final Local Government Settlement announced.</li> </ul>
February	<ul style="list-style-type: none"> <li>- Final budgets mapped to new Directorate structures</li> </ul>
1 <sup>st</sup> March	<ul style="list-style-type: none"> <li>- Council approval of budget and Council Tax for 2006/07</li> </ul>
1 <sup>st</sup> April	<ul style="list-style-type: none"> <li>- New budget comes into operation.</li> </ul>

## **2. How was the Council's 2006/07 budget set? (Cont.)**

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### **Method of budgeting**

The budget for each year is based on the revised budget for the previous year i.e. original budget plus virements, which is then updated to reflect inflation and efficiency savings. Any further growth or savings proposals are identified and assessed, and added to the budget recommended to Council for approval.

### **Pay & price inflation and efficiency savings**

Inflation is included in the budget to reflect increases in costs. This has been set at 3.3% for payroll and 3% for general expenses. Of the 3.3% inflation for payroll, 2.95% is assigned for direct pay increases and 0.35% for incremental drift. Fees and charges income is assessed on an individual item basis but the expectation is that overall the increase will align with general expense inflation i.e. 3%.

Efficiency savings of 2% have been identified across each Directorate, and are included in the budget. These savings will form part of the 2.5% total cashable and non-cashable savings requirements of the Gershon review.

To ensure that budgets are as accurate as possible, discussions were held with each Directorate over items that may not align with general guidance on pay and prices, e.g. Contract costs and where material adjustments are needed to reflect actual costs.

Changes in the base budget for 2006/07 can be seen in the reconciliation from the 2005/06 budget.

### **Education**

The Learning Trust is a not for profit company that runs most of the education services for the London Borough of Hackney. The Learning Trust is responsible for Hackney schools, day nurseries, play service and adult education.

From 1<sup>st</sup> April 2006, Schools funding is by a direct dedicated schools grant. For 2006/07 this grant is £143.3m.

## **2. How was the Council's 2006/07 budget set? (Cont.)**

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### **Balances & Reserves**

The Local Government Act 2003 places a specific responsibility upon the Director of Finance and Resources 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 Director of Finance and Resources that the General Fund balances of £15m and the planned increases in reserves, with regard to the Pension Fund, ICT renewal and replacement, and RCCO, are adequate to meet the Council's financial needs for 2006/07. This view takes account of the reserves, both General Fund and HRA, included in the Council's latest audited Accounts as at 31<sup>st</sup> March 2005, 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 from page xx.

### **Budget monitoring**

Income and expenditure is monitored throughout the year and compared to the budget. An overall financial position report is forwarded to the Office of the Deputy Prime Minister and 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.

### 3. Central Government Support

The details of the final Local Government Finance Settlement for 2006/07 were made available on the 31 January 2006 and provide the final Formula Grant amount for 2006/07 and a reasonably firm estimate of Formula Grant for 2007/08. There have been significant changes to the underlying formulae used to calculate an authority's relative need for each service. The Council has suffered substantial reductions from the formula changes themselves but these have been offset by damping on the Children's and Younger Adults Social Services formulae and by a technical adjustment known as Resource Equalisation. Hackney's formula grant for 2006/07 can be analysed as follows:

	£m	£m
2005/06 Adjusted Grant		190.925
Control Total and Assumed Council Tax Increase	2.711	
Resource Equalisation	10.596	
Social Services Damping	16.348	29.655
Loss of Schools FSS	(3.920)	
Formula and Data Changes	(18.306)	
Formula Grant Damping	(2.313)	(24.539)
2006/07 Grant		196.041

## 4. How was the 2006/07 Council Tax calculated?

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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 form last year so there is no change from the 2005/06 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 2006/07 equates to £288.61 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. It has increased by 13.35% over the 2005/06 figure of £254.62.

For 2006/07 the total of both these elements produced a Band D Council Tax requirement of £1,287.06. This represented an overall increase of 2.71% 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 2006/07 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](http://www.hackney.gov.uk) or from Revenues and Benefits Service, Keltan House, 89-115 Mare Street, Hackney, E8 4RU.

## 5. Financial Statistics

	<b>£000</b>
<b>General Fund Services</b>	
Gross Revenue Expenditure	843,595
Income	(575,011)
<b>Budget Requirement</b>	<b>268,584</b>
<b>Formula Grant Allocation (FGA)</b>	<b>(196,041)</b>
Comprised of:	
Revenue Support Grant	31,720
NNDR	164,321
<b>Collection Fund Surplus</b>	<b>(5,674)</b>
<b>Amount to be raised by Council Tax (Budget Requirement less FGA less Collection Fund surplus)</b>	<b>86,198</b>
Taxbase (Equivalent number of Band D properties)	66,973
Council Tax charge per Band D property (Hackney element)	£998.45
Precept for the Greater London Authority (Band D)	£288.61
Total 2005/06 Council Tax (Band D)	£1287.06

## 6. General Fund Budget 2006/07

During the meeting of Full Council on 1st March 2007, the Council passed the budget requirement of £268,584,041 for 2006/07. The Council Tax requirement per Band D property for Hackney services remained frozen at £998.45. The GLA precept was raised to £288.61, giving a total Band D equivalent Council Tax of £1287.06.

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 C.

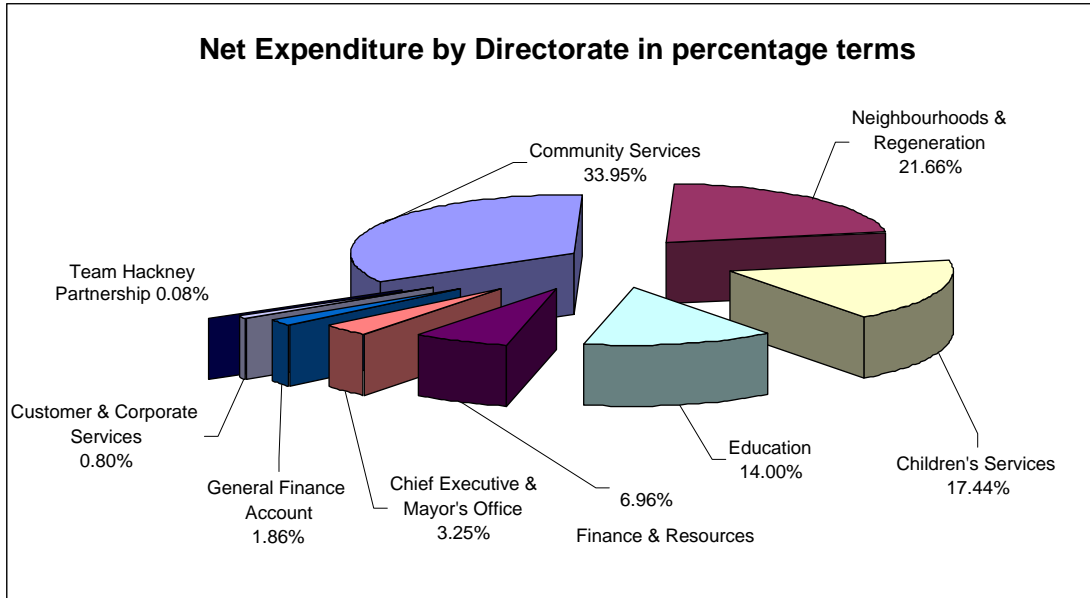
	<b>2004/05 Actual £000</b>	<b>2005/06 Budget £000</b>	<b>2005/06 Probable £000</b>	<b>2006/07 Budget £000</b>	<b>% of Total</b>
Children's Services	35,055	39,488	39,931	46,848	17.44
Community Services	85,186	85,757	85,953	91,189	33.95
Customer & Corporate Services					
-Chief Executive and Mayor's Office	9,152	8,415	8,369	8,725	3.25
-Hackney Strategic Partnership	0	0	0	225	0.08
-Customer & Corporate Services	1,215	2,636	3,850	2,136	0.80
Finance & Resources					
-Education	139,276	163,153	163,153	37,589	14.00
-General Finance Account	33,074	19,852	19,852	5,004	1.86
-Finance	19,868	18,851	17,745	18,705	6.96
Neighbourhoods & Regeneration	36,317	54,237	52,897	58,163	21.66
<b>Cash Limits</b>	<b>359.143</b>	<b>392.389</b>	<b>391.750</b>	<b>268.584</b>	<b>100.00</b>
Budget requirement	363,812	392,389	392,389	268,584	
<b>Surplus(-)/deficit</b>	<b>(4,669)</b>	<b>**0</b>	<b>** (639)</b>	<b>0</b>	

Note: The net budget for Education of £37.5m represents a gross budget of £180.8m less the Dedicated Schools Grant of £143.3m.

\*\* The 2005/06 budget and probable outturn are based on the figures submitted to Members in the November 2005 Overall Financial Position report. This is the same throughout the remainder of the revenue section of this budget book.

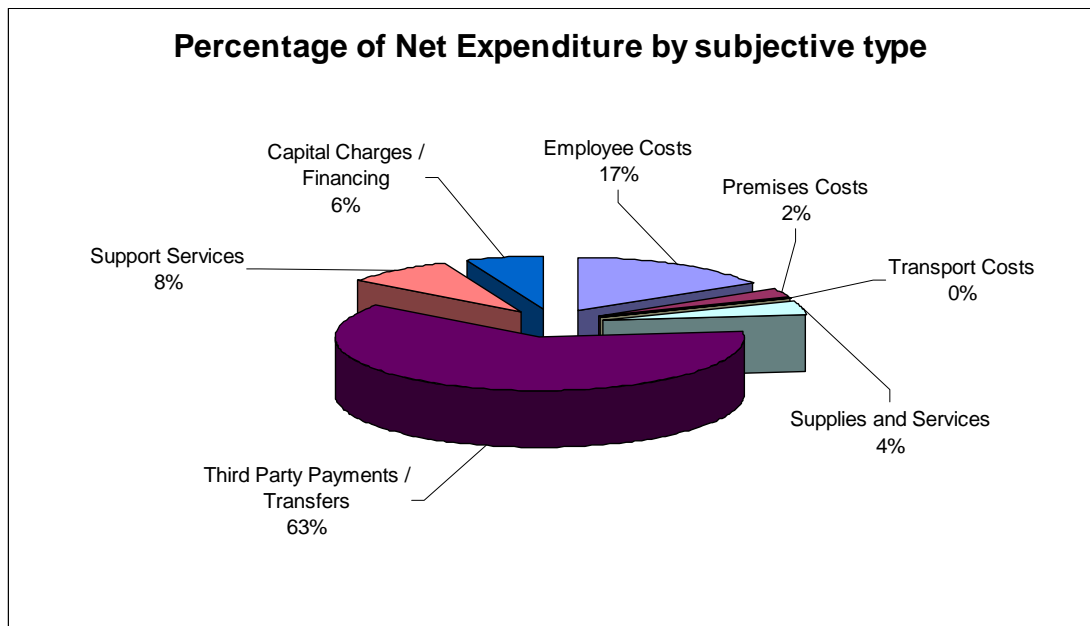
## 6. General Fund Budget 2006/07 (Cont.)

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



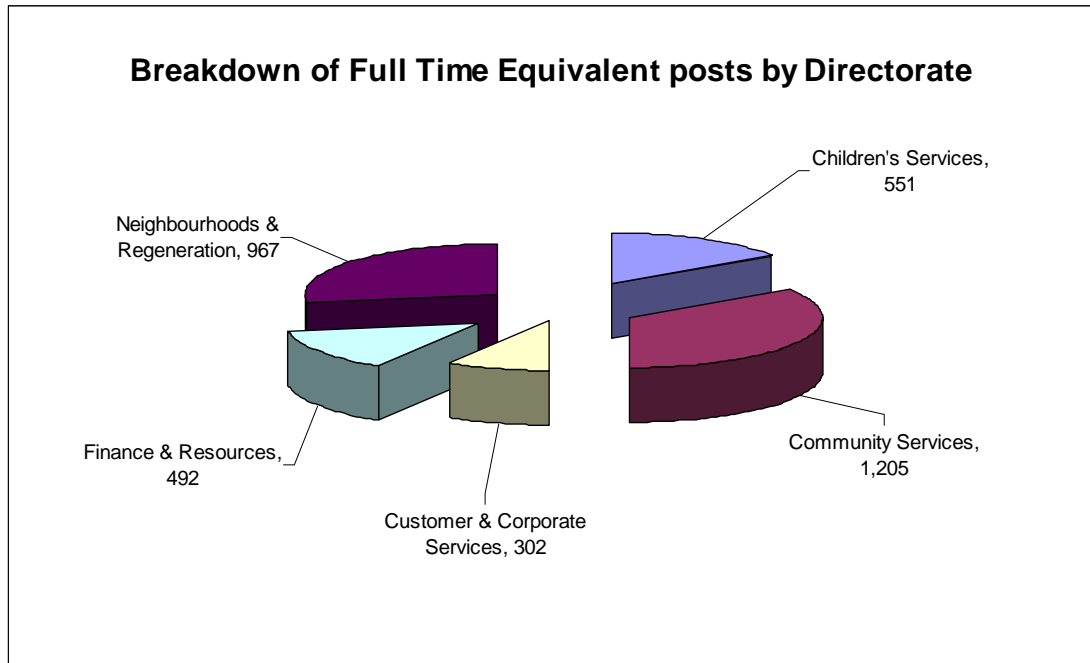
Note: The 14% spent on Education here is a net figure of £37.59m (£181m of gross expenditure is netted off by a £143m grant).

**Graph 2 Percentage of Net Expenditure according to category of expenditure.**



## 6. General Fund Budget 2006/07 (Cont.)

**Graph 3 Analysis of Full Time Equivalent posts by Directorate**



Note: Customer & Corporate Services contains 14 Full Time Equivalent posts in Chief Executive and Mayor's Office.

## 7. Budget Analysis

The Council's gross budget in 2006/2007 (which includes the Housing Revenue Account) has been set at £1,006.098m (£951.646m in 2005/2006), of which £737.514m is met by grants, rents and fees and charges.

Changes that affected the Council's budget for 2006/7 were as follows:-

	£000	£000
<b>2005/2006 budget</b>		<b>392,389</b>
Change in Schools Funding	(143,323)	
Revised Budget	249,066	
<u>Increases</u>		
Inflation and Pay awards	8,477	
Growth	6,166	
Increase in payments to Education	11,794	
<b>Total Increases</b>		<b>26,437</b>
<u>Decreases</u>		
Efficiency Savings	(3,982)	
Other savings	(2,937)	
<b>Total Decreases</b>		<b>(6,919)</b>
<b>2006/2007 Budget</b>		<b>268,584</b>

## 8. Summary of staff numbers

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

<b>Directorate</b>	<b>Full Time Equivalent</b>
Children's Services	550.92
Community Services	1,204.84
Customer & Corporate Services	288.03
Chief Executive & Mayor's Office	14.00
Team Hackney	0.00
Finance & Resources	
Education	3.00
Finance	488.50
Neighbourhoods & Regeneration	966.93
<b>Total</b>	<b>3,516.22</b>

## 9. 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
<b>Hackney's Expenditure</b>		
Requirement		268,584
Less: External Support (RSG and NNDR)		(196,041)
Collection Fund Surplus		(5,674)
Amount to be raised for Hackney Council Requirement		66,869
Divided by:- Council Tax Base (Band D Equivalent Properties)	66,973	
<b>Basic Amount of Council Tax for Hackney Services (Band D)</b>		<b>£998.45</b>

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 £288.61

The table below sets out the Council Tax for each Band for 2006/2007, 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	192.41	224.47	256.54	288.61	352.75	416.88	481.02	577.22
Hackney Council	665.63	776.57	887.51	998.45	1,220.33	1,442.21	1,664.08	1,996.90
<b>Total Council Tax</b>	<b>858.04</b>	<b>1001.04</b>	<b>1,144.05</b>	<b>1,287.06</b>	<b>1,573.08</b>	<b>1,859.09</b>	<b>2,145.10</b>	<b>2,574.12</b>

## 10. Council Tax financial statistics

Estimated resident population (June 2005)	211,494
Council Tax base (Band D equivalents)	66,973
Estimated Collection Rate 2006/2007	91%
Band D charges 2006/2007: -	
London Borough of Hackney	£998.45
Greater London Authority	<u>£288.61</u>
<b>Total Band D charge</b>	<b>£1,287.06</b>

Council Tax Band	Type of Dwelling	Tax Bill (before benefits and relief) £	Number of Properties in this band (Oct 2005)	Percentage of Properties in this Band
A	No discount – 100%	858.04	4,300	4.75
	Single discount – 75%	643.53		
	Voids & second homes etc - 50%	429.02		
B	No discount – 100%	1,001.04	30,166	33.31
	Single discount – 75%	750.78		
	Voids & second homes etc - 50%	500.52		
C	No discount – 100%	1,144.05	28,004	30.92
	Single discount – 75%	858.04		
	Voids & second homes etc - 50%	572.03		
D	No discount – 100%	1,287.06	14,487	15.99
	Single discount – 75%	965.30		
	Voids & second homes etc - 50%	643.53		
E	No discount – 100%	1,537.08	8,671	9.57
	Single discount – 75%	1,152.81		
	Voids & second homes etc - 50%	768.54		
F	No discount – 100%	1,859.09	3,822	4.22
	Single discount – 75%	1,394.32		
	Voids & second homes etc - 50%	929.55		
G	No discount – 100%	2,145.10	1,085	1.20
	Single discount – 75%	1,608.83		
	Voids & second homes etc - 50%	1072.55		
H	No discount – 100%	2,574.12	38	0.04
	Single discount – 75%	1,930.59		
	Voids & second homes etc - 50%	1,287.06		



# Section B – Revenue Budgets

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## Hackney Council

Directorate Totals	2004/05 Actual £	2005/06 Budget £	2005/06 Probable Outturn £	2006/07 Budget £
<b>Hackney Total</b>	<b>359,143,000</b>	<b>392,389,006</b>	<b>391,750,006</b>	<b>268,584,041</b>
Children's Services	35,054,943	39,487,858	39,930,894	46,847,610
Community Services	85,186,185	85,756,623	85,952,492	91,189,008
Customer and Corporate Services	1,214,508	2,636,389	3,850,389	2,136,069
Chief Executive and Mayor's Office	9,152,412	8,414,541	8,368,721	8,724,805
Team Hackney	0	0	0	225,000
Finance and Resources	192,217,683	201,856,098	200,750,365	61,299,089
Neighbourhoods and Regeneration	36,317,269	54,237,497	52,897,145	58,162,460
<b>Hackney Total</b>	<b>359,143,000</b>	<b>392,389,006</b>	<b>391,750,006</b>	<b>268,584,041</b>

## Hackney Council

<b>Staffing Analysis as at 31 March 2006</b>	<b>Full Time Equivalent (FTE)</b>	<b>2006/07 Pay Budget</b>	<b>£</b>
<b>Hackney Total</b>	<b>3516.22</b>	<b>133,334,897</b>	
Children's Services	550.92	21,896,743	
Community Services	1204.84	38,558,661	
Customer and Corporate Services	288.03	11,873,287	
Chief Executive and Mayor's Office	14.00	678,868	
Team Hackney	0.00	0	
Finance and Resources	491.50	20,615,039	
Neighbourhoods and Regeneration	966.92	39,712,299	
<b>Hackney Total</b>	<b>3516.22</b>	<b>133,334,897</b>	

# Hackney Council

## Subjective Summary

	2004/05 Actual £	2005/06 Budget £	2005/06 Probable Outturn £	2006/07 Budget £
<b>Expenditure</b>				
Direct Costs	117,113,455	123,678,556	126,565,569	133,384,897
Indirect Costs	4,228,753	2,866,562	4,070,206	2,352,080
Training	1,549,129	2,050,140	1,718,432	2,915,646
Contribution to Provisions	(12,446)	217,447	(13,202)	0
<b>Employee Costs</b>	<b>122,878,891</b>	<b>128,812,705</b>	<b>132,341,005</b>	<b>138,652,623</b>
Repair & Maintenance of Buildings	2,025,433	1,515,684	1,621,604	1,522,064
Energy Costs & Water Services	1,937,502	2,411,023	2,114,196	2,064,068
Rent & Rates	14,429,169	18,263,772	15,486,972	15,778,742
Premises Insurance	2,739	21,865	26,654	20,988
Grounds & Road Maintenance	17,922	0	12,016	419
Fixtures & Fittings	433,247	120,015	202,916	105,970
Cleaning	766,309	323,751	316,787	363,833
Contribution to Provisions	841,654	430,775	424,417	539,338
<b>Premises Costs</b>	<b>20,453,976</b>	<b>23,086,885</b>	<b>20,205,561</b>	<b>20,395,422</b>
Direct Transport Costs	2,218,610	1,022,457	1,642,415	1,111,172
Hire & Leasing	1,850,796	1,444,806	2,058,889	1,479,383
Transport Fees	425,191	354,481	639,144	458,878
Travel Allowances	254,486	542,257	387,160	510,138
Contribution to Provisions	(20,299)	14,020	2,141	12,313
<b>Transport Costs</b>	<b>4,728,783</b>	<b>3,378,021</b>	<b>4,729,749</b>	<b>3,571,884</b>
Furniture & Equipment	3,112,468	3,083,821	3,559,568	3,120,879
Catering	412,679	370,938	403,174	322,535
Clothing & Laundry	24,700	100,059	116,547	134,920
Communications & Computing	3,790,623	5,082,769	5,246,710	4,782,261
Fees & Services	14,597,615	7,408,080	9,580,439	6,626,325
Printing Stationery & Office Expenditure	2,093,900	2,234,649	2,286,568	2,211,763
Expenses	34,297,039	21,184,571	21,198,780	6,868,753
Grants & Subscriptions	806,806	712,918	1,073,894	898,933
Contribution to Provisions	19,658,839	8,277,450	6,906,159	6,986,727
<b>Supplies and Services</b>	<b>78,794,671</b>	<b>48,455,255</b>	<b>50,371,838</b>	<b>31,953,096</b>
General Third Party Payments	170,784,575	193,975,268	191,552,819	201,295,803
Voluntary Organisations	55,427,243	55,904,534	58,891,702	58,577,374
Social Services Client	34,168,176	36,951,413	34,495,225	33,863,996
Housing Benefits	211,830,915	176,154,982	224,276,125	232,197,297
<b>Third Party Payments / Transfers</b>	<b>472,210,910</b>	<b>462,986,197</b>	<b>509,215,870</b>	<b>525,934,470</b>
<b>Support Services</b>	<b>54,250,391</b>	<b>58,583,977</b>	<b>58,620,932</b>	<b>70,718,433</b>
Capital Charges	30,494,518	41,207,688	41,252,792	52,369,296
Capital Financing	23,207	0	0	0
<b>Capital Charges / Financing</b>	<b>30,517,725</b>	<b>41,207,688</b>	<b>41,252,792</b>	<b>52,369,296</b>
<b>TOTAL EXPENDITURE</b>	<b>783,835,348</b>	<b>766,510,727</b>	<b>816,737,748</b>	<b>843,595,224</b>
<b>Income</b>				
Government Grants	(271,651,516)	(235,406,320)	(277,154,543)	(423,696,375)
Other Grants & Contributions	(18,538,290)	(16,186,657)	(23,762,907)	(14,836,855)
Customer & Client Receipts	(67,159,584)	(54,529,097)	(56,337,513)	(55,792,211)
<b>External Income</b>	<b>(357,349,389)</b>	<b>(306,122,074)</b>	<b>(357,254,963)</b>	<b>(494,325,441)</b>
Recharges	(67,342,959)	(67,999,647)	(67,732,779)	(80,685,742)
<b>Internal Income</b>	<b>(67,342,959)</b>	<b>(67,999,647)</b>	<b>(67,732,779)</b>	<b>(80,685,742)</b>
<b>TOTAL INCOME</b>	<b>(424,692,348)</b>	<b>(374,121,721)</b>	<b>(424,987,742)</b>	<b>(575,011,183)</b>
<b>NET EXPENDITURE</b>	<b>359,143,000</b>	<b>392,389,006</b>	<b>391,750,006</b>	<b>268,584,041</b>



# Children's Services

Children's Services  
F2A

Education Partnerships  
(budgets included  
in Finance)  
F2B

Strategy &  
Resources  
F3A

Children In  
Need  
F3B

Looked  
After  
Children  
F3C

Children's  
Resources  
F3D

Community  
Social  
Work  
F3E

Quality  
Strategy &  
Performance  
F3F

Family  
Support  
Services  
F3G

Services  
For  
Youth  
F3H

Cost Centres  
F0000  
to  
F0006

Cost Centres  
F0050 &  
F0051

Cost Centres  
F0100 to  
F0110

Cost Centres  
F0150  
To  
F0154

Cost Centres  
F0200  
To  
F0207

Cost Centres  
F0250 to  
F0254

Cost Centres  
F0300 to  
F0309

Cost Centres  
F0350 to  
F0352

# Children's Services Directorate Storyboard

## 2006/07-2009/10

### AIMS AND AMBITIONS

Our aim is to deliver against the five priority areas and associated outcomes detailed in the Children and Young Peoples Plan:

- That Hackney children and young people are provided with the foundations for a healthy life.
- That children and young people are safe in Hackney.
- That Hackney learners are supported to be more confident and achieve higher standards.
- That Young people are supported to be active, responsible and engaged members of the community.
- That better life chances are created for Hackney children and young people.

### WHAT DID WE ACHIEVE IN 2005/06?

- Developed the Children and Young People's Plan to meet the April 2006 deadline.
- Achieved an overall grade of 3 ("Good") in our Annual Performance Assessment (APA).
- Created the Children and Young Peoples Partnership and a number of joint forums to develop and review children's services.
- DfES recognition of Hackney as one of the top 10 most-improved LEAs in the country in terms of GCSE exam results.
- All schools removed from special measures and serious weaknesses categories.
- Successful re-inspection of Adult and Community Learning.
- Repositioned Youth Services and created the Youth Services Improvement Board.

### MAJOR PROJECTS/TASKS FOR 2006-10

- Implement Children's Trust arrangements by April 2008.
- Implement Commissioning Framework, tiered model of need and shadow Children's Services budget by April 2008.
- Implement Youth Services improvement Plan by April 2007.
- Complete children's centres programme by March 2008
- Award contract to deliver BSF by November 2007 and complete work on all secondary schools and secondary SEN provision by 2012.
- Integrate processes and implement the Common Assessment Framework (CAF) by April 2008, to improve the safeguarding of Hackney's children.

### KEY PERFORMANCE TARGETS

Performance Measure	2005/06 out-turn	2006/07 Target	2007/08 Target
KS4 5+ A*-C GCSE's	47.3%	47%	n/a
KS2 level 4+ in English	69%	75%	76%
KS2 level 4+ Maths	64%	74%	76%
Reduction in teenage pregnancies	-10.1%	-17.5%	n/a
Stability of LAC 3+ placements per year	13%	11%	10%
LAC 1+ A*-G GCSE's	56.25%	60%	65%
Reviews of child protection cases	100%	100%	100%

### WHAT IS OUR CAPACITY TO DELIVER?

- Strong partnership working between LBH and the Learning Trust, directed by a newly created joint management team.
- APA confirmed our capacity to improve to be "good", and JAR self-assessment shows further improvements have been achieved.
- Youth Services repositioned and increased resources to address historic weaknesses, and new head of service took up post in Jan'06.

### RESOURCES EMPLOYED

- 551 FTE excluding Learning Trust and school staff.

### COST OF SERVICE

**2006/07 Budget  
£ (m)**

Expenditure *	236.7
Income**	152.0
<b>Net Cost of Service</b>	<b>84.7</b>

\* Includes Education Expend of £180m included in the Finance Section

\*\* Includes Dedicated Schools grant of £143m included in the Finance Section.

### ASSESSMENTS AND INSPECTIONS 2006/07

Joint Area Review - March 2006

Annual Performance Assessment - June 2006

## CHILDREN'S SERVICES

### Budget Movement

	£000	£000	£000
<b>2005/06 Budget</b>			<b>36,994</b>
In year virements	2,494		
Pay Inflation	631		
Non Pay Inflation	581		
Growth before savings	2,340	6,046	
Efficiency Savings	(697)	(697)	
Changes in Central Recharges	1,348		
Changes in Capital Recharges	(192)		
Movement from Grant to FSS	1,305		
Other changes	2,044	4,505	
<b>2006/07 Budget</b>			<b>46,848</b>

### Growth

Included in the 2006/07 budget is £2.340m of growth, as set out below:

<b>ROP/Committed and New Growth</b>	<b>£000</b>
Revenue	
Increased demands for disability care packages for children	100
Meeting legal obligations in respect of services to unaccompanied asylum seeking children	100
Increase in the unit costs of independent foster placements	86
Growth in residence orders	142
Change in funding from specific to formula grant	70
Review of all disabled children cases as required by the DFES	86
Budget to cover the costs of residential family assessments ordered by the courts	400
Increasing numbers of referrals to the duty and assessment service, including issues of child protection	118
Developing targeted support to parents	300
Development of good safeguarding children practices	95
Youth services	843
<b>Total</b>	<b>2,340</b>

## Children's Services

### Analysis of Cost Centres

Old Cost Centre		New Cost Centre	2004/05 Actual £	2005/06 Budget £	2005/06 Probable Outturn £	2006/07 Budget £
<b>Directorate Total</b>			<b>35,054,943</b>	<b>39,487,858</b>	<b>39,930,894</b>	<b>46,847,610</b>
G0016	Every Child Matters Project	F0000	0	811	813	59,992
G0017	Every Child Matters Reorganisation	F0001	0	5,745	5,744	123,486
G0019	Training - Children's Services	F0002	0	99,380	99,380	106,730
<b>Strategy and Resources</b>			<b>0</b>	<b>105,936</b>	<b>105,937</b>	<b>290,208</b>
G0752	Children In Need Central	F0050	907,670	1,132,070	1,505,612	1,969,259
G0759	Children In Need Team 1	F0051	741,438	568,640	597,335	560,620
<b>Children in Need</b>			<b>1,649,108</b>	<b>1,700,710</b>	<b>2,102,947</b>	<b>2,529,879</b>
G0601	Health Team	F0100	124,642	150,615	141,973	133,344
G0603	Children in Public Care Team	F0101	193,455	253,621	240,154	273,384
G0606	Emergency Bed Unit	F0102	237,370	417,483	231,309	453,292
G0608	Looked After Children Central	F0104	123,143	146,560	168,946	195,861
G0609	Disabilities Placement	F0105	1,034,670	669,694	832,003	672,989
G0610	Looked After Children Team	F0106	1,728,057	1,755,604	1,624,732	2,308,143
G0611	Private & Voluntary Placements	F0107	2,515,921	2,600,963	2,555,580	2,679,876
G0612	Leaving Care Residential Unit	F0108	400,303	473,919	434,600	514,587
G0613	Leaving Care Social Work Teams	F0109	1,524,880	1,450,730	2,123,239	1,649,824
G0614	Pathways Service	F0110	3,558,158	3,748,053	2,999,971	3,504,917
<b>Looked after Children</b>			<b>11,440,599</b>	<b>11,667,242</b>	<b>11,352,507</b>	<b>12,386,217</b>
G0700	Adoption Services (QP Funded)	F0150	5,237	40,840	40,840	46,466
G0701	Choice Protects	F0151	7,155	29,661	29,663	52,996
G0702	Fostering Team	F0152	7,289,116	6,831,393	7,044,464	6,940,302
G0703	Adoption Unit	F0153	2,026,341	2,286,559	2,358,237	2,548,893
G0704	Access to Resources Team	F0154	243,005	224,394	215,483	248,506
<b>Children's Resources</b>			<b>9,570,854</b>	<b>9,412,847</b>	<b>9,688,686</b>	<b>9,837,163</b>
G0605	Albion Grove Children's Resource Centre	F0200	430,953	544,660	454,575	612,556
G0751	Community Social Work Central	F0201	441,943	454,163	335,253	400,410
G0753	Disabilities Team Care Assessment	F0202	842,842	778,150	894,328	1,078,356
G0754	Disabilities Team Care Packages	F0203	778,783	833,017	979,714	938,760
G0755	Duty & Assessment Team Care	F0204	1,481,071	1,685,460	1,710,902	2,982,481
G0756	Duty & Ass Team Care Packages	F0205	176,455	201,362	218,594	200,726
G0758	Homerton Children & Families	F0207	152,888	191,114	329,546	36,599
<b>Community Social Work</b>			<b>4,304,935</b>	<b>4,687,926</b>	<b>4,922,913</b>	<b>6,249,888</b>
G0503	Area Child Protection Team	F0250	86,873	138,329	127,710	150,459
G0600	Children's Policy Team	F0251	296,030	541,332	448,893	563,741
G0602	Reviewing Team	F0252	484,214	491,712	523,599	533,224
G0604	Computers Looked After Children	F0253	56,136	73,220	34,384	77,209
G0750	Child Protection Coordinators	F0254	275,016	301,283	307,012	488,525
<b>Quality Strategy and Performance</b>			<b>1,198,270</b>	<b>1,545,876</b>	<b>1,441,597</b>	<b>1,813,158</b>
G0551	Poppy Doughty Family Resources Centre	F0300	663,245	1,028,220	909,770	1,103,042
G0552	CAMHS Grant	F0301	(7,063)	205,528	97,145	399,575
G0553	Family Support Central	F0302	112,890	147,377	138,728	207,569
G0554	Over 16 Team	F0303	115,496	143,545	293,260	193,106
G0555	Child & Family Consultation Team	F0304	(895)	132,231	143,664	300,229
G0556	Oswald St Family Resources Centre	F0305	684,716	804,721	771,444	768,948
G0557	Oswald St Family RC Care Package	F0306	721,529	700,499	783,704	698,430
G0558	Teenage Pregnancy Implement	F0307	931	3,723	3,723	1,931
G0559	Over 16 Team - UASC	F0308	65,027	52,393	95,562	59,635
G0560	CAMHS Grant - Non Social Services	F0309	0	5,559	5,559	5,097
<b>Family Support Services</b>			<b>2,355,874</b>	<b>3,223,796</b>	<b>3,242,559</b>	<b>3,737,562</b>

## Children's Services

### Analysis of Cost Centres

Old Cost Centre		New Cost Centre	2004/05 Actual £	2005/06 Budget £	2005/06 Probable Outturn £	2006/07 Budget £
C0550	Youth Offending Team	F0350	1,720,317	1,939,592	1,939,592	1,798,916
C0551	Youth Crime Prevention Scheme	F0351	152,542	217,692	217,692	228,212
C0552	Youth Service	F0352	697,763	1,502,934	1,501,702	2,504,490
C0602	Hackney Connexions Services	F0353	0	0	(0)	97,834
<b>Services for Youth</b>			<b>2,570,622</b>	<b>3,660,218</b>	<b>3,658,986</b>	<b>4,629,452</b>
G0500	Children & Families Finance Team	F0400	(25,990)	753,200	784,425	820,208
G0501	Children & Families Senior Management	F0401	1,990,671	2,730,107	2,630,337	4,553,875
G0502	Children & Families Training	F0402	0	0	0	0
<b>Children's Services Finance</b>			<b>1,964,681</b>	<b>3,483,307</b>	<b>3,414,762</b>	<b>5,374,083</b>
<b>Directorate Total</b>			<b>35,054,943</b>	<b>39,487,858</b>	<b>39,930,894</b>	<b>46,847,610</b>

## Children's Services

Old Cost Centre	Staffing Analysis as at 31 March 2006	New Cost Centre	Full Time Equivalent (FTE)	2006/07 Pay Budget
<b>Directorate Total</b>			<b>550.92</b>	<b>21,896,743</b>
G0016	Every Child Matters Project	F0000	5.50	302,740
G0017	Every Child Matters Reorganisation	F0001	10.00	398,604
G0019	Training - Children's Services	F0002	3.12	135,558
<b>Strategy and Resources</b>			<b>18.62</b>	<b>836,902</b>
G0752	Children in Need Central	F0050	37.50	1,572,959
G0759	Children In Need Team 1	F0051	10.00	329,226
<b>Children in Need</b>			<b>47.50</b>	<b>1,902,185</b>
G0601	Health Team	F0100	3.50	122,205
G0603	Children in Public Care Team	F0101	5.00	214,204
G0606	Emergency Bed Unit	F0102	12.00	361,512
G0608	Looked After Children Central	F0104	4.00	162,014
G0609	Disabilities Placement	F0105	0.00	0
G0610	Looked After Children Team	F0106	38.00	1,448,477
G0611	Private & Voluntary Placements	F0107	0.00	0
G0612	Leaving Care Residential Unit	F0108	11.25	341,346
G0613	Leaving Care Social Work Teams	F0109	20.50	759,589
G0614	Pathways Service	F0110	13.50	492,843
<b>Looked after Children</b>			<b>107.75</b>	<b>3,902,190</b>
G0700	Cleaning Contract	F0150	6.00	264,906
G0701	Choice Protects	F0151	7.00	376,539
G0702	Fostering Team	F0152	23.00	933,321
G0703	Adoption Unit	F0153	26.00	1,003,974
G0704	Access to Resources Team	F0154	5.00	200,065
<b>Children's Resources</b>			<b>67.00</b>	<b>2,778,805</b>
G0605	Albion Grove Children's Resource Centre	F0200	15.80	449,497
G0751	Community Social Work Central	F0201	6.00	254,782
G0753	Assessment Disabilities Team Care	F0202	21.50	882,173
G0754	Assessment Disabilities Team Care Packages	F0203	5.00	125,499
G0755	Duty & Assessment Team Care	F0204	61.50	2,525,091
G0756	Duty & Ass Team Care Packages	F0205	0.00	0
G0757	Disabilities	F0206	0.00	0
<b>Community Social Work</b>			<b>109.80</b>	<b>4,237,042</b>
G0503	Area Child Protection	F0250	3.00	125,220
G0600	Children's Policy Team	F0251	7.50	301,658
G0602	Reviewing Team	F0252	10.00	446,827
G0604	Computers Looked After Children	F0253	0.00	0
G0750	Child Protection Coordinators	F0254	11.00	412,073
<b>Quality Strategy and Performance</b>			<b>31.50</b>	<b>1,285,778</b>
G0551	Poppy Doughty Family Resources Centre	F0300	26.00	833,997
G0552	CAMHS Grant	F0301	20.25	799,468
G0553	Family Support Central	F0302	4.50	210,174
G0554	Over 16 Team	F0303	2.50	106,261
G0555	Child & Family Consultation Team	F0304	2.50	97,451
G0556	Oswald St Family Resources Centre	F0305	18.00	560,352
G0558		F0307	0.00	0
G0559	Over 16 Team - UASC	F0308	4.50	154,661
G0560	CAMHS Grant - Non Social Services	F0309	0.00	0
<b>Family Support Services</b>			<b>78.25</b>	<b>2,762,364</b>
C0550	Youth Offending Team	F0350	24.50	1,061,515
C0551	Youth Crime Prevention eme	F0351	9.00	302,945
C0552	Youth Service	F0352	31.00	1,570,175
<b>Services For Youth</b>			<b>64.50</b>	<b>2,934,635</b>
G0500	Children & Families Fin Team	F0800	19.00	702,432
G0501	Children & Families Snr Mgmt	F0801	7.00	554,410
<b>Children's Services Finance</b>			<b>26.00</b>	<b>1,256,842</b>
<b>Directorate Total</b>			<b>550.92</b>	<b>21,896,743</b>

# Children's Services

## Directorate Summary

	2004/05 Actual £	2005/06 Budget £	2005/06 Probable Outturn £	2006/07 Budget £
<b>Expenditure</b>				
Direct Costs	16,776,613	19,622,957	19,098,059	21,896,743
Indirect Costs	230,597	373,091	385,922	367,264
Training	85,714	239,681	256,428	537,329
Contribution to Provisions	0	0	0	0
<b>Employee Costs</b>	<b>17,092,924</b>	<b>20,235,729</b>	<b>19,740,409</b>	<b>22,801,336</b>
Repair & Maintenance of Buildings	161,869	76,337	130,710	86,210
Energy Costs & Water Services	81,772	70,897	78,959	71,129
Rent & Rates	116,671	166,017	182,874	168,319
Premises Insurance	0	3,510	3,510	3,510
Grounds & Road Maintenance	365	0	868	0
Fixtures & Fittings	32,258	7,588	16,549	5,964
Cleaning	27,037	28,993	31,972	29,585
Contribution to Provisions	666	0	0	0
<b>Premises Costs</b>	<b>420,639</b>	<b>353,342</b>	<b>445,444</b>	<b>364,717</b>
Direct Transport Costs	43,496	9,600	52,593	8,322
Hire & Leasing	7,082	3,193	6,459	3,223
Transport Fees	301,734	233,909	466,554	302,447
Travel Allowances	88,906	148,990	92,806	142,924
Contribution to Provisions	3,012	0	0	0
<b>Transport Costs</b>	<b>444,230</b>	<b>395,692</b>	<b>618,412</b>	<b>456,916</b>
Furniture & Equipment	293,466	255,027	245,190	223,898
Catering	52,295	44,488	59,111	53,993
Clothing & Laundry	1,297	637	1,010	637
Communications & Computing	198,923	287,154	437,875	415,511
Fees & Services	215,647	69,109	102,161	57,439
Printing Stationery & Office Expenditure	127,803	221,995	188,468	215,041
Expenses	5,604	7,175	11,280	8,273
Grants & Subscriptions	55,844	46,922	442,969	48,368
Contribution to Provisions	11,459	0	10,847	0
<b>Supplies and Services</b>	<b>962,338</b>	<b>932,507</b>	<b>1,498,910</b>	<b>1,023,160</b>
General Third Party Payments	1,048,854	4,789,647	3,801,696	4,177,461
Voluntary Organisations	16,090,840	14,774,496	15,934,347	15,184,245
Social Services Client	3,470,396	3,352,892	3,173,772	2,808,652
Housing Benefits	1,351,830	1,457,091	1,414,570	1,463,946
<b>Third Party Payments / Transfers</b>	<b>21,961,919</b>	<b>24,374,126</b>	<b>24,324,385</b>	<b>23,634,304</b>
<b>Support Services</b>	<b>1,833,372</b>	<b>3,928,097</b>	<b>3,912,711</b>	<b>7,342,346</b>
Capital Charges	(392,977)	374,576	374,576	181,962
Capital Financing	0	0	0	0
<b>Capital Charges / Financing</b>	<b>(392,977)</b>	<b>374,576</b>	<b>374,576</b>	<b>181,962</b>
<b>TOTAL EXPENDITURE</b>	<b>42,322,444</b>	<b>50,594,068</b>	<b>50,914,847</b>	<b>55,804,741</b>
<b>Income</b>				
Government Grants	(5,801,934)	(8,054,039)	(7,283,162)	(5,970,535)
Other Grants & Contributions	(659,002)	(2,977,037)	(3,580,581)	(2,909,208)
Customer & Client Receipts	(806,565)	(75,134)	(120,210)	(77,388)
<b>External Income</b>	<b>(7,267,501)</b>	<b>(11,106,210)</b>	<b>(10,983,953)</b>	<b>(8,957,131)</b>
Recharges	0	0	0	0
<b>Internal Income</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL INCOME</b>	<b>(7,267,501)</b>	<b>(11,106,210)</b>	<b>(10,983,953)</b>	<b>(8,957,131)</b>
<b>NET EXPENDITURE</b>	<b>35,054,943</b>	<b>39,487,858</b>	<b>39,930,894</b>	<b>46,847,610</b>

# Children's Services

## Strategy & Resources

	2004/05 Actual £	2005/06 Budget £	2005/06 Probable Outturn £	2006/07 Budget £
<b>Expenditure</b>				
Direct Costs	334,231	604,351	562,877	836,902
Indirect Costs	4,402	25,450	15,856	32,350
Training	4,309	79,620	118,401	374,518
Contribution to Provisions	0	0	0	0
<b>Employee Costs</b>	<b>342,941</b>	<b>709,421</b>	<b>697,134</b>	<b>1,243,770</b>
Repair & Maintenance of Buildings	0	0	282	0
Energy Costs & Water Services	0	0	0	0
Rent & Rates	0	0	4,738	0
Premises Insurance	0	0	0	0
Grounds & Road Maintenance	0	0	0	0
Fixtures & Fittings	0	0	124	0
Cleaning	0	0	58	0
Contribution to Provisions	0	0	0	0
<b>Premises Costs</b>	<b>0</b>	<b>0</b>	<b>5,202</b>	<b>0</b>
Direct Transport Costs	0	0	0	0
Hire & Leasing	0	0	0	0
Transport Fees	0	500	437	515
Travel Allowances	0	0	62	0
Contribution to Provisions	0	0	0	0
<b>Transport Costs</b>	<b>0</b>	<b>500</b>	<b>499</b>	<b>515</b>
Furniture & Equipment	43,133	24,999	11,821	26,692
Catering	3,470	6,587	7,408	6,752
Clothing & Laundry	0	0	0	0
Communications & Computing	5,255	15,543	19,812	104,298
Fees & Services	21,857	0	0	0
Printing Stationery & Office Expenditure	1,864	48,174	17,593	51,054
Expenses	0	0	1,367	0
Grants & Subscriptions	1,391	0	2,296	1,428
Contribution to Provisions	0	0	0	0
<b>Supplies and Services</b>	<b>76,969</b>	<b>95,303</b>	<b>60,297</b>	<b>190,224</b>
General Third Party Payments	0	0	0	236,188
Voluntary Organisations	0	0	0	0
Social Services Client	0	509,089	212,640	0
Housing Benefits	0	0	4,997	20,000
<b>Third Party Payments / Transfers</b>	<b>0</b>	<b>509,089</b>	<b>217,637</b>	<b>256,188</b>
<b>Support Services</b>	<b>0</b>	<b>6,556</b>	<b>6,556</b>	<b>134,581</b>
Capital Charges	0	0	0	52,392
Capital Financing	0	0	0	0
<b>Capital Charges / Financing</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>52,392</b>
<b>TOTAL EXPENDITURE</b>	<b>419,910</b>	<b>1,320,869</b>	<b>987,325</b>	<b>1,877,670</b>
<b>Income</b>				
Government Grants	(140,910)	(654,709)	(423,158)	(631,429)
Other Grants & Contributions	0	(560,224)	(458,230)	(956,033)
Customer & Client Receipts	(279,000)	0	0	0
<b>External Income</b>	<b>(419,910)</b>	<b>(1,214,933)</b>	<b>(881,388)</b>	<b>(1,587,462)</b>
Recharges	0	0	0	0
<b>Internal Income</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL INCOME</b>	<b>(419,910)</b>	<b>(1,214,933)</b>	<b>(881,388)</b>	<b>(1,587,462)</b>
<b>NET EXPENDITURE</b>	<b>(0)</b>	<b>105,936</b>	<b>105,937</b>	<b>290,208</b>

# Children's Services

## Children In Need

	2004/05 Actual £	2005/06 Budget £	2005/06 Probable Outturn £	2006/07 Budget £
<b>Expenditure</b>				
Direct Costs	1,736,979	1,710,207	2,009,288	1,902,185
Indirect Costs	2,628	10,421	14,409	10,421
Training	1,720	0	5,793	0
Contribution to Provisions	0	0	0	0
<b>Employee Costs</b>	<b>1,741,327</b>	<b>1,720,628</b>	<b>2,029,490</b>	<b>1,912,606</b>
Repair & Maintenance of Buildings	0	0	21,886	21,723
Energy Costs & Water Services	0	0	7,968	9,657
Rent & Rates	0	0	30,744	53,985
Premises Insurance	0	0	0	0
Grounds & Road Maintenance	0	0	0	0
Fixtures & Fittings	0	0	7	551
Cleaning	0	0	1,822	1,850
Contribution to Provisions	0	0	0	0
<b>Premises Costs</b>	<b>0</b>	<b>0</b>	<b>62,427</b>	<b>87,766</b>
Direct Transport Costs	595	0	1,350	0
Hire & Leasing	0	0	0	0
Transport Fees	119,184	41,373	169,335	66,271
Travel Allowances	12,892	12,695	8,776	12,695
Contribution to Provisions	0	0	0	0
<b>Transport Costs</b>	<b>132,670</b>	<b>54,068</b>	<b>179,461</b>	<b>78,966</b>
Furniture & Equipment	213	4,292	5,174	4,292
Catering	238	642	490	642
Clothing & Laundry	0	0	0	0
Communications & Computing	4	6,436	3,465	36,837
Fees & Services	1,889	112	496	112
Printing Stationery & Office Expenditure	1,024	5,542	5,790	5,500
Expenses	510	42	73	42
Grants & Subscriptions	0	0	0	0
Contribution to Provisions	0	0	0	0
<b>Supplies and Services</b>	<b>3,878</b>	<b>17,066</b>	<b>15,487</b>	<b>47,425</b>
General Third Party Payments	(360)	0	0	0
Voluntary Organisations	377,958	355,246	249,032	355,246
Social Services Client	1,116	0	0	0
Housing Benefits	0	0	0	0
<b>Third Party Payments / Transfers</b>	<b>378,713</b>	<b>355,246</b>	<b>249,032</b>	<b>355,246</b>
<b>Support Services</b>	<b>0</b>	<b>163,462</b>	<b>163,894</b>	<b>297,870</b>
Capital Charges	0	0	0	0
Capital Financing	0	0	0	0
<b>Capital Charges / Financing</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL EXPENDITURE</b>	<b>2,256,589</b>	<b>2,310,470</b>	<b>2,699,791</b>	<b>2,779,879</b>
<b>Income</b>				
Government Grants	(607,088)	(609,760)	(593,400)	(250,000)
Other Grants & Contributions	0	0	0	0
Customer & Client Receipts	(393)	0	(3,444)	0
<b>External Income</b>	<b>(607,480)</b>	<b>(609,760)</b>	<b>(596,844)</b>	<b>(250,000)</b>
Recharges	0	0	0	0
<b>Internal Income</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL INCOME</b>	<b>(607,480)</b>	<b>(609,760)</b>	<b>(596,844)</b>	<b>(250,000)</b>
<b>NET EXPENDITURE</b>	<b>1,649,108</b>	<b>1,700,710</b>	<b>2,102,947</b>	<b>2,529,879</b>

# Children's Services

## Looked After Children

	2004/05 Actual £	2005/06 Budget £	2005/06 Probable Outturn £	2006/07 Budget £
<b>Expenditure</b>				
Direct Costs	3,124,635	3,772,199	3,352,134	3,902,190
Indirect Costs	29,318	26,138	51,977	24,485
Training	6,321	7,970	11,220	7,970
Contribution to Provisions	0	0	0	0
<b>Employee Costs</b>	<b>3,160,274</b>	<b>3,806,307</b>	<b>3,415,331</b>	<b>3,934,645</b>
Repair & Maintenance of Buildings	51,175	29,699	29,094	29,699
Energy Costs & Water Services	10,432	13,202	12,146	13,202
Rent & Rates	3,488	17,095	17,095	17,095
Premises Insurance	0	1,293	1,293	1,293
Grounds & Road Maintenance	365	0	0	0
Fixtures & Fittings	1,217	0	336	0
Cleaning	9,363	309	691	309
Contribution to Provisions	0	0	0	0
<b>Premises Costs</b>	<b>76,041</b>	<b>61,598</b>	<b>60,655</b>	<b>61,598</b>
Direct Transport Costs	37	284	344	284
Hire & Leasing	577	0	116	0
Transport Fees	89,180	131,242	145,310	146,996
Travel Allowances	15,596	24,801	14,213	24,801
Contribution to Provisions	0	0	0	0
<b>Transport Costs</b>	<b>105,390</b>	<b>156,327</b>	<b>159,984</b>	<b>172,081</b>
Furniture & Equipment	16,887	23,604	36,237	23,604
Catering	12,341	10,461	17,907	18,461
Clothing & Laundry	2,372	0	324	0
Communications & Computing	41,537	34,739	22,901	34,738
Fees & Services	24,103	3,906	3,765	3,906
Printing Stationery & Office Expenditure	21,848	45,883	46,964	45,882
Expenses	2,025	2,912	2,285	2,910
Grants & Subscriptions	40	569	691	569
Contribution to Provisions	7,042	0	(42)	0
<b>Supplies and Services</b>	<b>128,196</b>	<b>122,074</b>	<b>131,032</b>	<b>130,070</b>
General Third Party Payments	3,918	85,000	85,933	87,550
Voluntary Organisations	6,553,073	5,646,303	5,962,157	5,832,303
Social Services Client	1,951,640	1,543,941	1,916,440	1,643,941
Housing Benefits	36,627	14,069	22,633	14,069
<b>Third Party Payments / Transfers</b>	<b>8,545,258</b>	<b>7,289,313</b>	<b>7,987,163</b>	<b>7,577,863</b>
<b>Support Services</b>	<b>0</b>	<b>496,671</b>	<b>496,671</b>	<b>746,034</b>
Capital Charges	49,888	51,912	51,912	53,971
Capital Financing	0	0	0	0
<b>Capital Charges / Financing</b>	<b>49,888</b>	<b>51,912</b>	<b>51,912</b>	<b>53,971</b>
<b>TOTAL EXPENDITURE</b>	<b>12,065,047</b>	<b>11,984,202</b>	<b>12,302,747</b>	<b>12,676,262</b>
<b>Income</b>				
Government Grants	(643,988)	(316,960)	(550,817)	(290,045)
Other Grants & Contributions	0	0	(400,000)	0
Customer & Client Receipts	19,540	0	577	0
<b>External Income</b>	<b>(624,448)</b>	<b>(316,960)</b>	<b>(950,240)</b>	<b>(290,045)</b>
Recharges	0	0	0	0
<b>Internal Income</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL INCOME</b>	<b>(624,448)</b>	<b>(316,960)</b>	<b>(950,240)</b>	<b>(290,045)</b>
<b>NET EXPENDITURE</b>	<b>11,440,599</b>	<b>11,667,242</b>	<b>11,352,507</b>	<b>12,386,217</b>

# Children's Services

## Children's Resources

	2004/05 Actual £	2005/06 Budget £	2005/06 Probable Outturn £	2006/07 Budget £
<b>Expenditure</b>				
Direct Costs	2,207,633	2,643,714	2,344,704	2,778,805
Indirect Costs	42,757	16,151	17,133	12,972
Training	25,086	13,289	16,809	13,459
Contribution to Provisions	0	0	0	0
<b>Employee Costs</b>	<b>2,275,476</b>	<b>2,673,154</b>	<b>2,378,646</b>	<b>2,805,236</b>
Repair & Maintenance of Buildings	8,027	935	1,695	219
Energy Costs & Water Services	0	0	0	0
Rent & Rates	143	0	14,155	0
Premises Insurance	0	0	0	0
Grounds & Road Maintenance	0	0	0	0
Fixtures & Fittings	3,112	0	0	0
Cleaning	0	0	21	0
Contribution to Provisions	0	0	0	0
<b>Premises Costs</b>	<b>11,282</b>	<b>935</b>	<b>15,871</b>	<b>219</b>
Direct Transport Costs	423	0	299	100
Hire & Leasing	0	0	0	0
Transport Fees	22,871	17,386	22,931	17,386
Travel Allowances	21,339	30,564	25,938	30,564
Contribution to Provisions	3,000	0	0	0
<b>Transport Costs</b>	<b>47,633</b>	<b>47,950</b>	<b>49,168</b>	<b>48,050</b>
Furniture & Equipment	59,572	31,496	30,832	33,100
Catering	12,360	3,642	5,921	3,942
Clothing & Laundry	(124)	0	(107)	0
Communications & Computing	56,753	65,353	91,054	63,049
Fees & Services	12,813	504	1,230	162
Printing Stationery & Office Expenditure	27,070	22,435	20,947	20,348
Expenses	1,405	2,301	4,955	3,001
Grants & Subscriptions	7,050	6,822	5,041	6,822
Contribution to Provisions	389	0	0	0
<b>Supplies and Services</b>	<b>177,288</b>	<b>132,553</b>	<b>159,873</b>	<b>130,424</b>
General Third Party Payments	2,053	0	0	0
Voluntary Organisations	7,627,924	7,327,306	7,790,811	7,444,744
Social Services Client	283,004	338,725	411,007	360,516
Housing Benefits	17,748	0	0	0
<b>Third Party Payments / Transfers</b>	<b>7,930,729</b>	<b>7,666,031</b>	<b>8,201,818</b>	<b>7,805,260</b>
<b>Support Services</b>	<b>0</b>	<b>345,224</b>	<b>345,224</b>	<b>541,564</b>
Capital Charges	0	0	0	0
Capital Financing	0	0	0	0
<b>Capital Charges / Financing</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL EXPENDITURE</b>	<b>10,442,408</b>	<b>10,865,847</b>	<b>11,150,600</b>	<b>11,330,753</b>
<b>Income</b>				
Government Grants	(863,416)	(1,453,000)	(1,453,000)	(1,493,590)
Other Grants & Contributions	0	0	0	0
Customer & Client Receipts	(8,138)	0	(8,914)	0
<b>External Income</b>	<b>(871,554)</b>	<b>(1,453,000)</b>	<b>(1,461,914)</b>	<b>(1,493,590)</b>
Recharges	0	0	0	0
<b>Internal Income</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL INCOME</b>	<b>(871,554)</b>	<b>(1,453,000)</b>	<b>(1,461,914)</b>	<b>(1,493,590)</b>
<b>NET EXPENDITURE</b>	<b>9,570,854</b>	<b>9,412,847</b>	<b>9,688,686</b>	<b>9,837,163</b>

# Children's Services

## Community Social Work

	2004/05 Actual £	2005/06 Budget £	2005/06 Probable Outturn £	2006/07 Budget £
<b>Expenditure</b>				
Direct Costs	3,712,473	3,799,483	3,776,546	4,237,042
Indirect Costs	26,154	57,238	89,762	54,714
Training	3,344	0	195	0
Contribution to Provisions	0	0	0	0
<b>Employee Costs</b>	<b>3,741,970</b>	<b>3,856,721</b>	<b>3,866,502</b>	<b>4,291,756</b>
Repair & Maintenance of Buildings	60,433	26,448	6,431	4,725
Energy Costs & Water Services	26,653	16,648	9,186	6,991
Rent & Rates	32,385	54,411	844	426
Premises Insurance	0	935	935	935
Grounds & Road Maintenance	0	0	0	0
Fixtures & Fittings	2,105	551	7	0
Cleaning	2,548	5,005	3,876	3,155
Contribution to Provisions	666	0	0	0
<b>Premises Costs</b>	<b>124,790</b>	<b>103,998</b>	<b>21,279</b>	<b>16,232</b>
Direct Transport Costs	33,819	1,162	25,683	1,162
Hire & Leasing	533	0	0	0
Transport Fees	58,857	35,595	109,431	61,608
Travel Allowances	14,673	35,233	13,787	27,233
Contribution to Provisions	0	0	0	0
<b>Transport Costs</b>	<b>107,882</b>	<b>71,990</b>	<b>148,901</b>	<b>90,003</b>
Furniture & Equipment	32,634	9,244	11,794	9,244
Catering	8,346	9,473	10,147	9,473
Clothing & Laundry	294	0	0	0
Communications & Computing	17,662	30,306	23,378	30,306
Fees & Services	27,205	24,837	9,005	24,837
Printing Stationery & Office Expenditure	20,147	16,276	18,804	16,276
Expenses	257	123	128	123
Grants & Subscriptions	936	0	22	0
Contribution to Provisions	1,989	0	0	0
<b>Supplies and Services</b>	<b>109,471</b>	<b>90,259</b>	<b>73,278</b>	<b>90,259</b>
General Third Party Payments	0	18,396	56,356	18,396
Voluntary Organisations	907,889	914,512	1,095,289	1,014,512
Social Services Client	110,845	166,803	193,006	176,749
Housing Benefits	109,380	112,661	122,380	116,087
<b>Third Party Payments / Transfers</b>	<b>1,128,114</b>	<b>1,212,372</b>	<b>1,467,031</b>	<b>1,325,744</b>
<b>Support Services</b>	<b>0</b>	<b>435,821</b>	<b>419,822</b>	<b>746,684</b>
Capital Charges	55,269	24,110	24,110	26,601
Capital Financing	0	0	0	0
<b>Capital Charges / Financing</b>	<b>55,269</b>	<b>24,110</b>	<b>24,110</b>	<b>26,601</b>
<b>TOTAL EXPENDITURE</b>	<b>5,267,495</b>	<b>5,795,271</b>	<b>6,020,923</b>	<b>6,587,279</b>
<b>Income</b>				
Government Grants	(951,270)	(1,107,345)	(1,094,825)	(337,391)
Other Grants & Contributions	(2,554)	0	(30)	0
Customer & Client Receipts	(8,737)	0	(3,156)	0
<b>External Income</b>	<b>(962,561)</b>	<b>(1,107,345)</b>	<b>(1,098,011)</b>	<b>(337,391)</b>
Recharges	0	0	0	0
<b>Internal Income</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL INCOME</b>	<b>(962,561)</b>	<b>(1,107,345)</b>	<b>(1,098,011)</b>	<b>(337,391)</b>
<b>NET EXPENDITURE</b>	<b>4,304,935</b>	<b>4,687,926</b>	<b>4,922,913</b>	<b>6,249,888</b>

# Children's Services

## Quality Strategy & Performance

	2004/05 Actual £	2005/06 Budget £	2005/06 Probable Outturn £	2006/07 Budget £
<b>Expenditure</b>				
Direct Costs	1,128,179	1,248,615	1,235,758	1,285,778
Indirect Costs	24,503	10,757	23,085	10,757
Training	18,412	53,663	35,750	53,663
Contribution to Provisions	0	0	0	0
<b>Employee Costs</b>	<b>1,171,094</b>	<b>1,313,035</b>	<b>1,294,593</b>	<b>1,350,198</b>
Repair & Maintenance of Buildings	(574)	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	24	0	0	0
Cleaning	21	0	0	0
Contribution to Provisions	0	0	0	0
<b>Premises Costs</b>	<b>(529)</b>	<b>0</b>	<b>0</b>	<b>0</b>
Direct Transport Costs	736	2,276	5,251	2,276
Hire & Leasing	4,102	0	0	0
Transport Fees	3,997	3,393	7,553	4,242
Travel Allowances	9,123	14,982	8,036	14,133
Contribution to Provisions	0	0	0	0
<b>Transport Costs</b>	<b>17,959</b>	<b>20,651</b>	<b>20,840</b>	<b>20,651</b>
Furniture & Equipment	65,956	75,960	41,389	80,460
Catering	265	911	365	911
Clothing & Laundry	0	0	0	0
Communications & Computing	(912)	405	92	405
Fees & Services	300	1,228	83	1,228
Printing Stationery & Office Expenditure	17,133	40,211	29,346	35,310
Expenses	414	0	72	400
Grants & Subscriptions	14,744	15,913	15,913	15,913
Contribution to Provisions	0	0	0	0
<b>Supplies and Services</b>	<b>97,900</b>	<b>134,628</b>	<b>87,259</b>	<b>134,627</b>
General Third Party Payments	0	0	0	0
Voluntary Organisations	0	0	0	0
Social Services Client	0	0	0	0
Housing Benefits	59,844	108,541	67,912	108,541
<b>Third Party Payments / Transfers</b>	<b>59,844</b>	<b>108,541</b>	<b>67,912</b>	<b>108,541</b>
<b>Support Services</b>	<b>0</b>	<b>121,461</b>	<b>121,461</b>	<b>199,141</b>
Capital Charges	0	0	0	0
Capital Financing	0	0	0	0
<b>Capital Charges / Financing</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL EXPENDITURE</b>	<b>1,346,270</b>	<b>1,698,316</b>	<b>1,592,065</b>	<b>1,813,158</b>
<b>Income</b>				
Government Grants	(148,000)	(152,440)	(149,400)	0
Other Grants & Contributions	0	0	0	0
Customer & Client Receipts	0	0	(1,067)	0
<b>External Income</b>	<b>(148,000)</b>	<b>(152,440)</b>	<b>(150,467)</b>	<b>0</b>
Recharges	0	0	0	0
<b>Internal Income</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL INCOME</b>	<b>(148,000)</b>	<b>(152,440)</b>	<b>(150,467)</b>	<b>0</b>
<b>NET EXPENDITURE</b>	<b>1,198,270</b>	<b>1,545,876</b>	<b>1,441,597</b>	<b>1,813,158</b>

# Children's Services

## Family Support Services

	2004/05 Actual £	2005/06 Budget £	2005/06 Probable Outturn £	2006/07 Budget £
<b>Expenditure</b>				
Direct Costs	1,888,281	2,367,279	2,294,899	2,762,364
Indirect Costs	3,131	21,216	18,256	21,216
Training	12,764	0	16,320	1,000
Contribution to Provisions	0	0	0	0
<b>Employee Costs</b>	<b>1,904,175</b>	<b>2,388,495</b>	<b>2,329,475</b>	<b>2,784,580</b>
Repair & Maintenance of Buildings	18,846	9,861	16,388	20,361
Energy Costs & Water Services	23,064	16,536	27,425	16,536
Rent & Rates	15,918	15,352	26,500	15,352
Premises Insurance	0	1,282	1,282	1,282
Grounds & Road Maintenance	0	0	754	0
Fixtures & Fittings	2,600	800	750	800
Cleaning	2,366	3,941	4,317	3,941
Contribution to Provisions	0	0	0	0
<b>Premises Costs</b>	<b>62,794</b>	<b>47,772</b>	<b>77,416</b>	<b>58,272</b>
Direct Transport Costs	2,171	0	52	0
Hire & Leasing	357	0	0	0
Transport Fees	5,720	3,448	9,101	4,448
Travel Allowances	3,748	11,135	7,114	13,136
Contribution to Provisions	0	0	0	0
<b>Transport Costs</b>	<b>11,996</b>	<b>14,583</b>	<b>16,267</b>	<b>17,584</b>
Furniture & Equipment	41,340	43,202	47,475	25,391
Catering	8,331	6,487	8,355	7,487
Clothing & Laundry	14	637	652	637
Communications & Computing	29,297	48,259	48,874	59,453
Fees & Services	116,495	25,689	9,176	14,494
Printing Stationery & Office Expenditure	22,496	25,781	23,797	21,781
Expenses	378	1,797	2,027	1,797
Grants & Subscriptions	0	0	718	0
Contribution to Provisions	0	0	0	0
<b>Supplies and Services</b>	<b>218,352</b>	<b>151,852</b>	<b>141,074</b>	<b>131,040</b>
General Third Party Payments	1,664	1,038,260	1,086,971	1,114,071
Voluntary Organisations	623,997	531,129	837,058	537,440
Social Services Client	1,123,791	794,334	440,679	627,446
Housing Benefits	209,823	235,000	228,940	235,000
<b>Third Party Payments / Transfers</b>	<b>1,959,274</b>	<b>2,598,723</b>	<b>2,593,648</b>	<b>2,513,957</b>
<b>Support Services</b>	<b>0</b>	<b>289,734</b>	<b>289,915</b>	<b>518,555</b>
Capital Charges	13,553	15,779	15,779	16,195
Capital Financing	0	0	0	0
<b>Capital Charges / Financing</b>	<b>13,553</b>	<b>15,779</b>	<b>15,779</b>	<b>16,195</b>
<b>TOTAL EXPENDITURE</b>	<b>4,170,144</b>	<b>5,506,938</b>	<b>5,463,573</b>	<b>6,040,183</b>
<b>Income</b>				
Government Grants	(1,805,508)	(2,259,344)	(2,173,480)	(2,221,180)
Other Grants & Contributions	(6,000)	0	(20,000)	(56,929)
Customer & Client Receipts	(2,762)	(23,798)	(27,534)	(24,512)
<b>External Income</b>	<b>(1,814,270)</b>	<b>(2,283,142)</b>	<b>(2,221,014)</b>	<b>(2,302,621)</b>
Recharges	0	0	0	0
<b>Internal Income</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL INCOME</b>	<b>(1,814,270)</b>	<b>(2,283,142)</b>	<b>(2,221,014)</b>	<b>(2,302,621)</b>
<b>NET EXPENDITURE</b>	<b>2,355,874</b>	<b>3,223,796</b>	<b>3,242,559</b>	<b>3,737,562</b>

# Children's Services

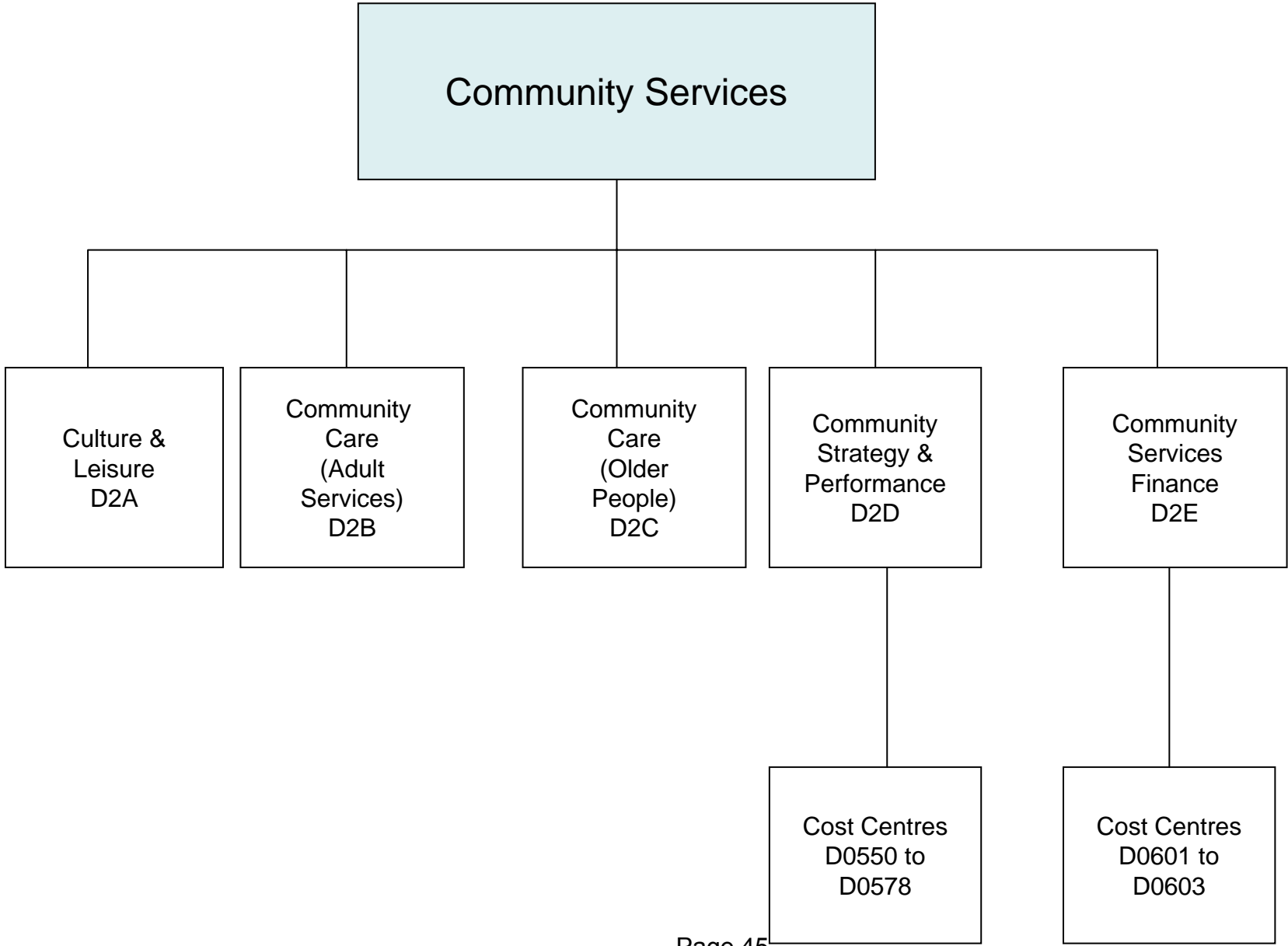
## Services for Youth

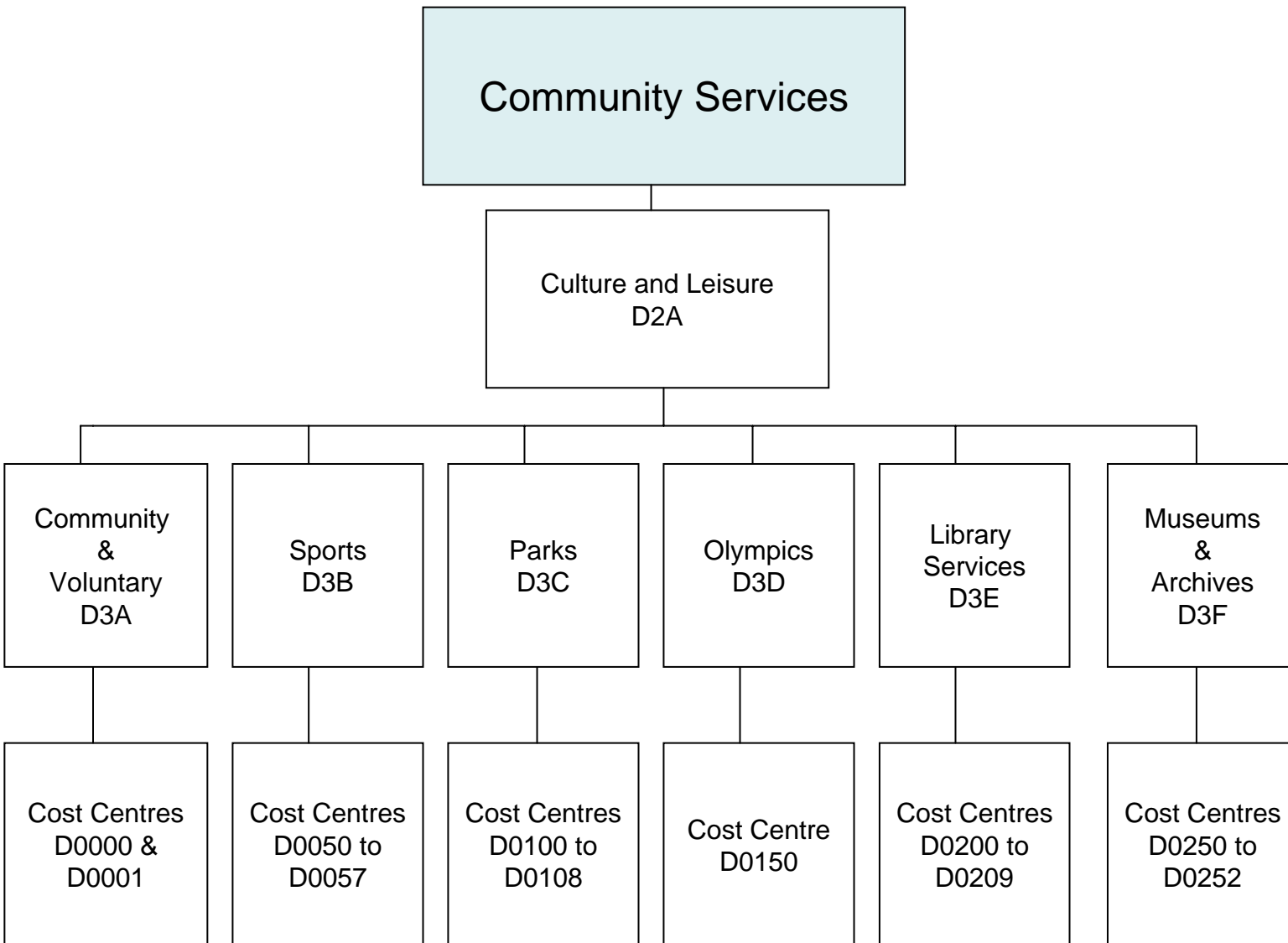
	2004/05 Actual £	2005/06 Budget £	2005/06 Probable Outturn £	2006/07 Budget £
<b>Expenditure</b>				
Direct Costs	2,217,398	2,264,543	2,285,357	2,934,635
Indirect Costs	57,767	101,938	62,067	92,803
Training	9,764	15,850	22,572	17,430
Contribution to Provisions	0	0	0	0
<b>Employee Costs</b>	<b>2,284,929</b>	<b>2,382,331</b>	<b>2,369,996</b>	<b>3,044,868</b>
Repair & Maintenance of Buildings	23,154	9,394	54,935	9,483
Energy Costs & Water Services	21,624	24,511	22,234	24,743
Rent & Rates	64,737	79,159	88,798	81,461
Premises Insurance	0	0	0	0
Grounds & Road Maintenance	0	0	114	0
Fixtures & Fittings	32,139	6,237	15,325	4,613
Cleaning	12,739	19,738	21,188	20,330
Contribution to Provisions	0	0	0	0
<b>Premises Costs</b>	<b>154,393</b>	<b>139,039</b>	<b>202,594</b>	<b>140,630</b>
Direct Transport Costs	5,705	5,878	19,614	4,500
Hire & Leasing	1,513	3,193	6,343	3,223
Transport Fees	1,887	972	1,625	981
Travel Allowances	10,916	16,112	13,412	16,894
Contribution to Provisions	12	0	0	0
<b>Transport Costs</b>	<b>20,033</b>	<b>26,155</b>	<b>40,994</b>	<b>25,598</b>
Furniture & Equipment	33,486	36,819	53,324	15,704
Catering	5,481	4,121	6,323	4,161
Clothing & Laundry	(1,259)	0	141	0
Communications & Computing	48,852	33,283	200,479	33,595
Fees & Services	7,663	2,515	67,838	2,351
Printing Stationery & Office Expenditure	16,221	11,532	15,944	11,641
Expenses	606	0	316	0
Grants & Subscriptions	28,554	1,976	396,647	1,994
Contribution to Provisions	2,039	0	10,889	0
<b>Supplies and Services</b>	<b>141,643</b>	<b>90,246</b>	<b>751,901</b>	<b>69,446</b>
General Third Party Payments	1,040,728	3,647,991	2,572,586	2,721,256
Voluntary Organisations	0	0	0	0
Social Services Client	0	0	0	0
Housing Benefits	290,172	224,821	225,709	201,962
<b>Third Party Payments / Transfers</b>	<b>1,330,900</b>	<b>3,872,812</b>	<b>2,798,295</b>	<b>2,923,218</b>
<b>Support Services</b>	<b>871,699</b>	<b>1,025,052</b>	<b>1,025,052</b>	<b>1,021,188</b>
Capital Charges	(511,687)	23,617	23,617	32,803
Capital Financing	0	0	0	0
<b>Capital Charges / Financing</b>	<b>(511,687)</b>	<b>23,617</b>	<b>23,617</b>	<b>32,803</b>
<b>TOTAL EXPENDITURE</b>	<b>4,291,910</b>	<b>7,559,251</b>	<b>7,212,450</b>	<b>7,257,751</b>
<b>Income</b>				
Government Grants	(543,773)	(1,430,884)	(775,485)	(679,177)
Other Grants & Contributions	(650,448)	(2,416,813)	(2,702,321)	(1,896,246)
Customer & Client Receipts	(527,066)	(51,336)	(75,657)	(52,876)
<b>External Income</b>	<b>(1,721,288)</b>	<b>(3,899,033)</b>	<b>(3,553,464)</b>	<b>(2,628,299)</b>
Recharges	0	0	0	0
<b>Internal Income</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL INCOME</b>	<b>(1,721,288)</b>	<b>(3,899,033)</b>	<b>(3,553,464)</b>	<b>(2,628,299)</b>
<b>NET EXPENDITURE</b>	<b>2,570,622</b>	<b>3,660,218</b>	<b>3,658,986</b>	<b>4,629,452</b>

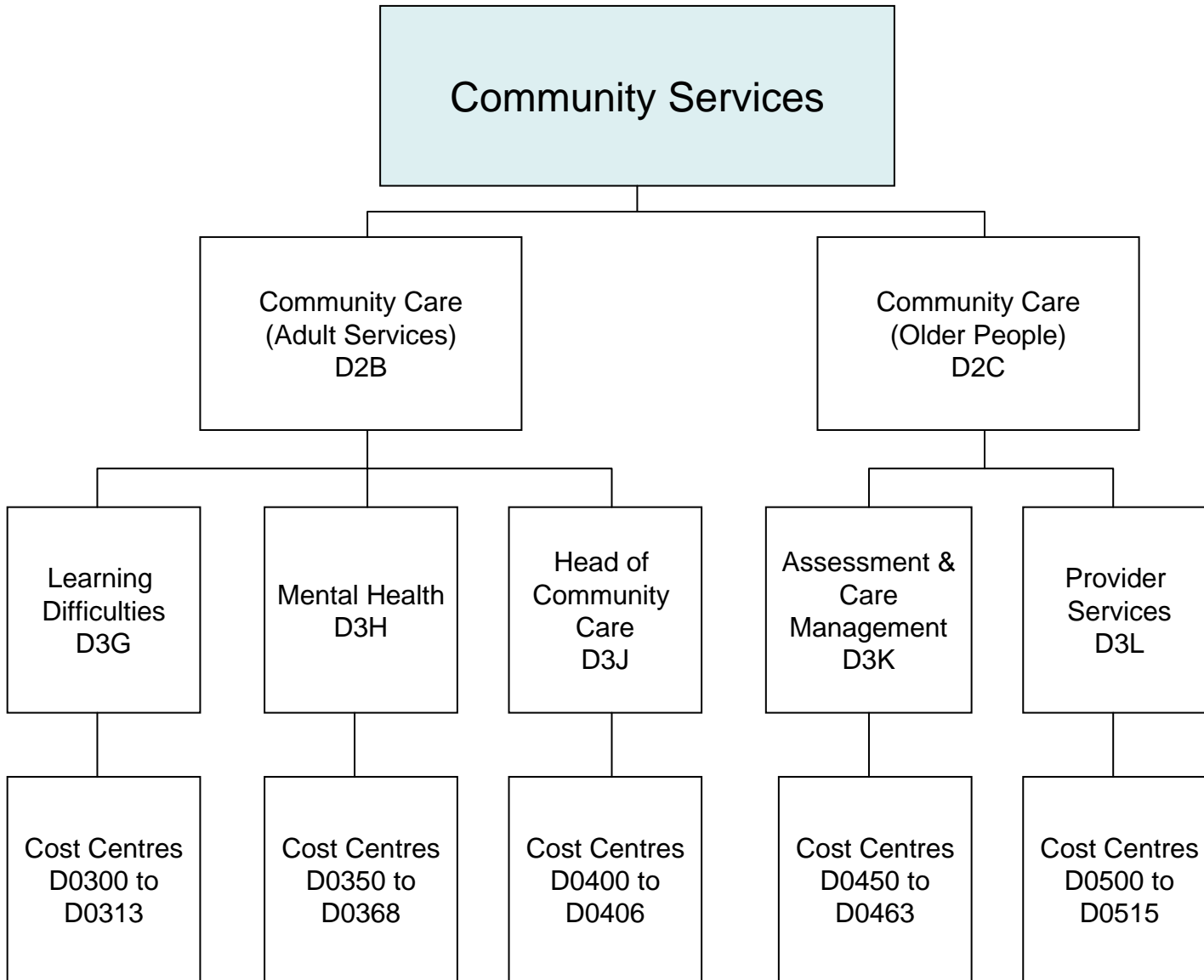
# Children's Services

## Children's Services Finance

	2004/05 Actual £	2005/06 Budget £	2005/06 Probable Outturn £	2006/07 Budget £
<b>Expenditure</b>				
Direct Costs	426,805	1,212,566	1,236,497	1,256,842
Indirect Costs	39,937	103,782	93,378	107,546
Training	3,996	69,289	29,368	69,289
Contribution to Provisions	0	0	0	0
<b>Employee Costs</b>	<b>470,737</b>	<b>1,385,637</b>	<b>1,359,243</b>	<b>1,433,677</b>
Repair & Maintenance of Buildings	808	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	(8,940)	0	0	0
Cleaning	0	0	0	0
Contribution to Provisions	0	0	0	0
<b>Premises Costs</b>	<b>(8,132)</b>	<b>0</b>	<b>0</b>	<b>0</b>
Direct Transport Costs	11	0	0	0
Hire & Leasing	0	0	0	0
Transport Fees	37	0	832	0
Travel Allowances	619	3,468	1,468	3,468
Contribution to Provisions	0	0	0	0
<b>Transport Costs</b>	<b>667</b>	<b>3,468</b>	<b>2,300</b>	<b>3,468</b>
Furniture & Equipment	245	5,411	7,145	5,411
Catering	1,462	2,164	2,195	2,164
Clothing & Laundry	0	0	0	0
Communications & Computing	475	52,830	27,820	52,830
Fees & Services	3,322	10,318	10,567	10,349
Printing Stationery & Office Expenditure	0	6,161	9,283	7,249
Expenses	7	0	56	0
Grants & Subscriptions	3,130	21,642	21,642	21,642
Contribution to Provisions	0	0	0	0
<b>Supplies and Services</b>	<b>8,641</b>	<b>98,526</b>	<b>78,708</b>	<b>99,645</b>
General Third Party Payments	850	0	(150)	0
Voluntary Organisations	0	0	0	0
Social Services Client	0	0	0	0
Housing Benefits	628,235	761,999	741,999	768,287
<b>Third Party Payments / Transfers</b>	<b>629,085</b>	<b>761,999</b>	<b>741,849</b>	<b>768,287</b>
<b>Support Services</b>	<b>961,673</b>	<b>1,044,116</b>	<b>1,044,116</b>	<b>3,136,729</b>
Capital Charges	0	259,158	259,158	0
Capital Financing	0	0	0	0
<b>Capital Charges / Financing</b>	<b>0</b>	<b>259,158</b>	<b>259,158</b>	<b>0</b>
<b>TOTAL EXPENDITURE</b>	<b>2,062,671</b>	<b>3,552,904</b>	<b>3,485,374</b>	<b>5,441,806</b>
<b>Income</b>				
Government Grants	(97,980)	(69,597)	(69,597)	(67,723)
Other Grants & Contributions	0	0	0	0
Customer & Client Receipts	(10)	0	(1,015)	0
<b>External Income</b>	<b>(97,990)</b>	<b>(69,597)</b>	<b>(70,612)</b>	<b>(67,723)</b>
Recharges	0	0	0	0
<b>Internal Income</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL INCOME</b>	<b>(97,990)</b>	<b>(69,597)</b>	<b>(70,612)</b>	<b>(67,723)</b>
<b>NET EXPENDITURE</b>	<b>1,964,681</b>	<b>3,483,307</b>	<b>3,414,762</b>	<b>5,374,083</b>







**Community Services- Community Care (Adult Services), Community Care (Older People)**

# Community Services Directorate Storyboard 2006/7 – 2009/10

## AIMS AND AMBITIONS

- To improve quality of life for all through increasing access to community and leisure services and facilities
- To create sustainable, healthy communities by developing greater independence, wellbeing and choice, especially for disadvantaged and vulnerable people.
- To develop effective partnerships focussed on adding value to the delivery of high quality services for all.
- To be at the forefront of good practice, learning from and sharing with the best.
- To maximise the opportunities presented by the 2012 Olympic and Paralympic Games.

## WHAT DID WE ACHIEVE IN 2005/06?

### Achieved.

- New interim leisure management contractor for the leisure centres.
- Two star service achieved for older adults.
- Improved performance in all areas of mental health services.
- Started the redevelopment works for London Fields Lido reopening works of Clissold Leisure Centre and made progress on 'St John's Churchyard
- Won Green Flag accreditation for Clissold Park
- Increase in the number of people using direct payments
- PCT partnership further developed and valued
- All seven libraries now open 9.00am-5.00pm on Saturdays and three open 1.00pm – 5.00pm on Sundays.
- Increase in the number of people supported to live at home.
- Review of Voluntary Sector grants completed.
- Completion of Supporting People review programme
- Completed the development options review for the regeneration of the Haggerston Pool building.
- New Management and staffing arrangements for libraries to enable a more customer focussed service.
- Management options review of the Ocean, services new operator for the café and partial re-opening of the building.

### Not achieved.

- Opening of the artificial turf pitches at Haggerston Park or Mabley Green.
- Outsourcing the management of Queensbridge Sports and Community Centre
- Review of day care for learning disabilities and older people

## KEY PERFORMANCE TARGETS

Targets for 07/08 onwards are provisional subject to finalisation of 05/06 outturn

Performance Measure	2005/06 out-turn	2006/07 Target	2007 /08	2008/ 09	2009/ 10
C62 Support to carers activity	5%	10%	20%	30%	40%
BV54 older people helped to live at home	98	100	100	100	100
BV56 equipment delivered in 7 days	85%	85%	85%	88%	90%
BV195 waiting time for assessment for older people	86%	88%	90%	92%	92%
BV196 waiting time for services for older people	93%	95%	95%	95%	97%
BV201 Direct Payment	250	300	350	400	400
Public Library Service Standards on access, ICT provision, and stock.	7/10	8/10	10/10	10/10	10/10
Number of visits per 1000 population to:					
▪ Leisure Centres (CL4)	936	10% on actual			
▪ Libraries (CL1)	6504	6829			
▪ Museums (BV 170a)	230	350	400	450	500
*Resident satisfaction with:					
▪ sport/leisure facilities (BV 119a)	n/a	42%	n/a	n/a	48%
▪ libraries (BV 119b)	n/a	60%	n/a	n/a	t.b.c.
▪ museums/galleries (BV 119c)	n/a	48%	n/a	n/a	57%
▪ parks/open spaces (BV 119e)	n/a	73%	n/a	n/a	82%

\*BV119- Resident Satisfaction Surveys are conducted on tri-annual basis. This survey will be conducted in autumn of 2006.

# Community Services Directorate Storyboard 2006/7 – 2009/10

## MAJOR PROJECTS/TASKS FOR 2006/10

- Embedding robust performance and project management.
- Opening Clissold Leisure Centre, London Fields Lido and the Ocean
- Undertake a review of the Carers' Strategy to ensure improved support services
- Undertake a service improvement review for the culture block of services in order to evidence improved performance
- Developing work with the Voluntary and Community Sector, in particular work associated with the 'Compact'.
- Developing proposals for Clissold Park Mansion and Abney Park
- Developing the Cultural Policy framework
- Securing a long term leisure management operator
- Implementing an integrated older peoples' mental health service
- Planning for the 2012 Olympic & Paralympic Games
- Undertake consultation and other engagement to ensure we are learning from users and non users, developing an evidence base to support service improvements.
- Ensuring effective workforce planning
- Continue to implement actions to ensure progress is made in achieving improvements against the Equalities Standard for Local Government
- Implementing the Libraries Development Strategy
- Developing an exit strategy for NRF funded projects
- Remodelling of Supporting People services
- Review, recommissioning and procurement of domiciliary and residential services
- Enshrining proposals set out in the White Paper 'Our Health, Our Care, Our Say' within our services.
- Increasing usage at leisure facilities and libraries
- Implementing an integrated older people's mental health service through the Section 31 agreement
- Retendering of Homecare and Integrated Community Equipment Services
- Developing opportunities presented by assistive technologies

## KEY PERFORMANCE TARGETS (Cont)

Performance Measure	2005/06 out-turn	2006/07 Target	2007 /08	2008/ 09	2009/ 10
Institute of Leisure & Amenity Management Target % Score – measure of standards of quality at Leisure Centres	63%	80%	85%	85%	90%

## COST OF SERVICE

	<b>2006/07 Budget</b>
	<b>£</b>
Expenditure	147,09
Income	55,90
<b>Net Cost of Service</b>	<b>91,19</b>

## ASSESSMENTS AND INSPECTIONS 2006/07

Annual Performance assessment review of adult services

## WHAT IS OUR CAPACITY TO DELIVER?

- Positive partnerships already in place in some areas; need to build on these
- Project management capacity to deliver major schemes needs addressing
- Importance of securing new leisure management partner
- Recruitment and retention across the workforce will be a major challenge
- External changes with key partners, eg CHPCT, will impact in areas yet to be identified
- Establishment of Community Services Directorate provides increased capacity, opportunities and challenges.

## RESOURCES EMPLOYED

Number of Full-Time Equivalent positions: 1265

## COMMUNITY SERVICES

### Budget Movement

	£000	£000	£000
<b>2005/06 Budget</b>			88,067
In year virements	(2,310)		
Pay Inflation	1,240		
Non Pay Inflation	1,651		
Growth before savings	<u>1,257</u>	1,838	
Savings to offset Growth			
Efficiency Savings	<u>(1,377)</u>	(1,377)	
Changes in Central Recharges	2,883		
Changes in Capital Recharges	317		
Movement from Grant to FSS	1,667		
Other changes	<u>(2,206)</u>	2,661	
<b>2006/07 Budget</b>			<b>91,189</b>

### Growth

Growth of £1.26m has been included in the 2006/07 budget, all of which is committed growth. These growth items are listed below:

<b>Committed Growth</b>	<b>£000</b>
Revenue	
London Fields Lido	250
HLF - St John Churchyard	50
Utility Costs	20
Reduction of Supporting People grant – home care	90
Reduction of Supporting People grant – residential	371
Learning Difficulties transitions	167
Mental Health – Section 31 agreements	150
Mental Health – Out of Hours service	115
HAS funding	44
<b>Total</b>	<b>1,257</b>

## Community Services

### Analysis of Cost Centres

Old Cost Centre		New Cost Centre	2004/05 Actual £	2005/06 Budget £	2005/06 Probable Outturn £	2006/07 Budget £
<b>Directorate Total</b>			<b>85,186,186</b>	<b>85,756,623</b>	<b>85,952,492</b>	<b>91,189,008</b>
C0600	Community Resources Team	D0000	352,168	361,380	363,594	347,839
C0601	Community Grants	D0001	2,837,210	2,693,306	2,693,601	2,878,818
<b>Community and Voluntary</b>			<b>3,189,377</b>	<b>3,054,686</b>	<b>3,057,195</b>	<b>3,226,657</b>
C0050	Sports Development	D0050	274,972	288,985	287,990	301,021
C0052	Leisure Centres	D0051	13,466,090	3,839,252	3,839,252	3,580,740
C0057	Queensbridge Sports & Community Centre	D0056	(24,909)	160,000	176,022	329,456
C0058	Div Support Cultural Service	D0057	(61,029)	(132,915)	(120,190)	0
<b>Sports</b>			<b>13,655,124</b>	<b>4,155,322</b>	<b>4,183,074</b>	<b>4,211,217</b>
C0100	Shoreditch Parks	D0100	847,141	680,355	663,537	642,873
C0101	Hackney & Dalston Parks	D0101	424,477	504,389	492,444	404,381
C0102	Clapton Parks	D0102	1,139,794	833,166	866,152	883,426
C0103	Stamford Hill parks	D0103	457,194	363,508	368,181	400,428
C0104	Stoke Newington Parks	D0104	695,691	729,801	684,935	790,402
C0105	Outdoor Recreation & Sports Fields	D0105	(48,870)	(11,814)	(12,321)	(17,451)
C0106	Closed Churchyards	D0106	24,704	24,582	24,582	22,000
C0107	Grounds Maintenance	D0107	494,502	2,028,184	2,047,802	1,884,740
C0108	Arboricultural Services	D0108	0	154,629	174,885	179,259
<b>Parks</b>			<b>4,034,633</b>	<b>5,306,800</b>	<b>5,310,196</b>	<b>5,190,058</b>
A0009	Olympic Bid Costs	D0150	0	0	0	3,788
<b>Olympics</b>			<b>0</b>	<b>0</b>	<b>0</b>	<b>3,788</b>
C0000	Fostering Team	D0200	1,492,154	1,676,269	1,864,267	2,063,376
C0001	Shoreditch Library	D0201	613,691	762,480	739,173	669,668
C0002	Clapton Library	D0202	326,119	480,288	469,366	511,469
C0003	CLR James Library	D0203	374,145	453,140	418,669	466,755
C0004	Homerton Library	D0204	420,926	506,626	509,621	479,690
C0005	Hackney Central Library	D0205	1,113,115	1,308,243	1,314,981	1,219,703
C0006	Stamford Hill Library	D0206	436,200	509,584	466,409	481,101
C0007	Stoke Newington Library	D0207	592,550	667,784	628,473	676,107
C0008	Stock Services Library	D0208	960,819	870,453	848,828	782,197
C0009	Libraries Community Action Team	D0209	176,106	211,530	184,149	215,622
<b>Library Services</b>			<b>6,505,825</b>	<b>7,446,397</b>	<b>7,443,936</b>	<b>7,565,688</b>
C0030	Museums	D0250	476,178	572,903	571,528	571,068
C0031	Cultural Services	D0251	0	127,250	127,250	229,984
C0040	Archives	D0252	321,277	320,596	318,427	351,826
<b>Museums and Archives</b>			<b>797,455</b>	<b>1,020,749</b>	<b>1,017,206</b>	<b>1,152,878</b>
G1050	Learning Difficulties	D0300	242,534	356,796	304,578	394,738
G1051	LD Commissioning	D0301	10,095,327	10,657,391	11,161,596	11,418,683
G1052	Salcombe Road	D0302	478,526	52,348	87,936	109,052
G1053	People First	D0303	59,713	4,079	4,080	5,289
G1054	CRS	D0304	536,318	599,436	490,135	611,650
G1055	Hackney Recruitment Partnership	D0305	173,084	361,155	299,280	349,847
G1056	Day Services Central	D0306	59,620	74,586	74,537	81,166
G1057	Trowbridge Centre	D0307	551,415	503,842	494,832	555,282
G1058	Community Projects Team	D0308	466,962	720,656	626,201	756,730
G1059	S31: PCT Special Support Unit	D0309	(34,412)	8,148	8,148	6,620
G1060	S31: PCT Assert Outreach Team	D0310	(4,589)	1,051	1,051	535
G1061	S31: PCT Support Staff/Service	D0311	42,114	1,285	(75,789)	1,666
G1062	S31: PCT Commissioning Staff	D0312	(199,303)	55,859	144,893	(117,514)
<b>Learning Difficulties</b>			<b>12,467,310</b>	<b>13,396,632</b>	<b>13,621,477</b>	<b>14,173,744</b>

## Community Services

### Analysis of Cost Centres

Old Cost Centre	New Cost Centre	2004/05 Actual £	2005/06 Budget £	2005/06 Probable Outturn £	2006/07 Budget £	
G1100	Substance Misuse	D0350	705,026	817,817	839,789	902,898
G1101	Mental Health over 65 Clients	D0351	0	312,590	334,329	334,397
G1102	Voluntary Sector Mental Health	D0352	1,294,104	1,348,373	1,339,377	1,374,331
G1103	Voluntary Sector Other Adults	D0353	96,890	112,902	112,902	115,944
G1104	Rehabilitation Social Work	D0354	85,742	115,504	86,020	121,376
G1105	Mental Health Services Management	D0355	183,322	353,096	294,974	701,847
G1106	Hackney Adults Placement	D0356	38,261	96,037	68,635	106,978
G1107	North East Mental Health	D0357	5,406,723	5,266,044	5,671,432	5,527,876
G1108	North West Mental Health	D0358	31,542	(173,106)	(177,434)	(177,434)
G1109	South East Mental Health	D0359	181,785	0	5	0
G1110	South West Mental Health	D0360	214,548	0	0	0
G1111	Greenwood Road	D0361	69,650	0	10,966	0
G1112	Shoreditch Centre	D0362	302,312	389,968	363,771	434,161
G1113	Lee House	D0363	312,026	541,174	489,234	554,683
G1114	Mental Health Grants	D0364	67,767	0	1,254	0
G1115	Forensic Social Work Team	D0365	16,056	91,810	72,980	109,011
G1116	Emergency Duty Service	D0366	196,851	252,910	251,827	393,514
G1117	Prout Road	D0367	300,462	218,057	234,669	268,829
G1118	Approved Social Workers Pool	D0368	54,458	0	25,532	0
<b>Mental Health</b>			<b>9,557,527</b>	<b>9,743,176</b>	<b>10,020,260</b>	<b>10,768,411</b>
G1000	Service Director	D0400	129,279	740,788	734,212	257,528
G1001	Community Care Government Grants	D0401	(10,498,129)	(8,418,769)	(9,285,711)	(6,843,716)
G1002	Concessionary Fares	D0402	4,166,881	4,767,396	4,756,801	5,100,321
G1154	Charging Policy Unit	D0405	(544,100)	(556,670)	(556,304)	(610,742)
G1161	A&CM Performance & Standards Team	D0406	332,272	525,237	513,513	565,304
<b>Head of Community Care</b>			<b>(6,413,796)</b>	<b>(2,942,018)</b>	<b>(3,837,489)</b>	<b>(1,531,305)</b>
G1150	Occupational Therapy	D0450	659,481	675,689	675,687	693,904
G1151	Sensory Disability & Deaf Team	D0451	340,771	406,890	442,077	419,326
G1152	Physical Disability Team	D0452	3,956,594	4,015,057	4,550,873	4,422,835
G1153	HIV	D0453	269,414	391,250	311,945	325,308
G1155	Assessment & Care Management	D0454	11,186,686	12,157,854	12,328,288	12,375,246
G1156	A&CM Business and Finance	D0455	759,766	869,390	838,730	910,632
G1157	A&CM Access Team	D0456	1,410,000	1,488,367	1,549,290	1,626,291
G1158	CM&R Team - Older People Mental Health	D0457	353,336	345,694	369,079	393,851
G1159	CM&R Team - Older People	D0458	688,958	701,952	758,049	731,731
G1160	CM&R Team - Disabilities	D0459	466,526	671,419	527,949	468,774
G1162	A&CM Voluntary Sector Older People	D0460	1,033,213	1,018,646	1,062,363	1,031,195
G1163	A&CM Voluntary Sector Other Adults	D0461	0	31,674	45,313	36,477
G1164	A&CM Voluntary Sector Disabilities	D0462	366,643	431,520	459,701	337,001
G1165	Hospital Social Work Team	D0463	514,901	595,606	615,132	757,464
<b>Assessment &amp; Care Management</b>			<b>22,006,289</b>	<b>23,801,008</b>	<b>24,534,476</b>	<b>24,530,035</b>
G1200	Residential & Day Services	D0500	4,343	0	0	0
G1201	Frail Elderly Units A	D0501	301,959	480,943	385,841	630,984
G1202	Frail Elderly Units B	D0502	270,600	441,597	440,634	523,420
G1203	Median Road	D0503	1,457,271	1,726,983	1,773,606	1,853,965
G1204	Frail Elderly Units C	D0504	236,015	457,460	399,546	626,641
G1205	Day Services Marie Lloyd Centre	D0505	609,865	673,835	675,643	748,435
G1206	Day Services Median Centre	D0506	274,716	356,626	360,256	399,906
G1207	Home Share Day Care Scheme	D0507	101,379	144,415	143,566	140,410
G1208	Sam & Annie Cohen Day Centre	D0508	346,638	428,355	429,551	470,446
G1209	Home Care	D0509	3,127,116	3,199,620	3,331,120	4,244,991
G1210	Hospital Discharge	D0510	1,647,464	1,782,622	1,654,889	1,913,960
G1211	Meals on Wheels	D0511	(13,350)	564,712	544,930	606,882
G1212	Management & Admin Support Team	D0512	391,846	494,380	521,418	565,008
G1213	Rapid Response Multi-Agency Team	D0513	347,314	423,196	422,148	390,792
G1214	Step Down Project	D0514	565,125	486,976	486,172	542,921
G1215	Garden Project	D0515	105,255	163,572	164,444	188,862
<b>Provider Services</b>			<b>9,773,555</b>	<b>11,825,292</b>	<b>11,733,764</b>	<b>13,847,623</b>

## Community Services

### Analysis of Cost Centres

Old Cost Centre		New Cost Centre	2004/05 Actual £	2005/06 Budget £	2005/06 Probable Outturn £	2006/07 Budget £
G0000	External Recharges	D0550	6,014,119	19,483	19,482	0
G0001	Social Services Training	D0551	(255,321)	81,145	81,144	91,780
G0002	Information Systems	D0552	471,564	752,635	752,636	1,148,393
G0003	Performance Review	D0553	306,486	380,029	374,647	385,172
G0004	Senior Management Team	D0554	361,852	590,109	506,273	220,575
G0005	Support Team	D0555	187,875	217,148	229,895	237,551
G0006	Commissioning Team	D0556	296,186	560,179	504,252	713,153
G0007	Contracts Team	D0557	298,241	410,658	383,929	436,876
G0009	Human Resources - Other Costs	D0558	23,926	0	0	0
G0010	Social Services Transport	D0559	561,238	743,641	734,315	797,947
G0011	205 Morning Lane Accommodation	D0560	434,816	720,558	739,514	591,760
G0012	Social Services Directorate	D0561	169,390	173,468	246,530	187,989
G0013	Social Services Revenue Contingency	D0562	0	1,799,734	1,799,734	0
G0014	Supporting People Grant	D0563	(43,915)	228,025	228,026	0
G0015	Alfred Heath Day Centre	D0564	8,248	(14,712)	(14,711)	(16,184)
G0018	ADSS - Information Management Group	D0565	0	1	0	1
G0020	Training - Community Care Services	D0566	0	152,582	152,586	176,087
C1000	Community & Leisure Resources	D0567	(608,030)	429,403	430,702	1,221,201
<b>Community Strategy and Performance</b>			<b>8,226,675</b>	<b>7,244,086</b>	<b>7,168,954</b>	<b>6,192,301</b>
C1001	Community and Leisure Finance	D0601	(14,773)	0	(8,535)	0
G0008	Strategy & Resources Finance	D0602	217,487	271,332	281,910	311,047
G1005	Community Care Finance Team	D0603	1,183,498	1,433,161	1,426,068	1,546,866
<b>Community Services Finance</b>			<b>1,386,211</b>	<b>1,704,493</b>	<b>1,699,443</b>	<b>1,857,913</b>
<b>Directorate Total</b>			<b>85,186,186</b>	<b>85,756,623</b>	<b>85,952,492</b>	<b>91,189,008</b>

## Community Services

Old Cost Centre	Staffing Analysis as at 31 March 2006	New Cost Centre	Full Time Equivalent (FTE)	2006/07 Pay Budget
<b>Directorate Total</b>			<b>1203.84</b>	<b>38,558,661</b>
C0600	Community Resources Team	D0000	7.50	249,777
C0601	Community Grants	D0001	2.00	135,343
<b>Community and Voluntary</b>			<b>9.50</b>	<b>385,120</b>
C0050	Sports Development	D0050	4.00	161,687
C0052	Leisure Centres	D0051	0.00	0
C0057	Q'bridge Sports & Comm Centre	D0056	10.50	218,996
C0058	Div Support Cultural Service	D0057	2.00	129,697
<b>Sports</b>			<b>16.50</b>	<b>510,380</b>
C0100	Shoreditch Parks	D0100	11.24	314,134
C0101	Hackney & Dalston Parks	D0101	6.84	188,563
C0102	Clapton Parks	D0102	14.86	406,844
C0103	Stamford Hill parks	D0103	5.62	173,347
C0104	Stoke Newington Parks	D0104	13.24	362,794
C0105	Outdoor Recreation & Sports F	D0105	0.00	0
C0106	Closed Churchyards	D0106	0.00	0
C0107	Grounds Maintenance	D0107	41.94	1,081,636
C0108	Arboricultural Services	D0108	5.00	156,731
<b>Parks</b>			<b>98.74</b>	<b>2,684,049</b>
A0009	Cleaning Contract	D0150	0.00	0
<b>Olympics</b>			<b>0.00</b>	<b>0</b>
C0000	Libraries Core Team	D0200	9.00	870,955
C0001	Shoreditch Library	D0201	12.50	313,655
C0002	Clapton Library	D0202	10.00	251,782
C0003	CLR James Library	D0203	10.50	266,960
C0004	Homerton Library	D0204	11.00	278,001
C0005	Hackney Central Library	D0205	24.00	624,042
C0006	Stamford Hill Library	D0206	10.50	272,907
C0007	Stoke Newington Library	D0207	13.26	331,690
C0008	Stock Services Library	D0208	7.50	197,229
C0009	Libraries Comm Action Team	D0209	6.00	153,542
<b>Library Services</b>			<b>114.26</b>	<b>3,560,763</b>
C0030	Museums	D0250	4.58	155,410
C0040	Archives	D0252	3.00	198,767
C0031	Cultural Services	D0251	5.00	132,340
<b>Museums and Archives</b>			<b>12.58</b>	<b>486,517</b>
G1050	Learning Difficulties	D0300	8.00	347,333
G1051	Marcon Place	D0301	22.20	893,830
G1052	Salcombe Road	D0302	0.00	0
G1053	People First	D0303	0.00	0
G1054	CRS	D0304	6.20	199,362
G1055	Hackney Recruitment Partnership	D0305	7.80	275,788
G1056	Day Services Central	D0306	1.00	48,998
G1057	Trowbridge Centre	D0307	11.50	339,763
G1058	Community Project Team	D0308	18.50	560,691
G1059	S31:PCT Special Support Unit	D0309	21.50	934,389
G1060	S31:PCT Assert Outreach Team	D0310	2.00	76,758
G1061	S31:PCT Support Staff/Service	D0311	3.50	112,976
G1062	S31:PCT Commissioning Staff	D0312	0.00	0
<b>Learning Difficulties</b>			<b>102.20</b>	<b>3,789,888</b>

## Community Services

Old Cost Centre	Staffing Analysis as at 31 March 2006	New Cost Centre	Full Time Equivalent (FTE)	2006/07 Pay Budget
G1100	Substance Misuse	D0350	13.60	479,142
G1101	Mental Health over 65 Clients	D0351	0.00	0
G1102	Voluntary Sector Mental Health	D0352	0.00	0
G1103	Voluntary Sector Other Adults	D0353	0.00	0
G1104	Rehabilitation Social Work	D0354	3.00	112,751
G1105	Mental Health Services Management	D0355	4.50	236,282
G1106	Hackney Adults Placement	D0356	3.00	108,506
G1107	North East Mental Health	D0357	27.50	1,111,284
G1108	North West Mental Health	D0358	0.00	0
G1109	South East Mental Health	D0359	0.00	0
G1110	South West Mental Health	D0360	0.00	0
G1111	Greenwood Road	D0361	0.00	0
G1112	Shoreditch Centre	D0362	13.50	425,894
G1113	Lee House	D0363	13.50	415,381
G1114	Mental Health Grants	D0364	0.00	0
G1115	Forensic Social Work Team	D0365	16.00	725,230
G1116	Emergency Duty Service	D0366	7.75	362,126
G1117	Prout Road	D0367	11.00	369,746
G1118	Approved Social Workers Pool	D0368	0.00	0
<b>Mental Health</b>			<b>113.35</b>	<b>4,346,342</b>
G1000	Service Director	D0400	1.00	110,733
G1001	Community Care Government Grants	D0401	5.33	309,901
G1002	Concessionary Fares	D0402	0.00	0
G1154	Charging Policy Unit	D0405	0.00	0
G1161	A&CM Performance & Std Team	D0406	11.00	471,874
<b>Head of Community Care</b>			<b>17.33</b>	<b>892,508</b>
G1156	A&CM Business and Finance	D0455	24.00	773,850
G1157	A&CM Access Team	D0456	27.00	970,298
G1158	CM&R Team - Older People MH	D0457	8.50	328,043
G1159	CM&R Team - Older People	D0458	16.00	594,745
G1160	CM&R Team - Disabilities	D0459	8.20	387,015
G1165	Hospital Social Work Team	D0463	14.50	559,273
<b>Assessment &amp; Care Management</b>			<b>98.20</b>	<b>3,613,224</b>
G1200	Residential & Day Services	D0500	0.00	0
G1201	Supported Living Scheme A	D0501	43.03	1,103,434
G1202	Supported Living Scheme B	D0502	40.01	1,030,567
G1203	Median Road	D0503	48.69	1,330,574
G1204	Frail Elderly Units C	D0504	38.07	1,026,598
G1205	Day Servs Marie Lloyd Centre	D0505	15.76	397,907
G1206	Day Services Median Centre	D0506	11.64	300,895
G1207	Home Share Day Care eme	D0507	1.80	56,603
G1208	Sam & Annie Cohen Day Centre	D0508	14.83	320,754
G1209	Home Care	D0509	147.10	3,403,253
G1210	Hospital Discharge	D0510	60.22	1,542,184
G1211	Meals on Wheels	D0511	11.50	311,095
G1212	Mgmt & Admin Support Team	D0512	11.00	472,337
G1213	Rapid Response Multi-Agency Team	D0513	21.68	651,745
G1214	Step Down Project	D0514	13.48	441,784
G1215	Garden Project	D0515	2.00	121,104
<b>Provider Services</b>			<b>480.81</b>	<b>12,510,834</b>

## Community Services

Old Cost Centre	Staffing Analysis as at 31 March 2006	New Cost Centre	Full Time Equivalent (FTE)	2006/07 Pay Budget
G0000	External Recharges	D0550	0.00	0
G0001	Social Services Training	D0551	0.63	27,216
G0002	Information Systems	D0552	7.00	238,463
G0003	Performance Review	D0553	8.00	315,601
G0004	Senior Management Team	D0554	5.50	369,111
G0005	Support Team	D0555	5.00	180,652
G0006	Commissioning Team	D0556	11.00	476,233
G0007	Contracts Team	D0557	10.00	399,209
G0009	Human Resources - Other Costs	D0558	0.00	0
G0010	Social Services Transport	D0559	21.71	592,350
G0011	205 Morning Lane Accommodation	D0560	1.20	48,204
G0012	Social Services Directorate	D0561	1.00	141,962
G0013	Social Services Revenue Contingency	D0562	0.00	0
G0014	Supporting People Grant	D0563	0.00	0
G0015	Alfred Heath Day Centre	D0564	1.50	42,456
G0018	ADSS-InformationManagementGrp	D0565	0.00	20,000
G0020	Training - Community Care Serv	D0566	7.04	302,720
C1000	Community and Leisure Resource	D0567	11.80	688,568
<b>Community Strategy and performance</b>			<b>91.38</b>	<b>3,842,745</b>
C1001	Community and Leisure Finance	D0601	8.00	395,999
G0008	S&R Finance Team	D0602	7.00	274,903
G1005	Community Care Finance Team	D0603	34.00	1,265,389
<b>Community Service Finance</b>			<b>49.00</b>	<b>1,936,291</b>
<b>Directorate Total</b>			<b>1203.84</b>	<b>38,558,661</b>

# Community Services

## Directorate Summary

	2004/05 Actual £	2005/06 Budget £	2005/06 Probable Outturn £	2006/07 Budget £
<b>Expenditure</b>				
Direct Costs	34,896,473	36,981,012	36,158,765	38,558,661
Indirect Costs	1,738,829	1,679,228	2,314,026	1,201,579
Training	362,845	527,346	614,779	1,163,958
Contribution to Provisions	125	0	100	0
<b>Employee Costs</b>	<b>36,998,271</b>	<b>39,187,586</b>	<b>39,087,670</b>	<b>40,924,198</b>
Repair & Maintenance of Buildings	788,828	609,961	593,617	575,321
Energy Costs & Water Services	280,531	284,827	309,916	343,288
Rent & Rates	438,298	706,871	801,262	733,677
Premises Insurance	0	18,355	18,354	17,478
Grounds & Road Maintenance	3,092	0	156	419
Fixtures & Fittings	67,355	25,371	34,697	28,964
Cleaning	177,270	189,784	186,568	194,093
Contribution to Provisions	31,611	0	310	0
<b>Premises Costs</b>	<b>1,786,985</b>	<b>1,835,169</b>	<b>1,944,880</b>	<b>1,893,240</b>
Direct Transport Costs	190,234	258,271	306,762	236,443
Hire & Leasing	401,150	379,322	439,955	402,967
Transport Fees	58,709	56,110	69,696	56,566
Travel Allowances	55,424	148,604	95,799	132,806
Contribution to Provisions	31	0	2	0
<b>Transport Costs</b>	<b>705,548</b>	<b>842,307</b>	<b>912,213</b>	<b>828,782</b>
Furniture & Equipment	1,216,018	1,141,247	1,217,025	1,129,666
Catering	217,517	167,569	214,063	174,012
Clothing & Laundry	7,139	24,380	24,137	39,887
Communications & Computing	710,066	1,200,559	1,241,627	958,663
Fees & Services	3,366,745	1,016,123	2,842,166	1,216,000
Printing Stationery & Office Expenditure	297,862	332,370	363,082	310,759
Expenses	3,942	3,320	1,066	1,530
Grants & Subscriptions	325,728	334,460	53,629	244,630
Contribution to Provisions	10,049,310	2,360,666	2,537,789	2,402,182
<b>Supplies and Services</b>	<b>16,194,328</b>	<b>6,580,694</b>	<b>8,494,584</b>	<b>6,477,329</b>
General Third Party Payments	4,141,643	3,102,118	3,634,285	3,555,275
Voluntary Organisations	39,336,404	41,130,038	42,957,355	43,393,129
Social Services Client	29,301,920	31,096,961	30,369,893	29,818,899
Housing Benefits	5,165,448	5,266,019	5,360,591	5,267,705
<b>Third Party Payments / Transfers</b>	<b>77,945,416</b>	<b>80,595,136</b>	<b>82,322,124</b>	<b>82,035,008</b>
<b>Support Services</b>	<b>10,829,401</b>	<b>9,336,479</b>	<b>9,337,567</b>	<b>10,843,881</b>
Capital Charges	5,828,777	3,768,566	3,805,566	4,085,777
Capital Financing	3,249	0	0	0
<b>Capital Charges / Financing</b>	<b>5,832,026</b>	<b>3,768,566</b>	<b>3,805,566</b>	<b>4,085,777</b>
<b>TOTAL EXPENDITURE</b>	<b>150,291,973</b>	<b>142,145,937</b>	<b>145,904,603</b>	<b>147,088,215</b>
<b>Income</b>				
Government Grants	(44,943,985)	(42,520,136)	(42,994,762)	(41,446,477)
Other Grants & Contributions	(6,719,228)	(3,348,571)	(5,331,321)	(2,906,937)
Customer & Client Receipts	(10,246,395)	(7,181,973)	(8,296,573)	(7,224,146)
<b>External Income</b>	<b>(61,909,607)</b>	<b>(53,050,680)</b>	<b>(56,622,657)</b>	<b>(51,577,560)</b>
Recharges	(3,196,181)	(3,338,634)	(3,329,454)	(4,321,647)
<b>Internal Income</b>	<b>(3,196,181)</b>	<b>(3,338,634)</b>	<b>(3,329,454)</b>	<b>(4,321,647)</b>
<b>TOTAL INCOME</b>	<b>(65,105,788)</b>	<b>(56,389,314)</b>	<b>(59,952,110)</b>	<b>(55,899,207)</b>
<b>NET EXPENDITURE</b>	<b>85,186,185</b>	<b>85,756,623</b>	<b>85,952,492</b>	<b>91,189,008</b>

# Community Services

## Culture & Leisure

	2004/05 Actual £	2005/06 Budget £	2005/06 Probable Outturn £	2006/07 Budget £
<b>Expenditure</b>				
Direct Costs	6,497,749	7,412,795	7,182,594	7,626,829
Indirect Costs	53,697	14,681	211,626	13,217
Training	30,855	40,746	67,998	41,130
Contribution to Provisions	125	0	100	0
<b>Employee Costs</b>	<b>6,582,426</b>	<b>7,468,222</b>	<b>7,462,318</b>	<b>7,681,176</b>
Repair & Maintenance of Buildings	403,711	398,989	362,600	388,485
Energy Costs & Water Services	188,220	173,911	186,286	194,548
Rent & Rates	182,969	458,480	534,914	467,142
Premises Insurance	0	0	0	0
Grounds & Road Maintenance	2,392	0	156	419
Fixtures & Fittings	28,155	7,228	7,336	7,295
Cleaning	81,328	89,848	88,440	91,593
Contribution to Provisions	0	0	0	0
<b>Premises Costs</b>	<b>886,775</b>	<b>1,128,456</b>	<b>1,179,731</b>	<b>1,149,482</b>
Direct Transport Costs	92,281	93,683	137,597	89,562
Hire & Leasing	109,780	69,246	116,529	64,896
Transport Fees	4,293	4,024	3,777	4,061
Travel Allowances	8,905	13,736	11,423	13,865
Contribution to Provisions	31	0	2	0
<b>Transport Costs</b>	<b>215,290</b>	<b>180,689</b>	<b>269,328</b>	<b>172,384</b>
Furniture & Equipment	934,766	708,258	789,046	702,623
Catering	17,066	6,839	14,337	2,362
Clothing & Laundry	6,227	23,501	23,477	39,871
Communications & Computing	535,245	892,261	877,236	591,638
Fees & Services	2,028,019	629,015	1,764,394	807,093
Printing Stationery & Office Expenditure	100,795	91,438	124,116	70,713
Expenses	345	0	0	0
Grants & Subscriptions	33,233	328,186	21,388	238,183
Contribution to Provisions	8,645,891	16,000	66,000	81,000
<b>Supplies and Services</b>	<b>12,301,588</b>	<b>2,695,498</b>	<b>3,679,995</b>	<b>2,533,483</b>
General Third Party Payments	3,193,728	2,273,128	2,796,322	2,632,571
Voluntary Organisations	0	0	0	0
Social Services Client	0	0	0	0
Housing Benefits	2,304,348	2,258,088	2,257,014	2,303,391
<b>Third Party Payments / Transfers</b>	<b>5,498,076</b>	<b>4,531,216</b>	<b>5,053,336</b>	<b>4,935,962</b>
<b>Support Services</b>	<b>4,330,699</b>	<b>4,249,478</b>	<b>4,249,478</b>	<b>4,166,935</b>
Capital Charges	5,311,980	3,006,977	3,006,976	2,697,979
Capital Financing	0	0	0	0
<b>Capital Charges / Financing</b>	<b>5,311,980</b>	<b>3,006,977</b>	<b>3,006,976</b>	<b>2,697,979</b>
<b>TOTAL EXPENDITURE</b>	<b>35,126,835</b>	<b>23,260,536</b>	<b>24,901,162</b>	<b>23,337,401</b>
<b>Income</b>				
Government Grants	(1,085,758)	(1,055,000)	(1,146,791)	(844,000)
Other Grants & Contributions	(2,061,947)	(78,962)	(695,853)	(23,496)
Customer & Client Receipts	(3,280,988)	(567,671)	(1,481,141)	(584,309)
<b>External Income</b>	<b>(6,428,692)</b>	<b>(1,701,633)</b>	<b>(3,323,786)</b>	<b>(1,451,805)</b>
Recharges	(515,728)	(574,949)	(565,769)	(535,310)
<b>Internal Income</b>	<b>(515,728)</b>	<b>(574,949)</b>	<b>(565,769)</b>	<b>(535,310)</b>
<b>TOTAL INCOME</b>	<b>(6,944,421)</b>	<b>(2,276,582)</b>	<b>(3,889,554)</b>	<b>(1,987,115)</b>
<b>NET EXPENDITURE</b>	<b>28,182,414</b>	<b>20,983,954</b>	<b>21,011,608</b>	<b>21,350,286</b>

# Community Services

## Community & Voluntary

	2004/05 Actual £	2005/06 Budget £	2005/06 Probable Outturn £	2006/07 Budget £
<b>Expenditure</b>				
Direct Costs	437,944	356,769	383,576	385,120
Indirect Costs	254	0	0	0
Training	2,941	0	250	0
Contribution to Provisions	0	0	0	0
<b>Employee Costs</b>	<b>441,139</b>	<b>356,769</b>	<b>383,826</b>	<b>385,120</b>
Repair & Maintenance of Buildings	2,547	1,040	1,763	1,050
Energy Costs & Water Services	1,184	1,979	1,466	1,998
Rent & Rates	0	210,000	210,000	211,974
Premises Insurance	0	0	0	0
Grounds & Road Maintenance	0	0	0	419
Fixtures & Fittings	0	0	0	0
Cleaning	20	0	14	50
Contribution to Provisions	0	0	0	0
<b>Premises Costs</b>	<b>3,751</b>	<b>213,019</b>	<b>213,242</b>	<b>215,491</b>
Direct Transport Costs	4,487	1,404	404	1,417
Hire & Leasing	9,262	780	5,112	787
Transport Fees	504	780	463	787
Travel Allowances	1,005	746	746	753
Contribution to Provisions	0	0	0	0
<b>Transport Costs</b>	<b>15,258</b>	<b>3,710</b>	<b>6,725</b>	<b>3,744</b>
Furniture & Equipment	2,183	519	0	524
Catering	2,076	0	(708)	0
Clothing & Laundry	0	0	0	0
Communications & Computing	7,373	12,980	9,021	5,676
Fees & Services	6,116	13,935	69,643	10,255
Printing Stationery & Office Expenditure	2,610	1,798	2,702	800
Expenses	0	0	0	0
Grants & Subscriptions	190	0	0	0
Contribution to Provisions	100,000	0	0	0
<b>Supplies and Services</b>	<b>120,548</b>	<b>29,232</b>	<b>80,658</b>	<b>17,255</b>
General Third Party Payments	211,545	55,810	67,059	75,970
Voluntary Organisations	0	0	0	0
Social Services Client	0	0	0	0
Housing Benefits	2,298,848	2,258,088	2,257,014	2,303,391
<b>Third Party Payments / Transfers</b>	<b>2,510,393</b>	<b>2,313,898</b>	<b>2,324,073</b>	<b>2,379,361</b>
<b>Support Services</b>	<b>166,438</b>	<b>138,217</b>	<b>138,217</b>	<b>226,841</b>
Capital Charges	2,032	1,963	1,963	2,031
Capital Financing	0	0	0	0
<b>Capital Charges / Financing</b>	<b>2,032</b>	<b>1,963</b>	<b>1,963</b>	<b>2,031</b>
<b>TOTAL EXPENDITURE</b>	<b>3,259,559</b>	<b>3,056,808</b>	<b>3,148,704</b>	<b>3,229,843</b>
<b>Income</b>				
Government Grants	191	0	0	0
Other Grants & Contributions	(66,826)	0	(84,271)	0
Customer & Client Receipts	(3,547)	(2,122)	(4,490)	(3,186)
<b>External Income</b>	<b>(70,181)</b>	<b>(2,122)</b>	<b>(88,761)</b>	<b>(3,186)</b>
Recharges	0	0	(2,747)	0
<b>Internal Income</b>	<b>0</b>	<b>0</b>	<b>(2,747)</b>	<b>0</b>
<b>TOTAL INCOME</b>	<b>(70,181)</b>	<b>(2,122)</b>	<b>(91,509)</b>	<b>(3,186)</b>
<b>NET EXPENDITURE</b>	<b>3,189,377</b>	<b>3,054,686</b>	<b>3,057,195</b>	<b>3,226,657</b>

## Community Services

### Sports

	2004/05 Actual £	2005/06 Budget £	2005/06 Probable Outturn £	2006/07 Budget £
<b>Expenditure</b>				
Direct Costs	578,287	493,242	572,947	510,380
Indirect Costs	34,539	9,953	44,127	8,443
Training	4,625	0	2,358	0
Contribution to Provisions	0	0	0	0
<b>Employee Costs</b>	<b>617,450</b>	<b>503,195</b>	<b>619,432</b>	<b>518,823</b>
Repair & Maintenance of Buildings	27,926	81,698	90,234	83,210
Energy Costs & Water Services	9,408	20,610	9,940	20,804
Rent & Rates	26,904	60,594	137,262	62,411
Premises Insurance	0	0	0	0
Grounds & Road Maintenance	0	0	100	0
Fixtures & Fittings	3,971	0	115	0
Cleaning	1,685	2,000	4,819	2,060
Contribution to Provisions	0	0	0	0
<b>Premises Costs</b>	<b>69,894</b>	<b>164,902</b>	<b>242,470</b>	<b>168,485</b>
Direct Transport Costs	45	0	57	0
Hire & Leasing	6,123	0	21,092	0
Transport Fees	2,183	1,124	414	1,135
Travel Allowances	1,153	1,709	740	1,725
Contribution to Provisions	31	0	0	0
<b>Transport Costs</b>	<b>9,535</b>	<b>2,833</b>	<b>22,302</b>	<b>2,860</b>
Furniture & Equipment	39,997	5,099	15,264	5,147
Catering	10,153	780	7,075	788
Clothing & Laundry	2,040	1,664	3,347	1,680
Communications & Computing	11,267	10,578	6,846	11,940
Fees & Services	1,709,710	101,790	761,676	242,676
Printing Stationery & Office Expenditure	56,883	3,303	11,214	3,334
Expenses	344	0	0	0
Grants & Subscriptions	11,043	0	8,430	0
Contribution to Provisions	8,504,315	16,000	16,000	0
<b>Supplies and Services</b>	<b>10,345,753</b>	<b>139,214</b>	<b>829,853</b>	<b>265,565</b>
General Third Party Payments	2,181,169	1,438,531	1,946,460	1,704,647
Voluntary Organisations	0	0	0	0
Social Services Client	0	0	0	0
Housing Benefits	5,500	0	0	0
<b>Third Party Payments / Transfers</b>	<b>2,186,669</b>	<b>1,438,531</b>	<b>1,946,460</b>	<b>1,704,647</b>
<b>Support Services</b>	<b>1,616,448</b>	<b>1,028,817</b>	<b>1,028,817</b>	<b>790,173</b>
Capital Charges	4,437,223	1,338,251	1,338,251	1,219,993
Capital Financing	0	0	0	0
<b>Capital Charges / Financing</b>	<b>4,437,223</b>	<b>1,338,251</b>	<b>1,338,251</b>	<b>1,219,993</b>
<b>TOTAL EXPENDITURE</b>	<b>19,282,972</b>	<b>4,615,743</b>	<b>6,027,586</b>	<b>4,670,546</b>
<b>Income</b>				
Government Grants	(1,033,489)	0	(46,000)	(112,000)
Other Grants & Contributions	(1,579,132)	0	(363,828)	0
Customer & Client Receipts	(2,684,096)	(84,926)	(1,083,985)	(87,473)
<b>External Income</b>	<b>(5,296,717)</b>	<b>(84,926)</b>	<b>(1,493,813)</b>	<b>(199,473)</b>
Recharges	(331,132)	(375,495)	(350,699)	(259,856)
<b>Internal Income</b>	<b>(331,132)</b>	<b>(375,495)</b>	<b>(350,699)</b>	<b>(259,856)</b>
<b>TOTAL INCOME</b>	<b>(5,627,848)</b>	<b>(460,421)</b>	<b>(1,844,512)</b>	<b>(459,329)</b>
<b>NET EXPENDITURE</b>	<b>13,655,124</b>	<b>4,155,322</b>	<b>4,183,074</b>	<b>4,211,217</b>

## Community Services

### Parks

	2004/05 Actual £	2005/06 Budget £	2005/06 Probable Outturn £	2006/07 Budget £
<b>Expenditure</b>				
Direct Costs	2,326,312	2,673,087	2,579,279	2,684,049
Indirect Costs	6,801	(5,189)	25,187	(5,236)
Training	2,469	31,581	34,703	31,878
Contribution to Provisions	125	0	0	0
<b>Employee Costs</b>	<b>2,335,706</b>	<b>2,699,479</b>	<b>2,639,169</b>	<b>2,710,691</b>
Repair & Maintenance of Buildings	287,143	233,268	185,283	220,461
Energy Costs & Water Services	122,139	93,027	114,115	113,902
Rent & Rates	27,375	37,148	36,914	37,497
Premises Insurance	0	0	0	0
Grounds & Road Maintenance	2,392	0	56	0
Fixtures & Fittings	20,312	7,228	5,441	7,295
Cleaning	9,779	8,036	6,078	8,277
Contribution to Provisions	0	0	0	0
<b>Premises Costs</b>	<b>469,139</b>	<b>378,707</b>	<b>347,887</b>	<b>387,432</b>
Direct Transport Costs	85,528	86,738	133,663	82,552
Hire & Leasing	94,246	65,822	89,806	61,440
Transport Fees	81	0	220	0
Travel Allowances	6,595	11,281	9,822	11,387
Contribution to Provisions	0	0	2	0
<b>Transport Costs</b>	<b>186,450</b>	<b>163,841</b>	<b>233,513</b>	<b>155,379</b>
Furniture & Equipment	188,191	136,917	190,539	138,204
Catering	65	0	53	0
Clothing & Laundry	3,578	20,896	19,163	21,091
Communications & Computing	16,284	25,838	16,831	26,080
Fees & Services	11,853	60,832	79,507	263,550
Printing Stationery & Office Expenditure Expenses	7,420	3,539	7,394	3,572
Grants & Subscriptions	1,268	0	1,086	0
Contribution to Provisions	0	0	50,000	50,000
<b>Supplies and Services</b>	<b>228,660</b>	<b>248,022</b>	<b>364,574</b>	<b>502,497</b>
General Third Party Payments	165,500	128,659	130,524	132,518
Voluntary Organisations	0	0	0	0
Social Services Client	0	0	0	0
Housing Benefits	0	0	0	0
<b>Third Party Payments / Transfers</b>	<b>165,500</b>	<b>128,659</b>	<b>130,524</b>	<b>132,518</b>
<b>Support Services</b>	<b>963,615</b>	<b>1,053,749</b>	<b>1,053,748</b>	<b>1,298,269</b>
Capital Charges	317,179	1,014,852	1,014,851	669,867
Capital Financing	0	0	0	0
<b>Capital Charges / Financing</b>	<b>317,179</b>	<b>1,014,852</b>	<b>1,014,851</b>	<b>669,867</b>
<b>TOTAL EXPENDITURE</b>	<b>4,666,249</b>	<b>5,687,309</b>	<b>5,784,266</b>	<b>5,856,653</b>
<b>Income</b>				
Government Grants	(52,465)	0	(45,791)	(204,000)
Other Grants & Contributions	(116,883)	0	(57,956)	0
Customer & Client Receipts	(290,904)	(202,855)	(176,192)	(208,941)
<b>External Income</b>	<b>(460,253)</b>	<b>(202,855)</b>	<b>(279,939)</b>	<b>(412,941)</b>
Recharges	(171,364)	(177,654)	(194,131)	(253,654)
<b>Internal Income</b>	<b>(171,364)</b>	<b>(177,654)</b>	<b>(194,131)</b>	<b>(253,654)</b>
<b>TOTAL INCOME</b>	<b>(631,617)</b>	<b>(380,509)</b>	<b>(474,070)</b>	<b>(666,595)</b>
<b>NET EXPENDITURE</b>	<b>4,034,633</b>	<b>5,306,800</b>	<b>5,310,196</b>	<b>5,190,058</b>

# Community Services

## Olympics

	2004/05 Actual £	2005/06 Budget £	2005/06 Probable Outturn £	2006/07 Budget £
<b>Expenditure</b>				
Direct Costs	6,325	0	0	0
Indirect Costs	0	0	0	0
Training	0	0	0	0
Contribution to Provisions	0	0	0	0
<b>Employee Costs</b>	<b>6,325</b>	<b>0</b>	<b>0</b>	<b>0</b>
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
<b>Premises Costs</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Direct Transport Costs	475	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
<b>Transport Costs</b>	<b>475</b>	<b>0</b>	<b>0</b>	<b>0</b>
Furniture & Equipment	0	0	0	0
Catering	422	0	0	0
Clothing & Laundry	0	0	0	0
Communications & Computing	4,576	0	0	0
Fees & Services	52,505	0	0	0
Printing Stationery & Office Expenditure	0	0	0	0
Expenses	0	0	0	0
Grants & Subscriptions	0	0	0	0
Contribution to Provisions	0	0	0	0
<b>Supplies and Services</b>	<b>57,503</b>	<b>0</b>	<b>0</b>	<b>0</b>
General Third Party Payments	45,857	0	0	0
Voluntary Organisations	0	0	0	0
Social Services Client	0	0	0	0
Housing Benefits	0	0	0	0
<b>Third Party Payments / Transfers</b>	<b>45,857</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Support Services</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,788</b>
Capital Charges	0	0	0	0
Capital Financing	0	0	0	0
<b>Capital Charges / Financing</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL EXPENDITURE</b>	<b>110,160</b>	<b>0</b>	<b>0</b>	<b>3,788</b>
<b>Income</b>				
Government Grants	0	0	0	0
Other Grants & Contributions	(110,160)	0	0	0
Customer & Client Receipts	0	0	0	0
<b>External Income</b>	<b>(110,160)</b>	<b>0</b>	<b>0</b>	<b>0</b>
Recharges	0	0	0	0
<b>Internal Income</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL INCOME</b>	<b>(110,160)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>NET EXPENDITURE</b>	<b>(0)</b>	<b>0</b>	<b>0</b>	<b>3,788</b>

# Community Services

## Library Services

	2004/05 Actual £	2005/06 Budget £	2005/06 Probable Outturn £	2006/07 Budget £
<b>Expenditure</b>				
Direct Costs	2,820,105	3,429,715	3,214,979	3,560,763
Indirect Costs	4,430	7,939	102,808	8,014
Training	20,109	8,317	27,831	8,396
Contribution to Provisions	0	0	0	0
<b>Employee Costs</b>	<b>2,844,644</b>	<b>3,445,971</b>	<b>3,345,618</b>	<b>3,577,173</b>
Repair & Maintenance of Buildings	74,150	72,599	74,937	73,283
Energy Costs & Water Services	38,408	36,474	41,084	36,816
Rent & Rates	113,688	133,222	133,222	137,219
Premises Insurance	0	0	0	0
Grounds & Road Maintenance	0	0	0	0
Fixtures & Fittings	3,872	0	1,780	0
Cleaning	69,216	72,778	71,884	74,961
Contribution to Provisions	0	0	0	0
<b>Premises Costs</b>	<b>299,335</b>	<b>315,073</b>	<b>322,906</b>	<b>322,279</b>
Direct Transport Costs	1,366	5,541	2,002	5,593
Hire & Leasing	0	2,125	0	2,145
Transport Fees	1,419	1,039	2,144	1,049
Travel Allowances	0	0	0	0
Contribution to Provisions	0	0	0	0
<b>Transport Costs</b>	<b>2,785</b>	<b>8,705</b>	<b>4,145</b>	<b>8,787</b>
Furniture & Equipment	672,126	503,589	522,513	508,323
Catering	660	0	894	0
Clothing & Laundry	608	941	966	17,100
Communications & Computing	467,170	459,544	464,597	472,385
Fees & Services	222,363	121,819	212,028	122,018
Printing Stationery & Office Expenditure	32,826	16,113	24,158	16,267
Expenses	1	0	0	0
Grants & Subscriptions	19,963	10,396	10,570	10,494
Contribution to Provisions	41,576	0	0	31,000
<b>Supplies and Services</b>	<b>1,457,293</b>	<b>1,112,402</b>	<b>1,235,727</b>	<b>1,177,587</b>
General Third Party Payments	385,989	427,362	429,512	440,183
Voluntary Organisations	0	0	0	0
Social Services Client	0	0	0	0
Housing Benefits	0	0	0	0
<b>Third Party Payments / Transfers</b>	<b>385,989</b>	<b>427,362</b>	<b>429,512</b>	<b>440,183</b>
<b>Support Services</b>	<b>1,437,371</b>	<b>1,831,836</b>	<b>1,831,838</b>	<b>1,640,822</b>
Capital Charges	452,398	553,884	553,884	655,157
Capital Financing	0	0	0	0
<b>Capital Charges / Financing</b>	<b>452,398</b>	<b>553,884</b>	<b>553,884</b>	<b>655,157</b>
<b>TOTAL EXPENDITURE</b>	<b>6,879,814</b>	<b>7,695,233</b>	<b>7,723,630</b>	<b>7,821,988</b>
<b>Income</b>				
Government Grants	5	0	0	0
Other Grants & Contributions	(112,028)	0	(89,225)	0
Customer & Client Receipts	(261,966)	(248,836)	(190,468)	(256,300)
<b>External Income</b>	<b>(373,989)</b>	<b>(248,836)</b>	<b>(279,693)</b>	<b>(256,300)</b>
Recharges	0	0	0	0
<b>Internal Income</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL INCOME</b>	<b>(373,989)</b>	<b>(248,836)</b>	<b>(279,693)</b>	<b>(256,300)</b>
<b>NET EXPENDITURE</b>	<b>6,505,825</b>	<b>7,446,397</b>	<b>7,443,936</b>	<b>7,565,688</b>

# Community Services

## Museums & Archives

	2004/05 Actual £	2005/06 Budget £	2005/06 Probable Outturn £	2006/07 Budget £
<b>Expenditure</b>				
Direct Costs	328,777	459,982	431,813	486,517
Indirect Costs	7,673	1,978	39,504	1,996
Training	712	848	2,857	856
Contribution to Provisions	0	0	100	0
<b>Employee Costs</b>	<b>337,162</b>	<b>462,808</b>	<b>474,274</b>	<b>489,369</b>
Repair & Maintenance of Buildings	11,945	10,384	10,384	10,481
Energy Costs & Water Services	17,081	21,821	19,681	21,028
Rent & Rates	15,002	17,516	17,516	18,041
Premises Insurance	0	0	0	0
Grounds & Road Maintenance	0	0	0	0
Fixtures & Fittings	0	0	0	0
Cleaning	627	7,034	5,644	6,245
Contribution to Provisions	0	0	0	0
<b>Premises Costs</b>	<b>44,656</b>	<b>56,755</b>	<b>53,225</b>	<b>55,795</b>
Direct Transport Costs	381	0	1,472	0
Hire & Leasing	150	519	519	524
Transport Fees	106	1,081	537	1,090
Travel Allowances	152	0	115	0
Contribution to Provisions	0	0	0	0
<b>Transport Costs</b>	<b>788</b>	<b>1,600</b>	<b>2,643</b>	<b>1,614</b>
Furniture & Equipment	32,269	62,134	60,730	50,425
Catering	3,689	6,059	7,023	1,574
Clothing & Laundry	0	0	0	0
Communications & Computing	28,574	383,321	379,941	75,557
Fees & Services	25,473	330,639	641,541	168,594
Printing Stationery & Office Expenditure	1,057	66,685	78,647	46,740
Expenses	0	0	0	0
Grants & Subscriptions	769	317,790	1,301	227,689
Contribution to Provisions	0	0	0	0
<b>Supplies and Services</b>	<b>91,832</b>	<b>1,166,628</b>	<b>1,169,183</b>	<b>570,579</b>
General Third Party Payments	203,667	222,766	222,766	279,253
Voluntary Organisations	0	0	0	0
Social Services Client	0	0	0	0
Housing Benefits	0	0	0	0
<b>Third Party Payments / Transfers</b>	<b>203,667</b>	<b>222,766</b>	<b>222,766</b>	<b>279,253</b>
<b>Support Services</b>	<b>146,827</b>	<b>196,859</b>	<b>196,858</b>	<b>207,042</b>
Capital Charges	103,148	98,027	98,027	150,931
Capital Financing	0	0	0	0
<b>Capital Charges / Financing</b>	<b>103,148</b>	<b>98,027</b>	<b>98,027</b>	<b>150,931</b>
<b>TOTAL EXPENDITURE</b>	<b>928,080</b>	<b>2,205,443</b>	<b>2,216,977</b>	<b>1,754,583</b>
<b>Income</b>				
Government Grants	0	(1,055,000)	(1,055,000)	(528,000)
Other Grants & Contributions	(76,918)	(78,962)	(100,573)	(23,496)
Customer & Client Receipts	(40,475)	(28,932)	(26,006)	(28,409)
<b>External Income</b>	<b>(117,393)</b>	<b>(1,162,894)</b>	<b>(1,181,579)</b>	<b>(579,905)</b>
Recharges	(13,233)	(21,800)	(18,192)	(21,800)
<b>Internal Income</b>	<b>(13,233)</b>	<b>(21,800)</b>	<b>(18,192)</b>	<b>(21,800)</b>
<b>TOTAL INCOME</b>	<b>(130,626)</b>	<b>(1,184,694)</b>	<b>(1,199,771)</b>	<b>(601,705)</b>
<b>NET EXPENDITURE</b>	<b>797,455</b>	<b>1,020,749</b>	<b>1,017,206</b>	<b>1,152,878</b>

# Community Services

## Community Care (Adult Services)

	2004/05 Actual £	2005/06 Budget £	2005/06 Probable Outturn £	2006/07 Budget £
<b>Expenditure</b>				
Direct Costs	7,172,128	7,889,167	6,975,582	9,028,738
Indirect Costs	1,509,854	1,270,093	1,716,890	830,713
Training	32,856	77,854	104,275	102,026
Contribution to Provisions	0	0	0	0
<b>Employee Costs</b>	<b>8,714,838</b>	<b>9,237,114</b>	<b>8,796,747</b>	<b>9,961,477</b>
Repair & Maintenance of Buildings	58,111	14,019	57,894	21,100
Energy Costs & Water Services	26,714	11,527	18,096	17,450
Rent & Rates	76,264	83,969	77,085	77,700
Premises Insurance	0	2,769	2,769	2,601
Grounds & Road Maintenance	700	0	0	0
Fixtures & Fittings	13,987	2,348	8,249	5,400
Cleaning	18,289	36,635	26,164	35,300
Contribution to Provisions	4,411	0	310	0
<b>Premises Costs</b>	<b>198,475</b>	<b>151,267</b>	<b>190,566</b>	<b>159,551</b>
Direct Transport Costs	9,015	34,977	17,245	26,550
Hire & Leasing	47,298	56,717	77,059	77,249
Transport Fees	22,798	10,377	29,564	14,099
Travel Allowances	31,957	50,823	32,733	52,131
Contribution to Provisions	0	0	0	0
<b>Transport Costs</b>	<b>111,069</b>	<b>152,894</b>	<b>156,600</b>	<b>170,029</b>
Furniture & Equipment	49,451	62,970	71,938	68,221
Catering	66,845	51,812	63,995	70,050
Clothing & Laundry	880	349	0	0
Communications & Computing	76,141	93,641	123,758	78,105
Fees & Services	59,442	8,855	13,094	9,158
Printing Stationery & Office Expenditure	80,895	104,795	110,104	105,690
Expenses	71	2,320	66	500
Grants & Subscriptions	16,643	324	18,706	450
Contribution to Provisions	(141,063)	0	127,123	0
<b>Supplies and Services</b>	<b>209,304</b>	<b>325,066</b>	<b>528,783</b>	<b>332,174</b>
General Third Party Payments	34,999	0	496	68,846
Voluntary Organisations	20,517,969	21,551,938	22,008,167	22,412,341
Social Services Client	4,978,774	5,345,513	5,263,050	5,670,384
Housing Benefits	1,472,339	1,532,934	1,527,532	1,569,367
<b>Third Party Payments / Transfers</b>	<b>27,004,082</b>	<b>28,430,385</b>	<b>28,799,245</b>	<b>29,720,938</b>
<b>Support Services</b>	<b>0</b>	<b>1,547,171</b>	<b>1,547,171</b>	<b>1,691,657</b>
Capital Charges	175,392	231,596	268,597	446,039
Capital Financing	0	0	0	0
<b>Capital Charges / Financing</b>	<b>175,392</b>	<b>231,596</b>	<b>268,597</b>	<b>446,039</b>
<b>TOTAL EXPENDITURE</b>	<b>36,413,159</b>	<b>40,075,493</b>	<b>40,287,709</b>	<b>42,481,865</b>
<b>Income</b>				
Government Grants	(17,592,044)	(16,883,929)	(17,148,892)	(15,944,075)
Other Grants & Contributions	(1,043,495)	(1,061,677)	(1,293,388)	(980,733)
Customer & Client Receipts	(2,166,580)	(1,932,097)	(2,041,181)	(2,146,207)
<b>External Income</b>	<b>(20,802,119)</b>	<b>(19,877,703)</b>	<b>(20,483,462)</b>	<b>(19,071,015)</b>
Recharges	0	0	0	0
<b>Internal Income</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL INCOME</b>	<b>(20,802,119)</b>	<b>(19,877,703)</b>	<b>(20,483,462)</b>	<b>(19,071,015)</b>
<b>NET EXPENDITURE</b>	<b>15,611,041</b>	<b>20,197,790</b>	<b>19,804,248</b>	<b>23,410,850</b>

# Community Services

## Learning Difficulties

	2004/05 Actual £	2005/06 Budget £	2005/06 Probable Outturn £	2006/07 Budget £
<b>Expenditure</b>				
Direct Costs	3,286,212	2,637,397	2,434,766	3,789,888
Indirect Costs	950,978	1,105,942	1,149,141	68,447
Training	8,548	15,387	25,762	21,926
Contribution to Provisions	0	0	0	0
<b>Employee Costs</b>	<b>4,245,737</b>	<b>3,758,726</b>	<b>3,609,668</b>	<b>3,880,261</b>
Repair & Maintenance of Buildings	58,614	5,798	48,628	12,650
Energy Costs & Water Services	22,498	4,491	12,309	10,000
Rent & Rates	67,264	73,148	66,264	66,600
Premises Insurance	0	605	605	569
Grounds & Road Maintenance	700	0	0	0
Fixtures & Fittings	12,919	1,796	8,249	4,800
Cleaning	17,110	33,230	23,873	31,800
Contribution to Provisions	659	0	0	0
<b>Premises Costs</b>	<b>179,764</b>	<b>119,068</b>	<b>159,927</b>	<b>126,419</b>
Direct Transport Costs	621	25,030	7,828	16,300
Hire & Leasing	44,992	50,008	67,891	69,249
Transport Fees	9,809	3,628	8,180	7,100
Travel Allowances	9,982	13,266	8,508	13,600
Contribution to Provisions	0	0	0	0
<b>Transport Costs</b>	<b>65,404</b>	<b>91,932</b>	<b>92,407</b>	<b>106,249</b>
Furniture & Equipment	23,133	28,505	19,164	31,233
Catering	59,956	38,053	49,794	56,450
Clothing & Laundry	845	349	0	0
Communications & Computing	24,318	26,256	16,557	16,525
Fees & Services	1,960	209	263	199
Printing Stationery & Office Expenditure	58,286	78,944	89,227	83,750
Expenses	0	2,320	0	500
Grants & Subscriptions	424	324	527	450
Contribution to Provisions	2,556	0	0	0
<b>Supplies and Services</b>	<b>171,479</b>	<b>174,960</b>	<b>175,531</b>	<b>189,107</b>
General Third Party Payments	31,895	0	496	68,846
Voluntary Organisations	15,149,963	15,913,946	16,528,338	16,482,799
Social Services Client	257,675	300,919	335,661	406,189
Housing Benefits	84,384	86,067	85,931	89,411
<b>Third Party Payments / Transfers</b>	<b>15,523,917</b>	<b>16,300,932</b>	<b>16,950,426</b>	<b>17,047,245</b>
<b>Support Services</b>	<b>0</b>	<b>481,606</b>	<b>481,606</b>	<b>794,196</b>
Capital Charges	101,005	78,085	104,120	74,738
Capital Financing	0	0	0	0
<b>Capital Charges / Financing</b>	<b>101,005</b>	<b>78,085</b>	<b>104,120</b>	<b>74,738</b>
<b>TOTAL EXPENDITURE</b>	<b>20,287,306</b>	<b>21,005,309</b>	<b>21,573,686</b>	<b>22,218,215</b>
<b>Income</b>				
Government Grants	(6,966,364)	(6,963,929)	(7,201,682)	(7,282,365)
Other Grants & Contributions	(87,694)	(89,718)	(85,590)	(55,000)
Customer & Client Receipts	(765,938)	(555,030)	(664,937)	(707,106)
<b>External Income</b>	<b>(7,819,996)</b>	<b>(7,608,677)</b>	<b>(7,952,209)</b>	<b>(8,044,471)</b>
Recharges	0	0	0	0
<b>Internal Income</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL INCOME</b>	<b>(7,819,996)</b>	<b>(7,608,677)</b>	<b>(7,952,209)</b>	<b>(8,044,471)</b>
<b>NET EXPENDITURE</b>	<b>12,467,310</b>	<b>13,396,632</b>	<b>13,621,477</b>	<b>14,173,744</b>

## Community Services

### Mental Health

	2004/05 Actual £	2005/06 Budget £	2005/06 Probable Outturn £	2006/07 Budget £
<b>Expenditure</b>				
Direct Costs	3,437,089	4,440,911	3,790,605	4,346,342
Indirect Costs	532,395	127,643	524,323	565,163
Training	20,364	38,044	50,700	58,700
Contribution to Provisions	0	0	0	0
<b>Employee Costs</b>	<b>3,989,848</b>	<b>4,606,598</b>	<b>4,365,627</b>	<b>4,970,205</b>
Repair & Maintenance of Buildings	12,082	8,221	9,266	8,450
Energy Costs & Water Services	4,215	7,036	5,786	7,450
Rent & Rates	9,000	10,821	10,821	11,100
Premises Insurance	0	949	949	891
Grounds & Road Maintenance	0	0	0	0
Fixtures & Fittings	1,068	0	0	0
Cleaning	1,179	2,706	2,291	2,800
Contribution to Provisions	3,752	0	0	0
<b>Premises Costs</b>	<b>31,295</b>	<b>29,733</b>	<b>29,114</b>	<b>30,691</b>
Direct Transport Costs	7,045	8,982	9,418	9,250
Hire & Leasing	2,306	6,709	9,167	8,000
Transport Fees	12,989	5,950	20,338	6,200
Travel Allowances	21,940	37,366	24,225	38,331
Contribution to Provisions	0	0	0	0
<b>Transport Costs</b>	<b>44,280</b>	<b>59,007</b>	<b>63,148</b>	<b>61,781</b>
Furniture & Equipment	22,084	16,606	21,202	19,100
Catering	6,567	11,111	11,216	10,800
Clothing & Laundry	35	0	0	0
Communications & Computing	23,175	25,646	13,091	26,850
Fees & Services	52,462	5,696	9,513	5,916
Printing Stationery & Office Expenditure	15,371	14,684	11,989	13,600
Expenses	71	0	66	0
Grants & Subscriptions	1,069	0	2,419	0
Contribution to Provisions	49,938	0	0	0
<b>Supplies and Services</b>	<b>170,773</b>	<b>73,743</b>	<b>69,497</b>	<b>76,266</b>
General Third Party Payments	3,104	0	0	0
Voluntary Organisations	5,353,162	4,710,813	5,234,909	4,807,921
Social Services Client	223,407	41,200	44,590	18,121
Housing Benefits	1,393,594	1,446,867	1,441,601	1,479,956
<b>Third Party Payments / Transfers</b>	<b>6,973,267</b>	<b>6,198,880</b>	<b>6,721,099</b>	<b>6,305,998</b>
<b>Support Services</b>	<b>0</b>	<b>479,903</b>	<b>479,903</b>	<b>733,471</b>
Capital Charges	74,387	87,668	98,634	371,301
Capital Financing	0	0	0	0
<b>Capital Charges / Financing</b>	<b>74,387</b>	<b>87,668</b>	<b>98,634</b>	<b>371,301</b>
<b>TOTAL EXPENDITURE</b>	<b>11,283,849</b>	<b>11,535,532</b>	<b>11,827,022</b>	<b>12,549,713</b>
<b>Income</b>				
Government Grants	(23,334)	0	(27,211)	(27,210)
Other Grants & Contributions	(900,643)	(971,959)	(996,798)	(925,733)
Customer & Client Receipts	(802,345)	(820,397)	(782,753)	(828,359)
<b>External Income</b>	<b>(1,726,322)</b>	<b>(1,792,356)</b>	<b>(1,806,762)</b>	<b>(1,781,302)</b>
Recharges	0	0	0	0
<b>Internal Income</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL INCOME</b>	<b>(1,726,322)</b>	<b>(1,792,356)</b>	<b>(1,806,762)</b>	<b>(1,781,302)</b>
<b>NET EXPENDITURE</b>	<b>9,557,527</b>	<b>9,743,176</b>	<b>10,020,260</b>	<b>10,768,411</b>

# Community Services

## Head Of Community Care

	2004/05 Actual £	2005/06 Budget £	2005/06 Probable Outturn £	2006/07 Budget £
<b>Expenditure</b>				
Direct Costs	448,827	810,859	750,212	892,508
Indirect Costs	26,481	36,508	43,426	197,103
Training	3,944	24,423	27,813	21,400
Contribution to Provisions	0	0	0	0
<b>Employee Costs</b>	<b>479,252</b>	<b>871,790</b>	<b>821,451</b>	<b>1,111,011</b>
Repair & Maintenance of Buildings	(12,584)	0	0	0
Energy Costs & Water Services	0	0	0	0
Rent & Rates	0	0	0	0
Premises Insurance	0	1,215	1,215	1,141
Grounds & Road Maintenance	0	0	0	0
Fixtures & Fittings	0	552	0	600
Cleaning	0	699	0	700
Contribution to Provisions	0	0	310	0
<b>Premises Costs</b>	<b>(12,584)</b>	<b>2,466</b>	<b>1,525</b>	<b>2,441</b>
Direct Transport Costs	1,350	965	0	1,000
Hire & Leasing	0	0	0	0
Transport Fees	0	799	1,045	799
Travel Allowances	35	191	0	200
Contribution to Provisions	0	0	0	0
<b>Transport Costs</b>	<b>1,385</b>	<b>1,955</b>	<b>1,045</b>	<b>1,999</b>
Furniture & Equipment	4,233	17,859	31,571	17,888
Catering	322	2,648	2,984	2,800
Clothing & Laundry	0	0	0	0
Communications & Computing	28,648	41,739	94,110	34,730
Fees & Services	5,020	2,950	3,319	3,043
Printing Stationery & Office Expenditure	7,237	11,167	8,888	8,340
Expenses	0	0	0	0
Grants & Subscriptions	15,150	0	15,760	0
Contribution to Provisions	(193,558)	0	127,123	0
<b>Supplies and Services</b>	<b>(132,947)</b>	<b>76,363</b>	<b>283,756</b>	<b>66,801</b>
General Third Party Payments	0	0	0	0
Voluntary Organisations	14,845	927,179	244,920	1,121,621
Social Services Client	4,497,693	5,003,394	4,882,799	5,246,074
Housing Benefits	(5,639)	0	0	0
<b>Third Party Payments / Transfers</b>	<b>4,506,898</b>	<b>5,930,573</b>	<b>5,127,719</b>	<b>6,367,695</b>
<b>Support Services</b>	<b>0</b>	<b>585,662</b>	<b>585,662</b>	<b>163,990</b>
Capital Charges	0	65,843	65,843	0
Capital Financing	0	0	0	0
<b>Capital Charges / Financing</b>	<b>0</b>	<b>65,843</b>	<b>65,843</b>	<b>0</b>
<b>TOTAL EXPENDITURE</b>	<b>4,842,004</b>	<b>7,534,652</b>	<b>6,887,001</b>	<b>7,713,937</b>
<b>Income</b>				
Government Grants	(10,602,346)	(9,920,000)	(9,920,000)	(8,634,500)
Other Grants & Contributions	(55,158)	0	(211,000)	0
Customer & Client Receipts	(598,297)	(556,670)	(593,491)	(610,742)
<b>External Income</b>	<b>(11,255,801)</b>	<b>(10,476,670)</b>	<b>(10,724,491)</b>	<b>(9,245,242)</b>
Recharges	0	0	0	0
<b>Internal Income</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL INCOME</b>	<b>(11,255,801)</b>	<b>(10,476,670)</b>	<b>(10,724,491)</b>	<b>(9,245,242)</b>
<b>NET EXPENDITURE</b>	<b>(6,413,796)</b>	<b>(2,942,018)</b>	<b>(3,837,489)</b>	<b>(1,531,305)</b>

## Community Services

### Community Care (Older People)

	2004/05 Actual £	2005/06 Budget £	2005/06 Probable Outturn £	2006/07 Budget £
<b>Expenditure</b>				
Direct Costs	15,855,830	16,067,720	16,399,924	16,124,058
Indirect Costs	61,502	178,626	153,454	168,937
Training	17,550	88,382	81,031	35,307
Contribution to Provisions	0	0	0	0
<b>Employee Costs</b>	<b>15,934,883</b>	<b>16,334,728</b>	<b>16,634,409</b>	<b>16,328,302</b>
Repair & Maintenance of Buildings	145,402	70,065	71,797	66,696
Energy Costs & Water Services	40,489	55,689	59,280	57,361
Rent & Rates	14,930	31,522	42,482	41,648
Premises Insurance	0	3,369	3,369	3,166
Grounds & Road Maintenance	0	0	0	0
Fixtures & Fittings	2,608	15,795	8,334	16,269
Cleaning	62,163	57,631	62,924	59,360
Contribution to Provisions	0	0	0	0
<b>Premises Costs</b>	<b>265,592</b>	<b>234,071</b>	<b>248,184</b>	<b>244,500</b>
Direct Transport Costs	24,152	37,745	59,409	38,877
Hire & Leasing	241,797	249,283	239,210	256,646
Transport Fees	8,392	4,810	9,095	5,917
Travel Allowances	13,434	63,479	32,323	48,948
Contribution to Provisions	0	0	0	0
<b>Transport Costs</b>	<b>287,776</b>	<b>355,317</b>	<b>340,038</b>	<b>350,388</b>
Furniture & Equipment	81,438	113,699	132,215	95,219
Catering	124,673	90,601	126,313	93,319
Clothing & Laundry	32	530	98	16
Communications & Computing	25,280	35,760	43,299	30,674
Fees & Services	9,033	2,183	6,321	2,202
Printing Stationery & Office Expenditure	65,517	78,795	77,647	79,355
Expenses	2,179	0	0	0
Grants & Subscriptions	2,539	0	(8,308)	0
Contribution to Provisions	(75,527)	0	0	0
<b>Supplies and Services</b>	<b>235,163</b>	<b>321,568</b>	<b>377,586</b>	<b>300,785</b>
General Third Party Payments	4,944	4,880	3,644	5,025
Voluntary Organisations	18,818,434	19,578,100	20,949,188	20,980,788
Social Services Client	1,512,208	2,072,276	1,391,224	1,644,301
Housing Benefits	1,388,762	1,474,997	1,576,045	1,394,947
<b>Third Party Payments / Transfers</b>	<b>21,724,348</b>	<b>23,130,253</b>	<b>23,920,101</b>	<b>24,025,061</b>
<b>Support Services</b>	<b>0</b>	<b>1,956,547</b>	<b>1,957,635</b>	<b>3,850,437</b>
Capital Charges	45,874	82,305	82,305	83,305
Capital Financing	0	0	0	0
<b>Capital Charges / Financing</b>	<b>45,874</b>	<b>82,305</b>	<b>82,305</b>	<b>83,305</b>
<b>TOTAL EXPENDITURE</b>	<b>38,493,635</b>	<b>42,414,789</b>	<b>43,560,258</b>	<b>45,182,778</b>
<b>Income</b>				
Government Grants	(1,833,874)	(277,360)	(356,872)	(805,601)
Other Grants & Contributions	(404,553)	(2,017,644)	(2,278,852)	(1,669,370)
Customer & Client Receipts	(4,475,365)	(4,493,485)	(4,656,295)	(4,330,149)
<b>External Income</b>	<b>(6,713,792)</b>	<b>(6,788,489)</b>	<b>(7,292,018)</b>	<b>(6,805,120)</b>
Recharges	0	0	0	0
<b>Internal Income</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL INCOME</b>	<b>(6,713,792)</b>	<b>(6,788,489)</b>	<b>(7,292,018)</b>	<b>(6,805,120)</b>
<b>NET EXPENDITURE</b>	<b>31,779,844</b>	<b>35,626,300</b>	<b>36,268,240</b>	<b>38,377,658</b>

# Community Services

## Assessment & Care Management

	2004/05 Actual £	2005/06 Budget £	2005/06 Probable Outturn £	2006/07 Budget £
<b>Expenditure</b>				
Direct Costs	3,935,137	3,874,089	3,956,412	3,613,224
Indirect Costs	55,255	32,253	44,559	30,696
Training	2,962	12,712	(3,764)	1,500
Contribution to Provisions	0	0	0	0
<b>Employee Costs</b>	<b>3,993,354</b>	<b>3,919,054</b>	<b>3,997,206</b>	<b>3,645,420</b>
Repair & Maintenance of Buildings	32,522	0	0	0
Energy Costs & Water Services	1,291	0	27	0
Rent & Rates	0	0	0	0
Premises Insurance	0	0	0	0
Grounds & Road Maintenance	0	0	0	0
Fixtures & Fittings	4	0	0	0
Cleaning	0	0	0	0
Contribution to Provisions	0	0	0	0
<b>Premises Costs</b>	<b>33,817</b>	<b>0</b>	<b>27</b>	<b>0</b>
Direct Transport Costs	521	0	0	0
Hire & Leasing	0	0	0	0
Transport Fees	4,711	0	2,129	0
Travel Allowances	7,551	35,053	7,756	25,824
Contribution to Provisions	0	0	0	0
<b>Transport Costs</b>	<b>12,783</b>	<b>35,053</b>	<b>9,885</b>	<b>25,824</b>
Furniture & Equipment	5,546	22,091	8,753	15,886
Catering	2,169	0	322	0
Clothing & Laundry	0	0	0	0
Communications & Computing	2,874	6,269	4,506	2,494
Fees & Services	8,637	278	3,384	264
Printing Stationery & Office Expenditure	30,034	21,684	21,592	21,682
Expenses	65	0	0	0
Grants & Subscriptions	1,562	0	(9,630)	0
Contribution to Provisions	(75,706)	0	0	0
<b>Supplies and Services</b>	<b>(24,820)</b>	<b>50,322</b>	<b>28,927</b>	<b>40,326</b>
General Third Party Payments	1,697	0	(41)	0
Voluntary Organisations	18,793,319	19,518,497	20,921,169	20,922,109
Social Services Client	1,494,645	1,680,346	1,017,682	1,240,613
Housing Benefits	1,381,839	1,474,997	1,560,477	1,394,947
<b>Third Party Payments / Transfers</b>	<b>21,671,500</b>	<b>22,673,840</b>	<b>23,499,287</b>	<b>23,557,669</b>
<b>Support Services</b>	<b>0</b>	<b>634,199</b>	<b>635,287</b>	<b>882,525</b>
Capital Charges	0	0	0	0
Capital Financing	0	0	0	0
<b>Capital Charges / Financing</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL EXPENDITURE</b>	<b>25,686,633</b>	<b>27,312,468</b>	<b>28,170,619</b>	<b>28,151,764</b>
<b>Income</b>				
Government Grants	(245,085)	(272,860)	(352,373)	(352,373)
Other Grants & Contributions	(55,180)	(35,141)	(41,000)	(35,141)
Customer & Client Receipts	(3,380,080)	(3,203,459)	(3,242,770)	(3,234,215)
<b>External Income</b>	<b>(3,680,345)</b>	<b>(3,511,460)</b>	<b>(3,636,142)</b>	<b>(3,621,729)</b>
Recharges	0	0	0	0
<b>Internal Income</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL INCOME</b>	<b>(3,680,345)</b>	<b>(3,511,460)</b>	<b>(3,636,142)</b>	<b>(3,621,729)</b>
<b>NET EXPENDITURE</b>	<b>22,006,289</b>	<b>23,801,008</b>	<b>24,534,476</b>	<b>24,530,035</b>

# Community Services

## Provider Services

	2004/05 Actual £	2005/06 Budget £	2005/06 Probable Outturn £	2006/07 Budget £
<b>Expenditure</b>				
Direct Costs	11,920,693	12,193,631	12,443,512	12,510,834
Indirect Costs	6,248	146,373	108,895	138,241
Training	14,588	75,670	84,796	33,807
Contribution to Provisions	0	0	0	0
<b>Employee Costs</b>	<b>11,941,529</b>	<b>12,415,674</b>	<b>12,637,202</b>	<b>12,682,882</b>
Repair & Maintenance of Buildings	112,879	70,065	71,797	66,696
Energy Costs & Water Services	39,198	55,689	59,253	57,361
Rent & Rates	14,930	31,522	42,482	41,648
Premises Insurance	0	3,369	3,369	3,166
Grounds & Road Maintenance	0	0	0	0
Fixtures & Fittings	2,604	15,795	8,334	16,269
Cleaning	62,163	57,631	62,924	59,360
Contribution to Provisions	0	0	0	0
<b>Premises Costs</b>	<b>231,775</b>	<b>234,071</b>	<b>248,157</b>	<b>244,500</b>
Direct Transport Costs	23,632	37,745	59,409	38,877
Hire & Leasing	241,797	249,283	239,210	256,646
Transport Fees	3,681	4,810	6,966	5,917
Travel Allowances	5,883	28,426	24,567	23,124
Contribution to Provisions	0	0	0	0
<b>Transport Costs</b>	<b>274,993</b>	<b>320,264</b>	<b>330,153</b>	<b>324,564</b>
Furniture & Equipment	75,892	91,608	123,462	79,333
Catering	122,504	90,601	125,991	93,319
Clothing & Laundry	32	530	98	16
Communications & Computing	22,406	29,491	38,793	28,180
Fees & Services	396	1,905	2,937	1,938
Printing Stationery & Office Expenditure	35,483	57,111	56,056	57,673
Expenses	2,114	0	0	0
Grants & Subscriptions	977	0	1,322	0
Contribution to Provisions	179	0	0	0
<b>Supplies and Services</b>	<b>259,984</b>	<b>271,246</b>	<b>348,660</b>	<b>260,459</b>
General Third Party Payments	3,247	4,880	3,685	5,025
Voluntary Organisations	25,115	59,603	28,019	58,679
Social Services Client	17,563	391,930	373,542	403,688
Housing Benefits	6,923	0	15,569	0
<b>Third Party Payments / Transfers</b>	<b>52,848</b>	<b>456,413</b>	<b>420,814</b>	<b>467,392</b>
<b>Support Services</b>	<b>0</b>	<b>1,322,348</b>	<b>1,322,348</b>	<b>2,967,912</b>
Capital Charges	45,874	82,305	82,305	83,305
Capital Financing	0	0	0	0
<b>Capital Charges / Financing</b>	<b>45,874</b>	<b>82,305</b>	<b>82,305</b>	<b>83,305</b>
<b>TOTAL EXPENDITURE</b>	<b>12,807,002</b>	<b>15,102,321</b>	<b>15,389,639</b>	<b>17,031,014</b>
<b>Income</b>				
Government Grants	(1,588,790)	(4,500)	(4,499)	(453,228)
Other Grants & Contributions	(349,373)	(1,982,503)	(2,237,852)	(1,634,229)
Customer & Client Receipts	(1,095,285)	(1,290,026)	(1,413,525)	(1,095,934)
<b>External Income</b>	<b>(3,033,447)</b>	<b>(3,277,029)</b>	<b>(3,655,875)</b>	<b>(3,183,391)</b>
Recharges	0	0	0	0
<b>Internal Income</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL INCOME</b>	<b>(3,033,447)</b>	<b>(3,277,029)</b>	<b>(3,655,875)</b>	<b>(3,183,391)</b>
<b>NET EXPENDITURE</b>	<b>9,773,555</b>	<b>11,825,292</b>	<b>11,733,764</b>	<b>13,847,623</b>

# Community Services

## Community Strategy & Performance

	2004/05 Actual £	2005/06 Budget £	2005/06 Probable Outturn £	2006/07 Budget £
<b>Expenditure</b>				
Direct Costs	3,638,368	3,710,279	3,701,449	3,842,745
Indirect Costs	88,497	196,120	211,801	169,498
Training	276,263	299,836	341,390	956,287
Contribution to Provisions	0	0	0	0
<b>Employee Costs</b>	<b>4,003,128</b>	<b>4,206,235</b>	<b>4,254,641</b>	<b>4,968,530</b>
Repair & Maintenance of Buildings	180,440	126,888	101,326	99,040
Energy Costs & Water Services	25,109	43,700	46,255	73,929
Rent & Rates	164,135	132,900	146,782	147,187
Premises Insurance	0	12,217	12,216	11,711
Grounds & Road Maintenance	0	0	0	0
Fixtures & Fittings	22,605	0	10,779	0
Cleaning	15,490	5,670	9,041	7,840
Contribution to Provisions	27,200	0	0	0
<b>Premises Costs</b>	<b>434,980</b>	<b>321,375</b>	<b>326,399</b>	<b>339,707</b>
Direct Transport Costs	64,605	91,866	92,510	81,454
Hire & Leasing	2,275	4,076	7,158	4,176
Transport Fees	22,723	36,013	26,346	31,576
Travel Allowances	1,127	20,566	19,201	17,862
Contribution to Provisions	0	0	0	0
<b>Transport Costs</b>	<b>90,729</b>	<b>152,521</b>	<b>145,214</b>	<b>135,068</b>
Furniture & Equipment	131,160	220,654	200,110	227,179
Catering	8,758	18,317	9,114	8,281
Clothing & Laundry	0	0	562	0
Communications & Computing	58,974	176,385	172,273	257,846
Fees & Services	1,258,944	375,959	1,058,073	397,462
Printing Stationery & Office Expenditure	43,795	42,206	36,011	32,156
Expenses	1,347	1,000	1,000	1,030
Grants & Subscriptions	273,314	5,950	21,694	5,997
Contribution to Provisions	1,672,112	2,344,666	2,344,666	2,321,182
<b>Supplies and Services</b>	<b>3,448,403</b>	<b>3,185,137</b>	<b>3,843,502</b>	<b>3,251,133</b>
General Third Party Payments	907,972	824,110	828,530	848,833
Voluntary Organisations	0	0	0	0
Social Services Client	22,810,606	23,679,172	23,715,619	22,504,214
Housing Benefits	0	0	0	0
<b>Third Party Payments / Transfers</b>	<b>23,718,578</b>	<b>24,503,282</b>	<b>24,544,149</b>	<b>23,353,047</b>
<b>Support Services</b>	<b>6,446,857</b>	<b>1,266,753</b>	<b>1,266,753</b>	<b>791,267</b>
Capital Charges	295,531	447,688	447,688	858,454
Capital Financing	3,249	0	0	0
<b>Capital Charges / Financing</b>	<b>298,780</b>	<b>447,688</b>	<b>447,688</b>	<b>858,454</b>
<b>TOTAL EXPENDITURE</b>	<b>38,441,455</b>	<b>34,082,991</b>	<b>34,828,346</b>	<b>33,697,206</b>
<b>Income</b>				
Government Grants	(24,399,197)	(24,268,941)	(24,307,301)	(23,808,983)
Other Grants & Contributions	(3,209,234)	(190,288)	(1,043,229)	(233,338)
Customer & Client Receipts	(323,462)	(188,720)	(117,906)	(163,481)
<b>External Income</b>	<b>(27,931,893)</b>	<b>(24,647,949)</b>	<b>(25,468,436)</b>	<b>(24,205,802)</b>
Recharges	(2,282,887)	(2,190,956)	(2,190,956)	(3,299,103)
<b>Internal Income</b>	<b>(2,282,887)</b>	<b>(2,190,956)</b>	<b>(2,190,956)</b>	<b>(3,299,103)</b>
<b>TOTAL INCOME</b>	<b>(30,214,780)</b>	<b>(26,838,905)</b>	<b>(27,659,392)</b>	<b>(27,504,905)</b>
<b>NET EXPENDITURE</b>	<b>8,226,675</b>	<b>7,244,086</b>	<b>7,168,954</b>	<b>6,192,301</b>

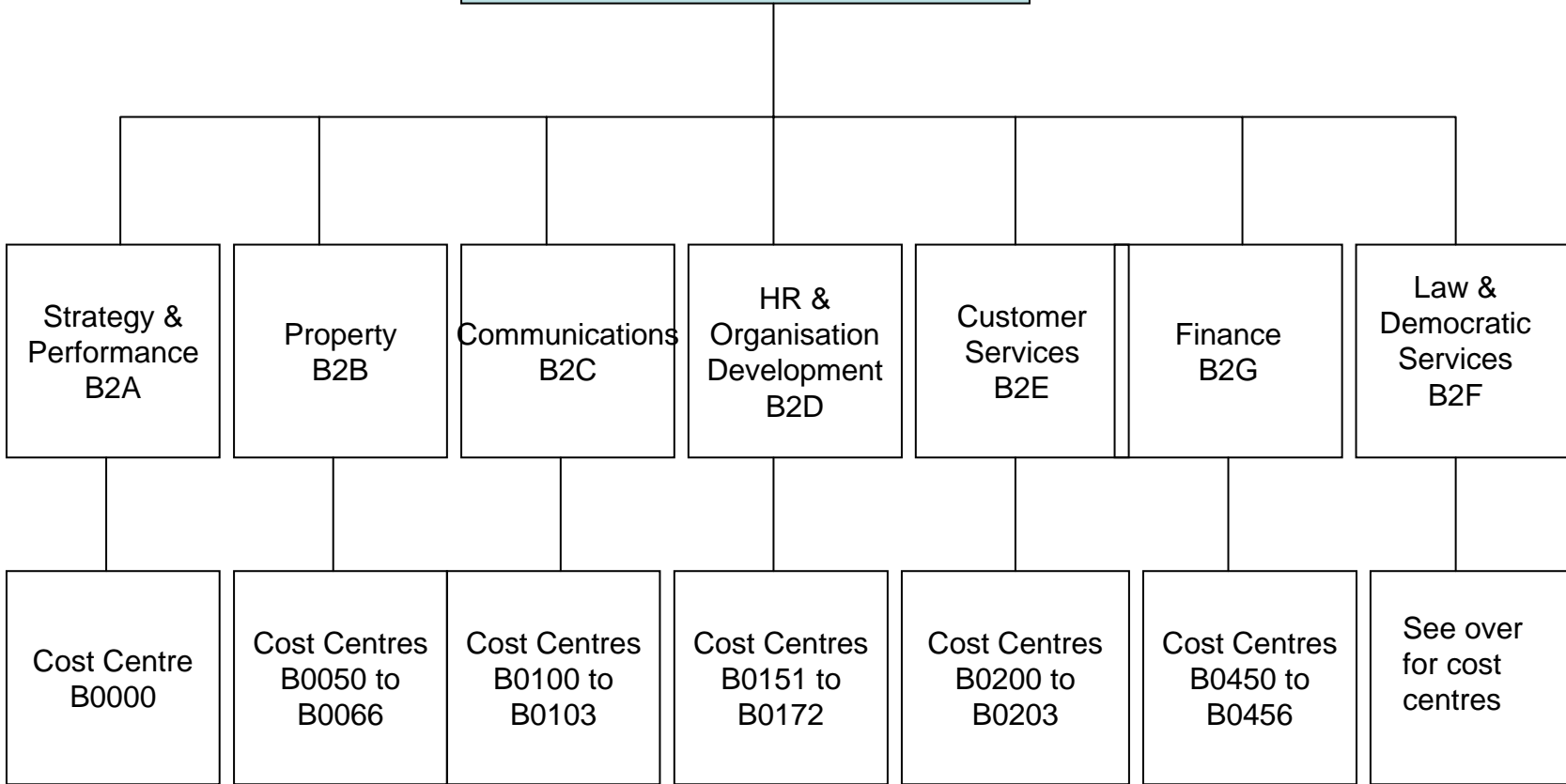
# Community Services

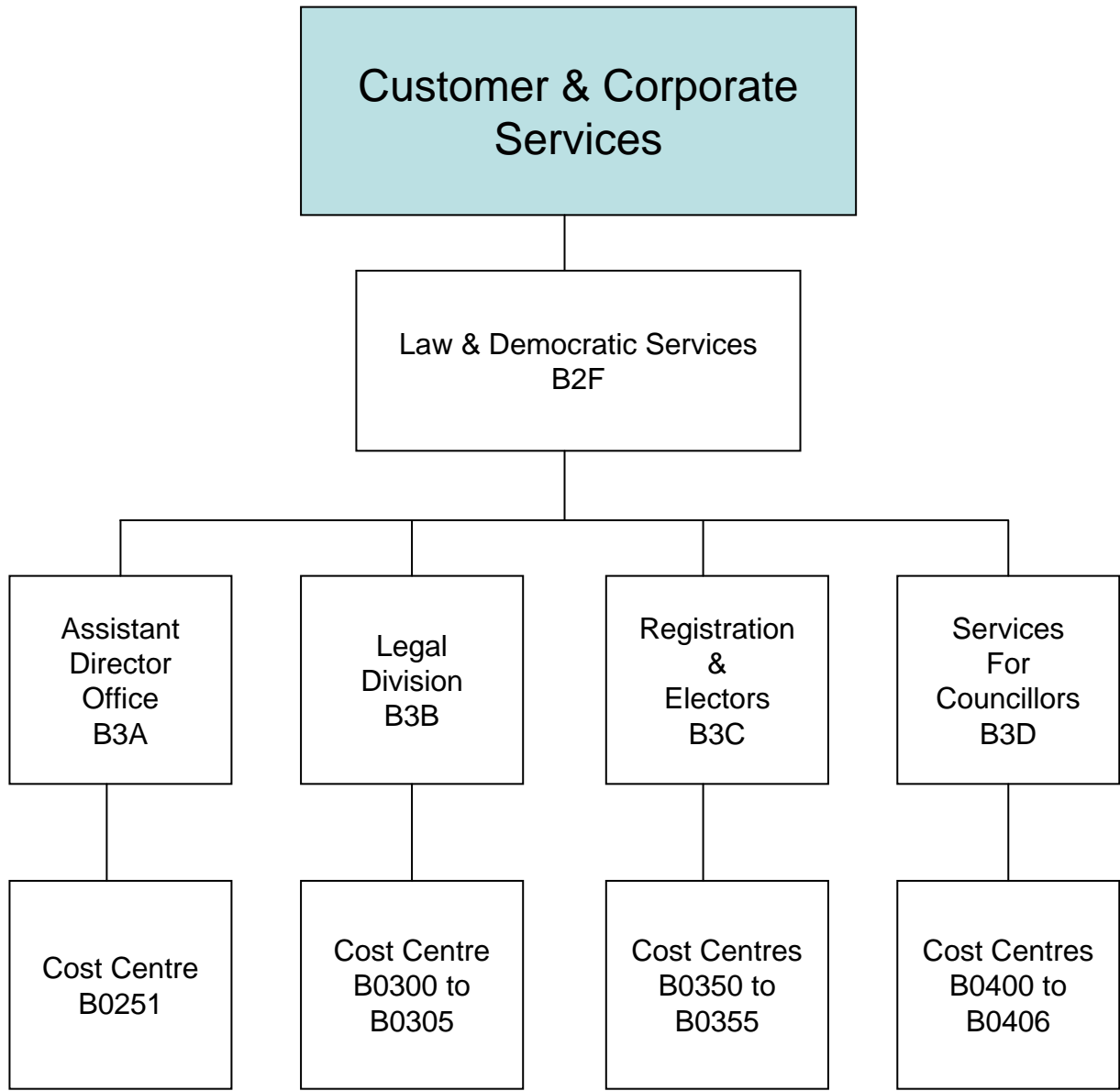
## Community Services Finance

	2004/05 Actual £	2005/06 Budget £	2005/06 Probable Outturn £	2006/07 Budget £
<b>Expenditure</b>				
Direct Costs	1,732,397	1,901,051	1,899,215	1,936,291
Indirect Costs	25,278	19,708	20,255	19,214
Training	5,321	20,528	20,085	29,208
Contribution to Provisions	0	0	0	0
<b>Employee Costs</b>	<b>1,762,996</b>	<b>1,941,287</b>	<b>1,939,555</b>	<b>1,984,713</b>
Repair & Maintenance of Buildings	1,163	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
<b>Premises Costs</b>	<b>1,163</b>	<b>0</b>	<b>0</b>	<b>0</b>
Direct Transport Costs	180	0	0	0
Hire & Leasing	0	0	0	0
Transport Fees	503	886	915	913
Travel Allowances	0	0	118	0
Contribution to Provisions	0	0	0	0
<b>Transport Costs</b>	<b>684</b>	<b>886</b>	<b>1,033</b>	<b>913</b>
Furniture & Equipment	19,205	35,666	23,715	36,424
Catering	175	0	304	0
Clothing & Laundry	0	0	0	0
Communications & Computing	14,426	2,512	25,061	400
Fees & Services	11,306	111	284	85
Printing Stationery & Office Expenditure	6,860	15,136	15,203	22,845
Expenses	0	0	0	0
Grants & Subscriptions	0	0	150	0
Contribution to Provisions	(52,103)	0	0	0
<b>Supplies and Services</b>	<b>(130)</b>	<b>53,425</b>	<b>64,717</b>	<b>59,754</b>
General Third Party Payments	0	0	5,293	0
Voluntary Organisations	0	0	0	0
Social Services Client	332	0	0	0
Housing Benefits	0	0	0	0
<b>Third Party Payments / Transfers</b>	<b>332</b>	<b>0</b>	<b>5,293</b>	<b>0</b>
<b>Support Services</b>	<b>51,844</b>	<b>316,530</b>	<b>316,530</b>	<b>343,585</b>
Capital Charges	0	0	0	0
Capital Financing	0	0	0	0
<b>Capital Charges / Financing</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL EXPENDITURE</b>	<b>1,816,889</b>	<b>2,312,128</b>	<b>2,327,128</b>	<b>2,388,965</b>
<b>Income</b>				
Government Grants	(33,112)	(34,906)	(34,906)	(43,818)
Other Grants & Contributions	0	0	(20,000)	0
Customer & Client Receipts	0	0	(50)	0
<b>External Income</b>	<b>(33,112)</b>	<b>(34,906)</b>	<b>(54,956)</b>	<b>(43,818)</b>
Recharges	(397,565)	(572,729)	(572,729)	(487,234)
<b>Internal Income</b>	<b>(397,565)</b>	<b>(572,729)</b>	<b>(572,729)</b>	<b>(487,234)</b>
<b>TOTAL INCOME</b>	<b>(430,677)</b>	<b>(607,635)</b>	<b>(627,685)</b>	<b>(531,052)</b>
<b>NET EXPENDITURE</b>	<b>1,386,211</b>	<b>1,704,493</b>	<b>1,699,443</b>	<b>1,857,913</b>



# Customer & Corporate Services





# Customer and Corporate Directorate Storyboard 06/07- 09/10

## AIMS AND AMBITIONS –

We will...

- provide high quality, value for money support services to enable the Council and our partners to put their customers first.
- through the Service First programme, enable residents and customers to access our services easily and quickly, resolving their enquiries at the first point of contact.
- provide democratic and civic services at the heart of Hackney's community life, promote pride in the borough, involve residents in what we do and learning from their feedback so that we can continue to improve.
- enable and support the Council and our partners to deliver the priorities set out by the Mayor and the community strategy.

## WHAT DID WE ACHIEVE IN 2005/06?

### Achieved

- Re-shaping the Council
  - All Chief Officers now in place
- Service First
  - Construction on the Town Hall Annexe commenced in March 2006
  - Single Front Office now dealing with up to 1300 calls per day
- Internal Renewal for Excellence
  - Aligned financial and service planning through resourcing our priorities
  - Streamlined performance improvement framework and new project methodology
  - Positive Ethical Governance Audit following Audit Commission inspection
  - Work on DDA compliance has commenced
- 53% resident satisfaction in the MORI Residents survey.

### Not achieved

- Performance on complaints and FOI enquiries not hitting corporate target.
- Establishment control and monitoring procedures not fully embedded

## MAJOR PROJECTS/TASKS FOR 2006/10

- Leading and contributing to the following corporate change and improvement programmes: -
  - Service First Programme
  - Getting it right first time
  - Communicating with our residents and staff
  - Best Use of Resources
  - Community Engagement
- Revise the Community Strategy and update the supporting Action Plans
- Develop Local Area Agreements by April 2007

## KEY PERFORMANCE TARGETS

Performance Measure	2005/06 out-turn	2006/07 Target	2007/08
% of complaints responded to within target timescale	74%	80%	85%
% of resident satisfaction in MORI and BVPI survey	53%	54%	54%
% of calls answered through the Hackney Service Centre	88%	90%	95%
% of customer enquiries to the Hackney Service Centre resolved at first contact	n/a	80%	85%
Number of days lost to sickness per employee per year (corporate BV12)	8.43	8.4	8
% of buildings open to the public of which all public areas are accessible to disabled people (BVPI 156)	62.5%	78.13%	100%
% reduction in use of agency staff outside corporate contract	n/a	10%	10%
% reduction in use of agency staff	n/a	10%	10%
Level of the Equality Standard for Local Government achieved	1	2	2

## WHAT IS OUR CAPACITY TO DELIVER?

- Extensive Member and senior officer input into key projects
- Re-shaped directorate provides opportunity to deliver joined up services
- Internal and external partnerships established to drive improvements

**RESOURCES EMPLOYED** - Number of Full -Time Equivalent positions: 302

## COST OF SERVICE

### 2006/07 Budget £

Revenue Budget (net)	£11,086,000
Capital budget	£2,989,000
One-off funding	£679,000

## ASSESSMENTS AND INSPECTIONS 2006/07

- Investors in People Assessment, March 2007
- Lexcel Inspection
- Corporate Assessment outcome announced in summer 2006
- Annual Ombudsman's Letter
- Chartermark Inspection for Civic Services

Note: Revenue Budget and Full Time Equivalent positions include Chief Executive & Mayor's Office and Team Hackney.

## CUSTOMER AND CORPORATE SERVICES

### Budget Movement

	£000	£000	£000
<b>2005/06 Budget</b>			<b>10,964</b>
In year virements	87		
Pay Inflation	390		
Non Pay Inflation	274		
Growth before savings	1,391	2,142	
Efficiency Savings	(389)	(389)	
Changes in Central Recharges	(1,780)		
Changes in Capital Recharges	(325)		
Other changes	474	(1,631)	
<b>2006/07 Budget</b>			<b>11,086</b>

### Growth

Growth of £1.391m has been included in the 2006/07 budget. These growth items are listed below:

<b>ROP/Committed Growth</b>	<b>£000</b>
Revenue	
ROP 11: Improving communications & consultation	250
Right-sizing the Legal budget	800
Equalities posts	91
ROP 13: Improving partnership working (HSP)	225
Corporate subscriptions	25
<b>Total</b>	<b>1,391</b>

## Customer & Corporate Services

### Analysis of Cost Centres

Old Cost Centre		New Cost Centre	2004/05 Actual £	2005/06 Budget £	2005/06 Probable Outturn £	2006/07 Budget £
<b>Directorate Total</b>			<b>1,214,509</b>	<b>2,636,389</b>	<b>3,650,388</b>	<b>2,136,069</b>
A1015	Policy & Regeneration Management	B0000	(31,270)	11,300	(7,252)	0
<b>Corporate and Customer Strat &amp; Perf</b>			<b>(31,270)</b>	<b>11,300</b>	<b>(7,252)</b>	<b>0</b>
A0007	Service First Accommodation Office	B0050	(39)	1,208,833	1,254,116	0
A0500	Property Client	B0051	573,488	854,259	950,505	1,078,948
A0501	Keltan House	B0052	(99,261)	0	18,457	0
A0502	Hackney Town Hall	B0053	66,201	0	(66,345)	0
A0503	205 Morning Lane	B0054	0	0	0	0
A0504	Maurice Bishop House	B0055	(31,846)	0	(12,540)	0
A0505	Dorothy Hodgkin House	B0056	0	0	0	0
A0506	Christopher Addison House	B0057	0	0	0	0
A0507	Stoke Newington Town Hall	B0058	30,808	0	36,973	0
A0508	Other Public Admin Buildings	B0059	633,357	0	28,151	0
A0509	Commercial Estate	B0060	(408,198)	(363,942)	(208,995)	(60,259)
A0510	Technology Learning Centre	B0061	164,704	266,924	296,737	564,962
A0511	Accommodation Support Services	B0062	(208,296)	112,375	118,226	0
A0514	Floorfield Road	B0063	102,013	0	18,773	0
A0515	298 Mare Street	B0064	(51,794)	(5)	(69,361)	0
A0516	300 Mare Street	B0065	46,911	0	8,658	0
N0006	Cleaning Contract	B0066	(52,703)	0	(23,924)	0
<b>Property</b>			<b>765,345</b>	<b>2,078,444</b>	<b>2,349,429</b>	<b>1,583,651</b>
A1004	Fostering Team	B0100	62,739	40,546	39,933	250,000
A1007	Hackney Today	B0101	(32,176)	99,453	99,658	0
A1018	Design Team	B0102	9,825	0	0	0
A1019	Film Commissioning	B0103	(87,156)	0	(20,151)	15,706
<b>Communications</b>			<b>(46,768)</b>	<b>139,999</b>	<b>119,441</b>	<b>265,706</b>
A1500	Human Resources	B0151	(55,472)	2,545	2,389	0
A1501	Trade Union: Unison	B0152	(355)	1	(2,060)	0
A1502	Health & Safety	B0153	24,173	(1)	15,630	0
A1503	Independent Referral Unit	B0154	(5,978)	0	(377)	0
A1504	Trade Union: GMB	B0155	(19,057)	0	(22,743)	0
A1505	Trade Union: TGWU	B0156	(1,972)	0	2,196	0
A1506	Corporate Training Services	B0157	14,756	0	(19,773)	0
A1507	Occupational Health Contract	B0158	31,212	0	(6,409)	0
A1508	Payroll & Pension Client	B0159	(31,466)	0	14,789	0
A1509	Insight Training	B0161	0	0	0	0
A1510	HR Community & Leisure	B0162	8,541	0	(201)	0
A1511	HR Environment	B0163	12,205	0	(327)	0
A1512	HR Housing	B0164	73,837	0	7,290	0
A1513	HR Chief Exec / Law & Probity	B0165	306	(1)	2,300	0
A1514	HR Finance	B0166	(67,644)	31,410	37,523	0
A1515	HR Social Services	B0167	(25,651)	0	7,502	0
A1516	Corporate Training Services	B0172	0	0	0	0
<b>Human Resources &amp; OD</b>			<b>(42,566)</b>	<b>33,954</b>	<b>37,727</b>	<b>0</b>
A1000	Construction Recruitment Centre	B0200				
J3000	Translation	B0201	(53,194)	0	(38,065)	0
J3004	Call Centre	B0202	(37,382)	55,614	56,746	0
<b>Customer Services</b>			<b>(90,576)</b>	<b>55,614</b>	<b>18,681</b>	<b>0</b>

## Customer & Corporate Services

### Analysis of Cost Centres

Old Cost Centre		New Cost Centre	2004/05 Actual £	2005/06 Budget £	2005/06 Probable Outturn £	2006/07 Budget £
N1999	Assistant Director's Office	B0251	20,564	0	(60,154)	0
	<b>LADS Assistant Director's Office</b>		<b>20,564</b>	<b>0</b>	<b>(60,154)</b>	<b>0</b>
N0100	Legal Division Management	B0300	269,853	(2)	(20,832)	0
N0110	Employment Law	B0301	56,079	1	173,177	0
N0120	Litigation	B0302	146,361	(1)	287,135	0
N0130	Policy Law	B0303	16,834	2	9,254	0
N0140	Procurement Law	B0304	22,054	0	28,746	0
N0150	Regeneration Law	B0305	93,750	0	542,401	0
	<b>Legal Division</b>		<b>604,931</b>	<b>0</b>	<b>1,019,880</b>	<b>0</b>
N0500	Civic Services Registrars	B0350	165,795	249,414	227,631	277,709
N0501	Civic Services Elections	B0351	132,653	15,305	102,121	0
N0502	Civic Services Reception	B0352	(19,248)	(15,305)	(12,700)	0
N0503	Front of House	B0353	(481,308)	(50,221)	43,244	0
N0504	Hall Lets	B0354	(19,413)	17,931	(49,209)	9,003
N0505	Civic Service Management	B0355	18,194	112,108	113,849	0
	<b>Registrars &amp; Electors</b>		<b>(203,326)</b>	<b>329,232</b>	<b>424,934</b>	<b>286,712</b>
N1300	SFC Division Management	B0400	(160,668)	50,003	15,444	0
N1310	Members Support	B0401	42,107	1	(4,049)	0
N1320	Cabinet Support	B0402	25,835	1	10,162	0
N1330	Overview & Security	B0403	38,875	(1)	19,373	0
N1340	Standards & Complaints	B0404	3,220	0	(8,111)	0
N1350	Couriers	B0405	29,388	1	19,815	0
N1360	Postal Service	B0406	32,935	1	(23,858)	0
	<b>Services For Councillors</b>		<b>11,692</b>	<b>50,006</b>	<b>28,776</b>	<b>0</b>
N0001	FPS Management	B0450	102,154	(9)	(52,385)	0
A0004	Resources Team	B0451	(3,783)	0	12,025	0
N0002	LADS Finance	B0452	28,763	1	19,342	0
N0003	LADS Contract	B0453	24,094	(62,152)	(52,302)	0
N0004	DSU	B0454	32,900	0	(7,755)	0
N0005	EMU	B0455	42,354	0	(1)	0
	<b>Customer &amp; Corporate Finance</b>		<b>226,483</b>	<b>(62,160)</b>	<b>(81,075)</b>	<b>0</b>
<b>Total for Directorate</b>			<b>1,214,509</b>	<b>2,636,389</b>	<b>3,650,388</b>	<b>2,136,069</b>

## Customer and Corporate Services

Old Cost Centre	Staffing Analysis as at 31 March 2006	New Cost Centre	Full Time Equivalent (FTE)	2006/07 Pay Budget
<b>Directorate Total</b>			<b>288.03</b>	<b>11,873,287</b>
A1015	Policy & Regeneration Management	B0000	4.80	229,934
<b>Corporate and Customer Strategy &amp; Perf</b>			<b>4.80</b>	<b>229,934</b>
A0007	Service First Accommodation Office	B0050	0.00	0
A0500	Property Client	B0051	10.00	354,920
A0501	Keltan House	B0052	0.00	0
A0502	Hackney Town Hall	B0053	0.00	0
A0503	205 Morning Lane	B0054	0.00	0
A0504	Maurice Bishop House	B0055	0.00	0
A0505	Dorothy Hodgkin House	B0056	0.00	0
A0506	Christopher Addison House	B0057	0.00	0
A0507	Stoke Newington Town Hall	B0058	0.00	0
A0508	Other Public Admin Buildings	B0059	0.00	0
A0509	Commercial Estate	B0060	7.00	306,454
A0510	Technology Learning Centre	B0061	0.00	0
A0511	Accommodation Support Services	B0062	11.00	413,811
A0514	Floorfield Road	B0063	0.00	0
A0515	298 Mare Street	B0064	0.00	0
A0516	300 Mare Street	B0065	0.00	0
N0006	Cleaning Contract	B0066	1.00	30,376
<b>Property</b>			<b>29.00</b>	<b>1,105,561</b>
A1004	Public Relations & Communications	B0100	10.00	432,714
A1007	Hackney Today	B0101	2.00	68,374
A1018	Design Team	B0102	0.00	0
A1019	Film Commissioning	B0103	1.00	32,788
<b>Communications</b>			<b>13.00</b>	<b>533,876</b>
A1500	Human Resources	B0151	14.83	735,026
A1501	Trade Union: Unison	B0152	1.00	25,516
A1502	Health & Safety	B0153	6.00	265,833
A1503	Independent Referral Unit	B0154	0.00	0
A1504	Trade Union: GMB	B0155	0.60	22,110
A1505	Trade Union: TGWU	B0156	1.00	22,478
A1506	Corporate Training Services	B0157	4.00	163,293
A1507	Occupational Health Contract	B0158	0.00	0
A1508	Payroll & Pension Client	B0159	2.00	130,009
A1509	Insight Training	B1061	0.00	0
A1510	HR Community & Leisure	B1062	4.00	177,695
A1511	HR Environment	B1063	6.00	214,206
A1512	HR Housing	B1064	7.00	280,542
A1513	HR Chief Exec / Law & Probity	B1065	6.00	249,669
A1514	HR Finance	B1066	5.00	244,270
A1515	HR Social Services	B1067	6.00	232,395
<b>Human Resources and OD</b>			<b>63.43</b>	<b>2,763,042</b>
J3000	Translation	B0201	2.00	69,854
J3004	Call Centre	B0202	12.00	389,142
<b>Customer Services</b>			<b>14.00</b>	<b>458,996</b>
N1999	Assistant Director's Office	B0251	1.00	139,267
<b>LADS Assistant Director's Office</b>			<b>1.00</b>	<b>139,267</b>
N0100	Legal Division Management	B0300	1.00	463,057
N0110	Employment Law	B0301	5.00	261,363
N0120	Litigation	B0302	16.00	667,822
N0130	Policy Law	B0303	2.80	154,831
N0140	Procurement Law	B0304	3.00	168,439
N0150	Regeneration Law	B0305	15.00	639,159
<b>Legal Division</b>			<b>42.80</b>	<b>2,354,671</b>

## Customer and Corporate Services

Old Cost Centre	Staffing Analysis as at 31 March 2006	New Cost Centre	Full Time Equivalent (FTE)	2006/07 Pay Budget
N0500	Civic Services Registrars	B0350	10.00	342,631
N0501	Civic Services Elections	B0351	4.00	246,150
N0502	Civic Services Reception	B0352	6.00	185,482
N0503	Front of House	B0353	30.00	804,269
N0504	Hall Lets	B0354	0.50	17,961
N0505	Civic Service Management	B0355	2.00	112,991
<b>Registrars &amp; Electors</b>			<b>52.50</b>	<b>1,709,484</b>
N1300	SFC Division Management	B0400	2.00	128,597
N1310	Members Support	B0401	8.00	303,742
N1320	Cabinet Support	B0402	4.00	168,702
N1330	Overview & Security	B0403	8.00	322,331
N1340	Standards & Complaints	B0404	5.00	219,851
N1350	Couriers	B0405	8.00	182,857
N1360	Postal Service	B0406	6.00	132,929
<b>Services For Councillors</b>			<b>41.00</b>	<b>1,459,009</b>
N0001	Finance & Project Support Team	B0450	1.00	74,712
A0004	Resources Team	B0451	9.00	366,201
N0002	LADS Finance	B0452	6.00	255,706
N0003	LADS Contract	B0453	1.50	78,354
N0004	DSU	B0454	7.00	260,040
N0005	EMU	B0455	2.00	84,434
<b>Corporate and Customer Finance</b>			<b>26.50</b>	<b>1,119,447</b>
<b>Total for Directorate</b>			<b>288.03</b>	<b>11,873,287</b>

# Customer & Corporate Services

## Directorate Summary

	2004/05 Actual £	2005/06 Budget £	2005/06 Probable Outturn £	2006/07 Budget £
<b>Expenditure</b>				
Direct Costs	10,849,440	11,274,681	11,492,853	11,873,287
Indirect Costs	479,768	128,830	237,147	134,958
Training	449,850	469,301	121,892	501,391
Contribution to Provisions	(95,243)	0	0	0
<b>Employee Costs</b>	<b>11,683,814</b>	<b>11,872,812</b>	<b>11,851,893</b>	<b>12,509,636</b>
Repair & Maintenance of Buildings	655,551	478,571	437,567	436,712
Energy Costs & Water Services	824,367	783,737	908,966	800,055
Rent & Rates	4,597,109	5,023,517	4,970,897	5,114,235
Premises Insurance	2,739	0	4,790	0
Grounds & Road Maintenance	5,173	0	2,664	0
Fixtures & Fittings	108,554	40,000	77,678	15,000
Cleaning	55,382	66,727	40,244	69,878
Contribution to Provisions	774,004	244,145	290,831	365,299
<b>Premises Costs</b>	<b>7,022,878</b>	<b>6,636,697</b>	<b>6,733,637</b>	<b>6,801,179</b>
Direct Transport Costs	32,886	23,701	32,720	24,448
Hire & Leasing	35,799	25,243	29,580	31,116
Transport Fees	41,340	40,176	56,416	76,418
Travel Allowances	8,662	15,052	8,124	10,566
Contribution to Provisions	316	0	(321)	0
<b>Transport Costs</b>	<b>119,003</b>	<b>104,172</b>	<b>126,519</b>	<b>142,548</b>
Furniture & Equipment	197,613	188,252	272,611	215,959
Catering	62,715	58,408	65,967	50,440
Clothing & Laundry	11,682	14,826	23,868	25,570
Communications & Computing	387,887	614,345	467,858	578,155
Fees & Services	920,184	1,088,328	1,148,473	1,000,225
Printing Stationery & Office Expenditure	257,436	167,627	247,251	161,626
Expenses	1,217,995	1,307,792	1,324,426	1,616,629
Grants & Subscriptions	43,066	13,369	26,463	20,640
Contribution to Provisions	82,319	263,111	309,111	285,048
<b>Supplies and Services</b>	<b>3,180,898</b>	<b>3,716,058</b>	<b>3,886,029</b>	<b>3,954,292</b>
General Third Party Payments	4,663,977	3,576,213	4,709,126	4,025,894
Voluntary Organisations	0	0	0	0
Social Services Client	0	0	0	0
Housing Benefits	0	0	0	0
<b>Third Party Payments / Transfers</b>	<b>4,663,977</b>	<b>3,576,213</b>	<b>4,709,126</b>	<b>4,025,894</b>
<b>Support Services</b>	<b>4,523,645</b>	<b>6,245,061</b>	<b>6,286,040</b>	<b>7,332,295</b>
Capital Charges	431,777	1,888,976	1,888,976	1,564,263
Capital Financing	0	0	0	0
<b>Capital Charges / Financing</b>	<b>431,777</b>	<b>1,888,976</b>	<b>1,888,976</b>	<b>1,564,263</b>
<b>TOTAL EXPENDITURE</b>	<b>31,625,992</b>	<b>34,039,989</b>	<b>35,482,219</b>	<b>36,330,107</b>
<b>Income</b>				
Government Grants	(2,352,907)	(1,750,544)	(1,744,655)	(1,434,427)
Other Grants & Contributions	403,744	0	(45,493)	0
Customer & Client Receipts	(4,276,436)	(4,923,277)	(5,478,766)	(5,484,370)
<b>External Income</b>	<b>(6,225,599)</b>	<b>(6,673,821)</b>	<b>(7,268,914)</b>	<b>(6,918,797)</b>
Recharges	(24,185,885)	(24,729,779)	(24,362,917)	(27,275,241)
<b>Internal Income</b>	<b>(24,185,885)</b>	<b>(24,729,779)</b>	<b>(24,362,917)</b>	<b>(27,275,241)</b>
<b>TOTAL INCOME</b>	<b>(30,411,484)</b>	<b>(31,403,600)</b>	<b>(31,631,831)</b>	<b>(34,194,038)</b>
<b>NET EXPENDITURE</b>	<b>1,214,509</b>	<b>2,636,389</b>	<b>3,850,388</b>	<b>2,136,069</b>

## Customer & Corporate Services

### Customer & Corporate Strategy & Performance

	2004/05 Actual £	2005/06 Budget £	2005/06 Probable Outturn £	2006/07 Budget £
<b>Expenditure</b>				
Direct Costs	229,933	227,131	133,541	229,934
Indirect Costs	0	0	60,730	0
Training	7,147	15,151	28,143	15,294
Contribution to Provisions	0	0	0	0
<b>Employee Costs</b>	<b>237,080</b>	<b>242,282</b>	<b>222,414</b>	<b>245,228</b>
Repair & Maintenance of Buildings	0	0	450	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
<b>Premises Costs</b>	<b>0</b>	<b>0</b>	<b>450</b>	<b>0</b>
Direct Transport Costs	221	0	31	0
Hire & Leasing	70	0	0	0
Transport Fees	89	0	0	0
Travel Allowances	0	0	0	0
Contribution to Provisions	0	0	0	0
<b>Transport Costs</b>	<b>380</b>	<b>0</b>	<b>31</b>	<b>0</b>
Furniture & Equipment	1,182	0	370	0
Catering	186	0	212	0
Clothing & Laundry	0	0	0	0
Communications & Computing	412	0	54	0
Fees & Services	289	11,300	11,300	11,406
Printing Stationery & Office Expenditure	432	0	0	0
Expenses	0	0	0	0
Grants & Subscriptions	0	0	0	0
Contribution to Provisions	0	33,103	33,103	33,414
<b>Supplies and Services</b>	<b>2,502</b>	<b>44,403</b>	<b>45,039</b>	<b>44,820</b>
General Third Party Payments	1,529	0	199	0
Voluntary Organisations	0	0	0	0
Social Services Client	0	0	0	0
Housing Benefits	0	0	0	0
<b>Third Party Payments / Transfers</b>	<b>1,529</b>	<b>0</b>	<b>199</b>	<b>0</b>
<b>Support Services</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Capital Charges	0	0	0	0
Capital Financing	0	0	0	0
<b>Capital Charges / Financing</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL EXPENDITURE</b>	<b>241,491</b>	<b>286,685</b>	<b>268,133</b>	<b>290,048</b>
<b>Income</b>				
Government Grants	0	0	0	0
Other Grants & Contributions	0	0	0	0
Customer & Client Receipts	0	0	0	0
<b>External Income</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Recharges	(272,761)	(275,385)	(275,385)	(290,048)
<b>Internal Income</b>	<b>(272,761)</b>	<b>(275,385)</b>	<b>(275,385)</b>	<b>(290,048)</b>
<b>TOTAL INCOME</b>	<b>(272,761)</b>	<b>(275,385)</b>	<b>(275,385)</b>	<b>(290,048)</b>
<b>NET EXPENDITURE</b>	<b>(31,270)</b>	<b>11,300</b>	<b>(7,252)</b>	<b>0</b>

## Customer & Corporate Services

### Property

	2004/05 Actual £	2005/06 Budget £	2005/06 Probable Outturn £	2006/07 Budget £
<b>Expenditure</b>				
Direct Costs	1,049,047	1,088,511	1,320,580	1,105,561
Indirect Costs	34,473	38,682	34,932	42,546
Training	3,711	5,980	4,462	6,160
Contribution to Provisions	0	0	0	0
<b>Employee Costs</b>	<b>1,087,231</b>	<b>1,133,173</b>	<b>1,359,974</b>	<b>1,154,267</b>
Repair & Maintenance of Buildings	615,272	434,285	419,588	386,313
Energy Costs & Water Services	445,769	427,408	552,342	440,376
Rent & Rates	4,597,109	5,023,517	4,970,897	5,114,235
Premises Insurance	2,739	0	4,790	0
Grounds & Road Maintenance	5,173	0	2,664	0
Fixtures & Fittings	88,351	0	37,321	0
Cleaning	48,157	64,481	33,354	66,458
Contribution to Provisions	774,004	244,145	290,831	365,299
<b>Premises Costs</b>	<b>6,576,573</b>	<b>6,193,836</b>	<b>6,311,786</b>	<b>6,372,681</b>
Direct Transport Costs	12,233	151	4,369	156
Hire & Leasing	62	0	0	0
Transport Fees	1,208	1,700	1,864	637
Travel Allowances	3,128	5,004	3,474	3,905
Contribution to Provisions	0	0	0	0
<b>Transport Costs</b>	<b>16,630</b>	<b>6,855</b>	<b>9,707</b>	<b>4,698</b>
Furniture & Equipment	45,401	120,347	55,533	123,761
Catering	274	0	560	0
Clothing & Laundry	364	352	36	0
Communications & Computing	27,397	47,928	27,758	49,366
Fees & Services	348,672	254,896	583,722	254,892
Printing Stationery & Office Expenditure	26,591	3,000	22,885	3,090
Expenses	0	0	0	0
Grants & Subscriptions	5,339	5,720	3,419	5,892
Contribution to Provisions	203,884	147,405	193,405	151,827
<b>Supplies and Services</b>	<b>657,922</b>	<b>579,648</b>	<b>887,320</b>	<b>588,828</b>
General Third Party Payments	933,967	1,006,610	884,519	992,117
Voluntary Organisations	0	0	0	0
Social Services Client	0	0	0	0
Housing Benefits	0	0	0	0
<b>Third Party Payments / Transfers</b>	<b>933,967</b>	<b>1,006,610</b>	<b>884,519</b>	<b>992,117</b>
<b>Support Services</b>	<b>1,054,459</b>	<b>2,052,445</b>	<b>2,052,445</b>	<b>2,058,910</b>
Capital Charges	308,630	1,687,540	1,687,540	1,186,164
Capital Financing	0	0	0	0
<b>Capital Charges / Financing</b>	<b>308,630</b>	<b>1,687,540</b>	<b>1,687,540</b>	<b>1,186,164</b>
<b>TOTAL EXPENDITURE</b>	<b>10,635,411</b>	<b>12,660,107</b>	<b>13,193,291</b>	<b>12,357,665</b>
<b>Income</b>				
Government Grants	(2,352,907)	(1,703,117)	(1,703,117)	(1,387,000)
Other Grants & Contributions	483,744	0	0	0
Customer & Client Receipts	(2,945,308)	(3,910,463)	(4,172,662)	(3,993,807)
<b>External Income</b>	<b>(4,814,472)</b>	<b>(5,613,580)</b>	<b>(5,875,779)</b>	<b>(5,380,807)</b>
Recharges	(5,055,594)	(4,968,083)	(4,968,083)	(5,393,207)
<b>Internal Income</b>	<b>(5,055,594)</b>	<b>(4,968,083)</b>	<b>(4,968,083)</b>	<b>(5,393,207)</b>
<b>TOTAL INCOME</b>	<b>(9,870,066)</b>	<b>(10,581,663)</b>	<b>(10,843,862)</b>	<b>(10,774,014)</b>
<b>NET EXPENDITURE</b>	<b>765,345</b>	<b>2,078,444</b>	<b>2,349,429</b>	<b>1,583,651</b>

## Customer & Corporate Services

### Communications

	2004/05 Actual £	2005/06 Budget £	2005/06 Probable Outturn £	2006/07 Budget £
<b>Expenditure</b>				
Direct Costs	492,970	527,273	522,498	533,876
Indirect Costs	4,975	0	0	0
Training	3,717	0	1,630	0
Contribution to Provisions	0	0	0	0
<b>Employee Costs</b>	<b>501,662</b>	<b>527,273</b>	<b>524,129</b>	<b>533,876</b>
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
<b>Premises Costs</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Direct Transport Costs	126	0	20	0
Hire & Leasing	0	0	0	0
Transport Fees	50	0	103	0
Travel Allowances	0	0	0	0
Contribution to Provisions	0	0	0	0
<b>Transport Costs</b>	<b>176</b>	<b>0</b>	<b>123</b>	<b>0</b>
Furniture & Equipment	7,711	2,121	36,252	2,141
Catering	686	0	450	0
Clothing & Laundry	0	0	0	0
Communications & Computing	138,147	230,495	137,100	232,711
Fees & Services	92,448	139,473	36,842	140,793
Printing Stationery & Office Expenditure	134,654	109,211	112,338	110,275
Expenses	0	0	0	250,000
Grants & Subscriptions	245	0	304	0
Contribution to Provisions	0	0	0	0
<b>Supplies and Services</b>	<b>373,891</b>	<b>481,300</b>	<b>323,286</b>	<b>735,920</b>
General Third Party Payments	59,504	14,500	350,918	14,636
Voluntary Organisations	0	0	0	0
Social Services Client	0	0	0	0
Housing Benefits	0	0	0	0
<b>Third Party Payments / Transfers</b>	<b>59,504</b>	<b>14,500</b>	<b>350,918</b>	<b>14,636</b>
<b>Support Services</b>	<b>348,994</b>	<b>316,147</b>	<b>316,147</b>	<b>552,913</b>
Capital Charges	0	0	0	0
Capital Financing	0	0	0	0
<b>Capital Charges / Financing</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL EXPENDITURE</b>	<b>1,284,227</b>	<b>1,339,220</b>	<b>1,514,603</b>	<b>1,837,345</b>
<b>Income</b>				
Government Grants	0	0	0	0
Other Grants & Contributions	0	0	0	0
Customer & Client Receipts	(330,212)	(71,997)	(267,937)	(74,157)
<b>External Income</b>	<b>(330,212)</b>	<b>(71,997)</b>	<b>(267,937)</b>	<b>(74,157)</b>
Recharges	(1,000,782)	(1,127,224)	(1,127,224)	(1,497,482)
<b>Internal Income</b>	<b>(1,000,782)</b>	<b>(1,127,224)</b>	<b>(1,127,224)</b>	<b>(1,497,482)</b>
<b>TOTAL INCOME</b>	<b>(1,330,995)</b>	<b>(1,199,221)</b>	<b>(1,395,161)</b>	<b>(1,571,639)</b>
<b>NET EXPENDITURE</b>	<b>(46,768)</b>	<b>139,999</b>	<b>119,441</b>	<b>265,706</b>

## Customer & Corporate Services

### Human Resources & OD

	2004/05 Actual £	2005/06 Budget £	2005/06 Probable Outturn £	2006/07 Budget £
<b>Expenditure</b>				
Direct Costs	2,213,841	2,639,267	2,636,584	2,763,042
Indirect Costs	218,796	52,003	53,020	52,492
Training	386,462	393,439	20,069	404,537
Contribution to Provisions	0	0	0	0
<b>Employee Costs</b>	<b>2,819,099</b>	<b>3,084,709</b>	<b>2,709,672</b>	<b>3,220,071</b>
Repair & Maintenance of Buildings	10,564	5,554	485	5,609
Energy Costs & Water Services	2,698	0	0	0
Rent & Rates	0	0	0	0
Premises Insurance	0	0	0	0
Grounds & Road Maintenance	0	0	0	0
Fixtures & Fittings	104	0	44	0
Cleaning	0	0	0	0
Contribution to Provisions	0	0	0	0
<b>Premises Costs</b>	<b>13,366</b>	<b>5,554</b>	<b>530</b>	<b>5,609</b>
Direct Transport Costs	56	0	0	0
Hire & Leasing	0	0	0	0
Transport Fees	1,377	1,071	1,045	1,081
Travel Allowances	1,316	2,869	79	2,896
Contribution to Provisions	0	0	0	0
<b>Transport Costs</b>	<b>2,749</b>	<b>3,940</b>	<b>1,125</b>	<b>3,977</b>
Furniture & Equipment	28,130	12,910	10,363	13,030
Catering	11,604	0	1,614	0
Clothing & Laundry	0	0	0	0
Communications & Computing	13,615	4,041	13,832	4,078
Fees & Services	(58,030)	39,661	46,003	40,035
Printing Stationery & Office Expenditure	10,347	5,725	18,914	5,890
Expenses	7,824	0	0	0
Grants & Subscriptions	31,479	6,309	9,749	6,368
Contribution to Provisions	0	54,297	54,297	54,807
<b>Supplies and Services</b>	<b>44,969</b>	<b>122,943</b>	<b>154,773</b>	<b>124,208</b>
General Third Party Payments	797,774	695,729	691,642	702,290
Voluntary Organisations	0	0	0	0
Social Services Client	0	0	0	0
Housing Benefits	0	0	0	0
<b>Third Party Payments / Transfers</b>	<b>797,774</b>	<b>695,729</b>	<b>691,642</b>	<b>702,290</b>
<b>Support Services</b>	<b>723,888</b>	<b>706,454</b>	<b>697,211</b>	<b>1,214,024</b>
Capital Charges	126,528	201,436	201,436	337,777
Capital Financing	0	0	0	0
<b>Capital Charges / Financing</b>	<b>126,528</b>	<b>201,436</b>	<b>201,436</b>	<b>337,777</b>
<b>TOTAL EXPENDITURE</b>	<b>4,528,372</b>	<b>4,820,765</b>	<b>4,456,388</b>	<b>5,607,956</b>
<b>Income</b>				
Government Grants	0	(5,889)	0	(5,889)
Other Grants & Contributions	(80,000)	0	0	0
Customer & Client Receipts	(119,754)	0	(4,601)	0
<b>External Income</b>	<b>(199,754)</b>	<b>(5,889)</b>	<b>(4,601)</b>	<b>(5,889)</b>
Recharges	(4,371,184)	(4,780,922)	(4,414,060)	(5,602,067)
<b>Internal Income</b>	<b>(4,371,184)</b>	<b>(4,780,922)</b>	<b>(4,414,060)</b>	<b>(5,602,067)</b>
<b>TOTAL INCOME</b>	<b>(4,570,938)</b>	<b>(4,786,811)</b>	<b>(4,418,661)</b>	<b>(5,607,956)</b>
<b>NET EXPENDITURE</b>	<b>(42,566)</b>	<b>33,954</b>	<b>37,728</b>	<b>0</b>

## Customer & Corporate Services

### Customer Services

	2004/05 Actual £	2005/06 Budget £	2005/06 Probable Outturn £	2006/07 Budget £
<b>Expenditure</b>				
Direct Costs	366,416	439,423	510,626	458,996
Indirect Costs	1,177	0	916	0
Training	6	0	1,135	2,000
Contribution to Provisions	0	0	0	0
<b>Employee Costs</b>	<b>367,599</b>	<b>439,423</b>	<b>512,677</b>	<b>460,996</b>
Repair & Maintenance of Buildings	0	0	3,159	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	33	0
Contribution to Provisions	0	0	0	0
<b>Premises Costs</b>	<b>0</b>	<b>0</b>	<b>3,191</b>	<b>0</b>
Direct Transport Costs	0	0	0	0
Hire & Leasing	0	0	0	0
Transport Fees	0	0	135	0
Travel Allowances	0	0	0	0
Contribution to Provisions	0	0	0	0
<b>Transport Costs</b>	<b>0</b>	<b>0</b>	<b>135</b>	<b>0</b>
Furniture & Equipment	4,158	7,127	8,057	3,787
Catering	0	0	312	0
Clothing & Laundry	0	0	0	0
Communications & Computing	4,230	0	1,590	0
Fees & Services	265,101	379,091	302,198	376,420
Printing Stationery & Office Expenditure	8,631	943	4,064	971
Expenses	0	0	0	0
Grants & Subscriptions	0	0	139	0
Contribution to Provisions	0	0	0	0
<b>Supplies and Services</b>	<b>282,120</b>	<b>387,161</b>	<b>316,361</b>	<b>381,178</b>
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
<b>Third Party Payments / Transfers</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Support Services</b>	<b>187,234</b>	<b>158,817</b>	<b>158,817</b>	<b>135,621</b>
Capital Charges	0	0	0	0
Capital Financing	0	0	0	0
<b>Capital Charges / Financing</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL EXPENDITURE</b>	<b>836,953</b>	<b>985,401</b>	<b>991,181</b>	<b>977,795</b>
<b>Income</b>				
Government Grants	0	0	0	0
Other Grants & Contributions	0	0	(45,493)	0
Customer & Client Receipts	(250,732)	(279,843)	(277,063)	(283,868)
<b>External Income</b>	<b>(250,732)</b>	<b>(279,843)</b>	<b>(322,556)</b>	<b>(283,868)</b>
Recharges	(676,797)	(649,944)	(649,944)	(693,927)
<b>Internal Income</b>	<b>(676,797)</b>	<b>(649,944)</b>	<b>(649,944)</b>	<b>(693,927)</b>
<b>TOTAL INCOME</b>	<b>(927,529)</b>	<b>(929,787)</b>	<b>(972,500)</b>	<b>(977,795)</b>
<b>NET EXPENDITURE</b>	<b>(90,576)</b>	<b>55,614</b>	<b>18,681</b>	<b>0</b>

## Customer & Corporate Services

### Law & Democratic Services

	2004/05 Actual £	2005/06 Budget £	2005/06 Probable Outturn £	2006/07 Budget £
<b>Expenditure</b>				
Direct Costs	5,227,993	5,214,775	5,166,068	5,662,431
Indirect Costs	201,868	15,260	65,058	36,040
Training	12,673	51,495	60,549	65,400
Contribution to Provisions	(95,243)	0	0	0
<b>Employee Costs</b>	<b>5,347,291</b>	<b>5,281,530</b>	<b>5,291,675</b>	<b>5,763,871</b>
Repair & Maintenance of Buildings	27,295	38,732	13,885	38,790
Energy Costs & Water Services	240	0	0	0
Rent & Rates	0	0	0	0
Premises Insurance	0	0	0	0
Grounds & Road Maintenance	0	0	0	0
Fixtures & Fittings	20,099	40,000	40,313	15,000
Cleaning	7,225	2,246	6,858	3,420
Contribution to Provisions	0	0	0	0
<b>Premises Costs</b>	<b>54,859</b>	<b>80,978</b>	<b>61,056</b>	<b>57,210</b>
Direct Transport Costs	20,238	23,550	25,600	24,292
Hire & Leasing	35,667	25,243	29,580	31,116
Transport Fees	37,899	37,096	52,621	72,240
Travel Allowances	4,073	5,800	4,558	2,414
Contribution to Provisions	316	0	(321)	0
<b>Transport Costs</b>	<b>98,193</b>	<b>91,689</b>	<b>112,039</b>	<b>130,062</b>
Furniture & Equipment	84,704	42,071	154,560	60,820
Catering	40,460	58,269	62,181	49,840
Clothing & Laundry	11,318	14,474	23,802	25,570
Communications & Computing	193,176	326,682	272,466	273,800
Fees & Services	257,800	165,850	123,265	165,479
Printing Stationery & Office Expenditure	70,693	41,913	83,167	32,640
Expenses	1,210,171	1,307,792	1,324,426	1,365,399
Grants & Subscriptions	5,495	1,340	12,483	4,920
Contribution to Provisions	(121,565)	28,306	28,306	36,000
<b>Supplies and Services</b>	<b>1,752,252</b>	<b>1,986,697</b>	<b>2,084,655</b>	<b>2,014,468</b>
General Third Party Payments	2,868,892	1,859,374	2,781,847	2,316,851
Voluntary Organisations	0	0	0	0
Social Services Client	0	0	0	0
Housing Benefits	0	0	0	0
<b>Third Party Payments / Transfers</b>	<b>2,868,892</b>	<b>1,859,374</b>	<b>2,781,847</b>	<b>2,316,851</b>
<b>Support Services</b>	<b>2,163,480</b>	<b>2,870,811</b>	<b>2,921,033</b>	<b>3,298,714</b>
Capital Charges	(3,381)	0	0	40,322
Capital Financing	0	0	0	0
<b>Capital Charges / Financing</b>	<b>(3,381)</b>	<b>0</b>	<b>0</b>	<b>40,322</b>
<b>TOTAL EXPENDITURE</b>	<b>12,281,586</b>	<b>12,171,079</b>	<b>13,252,305</b>	<b>13,621,498</b>
<b>Income</b>				
Government Grants	0	0	0	0
Other Grants & Contributions	0	0	0	0
Customer & Client Receipts	(529,224)	(571,796)	(618,823)	(634,684)
<b>External Income</b>	<b>(529,224)</b>	<b>(571,796)</b>	<b>(618,823)</b>	<b>(634,684)</b>
Recharges	(11,318,502)	(11,220,045)	(11,220,045)	(12,700,102)
<b>Internal Income</b>	<b>(11,318,502)</b>	<b>(11,220,045)</b>	<b>(11,220,045)</b>	<b>(12,700,102)</b>
<b>TOTAL INCOME</b>	<b>(11,847,726)</b>	<b>(11,791,841)</b>	<b>(11,838,868)</b>	<b>(13,334,786)</b>
<b>NET EXPENDITURE</b>	<b>433,860</b>	<b>379,238</b>	<b>1,413,437</b>	<b>286,712</b>

## Customer & Corporate Services

### LADS Assistant Director's Office

	2004/05 Actual £	2005/06 Budget £	2005/06 Probable Outturn £	2006/07 Budget £
<b>Expenditure</b>				
Direct Costs	20,564	131,463	73,033	139,267
Indirect Costs	0	0	0	0
Training	0	51,495	51,495	60,000
Contribution to Provisions	0	0	0	0
<b>Employee Costs</b>	<b>20,564</b>	<b>182,958</b>	<b>124,528</b>	<b>199,267</b>
Repair & Maintenance of Buildings	0	0	271	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
<b>Premises Costs</b>	<b>0</b>	<b>0</b>	<b>271</b>	<b>0</b>
Direct Transport Costs	0	0	0	0
Hire & Leasing	0	0	0	0
Transport Fees	0	0	162	600
Travel Allowances	0	2,391	600	2,414
Contribution to Provisions	0	0	0	0
<b>Transport Costs</b>	<b>0</b>	<b>2,391</b>	<b>762</b>	<b>3,014</b>
Furniture & Equipment	0	0	250	1,920
Catering	0	0	360	2,400
Clothing & Laundry	0	0	0	0
Communications & Computing	0	0	0	8,700
Fees & Services	0	0	0	6,000
Printing Stationery & Office Expenditure	0	0	0	360
Expenses	0	0	0	240
Grants & Subscriptions	0	1,040	65	360
Contribution to Provisions	0	0	0	9,000
<b>Supplies and Services</b>	<b>0</b>	<b>1,040</b>	<b>675</b>	<b>28,980</b>
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
<b>Third Party Payments / Transfers</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Support Services</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Capital Charges	0	0	0	0
Capital Financing	0	0	0	0
<b>Capital Charges / Financing</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL EXPENDITURE</b>	<b>20,564</b>	<b>186,389</b>	<b>126,235</b>	<b>231,261</b>
<b>Income</b>				
Government Grants	0	0	0	0
Other Grants & Contributions	0	0	0	0
Customer & Client Receipts	0	0	0	0
<b>External Income</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Recharges	0	(186,389)	(186,389)	(231,261)
<b>Internal Income</b>	<b>0</b>	<b>(186,389)</b>	<b>(186,389)</b>	<b>(231,261)</b>
<b>TOTAL INCOME</b>	<b>0</b>	<b>(186,389)</b>	<b>(186,389)</b>	<b>(231,261)</b>
<b>NET EXPENDITURE</b>	<b>20,564</b>	<b>0</b>	<b>(60,154)</b>	<b>0</b>

## Customer & Corporate Services

### Legal Division

	2004/05 Actual £	2005/06 Budget £	2005/06 Probable Outturn £	2006/07 Budget £
<b>Expenditure</b>				
Direct Costs	2,012,050	1,930,408	1,898,722	2,354,671
Indirect Costs	29,618	0	34,522	13,440
Training	0	0	6,513	0
Contribution to Provisions	0	0	0	0
<b>Employee Costs</b>	<b>2,041,668</b>	<b>1,930,408</b>	<b>1,939,757</b>	<b>2,368,111</b>
Repair & Maintenance of Buildings	(0)	0	9,828	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	5,000	668	0
Cleaning	0	0	0	0
Contribution to Provisions	0	0	0	0
<b>Premises Costs</b>	<b>(0)</b>	<b>5,000</b>	<b>10,496</b>	<b>0</b>
Direct Transport Costs	5,675	2,786	3,590	0
Hire & Leasing	22	0	0	0
Transport Fees	1,431	0	2,364	9,240
Travel Allowances	0	0	235	0
Contribution to Provisions	304	0	(321)	0
<b>Transport Costs</b>	<b>7,431</b>	<b>2,786</b>	<b>5,868</b>	<b>9,240</b>
Furniture & Equipment	16,106	19,396	27,207	13,440
Catering	668	0	397	1,440
Clothing & Laundry	5	0	13	0
Communications & Computing	12,339	7,800	3,360	22,450
Fees & Services	21,299	5,506	2,377	6,960
Printing Stationery & Office Expenditure	25,884	11,251	22,536	13,740
Expenses	0	0	0	2,580
Grants & Subscriptions	5,042	0	11,019	3,360
Contribution to Provisions	(62,694)	28,306	28,306	9,000
<b>Supplies and Services</b>	<b>18,648</b>	<b>72,259</b>	<b>95,215</b>	<b>72,970</b>
General Third Party Payments	2,844,742	1,859,374	2,777,462	2,316,851
Voluntary Organisations	0	0	0	0
Social Services Client	0	0	0	0
Housing Benefits	0	0	0	0
<b>Third Party Payments / Transfers</b>	<b>2,844,742</b>	<b>1,859,374</b>	<b>2,777,462</b>	<b>2,316,851</b>
<b>Support Services</b>	<b>709,000</b>	<b>1,094,812</b>	<b>1,094,812</b>	<b>1,405,198</b>
Capital Charges	(3,381)	0	0	36,709
Capital Financing	0	0	0	0
<b>Capital Charges / Financing</b>	<b>(3,381)</b>	<b>0</b>	<b>0</b>	<b>36,709</b>
<b>TOTAL EXPENDITURE</b>	<b>5,618,107</b>	<b>4,964,639</b>	<b>5,923,611</b>	<b>6,209,079</b>
<b>Income</b>				
Government Grants	0	0	0	0
Other Grants & Contributions	0	0	0	0
Customer & Client Receipts	(124,058)	(160,046)	(99,138)	(164,847)
<b>External Income</b>	<b>(124,058)</b>	<b>(160,046)</b>	<b>(99,138)</b>	<b>(164,847)</b>
Recharges	(4,889,118)	(4,804,593)	(4,804,593)	(6,044,232)
<b>Internal Income</b>	<b>(4,889,118)</b>	<b>(4,804,593)</b>	<b>(4,804,593)</b>	<b>(6,044,232)</b>
<b>TOTAL INCOME</b>	<b>(5,013,176)</b>	<b>(4,964,639)</b>	<b>(4,903,731)</b>	<b>(6,209,079)</b>
<b>NET EXPENDITURE</b>	<b>604,931</b>	<b>0</b>	<b>1,019,880</b>	<b>0</b>

## Customer & Corporate Services

### Registrars & Electors

	2004/05 Actual £	2005/06 Budget £	2005/06 Probable Outturn £	2006/07 Budget £
<b>Expenditure</b>				
Direct Costs	1,951,959	1,716,103	1,790,907	1,709,484
Indirect Costs	141,149	1,061	28,691	13,000
Training	11,992	0	375	0
Contribution to Provisions	0	0	0	0
<b>Employee Costs</b>	<b>2,105,100</b>	<b>1,717,164</b>	<b>1,819,973</b>	<b>1,722,484</b>
Repair & Maintenance of Buildings	24,358	38,732	3,135	38,790
Energy Costs & Water Services	240	0	0	0
Rent & Rates	0	0	0	0
Premises Insurance	0	0	0	0
Grounds & Road Maintenance	0	0	0	0
Fixtures & Fittings	20,099	35,000	39,645	15,000
Cleaning	7,159	2,246	6,808	3,420
Contribution to Provisions	0	0	0	0
<b>Premises Costs</b>	<b>51,857</b>	<b>75,978</b>	<b>49,588</b>	<b>57,210</b>
Direct Transport Costs	3,559	2,015	6,179	7,659
Hire & Leasing	4,487	3,155	7,492	8,820
Transport Fees	36,334	1,061	1,015	2,580
Travel Allowances	4,073	3,409	3,532	0
Contribution to Provisions	39,771	0	0	0
<b>Transport Costs</b>	<b>88,224</b>	<b>9,640</b>	<b>18,218</b>	<b>19,059</b>
Furniture & Equipment	31,323	18,132	72,162	13,080
Catering	20,990	36,199	36,415	22,200
Clothing & Laundry	10,135	14,474	23,279	22,450
Communications & Computing	154,246	25,567	15,532	15,700
Fees & Services	129,298	105,825	70,396	105,469
Printing Stationery & Office Expenditure	26,827	11,715	36,694	8,100
Expenses	2,546	1,061	14,932	19,360
Grants & Subscriptions	112	300	235	360
Contribution to Provisions	0	0	0	9,000
<b>Supplies and Services</b>	<b>375,476</b>	<b>213,273</b>	<b>269,645</b>	<b>215,719</b>
General Third Party Payments	24,151	0	2,238	0
Voluntary Organisations	0	0	0	0
Social Services Client	0	0	0	0
Housing Benefits	0	0	0	0
<b>Third Party Payments / Transfers</b>	<b>24,151</b>	<b>0</b>	<b>2,238</b>	<b>0</b>
<b>Support Services</b>	<b>728,427</b>	<b>795,491</b>	<b>845,713</b>	<b>913,106</b>
Capital Charges	0	0	0	0
Capital Financing	0	0	0	0
<b>Capital Charges / Financing</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL EXPENDITURE</b>	<b>3,373,234</b>	<b>2,811,546</b>	<b>3,005,375</b>	<b>2,927,578</b>
<b>Income</b>				
Government Grants	0	0	0	0
Other Grants & Contributions	0	0	0	0
Customer & Client Receipts	(383,585)	(379,051)	(477,178)	(436,157)
<b>External Income</b>	<b>(383,585)</b>	<b>(379,051)</b>	<b>(477,178)</b>	<b>(436,157)</b>
Recharges	(3,192,975)	(2,103,263)	(2,103,263)	(2,204,709)
<b>Internal Income</b>	<b>(3,192,975)</b>	<b>(2,103,263)</b>	<b>(2,103,263)</b>	<b>(2,204,709)</b>
<b>TOTAL INCOME</b>	<b>(3,576,561)</b>	<b>(2,482,314)</b>	<b>(2,580,441)</b>	<b>(2,640,866)</b>
<b>NET EXPENDITURE</b>	<b>(203,326)</b>	<b>329,232</b>	<b>424,935</b>	<b>286,712</b>

## Customer & Corporate Services

### Services For Councillors

	2004/05 Actual £	2005/06 Budget £	2005/06 Probable Outturn £	2006/07 Budget £
<b>Expenditure</b>				
Direct Costs	1,243,421	1,436,801	1,403,407	1,459,009
Indirect Costs	31,101	14,199	1,845	9,600
Training	680	0	2,165	5,400
Contribution to Provisions	(95,243)	0	0	0
<b>Employee Costs</b>	<b>1,179,959</b>	<b>1,451,000</b>	<b>1,407,417</b>	<b>1,474,009</b>
Repair & Maintenance of Buildings	2,938	0	650	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	65	0	50	0
Contribution to Provisions	0	0	0	0
<b>Premises Costs</b>	<b>3,003</b>	<b>0</b>	<b>700</b>	<b>0</b>
Direct Transport Costs	11,005	18,749	15,831	16,633
Hire & Leasing	31,158	22,088	22,088	22,296
Transport Fees	134	36,035	49,081	59,820
Travel Allowances	0	0	190	0
Contribution to Provisions	(39,759)	0	0	0
<b>Transport Costs</b>	<b>2,538</b>	<b>76,872</b>	<b>87,190</b>	<b>98,749</b>
Furniture & Equipment	37,276	4,543	54,941	32,380
Catering	18,802	22,070	25,010	23,800
Clothing & Laundry	1,178	0	509	3,120
Communications & Computing	26,591	293,315	253,574	226,950
Fees & Services	107,203	54,519	50,492	47,050
Printing Stationery & Office Expenditure	17,982	18,947	23,937	10,440
Expenses	1,207,626	1,306,731	1,309,494	1,343,219
Grants & Subscriptions	341	0	1,164	840
Contribution to Provisions	(58,871)	0	0	9,000
<b>Supplies and Services</b>	<b>1,358,128</b>	<b>1,700,125</b>	<b>1,719,121</b>	<b>1,696,799</b>
General Third Party Payments	0	0	2,147	0
Voluntary Organisations	0	0	0	0
Social Services Client	0	0	0	0
Housing Benefits	0	0	0	0
<b>Third Party Payments / Transfers</b>	<b>0</b>	<b>0</b>	<b>2,147</b>	<b>0</b>
<b>Support Services</b>	<b>726,053</b>	<b>980,508</b>	<b>980,508</b>	<b>980,410</b>
Capital Charges	0	0	0	3,613
Capital Financing	0	0	0	0
<b>Capital Charges / Financing</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,613</b>
<b>TOTAL EXPENDITURE</b>	<b>3,269,680</b>	<b>4,208,505</b>	<b>4,197,083</b>	<b>4,253,580</b>
<b>Income</b>				
Government Grants	0	0	0	0
Other Grants & Contributions	0	0	0	0
Customer & Client Receipts	(21,580)	(32,699)	(42,508)	(33,680)
<b>External Income</b>	<b>(21,580)</b>	<b>(32,699)</b>	<b>(42,508)</b>	<b>(33,680)</b>
Recharges	(3,236,408)	(4,125,800)	(4,125,800)	(4,219,900)
<b>Internal Income</b>	<b>(3,236,408)</b>	<b>(4,125,800)</b>	<b>(4,125,800)</b>	<b>(4,219,900)</b>
<b>TOTAL INCOME</b>	<b>(3,257,989)</b>	<b>(4,158,499)</b>	<b>(4,168,308)</b>	<b>(4,253,580)</b>
<b>NET EXPENDITURE</b>	<b>11,692</b>	<b>50,006</b>	<b>28,776</b>	<b>0</b>

## Customer & Corporate Services

### Customer & Corporate Finance

	2004/05 Actual £	2005/06 Budget £	2005/06 Probable Outturn £	2006/07 Budget £
<b>Expenditure</b>				
Direct Costs	1,269,240	1,138,301	1,202,956	1,119,447
Indirect Costs	18,479	22,885	22,492	3,880
Training	36,134	3,236	5,904	8,000
Contribution to Provisions	0	0	0	0
<b>Employee Costs</b>	<b>1,323,854</b>	<b>1,164,422</b>	<b>1,231,352</b>	<b>1,131,327</b>
Repair & Maintenance of Buildings	2,420	0	0	6,000
Energy Costs & Water Services	375,660	356,329	356,624	359,679
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
<b>Premises Costs</b>	<b>378,080</b>	<b>356,329</b>	<b>356,624</b>	<b>365,679</b>
Direct Transport Costs	12	0	2,700	0
Hire & Leasing	0	0	0	0
Transport Fees	719	309	647	2,460
Travel Allowances	145	1,379	13	1,351
Contribution to Provisions	0	0	0	0
<b>Transport Costs</b>	<b>876</b>	<b>1,688</b>	<b>3,360</b>	<b>3,811</b>
Furniture & Equipment	26,327	3,676	7,474	12,420
Catering	9,505	139	638	600
Clothing & Laundry	0	0	30	0
Communications & Computing	10,910	5,199	15,058	18,200
Fees & Services	13,904	98,057	45,143	11,200
Printing Stationery & Office Expenditure	6,088	6,835	5,882	8,760
Expenses	0	0	0	1,230
Grants & Subscriptions	509	0	370	3,460
Contribution to Provisions	0	0	0	9,000
<b>Supplies and Services</b>	<b>67,243</b>	<b>113,906</b>	<b>74,597</b>	<b>64,870</b>
General Third Party Payments	2,310	0	0	0
Voluntary Organisations	0	0	0	0
Social Services Client	0	0	0	0
Housing Benefits	0	0	0	0
<b>Third Party Payments / Transfers</b>	<b>2,310</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Support Services</b>	<b>45,590</b>	<b>140,387</b>	<b>140,387</b>	<b>72,113</b>
Capital Charges	0	0	0	0
Capital Financing	0	0	0	0
<b>Capital Charges / Financing</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL EXPENDITURE</b>	<b>1,817,953</b>	<b>1,776,732</b>	<b>1,806,319</b>	<b>1,637,800</b>
<b>Income</b>				
Government Grants	0	(41,538)	(41,538)	(41,538)
Other Grants & Contributions	0	0	0	0
Customer & Client Receipts	(101,206)	(89,178)	(137,680)	(497,854)
<b>External Income</b>	<b>(101,206)</b>	<b>(130,716)</b>	<b>(179,218)</b>	<b>(539,392)</b>
Recharges	(1,490,264)	(1,708,176)	(1,708,176)	(1,098,408)
<b>Internal Income</b>	<b>(1,490,264)</b>	<b>(1,708,176)</b>	<b>(1,708,176)</b>	<b>(1,098,408)</b>
<b>TOTAL INCOME</b>	<b>(1,591,470)</b>	<b>(1,838,892)</b>	<b>(1,887,394)</b>	<b>(1,637,800)</b>
<b>NET EXPENDITURE</b>	<b>226,483</b>	<b>(62,160)</b>	<b>(81,075)</b>	<b>0</b>

## Chief Executive and Mayor's Office

### Analysis of Cost Centres

Old Cost Centre		New Cost Centre	2004/05 Actual £	2005/06 Budget £	2005/06 Probable Outturn £	2006/07 Budget £
<b>Directorate Total</b>			<b>9,152,411</b>	<b>8,414,541</b>	<b>8,368,721</b>	<b>8,724,805</b>
A0000	Chief Executive	B8000	673,101	12,391	21,836	150,000
A0002	Mayoral Office	B8001	(20,426)	0	(55,265)	0
A0003	Subscriptions	B8002	(20,602)	0	0	0
A0009	Corporate and Democratic Core	B8003	8,520,338	8,402,150	8,402,150	8,574,805
<b>Total for Directorate</b>			<b>9,152,411</b>	<b>8,414,541</b>	<b>8,368,721</b>	<b>8,724,805</b>

## Chief Executive and Mayor's Office

Old Cost Centre	Staffing Analysis as at 31 March 2006	New Cost Centre	Full Time Equivalent (FTE)	2006/07 Pay Budget
<b>Directorate Total</b>			<b>14.00</b>	<b>678868.00</b>
A0000	Chief Executive	B8000	7.00	398,618
A0002	Mayoral Office	B8001	7.00	280,250
<b>Directorate Total</b>			<b>14.00</b>	<b>678868.00</b>

# Chief Executive & Mayor's Office

## Chief Executive & Mayor's Office

	2004/05 Actual £	2005/06 Budget £	2005/06 Probable Outturn £	2006/07 Budget £
<b>Expenditure</b>				
Direct Costs	574,466	607,618	563,641	678,868
Indirect Costs	804,998	61,176	103,151	9,913
Training	8,753	11,330	7,365	11,669
Contribution to Provisions	0	0	0	0
<b>Employee Costs</b>	<b>1,388,217</b>	<b>680,124</b>	<b>674,157</b>	<b>700,450</b>
Repair & Maintenance of Buildings	85	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	639	0	0	0
Cleaning	0	0	0	0
Contribution to Provisions	0	0	0	0
<b>Premises Costs</b>	<b>724</b>	<b>0</b>	<b>0</b>	<b>0</b>
Direct Transport Costs	90	1,080	720	1,112
Hire & Leasing	0	0	35	0
Transport Fees	848	900	1,533	927
Travel Allowances	416	0	0	0
Contribution to Provisions	0	0	0	0
<b>Transport Costs</b>	<b>1,354</b>	<b>1,980</b>	<b>2,288</b>	<b>2,039</b>
Furniture & Equipment	4,269	9,708	11,507	10,000
Catering	798	1,600	807	1,693
Clothing & Laundry	0	0	0	0
Communications & Computing	54	0	0	0
Fees & Services	4,833	14,265	14,919	8,877
Printing Stationery & Office Expenditure	3,223	4,922	4,806	5,073
Expenses	(14,811)	2,580	860	2,657
Grants & Subscriptions	228,653	600	819	289,197
Contribution to Provisions	0	36,423	36,423	37,516
<b>Supplies and Services</b>	<b>227,018</b>	<b>70,098</b>	<b>70,140</b>	<b>355,013</b>
General Third Party Payments	1,692	0	0	200,898
Voluntary Organisations	0	0	0	0
Social Services Client	0	0	0	0
Housing Benefits	0	0	0	0
<b>Third Party Payments / Transfers</b>	<b>1,692</b>	<b>0</b>	<b>0</b>	<b>200,898</b>
<b>Support Services</b>	<b>9,117,114</b>	<b>8,808,297</b>	<b>8,808,297</b>	<b>9,051,395</b>
Capital Charges	0	0	0	0
Capital Financing	0	0	0	0
<b>Capital Charges / Financing</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL EXPENDITURE</b>	<b>10,736,120</b>	<b>9,560,499</b>	<b>9,554,882</b>	<b>10,309,795</b>
<b>Income</b>				
Government Grants	0	0	0	0
Other Grants & Contributions	(22,245)	0	(40,000)	0
Customer & Client Receipts	(1,609)	0	(203)	0
<b>External Income</b>	<b>(23,853)</b>	<b>0</b>	<b>(40,203)</b>	<b>0</b>
Recharges	(1,559,855)	(1,145,958)	(1,145,958)	(1,584,990)
<b>Internal Income</b>	<b>(1,559,855)</b>	<b>(1,145,958)</b>	<b>(1,145,958)</b>	<b>(1,584,990)</b>
<b>TOTAL INCOME</b>	<b>(1,583,708)</b>	<b>(1,145,958)</b>	<b>(1,186,161)</b>	<b>(1,584,990)</b>
<b>NET EXPENDITURE</b>	<b>9,152,412</b>	<b>8,414,541</b>	<b>8,368,721</b>	<b>8,724,805</b>



## Team Hackney

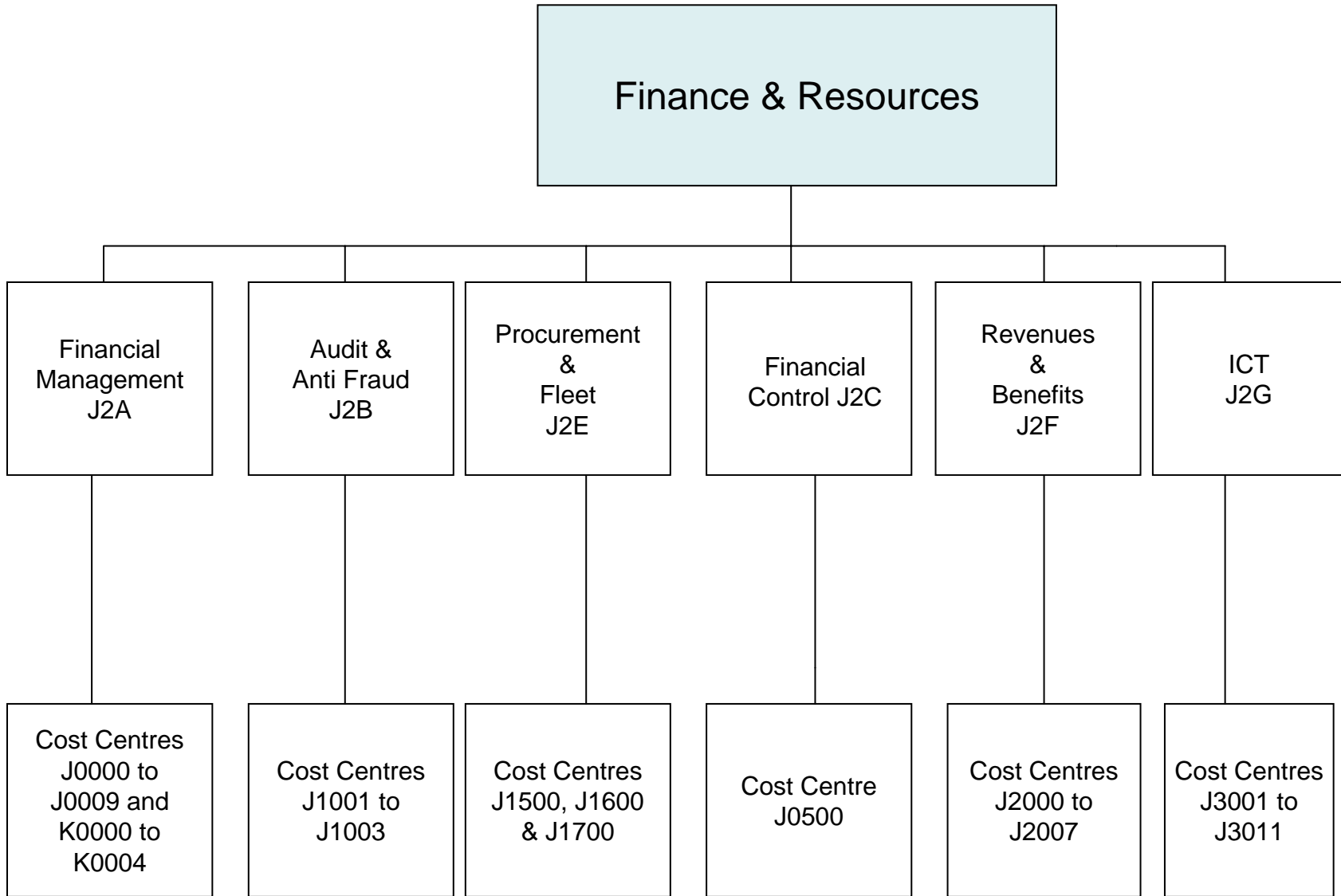
### Analysis of Cost Centres

Old Cost Centre		New Cost Centre	2004/05 Actual £	2005/06 Budget £	2005/06 Probable Outturn £	2006/07 Budget £
<b>Directorate Total</b>			<b>0</b>	<b>0</b>	<b>0</b>	<b>225,000</b>
N/A	Team Hackney Director's Office	B9000	0	0	0	225,000
<b>Total for Directorate</b>			<b>0</b>	<b>0</b>	<b>0</b>	<b>225,000</b>

# Team Hackney

## Director's Office

	2004/05 Actual £	2005/06 Budget £	2005/06 Probable Outturn £	2006/07 Budget £
<b>Expenditure</b>				
Direct Costs	0	0	0	0
Indirect Costs	0	0	0	0
Training	0	0	0	0
Contribution to Provisions	0	0	0	0
<b>Employee Costs</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
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
<b>Premises Costs</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
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
<b>Transport Costs</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
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	0	0	0	225,000
Grants & Subscriptions	0	0	0	0
Contribution to Provisions	0	0	0	0
<b>Supplies and Services</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>225,000</b>
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
<b>Third Party Payments / Transfers</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Support Services</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Capital Charges	0	0	0	0
Capital Financing	0	0	0	0
<b>Capital Charges / Financing</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL EXPENDITURE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>225,000</b>
<b>Income</b>				
Government Grants	0	0	0	0
Other Grants & Contributions	0	0	0	0
Customer & Client Receipts	0	0	0	0
<b>External Income</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Recharges	0	0	0	0
<b>Internal Income</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL INCOME</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>NET EXPENDITURE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>225,000</b>



# Finance & Resources Directorate Storyboard

## 2006/07-2009/10

### AIMS AND AMBITIONS

- Support the delivery of front line services through the maintenance of a stable and sustainable financial strategy
- Ensure a resilient network exists on which to deliver key ICT services
- Support the delivery of the Service First (Single Front Office) agenda
- Continuing to make progress in achieving improvements against the Equalities Standard for Local Government
- Improve the outcomes for children and young people by supporting the creation of a Children's Trust and fully integrated children's services
- A permanent reduction in the level and incidence of benefit fraud within the Borough
- To deliver a range of cost effective risk management support services to managers so as to facilitate a risk-aware culture across all Council services
- Provide the highest quality internal audit service through an emphasis on technical training, quality assurance and good communication with auditees
- Budget delivered to timetable in line with re-shaped directorates
- Achieve Use of Resources score of 3
- To continuously improve the collection of Council Tax
- To assist the Council to achieve Gershon efficiency savings by the delivery of cost effective and efficient services to the community
- Implementation of new Contract Standing Orders
- Meet DWP Benefits Processing standard
- To improve the DWP assessment rating of Benefits Service from 'Fair' to 'Good'
- To reduce the closure of accounts timescale by a further month and to improve quality
- To create online access to Council Tax bills

### WHAT DID WE ACHIEVE IN 2005/06?

#### Achieved

- Budgets and Medium Term Financial Strategies delivered to timescale/quality
- CPA Use of Resources score of 2 achieved in harder test
- Early closure of accounts
- Debt management strategy roll out started summer 2005
- Introduced BACS payments for Housing Associations to receive Housing Benefit payments
- Increased number of Direct Debit (DD) Payers by 3,352 to 21,820 at the end of November 2005 – an increase of 18% compared to 31 March 2005
- Introduced online payments which allows customers to make payments via a 24/7 automated telephone service or the Internet
- Implementation of Solidus Call Centre system to support Service First Centre

- The advancement of BSF programme and production of the Education Vision, Strategic Business Case, Outline Business Case and successful assessment through the BSF external peer review

#### Not achieved

- Not all of the Statement of Accounts working papers were available at the start of the audit.
- Online access to Council Tax bills not achieved in the timescale but has been rolled forward to 2006/07

### MAJOR PROJECTS/TASKS FOR 2006-10

- Council lead on Best Use of Resources project
- CPA Use of Resources self assessment completed by June 2006
- Embed new finance staff structures across the Council by October 2006
- Reduction in temporary and agency staff within the Directorate

#### Financial Management

- Early closedown of 2005/06 accounts
- Delivery of 2006/07 budget in re-shaped directorates and again in February 2007
- Implementation of CIPFA Financial Management model
- Further stages of CedAr roll out (ALMO, inventory management system, leaseholder billing)
- Debt strategy roll-out

#### Internal Audit

- Award of new contract for internal audit services underpinned by a comprehensive contract management process

#### Education Partnership

- By the end of 2007, reach agreement with a Private Sector Partner to deliver BSF. On site commencement for the first three BSF schools by 2008
- Deliver outline BSF business case for Treasury approval

#### ICT

- Implement the ICT Strategy
- Introduction of a citizen authentication system
- Re-letting of ICT Support Contract
- Develop and integrate an Olympic website in conjunction with the other host Boroughs

#### Procurement and Fleet

- E-procurement programme established and compliant with national standards
- Implement the Fleet Strategy
- Complete the main elements of the procurement process for Fleet by March 2007

#### Revenues and Benefits

- Re-Tender of Bailiff Contract for Council Tax and NNDR
- Introduce internet kiosks in the customer services reception area

- Completion of Benefits re-shaping and continuing efforts to reduce the dependence on temporary staffing

## KEY PERFORMANCE TARGETS

Performance Measure	2005/06 out-turn	2006/07 Target	2007 /08
Increase in Use of Resources score	2	3	3
Payment of Invoices (BVPI 8)	88.2%	100%	100%
Council Tax collection (QRC)	86.5% - 87%	88.5%	89%
Collection of NNDR	97.5%	98%	98.5%
Benefits claims (new)	60 days	47 days	36 days
Benefits claims (change in circumstances)	40 days	25 days	15 days
Network Availability during Working Hours (8:30 – 18:00)	99.5%	99%	99%

## WHAT IS OUR CAPACITY TO DELIVER?

- High level of joint working with external and internal partners
- Reducing bad debt provision to bring about efficiency savings
- Reorganisation of services
- Reducing the number of contract staff and recruiting permanent staff
- Reducing procurement costs for desktop equipment

## RESOURCES EMPLOYED

- Number of Full-Time Equivalent positions: **510**

## COST OF SERVICE

	<b>2006/07 Budget £ (m)</b>
Expenditure *	283.3
Income **	259.0
<b>Net Cost of Service</b>	<b>24.3</b>

\* Excludes £180m education expenditure included in Children's section.

\*\* Excludes £143m education income included in Children's section.

## ASSESSMENTS AND INSPECTIONS 2006/07

- CPA Inspection – Use of Resources
- DWP Benefits Processing Inspection

## FINANCE AND RESOURCES

### Budget Movement

	£000	£000	£000
<b>2005/06 Budget</b>			<b>19,076</b>
In year virements	162,928		
Pay Inflation	611		
Non Pay Inflation	383		
Growth	0		
		163,922	
Savings to offset Growth	(0)		
Efficiency Savings	(589)	(589)	
Changes in Central Recharges	(7,453)		
Changes in Capital Recharges	12,446		
Movement from Grant to FSS	0		
Other changes	(131,107)	(126,114)	
<b>2006/07 Budget</b>			<b>56,295</b>

The virement of £162.928m primarily reflects the transfer of the Education Service from the former Chief Executive Directorate to Finance and Resources; while the major movement within the Other Changes of £131.107m is the transfer of Schools Funding from Formula Grant to Dedicated Schools Grant.

### Growth

There were no revenue growth items related to Finance and Resources.

## Finance and Resources

### Analysis of Cost Centres

Old Cost Centre		New Cost Centre	2004/05 Actual £	2005/06 Budget £	2005/06 Probable Outturn £	2006/07 Budget £
<b>Directorate Total</b>			<b>192,217,683</b>	<b>201,856,098</b>	<b>200,750,365</b>	<b>61,299,089</b>
J0000	Director of Finance and Resources' Office	J0000	14,089	(103,849)	(104,766)	0
J0001	Treasury & Pensions	J0001	(275,156)	0	(75,447)	0
J0002	Insurance	J0002	9,110	0	55	0
J0003	Exchequer	J0003	(102,417)	0	153,873	0
J0004	Accountancy	J0004	24,933	0	(15,078)	0
J0005	Systems	J0005	12,188	50,624	59,857	0
J0007	Netstore FMS	J0007	1,194,552	(50,624)	(50,624)	0
J0008	FMS Revenue Account	J0008	953	0	0	0
<b>Financial Management</b>			<b>878,253</b>	<b>(103,849)</b>	<b>(32,130)</b>	<b>0</b>
J0500	Financial Control	J0500	14,697	0	(3,037)	0
<b>Financial Control</b>			<b>14,697</b>	<b>0</b>	<b>(3,037)</b>	<b>0</b>
J1001	Housing Benefit Fraud Team	J1001	(72,733)	0	(78,853)	0
J1002	Internal Audit & Investigation	J1002	(71,154)	130,000	46,444	0
J1003	Corporate Risk Team	J1003	3,021	0	11,268	0
<b>Audit and Anti fraud</b>			<b>(140,866)</b>	<b>130,000</b>	<b>(21,141)</b>	<b>0</b>
J1500	Resources	J1500	(88,808)	0	(26,411)	0
J1600	CIPCC - Central Procurement	J1600	42,469	0	(15,781)	0
J1700	Fleet Management	J1700	0	350,000	322,297	399,326
<b>Procurement and Fleet</b>			<b>(46,338)</b>	<b>350,000</b>	<b>280,105</b>	<b>399,326</b>
J2001	Customer Services Cashiers	J2001	(17,692)	28,625	5,495	0
J2002	Net Cost of Benefits	J2002	2,574,630	6,398,750	4,646,421	3,823,750
J2003	Council Tax Administration	J2003	2,681,506	2,844,830	2,843,799	2,856,477
J2004	Fostering Team	J2004	75,091	111,526	99,800	(75,142)
J2005	Business Support Administration	J2005	6,981,483	7,527,036	7,524,796	8,841,110
J2006	Housing Benefit Administration	J2006	2,413,616	1,563,940	1,562,456	2,810,032
<b>Revenues and Benefits</b>			<b>14,708,634</b>	<b>18,474,707</b>	<b>16,682,766</b>	<b>18,256,227</b>
J3001	Photocopying	J3001	(7,995)	0	(53,578)	0
J3002	Print Unit	J3002	11,198	0	123,315	0
J3003	Web Development	J3003	(625,299)	0	241,205	0
J3005	Research & GIS	J3005	(15,965)	0	23,385	(199)
J3006	Telecommunications	J3006	(184,052)	0	135,425	0
J3007	ICT Infrastructure	J3007	4,642,218	(6)	259,849	0
J3008	ICT Management	J3008	21,644	0	102,956	50,000
J3009	ICT Non Contractual Work	J3009	(8,782)	0	14,525	0
J3010	ICT Strategy Team	J3010	620,603	0	0	0
J3011	ICT Projects	J3011	0	0	(8,525)	0
<b>ICT</b>			<b>4,453,570</b>	<b>(6)</b>	<b>838,556</b>	<b>49,801</b>
K0000	General Finance Account	K0000	33,074,122	19,851,846	19,851,846	5,004,376
<b>General Finance Account</b>			<b>33,074,122</b>	<b>19,851,846</b>	<b>19,851,846</b>	<b>5,004,376</b>
A0005	Residual LEA	J4500	10,528,912	18,735,400	18,735,400	24,328,359
A0006	Education (Schools) & TLT Contract	J4501	128,746,699	144,418,000	144,418,000	13,261,000
<b>Education</b>			<b>139,275,611</b>	<b>163,153,400</b>	<b>163,153,400</b>	<b>37,589,359</b>
<b>Directorate total</b>			<b>192,217,683</b>	<b>201,856,098</b>	<b>200,750,365</b>	<b>61,299,089</b>

## Finance and Resources

Old Cost Centre	Staffing Analysis as at 31 March 2006	New Cost Centre	Full Time Equivalent (FTE)	2006/07 Pay Budget
<b>Directorate Total</b>			<b>491.50</b>	<b>20,615,039</b>
J0000	Director of Finance and Resources' Office	J0000	6.00	418,580
J0001	Treasury & Pensions	J0001	5.00	239,236
J0002	Insurance	J0002	4.00	190,227
J0003	Exchequer	J0003	11.00	457,557
J0004	Accountancy	J0004	16.00	830,440
J0005	Systems	J0005	7.00	360,437
J0007	Netstore FMS	J0007	0.00	0
J0008	FMS Revenue Account	J0008	0.00	0
<b>Financial Management</b>			<b>49.00</b>	<b>2,496,477</b>
J0500	Financial Control	J0500	9.5	589,206
<b>Financial Control</b>			<b>9.5</b>	<b>589,206</b>
J1001	Housing Benefit Fraud Team	J1001	22.00	792,870
J1002	Internal Audit & Investigation	J1002	8.00	326,423
J1003	Corporate Risk Team	J1003	5.00	289,121
<b>Audit and Anti fraud</b>			<b>35.00</b>	<b>1,408,414</b>
J1500	Resources	J1500	10.00	442,924
J1600	CIPCC - Central Procurement	J1600	19.00	1,033,340
J1700	Fleet Management	J1700	6.00	301,708
<b>Procurement and Fleet</b>			<b>35.00</b>	<b>1,777,972</b>
J2001	Cleaning Contract	J2001	9.00	298,865
J2002	Net Cost of Benefits	J2002	0.00	0
J2003	Council Tax Administration	J2003	62.00	2,581,191
J2004	NNDR Administration	J2004	9.00	376,091
J2005	Business Support Administration	J2005	101.00	3,859,271
J2006	Housing Benefit Administration	J2006	128.00	4,777,250
<b>Revenues and Benefits</b>			<b>309.00</b>	<b>11,892,668</b>
J3001	Photocopying	J3001	1.00	36,626
J3002	Print Unit	J3002	6.00	200,613
J3003	Web Development	J3003	3.00	108,426
J3005	Research & GIS	J3005	5.00	205,585
J3006	Telecommunications	J3006	13.00	436,592
J3007	ICT Infrastructure	J3007	5.00	205,827
J3008	ICT Management	J3008	16.00	808,331
J3009	ICT Non contractual Work	J3009	0.00	0
J3010	ICT Strategy Team	J3010	0.00	0
J3011	ICT Projects	J3011	2.00	111,034
<b>ICT</b>			<b>51.00</b>	<b>2,113,034</b>
K0000	General Finance Account	K0000	0.00	0
<b>General Finance Account</b>			<b>0.00</b>	<b>0</b>
A0005	Residual LEA	J4002	3.00	337,268
A0006	Education (Schools) & TLT Contract	J4003	0.00	0
<b>Education</b>			<b>3.00</b>	<b>337,268</b>
<b>Directorate total</b>			<b>491.50</b>	<b>20,615,039</b>

# Finance and Resources

## Directorate Summary

	2004/05 Actual £	2005/06 Budget £	2005/06 Probable Outturn £	2006/07 Budget £
<b>Expenditure</b>				
Direct Costs	20,742,197	18,785,537	21,843,813	20,615,039
Indirect Costs	286,796	135,583	354,844	126,826
Training	204,871	462,098	254,196	341,592
Contribution to Provisions	0	0	0	0
<b>Employee Costs</b>	<b>21,233,864</b>	<b>19,383,218</b>	<b>22,452,853</b>	<b>21,083,457</b>
Repair & Maintenance of Buildings	12,695	24,841	20,739	10,500
Energy Costs & Water Services	30,065	21,210	30,844	15,000
Rent & Rates	76,247	19,089	61	0
Premises Insurance	0	0	0	0
Grounds & Road Maintenance	0	0	0	0
Fixtures & Fittings	9,522	0	4,990	3,500
Cleaning	25,262	10,905	5,724	22,300
Contribution to Provisions	0	0	0	0
<b>Premises Costs</b>	<b>153,792</b>	<b>76,045</b>	<b>62,357</b>	<b>51,300</b>
Direct Transport Costs	25,591	6,724	13,769	6,221
Hire & Leasing	501,951	72,000	151,018	72,677
Transport Fees	6,378	4,600	6,575	6,030
Travel Allowances	7,182	14,578	13,525	11,730
Contribution to Provisions	0	0	0	0
<b>Transport Costs</b>	<b>541,102</b>	<b>97,902</b>	<b>184,888</b>	<b>96,658</b>
Furniture & Equipment	384,871	493,409	497,109	510,199
Catering	10,161	11,540	7,645	6,785
Clothing & Laundry	1,197	0	48	0
Communications & Computing	1,514,238	1,908,869	2,169,137	1,889,989
Fees & Services	8,110,644	1,312,301	1,485,654	1,097,426
Printing Stationery & Office Expenditure	1,180,342	1,232,038	1,154,489	1,209,449
Expenses	33,083,015	19,859,789	19,858,529	5,010,649
Grants & Subscriptions	46,486	48,480	57,008	66,978
Contribution to Provisions	3,952,469	658,612	658,612	672,233
<b>Supplies and Services</b>	<b>48,283,423</b>	<b>25,525,038</b>	<b>25,888,231</b>	<b>10,463,708</b>
General Third Party Payments	135,760,764	151,003,188	150,878,161	163,138,564
Voluntary Organisations	0	0	0	0
Social Services Client	0	0	0	0
Housing Benefits	205,223,072	169,430,037	217,499,021	225,463,756
<b>Third Party Payments / Transfers</b>	<b>340,983,836</b>	<b>320,433,225</b>	<b>368,377,183</b>	<b>388,602,320</b>
<b>Support Services</b>	<b>7,134,266</b>	<b>7,468,202</b>	<b>7,478,487</b>	<b>8,114,749</b>
Capital Charges	16,642,245	22,433,608	22,433,608	34,875,898
Capital Financing	10,072	0	0	0
<b>Capital Charges / Financing</b>	<b>16,652,317</b>	<b>22,433,608</b>	<b>22,433,608</b>	<b>34,875,898</b>
<b>TOTAL EXPENDITURE</b>	<b>434,982,600</b>	<b>395,417,238</b>	<b>446,877,606</b>	<b>463,288,090</b>
<b>Income</b>				
Government Grants	(205,745,112)	(167,681,675)	(215,770,543)	(367,464,117)
Other Grants & Contributions	(1,570,049)	(594,104)	(2,348,238)	(560,000)
Customer & Client Receipts	(8,719,188)	(1,242,678)	(3,965,777)	(3,882,134)
<b>External Income</b>	<b>(216,034,350)</b>	<b>(169,518,457)</b>	<b>(222,084,558)</b>	<b>(371,906,251)</b>
Recharges	(26,730,567)	(24,042,683)	(24,042,683)	(30,082,750)
<b>Internal Income</b>	<b>(26,730,567)</b>	<b>(24,042,683)</b>	<b>(24,042,683)</b>	<b>(30,082,750)</b>
<b>TOTAL INCOME</b>	<b>(242,764,917)</b>	<b>(193,561,140)</b>	<b>(246,127,241)</b>	<b>(401,989,001)</b>
<b>NET EXPENDITURE</b>	<b>192,217,683</b>	<b>201,856,098</b>	<b>200,750,365</b>	<b>61,299,089</b>

# Finance and Resources

## Financial Management

	2004/05 Actual £	2005/06 Budget £	2005/06 Probable Outturn £	2006/07 Budget £
<b>Expenditure</b>				
Direct Costs	2,461,441	2,377,624	2,894,731	2,496,477
Indirect Costs	113,268	44,036	105,153	37,090
Training	89,905	61,708	77,709	62,433
Contribution to Provisions	0	0	0	0
<b>Employee Costs</b>	<b>2,664,614</b>	<b>2,483,368</b>	<b>3,077,593</b>	<b>2,596,000</b>
Repair & Maintenance of Buildings	0	0	0	0
Energy Costs & Water Services	70	0	4,418	0
Rent & Rates	0	0	0	0
Premises Insurance	0	0	0	0
Grounds & Road Maintenance	0	0	0	0
Fixtures & Fittings	360	0	(80)	0
Cleaning	0	0	0	0
Contribution to Provisions	0	0	0	0
<b>Premises Costs</b>	<b>430</b>	<b>0</b>	<b>4,338</b>	<b>0</b>
Direct Transport Costs	416	0	1,038	0
Hire & Leasing	501,338	72,000	82,733	72,677
Transport Fees	1,186	500	728	515
Travel Allowances	195	0	277	0
Contribution to Provisions	0	0	0	0
<b>Transport Costs</b>	<b>503,135</b>	<b>72,500</b>	<b>84,776</b>	<b>73,192</b>
Furniture & Equipment	23,312	31,319	30,811	27,479
Catering	6,401	3,940	5,036	1,885
Clothing & Laundry	0	0	0	0
Communications & Computing	15,834	2,285	10,870	5,557
Fees & Services	6,903,959	809,350	684,510	410,493
Printing Stationery & Office Expenditure	23,862	19,704	22,618	15,868
Expenses	4,830	663	711	473
Grants & Subscriptions	11,295	17,858	18,942	22,222
Contribution to Provisions	230	163,407	163,407	168,309
<b>Supplies and Services</b>	<b>6,989,723</b>	<b>1,048,526</b>	<b>936,905</b>	<b>652,286</b>
General Third Party Payments	1,868,382	1,875,033	1,877,315	1,914,806
Voluntary Organisations	0	0	0	0
Social Services Client	0	0	0	0
Housing Benefits	0	0	0	0
<b>Third Party Payments / Transfers</b>	<b>1,868,382</b>	<b>1,875,033</b>	<b>1,877,315</b>	<b>1,914,806</b>
<b>Support Services</b>	<b>872,222</b>	<b>747,522</b>	<b>747,522</b>	<b>652,717</b>
Capital Charges	1,194,202	1,225,817	1,225,817	2,579,043
Capital Financing	1,695	0	0	0
<b>Capital Charges / Financing</b>	<b>1,195,897</b>	<b>1,225,817</b>	<b>1,225,817</b>	<b>2,579,043</b>
<b>TOTAL EXPENDITURE</b>	<b>14,094,404</b>	<b>7,452,766</b>	<b>7,954,266</b>	<b>8,468,044</b>
<b>Income</b>				
Government Grants	0	0	0	0
Other Grants & Contributions	0	0	(168,000)	0
Customer & Client Receipts	(1,183,177)	0	(261,782)	(100,000)
<b>External Income</b>	<b>(1,183,177)</b>	<b>0</b>	<b>(429,782)</b>	<b>(100,000)</b>
Recharges	(12,032,974)	(7,556,615)	(7,556,615)	(8,368,044)
<b>Internal Income</b>	<b>(12,032,974)</b>	<b>(7,556,615)</b>	<b>(7,556,615)</b>	<b>(8,368,044)</b>
<b>TOTAL INCOME</b>	<b>(13,216,151)</b>	<b>(7,556,615)</b>	<b>(7,986,397)</b>	<b>(8,468,044)</b>
<b>NET EXPENDITURE</b>	<b>878,253</b>	<b>(103,849)</b>	<b>(32,130)</b>	<b>0</b>

## Finance and Resources

### J0500 Financial Control

	2004/05 Actual £	2005/06 Budget £	2005/06 Probable Outturn £	2006/07 Budget £
<b>Expenditure</b>				
Direct Costs	772,130	838,256	831,909	589,206
Indirect Costs	9,588	9,477	9,477	3,995
Training	3,656	22,369	22,369	17,109
Contribution to Provisions	0	0	0	0
<b>Employee Costs</b>	<b>785,375</b>	<b>870,102</b>	<b>863,755</b>	<b>610,310</b>
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
<b>Premises Costs</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Direct Transport Costs	10	0	168	0
Hire & Leasing	0	0	0	0
Transport Fees	52	0	42	0
Travel Allowances	496	0	514	0
Contribution to Provisions	0	0	0	0
<b>Transport Costs</b>	<b>558</b>	<b>0</b>	<b>724</b>	<b>0</b>
Furniture & Equipment	4,519	1,590	3,438	1,605
Catering	110	0	473	0
Clothing & Laundry	0	0	0	0
Communications & Computing	627	0	0	0
Fees & Services	80	0	0	0
Printing Stationery & Office Expenditure	520	1,061	1,326	571
Expenses	0	0	0	0
Grants & Subscriptions	8,350	9,823	9,823	9,916
Contribution to Provisions	0	17,055	17,055	17,216
<b>Supplies and Services</b>	<b>14,205</b>	<b>29,529</b>	<b>32,115</b>	<b>29,308</b>
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
<b>Third Party Payments / Transfers</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Support Services</b>	<b>180,785</b>	<b>136,947</b>	<b>136,947</b>	<b>138,648</b>
Capital Charges	0	0	0	0
Capital Financing	0	0	0	0
<b>Capital Charges / Financing</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL EXPENDITURE</b>	<b>980,923</b>	<b>1,036,578</b>	<b>1,033,541</b>	<b>778,266</b>
<b>Income</b>				
Government Grants	0	0	0	0
Other Grants & Contributions	0	0	0	0
Customer & Client Receipts	0	0	0	0
<b>External Income</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Recharges	(966,225)	(1,036,578)	(1,036,578)	(778,266)
<b>Internal Income</b>	<b>(966,225)</b>	<b>(1,036,578)</b>	<b>(1,036,578)</b>	<b>(778,266)</b>
<b>TOTAL INCOME</b>	<b>(966,225)</b>	<b>(1,036,578)</b>	<b>(1,036,578)</b>	<b>(778,266)</b>
<b>NET EXPENDITURE</b>	<b>14,697</b>	<b>0</b>	<b>(3,037)</b>	<b>0</b>

## Finance and Resources

### Audit and Anti-Fraud

	2004/05 Actual £	2005/06 Budget £	2005/06 Probable Outturn £	2006/07 Budget £
<b>Expenditure</b>				
Direct Costs	1,493,000	1,470,166	1,435,298	1,408,414
Indirect Costs	54,275	5,332	43,163	4,200
Training	20,779	30,629	31,329	27,947
Contribution to Provisions	0	0	0	0
<b>Employee Costs</b>	<b>1,568,054</b>	<b>1,506,127</b>	<b>1,509,790</b>	<b>1,440,561</b>
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	50	0
Contribution to Provisions	0	0	0	0
<b>Premises Costs</b>	<b>0</b>	<b>0</b>	<b>50</b>	<b>0</b>
Direct Transport Costs	10,870	854	793	861
Hire & Leasing	0	0	0	0
Transport Fees	1,279	1,500	1,549	1,515
Travel Allowances	3,777	10,287	10,287	9,470
Contribution to Provisions	0	0	0	0
<b>Transport Costs</b>	<b>15,926</b>	<b>12,641</b>	<b>12,629</b>	<b>11,846</b>
Furniture & Equipment	8,791	11,224	12,664	9,551
Catering	587	0	(204)	0
Clothing & Laundry	0	0	0	0
Communications & Computing	36,705	64,467	64,493	49,573
Fees & Services	18,380	39,902	39,470	46,097
Printing Stationery & Office Expenditure	4,263	7,482	7,953	7,440
Expenses	0	0	0	0
Grants & Subscriptions	8,684	8,549	8,549	7,946
Contribution to Provisions	0	63,205	63,205	64,972
<b>Supplies and Services</b>	<b>77,410</b>	<b>194,829</b>	<b>196,131</b>	<b>185,579</b>
General Third Party Payments	1,549,398	1,747,372	1,647,372	1,846,182
Voluntary Organisations	0	0	0	0
Social Services Client	0	0	0	0
Housing Benefits	0	0	0	0
<b>Third Party Payments / Transfers</b>	<b>1,549,398</b>	<b>1,747,372</b>	<b>1,647,372</b>	<b>1,846,182</b>
<b>Support Services</b>	<b>792,650</b>	<b>469,662</b>	<b>469,662</b>	<b>456,873</b>
Capital Charges	0	0	0	0
Capital Financing	0	0	0	0
<b>Capital Charges / Financing</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL EXPENDITURE</b>	<b>4,003,438</b>	<b>3,930,631</b>	<b>3,835,634</b>	<b>3,941,041</b>
<b>Income</b>				
Government Grants	(100,700)	(53,539)	(94,514)	(53,539)
Other Grants & Contributions	0	0	0	0
Customer & Client Receipts	(1,855)	0	(15,169)	(849,961)
<b>External Income</b>	<b>(102,555)</b>	<b>(53,539)</b>	<b>(109,683)</b>	<b>(903,500)</b>
Recharges	(4,041,748)	(3,747,092)	(3,747,092)	(3,037,541)
<b>Internal Income</b>	<b>(4,041,748)</b>	<b>(3,747,092)</b>	<b>(3,747,092)</b>	<b>(3,037,541)</b>
<b>TOTAL INCOME</b>	<b>(4,144,304)</b>	<b>(3,800,631)</b>	<b>(3,856,775)</b>	<b>(3,941,041)</b>
<b>NET EXPENDITURE</b>	<b>(140,866)</b>	<b>130,000</b>	<b>(21,141)</b>	<b>0</b>

## Finance and Resources

### Procurement & Fleet

	2004/05 Actual £	2005/06 Budget £	2005/06 Probable Outturn £	2006/07 Budget £
<b>Expenditure</b>				
Direct Costs	1,397,844	1,706,018	1,641,807	1,777,972
Indirect Costs	47,122	29,258	53,925	28,000
Training	35,729	44,848	37,103	43,978
Contribution to Provisions	0	0	0	0
<b>Employee Costs</b>	<b>1,480,695</b>	<b>1,780,124</b>	<b>1,732,835</b>	<b>1,849,950</b>
Repair & Maintenance of Buildings	708	0	0	0
Energy Costs & Water Services	7,606	0	0	0
Rent & Rates	0	0	0	0
Premises Insurance	0	0	0	0
Grounds & Road Maintenance	0	0	0	0
Fixtures & Fittings	60	0	87	0
Cleaning	19,541	0	5,374	15,000
Contribution to Provisions	0	0	0	0
<b>Premises Costs</b>	<b>27,915</b>	<b>0</b>	<b>5,461</b>	<b>15,000</b>
Direct Transport Costs	5,700	0	3,658	0
Hire & Leasing	529	0	68,285	0
Transport Fees	349	0	2	0
Travel Allowances	643	0	12	0
Contribution to Provisions	0	0	0	0
<b>Transport Costs</b>	<b>7,221</b>	<b>0</b>	<b>71,957</b>	<b>0</b>
Furniture & Equipment	17,176	26,900	19,064	19,563
Catering	30	1,000	535	0
Clothing & Laundry	584	0	0	0
Communications & Computing	1,472	45,253	8,580	14,600
Fees & Services	112,324	0	28,838	8,200
Printing Stationery & Office Expenditure	15,780	16,298	17,671	15,833
Expenses	133	180	0	0
Grants & Subscriptions	5,421	7,547	5,547	7,094
Contribution to Provisions	0	21,891	21,891	22,221
<b>Supplies and Services</b>	<b>152,920</b>	<b>119,069</b>	<b>102,126</b>	<b>87,511</b>
General Third Party Payments	540	0	0	0
Voluntary Organisations	0	0	0	0
Social Services Client	0	0	0	0
Housing Benefits	0	0	0	0
<b>Third Party Payments / Transfers</b>	<b>540</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Support Services</b>	<b>189,627</b>	<b>151,775</b>	<b>151,775</b>	<b>295,919</b>
Capital Charges	0	0	0	0
Capital Financing	0	0	0	0
<b>Capital Charges / Financing</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL EXPENDITURE</b>	<b>1,858,918</b>	<b>2,050,968</b>	<b>2,064,154</b>	<b>2,248,380</b>
<b>Income</b>				
Government Grants	0	0	0	0
Other Grants & Contributions	0	0	(58,880)	0
Customer & Client Receipts	(111,347)	(26,893)	(51,094)	(27,700)
<b>External Income</b>	<b>(111,347)</b>	<b>(26,893)</b>	<b>(109,974)</b>	<b>(27,700)</b>
Recharges	(1,793,909)	(1,674,075)	(1,674,075)	(1,821,354)
<b>Internal Income</b>	<b>(1,793,909)</b>	<b>(1,674,075)</b>	<b>(1,674,075)</b>	<b>(1,821,354)</b>
<b>TOTAL INCOME</b>	<b>(1,905,256)</b>	<b>(1,700,968)</b>	<b>(1,784,049)</b>	<b>(1,849,054)</b>
<b>NET EXPENDITURE</b>	<b>(46,338)</b>	<b>350,000</b>	<b>280,105</b>	<b>399,326</b>

## Finance and Resources

### Revenues and Benefits

	2004/05 Actual £	2005/06 Budget £	2005/06 Probable Outturn £	2006/07 Budget £
<b>Expenditure</b>				
Direct Costs	13,196,928	10,874,912	13,361,350	11,892,668
Indirect Costs	50,725	42,100	107,420	48,000
Training	31,366	300,166	67,318	120,421
Contribution to Provisions	0	0	0	0
<b>Employee Costs</b>	<b>13,279,020</b>	<b>11,217,178</b>	<b>13,536,089</b>	<b>12,061,089</b>
Repair & Maintenance of Buildings	1,695	1,510	1,510	500
Energy Costs & Water Services	0	0	6,723	0
Rent & Rates	60,540	0	61	0
Premises Insurance	0	0	0	0
Grounds & Road Maintenance	0	0	0	0
Fixtures & Fittings	6,445	0	0	3,500
Cleaning	3,960	300	300	2,300
Contribution to Provisions	0	0	0	0
<b>Premises Costs</b>	<b>72,641</b>	<b>1,810</b>	<b>8,593</b>	<b>6,300</b>
Direct Transport Costs	8,594	5,870	8,105	5,360
Hire & Leasing	84	0	0	0
Transport Fees	2,834	2,600	3,943	3,500
Travel Allowances	2,071	3,230	2,347	2,260
Contribution to Provisions	0	0	0	0
<b>Transport Costs</b>	<b>13,583</b>	<b>11,700</b>	<b>14,395</b>	<b>11,120</b>
Furniture & Equipment	44,740	42,950	52,790	125,470
Catering	2,297	6,600	1,523	4,900
Clothing & Laundry	534	0	0	0
Communications & Computing	543,247	843,491	799,221	737,910
Fees & Services	469,116	408,195	419,905	420,413
Printing Stationery & Office Expenditure	284,829	393,280	327,219	339,850
Expenses	2,930	7,100	5,972	5,800
Grants & Subscriptions	5,751	4,703	4,243	4,800
Contribution to Provisions	3,952,239	258,765	258,765	261,197
<b>Supplies and Services</b>	<b>5,305,682</b>	<b>1,965,084</b>	<b>1,869,639</b>	<b>1,900,340</b>
General Third Party Payments	45,448	83,770	40,871	36,567
Voluntary Organisations	0	0	0	0
Social Services Client	0	0	0	0
Housing Benefits	205,223,048	169,430,037	217,499,021	225,463,756
<b>Third Party Payments / Transfers</b>	<b>205,268,496</b>	<b>169,513,807</b>	<b>217,539,893</b>	<b>225,500,323</b>
<b>Support Services</b>	<b>3,762,684</b>	<b>4,319,469</b>	<b>4,319,469</b>	<b>4,188,468</b>
Capital Charges	894,797	885,562	885,562	2,451,533
Capital Financing	1,271	0	0	0
<b>Capital Charges / Financing</b>	<b>896,068</b>	<b>885,562</b>	<b>885,562</b>	<b>2,451,533</b>
<b>TOTAL EXPENDITURE</b>	<b>228,598,174</b>	<b>187,914,610</b>	<b>238,173,639</b>	<b>246,119,173</b>
<b>Income</b>				
Government Grants	(205,644,412)	(167,584,876)	(215,676,029)	(224,087,578)
Other Grants & Contributions	(611,393)	(594,104)	(1,877,968)	(560,000)
Customer & Client Receipts	(7,254,188)	(879,492)	(3,555,445)	(2,781,583)
<b>External Income</b>	<b>(213,509,994)</b>	<b>(169,058,472)</b>	<b>(221,109,442)</b>	<b>(227,429,161)</b>
Recharges	(379,546)	(381,431)	(381,431)	(433,785)
<b>Internal Income</b>	<b>(379,546)</b>	<b>(381,431)</b>	<b>(381,431)</b>	<b>(433,785)</b>
<b>TOTAL INCOME</b>	<b>(213,889,540)</b>	<b>(169,439,903)</b>	<b>(221,490,873)</b>	<b>(227,862,946)</b>
<b>NET EXPENDITURE</b>	<b>14,708,634</b>	<b>18,474,707</b>	<b>16,682,766</b>	<b>18,256,227</b>

## Finance and Resources

### ICT

	2004/05 Actual £	2005/06 Budget £	2005/06 Probable Outturn £	2006/07 Budget £
<b>Expenditure</b>				
Direct Costs	1,265,276	1,370,971	1,531,127	2,113,034
Indirect Costs	11,817	5,380	35,705	5,541
Training	21,861	0	15,989	67,255
Contribution to Provisions	0	0	0	0
<b>Employee Costs</b>	<b>1,298,954</b>	<b>1,376,351</b>	<b>1,582,821</b>	<b>2,185,830</b>
Repair & Maintenance of Buildings	10,292	23,331	19,229	10,000
Energy Costs & Water Services	13,406	21,210	19,703	15,000
Rent & Rates	6,515	19,089	0	0
Premises Insurance	0	0	0	0
Grounds & Road Maintenance	0	0	0	0
Fixtures & Fittings	2,657	0	4,983	0
Cleaning	1,761	10,605	0	5,000
Contribution to Provisions	0	0	0	0
<b>Premises Costs</b>	<b>34,632</b>	<b>74,235</b>	<b>43,915</b>	<b>30,000</b>
Direct Transport Costs	0	0	8	0
Hire & Leasing	0	0	0	0
Transport Fees	678	0	311	500
Travel Allowances	0	1,061	88	0
Contribution to Provisions	0	0	0	0
<b>Transport Costs</b>	<b>678</b>	<b>1,061</b>	<b>407</b>	<b>500</b>
Furniture & Equipment	286,333	379,426	378,341	326,531
Catering	597	0	282	0
Clothing & Laundry	80	0	48	0
Communications & Computing	914,222	953,373	1,285,974	1,082,349
Fees & Services	551,483	31,638	289,714	188,311
Printing Stationery & Office Expenditure	850,146	791,185	774,673	826,768
Expenses	1,000	0	0	0
Grants & Subscriptions	6,985	0	9,904	15,000
Contribution to Provisions	0	134,289	134,289	138,318
<b>Supplies and Services</b>	<b>2,610,845</b>	<b>2,289,911</b>	<b>2,873,225</b>	<b>2,577,277</b>
General Third Party Payments	2,455,555	2,564,400	2,579,990	2,598,427
Voluntary Organisations	0	0	0	0
Social Services Client	0	0	0	0
Housing Benefits	24	0	0	0
<b>Third Party Payments / Transfers</b>	<b>2,455,579</b>	<b>2,564,400</b>	<b>2,579,990</b>	<b>2,598,427</b>
<b>Support Services</b>	<b>725,268</b>	<b>967,646</b>	<b>977,931</b>	<b>1,809,968</b>
Capital Charges	5,005,233	2,740,923	2,740,923	6,614,449
Capital Financing	7,106	0	0	0
<b>Capital Charges / Financing</b>	<b>5,012,339</b>	<b>2,740,923</b>	<b>2,740,923</b>	<b>6,614,449</b>
<b>TOTAL EXPENDITURE</b>	<b>12,138,296</b>	<b>10,014,527</b>	<b>10,799,213</b>	<b>15,816,451</b>
<b>Income</b>				
Government Grants	0	(43,260)	0	0
Other Grants & Contributions	0	0	(243,390)	0
Customer & Client Receipts	(168,561)	(336,293)	(82,286)	(122,890)
<b>External Income</b>	<b>(168,561)</b>	<b>(379,553)</b>	<b>(325,677)</b>	<b>(122,890)</b>
Recharges	(7,516,165)	(9,634,980)	(9,634,980)	(15,643,760)
<b>Internal Income</b>	<b>(7,516,165)</b>	<b>(9,634,980)</b>	<b>(9,634,980)</b>	<b>(15,643,760)</b>
<b>TOTAL INCOME</b>	<b>(7,684,725)</b>	<b>(10,014,533)</b>	<b>(9,960,657)</b>	<b>(15,766,650)</b>
<b>NET EXPENDITURE</b>	<b>4,453,570</b>	<b>(6)</b>	<b>838,556</b>	<b>49,801</b>

# Finance and Resources

## K0000 General Finance Account

	2004/05 Actual £	2005/06 Budget £	2005/06 Probable Outturn £	2006/07 Budget £
<b>Expenditure</b>				
Direct Costs	0	0	0	0
Indirect Costs	0	0	0	0
Training	0	0	0	0
Contribution to Provisions	0	0	0	0
<b>Employee Costs</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
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
<b>Premises Costs</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
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
<b>Transport Costs</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
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	33,074,122	19,851,846	19,851,846	5,004,376
Grants & Subscriptions	0	0	0	0
Contribution to Provisions	0	0	0	0
<b>Supplies and Services</b>	<b>33,074,122</b>	<b>19,851,846</b>	<b>19,851,846</b>	<b>5,004,376</b>
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
<b>Third Party Payments / Transfers</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Support Services</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Capital Charges	0	0	0	0
Capital Financing	0	0	0	0
<b>Capital Charges / Financing</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL EXPENDITURE</b>	<b>33,074,122</b>	<b>19,851,846</b>	<b>19,851,846</b>	<b>5,004,376</b>
<b>Income</b>				
Government Grants	0	0	0	0
Other Grants & Contributions	0	0	0	0
Customer & Client Receipts	0	0	0	0
<b>External Income</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Recharges	0	0	0	0
<b>Internal Income</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL INCOME</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>NET EXPENDITURE</b>	<b>33,074,122</b>	<b>19,851,846</b>	<b>19,851,846</b>	<b>5,004,376</b>

## Finance and Resources

### Education

	2004/05 Actual £	2005/06 Budget £	2005/06 Probable Outturn £	2006/07 Budget £
<b>Expenditure</b>				
Direct Costs	155,578	147,590	147,590	337,268
Indirect Costs	0	0	0	0
Training	1,575	2,378	2,378	2,449
Contribution to Provisions	0	0	0	0
<b>Employee Costs</b>	<b>157,153</b>	<b>149,968</b>	<b>149,968</b>	<b>339,717</b>
Repair & Maintenance of Buildings	0	0	0	0
Energy Costs & Water Services	8,982	0	0	0
Rent & Rates	9,192	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
<b>Premises Costs</b>	<b>18,174</b>	<b>0</b>	<b>0</b>	<b>0</b>
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
<b>Transport Costs</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Furniture & Equipment	0	0	0	0
Catering	139	0	0	0
Clothing & Laundry	0	0	0	0
Communications & Computing	2,131	0	0	0
Fees & Services	55,302	23,216	23,216	23,912
Printing Stationery & Office Expenditure	943	3,028	3,028	3,119
Expenses	0	0	0	0
Grants & Subscriptions	0	0	0	0
Contribution to Provisions	0	0	0	0
<b>Supplies and Services</b>	<b>58,516</b>	<b>26,244</b>	<b>26,244</b>	<b>27,031</b>
General Third Party Payments	129,841,441	144,732,613	144,732,613	156,742,582
Voluntary Organisations	0	0	0	0
Social Services Client	0	0	0	0
Housing Benefits	0	0	0	0
<b>Third Party Payments / Transfers</b>	<b>129,841,441</b>	<b>144,732,613</b>	<b>144,732,613</b>	<b>156,742,582</b>
<b>Support Services</b>	<b>611,030</b>	<b>675,181</b>	<b>675,181</b>	<b>572,156</b>
Capital Charges	9,548,013	17,581,306	17,581,306	23,230,873
Capital Financing	0	0	0	0
<b>Capital Charges / Financing</b>	<b>9,548,013</b>	<b>17,581,306</b>	<b>17,581,306</b>	<b>23,230,873</b>
<b>TOTAL EXPENDITURE</b>	<b>140,234,327</b>	<b>163,165,312</b>	<b>163,165,312</b>	<b>180,912,359</b>
<b>Income</b>				
Government Grants	0	0	0	(143,323,000)
Other Grants & Contributions	(958,656)	0	0	0
Customer & Client Receipts	(60)	0	0	0
<b>External Income</b>	<b>(958,716)</b>	<b>0</b>	<b>0</b>	<b>(143,323,000)</b>
Recharges	0	(11,912)	(11,912)	0
<b>Internal Income</b>	<b>0</b>	<b>(11,912)</b>	<b>(11,912)</b>	<b>0</b>
<b>TOTAL INCOME</b>	<b>(958,716)</b>	<b>(11,912)</b>	<b>(11,912)</b>	<b>(143,323,000)</b>
<b>NET EXPENDITURE</b>	<b>139,275,611</b>	<b>163,153,400</b>	<b>163,153,400</b>	<b>37,589,359</b>

## Finance and Resources

### J4501 Education (Schools) and TLT Contract

	2004/05 Actual £	2005/06 Budget £	2005/06 Probable Outturn £	2006/07 Budget £
<b>Expenditure</b>				
Direct Costs	0	0	0	0
Indirect Costs	0	0	0	0
Training	0	0	0	0
Contribution to Provisions	0	0	0	0
<b>Employee Costs</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
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
<b>Premises Costs</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
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
<b>Transport Costs</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
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	0	0	0	0
Grants & Subscriptions	0	0	0	0
Contribution to Provisions	0	0	0	0
<b>Supplies and Services</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
General Third Party Payments	128,746,699	144,418,000	144,418,000	156,584,000
Voluntary Organisations	0	0	0	0
Social Services Client	0	0	0	0
Housing Benefits	0	0	0	0
<b>Third Party Payments / Transfers</b>	<b>128,746,699</b>	<b>144,418,000</b>	<b>144,418,000</b>	<b>156,584,000</b>
<b>Support Services</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Capital Charges	0	0	0	0
Capital Financing	0	0	0	0
<b>Capital Charges / Financing</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL EXPENDITURE</b>	<b>128,746,699</b>	<b>144,418,000</b>	<b>144,418,000</b>	<b>156,584,000</b>
<b>Income</b>				
Government Grants	0	0	0	(143,323,000)
Other Grants & Contributions	0	0	0	0
Customer & Client Receipts	0	0	0	0
<b>External Income</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(143,323,000)</b>
Recharges	0	0	0	0
<b>Internal Income</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL INCOME</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(143,323,000)</b>
<b>NET EXPENDITURE</b>	<b>128,746,699</b>	<b>144,418,000</b>	<b>144,418,000</b>	<b>13,261,000</b>

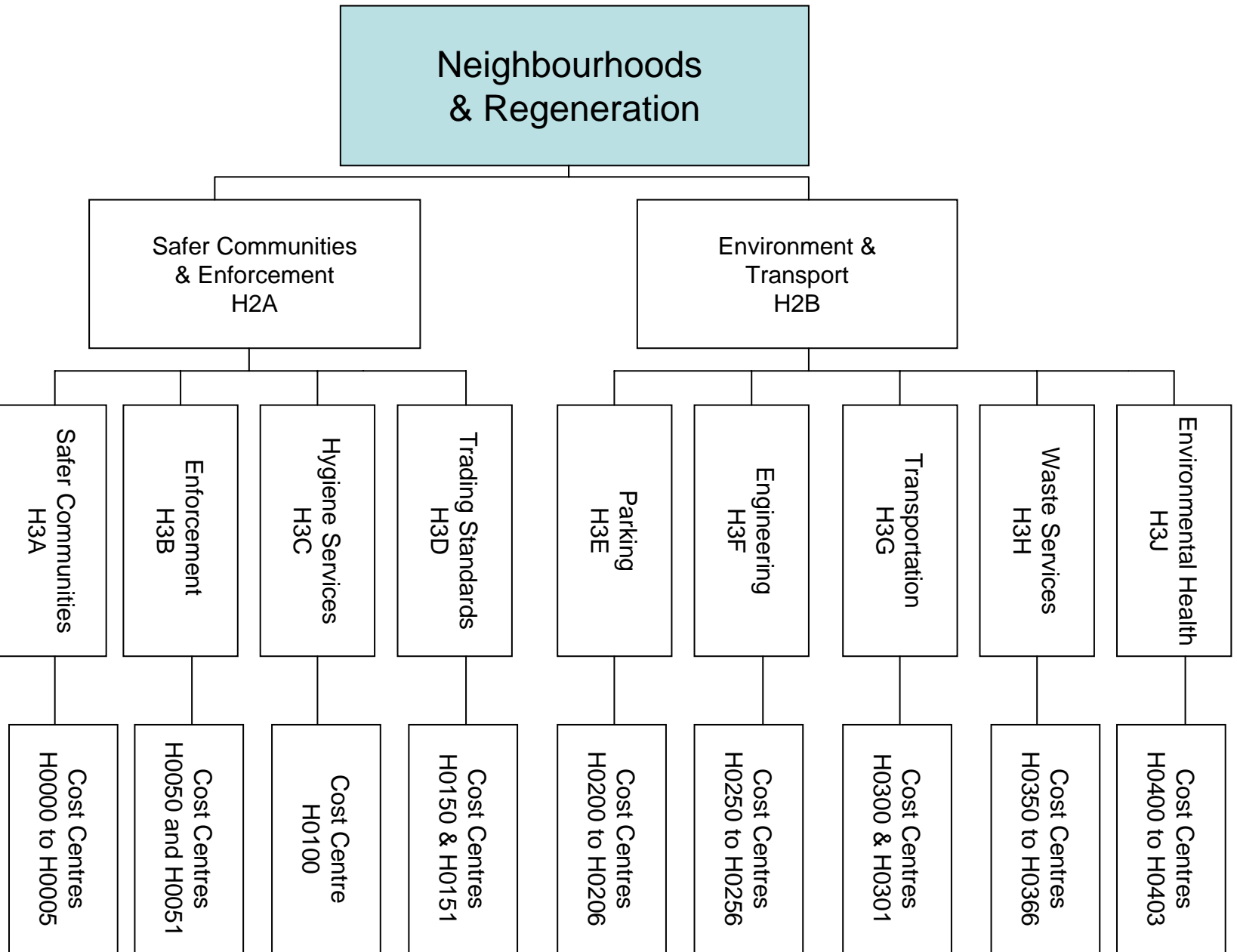
## Finance and Resources

### J4500 Residual LEA

	2004/05 Actual £	2005/06 Budget £	2005/06 Probable Outturn £	2006/07 Budget £
<b>Expenditure</b>				
Direct Costs	155,578	147,590	147,590	337,268
Indirect Costs	0	0	0	0
Training	1,575	2,378	2,378	2,449
Contribution to Provisions	0	0	0	0
<b>Employee Costs</b>	<b>157,153</b>	<b>149,968</b>	<b>149,968</b>	<b>339,717</b>
Repair & Maintenance of Buildings	0	0	0	0
Energy Costs & Water Services	8,982	0	0	0
Rent & Rates	9,192	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
<b>Premises Costs</b>	<b>18,174</b>	<b>0</b>	<b>0</b>	<b>0</b>
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
<b>Transport Costs</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Furniture & Equipment	0	0	0	0
Catering	139	0	0	0
Clothing & Laundry	0	0	0	0
Communications & Computing	2,131	0	0	0
Fees & Services	55,302	23,216	23,216	23,912
Printing Stationery & Office Expenditure	943	3,028	3,028	3,119
Expenses	0	0	0	0
Grants & Subscriptions	0	0	0	0
Contribution to Provisions	0	0	0	0
<b>Supplies and Services</b>	<b>58,516</b>	<b>26,244</b>	<b>26,244</b>	<b>27,031</b>
General Third Party Payments	1,094,742	314,613	314,613	158,582
Voluntary Organisations	0	0	0	0
Social Services Client	0	0	0	0
Housing Benefits	0	0	0	0
<b>Third Party Payments / Transfers</b>	<b>1,094,742</b>	<b>314,613</b>	<b>314,613</b>	<b>158,582</b>
<b>Support Services</b>	<b>611,030</b>	<b>675,181</b>	<b>675,181</b>	<b>572,156</b>
Capital Charges	9,548,013	17,581,306	17,581,306	23,230,873
Capital Financing	0	0	0	0
<b>Capital Charges / Financing</b>	<b>9,548,013</b>	<b>17,581,306</b>	<b>17,581,306</b>	<b>23,230,873</b>
<b>TOTAL EXPENDITURE</b>	<b>11,487,628</b>	<b>18,747,312</b>	<b>18,747,312</b>	<b>24,328,359</b>
<b>Income</b>				
Government Grants	0	0	0	0
Other Grants & Contributions	(958,656)	0	0	0
Customer & Client Receipts	(60)	0	0	0
<b>External Income</b>	<b>(958,716)</b>	<b>0</b>	<b>0</b>	<b>0</b>
Recharges	0	(11,912)	(11,912)	0
<b>Internal Income</b>	<b>0</b>	<b>(11,912)</b>	<b>(11,912)</b>	<b>0</b>
<b>TOTAL INCOME</b>	<b>(958,716)</b>	<b>(11,912)</b>	<b>(11,912)</b>	<b>0</b>
<b>NET EXPENDITURE</b>	<b>10,528,912</b>	<b>18,735,400</b>	<b>18,735,400</b>	<b>24,328,359</b>



# Neighbourhoods & Regeneration- Safer Communities & Enforcement, Environment & Transport



# Neighbourhoods & Regeneration

Planning &  
Regeneration  
H2C

Housing Needs  
H2D

Regeneration  
Grants  
H3K

Housing  
Regeneration  
&  
Development  
H3L

Planning  
H3M

Building  
Control  
H3N

Housing  
Needs  
H3P

Landlord  
Services  
H3Q

Cost Centres  
H0500 to  
H0514

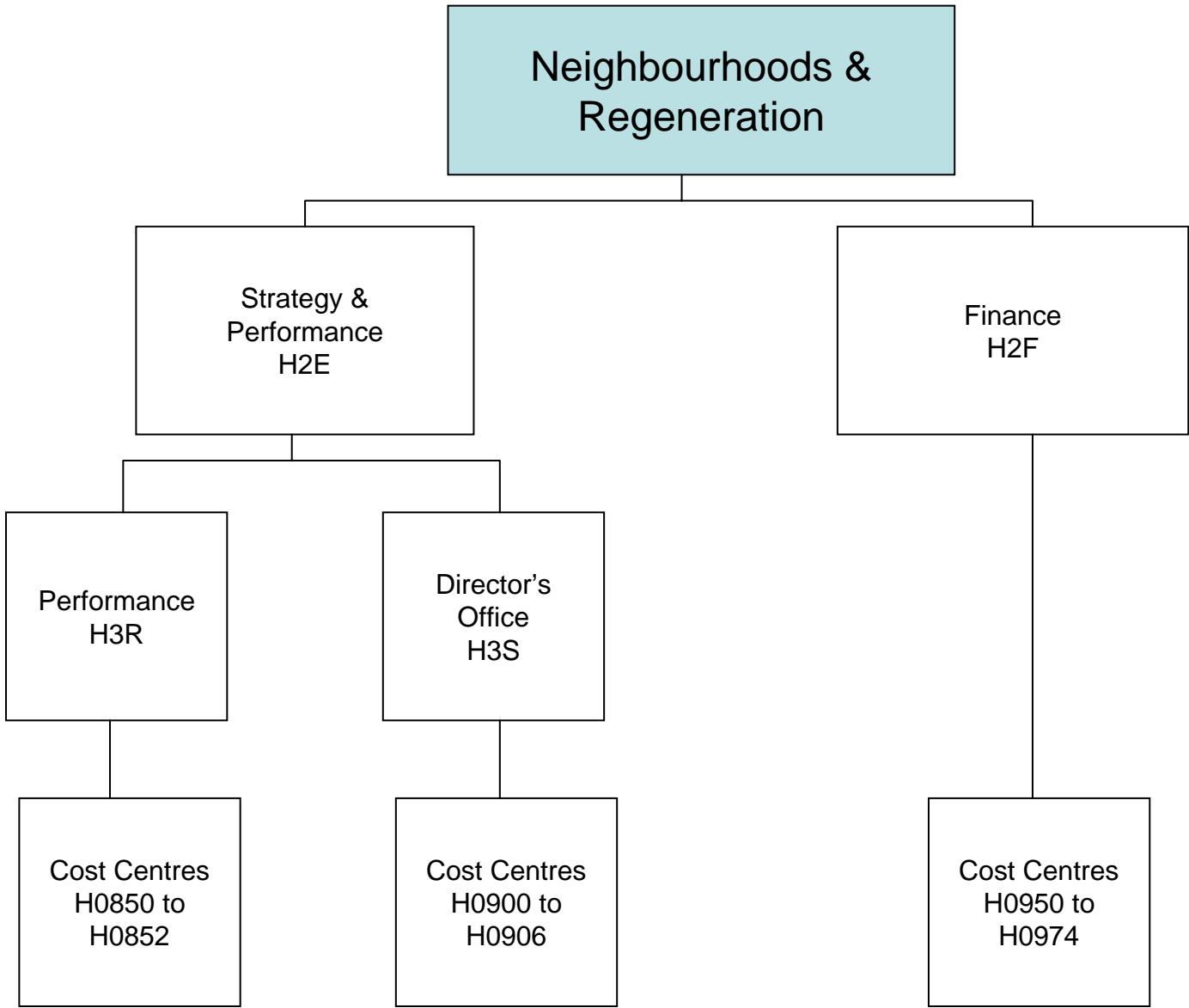
Cost Centres  
H0555 to  
H0574

Cost Centres  
H0600 to  
H0603

Cost Centres  
H0650 &  
H0651

Cost Centres  
H0700 to  
H0727

Cost Centres  
H0750 to  
H0798



# Neighbourhoods and Regeneration Directorate Storyboard 2006/07-2009/10

## AIMS AND AMBITIONS

Making Hackney a better place and to embed a 'One Council' style of working.

- Making a visible and measurable improvement in the Borough.
- Contribute to the creation of a ladder of opportunity for all our residents.
- To improve the quality, safety, sustainability and physical accessibility of the local environment, homes and public realm.
- To work effectively with our partners to develop balanced and sustainable communities, attractive neighbourhoods and affordable, decent homes for all of our residents.
- To maximise, in partnership with local (HSP/ Team Hackney), sub regional, and regional agencies, regeneration and employment opportunities arising from the Olympics, ELLX, and Stratford City.
- To provide a planning framework and land use/ spatial planning that achieves objectives within the Community Plan.
- To put the customer first whilst ensuring the Directorate is high performing, provides efficient services and value for money.

## WHAT DID WE ACHIEVE IN 2005/06?

### Achieved

- Highest rate of success in reducing crime in the Metropolitan Police area.
- Launch of Safer Neighbourhood Police teams and community advisory panels in most wards.
- Successful first 'Mayor's Business Awards' event.
- Established 'On Site' construction job brokerage scheme.
- Improved street cleansing and assessed as 12<sup>th</sup> cleanest borough in London.
- Waste recycling rates improved from 2% (2002) to 14% average for 2005
- Continued major investment in street scene improvements.
- Adoption of Strategies and Policies covering planning, transport and public realm design. Also most improved transport borough.

- Overall improvement in performance (as reflected within BVPIs).
- Transfer of most front of office services to Corporate Call Centre as part of Service First one point of contact initiative.
- CPA 'Fair' assessment for the Planning Service with promising prospects for improvement.
- Over 50% of Registered Social Landlord bids for new social rented homes are 3+ bedrooms.

### Not achieved

- Two star rating from Audit Commission for Homelessness Service.
- Full spend on NRF programme
- Development of outreach service via Marigold Project.

## MAJOR PROJECTS/TASKS FOR 2006-10

- Establishment of a new Directorate bringing together an extensive range of services and functions
- Development of an over arching Regeneration Strategy for the Borough
- Continue to work closely with GOL to develop the Dynamic and Creative Economy Partnership to maximise economic development and deliver on the 'worklessness' agenda.
- Ensure wider regeneration opportunities that stem from major capital and infrastructure developments (Olympics, ELLX, Dalston) are realised.
- Implement the Affordable Housing Strategy
- Implement Choice Based Lettings.
- Complete the Service First initiative to ensure one point of contact and multiple choice in community access to services.
- Delivery of the Local Development Scheme/ Framework which will provide guidance for development proposals within Hackney.
- Delivery of the Dalston and Hackney Central Development Regeneration Projects.
- Delivery of the Street scene and Transport Strategies.
- Implement the Enforcement Strategy with particular emphasis upon the 'one council' approach, and also develop strong links

with the Safer Neighbourhood Police Teams and the community advisory panels.

- Work with Hackney Homes to deliver Woodberry Down and other key regeneration and Decent Homes projects

## KEY PERFORMANCE TARGETS

Performance Measure	2005/06 out-turn	2006/07 target	2007 /08	2008/ 09	2009/ 10
Street Light faults	1.25%	1.15%	1.0%	0.75%	0.50%
Street Cleanliness at unsatisfactory level	30%	25%	20%	18%	16%
Violent crimes per 1000 population	37.90	36.39	34.57	N/A	N/A
Homeless in temporary accommodation at year end	2,300	2,100	1,800	1,400	1,200
New social rented homes with 3+ beds	33%	39%	48%	50%	53%
Major Planning Applications within 13 weeks	57%	60%	63%	66%	70%
Planning enforcement-new cases - % closed within 20 weeks	50%	70%	75%	80%	80%
Household waste recycled	13.8%	18%	20%	N/A	N/A

## WHAT IS OUR CAPACITY TO DELIVER?

- Reshaping has created stronger synergies and will result in more joined up working and further development of workforce planning.
- Service First will continue to improve customer focus and a one stop 'one council' approach. Back office re-engineering will ensure capacity is maximised.

## RESOURCES EMPLOYED

- Number of Full-Time Equivalent positions: 966

## COST OF SERVICE

	<b>2006/07 Budget £ (m)</b>
Expenditure	130
Income	72
<b>Net Cost of Service</b>	<b>58</b>

## ASSESSMENTS AND INSPECTIONS 2006/07

- Corporate CPA Assessment
- IIP Assessment

**NEIGHBOURHOODS AND REGENERATION  
Budget Movement**

	£000	£000	£000
<b>2005/06 Budget</b>			<b>54,025</b>
In year virements	213		
Pay Inflation	1,090		
Non Pay Inflation	627		
Growth before savings	2,745	4,675	
Savings to offset Growth	(1,567)		
Efficiency Savings	(930)	(2,497)	
Changes in Central Recharges	3,039		
Changes in Capital Recharges	(1,081)		
Other changes	1	1,959	
<b>2006/07 Budget</b>			<b>58,162</b>

**Growth**

Growth of £1.178m (after additional savings) has been included in the 2006/07 budget, the details of which are given below:

<b>Committed Growth</b>	£000
Offensive Weapons Act	45
Reduction of Planning Delivery Grant	62
Street Lighting Energy Costs	60
Dog Warden and Transport	50
Festival Lighting	68
Fuel costs	50
Loss of Supporting People Grant	250
Service Review to Priority homeless	50
Reduction of Homelessness Grant	184
Choice Based lettings	116
Performance posts	60
Partnership post	41
Overstayers	70
CCTV Camera Maintenance	70
<b>Total</b>	<b>1,178</b>

## Neighbourhoods and Regeneration

### Analysis of Cost Centres

Old Cost Centre		New Cost Centre	2004/05 Actual £	2005/06 Budget £	2005/06 Probable Outturn £	2006/07 Budget £
<b>Directorate Total</b>			<b>36,317,268</b>	<b>54,237,497</b>	<b>52,897,144</b>	<b>58,162,460</b>
C0500	Community Safety Team	H0000	457,460	558,781	558,781	784,022
C0501	Domestic Violence/Racial Harassment	H0001	247,158	207,025	207,025	214,621
C0502	CCTV Services	H0002	533,456	1,152,378	1,152,378	3,133,674
C0503	Emergency Planning Services	H0003	100,763	23,418	23,418	177
C0504	Divisional Support	H0004	(8,621)	88,000	88,000	0
C0505	Drug Action Team	H0005	138,161	563,101	563,101	652,699
<b>Safer Communities</b>			<b>1,468,377</b>	<b>2,592,703</b>	<b>2,592,702</b>	<b>4,785,193</b>
E0050	Environmental Enforcement	H0050	932,688	1,213,754	1,208,108	1,985,724
E0051	Pollution Control	H0051	1,000,008	1,128,550	1,145,425	1,157,959
<b>Enforcement</b>			<b>1,932,696</b>	<b>2,342,304</b>	<b>2,353,533</b>	<b>3,143,683</b>
E0100	Hygiene Services	H0100	65,482	191,453	189,697	326,466
<b>Hygiene Services</b>			<b>65,482</b>	<b>191,453</b>	<b>189,697</b>	<b>326,466</b>
E0200	Trading Standards	H0150	516,795	623,062	587,040	754,069
E0201	Street Markets	H0151	128,047	31,112	218,899	42,723
<b>Trading Standards</b>			<b>644,842</b>	<b>654,174</b>	<b>805,938</b>	<b>796,792</b>
E0500	Parking Policy	H0200	1,210,349	1,302,156	1,784,581	1,365,240
E0501	Parking Off Street (car parks)	H0201	(111,511)	(19,708)	(49,308)	(76,580)
E0503	Parking Contract Services	H0202	3,832,616	4,112,320	3,814,135	4,114,146
E0505	Fostering Team	H0203	1,084,180	1,333,251	1,341,038	1,781,050
E0508	Parking Business Processes	H0204	0	0	0	(7,894,786)
E0506	Parking CCTV	H0205	0	81,499	273,026	(389,300)
E0507	Parking Housing Enforcement	H0206	0	0	(0)	14,229
E0502	Parking Debt Recovery & Financ	None	(8,985,380)	(9,603,592)	(10,103,431)	0
E0504	Parking Customer Services	None	1,429,142	1,510,011	1,503,313	0
<b>Parking</b>			<b>(1,540,604)</b>	<b>(1,284,063)</b>	<b>(1,436,646)</b>	<b>(1,086,001)</b>
E0550	Highways & Engineering	H0250	9,484,233	12,819,196	12,907,618	11,428,977
E0551	Structural Maintenance Principal Rds	H0251	(70)	0	0	0
E0552	Structural Maintenance Non-Principal Rds	H0252	5,556	0	(435)	0
E0553	Highways Bridges	H0253	8,216	26,000	26,000	28,786
E0554	Highways Street Lighting	H0254	1,142,000	1,502,643	1,627,409	1,387,800
E0555	Highways Winter Maintenance	H0255	187,250	125,000	125,000	138,348
E0556	Other Highways Schemes	H0256	0	0	(0)	0
<b>Engineering</b>			<b>10,827,184</b>	<b>14,472,839</b>	<b>14,685,592</b>	<b>12,983,911</b>
E0600	Traffic & Transportation	H0300	1,003,749	1,355,133	1,267,762	1,517,421
E0601	Crossing Patrols	H0301	176,594	235,384	201,137	322,628
<b>Transportation</b>			<b>1,180,343</b>	<b>1,590,517</b>	<b>1,468,898</b>	<b>1,840,049</b>
E0000	Waste Management Technical Unt	H0350	4,445,713	5,449,214	5,200,874	5,543,043
E0002	Millfields Overhead	H0351	(30,317)	(45,999)	58,106	0
E0003	Kerbside Recycling	H0352	853,165	1,045,638	1,231,542	845,080
E0004	Bringsite Recycling	H0353	(104,787)	439,464	494,997	441,050
E0005	Estates Recycling	H0354	457,231	997,238	1,062,353	1,698,295
E0006	Waste Transfer Station	H0355	142,206	3,154	624	0
E0009	Commercial Waste	H0356	(883,115)	(741,409)	(549,777)	(1,969,267)
E0010	Vehicle Maintenance	H0357	(803)	2	284,379	0
E0011	Area 1 - Street Cleansing	H0358	0	1,749,658	1,609,654	1,894,895
E0012	Area 1 - Refuse Collection	H0359	0	1,322,478	1,304,500	1,487,556
E0013	Area 2 - Street Cleansing	H0360	0	1,766,919	1,826,287	2,301,249
E0014	Area 2 - Refuse Collection	H0361	0	1,165,906	1,114,128	1,498,820
E0015	Area 3 - Street Cleansing	H0362	0	2,440,425	2,521,035	3,685,713
E0016	Area 3 - Refuse Collection	H0363	0	1,412,625	1,438,656	1,448,090
E0017	Area 4 - Street Cleansing	H0364	0	2,356,797	2,118,147	2,239,085
E0018	Area 4 - Refuse Collection	H0365	0	1,505,710	1,576,967	1,999,622
E0019	Recycling Overhead	H0366	0	0	(286,101)	0
E0007	Street Cleansing DSO	None	8,730,949	0	0	0
E0008	Refuse Collection DSO	None	6,379,655	0	0	0
<b>Waste Services</b>			<b>19,989,898</b>	<b>20,867,820</b>	<b>21,006,370</b>	<b>23,113,231</b>

## Neighbourhoods and Regeneration

### Analysis of Cost Centres

Old Cost Centre		New Cost Centre	2004/05 Actual £	2005/06 Budget £	2005/06 Probable Outturn £	2006/07 Budget £
E0150	Hackney Mortuary	H0400	282,483	303,040	305,791	335,209
E0151	Toilets	H0401	314,962	385,829	212,922	456,294
E0152	Bereavement & Property Protection	H0402	79,076	72,294	71,534	106,134
E0153	Environmental Health	H0403	684,610	766,261	764,313	837,066
<b>Environmental Health</b>			<b>1,361,131</b>	<b>1,527,424</b>	<b>1,354,560</b>	<b>1,734,703</b>
A1002	Strategic Policy & Regen	H0450	963,137	1,262,241	1,227,185	1,113,290
A1003	Regeneration	H0451	0	0	(0)	542,386
<b>Planning and Regeneration</b>			<b>963,137</b>	<b>1,262,241</b>	<b>1,227,185</b>	<b>1,655,676</b>
L1513	Regeneration	H0564	194,419	281,970	287,610	314,457
L1515	NRF Decent Homes Support Services	H0565	3,420	0	0	0
L1519	NRF Investment Options	H0569	1,552	0	0	0
L1520	NRF Independant Tenants Advice	H0570	13,810	0	0	0
L1521	NRF Stakeholder Opinion Ballot	H0571	7,163	0	0	0
L1522	NRF Marketing Choice & Access	H0572	295	0	0	0
L1524	Robin Redmond Centre	H0574	0	0	0	24,119
<b>Housing Regeneration &amp; Development</b>			<b>220,659</b>	<b>281,970</b>	<b>287,610</b>	<b>338,576</b>
E0700	Development Control	H0600	677,126	671,302	637,734	2,124,099
E0701	Planning Policy	H0601	1,617,031	1,428,985	1,559,621	1,646,058
E0702	Land Charges	H0602	(403,628)	(536,758)	(528,806)	(690,170)
E0703	Divisional Support	H0603	(40,546)	55,375	5,963	0
<b>Planning</b>			<b>1,849,984</b>	<b>1,618,904</b>	<b>1,674,513</b>	<b>3,079,987</b>
E0650	Licensing	H0650	172,018	518,728	518,137	584,730
E0651	Building Control	H0651	335,342	583,022	590,916	758,993
<b>Building Control</b>			<b>507,360</b>	<b>1,101,750</b>	<b>1,109,053</b>	<b>1,343,723</b>
L2004	Asylum Seekers	H0704	210,116	194,428	194,428	0
L2005	Asylum Seekers NASS Funded	H0705	(80,371)	0	0	0
L2006	Emergency Accommodation	H0706	(3,369,062)	(1,122,470)	(1,689,301)	(1,478,247)
L2007	Income Business Unit	H0707	262,399	251,390	252,225	528,896
L2008	Homeless Persons Unit	H0708	1,193,825	1,314,670	1,318,455	1,653,273
L2009	Access & Advice	H0709	437,683	697,040	651,992	937,996
L2010	Bed & Breakfast	H0710	(1,125,100)	(50,820)	(436,948)	(179,344)
L2011	Temporary Accommodation Private Lets	H0712	(2,365,471)	(1,262,860)	(1,259,180)	(1,594,538)
L2012	Private Sector Housing	H0713	1,376,451	1,537,560	1,540,149	1,728,591
L2015	AD Housing Needs HGF	H0714	(7,986)	0	(1)	0
L2019	Housing Needs GF - SC Annexes	H0718	(63,237)	0	(175,603)	(43,796)
L2020	NRF HMOs in Homerton & Dalston	H0719	20,050	0	0	0
L2021	NRF Rent Deposit Scheme	H0720	7,254	0	0	4,034
L2023	NRF Mobility Moves	H0722	(29)	0	0	0
L2024	Homelessness Grants Programme	H0723	(19,469)	90,000	90,000	138,320
L2025	NRF Single Homelessness	H0724	311	0	0	0
L2026	Best Value Review	H0725	79	0	0	0
L2027	Youth Asylum Team	H0726	0	0	0	83,151
<b>Housing Needs</b>			<b>(3,522,557)</b>	<b>1,648,938</b>	<b>486,216</b>	<b>1,778,336</b>
L0521	Stamford Hill NHO	H0764	(2,517)	22,480	7,175	0
L0522	Stoke Newington NHO	H0765	15,721	(3,400)	3,188	0
L0523	Clapton NHO	H0766	23,078	(4,000)	0	0
L0524	Homerton NHO	H0767	(50,681)	(48,440)	(48,440)	0
L0525	Travellers	H0768	(56,293)	16,701	29,179	22,749
L0546	NRF Tenants Association Online ICT	H0789	1,328	0	0	0
<b>Landlord Services</b>			<b>(69,364)</b>	<b>(16,659)</b>	<b>(8,898)</b>	<b>22,749</b>
E0202	Environment NRF	H0800	0	0	(5,125)	0
E0203	Divisional Support	H0801	(26,324)	0	14,719	0
<b>Strategy and Performance</b>			<b>(26,324)</b>	<b>0</b>	<b>9,593</b>	<b>0</b>
E1050	Environment Resources	H0850	195,573	863,432	863,799	871,548
E1052	Dorothy Hodgkin House	H0851	(28,547)	(1)	35,989	0
<b>Performance</b>			<b>167,026</b>	<b>863,431</b>	<b>899,788</b>	<b>871,548</b>

## Neighbourhoods and Regeneration

### Analysis of Cost Centres

Old Cost Centre		New Cost Centre	2004/05 Actual £	2005/06 Budget £	2005/06 Probable Outturn £	2006/07 Budget £
L3000	Policy & Tenant Participation	H0900	96,871	134,170	100,918	177,040
L3004	Director - HGF	H0904	(3,243)	0	1,920	0
<b>Directors Office</b>			<b>93,628</b>	<b>134,170</b>	<b>102,838</b>	<b>177,040</b>
E1000	Environment Finance	H0950	(36,538)	0	(6,105)	0
L0002	Leasehold & Income Service HGF	H0953	(206,154)	(285,040)	(306,240)	(154,355)
L0013	AD Finance and Resources - HGF	H0958	(501)	0	(6,103)	0
L0016	Housing Finance - HGF	H0961	(5,075)	0	(9,884)	456,185
L0019	IT Manager - HGF	H0964	(2,206)	0	(3,036)	0
L0025	Central Housing Items - HGF	H0967	454,844	4,672,621	4,419,975	961,230
L0028	Office Manager HGF	H0970	(1)	0	(4)	0
L0031	298 Mare St Admin Building HGF	H0973	0	0	0	(6,262)
<b>N&amp;R Finance</b>			<b>204,369</b>	<b>4,387,581</b>	<b>4,088,603</b>	<b>1,256,798</b>
<b>Directorate Total</b>			<b>36,317,268</b>	<b>54,237,497</b>	<b>52,897,144</b>	<b>58,162,460</b>

## Neighbourhoods and Regeneration

Old Cost Centre	Staffing Analysis as at 31 March 2006	New Cost Centre	Full Time Equivalent (FTE)	2006/07 Pay Budget
<b>Directorate Total</b>			<b>966.92</b>	<b>39,762,299</b>
C0500	Community Safety Team	H0000	24.28	946,988
C0501	Dom Violence/Racial Harassment	H0001	9.00	372,656
C0502	CCTV Services	H0002	8.00	312,551
C0503	Emergency Planning Services	H0003	0.00	0
C0504	Divisional Support	H0004	2.00	131,496
C0505	Drug Action Team	H0005	14.79	729,860
<b>Safer Communities</b>			<b>58.07</b>	<b>2,493,551</b>
E0050	Environmental Enforcement	H0050	13.50	1,095,020
E0051	Pollution Control	H0051	18.00	755,389
<b>Enforcement</b>			<b>31.50</b>	<b>1,850,409</b>
E0100	Hygiene Services	H0100	15.00	436,308
<b>Hygiene Services</b>			<b>15.00</b>	<b>436,308</b>
E0200	Trading Standards	H0150	10.50	515,291
E0201	Street Markets	H0151	8.00	300,397
<b>Trading Standards</b>			<b>18.50</b>	<b>815,688</b>
E0500	Parking Policy	H0200	14.00	553,669
E0501	Cleaning Contract	H0201	0.00	0
E0503	Parking Contract Services	H0202	7.00	266,296
E0505	Parking Operations	H0203	18.00	652,707
E0508	Parking Business Processes	H0204	42.00	1,299,268
E0506	Parking CCTV	H0205	4.00	127,211
E0502	Parking Debt Recovery & Financ	None	0.00	0
E0504	Parking Customer Services	None	0.00	0
<b>Parking</b>			<b>85.00</b>	<b>2,899,151</b>
E0550	Highways & Engineering	H0250	42.00	2,015,625
<b>Engineering</b>			<b>42.00</b>	<b>2,015,625</b>
E0600	Traffic & Transportation	H0300	23.00	1,043,308
E0601	Crossing Patrols	H0301	12.05	169,350
<b>Transportation</b>			<b>35.05</b>	<b>1,212,658</b>
E0000	Waste Management Technical Unt	H0350	7.00	277,266
E0002	Millfields Overhead	H0351	28.00	1,295,770
E0003	Kerbside Recycling	H0352	0.00	0
E0004	Bringsite Recycling	H0353	0.00	0
E0005	Estates Recycling	H0354	0.00	0
E0006	Waste Transfer Station	H0355	6.00	278,881
E0009	Commercial Waste	H0356	14.00	509,529
E0010	Vehicle Maintenance	H0357	2.00	62,796
E0011	Area 1 - Street Cleansing	H0358	25.00	916,476
E0012	Area 1 - Refuse Collection	H0359	18.00	636,492
E0013	Area 2 - Street Cleansing	H0360	31.00	1,200,174
E0014	Area 2 - Refuse Collection	H0361	15.00	553,898
E0015	Area 3 - Street Cleansing	H0362	48.00	2,330,465
E0016	Area 3 - Refuse Collection	H0363	22.00	726,111
E0017	Area 4 - Street Cleansing	H0364	31.00	1,093,507
E0018	Area 4 - Refuse Collection	H0365	27.00	932,756
E0019	Recycling Overhead	H0366	4.00	146,379
E0007	Street Cleansing DSO	None	0.00	0
E0008	Refuse Collection DSO	None	0.00	0
<b>Waste Services</b>			<b>278.00</b>	<b>10,960,500</b>
E0150	Hackney Mortuary	H0400	2.00	61,075
E0151	Toilets	H0401	0.00	0
E0152	Bereavement & Property Protection	H0402	2.00	66,262
E0153	Environmental Health	H0403	11.50	564,117
<b>Environmental Health</b>			<b>15.50</b>	<b>691,454</b>

## Neighbourhoods and Regeneration

Old Cost Centre	Staffing Analysis as at 31 March 2006	New Cost Centre	Full Time Equivalent (FTE)	2006/07 Pay Budget
A1002	Strategic Policy & Regen	H0450	13.00	618,333
A1003	Regeneration	H0451	22.00	890,616
	<b>Planning and Regeneration</b>		<b>35.00</b>	<b>1,508,949</b>
L1513	Regeneration	H0564	5.00	205,442
L1524	Robin Redmond Centre	H0574	1.00	19,749
	<b>Housing Regeneration and Development</b>		<b>6.00</b>	<b>225,191</b>
E0700	Development Control	H0600	48.00	1,855,804
E0701	Planning Policy	H0601	27.00	917,634
E0702	Land Charges	H0602	6.00	200,280
E0703	Div Supp Planning & Transport	H0603	18.00	730,994
	<b>Planning</b>		<b>99.00</b>	<b>3,704,712</b>
E0650	Licensing	H0650	15.00	605,074
E0651	Building Control	H0651	23.00	951,505
	<b>Building Control</b>		<b>38.00</b>	<b>1,556,579</b>
L2004	Asylum Seekers	H0704	20.00	681,808
L2005	Asylum Seekers NASS Funded	H0705	0.00	87,210
L2006	Emergency Accommodation	H0706	27.20	841,523
L2007	Income Business Unit	H0707	13.16	457,530
L2008	Homeless Persons Unit	H0708	28.80	1,070,780
L2009	Access & Advice	H0709	10.97	833,956
L2010	Bed & Breakfast	H0710	1.70	35,867
L2011	Temporary Accom Private Lets	H0712	6.40	239,265
L2012	Private Sector Housing	H0713	29.79	1,167,961
L2015	AD Housing Needs - HGF	H0714	2.40	148,831
L2019	Housing Needs GF - SC Annexes	H0718	2.10	55,733
L2020	NRF HMOs in Homerton & Dalston	H0719	0.00	0
L2021	NRF Temp Accom Link Officers	H0720	0.00	100,000
L2022	NRF Housing Needs Survey	H0721	0.00	0
L2023	NRF Mobility Moves	H0722	0.00	0
L2024	Homelessness Grants Prog	H0723	0.00	400,000
L2025	NRF Single Homelessness	H0724	0.00	0
L2026	Best Value Review	H0725	0.00	0
L2027	Youth Asylum Team	H0726	4.50	223,504
	<b>Housing Needs</b>		<b>147.02</b>	<b>6,343,968</b>
L0525	Travellers	H0768	2.00	38,757
	<b>Landlord Services</b>		<b>2.00</b>	<b>38757.00</b>
E0202	Environment NRF	H0800	0.00	0
E0203	Divisional Support Env Div	H0801	12.00	468,930
	<b>Strategy and Performance</b>		<b>12.00</b>	<b>468,930</b>
E1050	Environment Resources	H0850	10.00	598,952
E1052	Dorothy Hodgkin House Lead Tnt	H0851	0.00	0
	<b>Performance</b>		<b>10.00</b>	<b>598,952</b>
L3000	Policy & Tenant Participation	H0900	1.65	74,423
L3004	Director - HGF	H0904	0.68	60,037
	<b>Directors Office</b>		<b>2.33</b>	<b>134,460</b>
E1000	Environment Finance	H0950	21.00	894,236
L0002	Leasehold & Income Services	H0953	6.74	486,270
L0013	AD Finance and Resources - HGF	H0958	0.32	17,935
L0016	Housing Finance - HGF	H0961	7.56	354,173
L0019	IT Manager - HGF	H0964	1.33	53,843
L0025	Central Housing Items - HGF	H0967	0.00	0
L0028	Office Manager - HGF	H0970	0.00	0
L0031	298 Mare St Admin Building HGF	H0973	0.00	0
	<b>N&amp;R Finance</b>		<b>36.95</b>	<b>1,806,457</b>
	<b>Directorate Total</b>		<b>966.92</b>	<b>39,762,299</b>

# Neighbourhoods & Regeneration

## Directorate Summary

	2004/05 Actual £	2005/06 Budget £	2005/06 Probable Outturn £	2006/07 Budget £
<b>Expenditure</b>				
Direct Costs	33,274,266	36,406,751	37,408,439	39,762,299
Indirect Costs	687,765	488,654	675,116	511,540
Training	437,097	340,384	463,771	359,707
Contribution to Provisions	82,672	217,447	(13,302)	0
<b>Employee Costs</b>	<b>34,481,800</b>	<b>37,453,236</b>	<b>38,534,024</b>	<b>40,633,546</b>
Repair & Maintenance of Buildings	406,405	325,974	438,970	413,321
Energy Costs & Water Services	720,767	1,250,352	785,510	834,596
Rent & Rates	9,200,845	12,348,278	9,531,879	9,762,511
Premises Insurance	0	0	0	0
Grounds & Road Maintenance	9,292	0	8,328	0
Fixtures & Fittings	214,919	47,056	69,002	52,542
Cleaning	481,358	27,342	52,280	47,977
Contribution to Provisions	35,373	186,630	133,276	174,039
<b>Premises Costs</b>	<b>11,068,959</b>	<b>14,185,632</b>	<b>11,019,244</b>	<b>11,284,986</b>
Direct Transport Costs	1,926,313	723,081	1,235,851	834,626
Hire & Leasing	904,815	965,048	1,431,841	969,400
Transport Fees	16,181	18,786	38,371	16,490
Travel Allowances	93,895	215,033	176,905	212,112
Contribution to Provisions	(23,658)	14,020	2,460	12,313
<b>Transport Costs</b>	<b>2,917,546</b>	<b>1,935,968</b>	<b>2,885,428</b>	<b>2,044,941</b>
Furniture & Equipment	1,016,231	996,178	1,316,126	1,031,157
Catering	69,194	87,333	55,582	35,612
Clothing & Laundry	3,386	60,216	67,484	68,826
Communications & Computing	979,454	1,071,842	930,212	939,943
Fees & Services	1,979,562	3,907,954	3,987,066	3,246,358
Printing Stationery & Office Expenditure	227,233	275,697	328,472	309,815
Expenses	1,294	3,915	2,621	4,015
Grants & Subscriptions	107,029	269,087	493,006	229,120
Contribution to Provisions	5,563,283	4,958,638	3,353,377	3,589,748
<b>Supplies and Services</b>	<b>9,946,666</b>	<b>11,630,860</b>	<b>10,533,944</b>	<b>9,454,594</b>
General Third Party Payments	25,167,645	31,504,102	28,529,552	26,197,711
Voluntary Organisations	0	0	0	0
Social Services Client	1,395,860	2,501,560	951,560	1,236,445
Housing Benefits	90,565	1,835	1,942	1,890
<b>Third Party Payments / Transfers</b>	<b>26,654,070</b>	<b>34,007,497</b>	<b>29,483,054</b>	<b>27,436,046</b>
<b>Support Services</b>	<b>20,812,594</b>	<b>22,797,841</b>	<b>22,797,830</b>	<b>28,033,767</b>
Capital Charges	7,984,697	12,741,962	12,750,067	11,661,396
Capital Financing	9,886	0	0	0
<b>Capital Charges / Financing</b>	<b>7,994,583</b>	<b>12,741,962</b>	<b>12,750,067</b>	<b>11,661,396</b>
<b>TOTAL EXPENDITURE</b>	<b>113,876,218</b>	<b>134,752,996</b>	<b>128,003,591</b>	<b>130,549,276</b>
<b>Income</b>				
Government Grants	(12,807,577)	(15,399,926)	(9,361,420)	(7,380,819)
Other Grants & Contributions	(9,971,509)	(9,266,945)	(12,417,275)	(8,460,710)
Customer & Client Receipts	(43,109,391)	(41,106,035)	(38,475,983)	(39,124,173)
<b>External Income</b>	<b>(65,888,478)</b>	<b>(65,772,906)</b>	<b>(60,254,678)</b>	<b>(54,965,702)</b>
Recharges	(11,670,471)	(14,742,593)	(14,851,767)	(17,421,114)
<b>Internal Income</b>	<b>(11,670,471)</b>	<b>(14,742,593)</b>	<b>(14,851,767)</b>	<b>(17,421,114)</b>
<b>TOTAL INCOME</b>	<b>(77,558,950)</b>	<b>(80,515,499)</b>	<b>(75,106,445)</b>	<b>(72,386,816)</b>
<b>NET EXPENDITURE</b>	<b>36,317,268</b>	<b>54,237,497</b>	<b>52,897,145</b>	<b>58,162,460</b>

# Neighbourhoods & Regeneration

## Safer Communities and Enforcement

	2004/05 Actual £	2005/06 Budget £	2005/06 Probable Outturn £	2006/07 Budget £
<b>Expenditure</b>				
Direct Costs	3,637,834	4,785,846	4,354,532	5,595,956
Indirect Costs	115,791	54,572	108,303	108,407
Training	160,284	70,330	97,932	73,915
Contribution to Provisions	21	(29,853)	(13,302)	0
<b>Employee Costs</b>	<b>3,913,929</b>	<b>4,880,895</b>	<b>4,547,465</b>	<b>5,778,278</b>
Repair & Maintenance of Buildings	8,773	44,872	45,187	44,932
Energy Costs & Water Services	14,616	22,481	19,812	23,154
Rent & Rates	7,752	82,553	84,151	83,253
Premises Insurance	0	0	0	0
Grounds & Road Maintenance	0	0	0	0
Fixtures & Fittings	373	0	173	0
Cleaning	0	8,925	9,613	9,182
Contribution to Provisions	0	0	1,195	0
<b>Premises Costs</b>	<b>31,514</b>	<b>158,831</b>	<b>160,130</b>	<b>160,521</b>
Direct Transport Costs	95,771	113,810	125,860	119,023
Hire & Leasing	43,481	45,382	74,297	43,658
Transport Fees	3,034	10,646	7,864	8,267
Travel Allowances	30,427	61,365	51,448	61,679
Contribution to Provisions	0	(100)	340	0
<b>Transport Costs</b>	<b>172,714</b>	<b>231,103</b>	<b>259,809</b>	<b>232,627</b>
Furniture & Equipment	255,612	107,960	255,904	108,503
Catering	10,381	16,966	14,910	17,266
Clothing & Laundry	9,965	7,320	12,050	7,387
Communications & Computing	108,573	74,117	26,801	72,720
Fees & Services	65,690	105,129	153,185	98,560
Printing Stationery & Office Expenditure	65,170	60,546	58,420	62,010
Expenses	72	1,694	1,206	1,694
Grants & Subscriptions	26,599	16,207	242,044	17,097
Contribution to Provisions	3,275	96,116	94,587	55,144
<b>Supplies and Services</b>	<b>545,338</b>	<b>486,055</b>	<b>859,106</b>	<b>440,381</b>
General Third Party Payments	5,138,142	7,124,949	7,475,534	7,026,760
Voluntary Organisations	0	0	0	0
Social Services Client	0	0	0	0
Housing Benefits	0	1,835	1,942	1,890
<b>Third Party Payments / Transfers</b>	<b>5,138,142</b>	<b>7,126,784</b>	<b>7,477,476</b>	<b>7,028,650</b>
<b>Support Services</b>	<b>2,313,808</b>	<b>2,605,565</b>	<b>2,605,555</b>	<b>2,888,979</b>
Capital Charges	205,467	309,254	317,359	2,280,085
Capital Financing	0	0	0	0
<b>Capital Charges / Financing</b>	<b>205,467</b>	<b>309,254</b>	<b>317,359</b>	<b>2,280,085</b>
<b>TOTAL EXPENDITURE</b>	<b>12,320,911</b>	<b>15,798,487</b>	<b>16,226,900</b>	<b>18,809,521</b>
<b>Income</b>				
Government Grants	(1,301,555)	(1,125,981)	(1,157,615)	(844,604)
Other Grants & Contributions	(4,885,779)	(6,763,063)	(6,948,535)	(6,759,249)
Customer & Client Receipts	(1,172,761)	(1,099,717)	(1,262,056)	(1,132,709)
<b>External Income</b>	<b>(7,360,095)</b>	<b>(8,988,761)</b>	<b>(9,368,206)</b>	<b>(8,736,562)</b>
Recharges	(849,420)	(1,029,092)	(916,824)	(1,020,825)
<b>Internal Income</b>	<b>(849,420)</b>	<b>(1,029,092)</b>	<b>(916,824)</b>	<b>(1,020,825)</b>
<b>TOTAL INCOME</b>	<b>(8,209,514)</b>	<b>(10,017,853)</b>	<b>(10,285,030)</b>	<b>(9,757,387)</b>
<b>NET EXPENDITURE</b>	<b>4,111,397</b>	<b>5,780,634</b>	<b>5,941,870</b>	<b>9,052,134</b>

# Neighbourhoods & Regeneration

## Safer Communities

	2004/05 Actual £	2005/06 Budget £	2005/06 Probable Outturn £	2006/07 Budget £
<b>Expenditure</b>				
Direct Costs	1,593,813	2,447,171	2,112,828	2,493,551
Indirect Costs	88,912	2,652	44,551	6,000
Training	139,062	46,937	54,582	50,302
Contribution to Provisions	21	(29,853)	(13,340)	0
<b>Employee Costs</b>	<b>1,821,809</b>	<b>2,466,907</b>	<b>2,198,621</b>	<b>2,549,853</b>
Repair & Maintenance of Buildings	4,796	41,670	41,879	41,700
Energy Costs & Water Services	7,820	0	550	0
Rent & Rates	0	59,230	59,230	59,230
Premises Insurance	0	0	0	0
Grounds & Road Maintenance	0	0	0	0
Fixtures & Fittings	1,288	0	173	0
Cleaning	0	8,406	9,180	8,658
Contribution to Provisions	0	0	0	0
<b>Premises Costs</b>	<b>13,904</b>	<b>109,306</b>	<b>111,012</b>	<b>109,588</b>
Direct Transport Costs	18,373	29,606	33,252	31,845
Hire & Leasing	26	0	650	0
Transport Fees	1,700	9,698	6,609	7,310
Travel Allowances	4,016	10,910	9,462	10,750
Contribution to Provisions	0	(100)	0	0
<b>Transport Costs</b>	<b>24,115</b>	<b>50,114</b>	<b>49,973</b>	<b>49,905</b>
Furniture & Equipment	145,059	46,249	175,128	45,924
Catering	10,226	16,966	14,426	17,266
Clothing & Laundry	2,724	0	191	0
Communications & Computing	97,719	29,484	(13,655)	27,669
Fees & Services	33,990	10,937	52,904	11,166
Printing Stationery & Office Expenditure	56,283	42,180	43,423	43,471
Expenses	72	1,694	1,206	1,694
Grants & Subscriptions	15,595	1,785	226,753	2,539
Contribution to Provisions	3,275	96,116	94,587	55,144
<b>Supplies and Services</b>	<b>364,942</b>	<b>245,411</b>	<b>594,961</b>	<b>204,873</b>
General Third Party Payments	4,416,798	6,412,936	6,613,503	6,230,896
Voluntary Organisations	0	0	0	0
Social Services Client	0	0	0	0
Housing Benefits	0	1,835	1,942	1,890
<b>Third Party Payments / Transfers</b>	<b>4,416,798</b>	<b>6,414,771</b>	<b>6,615,445</b>	<b>6,232,786</b>
<b>Support Services</b>	<b>1,091,371</b>	<b>1,398,690</b>	<b>1,398,682</b>	<b>1,418,307</b>
Capital Charges	191,542	300,489	300,489	2,266,140
Capital Financing	0	0	0	0
<b>Capital Charges / Financing</b>	<b>191,542</b>	<b>300,489</b>	<b>300,489</b>	<b>2,266,140</b>
<b>TOTAL EXPENDITURE</b>	<b>7,924,481</b>	<b>10,985,688</b>	<b>11,269,183</b>	<b>12,831,452</b>
<b>Income</b>				
Government Grants	(1,024,500)	(1,030,000)	(1,028,350)	(748,623)
Other Grants & Contributions	(4,823,297)	(6,763,063)	(6,947,455)	(6,759,249)
Customer & Client Receipts	(50,692)	0	(256,734)	0
<b>External Income</b>	<b>(5,898,489)</b>	<b>(7,793,063)</b>	<b>(8,232,539)</b>	<b>(7,507,872)</b>
Recharges	(557,614)	(599,922)	(443,942)	(538,387)
<b>Internal Income</b>	<b>(557,614)</b>	<b>(599,922)</b>	<b>(443,942)</b>	<b>(538,387)</b>
<b>TOTAL INCOME</b>	<b>(6,456,103)</b>	<b>(8,392,985)</b>	<b>(8,676,481)</b>	<b>(8,046,259)</b>
<b>NET EXPENDITURE</b>	<b>1,468,377</b>	<b>2,592,703</b>	<b>2,592,702</b>	<b>4,785,193</b>

## Neighbourhoods & Regeneration

### Enforcement

	2004/05 Actual £	2005/06 Budget £	2005/06 Probable Outturn £	2006/07 Budget £
<b>Expenditure</b>				
Direct Costs	1,165,811	1,196,349	1,294,106	1,850,409
Indirect Costs	20,263	35,299	39,535	35,631
Training	13,751	16,983	18,704	17,143
Contribution to Provisions	0	0	38	0
<b>Employee Costs</b>	<b>1,199,825</b>	<b>1,248,631</b>	<b>1,352,383</b>	<b>1,903,183</b>
Repair & Maintenance of Buildings	1,898	0	200	0
Energy Costs & Water Services	263	1,083	778	1,115
Rent & Rates	0	0	0	0
Premises Insurance	0	0	0	0
Grounds & Road Maintenance	0	0	0	0
Fixtures & Fittings	(915)	0	0	0
Cleaning	0	0	0	0
Contribution to Provisions	0	0	1,195	0
<b>Premises Costs</b>	<b>1,246</b>	<b>1,083</b>	<b>2,173</b>	<b>1,115</b>
Direct Transport Costs	33,871	38,183	42,022	38,543
Hire & Leasing	41,258	31,752	59,877	32,083
Transport Fees	1,142	100	375	101
Travel Allowances	21,120	30,535	27,511	30,822
Contribution to Provisions	0	0	340	0
<b>Transport Costs</b>	<b>97,390</b>	<b>100,570</b>	<b>130,125</b>	<b>101,549</b>
Furniture & Equipment	60,485	16,084	28,712	16,324
Catering	155	0	454	0
Clothing & Laundry	5,261	5,885	6,804	5,939
Communications & Computing	12,586	23,566	19,728	23,788
Fees & Services	25,371	39,440	42,214	39,586
Printing Stationery & Office Expenditure	6,486	12,060	9,403	12,174
Expenses	0	0	0	0
Grants & Subscriptions	1,787	2,391	2,591	2,413
Contribution to Provisions	0	0	0	0
<b>Supplies and Services</b>	<b>112,130</b>	<b>99,426</b>	<b>109,906</b>	<b>100,224</b>
General Third Party Payments	578,409	675,458	699,030	758,213
Voluntary Organisations	0	0	0	0
Social Services Client	0	0	0	0
Housing Benefits	0	0	0	0
<b>Third Party Payments / Transfers</b>	<b>578,409</b>	<b>675,458</b>	<b>699,030</b>	<b>758,213</b>
<b>Support Services</b>	<b>422,608</b>	<b>446,356</b>	<b>446,355</b>	<b>562,640</b>
Capital Charges	0	0	0	0
Capital Financing	0	0	0	0
<b>Capital Charges / Financing</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL EXPENDITURE</b>	<b>2,411,608</b>	<b>2,571,524</b>	<b>2,739,971</b>	<b>3,426,924</b>
<b>Income</b>				
Government Grants	(277,055)	(95,981)	(129,265)	(95,981)
Other Grants & Contributions	(23,408)	0	(1,080)	0
Customer & Client Receipts	(141,836)	(25,089)	(104,232)	(25,842)
<b>External Income</b>	<b>(442,299)</b>	<b>(121,070)</b>	<b>(234,577)</b>	<b>(121,823)</b>
Recharges	(36,613)	(108,150)	(151,862)	(161,418)
<b>Internal Income</b>	<b>(36,613)</b>	<b>(108,150)</b>	<b>(151,862)</b>	<b>(161,418)</b>
<b>TOTAL INCOME</b>	<b>(478,913)</b>	<b>(229,220)</b>	<b>(386,439)</b>	<b>(283,241)</b>
<b>NET EXPENDITURE</b>	<b>1,932,696</b>	<b>2,342,304</b>	<b>2,353,533</b>	<b>3,143,683</b>

# Neighbourhoods & Regeneration

## Trading Standards

	2004/05 Actual £	2005/06 Budget £	2005/06 Probable Outturn £	2006/07 Budget £
<b>Expenditure</b>				
Direct Costs	513,947	732,790	594,424	815,688
Indirect Costs	6,361	8,893	11,965	8,975
Training	5,933	5,161	20,303	5,210
Contribution to Provisions	0	0	0	0
<b>Employee Costs</b>	<b>526,241</b>	<b>746,844</b>	<b>626,693</b>	<b>829,873</b>
Repair & Maintenance of Buildings	2,050	2,162	2,230	2,182
Energy Costs & Water Services	4,872	11,415	10,103	11,757
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
<b>Premises Costs</b>	<b>6,921</b>	<b>13,577</b>	<b>12,333</b>	<b>13,939</b>
Direct Transport Costs	11,624	5,171	14,205	7,402
Hire & Leasing	562	5,832	5,754	3,704
Transport Fees	192	848	880	856
Travel Allowances	3,969	17,841	13,150	18,009
Contribution to Provisions	0	0	0	0
<b>Transport Costs</b>	<b>16,347</b>	<b>29,692</b>	<b>33,989</b>	<b>29,971</b>
Furniture & Equipment	10,746	5,060	13,100	5,107
Catering	0	0	31	0
Clothing & Laundry	1,167	0	3,784	0
Communications & Computing	(2,617)	18,011	17,672	18,179
Fees & Services	6,011	28,505	32,735	24,640
Printing Stationery & Office Expenditure	2,257	3,499	4,018	3,532
Expenses	0	0	0	0
Grants & Subscriptions	9,218	7,790	8,560	7,864
Contribution to Provisions	0	0	0	0
<b>Supplies and Services</b>	<b>26,782</b>	<b>62,865</b>	<b>79,899</b>	<b>59,322</b>
General Third Party Payments	135,239	32,686	158,527	33,666
Voluntary Organisations	0	0	0	0
Social Services Client	0	0	0	0
Housing Benefits	0	0	0	0
<b>Third Party Payments / Transfers</b>	<b>135,239</b>	<b>32,686</b>	<b>158,527</b>	<b>33,666</b>
<b>Support Services</b>	<b>677,426</b>	<b>633,080</b>	<b>633,080</b>	<b>716,328</b>
Capital Charges	4,200	0	2,450	4,200
Capital Financing	0	0	0	0
<b>Capital Charges / Financing</b>	<b>4,200</b>	<b>0</b>	<b>2,450</b>	<b>4,200</b>
<b>TOTAL EXPENDITURE</b>	<b>1,393,156</b>	<b>1,518,744</b>	<b>1,546,970</b>	<b>1,687,299</b>
<b>Income</b>				
Government Grants	0	0	0	0
Other Grants & Contributions	(1,068)	0	0	0
Customer & Client Receipts	(747,246)	(864,570)	(741,032)	(890,507)
<b>External Income</b>	<b>(748,314)</b>	<b>(864,570)</b>	<b>(741,032)</b>	<b>(890,507)</b>
Recharges	0	0	0	0
<b>Internal Income</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL INCOME</b>	<b>(748,314)</b>	<b>(864,570)</b>	<b>(741,032)</b>	<b>(890,507)</b>
<b>NET EXPENDITURE</b>	<b>644,842</b>	<b>654,174</b>	<b>805,938</b>	<b>796,792</b>

# Neighbourhoods & Regeneration

## Environment and Transport

	2004/05 Actual £	2005/06 Budget £	2005/06 Probable Outturn £	2006/07 Budget £
<b>Expenditure</b>				
Direct Costs	15,914,996	17,227,139	17,697,759	17,779,388
Indirect Costs	290,876	118,110	237,007	140,852
Training	110,110	125,368	199,490	113,864
Contribution to Provisions	82,651	0	0	0
<b>Employee Costs</b>	<b>16,398,633</b>	<b>17,470,617</b>	<b>18,134,256</b>	<b>18,034,104</b>
Repair & Maintenance of Buildings	42,146	17,030	77,911	17,190
Energy Costs & Water Services	440,710	440,124	482,185	514,240
Rent & Rates	322,636	180,665	180,448	187,012
Premises Insurance	0	0	0	0
Grounds & Road Maintenance	9,292	0	1,373	0
Fixtures & Fittings	85,813	20,000	27,803	30,000
Cleaning	469,993	78	23,794	77
Contribution to Provisions	0	0	0	0
<b>Premises Costs</b>	<b>1,370,589</b>	<b>657,897</b>	<b>793,513</b>	<b>748,519</b>
Direct Transport Costs	1,756,503	602,981	1,101,322	688,845
Hire & Leasing	853,831	913,581	1,351,147	919,506
Transport Fees	10,084	3,543	25,595	3,568
Travel Allowances	14,404	50,699	47,361	51,225
Contribution to Provisions	(23,658)	12,000	0	12,113
<b>Transport Costs</b>	<b>2,611,163</b>	<b>1,582,804</b>	<b>2,525,424</b>	<b>1,675,257</b>
Furniture & Equipment	453,846	691,626	773,081	708,976
Catering	14,498	7,209	13,040	8,643
Clothing & Laundry	(6,901)	48,695	50,627	58,642
Communications & Computing	487,622	554,920	563,313	525,787
Fees & Services	672,609	2,368,755	2,375,472	2,051,466
Printing Stationery & Office Expenditure	80,534	113,136	121,709	141,227
Expenses	885	0	600	0
Grants & Subscriptions	49,507	45,877	50,177	14,895
Contribution to Provisions	6,269,542	350,426	728,510	300,097
<b>Supplies and Services</b>	<b>8,022,142</b>	<b>4,180,644</b>	<b>4,676,528</b>	<b>3,809,733</b>
General Third Party Payments	14,529,416	16,822,935	17,616,453	16,998,669
Voluntary Organisations	0	0	0	0
Social Services Client	0	0	0	0
Housing Benefits	0	0	0	0
<b>Third Party Payments / Transfers</b>	<b>14,529,416</b>	<b>16,822,935</b>	<b>17,616,453</b>	<b>16,998,669</b>
<b>Support Services</b>	<b>13,223,948</b>	<b>14,126,738</b>	<b>14,126,735</b>	<b>16,731,224</b>
Capital Charges	5,644,100	8,182,220	8,182,220	8,585,476
Capital Financing	0	0	0	0
<b>Capital Charges / Financing</b>	<b>5,644,100</b>	<b>8,182,220</b>	<b>8,182,220</b>	<b>8,585,476</b>
<b>TOTAL EXPENDITURE</b>	<b>61,799,991</b>	<b>63,023,855</b>	<b>66,055,130</b>	<b>66,582,982</b>
<b>Income</b>				
Government Grants	(880,817)	(300,000)	(387,080)	0
Other Grants & Contributions	(1,436,662)	(1,243,906)	(3,732,115)	(601,700)
Customer & Client Receipts	(21,873,735)	(16,583,820)	(16,965,958)	(17,187,597)
<b>External Income</b>	<b>(24,191,214)</b>	<b>(18,127,726)</b>	<b>(21,085,153)</b>	<b>(17,789,297)</b>
Recharges	(5,790,824)	(7,721,592)	(7,891,202)	(10,207,792)
<b>Internal Income</b>	<b>(5,790,824)</b>	<b>(7,721,592)</b>	<b>(7,891,202)</b>	<b>(10,207,792)</b>
<b>TOTAL INCOME</b>	<b>(29,982,038)</b>	<b>(25,849,318)</b>	<b>(28,976,355)</b>	<b>(27,997,089)</b>
<b>NET EXPENDITURE</b>	<b>31,817,953</b>	<b>37,174,537</b>	<b>37,078,775</b>	<b>38,585,893</b>

## Neighbourhoods & Regeneration

### Parking

	2004/05 Actual £	2005/06 Budget £	2005/06 Probable Outturn £	2006/07 Budget £
<b>Expenditure</b>				
Direct Costs	2,667,347	2,561,918	2,657,142	2,899,151
Indirect Costs	89,210	27,000	49,658	27,000
Training	31,722	50,000	88,533	53,829
Contribution to Provisions	0	0	0	0
<b>Employee Costs</b>	<b>2,788,278</b>	<b>2,638,918</b>	<b>2,795,333</b>	<b>2,979,980</b>
Repair & Maintenance of Buildings	1,784	0	140	0
Energy Costs & Water Services	9,438	10,000	10,931	12,000
Rent & Rates	104,258	22,000	22,000	25,000
Premises Insurance	0	0	0	0
Grounds & Road Maintenance	892	0	1,373	0
Fixtures & Fittings	74,296	20,000	27,803	30,000
Cleaning	0	0	0	0
Contribution to Provisions	0	0	0	0
<b>Premises Costs</b>	<b>190,668</b>	<b>52,000</b>	<b>62,247</b>	<b>67,000</b>
Direct Transport Costs	13,928	19,150	11,507	19,150
Hire & Leasing	11,184	18,600	21,106	18,600
Transport Fees	450	1,000	1,153	1,000
Travel Allowances	301	0	728	0
Contribution to Provisions	0	0	0	0
<b>Transport Costs</b>	<b>25,863</b>	<b>38,750</b>	<b>34,494</b>	<b>38,750</b>
Furniture & Equipment	65,054	60,200	68,593	60,200
Catering	5,354	3,400	2,954	4,800
Clothing & Laundry	744	3,000	90	3,000
Communications & Computing	303,403	359,000	340,223	389,000
Fees & Services	118,566	193,281	111,177	192,752
Printing Stationery & Office Expenditure	64,961	90,000	87,603	90,000
Expenses	485	0	0	0
Grants & Subscriptions	500	4,360	3,299	860
Contribution to Provisions	5,957,454	188,000	633,000	203,497
<b>Supplies and Services</b>	<b>6,516,520</b>	<b>901,241</b>	<b>1,246,939</b>	<b>944,109</b>
General Third Party Payments	3,964,050	4,472,829	4,535,613	4,827,977
Voluntary Organisations	0	0	0	0
Social Services Client	0	0	0	0
Housing Benefits	0	0	0	0
<b>Third Party Payments / Transfers</b>	<b>3,964,050</b>	<b>4,472,829</b>	<b>4,535,613</b>	<b>4,827,977</b>
<b>Support Services</b>	<b>1,805,115</b>	<b>1,778,220</b>	<b>1,778,220</b>	<b>1,744,205</b>
Capital Charges	109,868	49,067	49,067	163,180
Capital Financing	0	0	0	0
<b>Capital Charges / Financing</b>	<b>109,868</b>	<b>49,067</b>	<b>49,067</b>	<b>163,180</b>
<b>TOTAL EXPENDITURE</b>	<b>15,400,363</b>	<b>9,931,025</b>	<b>10,501,912</b>	<b>10,765,201</b>
<b>Income</b>				
Government Grants	(53,521)	0	0	0
Other Grants & Contributions	(8,284)	0	0	0
Customer & Client Receipts	(16,879,162)	(11,215,088)	(11,768,949)	(11,329,102)
<b>External Income</b>	<b>(16,940,966)</b>	<b>(11,215,088)</b>	<b>(11,768,949)</b>	<b>(11,329,102)</b>
Recharges	0	0	(169,609)	(522,100)
<b>Internal Income</b>	<b>0</b>	<b>0</b>	<b>(169,609)</b>	<b>(522,100)</b>
<b>TOTAL INCOME</b>	<b>(16,940,966)</b>	<b>(11,215,088)</b>	<b>(11,938,558)</b>	<b>(11,851,202)</b>
<b>NET EXPENDITURE</b>	<b>(1,540,604)</b>	<b>(1,284,063)</b>	<b>(1,436,646)</b>	<b>(1,086,001)</b>

# Neighbourhoods & Regeneration

## Engineering

	2004/05 Actual £	2005/06 Budget £	2005/06 Probable Outturn £	2006/07 Budget £
<b>Expenditure</b>				
Direct Costs	1,497,216	1,794,637	2,015,513	2,015,625
Indirect Costs	11,734	10,985	35,184	16,704
Training	10,119	24,169	25,644	4,208
Contribution to Provisions	0	0	0	0
<b>Employee Costs</b>	<b>1,519,068</b>	<b>1,829,791</b>	<b>2,076,341</b>	<b>2,036,537</b>
Repair & Maintenance of Buildings	0	0	0	0
Energy Costs & Water Services	395,353	380,393	416,307	451,805
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	21	0	285	0
Contribution to Provisions	0	0	0	0
<b>Premises Costs</b>	<b>395,374</b>	<b>380,393</b>	<b>416,592</b>	<b>451,805</b>
Direct Transport Costs	22,995	20,250	21,600	20,448
Hire & Leasing	0	0	0	0
Transport Fees	2,641	520	1,921	524
Travel Allowances	2,000	10,400	10,400	10,495
Contribution to Provisions	0	0	0	0
<b>Transport Costs</b>	<b>27,636</b>	<b>31,170</b>	<b>33,921</b>	<b>31,467</b>
Furniture & Equipment	30,067	44,341	62,336	70,634
Catering	783	210	798	210
Clothing & Laundry	1,432	1,559	1,559	1,574
Communications & Computing	33,888	68,720	74,474	36,261
Fees & Services	208,343	1,709,335	1,741,960	1,463,261
Printing Stationery & Office Expenditure	348	0	9,214	0
Expenses	0	0	0	0
Grants & Subscriptions	70	219	663	220
Contribution to Provisions	0	0	0	395
<b>Supplies and Services</b>	<b>274,931</b>	<b>1,824,384</b>	<b>1,891,004</b>	<b>1,572,555</b>
General Third Party Payments	2,672,394	2,426,052	3,827,485	2,496,962
Voluntary Organisations	0	0	0	0
Social Services Client	0	0	0	0
Housing Benefits	0	0	0	0
<b>Third Party Payments / Transfers</b>	<b>2,672,394</b>	<b>2,426,052</b>	<b>3,827,485</b>	<b>2,496,962</b>
<b>Support Services</b>	<b>2,772,805</b>	<b>2,134,925</b>	<b>2,134,925</b>	<b>1,823,202</b>
Capital Charges	5,060,299	7,556,124	7,556,124	6,392,383
Capital Financing	0	0	0	0
<b>Capital Charges / Financing</b>	<b>5,060,299</b>	<b>7,556,124</b>	<b>7,556,124</b>	<b>6,392,383</b>
<b>TOTAL EXPENDITURE</b>	<b>12,722,508</b>	<b>16,182,839</b>	<b>17,936,392</b>	<b>14,804,911</b>
<b>Income</b>				
Government Grants	(218,201)	(300,000)	(300,000)	0
Other Grants & Contributions	(845,800)	(240,000)	(1,526,966)	(287,200)
Customer & Client Receipts	(825,322)	(1,170,000)	(1,423,834)	(1,533,800)
<b>External Income</b>	<b>(1,889,324)</b>	<b>(1,710,000)</b>	<b>(3,250,800)</b>	<b>(1,821,000)</b>
Recharges	(6,000)	0	0	0
<b>Internal Income</b>	<b>(6,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL INCOME</b>	<b>(1,895,324)</b>	<b>(1,710,000)</b>	<b>(3,250,800)</b>	<b>(1,821,000)</b>
<b>NET EXPENDITURE</b>	<b>10,827,184</b>	<b>14,472,839</b>	<b>14,685,592</b>	<b>12,983,911</b>

# Neighbourhoods & Regeneration

## Transportation

	2004/05 Actual £	2005/06 Budget £	2005/06 Probable Outturn £	2006/07 Budget £
<b>Expenditure</b>				
Direct Costs	1,121,323	1,495,973	1,737,164	1,212,658
Indirect Costs	105,159	21,770	40,749	38,245
Training	21,989	10,004	19,239	14,245
Contribution to Provisions	0	0	0	0
<b>Employee Costs</b>	<b>1,248,471</b>	<b>1,527,747</b>	<b>1,797,151</b>	<b>1,265,148</b>
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	10	0
Contribution to Provisions	0	0	0	0
<b>Premises Costs</b>	<b>0</b>	<b>0</b>	<b>10</b>	<b>0</b>
Direct Transport Costs	6,782	12,632	(5,216)	13,011
Hire & Leasing	0	0	0	0
Transport Fees	446	0	14	0
Travel Allowances	931	2,495	2,549	2,570
Contribution to Provisions	0	0	0	0
<b>Transport Costs</b>	<b>8,159</b>	<b>15,127</b>	<b>(2,653)</b>	<b>15,581</b>
Furniture & Equipment	27,127	11,759	38,834	11,869
Catering	248	0	987	0
Clothing & Laundry	474	4,159	4,159	4,198
Communications & Computing	68,170	5,308	19,746	5,358
Fees & Services	23,821	0	53,841	0
Printing Stationery & Office Expenditure	(4,381)	0	1,220	27,873
Expenses	0	0	0	0
Grants & Subscriptions	30,655	27,614	27,614	0
Contribution to Provisions	0	0	0	395
<b>Supplies and Services</b>	<b>146,115</b>	<b>48,840</b>	<b>146,403</b>	<b>49,693</b>
General Third Party Payments	379,824	423,000	483,050	405,988
Voluntary Organisations	0	0	0	0
Social Services Client	0	0	0	0
Housing Benefits	0	0	0	0
<b>Third Party Payments / Transfers</b>	<b>379,824</b>	<b>423,000</b>	<b>483,050</b>	<b>405,988</b>
<b>Support Services</b>	<b>387,386</b>	<b>399,136</b>	<b>399,136</b>	<b>564,889</b>
Capital Charges	0	0	0	0
Capital Financing	0	0	0	0
<b>Capital Charges / Financing</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL EXPENDITURE</b>	<b>2,169,954</b>	<b>2,413,850</b>	<b>2,823,097</b>	<b>2,301,299</b>
<b>Income</b>				
Government Grants	(609,095)	0	0	0
Other Grants & Contributions	(205,776)	(653,333)	(1,136,264)	(288,400)
Customer & Client Receipts	(99,740)	(95,000)	(142,934)	(97,850)
<b>External Income</b>	<b>(914,611)</b>	<b>(748,333)</b>	<b>(1,279,199)</b>	<b>(386,250)</b>
Recharges	(75,000)	(75,000)	(75,000)	(75,000)
<b>Internal Income</b>	<b>(75,000)</b>	<b>(75,000)</b>	<b>(75,000)</b>	<b>(75,000)</b>
<b>TOTAL INCOME</b>	<b>(989,611)</b>	<b>(823,333)</b>	<b>(1,354,199)</b>	<b>(461,250)</b>
<b>NET EXPENDITURE</b>	<b>1,180,343</b>	<b>1,590,517</b>	<b>1,468,898</b>	<b>1,840,049</b>

# Neighbourhoods & Regeneration

## Waste Services

	2004/05 Actual £	2005/06 Budget £	2005/06 Probable Outturn £	2006/07 Budget £
<b>Expenditure</b>				
Direct Costs	10,003,215	10,700,060	10,609,787	10,960,500
Indirect Costs	67,923	51,052	103,844	51,532
Training	32,849	36,000	52,967	36,338
Contribution to Provisions	82,651	0	0	0
<b>Employee Costs</b>	<b>10,186,638</b>	<b>10,787,112</b>	<b>10,766,598</b>	<b>11,048,370</b>
Repair & Maintenance of Buildings	40,286	0	59,948	0
Energy Costs & Water Services	28,214	38,250	41,661	38,610
Rent & Rates	205,073	141,950	141,987	144,796
Premises Insurance	0	0	0	0
Grounds & Road Maintenance	8,400	0	0	0
Fixtures & Fittings	11,517	0	0	0
Cleaning	469,972	1	23,422	0
Contribution to Provisions	0	0	0	0
<b>Premises Costs</b>	<b>763,462</b>	<b>180,201</b>	<b>267,018</b>	<b>183,406</b>
Direct Transport Costs	1,704,499	550,949	1,062,631	632,962
Hire & Leasing	837,773	891,737	1,327,779	900,906
Transport Fees	5,346	750	21,308	759
Travel Allowances	2,456	22,208	22,208	22,417
Contribution to Provisions	(23,658)	12,000	0	12,113
<b>Transport Costs</b>	<b>2,526,416</b>	<b>1,477,644</b>	<b>2,433,925</b>	<b>1,569,157</b>
Furniture & Equipment	319,852	565,739	592,744	556,595
Catering	8,073	3,599	8,285	3,633
Clothing & Laundry	(10,626)	39,820	43,025	49,711
Communications & Computing	73,159	111,500	119,313	84,208
Fees & Services	317,424	462,968	463,111	392,776
Printing Stationery & Office Expenditure	17,011	18,693	19,350	18,869
Expenses	400	0	600	0
Grants & Subscriptions	1,883	2,000	6,917	2,021
Contribution to Provisions	152,038	162,426	95,510	95,810
<b>Supplies and Services</b>	<b>879,215</b>	<b>1,366,745</b>	<b>1,348,856</b>	<b>1,203,623</b>
General Third Party Payments	7,189,174	9,016,554	8,444,449	8,768,707
Voluntary Organisations	0	0	0	0
Social Services Client	0	0	0	0
Housing Benefits	0	0	0	0
<b>Third Party Payments / Transfers</b>	<b>7,189,174</b>	<b>9,016,554</b>	<b>8,444,449</b>	<b>8,768,707</b>
<b>Support Services</b>	<b>8,088,661</b>	<b>9,563,419</b>	<b>9,563,417</b>	<b>12,297,101</b>
Capital Charges	446,442	552,641	552,641	1,881,371
Capital Financing	0	0	0	0
<b>Capital Charges / Financing</b>	<b>446,442</b>	<b>552,641</b>	<b>552,641</b>	<b>1,881,371</b>
<b>TOTAL EXPENDITURE</b>	<b>30,080,009</b>	<b>32,944,316</b>	<b>33,376,904</b>	<b>36,951,735</b>
<b>Income</b>				
Government Grants	0	0	(87,080)	0
Other Grants & Contributions	(339,663)	(350,573)	(1,058,884)	(26,100)
Customer & Client Receipts	(4,040,624)	(4,079,331)	(3,577,977)	(4,201,712)
<b>External Income</b>	<b>(4,380,287)</b>	<b>(4,429,904)</b>	<b>(4,723,941)</b>	<b>(4,227,812)</b>
Recharges	(5,709,825)	(7,646,592)	(7,646,593)	(9,610,692)
<b>Internal Income</b>	<b>(5,709,825)</b>	<b>(7,646,592)</b>	<b>(7,646,593)</b>	<b>(9,610,692)</b>
<b>TOTAL INCOME</b>	<b>(10,090,111)</b>	<b>(12,076,496)</b>	<b>(12,370,534)</b>	<b>(13,838,504)</b>
<b>NET EXPENDITURE</b>	<b>19,989,898</b>	<b>20,867,820</b>	<b>21,006,370</b>	<b>23,113,231</b>

# Neighbourhoods & Regeneration

## Environmental Health

	2004/05 Actual £	2005/06 Budget £	2005/06 Probable Outturn £	2006/07 Budget £
<b>Expenditure</b>				
Direct Costs	625,896	674,551	678,153	691,454
Indirect Costs	16,850	7,303	7,573	7,371
Training	13,432	5,195	13,107	5,244
Contribution to Provisions	0	0	0	0
<b>Employee Costs</b>	<b>656,178</b>	<b>687,049</b>	<b>698,832</b>	<b>704,069</b>
Repair & Maintenance of Buildings	77	17,030	17,823	17,190
Energy Costs & Water Services	7,705	11,481	13,285	11,825
Rent & Rates	13,305	16,715	16,461	17,216
Premises Insurance	0	0	0	0
Grounds & Road Maintenance	0	0	0	0
Fixtures & Fittings	0	0	0	0
Cleaning	0	77	77	77
Contribution to Provisions	0	0	0	0
<b>Premises Costs</b>	<b>21,086</b>	<b>45,303</b>	<b>47,646</b>	<b>46,308</b>
Direct Transport Costs	8,299	0	10,800	3,274
Hire & Leasing	4,874	3,244	2,262	0
Transport Fees	1,201	1,273	1,199	1,285
Travel Allowances	8,715	15,596	11,476	15,743
Contribution to Provisions	0	0	0	0
<b>Transport Costs</b>	<b>23,088</b>	<b>20,113</b>	<b>25,737</b>	<b>20,302</b>
Furniture & Equipment	11,747	9,587	10,574	9,678
Catering	40	0	16	0
Clothing & Laundry	1,076	157	1,792	159
Communications & Computing	9,002	10,392	9,555	10,960
Fees & Services	4,454	3,171	5,382	2,677
Printing Stationery & Office Expenditure	2,594	4,443	4,323	4,485
Expenses	0	0	0	0
Grants & Subscriptions	16,399	11,684	11,684	11,794
Contribution to Provisions	160,050	0	0	0
<b>Supplies and Services</b>	<b>205,362</b>	<b>39,434</b>	<b>43,327</b>	<b>39,753</b>
General Third Party Payments	323,973	484,500	325,857	499,035
Voluntary Organisations	0	0	0	0
Social Services Client	0	0	0	0
Housing Benefits	0	0	0	0
<b>Third Party Payments / Transfers</b>	<b>323,973</b>	<b>484,500</b>	<b>325,857</b>	<b>499,035</b>
<b>Support Services</b>	<b>169,981</b>	<b>251,038</b>	<b>251,038</b>	<b>301,827</b>
Capital Charges	27,491	24,388	24,388	148,542
Capital Financing	0	0	0	0
<b>Capital Charges / Financing</b>	<b>27,491</b>	<b>24,388</b>	<b>24,388</b>	<b>148,542</b>
<b>TOTAL EXPENDITURE</b>	<b>1,427,158</b>	<b>1,551,825</b>	<b>1,416,825</b>	<b>1,759,836</b>
<b>Income</b>				
Government Grants	0	0	0	0
Other Grants & Contributions	(37,140)	0	(10,000)	0
Customer & Client Receipts	(28,886)	(24,401)	(52,265)	(25,133)
<b>External Income</b>	<b>(66,026)</b>	<b>(24,401)</b>	<b>(62,265)</b>	<b>(25,133)</b>
Recharges	0	0	0	0
<b>Internal Income</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL INCOME</b>	<b>(66,026)</b>	<b>(24,401)</b>	<b>(62,265)</b>	<b>(25,133)</b>
<b>NET EXPENDITURE</b>	<b>1,361,131</b>	<b>1,527,424</b>	<b>1,354,560</b>	<b>1,734,703</b>

# Neighbourhoods & Regeneration

## Planning & Regeneration Division

	2004/05 Actual £	2005/06 Budget £	2005/06 Probable Outturn £	2006/07 Budget £
<b>Expenditure</b>				
Direct Costs	6,596,770	6,475,734	6,902,239	6,995,431
Indirect Costs	167,649	56,156	82,177	56,946
Training	93,867	61,492	85,188	97,096
Contribution to Provisions	0	0	0	0
<b>Employee Costs</b>	<b>6,858,286</b>	<b>6,593,382</b>	<b>7,069,605</b>	<b>7,149,473</b>
Repair & Maintenance of Buildings	1,140	530	5,738	7,281
Energy Costs & Water Services	0	0	450	3,064
Rent & Rates	510	0	682	3,803
Premises Insurance	0	0	0	0
Grounds & Road Maintenance	0	0	0	0
Fixtures & Fittings	5,153	106	106	931
Cleaning	767	212	212	17,827
Contribution to Provisions	0	0	0	0
<b>Premises Costs</b>	<b>7,570</b>	<b>848</b>	<b>7,188</b>	<b>32,906</b>
Direct Transport Costs	19,398	839	2,483	847
Hire & Leasing	723	0	94	0
Transport Fees	2,423	3,181	3,552	3,211
Travel Allowances	5,834	36,904	18,868	33,311
Contribution to Provisions	0	0	0	0
<b>Transport Costs</b>	<b>28,379</b>	<b>40,924</b>	<b>24,997</b>	<b>37,369</b>
Furniture & Equipment	149,140	54,394	100,482	80,893
Catering	23,312	4,855	12,476	4,901
Clothing & Laundry	93	1,081	1,495	1,091
Communications & Computing	341,983	322,074	271,497	283,554
Fees & Services	730,054	460,842	388,986	168,587
Printing Stationery & Office Expenditure	50,815	58,889	92,135	62,502
Expenses	321	2,121	800	2,141
Grants & Subscriptions	24,644	5,930	7,726	3,309
Contribution to Provisions	2,527	432,000	383,000	63,400
<b>Supplies and Services</b>	<b>1,322,890</b>	<b>1,342,186</b>	<b>1,258,597</b>	<b>670,378</b>
General Third Party Payments	624,220	317,398	517,516	325,753
Voluntary Organisations	0	0	0	0
Social Services Client	0	0	0	0
Housing Benefits	90,565	0	0	0
<b>Third Party Payments / Transfers</b>	<b>714,785</b>	<b>317,398</b>	<b>517,516</b>	<b>325,753</b>
<b>Support Services</b>	<b>2,080,667</b>	<b>2,431,010</b>	<b>2,431,009</b>	<b>4,018,385</b>
Capital Charges	0	0	0	0
Capital Financing	0	0	0	0
<b>Capital Charges / Financing</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL EXPENDITURE</b>	<b>11,012,576</b>	<b>10,725,748</b>	<b>11,308,912</b>	<b>12,234,264</b>
<b>Income</b>				
Government Grants	(2,404,263)	(1,526,365)	(1,631,707)	(983,641)
Other Grants & Contributions	(160,123)	(127,186)	(532,695)	(107,186)
Customer & Client Receipts	(3,338,232)	(3,258,588)	(3,304,494)	(3,455,204)
<b>External Income</b>	<b>(5,902,618)</b>	<b>(4,912,139)</b>	<b>(5,468,896)</b>	<b>(4,546,031)</b>
Recharges	(1,568,818)	(1,548,744)	(1,541,655)	(1,270,271)
<b>Internal Income</b>	<b>(1,568,818)</b>	<b>(1,548,744)</b>	<b>(1,541,655)</b>	<b>(1,270,271)</b>
<b>TOTAL INCOME</b>	<b>(7,471,436)</b>	<b>(6,460,883)</b>	<b>(7,010,551)</b>	<b>(5,816,302)</b>
<b>NET EXPENDITURE</b>	<b>3,541,140</b>	<b>4,264,865</b>	<b>4,298,361</b>	<b>6,417,962</b>

# Neighbourhoods & Regeneration

## Planning & Regeneration

	2004/05 Actual £	2005/06 Budget £	2005/06 Probable Outturn £	2006/07 Budget £
<b>Expenditure</b>				
Direct Costs	1,159,848	1,458,540	1,320,128	1,508,949
Indirect Costs	23,287	0	7,634	0
Training	5,130	12,306	12,656	12,421
Contribution to Provisions	0	0	0	0
<b>Employee Costs</b>	<b>1,188,264</b>	<b>1,470,846</b>	<b>1,340,418</b>	<b>1,521,370</b>
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
<b>Premises Costs</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Direct Transport Costs	245	839	873	847
Hire & Leasing	5	0	0	0
Transport Fees	425	0	89	0
Travel Allowances	434	0	71	0
Contribution to Provisions	0	0	0	0
<b>Transport Costs</b>	<b>1,109</b>	<b>839</b>	<b>1,033</b>	<b>847</b>
Furniture & Equipment	2,992	5,150	5,399	5,199
Catering	10,704	0	790	0
Clothing & Laundry	0	0	0	0
Communications & Computing	18,927	2,122	15,182	2,142
Fees & Services	129,607	5,937	286	5,898
Printing Stationery & Office Expenditure	5,596	2,120	3,700	2,140
Expenses	26	2,121	0	2,141
Grants & Subscriptions	0	0	0	0
Contribution to Provisions	0	0	0	0
<b>Supplies and Services</b>	<b>167,852</b>	<b>17,450</b>	<b>25,358</b>	<b>17,520</b>
General Third Party Payments	195,307	52,497	169,595	52,991
Voluntary Organisations	0	0	0	0
Social Services Client	0	0	0	0
Housing Benefits	90,565	0	0	0
<b>Third Party Payments / Transfers</b>	<b>285,872</b>	<b>52,497</b>	<b>169,595</b>	<b>52,991</b>
<b>Support Services</b>	<b>342,435</b>	<b>568,354</b>	<b>568,354</b>	<b>953,564</b>
Capital Charges	0	0	0	0
Capital Financing	0	0	0	0
<b>Capital Charges / Financing</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL EXPENDITURE</b>	<b>1,985,532</b>	<b>2,109,986</b>	<b>2,104,757</b>	<b>2,546,292</b>
<b>Income</b>				
Government Grants	(1,022,394)	(847,745)	(877,652)	(890,616)
Other Grants & Contributions	0	0	0	0
Customer & Client Receipts	0	0	80	0
<b>External Income</b>	<b>(1,022,394)</b>	<b>(847,745)</b>	<b>(877,572)</b>	<b>(890,616)</b>
Recharges	0	0	0	0
<b>Internal Income</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL INCOME</b>	<b>(1,022,394)</b>	<b>(847,745)</b>	<b>(877,572)</b>	<b>(890,616)</b>
<b>NET EXPENDITURE</b>	<b>963,137</b>	<b>1,262,241</b>	<b>1,227,185</b>	<b>1,655,676</b>

# Neighbourhoods & Regeneration

## Housing Regeneration & Development

	2004/05 Actual £	2005/06 Budget £	2005/06 Probable Outturn £	2006/07 Budget £
<b>Expenditure</b>				
Direct Costs	376,152	259,900	317,529	225,191
Indirect Costs	19,588	0	0	0
Training	4,390	7,270	7,270	9,548
Contribution to Provisions	0	0	0	0
<b>Employee Costs</b>	<b>400,130</b>	<b>267,170</b>	<b>324,799</b>	<b>234,739</b>
Repair & Maintenance of Buildings	45	0	0	6,746
Energy Costs & Water Services	0	0	0	3,064
Rent & Rates	0	0	0	3,803
Premises Insurance	0	0	0	0
Grounds & Road Maintenance	0	0	0	0
Fixtures & Fittings	0	0	0	824
Cleaning	0	0	0	17,613
Contribution to Provisions	0	0	0	0
<b>Premises Costs</b>	<b>45</b>	<b>0</b>	<b>0</b>	<b>32,050</b>
Direct Transport Costs	0	0	0	0
Hire & Leasing	0	0	0	0
Transport Fees	4	0	26	0
Travel Allowances	(60)	0	0	0
Contribution to Provisions	0	0	0	0
<b>Transport Costs</b>	<b>(56)</b>	<b>0</b>	<b>26</b>	<b>0</b>
Furniture & Equipment	(3,888)	9,080	9,093	10,124
Catering	0	0	0	0
Clothing & Laundry	0	0	0	0
Communications & Computing	30,974	0	725	1,315
Fees & Services	221,887	297,770	41,383	2,575
Printing Stationery & Office Expenditure	1,112	0	0	0
Expenses	0	0	0	0
Grants & Subscriptions	156	0	0	0
Contribution to Provisions	0	0	0	0
<b>Supplies and Services</b>	<b>250,241</b>	<b>306,850</b>	<b>51,201</b>	<b>14,014</b>
General Third Party Payments	0	0	1,514	0
Voluntary Organisations	0	0	0	0
Social Services Client	0	0	0	0
Housing Benefits	0	0	0	0
<b>Third Party Payments / Transfers</b>	<b>0</b>	<b>0</b>	<b>1,514</b>	<b>0</b>
<b>Support Services</b>	<b>60,249</b>	<b>61,570</b>	<b>61,570</b>	<b>92,175</b>
Capital Charges	0	0	0	0
Capital Financing	0	0	0	0
<b>Capital Charges / Financing</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL EXPENDITURE</b>	<b>710,609</b>	<b>635,590</b>	<b>439,110</b>	<b>372,978</b>
<b>Income</b>				
Government Grants	(489,950)	(353,620)	(151,500)	(18,025)
Other Grants & Contributions	0	0	0	0
Customer & Client Receipts	0	0	0	(16,377)
<b>External Income</b>	<b>(489,950)</b>	<b>(353,620)</b>	<b>(151,500)</b>	<b>(34,402)</b>
Recharges	0	0	0	0
<b>Internal Income</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL INCOME</b>	<b>(489,950)</b>	<b>(353,620)</b>	<b>(151,500)</b>	<b>(34,402)</b>
<b>NET EXPENDITURE</b>	<b>220,659</b>	<b>281,970</b>	<b>287,610</b>	<b>338,576</b>

# Neighbourhoods & Regeneration

## Planning

	2004/05 Actual £	2005/06 Budget £	2005/06 Probable Outturn £	2006/07 Budget £
<b>Expenditure</b>				
Direct Costs	3,990,056	3,651,968	3,974,613	3,704,712
Indirect Costs	122,763	29,319	41,272	29,857
Training	79,058	33,277	54,335	66,408
Contribution to Provisions	0	0	0	0
<b>Employee Costs</b>	<b>4,191,877</b>	<b>3,714,564</b>	<b>4,070,220</b>	<b>3,800,977</b>
Repair & Maintenance of Buildings	1,095	530	5,598	535
Energy Costs & Water Services	0	0	0	0
Rent & Rates	500	0	0	0
Premises Insurance	0	0	0	0
Grounds & Road Maintenance	0	0	0	0
Fixtures & Fittings	4,817	106	106	107
Cleaning	767	212	212	214
Contribution to Provisions	0	0	0	0
<b>Premises Costs</b>	<b>7,180</b>	<b>848</b>	<b>5,916</b>	<b>856</b>
Direct Transport Costs	4,106	0	7	0
Hire & Leasing	718	0	94	0
Transport Fees	1,953	2,651	2,906	2,676
Travel Allowances	1,232	7,953	7,850	7,087
Contribution to Provisions	0	0	0	0
<b>Transport Costs</b>	<b>8,009</b>	<b>10,604</b>	<b>10,856</b>	<b>9,763</b>
Furniture & Equipment	117,754	31,686	73,437	57,012
Catering	10,721	3,774	10,122	3,810
Clothing & Laundry	0	1,081	1,116	1,091
Communications & Computing	258,079	278,364	213,507	258,118
Fees & Services	371,661	156,159	333,278	159,129
Printing Stationery & Office Expenditure	32,468	46,574	77,584	50,071
Expenses	295	0	0	0
Grants & Subscriptions	21,168	2,970	4,168	321
Contribution to Provisions	0	84,000	35,000	0
<b>Supplies and Services</b>	<b>812,146</b>	<b>604,608</b>	<b>748,212</b>	<b>529,552</b>
General Third Party Payments	277,832	237,395	257,324	244,517
Voluntary Organisations	0	0	0	0
Social Services Client	0	0	0	0
Housing Benefits	0	0	0	0
<b>Third Party Payments / Transfers</b>	<b>277,832</b>	<b>237,395</b>	<b>257,324</b>	<b>244,517</b>
<b>Support Services</b>	<b>1,229,550</b>	<b>1,333,600</b>	<b>1,333,599</b>	<b>2,379,559</b>
Capital Charges	0	0	0	0
Capital Financing	0	0	0	0
<b>Capital Charges / Financing</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL EXPENDITURE</b>	<b>6,526,594</b>	<b>5,901,619</b>	<b>6,426,127</b>	<b>6,965,224</b>
<b>Income</b>				
Government Grants	(891,919)	(325,000)	(602,555)	(75,000)
Other Grants & Contributions	(142,099)	(127,186)	(387,695)	(107,186)
Customer & Client Receipts	(2,073,774)	(2,283,785)	(2,221,709)	(2,434,780)
<b>External Income</b>	<b>(3,107,792)</b>	<b>(2,735,971)</b>	<b>(3,211,959)</b>	<b>(2,616,966)</b>
Recharges	(1,568,818)	(1,546,744)	(1,539,655)	(1,268,271)
<b>Internal Income</b>	<b>(1,568,818)</b>	<b>(1,546,744)</b>	<b>(1,539,655)</b>	<b>(1,268,271)</b>
<b>TOTAL INCOME</b>	<b>(4,676,610)</b>	<b>(4,282,715)</b>	<b>(4,751,614)</b>	<b>(3,885,237)</b>
<b>NET EXPENDITURE</b>	<b>1,849,984</b>	<b>1,618,904</b>	<b>1,674,513</b>	<b>3,079,987</b>

# Neighbourhoods & Regeneration

## Building Control

	2004/05 Actual £	2005/06 Budget £	2005/06 Probable Outturn £	2006/07 Budget £
<b>Expenditure</b>				
Direct Costs	1,070,715	1,105,326	1,289,970	1,556,579
Indirect Costs	2,011	26,837	33,270	27,089
Training	5,290	8,639	10,928	8,719
Contribution to Provisions	0	0	0	0
<b>Employee Costs</b>	<b>1,078,015</b>	<b>1,140,802</b>	<b>1,334,168</b>	<b>1,592,387</b>
Repair & Maintenance of Buildings	0	0	140	0
Energy Costs & Water Services	0	0	450	0
Rent & Rates	10	0	682	0
Premises Insurance	0	0	0	0
Grounds & Road Maintenance	0	0	0	0
Fixtures & Fittings	335	0	0	0
Cleaning	0	0	0	0
Contribution to Provisions	0	0	0	0
<b>Premises Costs</b>	<b>345</b>	<b>0</b>	<b>1,272</b>	<b>0</b>
Direct Transport Costs	15,047	0	1,604	0
Hire & Leasing	0	0	0	0
Transport Fees	41	530	531	535
Travel Allowances	4,228	28,951	10,946	26,224
Contribution to Provisions	0	0	0	0
<b>Transport Costs</b>	<b>19,317</b>	<b>29,481</b>	<b>13,081</b>	<b>26,759</b>
Furniture & Equipment	32,283	8,478	12,553	8,558
Catering	1,886	1,081	1,564	1,091
Clothing & Laundry	93	0	379	0
Communications & Computing	34,003	41,588	42,082	21,979
Fees & Services	6,900	976	14,039	985
Printing Stationery & Office Expenditure	11,639	10,195	10,852	10,291
Expenses	0	0	800	0
Grants & Subscriptions	3,320	2,960	3,558	2,988
Contribution to Provisions	2,527	348,000	348,000	63,400
<b>Supplies and Services</b>	<b>92,651</b>	<b>413,278</b>	<b>433,827</b>	<b>109,292</b>
General Third Party Payments	151,081	27,506	89,084	28,245
Voluntary Organisations	0	0	0	0
Social Services Client	0	0	0	0
Housing Benefits	0	0	0	0
<b>Third Party Payments / Transfers</b>	<b>151,081</b>	<b>27,506</b>	<b>89,084</b>	<b>28,245</b>
<b>Support Services</b>	<b>448,433</b>	<b>467,486</b>	<b>467,487</b>	<b>593,087</b>
Capital Charges	0	0	0	0
Capital Financing	0	0	0	0
<b>Capital Charges / Financing</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL EXPENDITURE</b>	<b>1,789,842</b>	<b>2,078,553</b>	<b>2,338,918</b>	<b>2,349,770</b>
<b>Income</b>				
Government Grants	0	0	0	0
Other Grants & Contributions	(18,024)	0	(145,000)	0
Customer & Client Receipts	(1,264,458)	(974,803)	(1,082,865)	(1,004,047)
<b>External Income</b>	<b>(1,282,482)</b>	<b>(974,803)</b>	<b>(1,227,865)</b>	<b>(1,004,047)</b>
Recharges	0	(2,000)	(2,000)	(2,000)
<b>Internal Income</b>	<b>0</b>	<b>(2,000)</b>	<b>(2,000)</b>	<b>(2,000)</b>
<b>TOTAL INCOME</b>	<b>(1,282,482)</b>	<b>(976,803)</b>	<b>(1,229,865)</b>	<b>(1,006,047)</b>
<b>NET EXPENDITURE</b>	<b>507,360</b>	<b>1,101,750</b>	<b>1,109,053</b>	<b>1,343,723</b>

# Neighbourhoods & Regeneration

## Housing Needs Division

	2004/05 Actual £	2005/06 Budget £	2005/06 Probable Outturn £	2006/07 Budget £
<b>Expenditure</b>				
Direct Costs	4,165,894	5,034,229	5,188,356	6,382,725
Indirect Costs	32,824	90,540	74,450	57,965
Training	30,356	33,960	33,029	24,172
Contribution to Provisions	0	0	0	0
<b>Employee Costs</b>	<b>4,229,074</b>	<b>5,158,729</b>	<b>5,295,835</b>	<b>6,464,862</b>
Repair & Maintenance of Buildings	165,228	207,020	190,987	172,697
Energy Costs & Water Services	209,947	682,350	177,790	181,898
Rent & Rates	8,725,959	11,945,540	9,126,398	9,342,292
Premises Insurance	0	0	0	0
Grounds & Road Maintenance	0	0	6,551	0
Fixtures & Fittings	67,701	25,740	29,461	20,721
Cleaning	2,793	7,770	7,770	8,003
Contribution to Provisions	35,373	126,570	89,681	130,367
<b>Premises Costs</b>	<b>9,207,001</b>	<b>12,994,990</b>	<b>9,628,638</b>	<b>9,855,978</b>
Direct Transport Costs	49,123	4,620	4,584	25,072
Hire & Leasing	3,479	5,040	5,520	5,182
Transport Fees	363	0	165	0
Travel Allowances	42,932	60,270	55,798	59,634
Contribution to Provisions	0	2,120	2,120	200
<b>Transport Costs</b>	<b>95,897</b>	<b>72,050</b>	<b>68,187</b>	<b>90,088</b>
Furniture & Equipment	80,116	80,630	88,015	26,305
Catering	4,419	54,000	10,511	200
Clothing & Laundry	144	3,120	3,120	1,706
Communications & Computing	24,821	34,010	41,965	32,686
Fees & Services	45,611	81,450	89,297	3,751
Printing Stationery & Office Expenditure	7,908	17,330	14,168	15,619
Expenses	4	0	15	0
Grants & Subscriptions	3,179	175,840	175,901	167,819
Contribution to Provisions	(326,336)	3,189,930	1,265,760	1,811,775
<b>Supplies and Services</b>	<b>(160,134)</b>	<b>3,636,310</b>	<b>1,688,752</b>	<b>2,059,861</b>
General Third Party Payments	4,642,412	7,150,900	2,776,430	1,723,890
Voluntary Organisations	0	0	0	0
Social Services Client	1,395,860	2,501,560	951,560	1,236,445
Housing Benefits	0	0	0	0
<b>Third Party Payments / Transfers</b>	<b>6,038,272</b>	<b>9,652,460</b>	<b>3,727,990</b>	<b>2,960,335</b>
<b>Support Services</b>	<b>2,396,031</b>	<b>2,805,080</b>	<b>2,805,080</b>	<b>3,259,362</b>
Capital Charges	0	0	0	0
Capital Financing	0	0	0	0
<b>Capital Charges / Financing</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL EXPENDITURE</b>	<b>21,806,141</b>	<b>34,319,619</b>	<b>23,214,482</b>	<b>24,690,486</b>
<b>Income</b>				
Government Grants	(7,795,706)	(12,401,230)	(5,675,442)	(5,504,833)
Other Grants & Contributions	(990,746)	(13,080)	(13,080)	(13,472)
Customer & Client Receipts	(16,456,988)	(20,137,230)	(16,912,842)	(17,188,045)
<b>External Income</b>	<b>(25,243,440)</b>	<b>(32,551,540)</b>	<b>(22,601,364)</b>	<b>(22,706,350)</b>
Recharges	(154,622)	(135,800)	(135,800)	(183,051)
<b>Internal Income</b>	<b>(154,622)</b>	<b>(135,800)</b>	<b>(135,800)</b>	<b>(183,051)</b>
<b>TOTAL INCOME</b>	<b>(25,398,062)</b>	<b>(32,687,340)</b>	<b>(22,737,164)</b>	<b>(22,889,401)</b>
<b>NET EXPENDITURE</b>	<b>(3,591,921)</b>	<b>1,632,279</b>	<b>477,318</b>	<b>1,801,085</b>

# Neighbourhoods & Regeneration

## Housing Needs

	2004/05 Actual £	2005/06 Budget £	2005/06 Probable Outturn £	2006/07 Budget £
<b>Expenditure</b>				
Direct Costs	4,109,972	4,997,798	5,145,247	6,343,968
Indirect Costs	32,824	90,540	74,450	57,965
Training	30,356	33,560	33,029	24,172
Contribution to Provisions	0	0	0	0
<b>Employee Costs</b>	<b>4,173,152</b>	<b>5,121,898</b>	<b>5,252,726</b>	<b>6,426,105</b>
Repair & Maintenance of Buildings	133,456	135,460	118,780	122,691
Energy Costs & Water Services	209,512	664,280	159,720	165,161
Rent & Rates	8,723,673	11,942,010	9,122,868	9,342,292
Premises Insurance	0	0	0	0
Grounds & Road Maintenance	0	0	6,551	0
Fixtures & Fittings	67,584	25,740	29,461	20,721
Cleaning	2,740	7,770	7,770	8,003
Contribution to Provisions	35,373	126,570	89,681	130,367
<b>Premises Costs</b>	<b>9,172,338</b>	<b>12,901,830</b>	<b>9,534,831</b>	<b>9,789,235</b>
Direct Transport Costs	49,123	4,620	4,584	25,072
Hire & Leasing	3,479	5,040	5,520	5,182
Transport Fees	363	0	165	0
Travel Allowances	42,210	59,460	54,988	58,797
Contribution to Provisions	0	2,120	2,120	200
<b>Transport Costs</b>	<b>95,175</b>	<b>71,240</b>	<b>67,377</b>	<b>89,251</b>
Furniture & Equipment	79,896	75,890	83,275	24,750
Catering	4,419	54,000	10,492	200
Clothing & Laundry	144	2,920	2,920	1,500
Communications & Computing	24,821	34,010	41,965	32,686
Fees & Services	20,425	81,450	89,097	3,751
Printing Stationery & Office Expenditure	7,908	17,330	14,123	15,619
Expenses	4	0	15	0
Grants & Subscriptions	2,092	163,320	163,381	167,819
Contribution to Provisions	(308,225)	3,174,170	1,250,000	1,795,542
<b>Supplies and Services</b>	<b>(168,516)</b>	<b>3,603,090</b>	<b>1,655,268</b>	<b>2,041,867</b>
General Third Party Payments	4,612,275	7,139,090	2,756,359	1,711,726
Voluntary Organisations	0	0	0	0
Social Services Client	1,395,860	2,501,560	951,560	1,236,445
Housing Benefits	0	0	0	0
<b>Third Party Payments / Transfers</b>	<b>6,008,135</b>	<b>9,640,650</b>	<b>3,707,919</b>	<b>2,948,171</b>
<b>Support Services</b>	<b>2,377,082</b>	<b>2,786,090</b>	<b>2,786,090</b>	<b>3,236,366</b>
Capital Charges	0	0	0	0
Capital Financing	0	0	0	0
<b>Capital Charges / Financing</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL EXPENDITURE</b>	<b>21,657,366</b>	<b>34,124,798</b>	<b>23,004,211</b>	<b>24,530,995</b>
<b>Income</b>				
Government Grants	(7,795,706)	(12,388,710)	(5,662,922)	(5,504,833)
Other Grants & Contributions	(980,574)	0	0	0
Customer & Client Receipts	(16,249,021)	(19,951,350)	(16,719,273)	(17,064,775)
<b>External Income</b>	<b>(25,025,301)</b>	<b>(32,340,060)</b>	<b>(22,382,195)</b>	<b>(22,569,608)</b>
Recharges	(154,622)	(135,800)	(135,800)	(183,051)
<b>Internal Income</b>	<b>(154,622)</b>	<b>(135,800)</b>	<b>(135,800)</b>	<b>(183,051)</b>
<b>TOTAL INCOME</b>	<b>(25,179,923)</b>	<b>(32,475,860)</b>	<b>(22,517,995)</b>	<b>(22,752,659)</b>
<b>NET EXPENDITURE</b>	<b>(3,522,557)</b>	<b>1,648,938</b>	<b>486,216</b>	<b>1,778,336</b>

# Neighbourhoods & Regeneration

## Landlord Services

	2004/05 Actual £	2005/06 Budget £	2005/06 Probable Outturn £	2006/07 Budget £
<b>Expenditure</b>				
Direct Costs	55,922	36,431	43,109	38,757
Indirect Costs	0	0	0	0
Training	0	400	0	0
Contribution to Provisions	0	0	0	0
<b>Employee Costs</b>	<b>55,922</b>	<b>36,831</b>	<b>43,109</b>	<b>38,757</b>
Repair & Maintenance of Buildings	31,772	71,560	72,207	50,006
Energy Costs & Water Services	435	18,070	18,070	16,737
Rent & Rates	2,286	3,530	3,530	0
Premises Insurance	0	0	0	0
Grounds & Road Maintenance	0	0	0	0
Fixtures & Fittings	117	0	0	0
Cleaning	53	0	0	0
Contribution to Provisions	0	0	0	0
<b>Premises Costs</b>	<b>34,663</b>	<b>93,160</b>	<b>93,807</b>	<b>66,743</b>
Direct Transport Costs	0	0	0	0
Hire & Leasing	0	0	0	0
Transport Fees	0	0	0	0
Travel Allowances	722	810	810	837
Contribution to Provisions	0	0	0	0
<b>Transport Costs</b>	<b>722</b>	<b>810</b>	<b>810</b>	<b>837</b>
Furniture & Equipment	220	4,740	4,740	1,555
Catering	0	0	19	0
Clothing & Laundry	0	200	200	206
Communications & Computing	0	0	0	0
Fees & Services	25,186	0	200	0
Printing Stationery & Office Expenditure Expenses	0	0	45	0
Grants & Subscriptions	1,087	12,520	12,520	0
Contribution to Provisions	(18,111)	15,760	15,760	16,233
<b>Supplies and Services</b>	<b>8,382</b>	<b>33,220</b>	<b>33,484</b>	<b>17,994</b>
General Third Party Payments	30,137	11,810	20,071	12,164
Voluntary Organisations	0	0	0	0
Social Services Client	0	0	0	0
Housing Benefits	0	0	0	0
<b>Third Party Payments / Transfers</b>	<b>30,137</b>	<b>11,810</b>	<b>20,071</b>	<b>12,164</b>
<b>Support Services</b>	<b>18,949</b>	<b>18,990</b>	<b>18,990</b>	<b>22,996</b>
Capital Charges	0	0	0	0
Capital Financing	0	0	0	0
<b>Capital Charges / Financing</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL EXPENDITURE</b>	<b>148,775</b>	<b>194,821</b>	<b>210,271</b>	<b>159,491</b>
<b>Income</b>				
Government Grants	0	(12,520)	(12,520)	0
Other Grants & Contributions	(10,172)	(13,080)	(13,080)	(13,472)
Customer & Client Receipts	(207,967)	(185,880)	(193,569)	(123,270)
<b>External Income</b>	<b>(218,139)</b>	<b>(211,480)</b>	<b>(219,169)</b>	<b>(136,742)</b>
Recharges	0	0	0	0
<b>Internal Income</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL INCOME</b>	<b>(218,139)</b>	<b>(211,480)</b>	<b>(219,169)</b>	<b>(136,742)</b>
<b>NET EXPENDITURE</b>	<b>(69,364)</b>	<b>(16,659)</b>	<b>(8,898)</b>	<b>22,749</b>

# Neighbourhoods & Regeneration

## N&R Strategy & Performance Division

	2004/05 Actual £	2005/06 Budget £	2005/06 Probable Outturn £	2006/07 Budget £
<b>Expenditure</b>				
Direct Costs	2,958,772	2,883,803	3,265,552	3,008,799
Indirect Costs	80,626	169,276	173,178	147,370
Training	42,480	49,234	48,133	50,660
Contribution to Provisions	0	247,300	0	0
<b>Employee Costs</b>	<b>3,081,878</b>	<b>3,349,613</b>	<b>3,486,864</b>	<b>3,206,829</b>
Repair & Maintenance of Buildings	189,118	56,522	119,147	171,221
Energy Costs & Water Services	55,495	105,397	105,273	112,240
Rent & Rates	143,988	139,520	140,200	146,151
Premises Insurance	0	0	0	0
Grounds & Road Maintenance	0	0	404	0
Fixtures & Fittings	55,879	1,210	11,458	890
Cleaning	7,805	10,357	10,891	12,888
Contribution to Provisions	0	60,060	42,400	43,672
<b>Premises Costs</b>	<b>452,285</b>	<b>373,066</b>	<b>429,774</b>	<b>487,062</b>
Direct Transport Costs	5,518	831	1,603	839
Hire & Leasing	3,301	1,045	784	1,054
Transport Fees	278	1,416	1,194	1,444
Travel Allowances	298	5,795	3,431	6,263
Contribution to Provisions	0	0	0	0
<b>Transport Costs</b>	<b>9,394</b>	<b>9,087</b>	<b>7,012</b>	<b>9,600</b>
Furniture & Equipment	77,516	61,568	98,644	106,480
Catering	16,584	4,303	4,645	4,602
Clothing & Laundry	85	0	192	0
Communications & Computing	16,455	86,721	26,637	25,196
Fees & Services	465,597	891,778	980,127	923,994
Printing Stationery & Office Expenditure	22,806	25,796	42,040	28,457
Expenses	12	100	0	180
Grants & Subscriptions	3,099	25,233	17,158	26,000
Contribution to Provisions	(385,725)	890,166	881,520	1,359,332
<b>Supplies and Services</b>	<b>216,430</b>	<b>1,985,665</b>	<b>2,050,962</b>	<b>2,474,241</b>
General Third Party Payments	233,455	87,920	143,618	122,639
Voluntary Organisations	0	0	0	0
Social Services Client	0	0	0	0
Housing Benefits	0	0	0	0
<b>Third Party Payments / Transfers</b>	<b>233,455</b>	<b>87,920</b>	<b>143,618</b>	<b>122,639</b>
<b>Support Services</b>	<b>798,140</b>	<b>829,448</b>	<b>829,450</b>	<b>1,135,817</b>
Capital Charges	2,135,130	4,250,488	4,250,488	795,835
Capital Financing	9,886	0	0	0
<b>Capital Charges / Financing</b>	<b>2,145,016</b>	<b>4,250,488</b>	<b>4,250,488</b>	<b>795,835</b>
<b>TOTAL EXPENDITURE</b>	<b>6,936,598</b>	<b>10,885,287</b>	<b>11,198,167</b>	<b>8,232,023</b>
<b>Income</b>				
Government Grants	(425,236)	(46,350)	(509,576)	(47,741)
Other Grants & Contributions	(2,498,199)	(1,119,710)	(1,190,851)	(979,103)
Customer & Client Receipts	(267,676)	(26,680)	(30,632)	(160,618)
<b>External Income</b>	<b>(3,191,111)</b>	<b>(1,192,740)</b>	<b>(1,731,059)</b>	<b>(1,187,462)</b>
Recharges	(3,306,787)	(4,307,365)	(4,366,286)	(4,739,175)
<b>Internal Income</b>	<b>(3,306,787)</b>	<b>(4,307,365)</b>	<b>(4,366,286)</b>	<b>(4,739,175)</b>
<b>TOTAL INCOME</b>	<b>(6,497,899)</b>	<b>(5,500,105)</b>	<b>(6,097,345)</b>	<b>(5,926,637)</b>
<b>NET EXPENDITURE</b>	<b>438,699</b>	<b>5,385,182</b>	<b>5,100,822</b>	<b>2,305,386</b>

# Neighbourhoods & Regeneration

## N&R Strategy & Performance

	2004/05 Actual £	2005/06 Budget £	2005/06 Probable Outturn £	2006/07 Budget £
<b>Expenditure</b>				
Direct Costs	835,855	457,837	931,708	468,930
Indirect Costs	0	126	1,126	127
Training	2,532	5,000	6,182	5,047
Contribution to Provisions	0	0	0	0
<b>Employee Costs</b>	<b>838,387</b>	<b>462,963</b>	<b>939,016</b>	<b>474,104</b>
Repair & Maintenance of Buildings	7	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	87	0	301	0
Contribution to Provisions	0	0	0	0
<b>Premises Costs</b>	<b>94</b>	<b>0</b>	<b>301</b>	<b>0</b>
Direct Transport Costs	4,995	0	1,396	0
Hire & Leasing	3,277	0	0	0
Transport Fees	5	0	30	0
Travel Allowances	0	1,528	1,528	1,544
Contribution to Provisions	0	0	0	0
<b>Transport Costs</b>	<b>8,277</b>	<b>1,528</b>	<b>2,954</b>	<b>1,544</b>
Furniture & Equipment	3,264	3,000	10,669	3,028
Catering	714	500	500	505
Clothing & Laundry	0	0	0	0
Communications & Computing	1,390	0	(208)	0
Fees & Services	48,645	32,499	32,498	0
Printing Stationery & Office Expenditure	4,547	1,500	2,860	1,819
Expenses	0	0	0	0
Grants & Subscriptions	140	0	0	0
Contribution to Provisions	0	0	0	0
<b>Supplies and Services</b>	<b>58,701</b>	<b>37,499</b>	<b>46,319</b>	<b>5,352</b>
General Third Party Payments	16,839	0	55,587	0
Voluntary Organisations	0	0	0	0
Social Services Client	0	0	0	0
Housing Benefits	0	0	0	0
<b>Third Party Payments / Transfers</b>	<b>16,839</b>	<b>0</b>	<b>55,587</b>	<b>0</b>
<b>Support Services</b>	<b>94,361</b>	<b>129,360</b>	<b>129,361</b>	<b>134,291</b>
Capital Charges	0	31,017	31,017	0
Capital Financing	0	0	0	0
<b>Capital Charges / Financing</b>	<b>0</b>	<b>31,017</b>	<b>31,017</b>	<b>0</b>
<b>TOTAL EXPENDITURE</b>	<b>1,016,659</b>	<b>662,367</b>	<b>1,204,554</b>	<b>615,291</b>
<b>Income</b>				
Government Grants	(384,536)	0	(465,916)	0
Other Grants & Contributions	(1,000)	0	0	0
Customer & Client Receipts	1,000	0	(1,678)	0
<b>External Income</b>	<b>(384,536)</b>	<b>0</b>	<b>(467,594)</b>	<b>0</b>
Recharges	(658,446)	(662,367)	(727,367)	(615,291)
<b>Internal Income</b>	<b>(658,446)</b>	<b>(662,367)</b>	<b>(727,367)</b>	<b>(615,291)</b>
<b>TOTAL INCOME</b>	<b>(1,042,982)</b>	<b>(662,367)</b>	<b>(1,194,961)</b>	<b>(615,291)</b>
<b>NET EXPENDITURE</b>	<b>(26,324)</b>	<b>0</b>	<b>9,593</b>	<b>0</b>

## Neighbourhoods & Regeneration

### Performance

	2004/05 Actual £	2005/06 Budget £	2005/06 Probable Outturn £	2006/07 Budget £
<b>Expenditure</b>				
Direct Costs	498,650	583,851	680,830	598,952
Indirect Costs	42,765	101,234	101,234	106,268
Training	16,792	12,870	15,663	12,995
Contribution to Provisions	0	0	0	0
<b>Employee Costs</b>	<b>558,206</b>	<b>697,955</b>	<b>797,728</b>	<b>718,215</b>
Repair & Maintenance of Buildings	48,763	25,942	107,558	26,187
Energy Costs & Water Services	51,964	102,067	99,011	105,130
Rent & Rates	130,126	125,490	125,875	129,255
Premises Insurance	0	0	0	0
Grounds & Road Maintenance	0	0	404	0
Fixtures & Fittings	55,017	0	10,258	0
Cleaning	5,889	10,357	10,590	10,662
Contribution to Provisions	0	0	0	0
<b>Premises Costs</b>	<b>291,759</b>	<b>263,856</b>	<b>353,697</b>	<b>271,234</b>
Direct Transport Costs	46	831	207	839
Hire & Leasing	24	1,045	784	1,054
Transport Fees	15	1,048	791	1,057
Travel Allowances	128	4,067	1,355	4,105
Contribution to Provisions	0	0	0	0
<b>Transport Costs</b>	<b>213</b>	<b>6,991</b>	<b>3,137</b>	<b>7,055</b>
Furniture & Equipment	23,900	24,412	21,539	24,642
Catering	15,108	3,503	3,503	3,536
Clothing & Laundry	85	0	192	0
Communications & Computing	2,162	8,081	8,604	8,157
Fees & Services	150,901	483,579	494,014	515,271
Printing Stationery & Office Expenditure	12,005	4,290	9,233	4,325
Expenses	0	0	0	0
Grants & Subscriptions	1,930	1,313	1,045	1,325
Contribution to Provisions	0	882,166	879,920	890,458
<b>Supplies and Services</b>	<b>206,091</b>	<b>1,407,344</b>	<b>1,418,050</b>	<b>1,447,714</b>
General Third Party Payments	121,218	0	0	43,260
Voluntary Organisations	0	0	0	0
Social Services Client	0	0	0	0
Housing Benefits	0	0	0	0
<b>Third Party Payments / Transfers</b>	<b>121,218</b>	<b>0</b>	<b>0</b>	<b>43,260</b>
<b>Support Services</b>	<b>233,617</b>	<b>283,310</b>	<b>283,311</b>	<b>184,208</b>
Capital Charges	149,301	134,080	134,080	183,132
Capital Financing	9,886	0	0	0
<b>Capital Charges / Financing</b>	<b>159,187</b>	<b>134,080</b>	<b>134,080</b>	<b>183,132</b>
<b>TOTAL EXPENDITURE</b>	<b>1,570,291</b>	<b>2,793,536</b>	<b>2,990,003</b>	<b>2,854,818</b>
<b>Income</b>				
Government Grants	0	0	0	0
Other Grants & Contributions	(219,234)	0	(159,602)	0
Customer & Client Receipts	(21,837)	0	(508)	0
<b>External Income</b>	<b>(241,071)</b>	<b>0</b>	<b>(160,110)</b>	<b>0</b>
Recharges	(1,162,193)	(1,930,105)	(1,930,105)	(1,983,270)
<b>Internal Income</b>	<b>(1,162,193)</b>	<b>(1,930,105)</b>	<b>(1,930,105)</b>	<b>(1,983,270)</b>
<b>TOTAL INCOME</b>	<b>(1,403,265)</b>	<b>(1,930,105)</b>	<b>(2,090,215)</b>	<b>(1,983,270)</b>
<b>NET EXPENDITURE</b>	<b>167,026</b>	<b>863,431</b>	<b>899,788</b>	<b>871,548</b>

# Neighbourhoods & Regeneration

## Director's Office

	2004/05 Actual £	2005/06 Budget £	2005/06 Probable Outturn £	2006/07 Budget £
<b>Expenditure</b>				
Direct Costs	122,461	127,570	87,849	134,460
Indirect Costs	6,595	0	410	0
Training	113	2,420	1,428	2,651
Contribution to Provisions	0	0	0	0
<b>Employee Costs</b>	<b>129,169</b>	<b>129,990</b>	<b>89,687</b>	<b>137,111</b>
Repair & Maintenance of Buildings	6	0	245	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
<b>Premises Costs</b>	<b>6</b>	<b>0</b>	<b>245</b>	<b>0</b>
Direct Transport Costs	0	0	0	0
Hire & Leasing	0	0	0	0
Transport Fees	25	0	0	0
Travel Allowances	0	200	210	287
Contribution to Provisions	0	0	0	0
<b>Transport Costs</b>	<b>25</b>	<b>200</b>	<b>210</b>	<b>287</b>
Furniture & Equipment	292	2,520	136	2,782
Catering	276	100	120	215
Clothing & Laundry	0	0	0	0
Communications & Computing	2,577	0	0	109
Fees & Services	(2,060)	10,700	38,600	11,021
Printing Stationery & Office Expenditure	33	1,620	1,902	1,669
Expenses	0	100	0	180
Grants & Subscriptions	683	23,920	16,113	24,675
Contribution to Provisions	0	12,320	1,600	12,690
<b>Supplies and Services</b>	<b>1,801</b>	<b>51,280</b>	<b>58,471</b>	<b>53,341</b>
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
<b>Third Party Payments / Transfers</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Support Services</b>	<b>18,940</b>	<b>21,900</b>	<b>21,900</b>	<b>127,762</b>
Capital Charges	0	0	0	0
Capital Financing	0	0	0	0
<b>Capital Charges / Financing</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL EXPENDITURE</b>	<b>149,941</b>	<b>203,370</b>	<b>170,513</b>	<b>318,501</b>
<b>Income</b>				
Government Grants	0	(3,090)	(400)	(3,183)
Other Grants & Contributions	0	0	0	0
Customer & Client Receipts	(843)	0	(1,165)	0
<b>External Income</b>	<b>(843)</b>	<b>(3,090)</b>	<b>(1,565)</b>	<b>(3,183)</b>
Recharges	(55,470)	(66,110)	(66,110)	(138,278)
<b>Internal Income</b>	<b>(55,470)</b>	<b>(66,110)</b>	<b>(66,110)</b>	<b>(138,278)</b>
<b>TOTAL INCOME</b>	<b>(56,313)</b>	<b>(69,200)</b>	<b>(67,675)</b>	<b>(141,461)</b>
<b>NET EXPENDITURE</b>	<b>93,628</b>	<b>134,170</b>	<b>102,838</b>	<b>177,040</b>

## Neighbourhoods & Regeneration

### N&R Finance

	2004/05 Actual £	2005/06 Budget £	2005/06 Probable Outturn £	2006/07 Budget £
<b>Expenditure</b>				
Direct Costs	1,501,806	1,714,545	1,565,165	1,806,457
Indirect Costs	31,267	67,916	70,408	40,975
Training	23,043	28,944	24,859	29,967
Contribution to Provisions	0	247,300	0	0
<b>Employee Costs</b>	<b>1,556,115</b>	<b>2,058,705</b>	<b>1,660,433</b>	<b>1,877,399</b>
Repair & Maintenance of Buildings	140,341	30,580	11,344	145,034
Energy Costs & Water Services	3,531	3,330	6,262	7,110
Rent & Rates	13,862	14,030	14,325	16,896
Premises Insurance	0	0	0	0
Grounds & Road Maintenance	0	0	0	0
Fixtures & Fittings	862	1,210	1,200	890
Cleaning	1,830	0	0	2,226
Contribution to Provisions	0	60,060	42,400	43,672
<b>Premises Costs</b>	<b>160,426</b>	<b>109,210</b>	<b>75,531</b>	<b>215,828</b>
Direct Transport Costs	477	0	0	0
Hire & Leasing	0	0	0	0
Transport Fees	232	368	374	387
Travel Allowances	170	0	338	327
Contribution to Provisions	0	0	0	0
<b>Transport Costs</b>	<b>879</b>	<b>368</b>	<b>712</b>	<b>714</b>
Furniture & Equipment	50,060	31,636	66,299	76,028
Catering	487	200	522	346
Clothing & Laundry	0	0	0	0
Communications & Computing	10,326	78,640	18,241	16,930
Fees & Services	268,111	365,000	415,015	397,702
Printing Stationery & Office Expenditure	6,221	18,386	28,044	20,644
Expenses	12	0	0	0
Grants & Subscriptions	346	0	0	0
Contribution to Provisions	(385,725)	(4,320)	0	456,184
<b>Supplies and Services</b>	<b>(50,162)</b>	<b>489,542</b>	<b>528,122</b>	<b>967,834</b>
General Third Party Payments	95,398	87,920	88,031	79,379
Voluntary Organisations	0	0	0	0
Social Services Client	0	0	0	0
Housing Benefits	0	0	0	0
<b>Third Party Payments / Transfers</b>	<b>95,398</b>	<b>87,920</b>	<b>88,031</b>	<b>79,379</b>
<b>Support Services</b>	<b>451,222</b>	<b>394,878</b>	<b>394,878</b>	<b>689,556</b>
Capital Charges	1,985,829	4,085,391	4,085,391	612,703
Capital Financing	0	0	0	0
<b>Capital Charges / Financing</b>	<b>1,985,829</b>	<b>4,085,391</b>	<b>4,085,391</b>	<b>612,703</b>
<b>TOTAL EXPENDITURE</b>	<b>4,199,707</b>	<b>7,226,014</b>	<b>6,833,097</b>	<b>4,443,413</b>
<b>Income</b>				
Government Grants	(40,700)	(43,260)	(43,260)	(44,558)
Other Grants & Contributions	(2,277,965)	(1,119,710)	(1,031,249)	(979,103)
Customer & Client Receipts	(245,996)	(26,680)	(27,281)	(160,618)
<b>External Income</b>	<b>(2,564,661)</b>	<b>(1,189,650)</b>	<b>(1,101,790)</b>	<b>(1,184,279)</b>
Recharges	(1,430,678)	(1,648,783)	(1,642,704)	(2,002,336)
<b>Internal Income</b>	<b>(1,430,678)</b>	<b>(1,648,783)</b>	<b>(1,642,704)</b>	<b>(2,002,336)</b>
<b>TOTAL INCOME</b>	<b>(3,995,339)</b>	<b>(2,838,433)</b>	<b>(2,744,494)</b>	<b>(3,186,615)</b>
<b>NET EXPENDITURE</b>	<b>204,369</b>	<b>4,387,581</b>	<b>4,088,603</b>	<b>1,256,798</b>



# **Section C – Housing Revenue Account**

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## Neighbourhoods and Regeneration (HRA)

### Analysis of Cost Centres

Old Cost Centre	New Cost Centre	2004/05 Actual £	2005/06 Budget £	2005/06 Probable Outturn £	2006/07 Budget £	
<b>Directorate Total</b>		<b>(8,662,226)</b>	<b>(3,654,873)</b>	<b>(2,501,014)</b>	<b>(703,924)</b>	
L1501	North East R&M	H0555	4,624,866	3,333,210	3,370,215	3,108,075
L1502	Stoke Newington R&M	H0556	6,205,601	5,527,800	6,115,866	5,248,821
L1503	Homerton R&M	H0557	8,159,026	6,723,950	6,851,812	6,299,807
L1504	Queensbrige & De Beauvoir R&M	H0558	4,951,147	4,619,730	4,667,036	4,398,311
L1505	Shoreditch R&M	H0559	664,644	835,100	855,841	780,224
L1510	Decent Homes Support Services	H0560	1,333,338	994,280	989,989	1,583,686
L1511	Regeneration HRA	H0562	465,105	1,400,170	914,526	1,204,865
L1512	Housing Repairs Account	H0563	(95,647)	0	138	0
L1517	AD Regeneration - HRA	H0567	(7,023)	0	851	0
L1523	Woodbury Down	H0573	918,022	761,759	838,305	924,154
L1524	Robin Redmond Centre	H0574	1,719	38,000	27,644	24,529
<b>Safer Communities &amp; Enforcement</b>		<b>27,220,798</b>	<b>24,233,999</b>	<b>24,632,223</b>	<b>23,572,473</b>	
L2000	Emergency Accommodation	H0700	(470,452)	(817,950)	(215,876)	143,577
L2001	Income Business Unit	H0701	311,535	313,220	302,415	214,001
L2002	Homeless Persons Unit	H0702	204,411	224,010	223,524	332,647
L2003	Access & Advice	H0703	580,975	777,860	752,938	879,627
L2017	Stoke Newington Town Hall HRA	H0716	(38)	0	0	0
<b>Housing Needs</b>		<b>626,431</b>	<b>497,140</b>	<b>1,063,001</b>	<b>1,569,851</b>	
L0500	Rent Accounting Income	H0750	430,187	578,920	352,061	457,647
L0501	North East NHO Income	H0751	(15,483,399)	(15,810,414)	(14,679,940)	(15,635,312)
L0502	Stoke Newington NHO Income	H0752	(11,936,166)	(11,720,892)	(11,851,935)	(12,368,720)
L0503	Homerton NHO Income	H0753	(15,724,398)	(16,451,079)	(16,381,292)	(17,143,338)
L0504	Queensbridge & De Beauvoir NHO Income	H0754	(10,706,613)	(9,595,317)	(10,575,315)	(10,880,877)
L0505	Shoreditch NHO Development	H0755	(10,507,828)	(4,698,509)	(11,228,997)	(11,357,792)
L0514	Mediation Service	H0757	81,726	56,960	81,503	86,799
L0515	Commercial Properties	H0758	(429,571)	(520,670)	(485,936)	(558,526)
L0531	Stamford Hill Admin Bldg HRA	H0774	1,603	0	195	0
L0534	Clapton Admin Building HRA	H0777	185	0	(3,518)	0
L0537	South Hackney Admin Building HRA	H0780	(386)	0	516	0
L0540	Kingsland Admin Building HRA	H0783	0	0	0	0
L0550	NRF Street Wardens Scheme	H0790	0	0	0	0
L0551	LS North East	H0791	2,848,328	(4,020,780)	1,797,524	1,720,197
L0552	LS North West	H0792	4,006,460	5,140,040	5,216,955	4,374,004
L0553	LS Homerton	H0793	3,825,377	3,286,920	3,297,642	4,001,798
L0554	LS Queensbridge	H0794	9,930,675	10,705,880	10,475,929	10,967,734
L0555	Crackdown Initiative	H0795	0	(0)	0	162,408
L0556	LS Complaints Team	H0796	0	180,380	151,762	291,201
<b>Landlord Services</b>		<b>(43,663,820)</b>	<b>(42,868,561)</b>	<b>(43,832,846)</b>	<b>(45,882,777)</b>	
	HRA LS Complaints Team	H0853	0	0	0	0
<b>Performance</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	
L3001	Policy- HRA	H0901	431,627	407,260	384,775	572,378
L3003	Director- HRA	H0903	(23,172)	(64,366)	(106,050)	(0)
<b>Directors Office</b>		<b>408,455</b>	<b>342,894</b>	<b>278,725</b>	<b>572,378</b>	

## Neighbourhoods and Regeneration (HRA)

### Analysis of Cost Centres

Old Cost Centre	New Cost Centre	2004/05 Actual £	2005/06 Budget £	2005/06 Probable Outturn £	2006/07 Budget £
L0000 Leasehold & Income Services HRA	H0951	(2,492,091)	(2,670,510)	(2,692,359)	(3,371,946)
L0001 Central HRA (Strat & Com)	H0952	5,769,258	10,908,040	10,566,960	16,814,573
L0003 Leasehold Works Recovery Proj	H0954	617,412	275,610	548,074	0
L0012 AD Finance and Resources HRA	H0957	(6,648)	101,000	45,958	0
L0015 Housing Finance- HRA	H0960	(28,768)	0	14,550	968,043
L0018 IT Manager- HRA	H0963	(29,297)	0	8,267	(0)
L0024 Central Housing Items- HRA	H0966	3,654,845	5,859,440	7,071,110	3,708,544
L0027 Office Manager- HRA	H0969	2	0	17,238	136
L0100 ALMO Implementation	H0974	0	0	0	991,910
HRA Major Works	H0975	0	0	0	479,432
HRA Quality & Customer Services	H0976	0	0	0	233,519
HRA 298 Mare Street	H0977	0	0	0	(16,130)
HRA AD Landlord Services	H0978	(15,799)	0	13,205	(0)
<b>N&amp;R Finance</b>		<b>7,468,914</b>	<b>14,473,580</b>	<b>15,593,003</b>	<b>19,808,080</b>
L2501 Maintenance Base- North	H1000	(992,838)	134,322	(104,391)	(508,051)
L2502 Maintenance Base- South	H1001	(1,091,807)	79,136	(161,973)	(396,890)
L2504 Roofing & Scaffolding	H1002	174,453	0	48,248	0
L2505 Scaffolding Saffron Only	H1003	33,835	0	(0)	0
L2506 Asbestos Removal	H1004	58,857	0	91,913	0
L2508 Minor Works	H1005	(465,676)	8,694	(122,192)	(97,598)
L2509 Callout	H1006	(205,228)	(79,772)	(114,493)	(60,117)
L2510 Mechanical Domestic Gas	H1007	350,903	98,305	(53,507)	(106,199)
L2511 Mechanical Boiler House	H1008	110,289	6,740	158,648	(55,327)
L2512 Electrical Planned Maintenance	H1009	(343,292)	33,034	(76,970)	(220,385)
L2513 Water Quality Services	H1010	(301,292)	(87,498)	(141,061)	293,293
L2514 Painting- Saffron Only	H1011	(2,987,440)	0	0	0
L2515 Painting	H1012	2,649,537	8,226	143,256	(36,229)
L2516 Highways- Civil Engineering	H1013	181,669	0	12,211	(14,544)
L2517 Sewers- Civil Engineering	H1014	(450,025)	(63,543)	(78,939)	(77,617)
L2518 Rapid Response	H1015	(361,795)	3,877	(220,345)	(8,049)
L2521 Florfield Depot	H1016	176,555	5,451	0	(30,322)
L2522 Bocking Street Depot	H1017	77,338	1,280	(0)	0
L2524 Yorkton St Depot	H1018	49,867	3,600	(0)	0
L2525 Head of Building Maintenance	H1019	2,598,040	(494,943)	(1,800)	999,757
L2526 GM Responsive Maintenance	H1020	84,566	3,390	(0)	0
L2527 GM Planned Maintenance	H1021	129,688	3,580	0	0
L2528 GM Business Development	H1022	727,751	46,610	(0)	120,155
L2529 Human Resources	H1023	202,583	0	0	0
L2530 Finance	H1024	339,323	0	0	0
L2531 Trainees	H1025	506,134	11,070	(0)	(60,893)
L2533 Surveyors	H1027	52,986	35,386	124,191	(151,125)
L2535 Gas Call Centre	H1028	138,511	6,220	0	(29,468)
L2536 Repairs Contact Centre	H1029	9,048	25,290	179,767	105,378
L2537 IT Section	H1030	368,392	0	(0)	0
L2538 Security Screens	H1031	28	0	0	(155,532)
L2543 Planned Maint Professional Fee	H1032	(621,288)	(140,004)	(78,022)	(222,647)
L2546 MRA pilot Schemes	H1033	259,928	0	6,438	(5,877)
L2547 Arden Estate CCTV Fund	H1034	(7)	0	(61,579)	(35,686)
L2549 Bethnal Green/ Globe Town Contract	H1035	(1,543,543)	0	(0)	0
L2551 DH (Kitchen & Bathrooms)	H1037	518	0	0	0
L2552 Sign Shop	H1038	(55,133)	(3,585)	117,181	(35,424)
L2554 Housing Ground Maintenance	H1039	(232,985)	(37,017)	115,924	185,751
L2555 Estate Cleaning	H1040	(272,914)	65,891	(137,243)	517,501
L2556 Hackney Technical Consultancy	H1041	(78,584)	(7,664)	119,620	(257,783)
L2558 NRF Env Improv on Estates	H1043	48	0	0	0
<b>Trading Services</b>		<b>(723,004)</b>	<b>(333,925)</b>	<b>(235,120)</b>	<b>(343,926)</b>
<b>Total for Directorate</b>		<b>(8,662,226)</b>	<b>(3,654,873)</b>	<b>(2,501,014)</b>	<b>(703,924)</b>

# Neighbourhoods and Regeneration (HRA)

## Housing Revenue Account Summary

	2004/05 Actual £	2005/06 Budget £	2005/06 Probable Outturn £	2006/07 Budget £
<b>Expenditure</b>				
Direct Costs	28,914,306	27,654,382	28,807,143	29,075,022
Indirect Costs	400,838	88,280	219,901	214,478
Training	347,403	528,590	341,269	763,492
Contribution to Provisions	3,618,396	3,449,520	4,528,000	4,828,000
<b>Employee Costs</b>	<b>33,280,943</b>	<b>31,720,772</b>	<b>33,896,314</b>	<b>34,880,992</b>
Repair & Maintenance of Buildings	32,418,993	30,925,350	31,878,582	31,248,019
Energy Costs & Water Services	3,063,111	3,275,360	3,271,114	3,786,574
Rent & Rates	773,763	1,177,980	1,060,170	1,100,320
Premises Insurance	11,600	0	5,000	0
Grounds & Road Maintenance	7,543	0	9,181	5,000
Fixtures & Fittings	525,103	569,570	695,906	832,741
Cleaning	55,329	208,280	288,734	251,891
Contribution to Provisions	144,151	169,570	22,848	66,495
<b>Premises Costs</b>	<b>36,999,592</b>	<b>36,326,110</b>	<b>37,231,536</b>	<b>37,291,041</b>
Direct Transport Costs	449,498	292,120	262,959	257,797
Hire & Leasing	939,437	968,340	735,571	891,485
Transport Fees	21,775	1,340	26,524	14,029
Travel Allowances	98,167	134,850	84,102	88,285
Contribution to Provisions	2,145	0	450	350
<b>Transport Costs</b>	<b>1,511,021</b>	<b>1,396,650</b>	<b>1,109,605</b>	<b>1,251,946</b>
Furniture & Equipment	3,685,451	3,411,890	3,672,502	3,791,638
Catering	28,348	15,800	28,280	33,893
Clothing & Laundry	40,097	31,280	49,434	13,261
Communications & Computing	512,828	1,344,760	421,995	1,029,144
Fees & Services	2,434,902	4,954,110	6,238,487	6,160,888
Printing Stationery & Office Expenditure	162,697	353,148	255,600	374,652
Expenses	1,497	89,340	109,952	124,244
Grants & Subscriptions	134,730	101,180	236,317	216,658
Contribution to Provisions	(4,478,793)	2,540,640	1,598,110	2,326,013
<b>Supplies and Services</b>	<b>2,521,758</b>	<b>12,842,148</b>	<b>12,610,678</b>	<b>14,070,391</b>
General Third Party Payments	32,424,113	25,347,910	28,340,863	25,538,431
Voluntary Organisations	0	0	0	0
Social Services Client	0	0	0	0
Housing Benefits	3,040,387	3,311,940	3,294,677	3,674,627
<b>Third Party Payments / Transfers</b>	<b>35,464,500</b>	<b>28,659,850</b>	<b>31,635,540</b>	<b>29,213,058</b>
<b>Support Services</b>	<b>18,487,899</b>	<b>13,905,739</b>	<b>13,787,585</b>	<b>15,520,523</b>
Capital Charges	67,326,834	66,497,900	65,763,513	66,245,618
Capital Financing	1,823,294	250,000	250,000	250,000
<b>Capital Charges / Financing</b>	<b>69,150,128</b>	<b>66,747,900</b>	<b>66,013,513</b>	<b>66,495,618</b>
<b>TOTAL EXPENDITURE</b>	<b>197,415,841</b>	<b>191,599,170</b>	<b>196,284,770</b>	<b>198,723,569</b>
<b>Income</b>				
Government Grants	(56,382,983)	(58,051,700)	(56,624,538)	(54,903,382)
Other Grants & Contributions	(1,515,954)	(705,611)	(708,959)	(596,578)
Customer & Client Receipts	(138,800,169)	(130,962,132)	(135,891,022)	(136,645,351)
<b>External Income</b>	<b>(196,699,106)</b>	<b>(189,719,443)</b>	<b>(193,224,519)</b>	<b>(192,145,311)</b>
Recharges	(9,378,960)	(5,534,600)	(5,561,266)	(7,282,182)
<b>Internal Income</b>	<b>(9,378,960)</b>	<b>(5,534,600)</b>	<b>(5,561,266)</b>	<b>(7,282,182)</b>
<b>TOTAL INCOME</b>	<b>(206,078,066)</b>	<b>(195,254,043)</b>	<b>(198,785,785)</b>	<b>(199,427,493)</b>
<b>NET EXPENDITURE</b>	<b>(8,662,226)</b>	<b>(3,654,873)</b>	<b>(2,501,014)</b>	<b>(703,924)</b>

# Neighbourhoods and Regeneration (HRA)

## Safer Communities & Enforcement

	2004/05 Actual £	2005/06 Budget £	2005/06 Probable Outturn £	2006/07 Budget £
<b>Expenditure</b>				
Direct Costs	2,051,621	1,841,379	1,822,905	2,377,473
Indirect Costs	123,405	41,590	50,629	64,838
Training	32,590	25,440	31,812	43,702
Contribution to Provisions	0	0	0	0
<b>Employee Costs</b>	<b>2,207,616</b>	<b>1,908,409</b>	<b>1,905,346</b>	<b>2,486,014</b>
Repair & Maintenance of Buildings	21,381,367	18,986,040	19,747,610	19,492,463
Energy Costs & Water Services	2,480	0	17,627	14,564
Rent & Rates	1,634	0	82,420	13,764
Premises Insurance	11,600	0	5,000	0
Grounds & Road Maintenance	0	0	0	0
Fixtures & Fittings	857	3,410	13,702	14,622
Cleaning	545	0	5,155	22,613
Contribution to Provisions	0	0	0	0
<b>Premises Costs</b>	<b>21,398,483</b>	<b>18,989,450</b>	<b>19,871,514</b>	<b>19,558,026</b>
Direct Transport Costs	88	0	1,350	0
Hire & Leasing	3,760	0	0	0
Transport Fees	609	0	4,348	100
Travel Allowances	2,480	4,840	4,895	3,183
Contribution to Provisions	0	0	0	0
<b>Transport Costs</b>	<b>6,937</b>	<b>4,840</b>	<b>10,593</b>	<b>3,283</b>
Furniture & Equipment	60,757	232,720	108,392	97,350
Catering	3,127	0	3,200	5,000
Clothing & Laundry	257	0	29	0
Communications & Computing	38,046	11,430	36,455	22,183
Fees & Services	395,422	233,810	305,731	416,903
Printing Stationery & Office Expenditure	11,713	4,630	28,350	41,769
Expenses	172	0	0	0
Grants & Subscriptions	(71,077)	0	8,256	303
Contribution to Provisions	234	0	1,800	0
<b>Supplies and Services</b>	<b>438,651</b>	<b>482,590</b>	<b>492,213</b>	<b>583,510</b>
General Third Party Payments	21,722	5,660	13,091	6,000
Voluntary Organisations	0	0	0	0
Social Services Client	0	0	0	0
Housing Benefits	0	0	0	0
<b>Third Party Payments / Transfers</b>	<b>21,722</b>	<b>5,660</b>	<b>13,091</b>	<b>6,000</b>
<b>Support Services</b>	<b>4,696,777</b>	<b>3,350,700</b>	<b>3,351,240</b>	<b>2,158,063</b>
Capital Charges	0	0	0	0
Capital Financing	0	0	0	0
<b>Capital Charges / Financing</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL EXPENDITURE</b>	<b>28,770,186</b>	<b>24,741,649</b>	<b>25,643,997</b>	<b>24,794,896</b>
<b>Income</b>				
Government Grants	0	0	(35,000)	(18,025)
Other Grants & Contributions	0	0	0	0
Customer & Client Receipts	(1,418,271)	(376,050)	(845,174)	(963,811)
<b>External Income</b>	<b>(1,418,271)</b>	<b>(376,050)</b>	<b>(880,174)</b>	<b>(981,836)</b>
Recharges	(131,117)	(131,600)	(131,600)	(240,587)
<b>Internal Income</b>	<b>(131,117)</b>	<b>(131,600)</b>	<b>(131,600)</b>	<b>(240,587)</b>
<b>TOTAL INCOME</b>	<b>(1,549,388)</b>	<b>(507,650)</b>	<b>(1,011,774)</b>	<b>(1,222,423)</b>
<b>NET EXPENDITURE</b>	<b>27,220,798</b>	<b>24,233,999</b>	<b>24,632,223</b>	<b>23,572,473</b>

# Neighbourhoods and Regeneration (HRA)

## Housing Needs

	2004/05 Actual £	2005/06 Budget £	2005/06 Probable Outturn £	2006/07 Budget £
<b>Expenditure</b>				
Direct Costs	1,125,564	1,441,180	1,391,150	1,063,188
Indirect Costs	9,119	2,160	20,466	2,325
Training	5,784	11,440	8,812	11,718
Contribution to Provisions	0	0	0	0
<b>Employee Costs</b>	<b>1,140,467</b>	<b>1,454,780</b>	<b>1,420,428</b>	<b>1,077,231</b>
Repair & Maintenance of Buildings	134,647	53,550	53,550	47,947
Energy Costs & Water Services	37,157	56,340	56,340	36,915
Rent & Rates	115,454	243,590	243,590	212,017
Premises Insurance	0	0	0	0
Grounds & Road Maintenance	0	0	381	0
Fixtures & Fittings	13,261	15,140	15,482	15,595
Cleaning	2,561	8,140	8,140	8,384
Contribution to Provisions	2,708	44,390	15,278	45,722
<b>Premises Costs</b>	<b>305,788</b>	<b>421,150</b>	<b>392,761</b>	<b>366,580</b>
Direct Transport Costs	16,954	610	610	628
Hire & Leasing	4,279	4,840	4,840	4,985
Transport Fees	0	0	8	0
Travel Allowances	13,151	20,910	14,224	21,313
Contribution to Provisions	0	0	0	0
<b>Transport Costs</b>	<b>34,384</b>	<b>26,360</b>	<b>19,682</b>	<b>26,926</b>
Furniture & Equipment	378	33,990	62,499	34,383
Catering	0	0	211	0
Clothing & Laundry	12	520	520	536
Communications & Computing	8,538	19,200	25,724	3,325
Fees & Services	4,342	0	175	0
Printing Stationery & Office Expenditure	2,630	5,250	5,161	5,535
Expenses	4	0	15	0
Grants & Subscriptions	35	0	60	0
Contribution to Provisions	187,850	241,120	294,000	118,688
<b>Supplies and Services</b>	<b>203,789</b>	<b>300,080</b>	<b>388,365</b>	<b>162,467</b>
General Third Party Payments	30,336	32,030	31,610	32,422
Voluntary Organisations	0	0	0	0
Social Services Client	0	0	0	0
Housing Benefits	0	0	0	0
<b>Third Party Payments / Transfers</b>	<b>30,336</b>	<b>32,030</b>	<b>31,610</b>	<b>32,422</b>
<b>Support Services</b>	<b>1,067,545</b>	<b>958,580</b>	<b>958,580</b>	<b>1,083,811</b>
Capital Charges	0	0	0	0
Capital Financing	0	0	0	0
<b>Capital Charges / Financing</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL EXPENDITURE</b>	<b>2,782,309</b>	<b>3,192,980</b>	<b>3,211,426</b>	<b>2,749,437</b>
<b>Income</b>				
Government Grants	0	(940,000)	(665,218)	(218,112)
Other Grants & Contributions	(665,218)	0	0	0
Customer & Client Receipts	(1,490,660)	(1,614,320)	(1,341,687)	(818,538)
<b>External Income</b>	<b>(2,155,878)</b>	<b>(2,554,320)</b>	<b>(2,006,905)</b>	<b>(1,036,650)</b>
Recharges	0	(141,520)	(141,520)	(142,935)
<b>Internal Income</b>	<b>0</b>	<b>(141,520)</b>	<b>(141,520)</b>	<b>(142,935)</b>
<b>TOTAL INCOME</b>	<b>(2,155,878)</b>	<b>(2,695,840)</b>	<b>(2,148,425)</b>	<b>(1,179,585)</b>
<b>NET EXPENDITURE</b>	<b>626,431</b>	<b>497,140</b>	<b>1,063,001</b>	<b>1,569,851</b>

# Neighbourhoods and Regeneration (HRA)

## Landlord Services

	2004/05 Actual £	2005/06 Budget £	2005/06 Probable Outturn £	2006/07 Budget £
<b>Expenditure</b>				
Direct Costs	2,409,783	3,045,862	2,836,668	3,259,976
Indirect Costs	87,010	34,520	68,628	35,143
Training	26,437	48,820	67,188	51,402
Contribution to Provisions	0	0	0	0
<b>Employee Costs</b>	<b>2,523,230</b>	<b>3,129,202</b>	<b>2,972,484</b>	<b>3,346,521</b>
Repair & Maintenance of Buildings	10,438,131	11,206,200	11,595,190	11,613,095
Energy Costs & Water Services	2,916,462	3,137,450	3,154,859	3,680,269
Rent & Rates	375,293	610,440	392,458	551,788
Premises Insurance	0	0	0	0
Grounds & Road Maintenance	0	0	0	0
Fixtures & Fittings	360,024	541,890	536,599	658,733
Cleaning	45,859	200,140	204,050	167,005
Contribution to Provisions	141,443	30,520	7,570	20,773
<b>Premises Costs</b>	<b>14,277,212</b>	<b>15,726,640</b>	<b>15,890,725</b>	<b>16,691,664</b>
Direct Transport Costs	10,327	510	560	51,555
Hire & Leasing	0	0	0	0
Transport Fees	2,109	620	3,123	603
Travel Allowances	4,205	4,220	3,505	2,303
Contribution to Provisions	2,145	0	450	350
<b>Transport Costs</b>	<b>18,786</b>	<b>5,350</b>	<b>7,638</b>	<b>54,811</b>
Furniture & Equipment	76,703	354,320	13,846	16,712
Catering	3,541	1,640	3,506	7,582
Clothing & Laundry	5,349	2,160	37,612	2,725
Communications & Computing	111,715	86,190	31,546	247,607
Fees & Services	1,210,658	1,689,100	2,060,580	1,118,707
Printing Stationery & Office Expenditure	15,211	77,908	22,101	105,870
Expenses	0	88,410	107,680	123,270
Grants & Subscriptions	135,981	15,860	138,759	115,175
Contribution to Provisions	0	20,190	20,190	0
<b>Supplies and Services</b>	<b>1,559,157</b>	<b>2,335,778</b>	<b>2,435,820</b>	<b>1,737,648</b>
General Third Party Payments	15,371,788	15,687,750	15,691,755	16,369,700
Voluntary Organisations	0	0	0	0
Social Services Client	0	0	0	0
Housing Benefits	3,037,689	3,311,940	3,294,677	3,674,627
<b>Third Party Payments / Transfers</b>	<b>18,409,477</b>	<b>18,999,690</b>	<b>18,986,432</b>	<b>20,044,327</b>
<b>Support Services</b>	<b>7,295,583</b>	<b>5,411,110</b>	<b>5,411,060</b>	<b>4,708,681</b>
Capital Charges	0	0	0	208,751
Capital Financing	0	0	0	0
<b>Capital Charges / Financing</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>208,751</b>
<b>TOTAL EXPENDITURE</b>	<b>44,083,445</b>	<b>45,607,770</b>	<b>45,704,159</b>	<b>46,792,401</b>
<b>Income</b>				
Government Grants	(158,078)	(123,600)	(161,585)	(175,100)
Other Grants & Contributions	(625,304)	(576,141)	(570,141)	(462,482)
Customer & Client Receipts	(86,826,499)	(87,612,620)	(88,614,643)	(91,814,956)
<b>External Income</b>	<b>(87,609,881)</b>	<b>(88,312,361)</b>	<b>(89,346,369)</b>	<b>(92,452,538)</b>
Recharges	(137,385)	(163,970)	(190,636)	(222,640)
<b>Internal Income</b>	<b>(137,385)</b>	<b>(163,970)</b>	<b>(190,636)</b>	<b>(222,640)</b>
<b>TOTAL INCOME</b>	<b>(87,747,266)</b>	<b>(88,476,331)</b>	<b>(89,537,005)</b>	<b>(92,675,178)</b>
<b>NET EXPENDITURE</b>	<b>(43,663,820)</b>	<b>(42,868,561)</b>	<b>(43,832,846)</b>	<b>(45,882,777)</b>

## Neighbourhoods and Regeneration (HRA)

### Performance

	2004/05 Actual £	2005/06 Budget £	2005/06 Probable Outturn £	2006/07 Budget £
<b><u>Expenditure</u></b>				
Direct Costs	0	0	0	99,221
Indirect Costs	0	0	0	3,020
Training	0	0	0	2,909
Contribution to Provisions	0	0	0	0
<b>Employee Costs</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>105,150</b>
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
<b>Premises Costs</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Direct Transport Costs	0	0	0	514
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
<b>Transport Costs</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>514</b>
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	30
Expenses	0	0	0	93
Grants & Subscriptions	0	0	0	0
Contribution to Provisions	0	0	0	0
<b>Supplies and Services</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>123</b>
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
<b>Third Party Payments / Transfers</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Support Services</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>52,549</b>
Capital Charges	0	0	0	0
Capital Financing	0	0	0	0
<b>Capital Charges / Financing</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL EXPENDITURE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>158,336</b>
<b><u>Income</u></b>				
Government Grants	0	0	0	0
Other Grants & Contributions	0	0	0	0
Customer & Client Receipts	0	0	0	0
<b>External Income</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Recharges	0	0	0	(158,336)
<b>Internal Income</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(158,336)</b>
<b>TOTAL INCOME</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(158,336)</b>
<b>NET EXPENDITURE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

# Neighbourhoods and Regeneration (HRA)

## Directors Office

	2004/05 Actual £	2005/06 Budget £	2005/06 Probable Outturn £	2006/07 Budget £
<b>Expenditure</b>				
Direct Costs	493,344	477,014	371,709	600,327
Indirect Costs	44,135	0	2,740	0
Training	2,294	2,370	5,660	2,283
Contribution to Provisions	0	0	0	0
<b>Employee Costs</b>	<b>539,773</b>	<b>479,384</b>	<b>380,109</b>	<b>602,610</b>
Repair & Maintenance of Buildings	40	0	1,640	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	520	0	536
Cleaning	0	0	0	0
Contribution to Provisions	0	0	0	0
<b>Premises Costs</b>	<b>40</b>	<b>520</b>	<b>1,640</b>	<b>536</b>
Direct Transport Costs	0	0	0	0
Hire & Leasing	0	0	0	0
Transport Fees	167	0	0	0
Travel Allowances	0	1,440	1,440	1,402
Contribution to Provisions	0	0	0	0
<b>Transport Costs</b>	<b>167</b>	<b>1,440</b>	<b>1,440</b>	<b>1,402</b>
Furniture & Equipment	773	16,180	13,804	4,179
Catering	3,172	1,130	820	1,052
Clothing & Laundry	0	0	0	0
Communications & Computing	4,972	22,040	58,720	7,851
Fees & Services	5,003	31,830	39,980	89,000
Printing Stationery & Office Expenditure	215	16,680	8,998	7,500
Expenses	0	930	10	788
Grants & Subscriptions	55,684	45,320	53,554	47,273
Contribution to Provisions	0	0	0	0
<b>Supplies and Services</b>	<b>69,819</b>	<b>134,110</b>	<b>175,886</b>	<b>157,642</b>
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
<b>Third Party Payments / Transfers</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Support Services</b>	<b>185,083</b>	<b>86,670</b>	<b>86,670</b>	<b>250,590</b>
Capital Charges	0	0	0	0
Capital Financing	0	0	0	0
<b>Capital Charges / Financing</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL EXPENDITURE</b>	<b>794,882</b>	<b>702,124</b>	<b>645,745</b>	<b>1,012,780</b>
<b>Income</b>				
Government Grants	0	0	0	0
Other Grants & Contributions	0	0	0	0
Customer & Client Receipts	(5,930)	0	(7,790)	0
<b>External Income</b>	<b>(5,930)</b>	<b>0</b>	<b>(7,790)</b>	<b>0</b>
Recharges	(380,497)	(359,230)	(359,230)	(440,402)
<b>Internal Income</b>	<b>(380,497)</b>	<b>(359,230)</b>	<b>(359,230)</b>	<b>(440,402)</b>
<b>TOTAL INCOME</b>	<b>(386,427)</b>	<b>(359,230)</b>	<b>(367,020)</b>	<b>(440,402)</b>
<b>NET EXPENDITURE</b>	<b>408,455</b>	<b>342,894</b>	<b>278,725</b>	<b>572,378</b>

## Neighbourhoods and Regeneration (HRA)

### N&R Finance

	2004/05 Actual £	2005/06 Budget £	2005/06 Probable Outturn £	2006/07 Budget £
<b>Expenditure</b>				
Direct Costs	3,794,677	3,676,410	3,948,043	3,921,119
Indirect Costs	115,039	10,010	35,218	109,152
Training	172,949	176,520	165,136	308,060
Contribution to Provisions	3,618,396	3,449,520	4,528,000	4,828,000
<b>Employee Costs</b>	<b>7,701,061</b>	<b>7,312,460</b>	<b>8,676,397</b>	<b>9,166,331</b>
Repair & Maintenance of Buildings	387,489	553,560	447,330	56,515
Energy Costs & Water Services	89,838	16,370	27,450	37,326
Rent & Rates	232,233	245,450	237,059	263,751
Premises Insurance	0	0	0	0
Grounds & Road Maintenance	0	0	0	0
Fixtures & Fittings	38,849	3,610	3,610	5,356
Cleaning	1,170	0	13,511	11,689
Contribution to Provisions	0	94,660	0	0
<b>Premises Costs</b>	<b>749,579</b>	<b>913,650</b>	<b>728,960</b>	<b>374,636</b>
Direct Transport Costs	6,338	0	0	0
Hire & Leasing	0	0	0	0
Transport Fees	1,263	720	556	826
Travel Allowances	1,051	2,940	1,901	2,484
Contribution to Provisions	0	0	0	0
<b>Transport Costs</b>	<b>8,652</b>	<b>3,660</b>	<b>2,457</b>	<b>3,311</b>
Furniture & Equipment	619,503	40,280	653,580	683,014
Catering	2,190	1,030	646	3,260
Clothing & Laundry	0	0	0	0
Communications & Computing	149,832	818,900	148,187	566,978
Fees & Services	687,813	2,574,370	2,998,375	3,858,278
Printing Stationery & Office Expenditure	60,789	79,630	96,200	124,298
Expenses	155	0	410	0
Grants & Subscriptions	0	0	6,385	5,000
Contribution to Provisions	(4,649,853)	2,279,330	1,279,330	1,601,136
<b>Supplies and Services</b>	<b>(3,129,571)</b>	<b>5,793,540</b>	<b>5,183,113</b>	<b>6,841,964</b>
General Third Party Payments	93,692	142,640	153,078	51,309
Voluntary Organisations	0	0	0	0
Social Services Client	0	0	0	0
Housing Benefits	0	0	0	0
<b>Third Party Payments / Transfers</b>	<b>93,692</b>	<b>142,640</b>	<b>153,078</b>	<b>51,309</b>
<b>Support Services</b>	<b>3,107,981</b>	<b>879,360</b>	<b>879,360</b>	<b>4,126,959</b>
Capital Charges	67,223,834	66,301,600	65,743,251	65,873,139
Capital Financing	1,823,294	250,000	250,000	250,000
<b>Capital Charges / Financing</b>	<b>69,047,128</b>	<b>66,551,600</b>	<b>65,993,251</b>	<b>66,123,139</b>
<b>TOTAL EXPENDITURE</b>	<b>77,578,522</b>	<b>81,596,910</b>	<b>81,616,616</b>	<b>86,687,649</b>
<b>Income</b>				
Government Grants	(56,201,302)	(56,988,100)	(55,762,735)	(54,492,145)
Other Grants & Contributions	(218,416)	(129,470)	(138,818)	(134,096)
Customer & Client Receipts	(4,959,572)	(5,267,480)	(5,383,780)	(6,176,046)
<b>External Income</b>	<b>(61,379,290)</b>	<b>(62,385,050)</b>	<b>(61,285,333)</b>	<b>(60,802,287)</b>
Recharges	(8,730,318)	(4,738,280)	(4,738,280)	(6,077,282)
<b>Internal Income</b>	<b>(8,730,318)</b>	<b>(4,738,280)</b>	<b>(4,738,280)</b>	<b>(6,077,282)</b>
<b>TOTAL INCOME</b>	<b>(70,109,608)</b>	<b>(67,123,330)</b>	<b>(66,023,613)</b>	<b>(66,879,569)</b>
<b>NET EXPENDITURE</b>	<b>7,468,914</b>	<b>14,473,580</b>	<b>15,593,003</b>	<b>19,808,080</b>

## Neighbourhoods and Regeneration (HRA)

### Trading Services

	2004/05 Actual £	2005/06 Budget £	2005/06 Probable Outturn £	2006/07 Budget £
<b>Expenditure</b>				
Direct Costs	19,039,317	17,172,537	18,436,668	17,753,718
Indirect Costs	22,130	0	42,220	0
Training	107,349	264,000	62,661	343,418
Contribution to Provisions	0	0	0	0
<b>Employee Costs</b>	<b>19,168,796</b>	<b>17,436,537</b>	<b>18,541,550</b>	<b>18,097,136</b>
Repair & Maintenance of Buildings	77,318	126,000	33,262	38,000
Energy Costs & Water Services	17,174	65,200	14,839	17,500
Rent & Rates	49,149	78,500	104,643	59,000
Premises Insurance	0	0	0	0
Grounds & Road Maintenance	7,543	0	8,800	5,000
Fixtures & Fittings	112,112	5,000	126,513	137,900
Cleaning	5,194	0	57,878	42,200
Contribution to Provisions	0	0	0	0
<b>Premises Costs</b>	<b>268,490</b>	<b>274,700</b>	<b>345,936</b>	<b>299,600</b>
Direct Transport Costs	415,791	291,000	260,439	205,100
Hire & Leasing	931,398	963,500	730,731	886,500
Transport Fees	17,627	0	18,489	12,500
Travel Allowances	77,280	100,500	58,137	57,600
Contribution to Provisions	0	0	0	0
<b>Transport Costs</b>	<b>1,442,095</b>	<b>1,355,000</b>	<b>1,067,795</b>	<b>1,161,700</b>
Furniture & Equipment	2,927,337	2,734,400	2,820,381	2,956,000
Catering	16,319	12,000	19,897	17,000
Clothing & Laundry	34,479	28,600	11,273	10,000
Communications & Computing	199,725	387,000	121,363	181,200
Fees & Services	131,664	425,000	833,646	678,000
Printing Stationery & Office Expenditure	72,139	169,050	94,790	89,650
Expenses	1,166	0	1,837	0
Grants & Subscriptions	14,107	40,000	29,303	49,000
Contribution to Provisions	(17,024)	0	2,790	606,189
<b>Supplies and Services</b>	<b>3,379,913</b>	<b>3,796,050</b>	<b>3,935,281</b>	<b>4,587,039</b>
General Third Party Payments	16,906,575	9,479,830	12,451,329	9,079,000
Voluntary Organisations	0	0	0	0
Social Services Client	0	0	0	0
Housing Benefits	2,698	0	0	0
<b>Third Party Payments / Transfers</b>	<b>16,909,273</b>	<b>9,479,830</b>	<b>12,451,329</b>	<b>9,079,000</b>
<b>Support Services</b>	<b>2,134,930</b>	<b>3,219,319</b>	<b>3,100,675</b>	<b>3,139,870</b>
Capital Charges	103,000	196,300	20,262	163,728
Capital Financing	0	0	0	0
<b>Capital Charges / Financing</b>	<b>103,000</b>	<b>196,300</b>	<b>20,262</b>	<b>163,728</b>
<b>TOTAL EXPENDITURE</b>	<b>43,406,496</b>	<b>35,757,737</b>	<b>39,462,827</b>	<b>36,528,074</b>
<b>Income</b>				
Government Grants	(23,603)	0	0	0
Other Grants & Contributions	(7,016)	0	0	0
Customer & Client Receipts	(44,099,237)	(36,091,662)	(39,697,948)	(36,872,000)
<b>External Income</b>	<b>(44,129,856)</b>	<b>(36,091,662)</b>	<b>(39,697,948)</b>	<b>(36,872,000)</b>
Recharges	356	0	0	0
<b>Internal Income</b>	<b>356</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL INCOME</b>	<b>(44,129,500)</b>	<b>(36,091,662)</b>	<b>(39,697,948)</b>	<b>(36,872,000)</b>
<b>NET EXPENDITURE</b>	<b>(723,004)</b>	<b>(333,925)</b>	<b>(235,120)</b>	<b>(343,926)</b>

## Section D – Capital

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## Section D – Capital Programme Summary

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Schemes for the capital programme period 2006/07 to 2009/10 are included in the outline capital programme based on the Resourcing our Priorities/Business Planning process. However, schemes are not generally allocated funds (although there are some exceptions) until the year in which the initial expenditure will be incurred and, 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
- that it meets the definition of capital expenditure
- the revenue impact and replacement funding has been properly identified
- 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.

As such 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 (those only usable 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 2005/06 budget making process plus all the individual scheme approvals/changes agreed by Cabinet during the year. A degree of slippage will occur on these budgets and they will be carried forward with Cabinet approval to complete the budgeted projects. No account has been taken of general slippage on the 2005/06 programme at this time but adjustments will be made through the reporting of the Capital Outturn for 2005/06.

The overall position for Non-Housing indicates that the new bid proposals can be met in 2006/07 but a small gap exists for 2007/08 onwards. In view of the possibility of additional resources becoming available above those which are currently identified (e.g. further Collection Fund surpluses are possible, but not guaranteed until the surplus is calculated each January) coupled with

## Section D – Capital Programme Summary

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slippage, re-phasing etc, these gaps can be considered as manageable. There are sufficient currently identified resources to meet Housing estimated capital needs in 2006/07 although beyond that further resources will need identification.

Annually schemes for the forthcoming year will be matched against resources. However, for years beyond the immediate budget year there is an expectation that bids will slightly exceed resource forecasts. This will need addressing in future capital plan updates and following the allocation of resources this year.

The following pages 169 to 180 of this budget book provide the Capital Plan overviews and the detailed programmes for the Councils Directorates indicating the 2006/07 Budget resource allocations. The shaded figures represent new bids approved by Council on 1<sup>st</sup> March 2006.

## Capital Plan (Non Housing)

### SUMMARY

	ORIGINAL ESTIMATE 2005/06 £000	UPDATED ESTIMATE 2005/06 £000	FORECAST 2006/07 £000	FORECAST 2007/08 £000	FORECAST 2008/09 £000	FORECAST 2009/10 £000
<b>Resources</b>						
SCE (R) Supported Borrowing	(2,692)	(2,692)	(5,474)	(5,797)	(5,797)	(5,797)
SCE(C) Capital Grants	(7,489)	(7,489)	(2,993)	(2,661)	(2,661)	(2,661)
Capital Receipts	(4,000)	(1,100)	7,200	0	0	0
RCCO (Revenue Funding)	(16,368)	(31,368)	(16,342)	(9,468)	(10,568)	(11,668)
External Grants & Contributions:	(21,143)	(38,922)	(1,801)	(428)	(186)	0
Years Resources	(51,692)	(81,571)	(19,410)	(18,354)	(19,212)	(20,126)
Resources Brought Forward	(10,676)	(43,163)	(29,482)	(9,661)	0	0
<b>Total Available Resources</b>	<b>(62,368)</b>	<b>(124,734)</b>	<b>(48,892)</b>	<b>(28,015)</b>	<b>(19,212)</b>	<b>(20,126)</b>
<b>Spending Existing Plan</b>						
<b>Old Structure</b>						
Chief Executive	2,284	1,640	0	0	0	0
Community & Leisure	12,296	17,589	0	0	0	0
Education	20,116	27,709	0	0	0	0
Environment	18,428	30,799	0	0	0	0
Finance	3,550	6,411	0	0	0	0
Law & Democratic	28	115	0	0	0	0
Service First	0	9,883	0	0	0	0
Social Services	620	1,506	0	0	0	0
<b>New Structure</b>						
Childrens Services	0	0	3,643	4,066	941	0
Community Services	0	0	3,752	0	0	0
Customer & Corporate Services	0	0	66	0	0	0
Finance & Resources	0	0	125	0	0	0
Neighbourhoods & Regeneration	0	0	15,432	18	0	0
<b>Total Existing Plan</b>	<b>57,322</b>	<b>95,652</b>	<b>23,018</b>	<b>4,084</b>	<b>941</b>	<b>0</b>
<b>Resources to meet new bids</b>	<b>(5,046)</b>	<b>(29,082)</b>	<b>(25,874)</b>	<b>(23,931)</b>	<b>(18,271)</b>	<b>(20,126)</b>
<b>New Bids not yet approved/prioritised</b>						
<b>(Net of Earmarked Resources)</b>						
Childrens Services	0	(400)	4,220	7,175	15,009	16,165
Community Services	0	0	1,800	4,944	5,220	1,550
Customer & Corporate Services:	0	0	2,923	2,128	2,158	1,350
Finance & Resources	0	0	3,965	5,485	4,585	2,135
Neighbourhoods & Regeneration:	0	0	3,305	12,135	10,878	9,705
<b>Total New Bids</b>	<b>0</b>	<b>(400)</b>	<b>16,213</b>	<b>31,867</b>	<b>37,850</b>	<b>30,905</b>
<b>Year End Position</b>						
Surplus Carried Forward	(5,046)	(29,482)	(9,661)			
Deficit				7,936	19,579	10,779
<b>Resource allocations for New bids</b>						
Childrens Services		(90)	9,129	3,223	10,371	3,874
Community Services		258	5,616	6,025	0	0
Customer & Corporate Services		0	2,923	528	528	0
Finance & Resources		0	4,385	400	0	0
Neighbourhoods & Regeneration:		0	9,835	800	775	0
<b>New Bids Spending</b>		<b>168</b>	<b>31,888</b>	<b>10,976</b>	<b>11,674</b>	<b>3,874</b>
Childrens Services		(310)	(4,909)	(5,395)	(2,830)	0
Community Services		(258)	(3,816)	(2,640)	0	0
Customer & Corporate Services		0	0	0	0	0
Finance & Resources		0	(420)	0	0	0
Neighbourhoods & Regeneration:		0	(6,530)	0	0	0
<b>New Bids Earmarked Resources:</b>		<b>(568)</b>	<b>(15,675)</b>	<b>(8,035)</b>	<b>(2,830)</b>	<b>0</b>
<b>Net Allocated Resources</b>		<b>(400)</b>	<b>16,213</b>	<b>2,941</b>	<b>8,844</b>	<b>3,874</b>
Other Net Cost Schemes for future consideration:		0	0	28,926	29,006	27,031
<b>Total New Bids</b>		<b>(400)</b>	<b>16,213</b>	<b>31,867</b>	<b>37,850</b>	<b>30,905</b>

## Capital Plan (Non Housing)

### CHILDRENS SERVICES

SCHEME/PROJECT	2006/07	2007/08	2008/09	2009/10	LATER YEARS	TOTAL COST
	£000	£000	£000	£000	£000	£000
<b><u>EXISTING RESOURCED PLAN</u></b>						
<b>FRESH START FUNDING</b>						
Amerhurst Primary	26	0	0	0	0	26
Earmarked funding Fresh Star	(1)	0	0	0	0	(1)
Earmarked funding S10€	(25)	0	0	0	0	(25)
Springfield Primary	393	428	186	0	0	1,007
Earmarked funding Fresh Star	(393)	(428)	(186)	0	0	(1,007)
<b>TARGET CAPITAL</b>						
Queensbridge	2	0	0	0	0	2
<b>AMP PRIORITIES</b>						
Sir Thomas Abney various repairs	1,220	33	0	0	0	1,253
Amerhurst Primary	9	0	0	0	0	9
Burbage Window replacement	9	0	0	0	0	9
Benthal Junior Roof replacement	5	0	0	0	0	5
Northwold Primary Modernisation & Improvement	12	0	0	0	0	12
Stormont House window replacement	68	2	0	0	0	70
<b>NEW OPPORTUNITIES FUND/BIG LOTTERY FUND</b>						
Skinners Company School	13	0	0	0	0	13
Clapton Girls Technology College	20	0	0	0	0	20
Haggerston School	17	0	0	0	0	17
Leaside Boat Club	17	0	0	0	0	17
Hackney Downs	18	0	0	0	0	18
Sir Thomas Abney	423	0	0	0	0	423
Earmarked funding Lottery Funding	(508)	0	0	0	0	(508)
<b>Lauriston School</b>						
Current Provisor	1,245	3,600	755	0	0	5,600
<b>Misc Schemes</b>						
Ickburgh rewire	52	1	0	0	0	53
Crusoe House	94	2	0	0	0	96
<b>NEW BIDS</b>						
Devolved Formula	2,337	2,167	2,167	2,167	2,167	11,005
<b>SURE START FUNDING</b>						
Childrens Centres (18: TBD) 100% Sure Start grant	2,100	2,100	0	0	0	4,200
Earmarked funding Sure Start Grant	(2,100)	(2,100)	0	0	0	(4,200)
<b>FRESH START FUNDING</b>						
Fresh Start Craven Park (provisional)	393	428	186	0	0	1,007
Earmarked funding Fresh Star	(393)	(428)	(186)	0	0	(1,007)
<b>BIG LOTTERY FUNDING</b>						
Other Lottery Funded Scheme:	1,391	0	0	0	0	1,391
Earmarked funding Big Lottery Funding	(1,391)	0	0	0	0	(1,391)
<b>Lauriston School</b>						
New phasing and additional £2m	(1,194)	(2,172)	2,698	2,760	308	2,400
<b>Building Schools for the Future</b>						
5 secondary; in the absence of funding information assume 100% grant; revenue implications built into the MTFP						
Main Programme (Including ICT Programme Upto 5 PRUs/SEN; in the absence of funding information, assume 100% grant; revenue implications built into the MTFP	0	28,250	28,250	28,250	22,250	107,000
Earmarked Funding SCE(C)/PF	0	(28,250)	(28,250)	(43,000)	(37,000)	(136,500)
<b>Primary School Needs</b>						
Thomas Fairchild - Electrical	248	0	0	0	0	248
<b>Secondary/SEN Pre BSF repairs/improvements</b>						
Secondary/SEN Post BSF Whole life costings	0	0	0	500	500	1,000
Early Years repairs/improvements	200	200	0	0	0	400
Costings	0	0	200	200	200	600

## Capital Plan (Non Housing)

### CHILDRENS SERVICES

SCHEME/PROJECT	2006/07	2007/08	2008/09	2009/10	LATER YEARS	TOTAL COST
	£000	£000	£000	£000	£000	£000
CLC Capital Redevelopment Project	300	300	0	0	0	600
Earmarked Grant	(300)	(300)	0	0	0	(600)
<b>Misc Schemes</b>						
<b>Recurrent works</b>						
Schools access (funded from main formula grant)	224	224	224	224	224	1,120
Asbestos works	0	100	100	100	100	400
<b>One off projects</b>						
Harrington Hill - replacement classroom & nursery	50	0	0	0	0	50
Berger - roof	58	0	0	0	0	58
Springfield - Windows	197	0	0	0	0	197
Downsview - Windows	0	80	0	0	0	80
Millfields - Windows	300	0	0	0	0	300
Integrated Childrens System	236	312	0	0	0	548
Earmarked Funds Dept Edctn & Skills Grant	(236)	(312)	0	0	0	(548)
<b>SPECIAL SCHEMES</b>						
<b>Berger School</b>	0	1,200	3,000	3,000	1,300	8,500
Earmarked Reserve	0	(1,200)	(2,323)	0	0	(3,523)
<b>Building School for the Future Excess</b>	0	5,400	5,400	5,400	0	16,200
Earmarked Resources		(1,500)	(1,500)	(1,500)	0	(4,500)
<b>Woodberry Down</b>	489	2,867	7,487	1,114	543	12,500
Earmarked Reserve	(489)	(2,867)	(2,644)	0	0	(6,000)
Earmarked Resources S106	0	0	(2,500)	0	(4,000)	(6,500)
<b>SEN Primary</b>	0	0	1,000	4,000	0	5,000
Resourced via Financial Strateg	0	0	(1,000)	(4,000)	0	(5,000)
<b>CHILDRENS SERVICES NET TOTAL PLAN</b>	<b>6,936</b>	<b>10,813</b>	<b>15,764</b>	<b>16,165</b>	<b>3,542</b>	<b>53,220</b>

### ANALYSED

RESOURCE ALLOCATION 2006/07						
New Bid Spend	9,129	3,223	10,371	3,874	851	27,448
New Bid Earmarked Resource:	(4,909)	(5,395)	(2,830)	0	0	(13,134)
Net Allocated Resources	4,220	(2,172)	7,541	3,874	851	14,314
Existing Plan Spend	3,643	4,066	941	0	0	8,650
Existing Plan Earmarked Resource:	(927)	(428)	(186)	0	0	(1,541)
New Resorced Plan	6,936	1,466	8,296	3,874	851	21,423
Other Net Cost Schemes for future consideration	0	9,347	7,468	12,291	2,691	31,797
	<b>6,936</b>	<b>10,813</b>	<b>15,764</b>	<b>16,165</b>	<b>3,542</b>	<b>53,220</b>

### ALSO ALLOCATED FOR 2005/06

Fresh Start Craven Park (provisional)	10
Earmarked funding Fresh Star	(10)
Lauriston School New phasing and additional £2m	(400)
CLC Capital Redevelopment Project	300
Earmarked Grant	(300)
	(400)

## Capital Plan (Non Housing)

### COMMUNITY SERVICES

SCHEME/PROJECT	2006/07	2007/08	2008/09	2009/10	LATER YEARS	TOTAL COST
	£000	£000	£000	£000	£000	£000
<b><u>EXISTING RESOURCED PLAN</u></b>						
<b>LIBRARY SERVICE</b>						
Clapton Library Learning Centre & DDA works	325	0	0	0	0	325
<b>SPORTS</b>						
London Fields Lido regeneration	1,318	0	0	0	0	1,318
Earmarked funding Underspend & Contingenc	(500)	0	0	0	0	(500)
Clissold House Redevelopment	2,000	0	0	0	0	2,000
<b>PARKS</b>						
St Johns Churchyard Rest & Env Improvement	109	0	0	0	0	109
Earmarked funding SRB Grant	(2)	0	0	0	0	(2)
Earmarked funding GWEL	(107)	0	0	0	0	(107)
<b><u>NEW BIDS</u></b>						
<b>LIBRARY SERVICE</b>						
PCs in Libraries	100	0	0	0	0	100
Stamford Hill Development (match funding)	0	500	0	0	0	500
Stoke Newington Library Development	0	0	500	0	0	500
CLR James Library Development	0	0	0	500	0	500
Virtual Community Library - Woodberry Down	0	30	0	0	0	30
Temporary Library Provision	0	100	0	0	0	100
<b>SPORTS</b>						
SpringHill Leisure Facilities	1,200	5,700	0	0	0	6,900
External contribution - Sports England	(560)	(2,640)	0	0	0	(3,200)
Indoor Tennis Centre - sports & activity strategy	0	0	3,000	0	0	3,000
London Fields Lido (Roof etc)	500	0	0	0	0	500
Earmarked resources specific provision	(500)	0	0	0	0	(500)
Britannia	250	0	0	0	0	250
Earmarked resources specific provision	(250)	0	0	0	0	(250)
Leisure Facilities H&S and improvement works	500	0	0	0	0	500
Earmarked resources specific provision	(500)	0	0	0	0	(500)
Capital equipment costs for Clissold Leisure Centre	651	0	0	0	0	651
Earmarked resources specific provision	(651)	0	0	0	0	(651)
<b>PARKS</b>						
London Fields Park works	165	0	0	0	0	165
Springfield Park works	165	0	0	0	0	165
Haggerston Park works	165	0	0	0	0	165
Hackney Downs Park works	165	0	0	0	0	165
Parks remedial works	190	0	0	0	0	190
Parks Future works	0	250	250	0	0	500
Refurbish Staff Facilities	50	50	50	0	0	150
Repairs to Parks lighting	25	0	0	0	0	25
Repairs to Parks mansions	0	0	1,000	1,000	0	2,000
Replacement of horticultural equipment/Assets	10	10	70	50	50	190
Relocation of the Haggerston depot within the park.	900	0	0	0	0	900
Earmarked resources Contingency/underspend	(900)	0	0	0	0	(900)
Parks Depot	50	0	0	0	0	50
Earmarked resources Contingency/underspend	(50)	0	0	0	0	(50)
Abney Cemetery Matched funding	0	350	350	0	0	700
Urban Sports Park Facility	0	250	0	0	0	250
<b>MUSEUEMS &amp; ARCHIVES</b>						

## Capital Plan (Non Housing)

### COMMUNITY SERVICES

SCHEME/PROJECT	2006/07	2007/08	2008/09	2009/10	LATER YEARS	TOTAL COST
	£000	£000	£000	£000	£000	£000
Work stations	0	19	0	0	0	19
Building Works 43 de Beauvoir Road	125	325	0	0	0	450
<b>COMMUNITY CARE</b>						
Information for Social Care	220	215	0	0	0	435
Earmarked Funding Dep Hlth Grant	(220)	(215)	0	0	0	(435)
CRAG software	0	0	0	0	0	0
To be funded from SS revenue monies	0	0	0	0	0	0
Primrose scheme for mental health	185	180	0	0	0	365
Earmarked Funding Dep Hlth Approva	(185)	(180)	0	0	0	(365)
<b>COMMUNITY SERVICES NET TOTAL PLAN</b>	<b>4,943</b>	<b>4,944</b>	<b>5,220</b>	<b>1,550</b>	<b>50</b>	<b>16,707</b>

### ANALYSED

RESOURCE ALLOCATION 2006/07						
New Bid Spend	5,616	6,025	0	0	0	11,641
New Bid Earmarked Resource:	(3,816)	(2,640)	0	0	0	(6,456)
Net Allocated Resources	1,800	3,385	0	0	0	5,185
Existing Plan Spend	3,752	0	0	0	0	3,752
Existing Plan Earmarked Resource:	(609)	0	0	0	0	(609)
New Resorced Plan	4,943	3,385	0	0	0	8,328
Other Net Cost Schemes for future consideration	0	1,559	5,220	1,550	50	8,379
	<b>4,943</b>	<b>4,944</b>	<b>5,220</b>	<b>1,550</b>	<b>50</b>	<b>16,707</b>

### ALSO ALLOCATED FOR 2005/06

Britannia	50
Earmarked resources specific provision	(50)
CRAG software	18
To be funded from SS revenue monies	(18)
SCE(R)primrose scheme for mental health	190
Earmarked Funding Dep Hlth Approva	(190)
	<b>0</b>

## Capital Plan (Non Housing)

### CUSTOMER & CORPORATE SERVICES

SCHEME/PROJECT	2006/07	2007/08	2008/09	2009/10	LATER YEARS	TOTAL COST
	£000	£000	£000	£000	£000	£000
<b><u>EXISTING RESOURCED PLAN</u></b>						
Mortuary St Johns Churchyard	50	0	0	0	0	50
Replace Legal Case Mang System	16	0	0	0	0	16
<b><u>NEW BIDS</u></b>						
Replace AV systems (fixed / portable)	0	0	30	0	30	60
Single Front office	823	528	528	0	0	1,879
Planned Maintenance	600	600	600	600	600	3,000
Reactive Maintenance	500	500	500	500	500	2,500
DDA Works	750	250	250	0	0	1,250
Matched Funding for projects	250	250	250	250	250	1,250
<b>CUSTOMER &amp; CORPORATE SERVICES NET</b>						
<b>TOTAL CAPITAL PLAN</b>	<b>2,989</b>	<b>2,128</b>	<b>2,158</b>	<b>1,350</b>	<b>1,380</b>	<b>10,005</b>
<b><u>ANALYSED</u></b>						
<b>RESOURCE ALLOCATION 2006/07</b>						
New Bid Spend	2,923	528	528	0	0	3,979
New Bid Earmarked Resources	0	0	0	0	0	0
Net Allocated Resources	2,923	528	528	0	0	3,979
Existing Plan Spend	66	0	0	0	0	66
Existing Plan Earmarked Resources	0	0	0	0	0	0
New Resourced Plan	2,989	528	528	0	0	4,045
Other Net Cost Schemes for future consideration	0	1,600	1,630	1,350	1,380	5,960
	<b>2,989</b>	<b>2,128</b>	<b>2,158</b>	<b>1,350</b>	<b>1,380</b>	<b>10,005</b>

## Capital Plan (Non Housing)

### FINANCE & RESOURCES

SCHEME/PROJECT	2006/07	2007/08	2008/09	2009/10	LATER YEARS	TOTAL COST
	£000	£000	£000	£000	£000	£000
<b><u>EXISTING RESOURCED PLAN</u></b>						
Infrastructure Management software	125	0	0	0	0	125
Earmarked additional Contribution 2004/5	(125)	0	0	0	0	(125)
<b><u>NEW BIDS</u></b>						
<b><u>REVISED ICT PLAN</u></b>						
<b><u>Information Services</u></b>						
Desktop Refresh	500	500	500	500	500	2,500
Infrastructure Management Software	225	50	50	50	50	425
Data Network Upgrades	200	150	500	200	150	1,200
Infrastructure Upgrades	150	600	500	150	350	1,750
DR/Business Continuity	500	500	75	75	75	1,225
Mobile Working	110	110	110	110	110	550
Security	50	100	50	50	100	350
Voice/Telephony Upgrades	150	150	2,000	150	150	2,600
<b><u>E-Business Area</u></b>						
CICT - Approved Software	250	250	250	250	250	1,250
Information Management (formerly DIPW)	1,000	1,000	0	0	0	2,000
Customer Relationship Management-CRM	500	250	250	250	1,000	2,250
Authentication	250	250	0	0	0	500
GIS	100	100	100	0	0	300
Housing Management System	2,500	0	0	0	0	2,500
(to be funded by Housing)	(2,500)	0	0	0	0	(2,500)
Payroll & HR Systems	0	875	0	0	0	875
E-Democracy	0	200	0	0	0	200
Care First	100	400	0	0	0	500
Strand (Election System - LADS)	0	0	0	100	0	100
Legal Case management system	0	0	0	250	0	250
Civica system (Parking)	300	0	0	0	0	300
Library System	0	0	200	0	0	200
Earmarked additional Contribution 2004/	(420)	0	0	0	0	(420)
<b>FINANCE &amp; RESOURCES NET TOTAL CAPITAL PI</b>	<b>3,965</b>	<b>5,485</b>	<b>4,585</b>	<b>2,135</b>	<b>2,735</b>	<b>18,905</b>

### **ANALYSED**

<b>RESOURCE ALLOCATION 2006/07</b>						
New Bid Spend	4,385	400	0	0	0	4,785
New Bid Earmarked Resource:	(420)	0	0	0	0	(420)
<b>Net Allocated Resources</b>	<b>3,965</b>	<b>400</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4,365</b>
Existing Plan Spend	125	0	0	0	0	125
Existing Plan Earmarked Resource:	(125)	0	0	0	0	(125)
<b>New Resourced Plan</b>	<b>3,965</b>	<b>400</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4,365</b>
Other Net Cost Schemes for future consideration	0	5,085	4,585	2,135	2,735	14,540
<b>3,965</b>	<b>5,485</b>	<b>4,585</b>	<b>2,135</b>	<b>2,735</b>	<b>18,905</b>	

## Capital Plan (Non Housing)

### NEIGHBOURHOODS & REGENERATION

SCHEME/PROJECT	2006/07	2007/08	2008/09	2009/10	LATER YEARS	TOTAL COST
	£000	£000	£000	£000	£000	£000
<b><u>EXISTING RESOURCED PLAN</u></b>						
<b>SAFER COMMUNITIES &amp; ENFORCEMENT</b>						
Extension of CCTV to cover Stoke Newington	717	18	0	0	0	735
<b>ENGINEERING</b>						
Temple Mead Bridge	140	0	0	0	0	140
Earmarked Funding TfL	(140)	0	0	0	0	(140)
Zebra Crossing Upgrade programme	600	0	0	0	0	600
Street Furniture	775	0	0	0	0	775
Highways Planned	6,000	0	0	0	0	6,000
Street lighting	3,200	0	0	0	0	3,200
<b>WASTE SERVICES</b>						
Construction of new Depot on the National grid Site	4,000	0	0	0	0	4,000
<b><u>NEW BIDS</u></b>						
<b>SAFER COMMUNITIES &amp; ENFORCEMENT</b>						
Planned replacement of obsolete cameras/assets	30	35	40	45	50	200
Earmarked Funding from Revenue	(30)	(35)	(40)	(45)	(50)	(200)
Planned replacement of CCTV recording system	100	100	50	0	0	250
CCTV to cover Stoke Newington and A10 corridor.	0	25	0	0	0	25
Extension of CCTV to cover Trowbridge area	525	25	0	0	0	550
Extension of CCTV to cover Woodberry Down area	0	525	25	0	0	550
CCTV to cover all railway stations in borough	0	260	13	0	0	273
Provision of a 2nd IT network to ensure resilience	20	0	0	0	0	20
Mobile EP Response and CCTV monitoring vehicle	35	0	0	0	0	35
<b>WASTE SERVICES</b>						
Fleet purchase Refuse	3,500	0	0	0	0	3,500
Earmarked resources- tonnage levy	(2,860)	0	0	0	0	(2,860)
<b>ENGINEERING</b>						
Street Lighting	0	3,200	3,200	3,200	3,200	12,800
Street Furniture	0	775	775	775	775	3,100
Highways Planned	0	4,000	4,000	4,000	4,000	16,000
Dalston Town Centre AAP Public Realm Improvements	400	400	100	100	0	1,000
South Shoreditch SPD:- Public realm improvements	200	775	775	0	0	1,750
Hackney Central AAP Town Centre Public Realm	0	500	500	500	0	1,500
Match fund existing & new Partnerships	0	200	0	0	0	200
Environmental improvement around stations	100	100	190	130	0	520
Develop Borough's Infrastructure (PRIDE)	500	500	500	500	500	2,500
Road Safety Engineering Schemes	500	500	500	500	500	2,500
Enforcement Strategy database linking and mobile working	216	0	0	0	0	216
Earmarked Funding Contingency/underspend reserve	(216)	0	0	0	0	(216)
<b>TRADING STANDARDS</b>						
Street Markets - new stalls	50	0	0	0	0	50
Street Markets - lighting	75	0	0	0	0	75
Street Markets - compactor	50	0	0	0	0	50
Street Markets - bins	10	0	0	0	0	10
Street Market Drainage	100	0	0	0	0	100
Street Market Storage facilities	0	250	250	0	0	500

## Capital Plan (Non Housing)

### NEIGHBOURHOODS & REGENERATION

SCHEME/PROJECT	2006/07	2007/08	2008/09	2009/10	LATER YEARS	TOTAL COST
	£000	£000	£000	£000	£000	£000
<b>TfL Funded Schemes</b>						
Principal Road Renewal	530	530	530	530	530	2,650
Local Safety Schemes	475	475	475	475	475	2,375
20 mph zones	250	250	250	250	250	1,250
Education, Training & Publicity	40	40	40	40	40	200
Walking	105	105	105	105	105	525
Bus Stop Accessibility	79	79	79	79	79	395
Bus Priority	342	342	342	342	342	1,710
Safer Routes to School	428	428	428	428	428	2,140
Travel Awareness	25	25	25	25	25	125
Regeneration & Access Corridors	150	150	150	150	150	750
Environment (formerly Air Quality)	55	55	55	55	55	275
Controlled Parking Zones	15	15	15	15	15	75
Local Area Accessibility	50	50	50	50	50	250
Freight Schemes	20	20	20	20	20	100
Cycling Schemes	720	720	720	720	720	3,600
Bridge Assessment and Strengthening	140	140	140	140	140	700
Earmarked Funding TfL	(3,424)	(3,424)	(3,424)	(3,424)	(3,424)	(17,120)
<b>NEIGHBOURHOOD &amp; REGENERATION NET</b>						
<b>TOTAL CAPITAL PLAN</b>	<b>18,597</b>	<b>12,153</b>	<b>10,878</b>	<b>9,705</b>	<b>8,975</b>	<b>60,308</b>

### ANALYSED

#### RESOURCE ALLOCATION 2006/07

New Bid Spend	9,835	800	775	0	0	11,410
New Bid Earmarked Resource:	(6,530)	0	0	0	0	(6,530)
Net Allocated Resources	3,305	800	775	0	0	4,880
Existing Plan Spend	15,432	18	0	0	0	15,450
Existing Plan Earmarked Resource:	(140)	0	0	0	0	(140)
New Resourced Plan	18,597	818	775	0	0	20,190
Other Net Cost Schemes for future consideration	0	11,335	10,103	9,705	8,975	40,118
	<b>18,597</b>	<b>12,153</b>	<b>10,878</b>	<b>9,705</b>	<b>8,975</b>	<b>60,308</b>

## Capital Plan (Housing)

### SUMMARY

	ORIGINAL ESTIMATE 2005/06 £000	UPDATED ESTIMATE 2005/06 £000	FORECAST 2006/07 £000	FORECAST 2007/08 £000	FORECAST 2008/09 £000	FORECAST 2009/10 £000
<b>Resources</b>						
SCE (R) Supported Borrowing	(17,764)	(17,750)	(17,700)	(17,700)	(17,700)	(17,700)
Major Repairs Allowance	(21,896)	(21,950)	(21,250)	(20,660)	(18,480)	(18,160)
Capital Receipts	(19,000)	(5,000)	(12,200)	(5,000)	(5,000)	(5,000)
Leaseholder Charges	(3,900)	(1,500)	(4,800)	(4,800)	(4,800)	(4,800)
External Grants & Contributions	(270)	(2,017)	0	0	0	0
Years Resources	(62,830)	(48,217)	(55,950)	(48,160)	(45,980)	(45,660)
Resources Brought Forward	(33,544)	(51,571)	(27,413)	(4,537)	0	0
<b>TOTAL AVAILABLE RESOURCES</b>	<b>(96,374)</b>	<b>(99,788)</b>	<b>(83,363)</b>	<b>(52,697)</b>	<b>(45,980)</b>	<b>(45,660)</b>

### Spending Existing Plan

#### Old Structure

Existing Schemes Continuing	495	452	0	0	0	0
Contractually committed	1,548	11,412	0	0	0	0
Decent Homes	44,050	47,907	0	0	0	0
Less Decent Homes underspend	0	(28,300)	0	0	0	0
Completed Templates	12,657	13,741	0	0	0	0
Planned Maintenance	18,165	21,918	0	0	0	0
Other Schemes	2,737	5,017	0	0	0	0
Late Approvals	0	228	0	0	0	0

#### New Structure

ALMO Schemes	0	0	1,800	0	0	0
Non ALMO HRA Schemes	0	0	0	0	0	0
Housing Regeneration	0	0	124	139	0	0
Housing General Func	0	0	0	0	0	0
<b>Total Existing Plan</b>	<b>79,652</b>	<b>72,375</b>	<b>1,924</b>	<b>139</b>	<b>0</b>	<b>0</b>

#### Resources to meet new bids

	(16,722)	(27,413)	(81,439)	(52,558)	(45,980)	(45,660)
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### New Bids not yet approved/prioritised

#### (Net of Earmarked Resources)

ALMO Schemes			62,147	51,915	55,875	53,215
Non ALMO HRA Schemes			350	350	350	350
Housing Regeneration			12,705	2,000	0	0
Housing General Func			1,700	1,700	1,700	1,700
<b>Total New Bids</b>	<b>0</b>	<b>0</b>	<b>76,902</b>	<b>55,965</b>	<b>57,925</b>	<b>55,265</b>

### Year End Position

Surplus Carried Forward	(16,722)	(27,413)	(4,537)			
Deficit				3,407	11,945	9,605

### Resource allocations for New bids

New Bid Spend	0	77,172	2,000	0	0	
New Bid Earmarked Resource:	0	(270)	0	0	0	
Net Allocated Resources	0	76,902	2,000	0	0	
Other Net Cost Schemes for future consideration			0	53,965	57,925	55,265
<b>Total New Bids</b>	<b>0</b>	<b>76,902</b>	<b>55,965</b>	<b>57,925</b>	<b>55,265</b>	

## Capital Plan (Housing)

### NEIGHBOURHOOD & REGENERATION

SCHEME/PROJECT	2006/07	2007/08	2008/09	2009/10	LATER YEARS	TOTAL COST
	£000	£000	£000	£000	£000	£000
<b><u>EXISTING RESOURCED PLAN</u></b>						
<b>ALMO SCHEMES</b>						
Asbestos Works in Communal Areas	200	0	0	0	0	200
Decent Homes	1,600	0	0	0	0	1,600
<b>HOUSING REGENERATION SCHEMES</b>						
Holly Street Regeneration completion	0	139	0	0	0	139
Homeless and Security - Holly Street Estate	124	0	0	0	0	124
<b><u>NEW BIDS</u></b>						
<b>ALMO SCHEMES</b>						
<b>DECENT HOMES Phase 2 PARTNERED CONTRACTS</b>						
<b>Decent Homes Phase 2:</b>						
<b>(Signed contracts subject to Resource allocation)</b>						
Homerton	9,755	9,404	10,840	10,840	10,840	51,679
North East	7,504	7,225	8,330	8,330	8,330	39,719
Queensbridge and De Bevoir	4,127	3,977	4,585	4,585	4,585	21,859
Shoreditch	9,320	9,039	10,420	10,420	10,420	49,619
Stoke Newington	6,753	6,505	7,500	7,500	7,500	35,758
changes in resources subsequent to consideration by HMT	(1,272)	(20)				(1,292)
<b>Sub-Total Decent Homes</b>	<b>36,187</b>	<b>36,130</b>	<b>41,675</b>	<b>41,675</b>	<b>41,675</b>	<b>197,342</b>
<b>Planned Maintenance:</b>						
Boiler Replacement Programme	2,000	2,000	2,000	1,566	1,566	9,132
Lift renewals	3,700	2,000	2,000	1,566	1,566	10,832
Water Quality and Water Tank renewals	500	500	500	391	391	2,283
Door Entry Systems (replacements and new systems)	1,000	500	500	391	391	2,783
Estate Refuse Bin Replacements	220	220	0	0	0	440
CCTV replacements and upgrades	280	330	650	509	509	2,278
Estate lighting	200	200	200	157	157	913
Playground Equipment	200	200	200	157	157	913
Lateral Mains renewal and rewiring	1,000	500	500	391	391	2,783
Drainage Replacement	500	500	400	313	313	2,026
Safer Cities Security Doors	600	400	400	313	313	2,026
Estate Roads and Footpaths	660	690	720	564	564	3,197
Water Mains renewals and Booster Pumps	1,200	1,200	1,200	940	940	5,479
Ventilation Systems	75	100	120	94	94	483
Concierge Site Improvements	150	150	150	117	117	685
Asbestos removal and Surface Reinstatement	200	200	200	157	157	913
Communal Digital TV	200	0	0	0	0	200
Environmental Works to Housing Estates	475	475	300	235	235	1,720
Capital Voids Re-servicing	500	500	500	391	391	2,283
Major Replacements and Health and safety (check)	650	650	650	509	509	2,968
Garage Major Repairs and Demolition	50	50	50	39	39	228
<b>Sub-Total Planned Maintenance</b>	<b>14,360</b>	<b>11,365</b>	<b>11,240</b>	<b>8,800</b>	<b>8,800</b>	<b>54,565</b>
IHMS project - replacement of Housing IT system	2,500	0	0	0	0	2,500
Disabled Adaptations to Council Homes	1,540	1,540	1,540	1,540	1,540	7,700
Capital Health and Safety Budget	300	300	300	300	300	1,500
Voids awaiting regeneration	2,000	0	0	0	0	2,000
Capitalised Salaries	900	900	900	900	900	4,500
Community Halls Major Repairs and DDA	1,710	1,680	220	0	0	3,610
Void major works	900	0	0	0	0	900
Refuse Chamber Modernisation	500	0	0	0	0	500
Estate Plans	1,250	0	0	0	0	1,250
<b>Sub-Total Other ALMO Schemes</b>	<b>11,600</b>	<b>4,420</b>	<b>2,960</b>	<b>2,740</b>	<b>2,740</b>	<b>24,460</b>
<b>Total ALMO Schemes</b>	<b>62,147</b>	<b>51,915</b>	<b>55,875</b>	<b>53,215</b>	<b>53,215</b>	<b>276,367</b>

## Capital Plan (Housing)

### NEIGHBOURHOOD & REGENERATION

SCHEME/PROJECT	2006/07	2007/08	2008/09	2009/10	LATER YEARS	TOTAL COST
	£000	£000	£000	£000	£000	£000
<b>NON ALMO HRA SCHEMES</b>						
Under occupation Grants to release larger properties	250	250	250	250	250	1,250
Special needs voids, conversions and adaptatior	100	100	100	100	100	500
<b>Total Non ALMO HRA SCHEMES</b>	<b>350</b>	<b>350</b>	<b>350</b>	<b>350</b>	<b>350</b>	<b>1,750</b>
<b>HOUSING REGENERATION SCHEMES</b>						
Woodberry Down Regeneration Scheme	8,331	2,000	0	0	0	10,331
Review Estates - Regeneration Schemes	2,974	0	0	0	0	2,974
Regeneration - Shoreditch CHF	1,400	0	0	0	0	1,400
<b>Total Housing Regeneration Schemes</b>	<b>12,705</b>	<b>2,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>14,705</b>
<b>HOUSING GENERAL FUND</b>						
Private Sector Housing Programme incl. DFG	1,700	1,700	1,700	1,700	1,700	8,500
Earmarked resources external Grant	(270)	(270)	(270)	(270)	(270)	(1,350)
Hostels Improvements and major repairs	150	150	150	150	150	750
LAWN/Mobility Scheme to move tenants out of boroug	120	120	120	120	120	600
<b>Total Housing General Fund</b>	<b>1,700</b>	<b>1,700</b>	<b>1,700</b>	<b>1,700</b>	<b>1,700</b>	<b>8,500</b>
<b>HOUSING NET CAPITAL PLAN</b>	<b>78,826</b>	<b>56,104</b>	<b>57,925</b>	<b>55,265</b>	<b>55,265</b>	<b>303,385</b>
<b>ANALYSED</b>						
<b>RESOURCE ALLOCATION 2006/07</b>						
New Bid Spend	77,172	2,000	0	0	0	79,172
New Bid Earmarked Resource:	(270)	0	0	0	0	(270)
Net Allocated Resources	76,902	2,000	0	0	0	78,902
Existing Plan Spend	1,924	139	0	0	0	2,063
Existing Plan Earmarked Resource:	0	0	0	0	0	0
New Resorced Plan	78,826	2,139	0	0	0	80,965
Other Net Cost Schemes for future considerati	0	53,965	57,925	55,265	55,265	222,420
	<b>78,826</b>	<b>56,104</b>	<b>57,925</b>	<b>55,265</b>	<b>55,265</b>	<b>303,385</b>

# **Section E – Underspends & Contingencies**

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## Underspends and Contingency Reserve - agreed bids

### Details of Agreed Bids

	Balance c/fwd to 2004/05 £	New 2004/05 Agreed Bid £	New 2005/06 Agreed Bid £	Total Agreed bids £	Already Financed £	Balance Outstanding £
<b><u>Bids agreed prior to 1st April 2005</u></b>						
Improving communications with stakeholders	100,000	0	0	100,000	0	100,000
Health & Safety training for staff	25,000	0	0	25,000	0	25,000
Electronic archiving system	60,655	0	0	60,655	11,464	49,191
Initial work on the 5 borough Olympics project	128,003	0	0	128,003	110,160	17,843
Licensing Act 2004	0	437,000	0	437,000	48,339	388,661
Improving performance management by speeding up the development of new improved reporting systems	15,000	0	0	15,000	0	15,000
Training	205,751	0	0	205,751	7,576	198,175
Supported housing for single vulnerable adults	60,000	0	0	60,000	28,150	31,850
Accommodation Strategy	689,023	242,000	0	931,023	160,919	770,104
Management information systems	44,385	150,000	0	194,385	88,248	106,137
Improvements to Parks, open spaces Town Hall tree planting and other public areas	170,445	50,000	0	220,445	95,603	124,842
Transport and Traffic management	30,000	175,000	0	205,000	0	205,000
Environment protection and public Safety	53,541	0	0	53,541	18,731	34,810
Hackney central Area Action Plan	102,213	0	0	102,213	0	102,213
Voluntary sector development work	166,335	110,000	0	276,335	38,223	238,112
Libraries and Museums	176,322	0	0	176,322	131,928	44,394
Haggerston Pools	0	80,000	0	80,000	0	80,000
21 -23 Hackney Grove	0	22,275	0	22,275	0	22,275
<b><u>Further approved bids from April 2005</u></b>						
<b><u>Neighbourhoods and Regeneration</u></b>						
HSP Senior Project Manager	0	0	60,000	60,000	0	60,000
Independent Place	0	0	20,000	20,000	0	20,000
Service First change consultant	0	0	70,000	70,000	0	70,000
Planning enforcement	0	0	341,572	341,572	0	341,572
Waste Services	0	0	117,000	117,000	0	117,000
Highways and Transportator	0	0	130,000	130,000	0	130,000
State of Environment report	0	0	100,000.00	100,000.00	0	100,000
<b><u>Community Services</u></b>						
Leisure Facilities	0	0	800,000	800,000	0	800,000
Parks and open spaces	0	0	160,000	160,000	0	160,000
Emergency Planning Buisness Continuity Partners	0	0	25,000	25,000	0	25,000
Youth Offending Team	0	0	229,000	229,000	0	229,000
Disability Discrimination Act	0	0	20,000	20,000	0	20,000
Domestic Violence	0	0	50,000	50,000	0	50,000
Voluntary Services	0	0	150,000	150,000	0	150,000
Cover for safer Communities head of service	0	0	21,500	21,500	0	21,500
Feasibility study on Libraries	0	0	40,000	40,000	0	40,000
<b><u>Customer and Corporate Services</u></b>						
Property Data base	0	0	104,000	104,000	0	104,000
Refurbishment of Council property	0	0	46,935	46,935	0	46,935
Parking Initiatives	0	0	115,000	115,000	0	115,000
Training	0	0	52,310	52,310	0	52,310
Rail officer			120,000	120,000	0	120,000

## Underspend and Contingency Reserve - agreed bids

### Details of Agreed Bids

	Balance c/fwd to 2004/05 £	New 2004/05 Agreed Bid £	New 2005/06 Agreed Bid £	Total Agreed bids £	Already Financed £	Balance Outstanding £
<b><u>Finance and Resources</u></b>						
Fleet Strategy	0	0	155,000	155,000	0	155,000
<b><u>Other Items</u></b>						
Dalston Regeneration Scheme	0	0	600,000	600,000	0	600,000
General contribution to capital plan from existing or future underspend/contingencies	0	0	2,300,000	2,300,000	0	2,300,000

### **Resourcing our priorities as part of the budget report agreed by Council on 1st March 2006**

#### **Resourcing Our Priorities (new)**

ROP 5 - Increasing Preventative Services	0	0	122,000	122,000	0	122,000
ROP 7 - Hackney's Performance Plan	0	0	81,000	81,000	0	81,000
ROP 7 - Enforcement Strategy Option 2	0	0	216,000	216,000	0	216,000
ROP 8 - Recycling trial: door-door collection using sacks	0	0	166,000	166,000	0	166,000
ROP 8 - Recycling trial: door-door collection using sacks and eurobins	0	0	63,000	63,000	0	63,000
ROP 8 - Recycling trial: compulsory recycling	0	0	16,000	16,000	0	16,000
ROP 9 - Quality of built environment	0	0	238,000	238,000	0	238,000
ROP 10 - Service First Programme	0	0	589,000	589,000	0	589,000
ROP 13 - Opps for everyone to contribute (mapping)	0	0	50,000	50,000	0	50,000
ROP 13 - Opps for everyone to contribute (SWOT)	0	0	50,000	50,000	0	50,000
ROP 13 - Relocate travellers on Olympic Site	0	0	60,000	60,000	0	60,000

#### **Resourcing Our Priorities (committed)**

Implementation of Gambling Act	0	0	40,000	40,000	0	40,000
Implementation of new parts of Traffic Mgmt Act	0	0	45,000	45,000	0	45,000
Employ staff to monitor Network Mgmt Duty	0	0	50,000	50,000	0	50,000
Choice based lettings - 5 new posts	0	0	35,000	35,000	0	35,000
Employ Licensing Officer	0	0	40,000	40,000	0	40,000
Employ Licensing Lawyer	0	0	50,000	50,000	0	50,000
Relocation of Haggerston Park depo	0	0	900,000	900,000	0	900,000
Ranger Office and visitor Centre	0	0	50,000	50,000	0	50,000

### **Total agreed revenue and capital bids requiring financing from current or future underspend/contingencies**

<b>2,026,672</b>	<b>1,266,275</b>	<b>8,688,317</b>	<b>11,981,264</b>	<b>739,341</b>	<b>11,241,923</b>
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# **Section F – Neighbourhood Renewal Fund**

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## NRF ALLOCATIONS 2006/07 AGREED BY TEAM HACKNEY

Thematic Group	Programme	Project	Delivery Agent	Amount of NRF 2006/07
<b>ALLOCATIONS AGREED 28TH FEBRUARY 2006</b>				
DACE	Economic Development	Intermediate Labour Market	Hackney Works - (Renaissi)	211,290
DACE	Economic Development	Hospitality Brokerage	People 1st -	40,000
DACE	Economic Development	Satisfying Service Sector Skills Shortages	Talent Recruitment -	24,951
DACE	Economic Development	Multi-Skills Training Workshop	Young Builders Trust	52,230
DACE	Economic Development	HSHCED Partnership	Hackney co-operative Development	25,750
DACE	Economic Development	Hackney Business Ventures	Fit for Enterprise	64,141
DACE	Economic Development	Enterprising Hackney	Wise Owls	64,744
DACE	Economic Development	Hackney Means Business and	The Innovatory	45,239
DACE	Economic Development	E-Biz Advice and Guidance	The Innovatory	45,239
DACE	Economic Development	Skills Base Business Support	Film London	20,563
DACE	Economic Development	Social Enterprise Project	Core Arts -	14,000
DACE	Economic Development	Creative Links	CIDA	24,675
DACE	Economic Development	Economic Exploratory	LBH	176,000
DACE	Economic Development	Hackney Enterprise Network (HEN)	The Innovatory	221,630
DACE	Economic Development	Skills for Life Co-ordination	HTEN	142,141
DACE	Economic Development	Invest in Hackney	Renaissi	61,689
DACE	Culture	Cultural Grants Func	LBH	202,500
DACE	Culture	Marketing and Promotion of Cultural Events	LBH	149,500
DACE	Culture	Building a Sustainable Infrastructure	LBH	172,000
DACE	Transport	CCTV Connectivity	LBH	100,000
DACE	Transport	Wayfinders	LBH	40,000
Thriving Healthy Communities	Increasing Life Expectancy through Prevention		City & Hackney Primary Care Trust	710,779
Thriving Healthy Communities	Increasing Life Expectancy through Access		City & Hackney Primary Care Trust	319,272
Thriving Healthy Communities	Mental Health – Mild and Moderate		City & Hackney Primary Care Trust	370,000
Thriving Healthy Communities	Community and Leisure		City & Hackney Primary Care Trust	111,172
Children and Young People	Key Stage 1+2		The Learning Trust	1,593,602
Children and Young People	Key Stage 3		The Learning Trust	357,676
Children and Young People	Key Stage 4		The Learning Trust	457,395
Children and Young People	Partnerships with Parents and the Community		The Learning Trust	370,615
Children and Young People	Mentoring		The Learning Trust	475,000
Children and Young People	Teenage Pregnancy		City & Hackney Primary Care Trust	606,300
Safer and Cleaner Place to Live		Anti-Social Behaviour (ASB)	LBH Community & Leisure	560,000
Safer and Cleaner Place to Live		Domestic Violence and Hate Crime	LBH Community & Leisure	148,000
Safer and Cleaner Place to Live		Burglary Reduction	LBH Community & Leisure	95,000
Safer and Cleaner Place to Live		Town Centre, Alcohol Related Violence Crime	LBH Community & Leisure	140,000

## NRF ALLOCATIONS 2006/07 AGREED BY TEAM HACKNEY

Thematic Group	Programme	Project	Delivery Agent	Amount of NRF 2006/07
Safer and Cleaner Place to Live		CCTV	LBH Community & Leisure	115,000
Safer and Cleaner Place to Live		Safer Schools Partnership	Metropolitan Police	95,000
Safer and Cleaner Place to Live		Probation Support for Targeted Communities	Probation Service	40,000
Safer and Cleaner Place to Live		Victim Support	LBH Community & Leisure	25,000
Safer and Cleaner Place to Live		Street Wardens	Pathmeads Housing Association	600,000
Safer and Cleaner Place to Live		Mediation Service	LBH – Housing	161,585
Safer and Cleaner Place to Live		Programme management	LBH Community & Leisure	50,000
Sustainable Borough		Park Life	LBH Community & Leisure	200,000
Sustainable Borough		Tree Carers	Groundwork East London	47,800
Sustainable Borough		Street Leaders	LBH - Environment	70,000
Sustainable Borough		Estates Food Waste Composting	East London Recycling Project	40,000
Sustainable Borough		Waste Away	LBH - Environment	40,000
Better Homes		Rent Deposit Scheme	LBH – Housing Needs	150,000
Better Homes		Marketing Choice & Access to Affordable Intermediate Housing	LBH – Housing	194,850
Better Homes		Recycling in Partnership	Southern Housing Group	98,000
Better Homes		Youth Involvement Project	Genesis (plus HPA)	148,000
Better Homes		Cohesive Communities through safer streets	Newlon Housing Trust	20,500
Better Homes		Enabling Residents to take Environmental Action	Hanover in Hackney	51,000
Better Homes		Safer Spaces	Newlon Housing Trust	194,850
<b>TOTAL</b>				<b>10,554,679</b>

ALLOCATIONS AGREED 16TH MARCH 2006				
Other	Community Investment Programme	Community Investment Grants	HCVS	497,500 *
Other	Community Investment Programme	Network development	HCVS	147,200 *
Other	Community Investment Programme	Cultural Events programme	HCVS	22,500 *
Other	Community Investment Programme	Programme delivery	HCVS	197,600 *
Other	Team Hackney Support	Management and Admin	LBH Policy & Communications	905,776
Other		Performance & intelligence	LBH Policy & Communications	214,402
Other	Priority Neighbourhoods	Regeneration Coordination	LBH Policy & Communications	251,738
Other	Priority Neighbourhoods	Hackney Wick Partnership Board Support	Renaissance	11,515
Other	Priority Neighbourhoods	Outreach Training Programme	Kingsland Community Regeneration Trust	14,675
Other	Social Inclusion	Hackney Credit Union	Primary Care Trust	54,450
Other	Social Inclusion	St Johns @ Hackney Churchyard Gardens (2 year contract)	LBH Community & Leisure	tbc **
<b>TOTAL</b>				<b>2,317,356</b>
<b>GRAND TOTAL</b>				<b>12,872,035</b>

\* allocation will be reduced by amounts carried forward from 2004-06 - exact amount to be confirmed after end of 2005/06.

\*\* carry forward of unspent allocation from 2004-06 agreed in principle - exact amount to be confirmed after end of 2005/06.