

London Borough of Lambeth



Budget Book 2010/11

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Part I

Key information

Introduction to the budget setting process

The 2010/11 General Fund revenue budget is to be set by full Council at its meeting on 24 February 2010. The budget presented to Council is the result of the authority's Service and Financial Planning process, designed to deliver high quality financial management and planning by focussing on budget setting over three years.

This Budget Book provides details of the 2010/11 budget. It summarises the authority's budgets at departmental and divisional levels, key service aims and the major savings and growth proposals; illustrating, at divisional level, the financial impact of the budget proposed by Cabinet to Council.

The 2010/11 budget includes an additional £4.0m of resources – an increase of 1.3% – on the 2009/10 budget, made up of an additional £3.1m from formula grant, and an additional £0.9m from council tax yield arising from the increased number of dwellings within the borough.

The budget report to Council contains more detailed information about the proposed budget and can be found by visiting the Council's website, and viewing the report at

<http://www.lambeth.gov.uk/moderngov/ieListDocuments.aspx?CId=142&MId=6722>

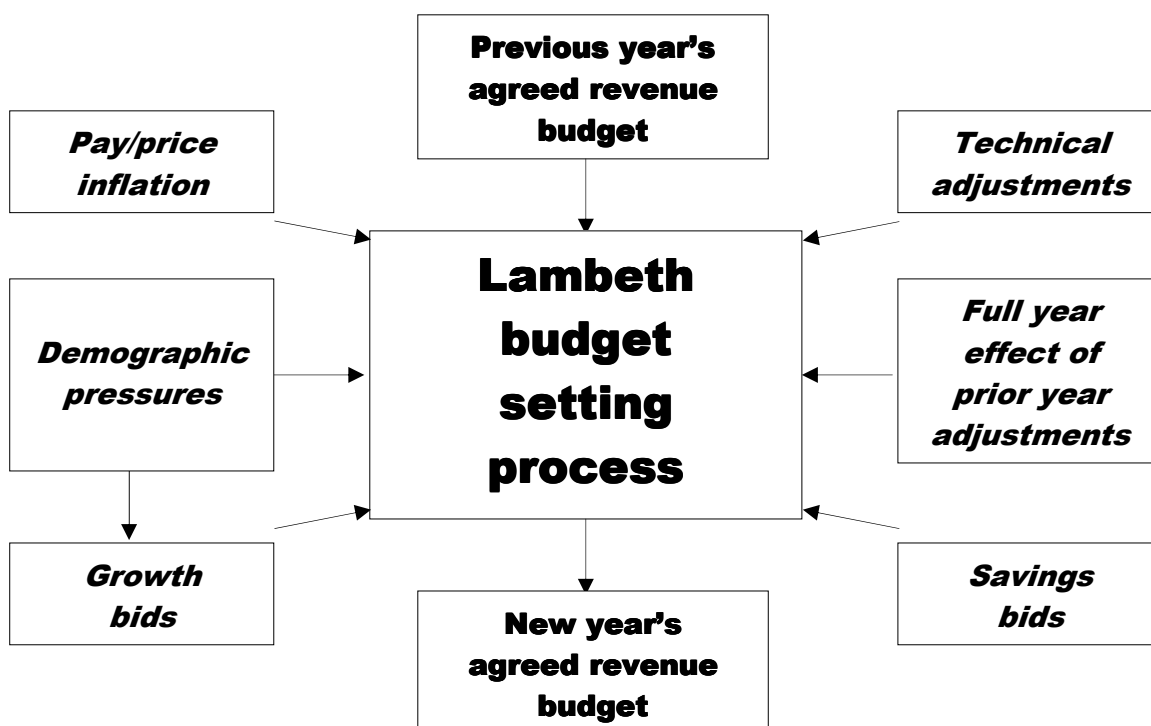
shown under the Council meeting of 24 February on the "calendar of meetings".

How is the budget set?

Lambeth operates a three year **medium term financial strategy (MTFS)**, making the budget setting process a continuous cycle. The Council sets its revenue budgets over a three year planning horizon, updating them through a rigorous planning and review cycle each year.

Resources, especially from central government, are tightly constrained and are allocated according to Council priorities. In recent years the Council has had a good record of finding efficiencies in back office functions, though, in the current economic circumstances, it is more likely to require further rigorous prioritisation of services. Our robust planning processes ensure that we can deliver our services within known financial constraints, finding the appropriate balance of value-for-money considerations with local priorities.

A range of factors have a direct and indirect influence upon the proposed budget which is finally presented to Members for their approval. The diagram below sets out the main ones.



A year in Lambeth finances

Although each year is different, there are certain steps that are common to the budget setting process in each cycle. Items in *italics*, while not directly forming part of the process, nevertheless have an impact on the budget or the MTFs. They are included here to provide a context.

All year (ongoing)	<i>Regular monitoring of the current year's budget</i>
Start of financial year	Divisional Director of Corporate Finance informs Senior Leadership Board (SLB) of the savings targets for the following financial year, based on the MTFs. At the highest level, these targets are driven by the gap between our resource requirement and the amount of money we expect to receive from central government Formula Grant, council tax and other sources.
Spring/Summer	Proposals to meet savings targets are worked up. These may be centrally directed value for money and transformational projects or efficiencies generated within service departments. Bids for growth (further pressures on resources) may be submitted at the same time. There is usually more than one iteration.
June	<i>Final accounts reported to Corporate Committee</i>
Summer/Autumn	Proposals are presented to informal (closed to the public) meetings of senior management and Cabinet for discussion, scrutiny and selection. This is an iterative process with the objective of balancing expenditure plans with resources available.
July	The July Finance Review is presented to Cabinet. This is a formal statement of the financial performance of the organisation for the year to date and horizon scanning to assess the impact of likely future external conditions and is used to trigger corrective action by management.
November-December	First provisional Budget Report to Cabinet for consideration and comment.
Early December	<i>Government issues provisional grant figures for year</i>
December	Departments report to scrutiny committees on performance to date in the current financial year and on new growth and savings proposals for the next.
January-February	<i>Government issues final grant figures.</i> Report(s) to Cabinet to finalise provisional draft Budget Report and any change in council tax.
End of February/ Early March	Cabinet recommend Budget Report for Council approval at budget setting meeting. Council approves: <ul style="list-style-type: none"> • Council tax • Budget for the next year • Resource allocations for the following two years • Capital programme • Prudential indicators and Treasury Management Strategy

Contacts and further reading

If you require more information on the Council's budgets or financing, the following senior officers may be able to help. The names of officers specifically responsible for individual divisions can also be found in the main section of this book.

Corporate Finance

Jonathan Williams	Divisional Director Resources	(020) 7926 9373	jdwilliams@lambeth.gov.uk
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Adults' and Community Services

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Children and Young People's Services

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Dunni Komolafe	Head of Finance	(020) 7926 9732	dkomolafe@lambeth.gov.uk
Nilesh Jethwa	Head of Finance (Schools)	(020) 7926 9728	njethwa@lambeth.gov.uk

Finance and Resources

Jason Hinton	Joint Divisional Director Resources	(020) 7926 9210	jhinton@lambeth.gov.uk
Mark Nicolson	Joint Divisional Director Resources	(020) 7926 9305	mnicolson@lambeth.gov.uk

Housing, Regeneration and Environment

Christina Thompson	Divisional Director Resources	(020) 7926 5302	cthompson3@lambeth.gov.uk
Hamant Bharadia	Interim Assistant Director of Finance	(020) 7926 9153	hbharadia@lambeth.gov.uk

Office of the Chief Executive – as per Finance and Resources

You may also find these publications by the London Borough of Lambeth interesting or helpful in understanding our finances:

- Council tax guide
- Statement of accounts

Glossary of local government finance

Area Based Grant

A non-ring fenced government grant to local authorities, introduced in 2008/09 to replace a series of specific grants. Government guidance states that local authorities are free to use the totality of their non ring-fenced funding, including Area Based Grant, as they see fit to support the delivery of local, regional and national priorities in their areas.

Arm's Length Management Organisation (ALMO)

An organisation set up to manage our housing stock and deliver the Decent Homes Agenda.

Billing authority

A local authority empowered to set and collect council taxes and manage the Collection Fund on behalf of itself and precepting authorities in its area. Lambeth is a billing authority.

Capital

Expenditure for the purchase or improvement of significant assets including land, buildings and equipment (or even investments) which will be of use or benefit in providing services for more than one financial year.

The Council also sets a capital budget, which is the planned expenditure of a capital nature.

Capital receipts

The proceeds from the sale of land, buildings and other capital assets. Strict rules govern their use: they cannot be used for revenue purposes.

Budget

The Council uses cash-limit budgeting to control its expenditure by restricting services to a specified cash amount. Service managers must regularly monitor their expenditure against budget during the year to ensure the limit is not exceeded.

The revenue budget is a financial statement of planned expenditure required to deliver the Council's policies over the financial year. It is illegal for us to budget for a sum in excess of the resources we have available.

The **budget requirement** is calculated in advance of each year. It is, broadly, our estimated net revenue expenditure as funded by **Formula Grant** and **council tax**.

Collection Fund

A statutory fund which is used to record the billing and collection of council tax and non-domestic rates payments. Though it is independent of the General Fund, payments are made from it to support the General Fund services of the **billing** and **precepting authorities** (in our case, the London Borough of Lambeth and the Greater London Authority respectively) and to the national business rate pool.

Payments to the General Fund are known as the **demand on the Collection Fund**. The amount is the authority's share of total **council tax** collected.

Council tax

This local tax is essentially a tax based on the value of property, with a range of discounts and exemptions according to circumstances. **Council Tax Benefit** is financial help given to taxpayers whose income falls below prescribed amounts, substantially covered by a specific government grant.

Council tax is set by both the **billing authority** (London Borough of Lambeth) and **precepting authority** (Greater London Authority). See also Part II, "Government grants and council tax".

Dedicated Schools Grant

A ring-fenced grant, formerly part of **Revenue Support Grant**, to fund schools. It is distributed on a formula basis.

Fees and charges

Income received as payment for services provided - for example, leisure centre entry or car parking charges. These charges are reviewed annually as part of the annual budget process.

Formula Grant

The collective term for **Revenue Support Grant** and **NNDR** income. Otherwise known as General Grant. It is not tied to any specific service. A fuller definition is included in Part II, "Spending plans and council tax".

FTE

Full time equivalent staff; the total number of staff working 35 hours per week, as opposed to the total head count, which could be higher (staff working part time) or lower (temporary vacancies).

General Fund

This is our main revenue account and covers the day-to-day spending requirements of providing services. It is paid for out of our share of **council tax** and **Formula Grant**, **specific grants** and **fees and charges**. It also includes the cost of services provided by other bodies which make a **levy**. It is clearly segregated from the **Housing Revenue Account**.

Housing Revenue Account (HRA)

A statutory account which contains all expenditure and income to fund council housing - in effect, a landlord account. The HRA must be kept entirely separate from the **General Fund** and the account must balance. Local authorities are not allowed to make up any shortfall on the HRA from the General Fund, and any surpluses or deficits must be retained within the HRA. No costs may be charged to **council tax** or business rate (**NNDR**) income.

Levies

Statutory payments for services to various authorities such as the Environment Agency and the London Pension Fund Authority, for services provided. The cost is split between local authorities on the basis of their Council Tax Base.

National Non-Domestic Rates (NNDR)

This is a nationally set rate on non-domestic properties, more commonly known as 'business rates'. They are collected by **billing authorities** as agents for central government via the **Collection Fund** and then redistributed to local authorities within **Formula Grant**.

Bills are based on rateable values as assessed by the District Valuer (a Valuation Office Agency official) which is then multiplied by the NNDR poundage set by the Treasury for the year.

Precept

A charge on the Collection Fund by another public body (a **precepting authority**), determined by legislation. The Greater London Authority, for example, obtains some of its income by precepting the Collection Funds of the London boroughs (it also receives its own **Formula Grant**.)

The precept is incorporated within the **council tax** charge, the breakdown between the London Borough of Lambeth and the Greater London Authority being clearly displayed accordingly on bills. The **billing authority** is required to pay over the amount demanded on agreed dates.

Provisions

Amounts set aside generally as estimates of liabilities or losses already incurred but whose exact amount will be determined in the future e.g. the costs of a court case.

Prudential Code

The Prudential Code frees authorities to set their own borrowing limits (with regard to affordability). In order to demonstrate that this has been done, and to enable their adherence to be monitored, authorities have to adopt a number of appropriate “Prudential Indicators” which are contained in an appendix to the February budget report to Cabinet and Council.

Recharges

An internal charge for services provided by one part of the Council to another part, examples being printing and accountancy services. The majority of internal recharges in Lambeth are paid over to Facilities Management and Corporate Procurement, both of which sit in the Finance and Resources department.

Relative Needs Formula

This calculates each authority’s notional need to spend on its main services based on demographic and service data and measures of deprivation. There are separate blocks for Children, Adult Social Services, Highway Maintenance, and a clear distinction is made between Environmental Protective and Cultural Services and Capital Financing. The system is not designed to prescribe how much we should spend, but to provide a fair basis for distributing **Formula Grant**.

Reserves

Funds set aside to meet future expenditure. Revenue account reserves can be for general contingencies and to provide working balances, or earmarked to specific future expenditure. Unlike **provisions**, they are set aside for future events, not events that have already taken place

Revenue

The regular day to day running costs an authority incurs in providing services, as distinct from **capital** expenditure (under the Local Government & Housing Act 1989, all expenditure is regarded as revenue unless specifically classified as capital.) In a general sense, revenue expenditure (and income) arises from recurring items such as running services, interest, and annual debt repayments.

Revenue Support Grant (RSG)

This is a component of **Formula Grant**, along with **NDR**. It is notionally based on the **Relative Needs Formula** for each authority.

Specific grants

The Government funds certain services (mostly in education or children's and adults' social care) outside the **RSG** system via specific grants – a major example is Housing Benefit subsidy. Some specific grants are also ring-fenced, but government is now committed to minimising their use.

Part II

Government grants and council tax

The Local Government Finance Settlement

Lambeth Council receives by far the majority of its funding from central government via Formula Grant (see below) and specific grants – only a small proportion of our income comes from council tax and fees and charges.

After the last Comprehensive Spending Review, conducted by HM Treasury in 2007 and covering the years 2008-11, allocations of grants to local government were, in the main, fixed over the three financial years. 2010/11 is the third and final financial year of this period.

Formula Grant has risen by 1.5% on last year and specific grants by a broadly similar factor, although each grant is distributed according to its own specific criteria.

For 2011/12 and subsequent years, it is expected that Formula Grant and specific grants will reduce significantly.

Formula Grant

Formula Grant is a grant provided to local authorities by central government and can be defined as the Revenue Support Grant (RSG) plus redistributed National Non-Domestic Rates (NNDR), sometimes called business rates.

Formula Grant is calculated according to a precise formula (hence the name) or rather a whole suite of formulae, some of them very complicated: but, basically, the amount we receive reflects how much the government thinks the Council needs to spend, based on local circumstances.

It is built up through a model with four components (“the four-block model”), each of which takes a specific set of factors into account. These are briefly explained in the table below.

Block	Description
Relative needs	This block contains formulae based on factors such as population and deprivation that are designed to reflect Lambeth’s need to spend on services relative to other councils.
Relative resource	This block actually reduces the grant payable to Lambeth. It is intended to reflect the Council’s ability to raise resources locally through council tax (see “Council tax” on page 17).
Central allocation	This is an amount additional to the needs-based element that is distributed on a per head rate based on population data. Central allocation can be thought of as paying for the very basic level of service that all residents need, regardless of the wealth and local circumstances of the borough they live in.
Floor damping	This block is intended to reduce the effect of changes in the data behind the preceding three blocks so that there are not large fluctuations in the level of Formula Grant received from one year to the next. A minimum increase (or floor) is therefore guaranteed. To meet the cost of this, councils whose increases are above the floor are reduced. The floor for 2010/11 is 1.5% .

Lambeth will receive a total of **£213.9m** in Formula Grant in 2010/11, which breaks down as follows:

Name of block	Allocation of grant £000
Relative needs	175,198
Relative resource	(48,328)
Central allocation	53,386
Floor damping	33,677
Total	213,934

In terms of the proportion of RSG to redistributed NNDR, the breakdown is as follows:

	2009/10 £000	2010/11 £000	Change £000
RSG	39,532	27,126	(12,406)
NNDR	171,274	186,807	15,533
Formula Grant	210,806	213,934	3,127

Although the “floor” increase of **1.5%** is applicable to Lambeth, it is applied (as with all authorities) to the *adjusted* 2009/10 figure, which is calculated by adding on specific grants that have been transferred to Formula Grant, and taking into account transfers of duties between central government and local government. The adjusted 2009/10 settlement was **£210.8m**.

Council tax

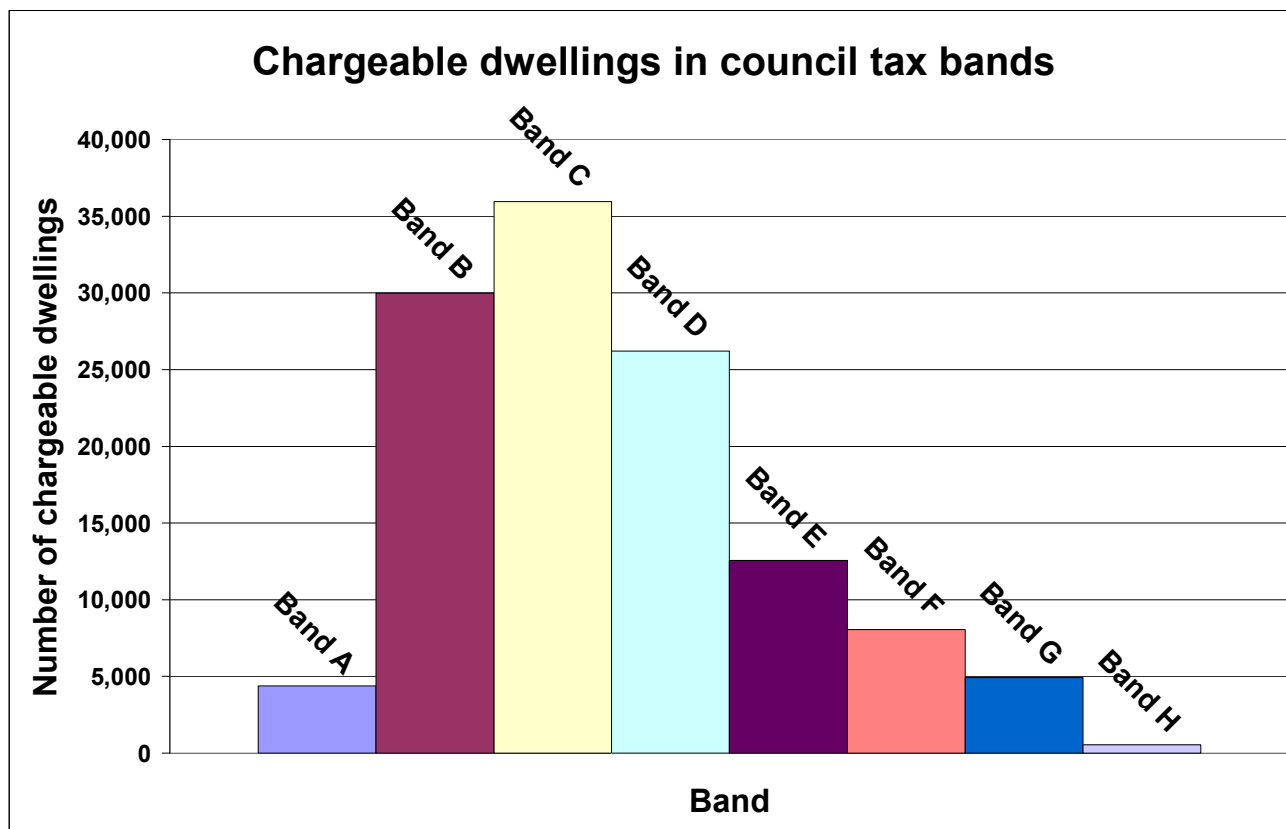
This local tax is essentially a tax based on the value of property, with a range of discounts and exemptions according to circumstances. **Council Tax Benefit** is financial help given to taxpayers whose income falls below prescribed amounts, substantially covered by a specific government grant.

The District Valuer assesses the properties in the borough and assigns each property to one of eight “valuation bands”, labelled A to H.

The “standard” property is a Band D property, and all other bands are defined proportionally in terms of this one. For example, the residents of a Band A property together pay two thirds of the Band D charge, while those living in a Band H home pay twice as much as they would in a Band D.

The number of properties in each band is multiplied by the relevant band proportion in order to calculate the number of Band D equivalent properties in the area (the “**Council Tax Base**”). The calculation is then adjusted for exemptions and discounts, appeals and a provision for non-collection. The Council’s revenue expenditure requirement, divided by the Council Tax Base, determines the Band D charge.

The Band D council tax for Lambeth services in 2010/11 is **£925.29** and the share of the GLA precept (see below) for a Band D property in 2010/11 is **£309.82**, making the total Band D council tax payable by Lambeth residents in 2010/11 **£1,235.11** – a freeze on 2009/10.



Calculating the council tax

This table shows the figures which feed into the calculation described in “Council tax”.

2009/10* Net expenditure £000	Department	2010/11 Gross expenditure £000	2010/11 Gross income £000	2010/11 Net expenditure £000
108,544	Adults' and Community Services	175,562	(63,124)	112,439
78,838	Children and Young People's Services	357,407	(280,366)	77,042
29,335	Finance and Resources	275,361	(247,397)	27,964
43,050	Housing, Regeneration and Environment	130,347	(84,418)	45,930
3,792	Office of the Chief Executive	11,761	(5,626)	6,136
263,559	Sub total of departments	950,439	(680,929)	269,510
42,294	Special Items	104,319	(63,950)	40,369
305,853	Amount met from government grants and council tax	1,054,758	(744,879)	309,879
210,806	Formula grant			213,934
95,047	Council tax requirement			95,946
102,721.2	Council Tax Base (no. of Band D equivalent properties)			103,692.4
£925.29	Lambeth Band D council tax 2010/11			£925.29

*As per Budget Book 2009/10.

The Greater London Authority (GLA) precept

Lambeth collects money on behalf of its only preceptor, the GLA, through council tax, where the part that relates to the GLA precept is separately identified. Lambeth has no control over the amounts the preceptor demands and has a statutory duty to collect money on its behalf.

The annual change in the GLA precept is shown in the table below.

Element	2009/10 £000	2010/11 £000	Change £000
Precept	31,825	32,126	301
Collection Fund surplus/(deficit)	502	268	(234)
Total	32,327	32,394	67

Balance of resources

Formula Grant and council tax together provide all of the resources to support the General Fund net revenue budget. The table below and the chart on the next page show the balance of this funding for 2010/11.

Source	£000
Council tax yield	95,946
Formula grant	213,934
Total	309,879

Part III

London Borough of Lambeth General Fund budget 2010/11

London Borough of Lambeth General Fund budget 2010/11

The General Fund covers ongoing expenditure on the day to day running costs of services such as education, social services, libraries, parks, environmental services, planning, and roads. It covers items of expenditure on things like salaries and wages, rents, rates, fuel, supplies and repairs. It is kept entirely separate from any spending on the council's Housing Revenue Account.

General Fund services are financed from a combination of Formula Grant from central government and the council taxpayer.

Subjective analysis summary	2009/10 Gross budget £000	2010/11 Gross budget £000
Government grants	(518,755)	(527,265)
Other grants, reimbursements & contributions	(19,582)	(29,273)
Interest	(28,083)	(25,832)
Customer and client receipts - internal	(15,587)	(17,800)
Customer and client receipts - external	(103,015)	(97,634)
Total controllable income	(685,021)	(697,804)
Employees	184,599	191,055
Premises related expenditure	14,183	15,125
Transport related expenditure	8,740	8,360
Supplies and services	72,834	85,746
Third party payments	202,027	187,886
Transfer payments	479,858	488,877
Total controllable expenditure	962,241	977,050
Net controllable expenditure	277,219	279,246
Internal recharge income	(17,659)	(13,362)
External recharge income	(34,933)	(33,714)
Total non-controllable income	(52,592)	(47,076)
Support services	34,104	31,195
Capital charges, interest payable, appropriations etc.	47,121	46,513
Total non-controllable expenditure	81,225	77,708
Net non-controllable expenditure	28,633	30,632
Net expenditure	305,853	309,879

A note on the presentation of budgets in this Budget Book

In the typical department (or division), expenditure will exceed income, leaving a net expenditure figure. This is "paid for" out of the Formula Grant and council tax. Any other income a department receives will **decrease** the demand on these resources; and any spending we add to the budget will **increase** it. Therefore, it is local government convention that income (and savings) is shown as negatives and expenditure (and growth) as positives.

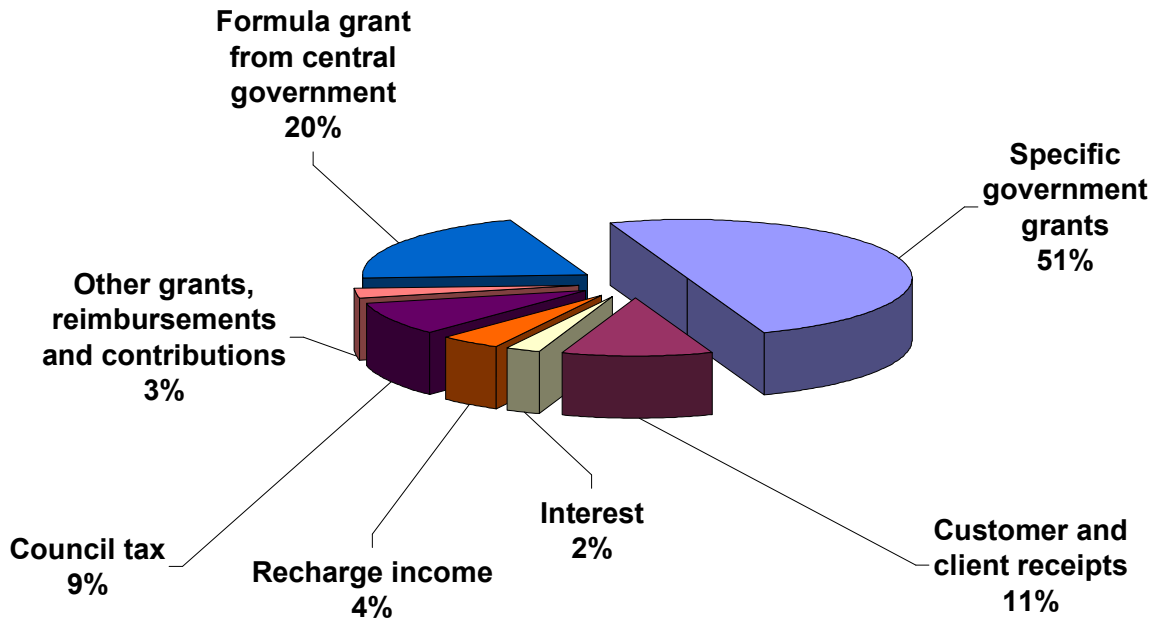
In this book, negatives are shown in brackets; positives are shown without brackets.

In some cases, small rounding errors may mean that columns do not sum exactly to the total shown.

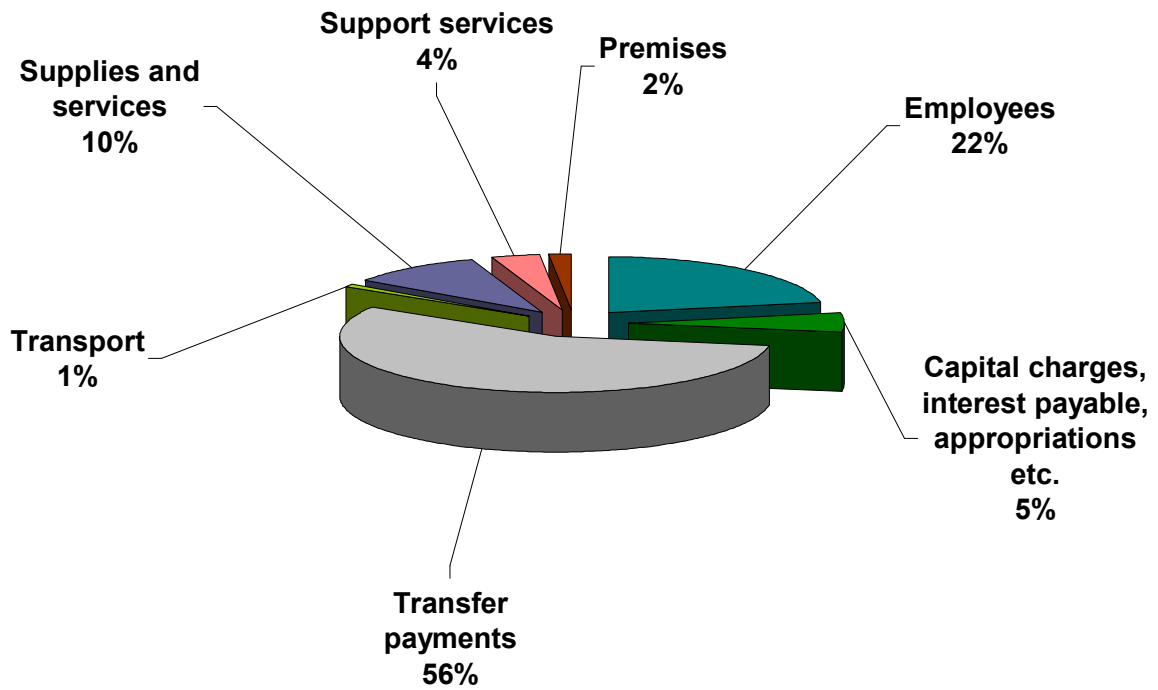
How the money is spent

The charts that follow analyse the Council's budgets pictorially according to different criteria. They are only intended to give an impression of the facts and should be read in conjunction with the detailed narrative and numerical information in the rest of this book.

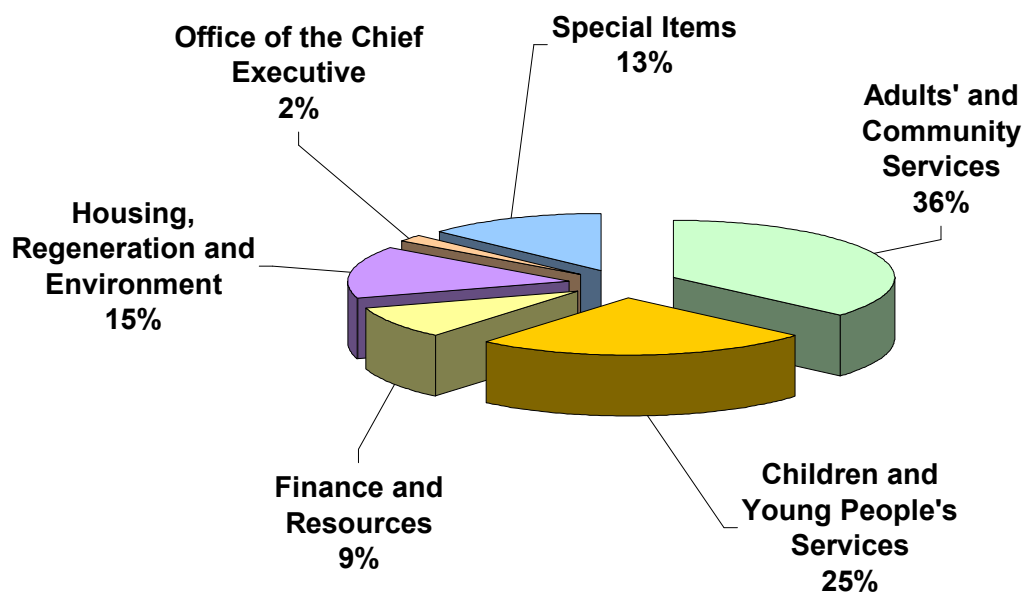
Gross income by type (GF only)



Gross expenditure by type (GF only)



Net expenditure by service (GF only)



Summary movements in cash limits

Lambeth uses cash limit accounting whereby a budget is monitored against a net figure so that if, for example, budgeted income is lower than planned, then expenditure must also be reduced.

	ACS	CYPS	FR	HRE	OCE	Special Items	Total
	£000	£000	£000	£000	£000	£000	£000
2009/10 working budget	108,544	78,838	29,335	43,050	3,792	42,292	305,853
Transfers, adjustments and inflation	2,091	86	1,449	1,127	4,053	1,327	10,133
Savings	(2,555)	(3,400)	(2,940)	(7,432)	(1,710)	(3,250)	(21,287)
Growth	4,360	1,517	120	9,184	0	0	15,181
Grants	0	0	0	0	0	0	0
2010/11 net budget	112,439	77,042	27,964	45,930	6,136	40,369	309,879

Here, "growth" includes the growths identified in the Cabinet report of 8 February 2010 and the following four items which are identified separately in Appendix 8 (Cash Limits):

- £2,600k for travel schemes (ACS)
- (£250k) reversal of an existing growth (CYPS)
- £1,200k for waste schemes (HRE)
- £917k for depots (HRE)

Part IV

The departments

The departmental system

For operational and strategic purposes the Council is divided up into several departments, each with a broad remit. Each department is headed up by an Executive Director and is responsible (subject to statute) for the delivery of its services and for the management of its own budget.

The number and identity of departments is not fixed and departments can be created or absorbed into others to meet the changing needs of the Council and its internal and external users and customers.

The Council currently has four departments and an “office”. In alphabetical order, they are:

- Adults’ and Community Services ACS
- Children and Young People’s Services CYPS
- Finance and Resources FR
- Housing, Regeneration and Environment HRE
- Office of the Chief Executive OCE

Each department is further divided into one or more divisions, each responsible for a particular part of the department’s overall remit (for example, Children’s Social Care and Schools are two divisions within Children and Young People’s Services.) A division is led by a Divisional Director.

Typically, a department will have a Resources division responsible for, amongst other things, the financial management of the department, and the Divisional Director of Resources is typically the senior financial officer within that department. The Corporate Finance division within the Finance and Resources department is responsible for the financial management of the Council as a whole.

In the pages which follow, each department in turn sets out its business and the most current information about its financial position for 2010/11 – first as a whole department, and then division by division.

Explanation of movements

Apart from inflation (which is set corporately and applied uniformly to all departments) and internal decisions, a departmental or divisional budget can change from one year to the next for four main reasons:

- **Transfers, adjustments and inflation** – transfers are budgets which have been moved (“vired”) from one division to another or between departments. As they take place within the year, they will not be reflected in last year’s budget and so need to be factored in when creating the new year’s starting position. Adjustments are made for technical accounting reasons in accordance with current accounting policies and legislation. Inflation is applied at the same rate across the Council on the sum of the previous year’s working budget and transfers. This year, the rate is 1%.
- **Savings** – there are tight constraints upon the amount of money we as a Council have to spend and so departments will frequently be asked to make reductions in expenditure, by changing the way they do things or by changing what they do. These savings are shown as a negative figure.
- **Growths** – notwithstanding what has just been said about the financial context, Members will sometimes decide that a department requires growths – an increase in spending, often in response to a specific budget pressure such as new legislation or a local circumstance. Such growths are shown as a positive figure.
- **Grants** – some of our funding comes from specific grants awarded by central government or other bodies. This is especially the case in the more “public-facing” departments. The criteria for receiving these grants – and sometimes the existence of the grants themselves – are subject to change. Movements in the amount of grant we receive will obviously affect the amount available to spend. An increase in grant income is shown as a negative figure and a decrease as a positive figure.

This year, the movements in grants are for information only – corporately, nothing has changed. As such, the figures shown in the narrative are for information only and are not reflected in the “grants” row of the tables they describe.

If, for any given division, one or more of these categories is not shown, it can be assumed that it is not relevant to that division.

Specific notes

The Council is a dynamic organisation and certain changes to the structure of the organisation have taken place since last year which affect the presentation of these pages which are presented on a like-for-like basis, bearing the following points in mind.

- In **CYPS** the accounts show a division called “Schools”. This division has no associated Lambeth cash limit and consists purely of the budgets devolved to individual schools through the Schools Fair Funding Formula. These budgets (2009/10 total **£163,582k**, 2010/11 total **£168,099k**) are primarily related to the government’s Dedicated Schools Grant but also include other government and Learning and Skills Council funding. As such, from a budgetary point of view, this is not shown as a separate division, but is instead incorporated into the Resources division. For presentational purposes it has been shown in this way in both 2009/10 and 2010/11 on the relevant pages.
- The **FR** Resources division has merged with Performance and Business Development. In this book its budgets have therefore been rolled into that division, for both 2009/10 and 2010/11, for presentational purposes on the relevant pages.
- **HRE** last year had two Resources divisions – its own, and the one it had inherited from the then recently disbanded Environment, Culture and Community Safety department to support that department’s service divisions. One year on, the two divisions have been consolidated into one and their budgets combined. They are therefore shown here on the relevant pages as a single division for both 2009/10 and 2010/11 for presentational purposes.
- Also in **HRE**, the small budget within Housing Management and Property Services (HMPS) is now included within the Housing Strategy and Partnerships division with other housing client functions. HMPS no longer exists as a division and is not disclosed separately. For presentational purposes it has been shown in this way in both 2009/10 and 2010/11 on the relevant pages.
- As an office, **OCE** does not have a dedicated Resources division. This function is instead performed by staff within **FR**.

Adults' and Community Services

B050

Executive Director: Jo Cleary

ACS encompasses Adult Social Care, Strategy and Commissioning, Personalising Services, Community Safety, Cultural Services, Resources and No Recourse to Public Funds.

Adult Social Care's role is to provide care and preventative services to adults and work with partners to tackle social inclusion to Lambeth's diverse population. The division delivers quality, cost effective services which are responsive to clients' needs, closer to home and within effective partnerships. Community Safety links with the safety aspects of vulnerable adults. Cultural Services provides a diverse range of services, from libraries to the registrars' service.

The department works in partnership with Health to deliver a number of services and has various joint finance arrangements in place to support this.

Departmental budget – service area summary	2009/10 Net budget £000	2010/11 Net budget £000
Adult Social Care	69,529	70,671
Cultural Services	16,323	16,332
No Recourse to Public Funds	2,789	2,817
Personalising Services	398	1,242
Resources	14,941	15,967
Strategy and Commissioning	4,564	5,409
Net expenditure	108,544	112,439
Subjective analysis summary	2009/10 Net budget £000	2010/11 Net budget £000
Government grants	(34,391)	(34,884)
Other grants, reimbursements & contributions	(11,860)	(12,505)
Interest	0	0
Customer and client receipts - internal	(121)	(31)
Customer and client receipts - external	(12,114)	(13,026)
Total controllable income	(58,486)	(60,446)
Employees	40,364	45,269
Premises related expenditure	3,889	4,719
Transport related expenditure	2,525	1,945
Supplies and services	12,810	16,206
Third party payments	111,604	103,045
Transfer payments	1,706	4,362
Total controllable expenditure	172,898	175,546
Net controllable expenditure	114,412	115,100
Internal recharge income	(4,061)	(1,190)
External recharge income	(1,807)	(1,488)
Total non-controllable income	(5,868)	(2,678)
Support services	0	16
Capital charges	0	0
Total non-controllable expenditure	0	16
Net non-controllable expenditure	(5,868)	(2,662)
Net expenditure	108,544	112,439

Movements from 2009/10 to 2010/11**£000**

2009/10 working budget	108,544
Transfers, adjustments and inflation	2,091
Savings	(2,555)
Growth	4,360
Grants	0
2010/11 net budget	112,439

Explanation of movements**Transfers, adjustments and inflation**

Apart from inflation, the main movements relate to the transfer of budgets for what was ECCS Resources; HR budgets from Corporate HR; final budget allocations to FSS; PCSO budgets from HRE; and ongoing Adjustment A virements - all netted off against Council-wide savings.

Savings

ACS is to make savings in 2010/11 of £2,555k representing £2,255k from prior years and £300k from the current year. Primarily, efficiencies will come from re-tendering and commissioning exercises, and implementation of various divisional strategies.

Growth

ACS has growth proposals of £1,760k in 2010/11, representing £221k from prior years and £1,539k from the current year. These are to meet costs in the following main areas: above inflation price increases for contractual obligations; implementation of preventative strategies; and the costs of the Lambeth Sports Festival and the Adults Safeguarding team.

There has also been a £2,600k increase in travel schemes for 2010/11.

Grants

The Supporting People Grant of £20,792k has this year moved into the Area Based Grant, which is subject to allocation from Corporate Finance.

Adult Social Care

D205
D210
D225

Divisional Director: George Marshman

Adult Social Care encompasses Learning Disabilities, Mental Health, Substance Misuse, Older People, Physical Disabilities, Brokerage, Community Services and Community Safety. The division provides community and residential/nursing care services for vulnerable adults who need advice, support and care. Specialist services are also provided to those with specific needs such as HIV/AIDS, sensory disabilities and access to equipment and adaptations in the home.

Community Services provide sheltered housing services to enable clients to live independently; while Community Safety works on issues such as anti-social behaviour, hate crimes and domestic violence to make Lambeth a safer place to live, work and visit.

All our services work in partnership and many are joint funded with the Health Authority.

Subjective analysis summary	2009/10 Net budget £000	2010/11 Net budget £000
Government grants	(9,393)	(9,145)
Other grants, reimbursements & contributions	(11,823)	(12,129)
Interest	0	0
Customer and client receipts - internal	0	0
Customer and client receipts - external	(9,483)	(9,285)
Total controllable income	(30,699)	(30,559)
Employees	19,522	21,157
Premises related expenditure	1,530	1,696
Transport related expenditure	496	388
Supplies and services	1,486	2,159
Third party payments	77,705	73,429
Transfer payments	1,706	4,362
Total controllable expenditure	102,445	103,191
Net controllable expenditure	71,746	72,632
Internal recharge income	(997)	(844)
External recharge income	(1,220)	(1,117)
Total non-controllable income	(2,217)	(1,961)
Support services	0	0
Capital charges	0	0
Total non-controllable expenditure	0	0
Net non-controllable expenditure	(2,217)	(1,961)
Net expenditure	69,529	70,671
Movements from 2009/10 to 2010/11		£000
2009/10 working budget		69,529
Transfers, adjustments and inflation		801
Savings		(450)
Growth		791
Grants		0
2010/11 net budget		70,671

Explanation of movements

Transfers, adjustments and inflation

Apart from inflation, the main movements relate to zero based budgeting after the publication of the Budget Book 2009/10 and the transfer of the PCSO budget from HRE.

Savings

Brought forward savings total £450k on re-commissioning and re-tendering services within Mental Health, Physical Disabilities and Older People and the implementation of the Learning Disabilities strategy.

Growth

New growth totals £570k - £428k to implement preventative strategies and £142k to cover items such as PCSO, anti social behaviour and implementation of the CCTV strategy.

Brought forward growth totals £221k for inflation on adult care contracts above the council inflation rate.

Divisional Director: Peter Jones

Cultural Services includes Libraries, Parks, Sports and Leisure and Cultural Strategy.

Libraries gives residents access to books and so forth, space for study and internet access, a number of groups and services such as home visits and the borough's record office and local history library (Lambeth Archives).

The Parks team manages Lambeth's parks, open spaces and play areas and also conservation areas, allotments, gardens and buildings. Cemeteries and crematoria are also managed in this area.

The Sports and Leisure team is responsible for sports development and encouraging a healthier lifestyle; while the Registrar's service provides births, deaths and marriage services, as well as citizenship ceremonies.

Subjective analysis summary

	2009/10	2010/11
	Net budget	Net budget
	£000	£000
Government grants	0	(101)
Other grants, reimbursements & contributions	0	0
Interest	0	0
Customer and client receipts - internal	0	0
Customer and client receipts - external	(2,456)	(3,461)
Total controllable income	(2,456)	(3,562)
Employees	8,594	8,896
Premises related expenditure	2,349	2,734
Transport related expenditure	192	0
Supplies and services	2,698	2,702
Third party payments	8,373	5,837
Transfer payments	0	0
Total controllable expenditure	22,206	20,169
Net controllable expenditure	19,750	16,607
Internal recharge income	(2,840)	(202)
External recharge income	(587)	(89)
Total non-controllable income	(3,427)	(291)
Support services	0	16
Capital charges	0	0
Total non-controllable expenditure	0	16
Net non-controllable expenditure	(3,427)	(275)
Net expenditure	16,323	16,332
Movements from 2009/10 to 2010/11		£000
2009/10 working budget		16,323
Transfers, adjustments and inflation		335
Savings		(525)
Growth		199
Grants		0
2010/11 net budget		16,332

Explanation of movements

Transfers, adjustments and inflation

Apart from inflation, the main movements relate to the transfer of Culture's insurance budget of £143k (originally in what was the Environment, Culture and Community Safety department) from Housing, Regeneration and Environment.

Savings

Brought forward savings, for leisure management contract efficiencies, total £225k.

New savings total £300k, to be met through improvements and efficiencies in Parks.

Growth

New growth, in relation to Clapham and Streatham Leisure Centres and the Lambeth Sports Festival, totals £199k.

Divisional Director: George Marshman

This division delivers services on behalf of the Council to people subject to immigration legislation and control and with no recourse to public funds.

This corporate team was formed in 2008/09 to manage the financial risk in relation to these clients and includes specialists from Adults' and Community Services; Housing, Regeneration and Environment; and Children and Young People's Services.

Subjective analysis summary

	2009/10 Net budget £000	2010/11 Net budget £000
Government grants	0	0
Other grants, reimbursements & contributions	0	0
Interest	0	0
Customer and client receipts - internal	0	0
Customer and client receipts - external	0	0
Total controllable income	0	0
Employees	0	282
Premises related expenditure	0	194
Transport related expenditure	0	0
Supplies and services	(27)	42
Third party payments	2,817	2,299
Transfer payments	0	0
Total controllable expenditure	2,789	2,817
Net controllable expenditure	2,789	2,817
Internal recharge income	0	0
External recharge income	0	0
Total non-controllable income	0	0
Support services	0	0
Capital charges	0	0
Total non-controllable expenditure	0	0
Net non-controllable expenditure	0	0
Net expenditure	2,789	2,817
Movements from 2009/10 to 2010/11		£000
2009/10 working budget		2,789
Transfers, adjustments and inflation		28
Savings		0
Growth		0
Grants		0
2010/11 net budget		2,817

Explanation of movements

Transfers, adjustments and inflation

This movement relates entirely to inflation.

Divisional Director (acting): Susan Harrison

This division includes the Personalising Services programme management, Strategic Safeguarding and Quality Assurance and Workforce Commissioning and Development.

Personalising Services is responsible for programme managing the implementation of the vision of self directed support and personalised services to all service users. It is designed to give those receiving support more control, choice, independence and improved outcomes.

Strategic Safeguarding and Quality Assurance works to ensure that vulnerable adults have sufficient protection and to ensure compliance with safeguarding standards.

Workforce Commissioning and Development is responsible for developing, commissioning and implementing a training programme for staff and third sector providers. This team also manages the trainee social worker scheme.

Subjective analysis summary

	2009/10	2010/11
	Net budget	Net budget
	£000	£000
Government grants	(1,866)	(1,919)
Other grants, reimbursements & contributions	0	(355)
Interest	0	0
Customer and client receipts - internal	0	0
Customer and client receipts - external	(41)	(42)
Total controllable income	(1,907)	(2,316)
Employees	1,624	2,809
Premises related expenditure	0	0
Transport related expenditure	10	12
Supplies and services	670	737
Third party payments	0	0
Transfer payments	0	0
Total controllable expenditure	2,304	3,558
Net controllable expenditure	398	1,242
Internal recharge income	0	0
External recharge income	0	0
Total non-controllable income	0	0
Support services	0	0
Capital charges	0	0
Total non-controllable expenditure	0	0
Net non-controllable expenditure	0	0
Net expenditure	398	1,242
Movements from 2009/10 to 2010/11		£000
2009/10 working budget		398
Transfers, adjustments and inflation		74
Savings		0
Growth		770
Grants		0
2010/11 net budget		1,242

Explanation of movements

Transfers, adjustments and inflation

This relates mainly to a net £70k transfer from Resources to Personalising Services for salary budgets and a £33k movement of grant to another business unit to cover a post.

Growth

Agreed growth of £770k to fund the new Safeguarding Adults team.

Divisional Director: Maria Millwood

This division provides support services to the department. Finance teams provide revenue and capital budget preparation and monitoring, payment and statutory accounting functions, financial assessment, and appointee and receivership services for vulnerable clients.

Performance Management ensures the department meets its statutory obligations, key performance indicators and the Corporate Plan objectives.

Human Resources provides strategic and operational support, advice and recruitment. It monitors performance trends, works in partnership with managers to improve productivity and anticipate change, and is proactive in relation to people management issues.

The division provides management information systems, administration and information support. It also holds and manages the budget for the department's transport contract and the Council's concessionary fares.

Subjective analysis summary	2009/10 Net budget £000	2010/11 Net budget £000
Government grants	(157)	(89)
Other grants, reimbursements & contributions	0	0
Interest	0	0
Customer and client receipts - internal	(121)	0
Customer and client receipts - external	(3)	(4)
Total controllable income	(281)	(93)
Employees	6,889	7,701
Premises related expenditure	0	0
Transport related expenditure	1,825	1,521
Supplies and services	6,335	8,332
Third party payments	250	(1,430)
Transfer payments	0	0
Total controllable expenditure	15,299	16,124
Net controllable expenditure	15,018	16,031
Internal recharge income	(77)	0
External recharge income	0	(64)
Total non-controllable income	(77)	(64)
Support services	0	0
Capital charges	0	0
Total non-controllable expenditure	0	0
Net non-controllable expenditure	(77)	(64)
Net expenditure	14,941	15,967
Movements from 2009/10 to 2010/11		£000
2009/10 working budget		14,941
Transfers, adjustments and inflation		6
Savings		(1,580)
Growth		2,600
Grants		0
2010/11 net budget		15,967

Explanation of movements

Transfers, adjustments and inflation

Net transfers from the division total £142k, mainly as a result of staffing transfers across the department, were offset by inflation.

Savings

Brought forward savings total £1,580k, to be met by £150k reduction in day services transport costs and £1,430k efficiencies to be allocated throughout the department.

Growth

There is no growth as part of the Service and Financial Planning process. However, there is an additional £2,600k for travel schemes for 2010/11.

Divisional Director: Helen Charlesworth-May

This division is responsible for the strategic commissioning of services; the procurement and monitoring of contracts; engagement with residents and the third sector; communication with the public and staff; the provision of information on services and policy issues, including advice services and welfare rights; overseeing statutory complaints; and supporting the Health and Wellbeing Partnership.

Subjective analysis summary

	2009/10	2010/11
	Net budget	Net budget
	£000	£000
Government grants	(22,975)	(23,630)
Other grants, reimbursements & contributions	(37)	(21)
Interest	0	0
Customer and client receipts - internal	0	(31)
Customer and client receipts - external	(131)	(234)
Total controllable income	(23,143)	(23,916)
Employees	3,734	4,424
Premises related expenditure	10	95
Transport related expenditure	2	24
Supplies and services	1,649	2,234
Third party payments	22,459	22,910
Transfer payments	0	0
Total controllable expenditure	27,854	29,687
Net controllable expenditure	4,711	5,771
Internal recharge income	(147)	(144)
External recharge income	0	(218)
Total non-controllable income	(147)	(362)
Support services	0	0
Capital charges	0	0
Total non-controllable expenditure	0	0
Net non-controllable expenditure	(147)	(362)
Net expenditure	4,564	5,409
Movements from 2009/10 to 2010/11		£000
2009/10 working budget		4,564
Transfers, adjustments and inflation		845
Savings		0
Growth		0
Grants		0
2010/11 net budget		5,409

Explanation of movements

Transfers, adjustments and inflation

The main movement was £792k coming into the division as a result of moving senior management budgets from Resources to their respective divisions and zero based budgeting post Budget Book publication.

Executive Director: Phyllis Dunipace

The department plays a vital role in ensuring that children and young people and their families succeed and play a positive role in our communities, and lead healthier, happier and safer lives – and, working along with schools, partners and the voluntary sector, in achieving the vision of a sustainable borough.

Good quality education remains the cornerstone of social mobility, and keeping children safe and engaged helps them maximise their opportunities within Lambeth and addresses narrowing the gap. We are pivotal in discharging the Council's duty to safeguard children.

Departmental budget – service area summary	2009/10 Net budget £000	2010/11 Net budget £000
Building Schools for the Future	4,497	4,568
Change Management	498	567
Children's Social Care	47,629	48,222
Commissioning and Performance	2,811	2,705
Community Learning	9,700	7,873
Inclusion and Standards	9,294	8,791
Resources	4,409	4,315
Net expenditure	78,838	77,042
Subjective analysis summary	2009/10 Net budget £000	2010/11 Net budget £000
Government grants	(243,499)	(256,159)
Other grants, reimbursements & contributions	(7,600)	(16,646)
Interest	0	0
Customer and client receipts - internal	0	0
Customer and client receipts - external	(7,126)	(7,232)
Total controllable income	(258,226)	(280,037)
Employees	53,669	58,723
Premises related expenditure	606	748
Transport related expenditure	4,892	5,188
Supplies and services	25,775	31,485
Third party payments	40,809	36,562
Transfer payments	209,317	222,542
Total controllable expenditure	335,068	355,248
Net controllable expenditure	76,842	75,211
Internal recharge income	(347)	(328)
External recharge income	0	0
Total non-controllable income	(347)	(328)
Support services	2,342	2,159
Capital charges	0	0
Total non-controllable expenditure	2,342	2,159
Net non-controllable expenditure	1,995	1,831
Net expenditure	78,838	77,042

Movements from 2009/10 to 2010/11	£000
2009/10 working budget	78,838
Transfers, adjustments and inflation	86
Savings	(3,400)
Growth	1,517
Grants	0
2010/11 net budget	77,042

Explanation of movements

Transfers, adjustments and inflation

Apart from inflation, the main movements are these:

£179k was transferred into the department for the devolved HR service.

£139k was transferred out for the remainder of the Financial Shared Services transfer.

£727k was transferred out for the department's contribution to corporate shared savings.

£81k was transferred out for the centralisation of the Communications Officer budgets.

£600k was transferred in for previously agreed growth bids.

£520k was transferred out for Chief Executive's savings.

Savings

Grant maximisation and strategic review of service delivery – £1,050k.

Brought forward savings are £2,350k, including £355k for the Foster Care invest to save bid.

Growths

New growth for implementing Laming Recommendations – £1,467k.

Brought forward growths total £50k. This mainly represents a reduction in Building Schools for the Future of (£250k), previously transferred from Special Items, which is why the overall figure is negative. The other main element, the Young and Safe bid, was reduced from £450k to £300k.

Divisional Director: Mike Pocock

The division's primary objective is to improve the buildings and facilities which support the learning and development of Lambeth's children and young people. This includes addressing shortfalls in provision such as the shortage of places in our primary and secondary schools, and improving facilities which are often in poor condition. A major focus is to facilitate the improvement of the services delivered within the buildings, particularly in the transformation of education in our schools. Increasingly, we are trying to coordinate our activities with partners and other Council departments to optimise the estate.

Subjective analysis summary

	2009/10 Net budget £000	2010/11 Net budget £000
Government grants	(3,767)	(3,712)
Other grants, reimbursements & contributions	(388)	(392)
Interest	0	0
Customer and client receipts - internal	0	0
Customer and client receipts - external	(505)	(377)
Total controllable income	(4,661)	(4,481)
Employees	3,522	2,473
Premises related expenditure	191	126
Transport related expenditure	21	28
Supplies and services	1,222	1,648
Third party payments	4,465	4,308
Transfer payments	24	742
Total controllable expenditure	9,445	9,324
Net controllable expenditure	4,784	4,843
Internal recharge income	(330)	(312)
External recharge income	0	0
Total non-controllable income	(330)	(312)
Support services	43	37
Capital charges	0	0
Total non-controllable expenditure	43	37
Net non-controllable expenditure	(287)	(274)
Net expenditure	4,497	4,568
Movements from 2009/10 to 2010/11		£000
2009/10 working budget		4,497
Transfers, adjustments and inflation		393
Savings		(72)
Growth		(250)
Grants		0
2010/11 net budget		4,568

Explanation of movements

Transfers, adjustments and inflation

The main movements relate to £211k transferred to Resources for Compliance & Strategy to centralise the budget and £600k transferred from Special Items.

Savings

Brought forward savings of £35k plus £37k of the saving for grant maximisation and strategic review of service delivery.

Growths

Total brought forward growths of (£250k). This represents the savings elements of previous growths, which is why the total is negative.

Divisional Director: Sandra Morrison

The role of Change Management is to ensure Lambeth meets its statutory requirement in relation to the national change agenda. Its key priorities are:

- developing and implementing the Team Around the Child
- implementing information sharing
- embedding the Common Assessment Framework
- preparing for National Contact Point
- integrating services, systems and processes within CYPS
- implementing the Extended Schools Strategy to raise achievement
- supporting Children’s Trust arrangements
- developing and strengthening partnership working

Subjective analysis summary

	2009/10	2010/11
	Net budget	Net budget
	£000	£000
Government grants	(1,202)	(1,434)
Other grants, reimbursements & contributions	(1,186)	(1,794)
Interest	0	0
Customer and client receipts - internal	0	0
Customer and client receipts - external	0	0
Total controllable income	(2,388)	(3,228)
Employees	1,662	2,100
Premises related expenditure	0	0
Transport related expenditure	10	1
Supplies and services	138	85
Third party payments	80	53
Transfer payments	981	1,550
Total controllable expenditure	2,870	3,790
Net controllable expenditure	483	562
Internal recharge income	0	0
External recharge income	0	0
Total non-controllable income	0	0
Support services	15	6
Capital charges	0	0
Total non-controllable expenditure	15	6
Net non-controllable expenditure	15	6
Net expenditure	498	567
Movements from 2009/10 to 2010/11		£000
2009/10 working budget		498
Transfers, adjustments and inflation		(60)
Savings		(86)
Growth		215
Grants		0
2010/11 net budget		567

Explanation of movements

Transfers, adjustments and inflation

The main movement is £64k being transferred out of the department for in-year savings.

Savings

Brought forward savings of £45k plus £41k of the saving for grant maximisation and strategic review of service delivery.

Growths

£215k from the bid for implementing the Laming recommendations.

Divisional Director: Ade Adetosoye

The over-riding purpose of the division is to ensure that all children are safeguarded, and that vulnerable children and young people's needs are addressed early and effectively. This is a statutory duty for which the Council is held to account by government and the public.

We have put in place referral and assessment processes so that we carry out timely, high quality assessments of children in need. For those that meet the threshold for social care services, we put in place effective plans to meet the assessed need and we ensure these plans are regularly reviewed. For those children in greatest need of safeguarding, we put in place Child Protection Plans.

Subjective analysis summary

	2009/10	2010/11
	Net budget	Net budget
	£000	£000
Government grants	(3,884)	(3,888)
Other grants, reimbursements & contributions	(1,071)	(1,194)
Interest	0	0
Customer and client receipts - internal	0	0
Customer and client receipts - external	(30)	0
Total controllable income	(4,985)	(5,082)
Employees	14,766	16,694
Premises related expenditure	0	0
Transport related expenditure	618	633
Supplies and services	9,976	16,682
Third party payments	27,205	19,245
Transfer payments	0	0
Total controllable expenditure	52,565	53,255
Net controllable expenditure	47,580	48,173
Internal recharge income	0	0
External recharge income	0	0
Total non-controllable income	0	0
Support services	49	49
Capital charges	0	0
Total non-controllable expenditure	49	49
Net non-controllable expenditure	49	49
Net expenditure	47,629	48,222
Movements from 2009/10 to 2010/11		£000
2009/10 working budget		47,629
Transfers, adjustments and inflation		1,300
Savings		(1,959)
Growth		1,252
Grants		0
2010/11 net budget		48,222

Explanation of movements

Transfers, adjustments and inflation

The main movements were £1,269k from Community Learning for Leaving Care moving back to this division and £380k being transferred out of the department for in-year savings.

Savings

Brought forward savings of £1,000k for Children Looked After, £268k for BPR and efficiency savings, and £355k for the Foster Care invest to save bid, plus £336k of the saving for grant maximisation and strategic review of service delivery.

Growth

New growth for implementing Laming recommendations – £1,252k.

Divisional Director: Doreen Redwood

The overall aim of Commissioning and Performance is to support improvements in the way services are delivered by the department and across the Children's Strategic Partnership. The division provides strategic support to the Departmental Leadership Team and other CYPS divisions in relation to the key business improvement areas of performance, policy, planning, commissioning, workforce development and equalities and diversity.

Subjective analysis summary

	2009/10 Net budget £000	2010/11 Net budget £000
Government grants	(1,790)	(2,555)
Other grants, reimbursements & contributions	(43)	(44)
Interest	0	0
Customer and client receipts - internal	0	0
Customer and client receipts - external	(230)	(233)
Total controllable income	(2,063)	(2,831)
Employees	2,934	3,075
Premises related expenditure	7	7
Transport related expenditure	47	43
Supplies and services	1,857	1,843
Third party payments	0	0
Transfer payments	23	562
Total controllable expenditure	4,867	5,529
Net controllable expenditure	2,804	2,698
Internal recharge income	(17)	(17)
External recharge income	0	0
Total non-controllable income	(17)	(17)
Support services	23	23
Capital charges	0	0
Total non-controllable expenditure	23	23
Net non-controllable expenditure	6	7
Net expenditure	2,811	2,705
Movements from 2009/10 to 2010/11		£000
2009/10 working budget		2,811
Transfers, adjustments and inflation		163
Savings		(269)
Growth		0
Grants		0
2010/11 net budget		2,705

Explanation of movements

Transfers, adjustments and inflation

The main movements were £280k from Resources due to an over-allocation of savings to the division in 08/09 which they carried for that year, but which was rectified in the base budget in 09/10; and £103k being transferred out of the department for in-year savings.

Savings

Brought forward savings of £190k, including £70k for BPR and efficiency savings, plus £79k of the saving for grant maximisation and strategic review of service delivery.

Divisional Director: John Readman

The division works in partnership with statutory and voluntary sector agencies, private sector providers, children, young people and their families to intervene early and divert children and young people from risky and harmful behaviour. The division is made up of five service areas.

- Community Children's Services
- Community Youth Services
- Specialist Youth Services
- Strategic Lead for Community Involvement
- Strategic Lead for Regeneration and Business Development

Subjective analysis summary

	2009/10	2010/11
	Net budget	Net budget
	£000	£000
Government grants	(28,836)	(31,963)
Other grants, reimbursements & contributions	(1,007)	(6,042)
Interest	0	0
Customer and client receipts - internal	0	0
Customer and client receipts - external	(577)	(294)
Total controllable income	(30,419)	(38,300)
Employees	13,239	13,671
Premises related expenditure	254	507
Transport related expenditure	313	120
Supplies and services	3,110	1,827
Third party payments	52	1,284
Transfer payments	22,338	27,964
Total controllable expenditure	39,307	45,373
Net controllable expenditure	8,887	7,073
Internal recharge income	0	0
External recharge income	0	0
Total non-controllable income	0	0
Support services	813	800
Capital charges	0	0
Total non-controllable expenditure	813	800
Net non-controllable expenditure	813	800
Net expenditure	9,700	7,873
Movements from 2009/10 to 2010/11		£000
2009/10 working budget		9,700
Transfers, adjustments and inflation		(1,671)
Savings		(457)
Growth		300
Grants		0
2010/11 net budget		7,873

Explanation of movements

Transfers, adjustments and inflation

The main movements were £1,269k to Children's Social Care for Leaving Care moving back to that division, £154k to Inclusion & Standards for Home to School/College Transport that was consolidated with the rest of the SEN transport budgets and £327k for in-year savings.

Savings

Brought forward savings of £230k for BPR and efficiency savings, plus £227k of the saving for grant maximisation and strategic review of service delivery.

Growth

Brought forward growth of £300k for Young & Safe (was £450k, subsequently reduced.)

Divisional Director: Chris Ashton

The division provides a range of services to support and challenge schools to improve their performance for Lambeth's residents, particularly in numeracy and literacy. It is responsible for promoting high standards throughout our schools, supporting schools to achieve best value and ensuring that all the available resources, particularly the skills and abilities of staff, are used to raise standards of achievement.

The division also contains business units working with the local community, families, carers and specialist agencies to develop and improve the Council's education services for all pupils as well as services for children with disabilities, special education needs and 14-19 education and learning opportunities.

Subjective analysis summary

	2009/10 Net budget £000	2010/11 Net budget £000
Government grants	(40,440)	(44,507)
Other grants, reimbursements & contributions	(3,905)	(7,181)
Interest	0	0
Customer and client receipts - internal	0	0
Customer and client receipts - external	(5,693)	(6,225)
Total controllable income	(50,038)	(57,913)
Employees	13,810	16,773
Premises related expenditure	155	108
Transport related expenditure	3,875	4,358
Supplies and services	9,459	9,360
Third party payments	8,871	11,556
Transfer payments	22,189	23,565
Total controllable expenditure	58,358	65,721
Net controllable expenditure	8,320	7,808
Internal recharge income	0	0
External recharge income	0	0
Total non-controllable income	0	0
Support services	974	983
Capital charges	0	0
Total non-controllable expenditure	974	983
Net non-controllable expenditure	974	983
Net expenditure	9,294	8,791
Movements from 2009/10 to 2010/11		£000
2009/10 working budget		9,294
Transfers, adjustments and inflation		(29)
Savings		(474)
Growth		0
Grants		0
2010/11 net budget		8,791

Explanation of movements

Transfers, adjustments and inflation

The main movements were £154k to Inclusion & Standards for Home to School/College Transport that was consolidated with other SEN transport budgets and £284k in-year savings.

Savings

Brought forward savings of £200k for BPR and efficiency savings, plus £274k of new savings.

Divisional Director: Farrukh Akbar

Resources provides a comprehensive finance service for the departmental and specialist functions to support its financial management.

The key priorities of the division are:

- to provide sound financial management, support and advice to the department
- to support and advise schools on their financial management and responsibilities
- to monitor the financial management of the department's capital programme, including the Primary Capital Programme
- to assist the department to embed a risk management and value for money culture and support compliance with financial and procurement regulations
- to provide sound HR advice and support to the department

See "Specific notes" on page 26 for an explanation of the government grants and transfer payments figures.

Subjective analysis summary

	2009/10	2010/11
	Net budget	Net budget
	£000	£000
Government grants	(163,582)	(168,099)
Other grants, reimbursements & contributions	0	0
Interest	0	0
Customer and client receipts - internal	0	0
Customer and client receipts - external	(90)	(103)
Total controllable income	(163,672)	(168,202)
Employees	3,732	3,935
Premises related expenditure	0	0
Transport related expenditure	5	5
Supplies and services	21	40
Third party payments	135	117
Transfer payments	163,762	168,159
Total controllable expenditure	167,655	172,256
Net controllable expenditure	3,983	4,054
Internal recharge income	0	0
External recharge income	0	0
Total non-controllable income	0	0
Support services	426	261
Capital charges	0	0
Total non-controllable expenditure	426	261
Net non-controllable expenditure	426	261
Net expenditure	4,409	4,315
Movements from 2009/10 to 2010/11		£000
2009/10 working budget		4,409
Transfers, adjustments and inflation		(10)
Savings		(83)
Growth		0
Grants		0
2010/11 net budget		4,315

Explanation of movements

Transfers, adjustments and inflation

The main movements were £280k to Commissioning and Performance due to an over allocation of savings to the division in 08/09 which we carried for that year, but was rectified in the base budget in 09/10 and £211k from BSF for Compliance & Strategy to centralise the budget. £140k moved out for the budget transfer to Financial Shared Services and £179k for devolved Human Resources.

Savings

Brought forward savings of £27k for BPR and efficiency savings, plus £56k of the saving for grant maximisation and strategic review of service delivery.

Executive Director: Mike Suarez

Finance and Resources operates at the very heart of the Council and is responsible for some of the organisation's most vital functions: delivering an accountancy, procurement and commissioning service; taking responsibility for democratic and legal functions; and maintaining the complex electronic infrastructure.

The department delivers some of the most crucial front-line services to residents, including benefit allocation and council tax collection. It is also responsible for running the borough's customer services operation, namely the Lambeth Service Centre and two state-of-the-art customer centres in Brixton and Streatham. In addition, it is home to the Council's work to counter benefit, housing and insurance fraud in partnership with other statutory agencies, including the Metropolitan Police and NHS Lambeth.

See "Specific notes" on page 26 for an explanation of how the budget for the Resources division has been accounted for in these pages.

Departmental budget – service area summary	2009/10 Net budget £000	2010/11 Net budget £000
Applications and ICT Services	4,132	4,826
Corporate Finance	3,581	3,392
Corporate Procurement	(2,401)	(2,337)
Customer Services	9,902	9,476
Financial Shared Services	1,223	2,163
Internal Audit	1,446	1,323
Legal and Democratic Services	3,586	3,341
Performance and Business Development	3,492	3,714
Revenues and Benefits	4,375	2,066
Net expenditure	29,335	27,964
Subjective analysis summary	2009/10 Net budget £000	2010/11 Net budget £000
Government grants	(224,473)	(224,285)
Other grants, reimbursements & contributions	(604)	(122)
Interest	(5,190)	0
Customer and client receipts - internal	(13,080)	(14,701)
Customer and client receipts - external	(3,374)	(8,289)
Total controllable income	(246,721)	(247,397)
Employees	27,959	30,098
Premises related expenditure	8,412	7,874
Transport related expenditure	855	837
Supplies and services	11,344	11,037
Third party payments	8,619	7,022
Transfer payments	218,772	218,407
Total controllable expenditure	275,961	275,275
Net controllable expenditure	29,240	27,878
Internal recharge income	0	0
External recharge income	0	0
Total non-controllable income	0	0
Support services	8	0
Capital charges	86	86
Total non-controllable expenditure	94	86
Net non-controllable expenditure	94	86
Net expenditure	29,335	27,964

Movements from 2009/10 to 2010/11	£000
2009/10 working budget	29,335
Transfers, adjustments and inflation	1,449
Savings	(2,940)
Growth	120
Grants	0
2010/11 net budget	27,964

Explanation of movements

Transfers, adjustments and inflation

The main movements into the department total £1,144k, due mainly to a major telecommunications project; changes in Corporate Procurement and Human Resources; the Excellent Cash Management project; pressure on land charges income; the setting up of the Transformation Delivery Team; and insurance budgets.

Savings

The department's proposed new savings total £689k.

Brought forward savings total £2,251k.

Growth

Brought forward growth totals £120k.

Divisional Director: Ed Pereira Garcez

The division's primary purpose is to develop and implement ICT services through the Council.

Our intention is to achieve sustainable improvements in all areas of Lambeth's service provision by focusing on local needs and preferences. We are also actively working towards making our existing and future services more accessible to the public, using technology as an enabler to deliver services based on the needs and choices of local people, allowing customers to access services in the locations they want, at the times they want.

Subjective analysis summary

	2009/10 Net budget £000	2010/11 Net budget £000
Government grants	0	0
Other grants, reimbursements & contributions	0	0
Interest	0	0
Customer and client receipts - internal	(5,403)	(4,420)
Customer and client receipts - external	0	0
Total controllable income	(5,403)	(4,420)
Employees	6,119	6,163
Premises related expenditure	0	0
Transport related expenditure	30	25
Supplies and services	3,386	3,058
Third party payments	0	0
Transfer payments	0	0
Total controllable expenditure	9,535	9,246
Net controllable expenditure	4,132	4,826
Internal recharge income	0	0
External recharge income	0	0
Total non-controllable income	0	0
Support services	0	0
Capital charges	0	0
Total non-controllable expenditure	0	0
Net non-controllable expenditure	0	0
Net expenditure	4,132	4,826
Movements from 2009/10 to 2010/11		£000
2009/10 working budget		4,132
Transfers, adjustments and inflation		694
Savings		0
Growth		0
Grants		0
2010/11 net budget		4,826

Explanation of movements

Transfers, adjustments and inflation

The main movement relates to the centralisation of the telecommunications Converged Network Infrastructure Project in the division.

Divisional Director: Jonathan Williams

Corporate Finance is responsible for the strategic and operational management of the Council's finances, treasury management, pensions accounting, and financial control and reconciliations overview.

The principal accounting functions provided are the coordination of the Council's budget setting process, monitoring of income and expenditure, and production of the statutory financial statements. It provides financial advice to departments, senior management and Members and assesses the implications of changes in legislation or accounting practices.

The team is responsible for the authority's monthly VAT returns process, co-ordination and submission of key returns to HMRC, and providing corporate co-ordination and support to departments in their monthly Construction Industry Scheme returns and general tax issues.

Subjective analysis summary	2009/10 Net budget £000	2010/11 Net budget £000
Government grants	0	0
Other grants, reimbursements & contributions	0	0
Interest	0	0
Customer and client receipts - internal	(2,184)	(2,175)
Customer and client receipts - external	0	0
Total controllable income	(2,184)	(2,175)
Employees	2,473	2,357
Premises related expenditure	0	0
Transport related expenditure	0	0
Supplies and services	1,244	1,222
Third party payments	2,049	1,988
Transfer payments	0	0
Total controllable expenditure	5,765	5,567
Net controllable expenditure	3,581	3,392
Internal recharge income	0	0
External recharge income	0	0
Total non-controllable income	0	0
Support services	0	0
Capital charges	0	0
Total non-controllable expenditure	0	0
Net non-controllable expenditure	0	0
Net expenditure	3,581	3,392
Movements from 2009/10 to 2010/11		£000
2009/10 working budget		3,581
Transfers, adjustments and inflation		(109)
Savings		(200)
Growth		120
Grants		0
2010/11 net budget		3,392

Explanation of movements

Transfers, adjustments and inflation

The main movements relate to the impact of the shared savings budget strips by Corporate Procurement and Human Resources.

Savings

Corporate Finance is proposing a new saving of £200k on audit fees.

Growth

Brought forward growth totals £120k.

Divisional Director: Sally Leigh

The Corporate Procurement team provides a corporate focus for the Council's contracting and commissioning activity. Our major objectives are to improve the Council's commissioning, contract management and partnership capability, ensuring excellent value for money.

Subjective analysis summary

	2009/10 Net budget £000	2010/11 Net budget £000
Government grants	0	0
Other grants, reimbursements & contributions	0	0
Interest	0	0
Customer and client receipts - internal	(2,264)	(2,286)
Customer and client receipts - external	(51)	(52)
Total controllable income	(2,316)	(2,338)
Employees	(586)	(592)
Premises related expenditure	1	1
Transport related expenditure	720	714
Supplies and services	(221)	(122)
Third party payments	0	0
Transfer payments	0	0
Total controllable expenditure	(86)	1
Net controllable expenditure	(2,401)	(2,337)
Internal recharge income	0	0
External recharge income	0	0
Total non-controllable income	0	0
Support services	0	0
Capital charges	0	0
Total non-controllable expenditure	0	0
Net non-controllable expenditure	0	0
Net expenditure	(2,401)	(2,337)
Movements from 2009/10 to 2010/11		£000
2009/10 working budget		(2,401)
Transfers, adjustments and inflation		93
Savings		(29)
Growth		0
Grants		0
2010/11 net budget		(2,337)

Explanation of movements**Transfers, adjustments and inflation**

The main movement relates to the budget strip for the procurement saving programme.

Savings

Brought forward savings total £29k.

Customer Services

D160

Divisional Director: Allan Drew

The division's role is to deliver a unified and enhanced service to the community across all the Council's departments. The Lambeth Service Centre and the Customer Centres deliver many benefits to our customers, including more accessible services (via internet, email, telephone, in person) and improved customer experience results, coupled with improved internal effectiveness and measurable cost savings.

The division also runs Facilities Management for Lambeth's core office buildings, including the provision of maintenance, cleaning, security and catering services.

Subjective analysis summary

	2009/10 Net budget £000	2010/11 Net budget £000
Government grants	(225)	(340)
Other grants, reimbursements & contributions	0	0
Interest	0	0
Customer and client receipts - internal	(1,758)	(3,898)
Customer and client receipts - external	(906)	(1,308)
Total controllable income	(2,889)	(5,546)
Employees	4,043	5,698
Premises related expenditure	7,684	7,142
Transport related expenditure	25	25
Supplies and services	738	1,945
Third party payments	207	126
Transfer payments	0	0
Total controllable expenditure	12,697	14,936
Net controllable expenditure	9,808	9,390
Internal recharge income	0	0
External recharge income	0	0
Total non-controllable income	0	0
Support services	8	0
Capital charges	86	86
Total non-controllable expenditure	94	86
Net non-controllable expenditure	94	86
Net expenditure	9,902	9,476
Movements from 2009/10 to 2010/11		£000
2009/10 working budget		9,902
Transfers, adjustments and inflation		(331)
Savings		(95)
Growth		0
Grants		0
2010/11 net budget		9,476

Explanation of movements

Transfers, adjustments and inflation

Aside from inflation, the main movements relate to transfers out of the division for the shared savings budget strips by Corporate Procurement and Human Resources.

Savings

Brought forward savings total £95k.

Divisional Director: David Ashmore

Financial Shared Services (FSS) provides transactional financial services for accounts receivable, income allocation, credit and collections, accounts payable and exchequer services.

Subjective analysis summary

	2009/10 Net budget £000	2010/11 Net budget £000
Government grants	0	0
Other grants, reimbursements & contributions	0	0
Interest	0	0
Customer and client receipts - internal	(214)	0
Customer and client receipts - external	0	(216)
Total controllable income	(214)	(216)
Employees	1,008	2,052
Premises related expenditure	0	0
Transport related expenditure	0	0
Supplies and services	428	327
Third party payments	0	0
Transfer payments	0	0
Total controllable expenditure	1,436	2,379
Net controllable expenditure	1,223	2,163
Internal recharge income	0	0
External recharge income	0	0
Total non-controllable income	0	0
Support services	0	0
Capital charges	0	0
Total non-controllable expenditure	0	0
Net non-controllable expenditure	0	0
Net expenditure	1,223	2,163
Movements from 2009/10 to 2010/11		£000
2009/10 working budget		1,223
Transfers, adjustments and inflation		1,180
Savings		(240)
Growth		0
Grants		0
2010/11 net budget		2,163

Explanation of movements

Transfers, adjustments and inflation

The main movements relate to the consolidation of budgets within the division and the Excellent Cash Management project.

Savings

The FSS division proposes to make £135k new savings on recovery of overpayments.

Brought forward savings total £105k.

Divisional Director: Mohamed Khan

Internal Audit is a statutory service which serves as an independent, objective assurance and consulting activity designed to add value and improve the Council's operations. It helps the Council accomplish its objectives by bringing a systematic, disciplined approach to evaluating and improving the effectiveness of risk management, control and governance processes.

We provide internal audit and anti-fraud services in partnership with external providers.

The anti-fraud service undertakes investigations of suspicions of fraudulent activity committed against the Council, and recommends appropriate sanctions. It also recommends anti-fraud measures and controls to minimise fraud and corruption at the Council.

Subjective analysis summary

	2009/10 Net budget £000	2010/11 Net budget £000
Government grants	0	0
Other grants, reimbursements & contributions	(121)	(122)
Interest	0	0
Customer and client receipts - internal	0	0
Customer and client receipts - external	(172)	(174)
Total controllable income	(293)	(296)
Employees	929	890
Premises related expenditure	1	1
Transport related expenditure	16	16
Supplies and services	126	107
Third party payments	667	605
Transfer payments	0	0
Total controllable expenditure	1,740	1,619
Net controllable expenditure	1,446	1,323
Internal recharge income	0	0
External recharge income	0	0
Total non-controllable income	0	0
Support services	0	0
Capital charges	0	0
Total non-controllable expenditure	0	0
Net non-controllable expenditure	0	0
Net expenditure	1,446	1,323
Movements from 2009/10 to 2010/11		£000
2009/10 working budget		1,446
Transfers, adjustments and inflation		(54)
Savings		(69)
Growth		0
Grants		0
2010/11 net budget		1,323

Explanation of movements**Transfers, adjustments and inflation**

The main movement relates to the shared savings budget strips by Corporate Procurement and Human Resources.

Savings

The division proposes £69k savings for amendments to contracts with PwC and KPMG.

Divisional Director: Mark Hynes

The Legal Services team provides legal services and advice to the Council using both internal lawyers and a number of key legal external providers through partnership arrangements. The Divisional Director also discharges the Council’s statutory monitoring officer role.

The Democratic Services and Scrutiny team develops and administers the Council’s committee arrangements, supports backbench members to hold the Executive to account, maintains the electoral register and manages all local elections, provides support to the Mayor and promotes active citizenship by young people through the Youth Council.

Subjective analysis summary

	2009/10	2010/11
	Net budget	Net budget
	£000	£000
Government grants	(32)	0
Other grants, reimbursements & contributions	0	0
Interest	0	0
Customer and client receipts - internal	(98)	(263)
Customer and client receipts - external	(2,244)	(1,732)
Total controllable income	(2,374)	(1,995)
Employees	3,894	4,027
Premises related expenditure	6	0
Transport related expenditure	47	38
Supplies and services	2,013	1,271
Third party payments	0	0
Transfer payments	0	0
Total controllable expenditure	5,960	5,336
Net controllable expenditure	3,586	3,341
Internal recharge income	0	0
External recharge income	0	0
Total non-controllable income	0	0
Support services	0	0
Capital charges	0	0
Total non-controllable expenditure	0	0
Net non-controllable expenditure	0	0
Net expenditure	3,586	3,341
Movements from 2009/10 to 2010/11		£000
2009/10 working budget		3,586
Transfers, adjustments and inflation		(106)
Savings		(139)
Growth		0
Grants		0
2010/11 net budget		3,341

Explanation of movements

Transfers, adjustments and inflation

Aside from inflation, the main movement relates to an in-year budget virement for pressure on land charges income.

Savings

The division proposes to make £135k new savings, including £90k for Service Level Agreements in building control/planning. There are also total brought forward savings of £4k.

Joint Divisional Directors: Jason Hinton and Mark Nicolson

The division supports the transformation of the authority and its finance community through providing leadership on Value for Money, finance training and managing and developing the insurance and risk management arrangements for the Council. We also support the Finance and Resources department through the provision of group accountancy, performance management, workforce development, employee relations, equalities and diversity, community engagement and other project work (such as Investors in People.)

Subjective analysis summary

	2009/10 Net budget £000	2010/11 Net budget £000
Government grants	0	0
Other grants, reimbursements & contributions	0	0
Interest	0	0
Customer and client receipts - internal	(1,159)	(1,171)
Customer and client receipts - external	0	0
Total controllable income	(1,159)	(1,171)
Employees	2,925	3,153
Premises related expenditure	0	1
Transport related expenditure	16	18
Supplies and services	1,629	1,634
Third party payments	(21)	(21)
Transfer payments	102	100
Total controllable expenditure	4,651	4,885
Net controllable expenditure	3,492	3,714
Internal recharge income	0	0
External recharge income	0	0
Total non-controllable income	0	0
Support services	0	0
Capital charges	0	0
Total non-controllable expenditure	0	0
Net non-controllable expenditure	0	0
Net expenditure	3,492	3,714
Movements from 2009/10 to 2010/11		£000
2009/10 working budget		3,492
Transfers, adjustments and inflation		541
Savings		(318)
Growth		0
Grants		0
2010/11 net budget		3,714

Explanation of movements

Transfers, adjustments and inflation

The main movements relate to devolvement of Human Resources to departments, the setting up of the Transformation Delivery Team, and the viring of the insurance budget from Special Items to Performance and Business Development. The Resources division's budget is now also shown in this division (see page 26.)

Savings

£150k new savings are proposed, of which £140k derives from a restructure.

Brought forward savings total £168k.

Revenue and Benefits

D120

Divisional Director: David Ashmore

The role of the Benefits service is to assess and award Housing Benefit and/or Council Tax Benefit to entitled Lambeth residents, complying with all statutory regulations, corporate and local policies.

The Revenues team is responsible for the administration, collection and enforcement of council tax and business rates.

Subjective analysis summary

	2009/10 Net budget £000	2010/11 Net budget £000
Government grants	(224,216)	(223,945)
Other grants, reimbursements & contributions	(483)	0
Interest	(5,190)	0
Customer and client receipts - internal	0	(488)
Customer and client receipts - external	0	(4,807)
Total controllable income	(229,890)	(229,240)
Employees	7,155	6,350
Premises related expenditure	720	729
Transport related expenditure	1	1
Supplies and services	2,001	1,595
Third party payments	5,717	4,324
Transfer payments	218,671	218,307
Total controllable expenditure	234,264	231,306
Net controllable expenditure	4,375	2,066
Internal recharge income	0	0
External recharge income	0	0
Total non-controllable income	0	0
Support services	0	0
Capital charges	0	0
Total non-controllable expenditure	0	0
Net non-controllable expenditure	0	0
Net expenditure	4,375	2,066
Movements from 2009/10 to 2010/11		£000
2009/10 working budget		4,375
Transfers, adjustments and inflation		(459)
Savings		(1,850)
Growth		0
Grants		0
2010/11 net budget		2,066

Explanation of movements

Transfers, adjustments and inflation

Apart from inflation, the main movements relate to the impact of the shared savings budget strips by Corporate Procurement and Human Resources.

Savings

Brought forward savings for Revenue total £450k. Brought forward savings for Benefits, from benefit restructure and subsidy loss, total £1,400k.

Executive Director (Interim): Dorian Leatham

The Housing, Regeneration and Environment department brings together housing, planning, economic development, property, adult education, regeneration and key environmental services such as waste management and parking. (Housing services accounted for as part of the Housing Revenue Account (HRA) are not included here, as they do not form part of the department's General Fund budget. The HRA is described, separately, later on in this book.)

The department has four key priorities:

- improving value for money
- managing customer care
- managing key services that affect our reputation and customer perceptions
- tackling social exclusion inequality and discrimination

See "Specific notes" on page 26 for an explanation of how the budget for the Housing Management and Property Services division has been accounted for in this section.

Departmental budget – service area summary	2009/10 Net budget £000	2010/11 Net budget £000
Asset Strategy	(604)	(580)
Housing Strategy and Partnerships	3,598	5,307
Planning	2,702	2,504
Public Realm	28,441	30,344
Regeneration and Enterprise	3,262	3,162
Resources	5,649	5,192
Net expenditure	43,050	45,930
Subjective analysis summary	2009/10 Net budget £000	2010/11 Net budget £000
Government grants	(8,894)	(7,935)
Other grants, reimbursements & contributions	0	0
Interest	0	0
Customer and client receipts - internal	(1,497)	(1,813)
Customer and client receipts - external	(72,590)	(64,070)
Total controllable income	(82,981)	(73,817)
Employees	34,622	32,872
Premises related expenditure	1,243	1,784
Transport related expenditure	404	357
Supplies and services	18,339	18,631
Third party payments	38,491	39,222
Transfer payments	39,256	36,673
Total controllable expenditure	132,355	129,538
Net controllable expenditure	49,374	55,721
Internal recharge income	(11,251)	(9,844)
External recharge income	(658)	(757)
Total non-controllable income	(11,909)	(10,601)
Support services	5,584	809
Capital charges	0	0
Total non-controllable expenditure	5,584	809
Net non-controllable expenditure	(6,325)	(9,792)
Net expenditure	43,050	45,930

Movements from 2009/10 to 2010/11**£000**

2009/10 working budget	43,050
Transfers, adjustments and inflation	1,127
Savings	(7,432)
Growth	9,184
Grants	0
2010/11 net budget	45,930

Explanation of movements**Transfers, adjustments and inflation**

Apart from inflation, the main movements relate to the £2,500k transferred in for Temporary Accommodation and £1,210k transferred out to ACS following the split of ECCS Resources.

Savings

Total savings of £7,432k are to be made. The largest items are £4,100k to be found across the department from applying a vacancy factor to salary budgets, increasing income and reducing Supplies & Services budgets by 10%; and £917k from depots, which is offset by an equivalent growth.

Growth

Total growth of £9,184k has been applied. Significant items are £3,200k for parking and £1,800k for realignment of HRA recharges.

This total also includes £1,200k for waste and £917k to reverse the depots saving, provided for outside the mainstream SFP growths listing.

Divisional Director: Uzo Nwanze

Asset Strategy provides the following services:

- asset management service
- valuation and estate management service: planning, acquisition, management maintenance and disposal
- impartial property advice to the Cabinet, Members and officers of the Council
- management of the Council’s outsourced valuation and estate management contract
- corporate lead on all Council-owned and leased property interests
- ensuring that the Council keeps within its property-related statutory powers, particularly in respect of securing best consideration in all land/property transactions

Subjective analysis summary

	2009/10 Net budget £000	2010/11 Net budget £000
Government grants	0	0
Other grants, reimbursements & contributions	0	0
Interest	0	0
Customer and client receipts - internal	(1,497)	(1,512)
Customer and client receipts - external	(836)	(1,184)
Total controllable income	(2,333)	(2,696)
Employees	508	594
Premises related expenditure	113	514
Transport related expenditure	5	5
Supplies and services	937	836
Third party payments	20	21
Transfer payments	0	0
Total controllable expenditure	1,582	1,969
Net controllable expenditure	(751)	(728)
Internal recharge income	0	0
External recharge income	0	0
Total non-controllable income	0	0
Support services	147	148
Capital charges	0	0
Total non-controllable expenditure	147	148
Net non-controllable expenditure	147	148
Net expenditure	(604)	(580)
Movements from 2009/10 to 2010/11		£000
2009/10 working budget		(604)
Transfers, adjustments and inflation		23
Savings		(399)
Growth		400
Grants		0
2010/11 net budget		(580)

Explanation of movements

Transfers, adjustments and inflation

The main movements inwards are £26k for the Professional Services team and £15k for the Springfield Centre Business Plan, offset by £15k of in-year savings.

Savings

Total savings of £399k have been made, including £200k from the Corporate Landlord function and £199k as the division's share of the department-wide savings.

Growth

Total growth of £400k has been added to budgets, made up of £100k for statutory revaluations, £40k for empty rates, £60k for the disposals programme and £200k for planned maintenance.

Divisional Director: Rachel Sharpe

The division covers a diverse range of functions, grouped under the following main areas:

- Supply and Demand provides services including homelessness prevention and assessment, assisting with housing homeless and vulnerable people and providing alternative options for homeless households through the Lettings First Partnership
- Strategy, Partnerships and Performance develops strategies to meet housing need and leads on performance management information
- Regeneration helps to build strong communities, identifies sites for development and helps people from estates to find work
- Private Sector Housing’s remit includes working with landlords and tenants to improve conditions, overseeing disabled adaptations and bringing private residential properties back into use

Subjective analysis summary

	2009/10	2010/11
	Net budget	Net budget
	£000	£000
Government grants	(1,340)	(427)
Other grants, reimbursements & contributions	0	0
Interest	0	0
Customer and client receipts - internal	0	0
Customer and client receipts - external	(37,298)	(29,927)
Total controllable income	(38,638)	(30,354)
Employees	8,178	5,167
Premises related expenditure	612	627
Transport related expenditure	82	68
Supplies and services	2,588	3,278
Third party payments	706	0
Transfer payments	29,709	26,854
Total controllable expenditure	41,874	35,994
Net controllable expenditure	3,236	5,640
Internal recharge income	(424)	(769)
External recharge income	0	0
Total non-controllable income	(424)	(769)
Support services	666	437
Capital charges	0	0
Total non-controllable expenditure	786	437
Net non-controllable expenditure	362	(332)
Net expenditure	3,598	5,307
Movements from 2009/10 to 2010/11		£000
2009/10 working budget		3,598
Transfers, adjustments and inflation		2,068
Savings		(1,089)
Growth		730
Grants		0
2010/11 net budget		5,307

Explanation of movements

Transfers, adjustments and inflation

The main movements relate to the £2,500k transferred in for Temporary Accommodation and £100k for the Economic Recovery Programme. £445k for the Office Services team was transferred to Resources. In-year savings of £99k have also been applied.

Savings

Savings total £1,089k, including a £742k share of the department wide savings, £153k from Private Sector Leasing and £100k from Supply and Demand.

Growth

£730k has been added to budgets, comprised of £480k to counter the effects of realigning charges between the HRA and General Fund, £200k for Private Sector Housing and £50k for the Springfield Centre.

Divisional Director: Les Brown

This division provides the Council’s statutory planning and building control functions. It is responsible for the Local Development Framework; planning advice at pre-application stage; negotiating and reporting planning applications; enforcing against breaches of planning control; planning guidance on conservation, urban design and trees, and the implementation of Section 106 legal agreements. Building Control was transferred to the division in 2009, and we now provide a full development service to developers from design to site implementation.

The division plays a key role in the implementation of the regeneration delivery plan by working with external stakeholders to bring forward regeneration schemes, promoted in part through area supplementary documents for Vauxhall and Waterloo and pending SPDs for Brixton and the south of the borough. It also provides professional advice to developers, residents, businesses and partners responsible for regeneration programmes such as Future Lambeth, Building Schools for the Future, Leisure Investment and Estate Regeneration.

Subjective analysis summary

	2009/10 Net budget £000	2010/11 Net budget £000
Government grants	(363)	(143)
Other grants, reimbursements & contributions	0	0
Interest	0	0
Customer and client receipts - internal	0	0
Customer and client receipts - external	(1,044)	(2,496)
Total controllable income	(1,407)	(2,639)
Employees	3,747	4,330
Premises related expenditure	4	0
Transport related expenditure	20	29
Supplies and services	555	968
Third party payments	0	0
Transfer payments	0	0
Total controllable expenditure	4,327	5,328
Net controllable expenditure	2,920	2,689
Internal recharge income	(393)	(357)
External recharge income	0	0
Total non-controllable income	(393)	(357)
Support services	176	171
Capital charges	0	0
Total non-controllable expenditure	176	171
Net non-controllable expenditure	(218)	(185)
Net expenditure	2,702	2,504
Movements from 2009/10 to 2010/11		£000
2009/10 working budget		2,702
Transfers, adjustments and inflation		(73)
Savings		(635)
Growth		510
Grants		0
2010/11 net budget		2,504

Explanation of movements

Transfers, adjustments and inflation

Inflation aside, the main movements relate to the £99k transferred out as a result of the £38k net income budget inherited from the Building Control service and in-year savings of £54k.

Savings

Total savings of £635k include a £350k share of the department wide savings, £130k from suspending R&R and £80k from increasing fee income.

Growth

Total growth of £510k has been applied, comprising £435k for the Local Development Framework and £75k for enforcement.

Divisional Director: Carolyn Dwyer

This division is responsible for some of the most visible services the Council provides which largely shape the public's perception of us. These include waste collection, litter and the general state of the environment.

It is made up of Street Management, Public Protection and Parking and brings together regulatory, compliance and enforcement functions, promoting joined up working and helping to protect and improve the health, wellbeing and safety of people who live in, work in or travel to or through the borough.

Subjective analysis summary	2009/10 Net budget £000	2010/11 Net budget £000
Government grants	0	0
Other grants, reimbursements & contributions	0	0
Interest	0	0
Customer and client receipts - internal	0	0
Customer and client receipts - external	(33,308)	(30,463)
Total controllable income	(33,308)	(30,463)
Employees	14,519	12,553
Premises related expenditure	296	563
Transport related expenditure	270	220
Supplies and services	7,355	6,099
Third party payments	37,765	39,201
Transfer payments	9,237	9,329
Total controllable expenditure	69,442	67,964
Net controllable expenditure	36,134	37,502
Internal recharge income	(7,087)	(6,453)
External recharge income	(658)	(757)
Total non-controllable income	(7,745)	(7,210)
Support services	52	53
Capital charges	0	0
Total non-controllable expenditure	52	53
Net non-controllable expenditure	(7,693)	(7,157)
Net expenditure	28,441	30,344
Movements from 2009/10 to 2010/11		£000
2009/10 working budget		28,441
Transfers, adjustments and inflation		298
Savings		(4,102)
Growth		5,709
Grants		0
2010/11 net budget		30,344

Explanation of movements

Transfers, adjustments and inflation

This mainly relates to inflation and the effect of the £433k for the PCSO service and in year savings of £198k transferred out; and £260k for the noise team, £166k for ICPS and £262k from the reallocation of sustainability savings transferred in.

Savings

Total savings of £4,102k, including a £2,047k share of the department wide savings, £917k on depots, £200k from a business process review, £332k from sustainability, £120k from revised provision of food waste collection and £100k from a controlled reduction in street cleansing.

Growth

Total growth of £5,709k includes £3,200k to support the parking service and £1,200k for waste (see departmental page for more information). There is also £133k for sustainability, £89k for Green Waste, £70k for the noise nuisance team and £100k for additional works on the Waste Services contract. Growth of £917k for depots is also included here.

Divisional Director: Sandra Fryer

This division works across a range of critical partnerships to establish a culture of enterprising neighbourhoods where economic and physical regeneration help drive improvements to create an environment where residents, businesses and third sector organisations can flourish.

We are focused on delivering the priorities of the Council and Lambeth First and responding to regional and national policy developments in relation to the physical, social and economic regeneration of the borough. Key areas of work are business growth and enterprise, communities and neighbourhoods, employment, learning and skills and physical regeneration objectives, aiming to manage the consequences of the economic downturn while also planning for the future upturn.

Subjective analysis summary

	2009/10 Net budget £000	2010/11 Net budget £000
Government grants	(7,192)	(7,364)
Other grants, reimbursements & contributions	0	0
Interest	0	0
Customer and client receipts - internal	0	0
Customer and client receipts - external	(100)	0
Total controllable income	(7,292)	(7,364)
Employees	4,146	3,875
Premises related expenditure	91	67
Transport related expenditure	26	10
Supplies and services	6,836	7,254
Third party payments	0	0
Transfer payments	224	0
Total controllable expenditure	11,323	11,207
Net controllable expenditure	4,032	3,843
Internal recharge income	(770)	(681)
External recharge income	0	0
Total non-controllable income	(770)	(681)
Support services	0	0
Capital charges	0	0
Total non-controllable expenditure	0	0
Net non-controllable expenditure	(770)	(681)
Net expenditure	3,262	3,162
Movements from 2009/10 to 2010/11		£000
2009/10 working budget		3,262
Transfers, adjustments and inflation		(8)
Savings		(607)
Growth		515
Grants		0
2010/11 net budget		3,162

Explanation of movements

Transfers, adjustments and inflation

Aside from inflation, the main movement relates to in year savings of £38k.

Savings

Savings of £607k have been applied, including a £405k share of the department wide savings, £100k for divisional reorganisation and £102k from support services.

Growth

Total growth of £515k has been applied, comprised of £290k for vacant buildings and £225k for the Neighbourhood Employment Centre.

Divisional Director: Christina Thompson

The division comprises the departmental support teams, including Finance, Performance, Office Services and the Departmental Management Team.

We work closely with Finance and Resources colleagues to deliver services that are regarded as value for money. We ensure that business continuity plans are in place, financial systems are available and appropriate for use and that financial budget setting and monitoring is delivered in an effective manner.

Subjective analysis summary	2009/10 Net budget £000	2010/11 Net budget £000
Government grants	0	0
Other grants, reimbursements & contributions	0	0
Interest	0	0
Customer and client receipts - internal	0	(301)
Customer and client receipts - external	(4)	0
Total controllable income	(4)	(301)
Employees	3,523	6,354
Premises related expenditure	129	12
Transport related expenditure	1	25
Supplies and services	68	196
Third party payments	0	0
Transfer payments	86	490
Total controllable expenditure	3,806	7,077
Net controllable expenditure	3,803	6,776
Internal recharge income	(2,577)	(1,584)
External recharge income	0	0
Total non-controllable income	(2,577)	(1,584)
Support services	4,423	0
Capital charges	0	0
Total non-controllable expenditure	4,423	0
Net non-controllable expenditure	1,847	(1,584)
Net expenditure	5,649	5,192
Movements from 2009/10 to 2010/11		£000
2009/10 working budget		5,649
Transfers, adjustments and inflation		(1,179)
Savings		(599)
Growth		1,320
Grants		0
2010/11 net budget		5,192

Explanation of movements

Transfers, adjustments and inflation

The main movements were £1,210k to ACS as part of the ECCS restructuring and £88k for other transferred staff posts. Material transfers into the division include £341k for departmental HR and £445k for the Office Services team. In year savings of £440k have also been applied.

Savings

Savings total £599k for the division's share of department wide savings.

Growth

Growth of £1,320k was added to counteract the impact of cost realignment between the General Fund and the HRA.

Chief Executive: Derrick Anderson

The Office of the Chief Executive provides a wide range of centralised internal and external support services. It has a key role in both strategic direction and support of the Council and is responsible for providing Human Resources support and innovative solutions to help drive the Council forward. OCE also plays a key role in communication to staff, residents and external partners and in areas of both performance and research.

We also play a pivotal role in the allocation and administration of the Working Neighbourhood Fund, amounting to more than £3,000k.

Departmental budget – service area summary	2009/10 Net budget £000	2010/11 Net budget £000
Campaigns and Communications	997	1,215
Chief Executive's Secretariat	577	502
Human Resources	1,851	2,273
Policy, Equalities and Performance	2,457	2,145
Strategy and Transformation	(2,092)	0
Net expenditure	3,792	6,136
Subjective analysis summary	2009/10 Net budget £000	2010/11 Net budget £000
Government grants	(5,119)	(4,002)
Other grants, reimbursements & contributions	0	0
Interest	0	0
Customer and client receipts - internal	(650)	(455)
Customer and client receipts - external	(907)	(1,169)
Total controllable income	(6,676)	(5,626)
Employees	10,440	8,033
Premises related expenditure	1	1
Transport related expenditure	38	33
Supplies and services	26	3,691
Third party payments	3	3
Transfer payments	0	0
Total controllable expenditure	10,508	11,761
Net controllable expenditure	3,832	6,136
Internal recharge income	0	0
External recharge income	0	0
Total non-controllable income	0	0
Support services	(42)	0
Capital charges	0	0
Total non-controllable expenditure	(42)	0
Net non-controllable expenditure	(42)	0
Net expenditure	3,792	6,136

Movements from 2009/10 to 2010/11	£000
2009/10 working budget	3,792
Transfers, adjustments and inflation	4,053
Savings	(1,710)
Growth	0
Grants	0
2010/11 net budget	6,136

Explanation of movements

Transfers, adjustments and inflation

Movements relate largely to a reorganisation of the Council's Human Resources function, the centralisation of communications support and to redistributed shared savings.

Savings

The department is committed to £1,710k of savings, of which £1,340k is brought forward and £370k is new in the current budget.

Grants

Policy, Equalities and Performance will no longer receive the Pump Priming Grant from the Government Office for London as this programme finishes in 2009/10.

Divisional Director: Julian Ellerby

We are responsible for delivering the communications strategy, which reflects and builds on the Council’s vision and Corporate Plan priorities. Our aim is to promote the Council, enhance its reputation and achieve the aims of the services that we deliver including value for money and take-up.

The division plays a major role in improving the culture and performance of the Council and its staff. Core functions include media, print, design, web and marketing. It has a responsibility to improve the methods by which we communicate and achieve greater targeting of our messages. We also communicate key projects and manage all communication channels on behalf of the Council.

Subjective analysis summary

	2009/10 Net budget £000	2010/11 Net budget £000
Government grants	0	0
Other grants, reimbursements & contributions	0	0
Interest	0	0
Customer and client receipts - internal	(171)	(203)
Customer and client receipts - external	(11)	(188)
Total controllable income	(182)	(391)
Employees	1,297	1,647
Premises related expenditure	0	0
Transport related expenditure	3	3
Supplies and services	(121)	(44)
Third party payments	0	0
Transfer payments	0	0
Total controllable expenditure	1,179	1,606
Net controllable expenditure	997	1,215
Internal recharge income	0	0
External recharge income	0	0
Total non-controllable income	0	0
Support services	0	0
Capital charges	0	0
Total non-controllable expenditure	0	0
Net non-controllable expenditure	0	0
Net expenditure	997	1,215
Movements from 2009/10 to 2010/11		£000
2009/10 working budget		997
Transfers, adjustments and inflation		395
Savings		(177)
Growth		0
Grants		0
2010/11 net budget		1,215

Explanation of movements

Transfers, adjustments and inflation

The main movements were Employees and Supplies and Services budgets totalling £381k being transferred in from other departments.

Savings

£62k savings due to increased revenue from additional advertising in Lambeth Life and sponsorship of work being delivered on behalf of departments.

Brought forward savings total £115k.

Chief Executive: Derrick Anderson

The Secretariat provides managerial, secretarial, administrative and project support to the Chief Executive. It facilitates co-ordination between the various sections within the Council and provides a direct point of contact and information link on behalf of the Chief Executive for the general public, elected Members and staff across the authority.

Subjective analysis summary

	2009/10 Net budget £000	2010/11 Net budget £000
Government grants	0	0
Other grants, reimbursements & contributions	0	0
Interest	0	0
Customer and client receipts - internal	0	0
Customer and client receipts - external	0	0
Total controllable income	0	0
Employees	548	467
Premises related expenditure	0	0
Transport related expenditure	4	4
Supplies and services	25	31
Third party payments	0	0
Transfer payments	0	0
Total controllable expenditure	577	502
Net controllable expenditure	577	502
Internal recharge income	0	0
External recharge income	0	0
Total non-controllable income	0	0
Support services	0	0
Capital charges	0	0
Total non-controllable expenditure	0	0
Net non-controllable expenditure	0	0
Net expenditure	577	502
Movements from 2009/10 to 2010/11		£000
2009/10 working budget		577
Transfers, adjustments and inflation		(25)
Savings		(50)
Growth		0
Grants		0
2010/11 net budget		502

Explanation of movements

Transfers, adjustments and inflation

The main movement was a £16k transfer of Employees budget to Policy, Equalities and Performance.

Savings

Brought forward savings total £50k.

Divisional Director: Nana Amoa-Buahin

Human Resources aims to provide the organisation with strategic policies that include a comprehensive recruitment service coupled with a first-rate payroll and pensions function.

The division maintains a relationship with unions and provides a comprehensive advice service for managers and staff within the Council. The Health and Safety function covers both Council employees and the safety of the public while using Lambeth services, such as school children and visitors to local offices.

Subjective analysis summary	2009/10 Net budget £000	2010/11 Net budget £000
Government grants	0	0
Other grants, reimbursements & contributions	0	0
Interest	0	0
Customer and client receipts - internal	(252)	(252)
Customer and client receipts - external	(896)	(981)
Total controllable income	(1,148)	(1,233)
Employees	4,669	3,591
Premises related expenditure	1	1
Transport related expenditure	17	17
Supplies and services	(1,649)	(106)
Third party payments	3	3
Transfer payments	0	0
Total controllable expenditure	3,041	3,506
Net controllable expenditure	1,893	2,273
Internal recharge income	0	0
External recharge income	0	0
Total non-controllable income	0	0
Support services	(42)	0
Capital charges	0	0
Total non-controllable expenditure	(42)	0
Net non-controllable expenditure	(42)	0
Net expenditure	1,851	2,273
Movements from 2009/10 to 2010/11		£000
2009/10 working budget		1,851
Transfers, adjustments and inflation		1,425
Savings		(1,003)
Growth		0
Grants		0
2010/11 net budget		2,273

Explanation of movements

Transfers, adjustments and inflation

In the main, this figure relates to shared savings in 2009/10 that were built into the budget and have now been distributed to departments.

These were made up of:

- improved workforce development £1,500k
- refocused management and support £775k

Budget transfers of £877k out of HR to other departments as part of devolved HR support and other small movements explain much of the balancing difference.

Savings

New savings of £154k - following the devolution of operational HR services to departments, the division is realigning its structure to meet organisational needs.

Brought forward savings total £849k, including improved workforce development (shared savings) of £725k.

Divisional Director: Sophia Looney

The division supports the Chief Executive to ensure the Council delivers its Corporate Plan and realises its ambitions. It provides support, challenge and quality assurance of the organisation in relation to policy, equalities and diversity, performance management, project and programme management and research and consultation. Its work focuses on:

- ensuring through benchmarking, research and analysis that the organisation is focussing on the appropriate areas of improvement and performance
- a borough approach to promoting equalities, diversity and community cohesion
- implementing a performance framework across the borough which is focussed on well researched outcomes to deliver the Council's priorities
- analysing, developing and commissioning policy and developing forward thinking so that the borough is equipped to face the challenges of a changing world
- the organisation's delivery of transformational and service improvement activities
- acting as a centre of excellence, leading and promoting best practice across the organisation in performance and project management, research and consultation
- leading on corporate regulatory inspections and managing key stakeholder relationships, for example regulatory bodies and central government
- developing the work of Lambeth First with partners so that it becomes an excellent LSP and the focus for innovative cross-agency delivery through the Sustainable Community Strategy objectives and the Local Area Agreement

Subjective analysis summary

	2009/10 Net budget £000	2010/11 Net budget £000
Government grants	(5,119)	(4,002)
Other grants, reimbursements & contributions	0	0
Interest	0	0
Customer and client receipts - internal	0	0
Customer and client receipts - external	0	0
Total controllable income	(5,119)	(4,002)
Employees	1,657	2,309
Premises related expenditure	0	0
Transport related expenditure	7	9
Supplies and services	5,912	3,829
Third party payments	0	0
Transfer payments	0	0
Total controllable expenditure	7,576	6,147
Net controllable expenditure	2,457	2,145
Internal recharge income	0	0
External recharge income	0	0
Total non-controllable income	0	0
Support services	0	0
Capital charges	0	0
Total non-controllable expenditure	0	0
Net non-controllable expenditure	0	0
Net expenditure	2,457	2,145
Movements from 2009/10 to 2010/11		£000
2009/10 working budget		2,457
Transfers, adjustments and inflation		149
Savings		(461)
Growth		0
Grants		0
2010/11 net budget		2,145

Explanation of movements

Transfers, adjustments and inflation

The main movement in year saw an increase in the budget due to the creation of the Programme Management Office. Small budgets from Strategy and Transformation have also been included in this division for presentational reasons.

Savings

New savings of £154k in areas such as administrative support, removing honoraria, training and reducing stationery and subscriptions. Additional savings will be made by reducing spending in the equalities initiative and Corporate Performance Assessment budgets.

Brought forward savings total £100k, along with a £207k shared saving for distribution across OCE in 2010/11.

Part V

The Housing Revenue Account 2010/11

Housing Revenue Account

B04H

Executive Director (Interim): Dorian Leatham

The Housing Revenue Account is the ring-fenced rent account that funds the Council's activity as a landlord. Housing management services, which are the tenant-focused services arising from our role as landlord, are delivered through Lambeth Living, the Council's ALMO. Front line services are mainly provided through the telephone-based Service Centre and face-to-face reception services in area offices.

Housing Property and Technical Services is responsible for the physical management of our stock, as opposed to Housing Management's tenancy management function. A key activity of Housing Property is managing the responsive and planned repairs, as well as the delivery of the capital programme.

The Council continues to provide the housing regeneration activity that is key to developing the borough and its estates, as well as the statutory strategic function.

Subjective analysis summary

	2009/10 Net budget £000	2010/11 Net budget £000
Government grants	(9,044)	(10,248)
Other grants, reimbursements & contributions	0	0
Interest	(441)	(441)
Customer and client receipts - internal	0	0
Customer and client receipts - external	(161,644)	(155,758)
Total controllable income	(171,129)	(166,447)
Employees	11,299	7,484
Premises related expenditure	61,380	54,435
Transport related expenditure	83	15
Supplies and services	6,783	6,388
Third party payments	26,190	35,193
Transfer payments	(20,514)	(19,540)
Total controllable expenditure	85,221	83,975
Net controllable expenditure	(85,908)	(82,472)
Internal recharge income	(3,436)	(2,381)
External recharge income	(88)	(89)
Total non-controllable income	(3,524)	(2,470)
Support services	10,211	12,143
Capital financing, interest payable, appropriations etc.	70,631	70,770
Total non-controllable expenditure	80,842	82,913
Net non-controllable expenditure	77,318	80,443
Net expenditure	(8,591)	(2,029)
Movements from 2009/10 to 2010/11		£000
2009/10 working budget		(8,591)
Transfers, adjustments and inflation		2,430
Savings		(4,113)
Growth		8,245
Grants		0
2010/11 net budget		(2,029)

Explanation of movements

Transfers, adjustments and inflation

Inflation aside, the main movements relate to budget movements around the transfer of the Ashmole Estate.

Savings

The main elements of the £4,113k savings are £1,515k in the management fee for Lambeth Living; £499k from Myatt's Field; £299k for a staff vacancy factor based on 6%; and a total of £1,800k of recharges to the General Fund.

Growth

The growth relates to £3,300k for repairs; £1,000k for contingencies; a £750k contribution to HRA balances; £889k growth for the Myatt's Field PFI scheme; £715k for council tax on void dwellings; £441k for capital charges; £950k for general management, including development work on the housing management system, a Service Centre review and additional business support; and £200k for playground maintenance and waste management.