

# **London Borough of Lambeth**

## **Budget Book 2009/10**



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# Background

## Introduction

The 2009/10 general fund revenue budget is to be set by full Council at its meeting on 25 February 2009. The budget presented to Council is the result of the authority's Service and Financial Planning process, which is designed to deliver high quality financial management and planning by focussing on budget setting over three years. This budget book provides details of the 2009/10 budget, which includes an additional £5.5m of resources – an increase of 1.8% on the 2008/09 budget.

The increase in resources is made up of an additional £3.5m from formula grant, and an additional £2.0m from council tax yield arising from the increased number of dwellings within the borough and the increased estimated collection rate.

This budget book summarises the authority's budgets at Departmental and Divisional levels, key service aims and the major savings and growth proposals. This illustrates the financial impact of the budget that Cabinet has proposed to Council for 2009/10 at division of service level.

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 located under the Council meeting of 25<sup>th</sup> February at

<http://www.lambeth.gov.uk/moderngov/ieListDocuments.aspx?CId=142&MId=6178>

## Restructure of services

Over the last year the Council has effectively lost two departments. First of those was Strategy and Corporate Services, whose divisions have been re-allocated with four divisions incorporated within Finance and Resources, and the rest reporting directly to the Chief Executive. The second was Environment, Culture and Community Safety, whose culture and community safety functions have been taken over by the Adult and Community Services department, with the remaining divisions helping to form the new Housing, Regeneration and Environment. At a divisional level there are very few material changes arising from the restructure.

## GLA Precept

Lambeth also collects money on behalf of its only preceptor, the Greater London Authority (GLA). Lambeth has no control over the amounts demanded by the preceptor and has a statutory duty to collect money on its behalf. Lambeth collects money for the GLA through Council tax, where the part that relates to the GLA precept is separately identified. The annual change in the GLA precept is shown in the table below.

Major preceptor	2008/09 £000	2009/10 £000	Increase /(Decrease) £000
Greater London Authority	31,738	32,327	589

### Other publications

- Council tax guide
- Statement of accounts

## List of contacts

If you require further information regarding the Council's budgets, please contact the relevant senior officers listed below:

<b>Name</b>	<b>Title</b>	<b>Department</b>	<b>Contact tel. no.</b>
Maria Millwood	Divisional Director, Resources	Adult and Community Services	020 7926 4843
Farrukh Akbar	Divisional Director, Resources	Children and Young People's Services	020 7926 9774
Mark Nicholson/Jason Hinton	Joint Acting Divisional Directors, Resources	Finance and Resources	020 7926 9673
Richard Hornby	Divisional Director, Resources	Housing, Regeneration and Environment	020 7926 3371
Jonathan Williams	Acting Divisional Director, Resources	Corporate Finance	020 7926 9456
Tim Harlock	Group Manager – Strategic Finance	General enquiries	020 7926 9386

If you would like to submit your query electronically, please email [tharlock@lambeth.gov.uk](mailto:tharlock@lambeth.gov.uk).

# Spending plans and Council tax

## Resources

### Formula Grant

Formula grant can be defined as Revenue Support Grant (RSG) plus redistributed National Non-Domestic Rates (NNDR or business rates). The amount of formula grant Lambeth receives from the government is based on how much it thinks the Council needs to spend, based on local circumstances. The formula grant is distributed through a model with four components, 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 that are designed to reflect Lambeth's need to spend on services relative to other Councils. It uses factors such as population and deprivation to determine need.
Relative resource	This block reduces the grant payable to Lambeth and is intended to reflect the Council's ability to raise resources locally through Council tax.
Central allocation	This is an amount additional to the needs based element that is distributed on a per head basis.
Floor damping	This block is intended to reduce the effect of changes in the data in the preceding three blocks so that there are not large fluctuations in the level of formula grant Councils receive year to year. A minimum increase (or floor) is therefore guaranteed. In order to meet the cost of this, Councils whose increases are above the floor are reduced. The floor for 2009/10 is 1.75%.

Lambeth will receive a total of £210.8m in formula grant in 2009/10, which is broken down across the four blocks as follows:

Name of block	Allocation of grant
	£000s
Relative needs	171,487
Relative resource	(46,963)
Central allocation	51,944
Floor damping	34,338
Total	210,806



Formula Grant is comprised of Revenue Support Grant (RSG) and redistributed National Non-Domestic Business Rates (NNDR) as follows:

	2008/09 £000s	2009/10 £000s	Change £000s
RSG	25,328	39,532	14,204
NNDR	181,943	171,274	(10,669)
Total Formula Grant	207,271	210,806	3,535

Although the “floor” increase of 1.75% is applicable to Lambeth, it is applied to the *adjusted* 2008/09 figure (as with all authorities), 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 2008/09 settlement is £207.181m.

## Council tax

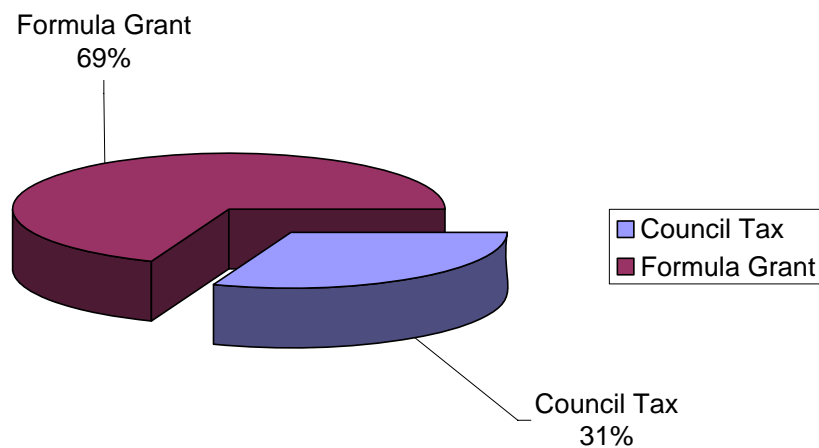
The Band D council tax for Lambeth services in 2009/10 is £925.29. This represents no increase in council tax

The Greater London Authority (GLA) precept for 2009/10 is £309.82, so the total Band D Council tax payable by Lambeth residents in 2009/10 is £1,235.11.

## Balance of resources

Formula Grant and Council tax provide all of the resources to support the general fund net revenue budget. The chart below shows the balance of this funding.

	£m
Council Tax yield	95.047
Formula Grant	210.806
Total	305.853

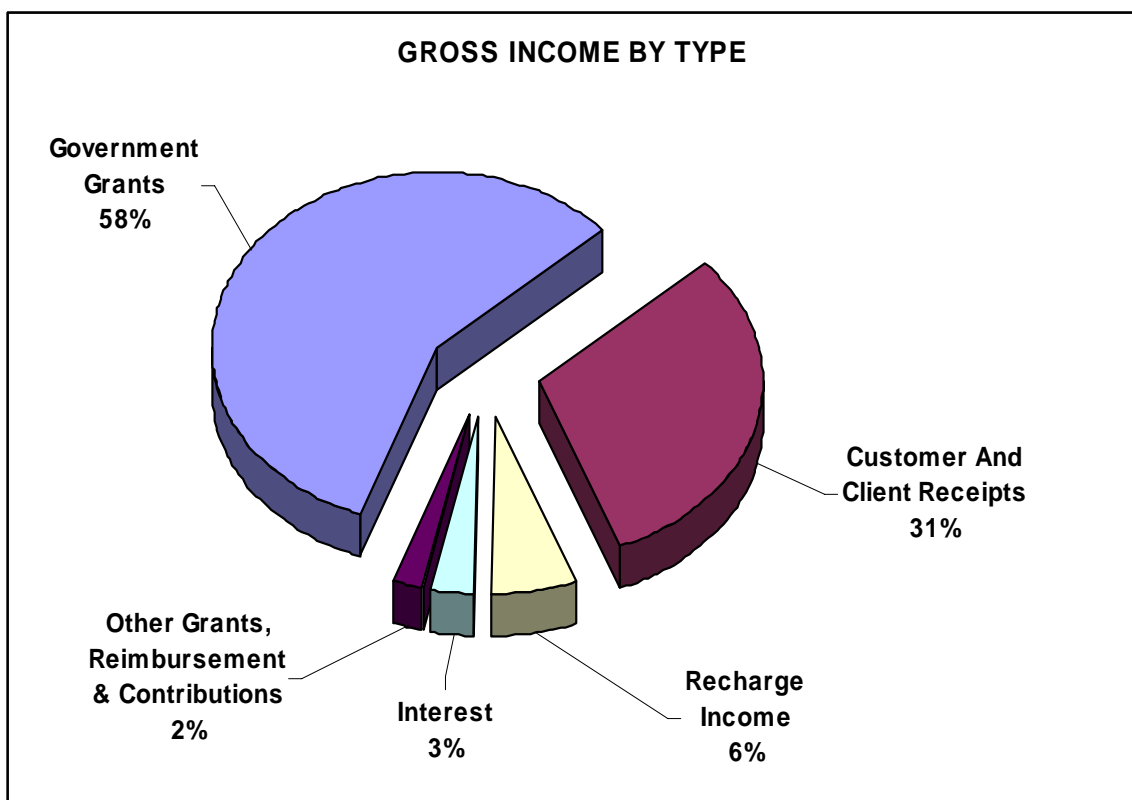
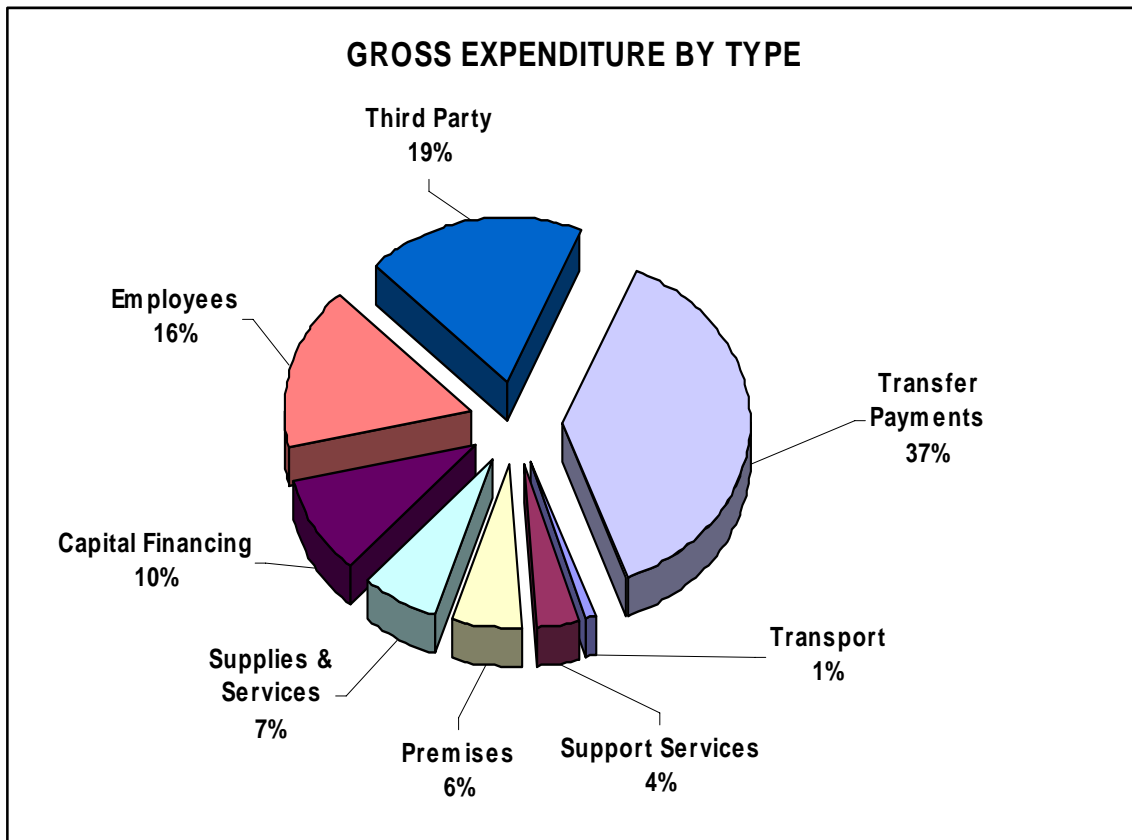


# **London Borough of Lambeth Budget**

## Overview

This section gives an overview of London Borough of Lambeth's total budget for 2009/10 financial year. Therefore, the General Fund (GF) and the Housing Revenue Account (HRA) are shown together.

Subjective Analysis Summary	Gross Budget 2008/09 £'000	Gross Budget 2009/10 £'000
Government Grants	(513,682)	(527,799)
Other Grants, Reimbursement & Contributions	(22,145)	(19,582)
Interest	(37,364)	(28,524)
Customer And Client Receipts - Internal	(15,127)	(15,587)
Customer And Client Receipts - External	(250,753)	(264,659)
<b>Total Controllable Income</b>	<b>(839,071)</b>	<b>(856,150)</b>
Employees	206,361	195,898
Premises	73,039	75,563
Transport	9,280	8,823
Supplies & Services	91,840	79,617
Third Party	197,458	228,217
Transfer Payments	436,740	459,344
<b>Total Controllable Expenditure</b>	<b>1,014,718</b>	<b>1,047,462</b>
<b>Net Controllable Expenditure</b>	<b>175,647</b>	<b>191,311</b>
Internal Recharge Income	(20,057)	(21,095)
External Recharge Income	(34,947)	(35,021)
<b>Total Non-Controllable Income</b>	<b>(55,004)</b>	<b>(56,116)</b>
Support Services	52,414	44,315
Capital Financing	73,725	45,274
Interest Payable, Appropriations, etc	52,899	72,478
<b>Total Non-Controllable Expenditure</b>	<b>179,038</b>	<b>162,067</b>
<b>Net Non-Controllable Expenditure</b>	<b>124,034</b>	<b>105,951</b>
	<b>299,681</b>	<b>297,263</b>

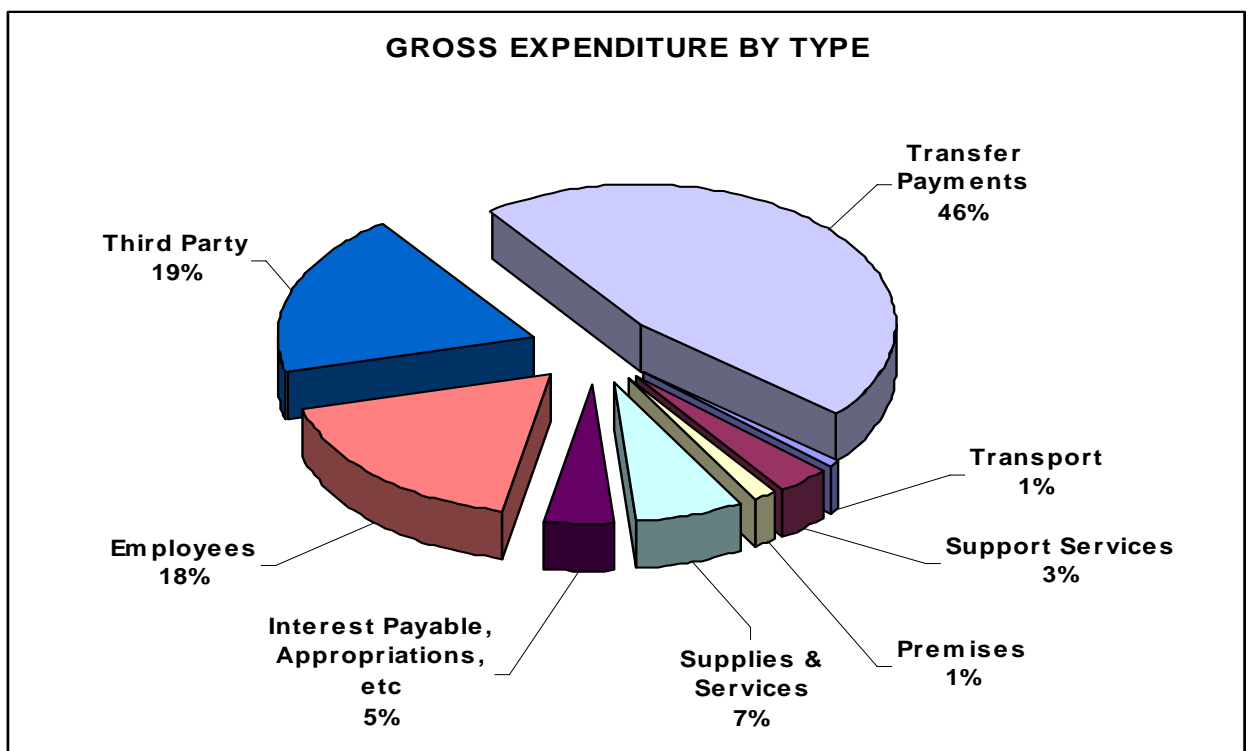
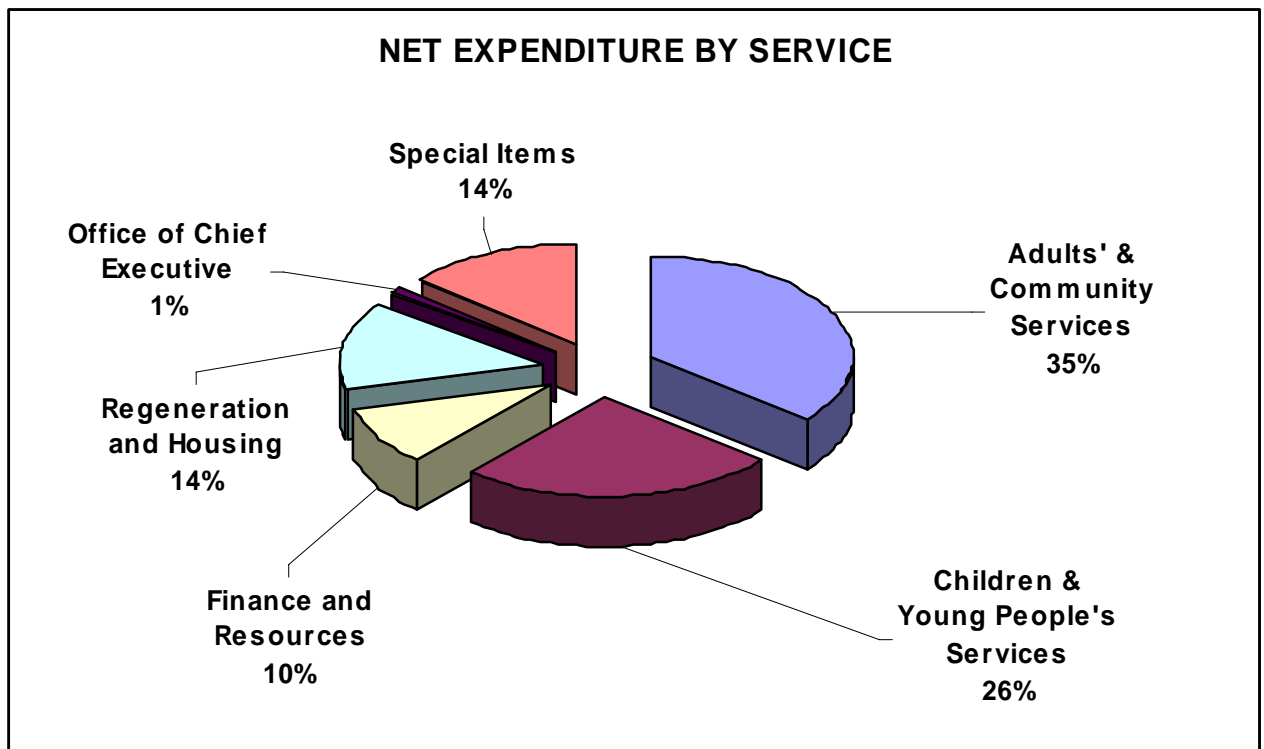


# The General Fund

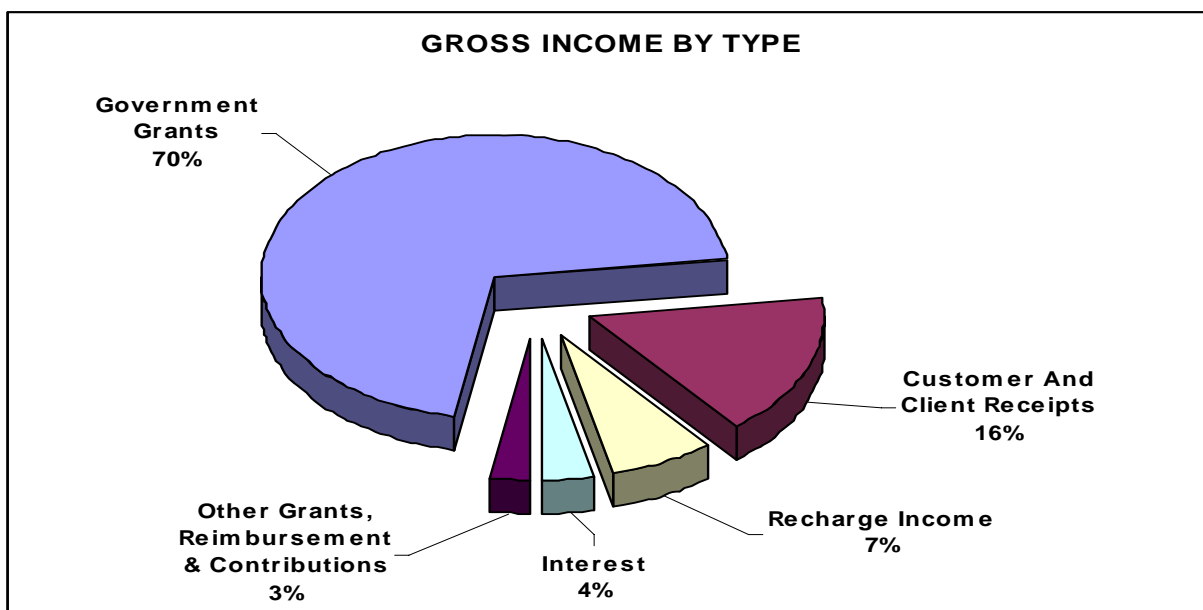
## Summary of gross expenditure and income budgets

2008/09 Original Budget		2009/10		
Net Expenditure	Departments	Gross Expenditure	Gross Income	Net Expenditure
£m		£m	£m	£m
106.1	Adults' & Community Services	172.9	(64.4)	108.5
80.6	Children & Young People's Services	337.4	(258.6)	78.8
30.8	Finance and Resources	276.0	(246.7)	29.3
39.7	Housing, Regeneration and Environment	137.9	(94.9)	43.1
6.5	Office of Chief Executive	10.5	(6.7)	3.8
36.6	Special Items	108.7	(66.4)	42.3
<b>300.3</b>	<b>Amount met from Government Grants and Council Tax</b>	<b>1,043.5</b>	<b>(737.6)</b>	<b>305.853</b>
207.3	Formula Grant			210.8
93.1	Council Tax requirement			95.1
100,575	Council Tax base (number of Band D equivalent properties)			102,721.2
<b>£925.29</b>	<b>Lambeth Band D Council Tax</b>			<b>£925.29</b>

## How the money is spent







Subjective Analysis Summary	Gross Budget 2008/09 £'000	Gross Budget 2009/10 £'000
Government Grants	(488,336)	(518,755)
Other Grants, Reimbursement & Contributions	(22,145)	(19,582)
Interest	(36,912)	(28,083)
Customer And Client Receipts - Internal	(15,127)	(15,587)
Customer And Client Receipts - External	(105,197)	(103,015)
<b>Total Controllable Income</b>	<b>(667,717)</b>	<b>(685,021)</b>
Employees	174,209	184,599
Premises	13,266	14,183
Transport	9,072	8,740
Supplies & Services	82,897	72,834
Third Party	193,543	202,027
Transfer Payments	457,633	479,858
<b>Total Controllable Expenditure</b>	<b>930,620</b>	<b>962,241</b>
<b>Net Controllable Expenditure</b>	<b>262,903</b>	<b>277,219</b>
Internal Recharge Income	(15,329)	(17,659)
External Recharge Income	(34,860)	(34,933)
<b>Total Non-Controllable Income</b>	<b>(50,189)</b>	<b>(52,592)</b>
Support Services	34,719	34,104
Capital Financing	0	0
Interest Payable, Appropriations, etc	52,899	47,121
<b>Total Non-Controllable Expenditure</b>	<b>87,618</b>	<b>81,225</b>
<b>Net Non-Controllable Expenditure</b>	<b>37,429</b>	<b>28,633</b>
<b>Net Expenditure</b>	<b>300,332</b>	<b>305,853</b>

## The General Fund

The Special Items budget contains items of corporate income and expenditure and accounting adjustments that do not directly relate to service provision.

Special items budget description	2008/09	2009/10
	£m	£m
Corporate provisions	1.95	2.72
Levies and waste disposal costs	4.88	2.00
Earmarked contingency	3.64	1.00
Regeneration initiatives brought forward	0.85	0.00
Demographic work	0.25	0.25
Corporate Finance Capacity	0.00	0.50
Rent Rebate Subsidy Limitation	2.50	2.50
Energy	0.00	0.85
Amended Finance Settlement	0.50	0.00
Pension fund back-funding	6.69	12.80
07/08 Transfer in re backfunding	6.11	
Investment income	(9.40)	(4.27)
Interest payable	15.65	14.04
Financing adjustments and 07/08 transfers in	0.32	1.64
Insurance fund	1.50	0.00
Contribution to reserves	5.39	3.70
Transfer from parking account	(2.50)	(2.50)
Lambeth share of collection fund surplus	(1.68)	(1.50)
LPFA and added years		4.39
London Councils subscription		0.96
Saving held for department		0.43
Draw on general fund balances		(1.91)
Inflation contingency		0.45
New proposals		0.60
Freedom Pass		0.67
Temporary Accommodation		3.00
<b>Total</b>	<b>36.636</b>	<b>42.294</b>

## Summary movements in Cash Limits

DEPARTMENT	ACS	CYPS	HRE	OCE	FR	SPECIAL ITEMS	TOTAL
	£000	£000	£000	£000	£000	£000	£000
<b>2008/09 Working Budget</b>	<b>106,064</b>	<b>80,592</b>	<b>39,721</b>	<b>6,509</b>	<b>30,808</b>	<b>36,636</b>	<b>300,332</b>
Transfers	1,455	(936)	4,512	(30)	812	(5,813)	0
Inflation	1,624	1,195	663	96	474	447	4,500
Savings	(1,634)	(2,963)	(3,225)	(3,183)	(2,959)	0	(13,964)
Growth	1,035	950	1,379	400	200	11,022	14,986
Grants	0	0	0	0	0		0
<b>2009/10 Net Budget</b>	<b>108,544</b>	<b>78,838</b>	<b>43,050</b>	<b>3,792</b>	<b>29,335</b>	<b>42,292</b>	<b>305,853</b>



## Adults' and Community Services

### Adults' and Community Services – B050

#### Description of service

The Adults' and Community Services Departments role is to provide care services to adults, provide preventative services and a significant role with partners in tackling social inclusion to the diverse population of Lambeth. This includes planning, assessing and arranging social care services to eligible adults. The department delivers quality, cost effective services, which are responsive to clients needs, closer to home, within effective partnerships. Community Safety has now joined the department and links in with the safety aspects of vulnerable adults.

The Cultural Services Division provides services as diverse as the park ranger service to the registrars service.

The Department works in partnership with Health to deliver a number of services and there are varying joint finance arrangements in place to support this.

The ACS budgets for 2008-09 have been restated to reflect the transfer of Community Safety and Cultural Services from ECCS.

#### Departmental budget summary table

Service Area Summary	2008/09	2009/10
	Net Budget	Net Budget
	£000	£000
Adult Social Care	71,079	69,529
Strategy & Commissioning	3,827	4,564
Personalising Care	0	398
Cultural Services	15,837	16,323
Resources	15,321	14,941
No Recourse to Public Funds	0	2,789
<b>Net Expenditure</b>	<b>106,064</b>	<b>108,544</b>

<b>Subjective Analysis Summary</b>	<b>2008/09 Net Budget £000</b>	<b>2009/10 Net Budget £000</b>
Government Grants	(33,548)	(34,390)
Other Grants, Reimbursements & Contributions	(9,827)	(11,861)
Interest	0	0
Customer and Client Receipts - Internal	(118)	(121)
Customer and Client Receipts - External	(13,599)	(12,115)
<b>Total Controllable Income</b>	<b>(57,092)</b>	<b>(58,486)</b>
Employees	36,079	40,364
Premises Related Expenditure	4,563	3,889
Transport Related Expenditure	8,148	2,523
Supplies and Services	18,996	12,811
Third Party Payments	96,097	111,604
Transfer Payments	1,577	1,706
<b>Total Controllable Expenditure</b>	<b>165,459</b>	<b>172,897</b>
<b>Net Controllable Expenditure</b>	<b>108,368</b>	<b>114,411</b>
Internal Recharge Income	(1,108)	(4,061)
External Recharge Income	(1,195)	(1,806)
<b>Total Non-Controllable Income</b>	<b>(2,304)</b>	<b>(5,867)</b>
Support Services	0	0
Capital Charges	0	0
<b>Total Non-Controllable Expenditure</b>	<b>0</b>	<b>0</b>
<b>Net Non-Controllable Expenditure</b>	<b>(2,304)</b>	<b>(5,867)</b>
<b>Net Expenditure</b>	<b>106,064</b>	<b>108,544</b>

**Movements from 2008/09 to 2009/10**

	<b>£000</b>
2008/09 Working Budget	106,064
Transfers	1,455
Inflation	1,624
Savings	(1,634)
Growth	1,035
Grants	0
<b>2009/10 Net Budget</b>	<b>108,544</b>

**Explanation of movements****Transfers**

Transfers of £1.455m reflect movement between Business Units.

**Inflation**

The corporate inflation allocation is set at 1.5% and reflects expectations that inflation is falling compared to previous years.

**Savings**

ACS is to make savings in 09/10 of £1.634m. Primarily efficiencies will come within the service from re-modelling, re-tendering and commissioning exercises.

**Growth**

Acs growth proposals amount to £1.035m in 09/10. These are to meet on-going and increased demand within Learning Disabilities and above inflation price increases for contractual obligations and also includes £250k for Adjustment A cash limit increase.

**Grant**

## Adult Social Care – D205/210/225

### Description of service

Adult Social Care encompasses Adult Services (Learning Disabilities, Mental Health and Substance Misuse), Disabilities and Older People, Brokerage, Community Services and Community Safety.

The division provides and arranges community care service and residential or nursing care services for vulnerable adults over the age of 18 who need advice, support and care due to their particular needs. Specialist services are also provided to those with a specific need such as HIV/AIDS and sensory disabilities, day care facilities and ensuring access to equipment and adaptations in the home.

Community Services are responsible for the provision of Sheltered Housing services to enable clients to live independently in the community.

Community Safety work with other agencies to make Lambeth a safer place to live, work and visit. Co-ordinators work on a number of issues such as anti-social behaviour, hate crimes and domestic violence.

Our services all work in partnership and many are joint funded with the Health Authority.

Subjective Analysis Summary	2008/09 Net Budget £000	2009/10 Net Budget £000
Government Grants	(9,880)	(9,393)
Other Grants, Reimbursements & Contributions	(9,827)	(11,823)
Interest	0	0
Customer and Client Receipts - Internal	0	0
Customer and Client Receipts - External	(10,028)	(9,483)
<b>Total Controllable Income</b>	<b>(29,735)</b>	<b>(30,699)</b>
Employees	18,268	19,522
Premises Related Expenditure	1,349	1,530
Transport Related Expenditure	532	496
Supplies and Services	14,979	1,486
Third Party Payments	66,234	77,705
Transfer Payments	1,577	1,706
<b>Total Controllable Expenditure</b>	<b>102,939</b>	<b>102,446</b>
<b>Net Controllable Expenditure</b>	<b>73,205</b>	<b>71,746</b>
Internal Recharge Income	(936)	(997)
External Recharge Income	(1,190)	(1,219)
<b>Total Non-Controllable Income</b>	<b>(2,126)</b>	<b>(2,217)</b>
Support Services	0	0
Capital Charges	0	0
<b>Total Non-Controllable Expenditure</b>	<b>0</b>	<b>0</b>
<b>Net Non-Controllable Expenditure</b>	<b>(2,126)</b>	<b>(2,217)</b>
<b>Net Expenditure</b>	<b>71,079</b>	<b>69,529</b>



**Movements from 2008/09 to 2009/10**

	<b>£000</b>
2008/09 Working Budget	71,079
Transfers	(1,999)
Inflation	1,037
Savings	(1,233)
Growth	645
Grants	0
<b>2009/10 Net Budget</b>	<b>69,529</b>

**Explanation of movements****Transfers**

Transfer of budgets to fund ACS portion of No Recourse to Public Funds.

**Inflation**

The corporate inflation allocation is set at 1.5% and reflects expectations that inflation is falling compared to previous years.

**Savings**

Total saving proposals for Adult Social Care Services in 2009/10 are £1.233m. These savings reflect the re-tendering of contracts, staffing efficiencies and the continued implementation of services to In-Control budgets.

**Growth**

Total growth for Adult Social Care Services for 2009/10 is £645k. The majority of this is to meet cost and demand pressures in the Learning Disability Service and above inflation price increases in contractual obligations.

**Grants**

## Cultural Services - D218

### Description of service

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

Libraries give residents access to borrow books, videos etc, provide space for study and internet access, offers a number of groups and services such as home visits and the borough's record office and local history library (Lambeth Archives).

Parks manage Lambeth's 61 parks and open spaces and 32 play areas. In addition they look after conservation areas, allotments, gardens and buildings. Cemeteries and Crematoria are also managed in this area.

Sports and Leisure are responsible for sports development and encouraging a healthier lifestyle.

The Registrars service provide births, deaths and marriage services along with citizenship ceremonies.

### Subjective Analysis Summary

	2008/09 Net Budget £000	2009/10 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	(3,401)	(2,456)
<b>Total Controllable Income</b>	<b>(3,401)</b>	<b>(2,456)</b>
Employees	7,220	8,594
Premises Related Expenditure	1,534	2,349
Transport Related Expenditure	150	191
Supplies and Services	2,977	2,698
Third Party Payments	7,418	8,373
Transfer Payments		0
<b>Total Controllable Expenditure</b>	<b>19,299</b>	<b>22,206</b>
<b>Net Controllable Expenditure</b>	<b>15,898</b>	<b>19,750</b>
Internal Recharge Income	(55)	(2,840)
External Recharge Income	(5)	(587)
<b>Total Non-Controllable Income</b>	<b>(61)</b>	<b>(3,427)</b>
Support Services	(0)	0
Capital Charges	0	0
<b>Total Non-Controllable Expenditure</b>	<b>(0)</b>	<b>0</b>
<b>Net Non-Controllable Expenditure</b>	<b>(61)</b>	<b>(3,427)</b>
<b>Net Expenditure</b>	<b>15,837</b>	<b>16,323</b>

**Movements from 2008/09 to 2009/10**

	<b>£000</b>
2008/09 Working Budget	15,837
Transfers	244
Inflation	242
Savings	0
Growth	0
Grants	0
<b>2009/10 Net Budget</b>	<b>16,323</b>

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

The corporate inflation allocation is set at 1.5% and reflects expectations that inflation is falling compared to previous years.

**Savings**

There is no savings for 2009/10.

**Growth**

There is no growth for 2009/10.

**Grants**

## Resources – D215

### Description of service

The Resources Division provides support services to the ACS department. The finance division provides revenue and capital budget preparation and monitoring, payment and statutory accounting functions, financial assessment, and appointeeship and receivership for vulnerable clients.

The performance management section provides the framework and monitoring to ensure the department, meets its statutory obligations under the community care legislation, key performance indicators and the corporate plan.

The division also 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

	2008/09 Net Budget £000	2009/10 Net Budget £000
Government Grants	(899)	(157)
Other Grants, Reimbursements & Contributions	0	0
Interest	0	0
Customer and Client Receipts - Internal	(118)	(121)
Customer and Client Receipts - External	(42)	(3)
<b>Total Controllable Income</b>	<b>(1,059)</b>	<b>(281)</b>
Employees	7,252	6,889
Premises Related Expenditure	1,670	0
Transport Related Expenditure	7,458	1,824
Supplies and Services	0	6,335
Third Party Payments	0	250
Transfer Payments	0	0
<b>Total Controllable Expenditure</b>	<b>16,380</b>	<b>15,299</b>
<b>Net Controllable Expenditure</b>	<b>15,321</b>	<b>15,018</b>
Internal Recharge Income	0	(77)
External Recharge Income	0	0
<b>Total Non-Controllable Income</b>	<b>0</b>	<b>(77)</b>
Support Services	0	0
Capital Charges	0	0
<b>Total Non-Controllable Expenditure</b>	<b>0</b>	<b>0</b>
<b>Net Non-Controllable Expenditure</b>	<b>0</b>	<b>(77)</b>
<b>Net Expenditure</b>	<b>15,321</b>	<b>14,941</b>

**Movements from 2008/09 to 2009/10**

	<b>£000</b>
2008/09 Working Budget	15,321
Transfers	(473)
Inflation	233
Savings	(390)
Growth	250
Grants	0
<b>2009/10 Net Budget</b>	<b>14,941</b>

**Explanation of movements****Transfers**

Transfer of BU's between Divisions £195k.  
Other transfers include £668k reduction in concessionary fares settlement taken corporately.

**Inflation**

The corporate inflation allocation is set at 1.5% and reflects expectations that inflation is falling compared to previous years.

**Savings**

Savings in Resources total £390k for 09/10. The savings relate to vacancy management and further efficiencies under CSED to be allocated throughout the department.

**Growth**

£250k growth reflects the Adjustment A cash limit increase

**Grants**

## Strategy and Commissioning – D200

### Description of service

Strategy and Commissioning provides strategic commissioning of services and contracts to the Department. The division also supports Health and Social Care Partnerships and Facilities Management.

The Customer and Community service provide communication for the public and staff, provision of information on services and policy issues. It oversees the statutory complaints processes as well as user engagement, advice, information and Welfare Rights.

Supporting People provides housing related support to vulnerable people in the community to enable them to continue to maintain independent living.

Subjective Analysis Summary	2008/09 Net Budget £000	2009/10 Net Budget £000
Government Grants	(22,769)	(22,975)
Other Grants, Reimbursements & Contributions	0	(37)
Interest	0	0
Customer and Client Receipts - Internal	0	0
Customer and Client Receipts - External	(128)	(131)
<b>Total Controllable Income</b>	<b>(22,897)</b>	<b>(23,143)</b>
Employees	3,339	3,734
Premises Related Expenditure	10	10
Transport Related Expenditure	7	2
Supplies and Services	1,039	1,649
Third Party Payments	22,445	22,459
Transfer Payments	0	0
<b>Total Controllable Expenditure</b>	<b>26,841</b>	<b>27,854</b>
<b>Net Controllable Expenditure</b>	<b>3,944</b>	<b>4,711</b>
Internal Recharge Income	(117)	(147)
External Recharge Income	0	0
<b>Total Non-Controllable Income</b>	<b>(117)</b>	<b>(147)</b>
Support Services	0	0
Capital Charges	0	0
<b>Total Non-Controllable Expenditure</b>	<b>0</b>	<b>0</b>
<b>Net Non-Controllable Expenditure</b>	<b>(117)</b>	<b>(147)</b>
<b>Net Expenditure</b>	<b>3,827</b>	<b>4,564</b>

**Movements from 2008/09 to 2009/10**

	<b>£000</b>
2008/09 Working Budget	3,827
Transfers	542
Inflation	66
Savings	(11)
Growth	140
Grants	
<b>2009/10 Net Budget</b>	<b>4,564</b>

**Explanation of movements****Transfers**

Transfer of BU's between Divisions.

**Inflation**

The corporate inflation allocation is set at 1.5% and reflects expectations that inflation is falling compared to previous years.

**Savings**

The total of savings in Strategy & Commissioning in 09/10 is £11k which relate to efficiency savings.

**Growth**

A growth of £140k regarding People First Expo.

**Grants**

## Personalising Care – D220

### Description of service

This division includes Personalising Care, Safe-guarding Adults and Workforce Development.

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

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

Workforce Development are responsible for developing, commissioning and implementing a training programme for staff and third sector providers. They also manage the trainee social work scheme in partnership with a university.

Subjective Analysis Summary	2008/09 Net Budget £000	2009/10 Net Budget £000
Government Grants		(1,866)
Other Grants, Reimbursements & Contributions		0
Interest		0
Customer and Client Receipts - Internal		0
Customer and Client Receipts - External		(41)
<b>Total Controllable Income</b>	<b>0</b>	<b>(1,907)</b>
Employees		1,624
Premises Related Expenditure		0
Transport Related Expenditure		10
Supplies and Services		670
Third Party Payments		0
Transfer Payments		0
<b>Total Controllable Expenditure</b>	<b>0</b>	<b>2,304</b>
<b>Net Controllable Expenditure</b>	<b>0</b>	<b>398</b>
Internal Recharge Income		0
External Recharge Income		0
<b>Total Non-Controllable Income</b>		<b>0</b>
Support Services		0
Capital Charges		0
<b>Total Non-Controllable Expenditure</b>		<b>0</b>
<b>Net Non-Controllable Expenditure</b>	<b>0</b>	<b>0</b>
<b>Net Expenditure</b>	<b>0</b>	<b>398</b>



**Movements from 2008/09 to 2009/10**

	<b>£000</b>	<b>£000</b>
2008/09 Working Budget		0
Transfers		392
Inflation		6
Savings		0
Growth		0
Grants		0
<b>2009/10 Net Budget</b>	<b>0</b>	<b>398</b>

**Explanation of movements****Transfers**

Transfer of Learning & Development BU into this Division and transfer of Learning & Development budgets relating to children services to CYPS.

**Inflation**

The corporate inflation allocation is set at 1.5% and reflects expectations that inflation is falling compared to previous years.

**Savings**

There are no savings for 09/10.

**Growth**

There is no growth for 09/10.

**Grants**

## No Recourse to Public Funds - D230

### Description of service

Corporate services to people subject to immigration legislation and control and with no recourse to public funds are delivered by ACS.

This corporate team was formed in 2008/09 to manage the financial risk in relation to these clients, and includes specialists from Adults, Housing and CYPS.

Subjective Analysis Summary	2008/09 Net Budget £000	2009/10 Net Budget £000
Government Grants		0
Other Grants, Reimbursements & Contributions		0
Interest		0
Customer and Client Receipts - Internal		0
Customer and Client Receipts - External		0
<b>Total Controllable Income</b>	<b>0</b>	<b>0</b>
Employees		0
Premises Related Expenditure		0
Transport Related Expenditure		0
Supplies and Services		(27)
Third Party Payments		2,817
Transfer Payments		0
<b>Total Controllable Expenditure</b>	<b>0</b>	<b>2,789</b>
<b>Net Controllable Expenditure</b>	<b>0</b>	<b>2,789</b>
Internal Recharge Income		0
External Recharge Income		0
<b>Total Non-Controllable Income</b>		<b>0</b>
Support Services		0
Capital Charges		0
<b>Total Non-Controllable Expenditure</b>		<b>0</b>
<b>Net Non-Controllable Expenditure</b>	<b>0</b>	<b>0</b>
<b>Net Expenditure</b>	<b>0</b>	<b>2,789</b>

**Movements from 2008/09 to 2009/10**

	£000	£000
2008/09 Working Budget		0
Transfers		2,748
Inflation		41
Savings		0
Growth		0
Grants		0
<b>2009/10 Net Budget</b>	<b>0</b>	<b>2,789</b>

**Explanation of movements****Transfers**

Virements from ACS, CYPS and Corporate were made in October to fund this service.

**Inflation**

The corporate inflation allocation is set at 1.5% and reflects expectations that inflation is falling compared to previous years.

**Savings**

There are no savings for 09/10.

**Growth**

There is no growth for 09/10.

**Grants**

# CHILDREN AND YOUNG PEOPLE'S SERVICE

## Children and Young People's Services B030

### Description of service

The CYPS is one of the council's five departments and comprises the Education, Youth Service, Building Schools for the Future and Children's Social care budgets

The core business of the CYPS is to provide statutory education and safeguard from harm children and young people in Lambeth aged 0-18 years in accordance with the Education and Inspections Act 2006 and the Childcare Act 2006.

The CYPS aims to ensure that services are delivered in a non-discriminatory manner that improves the attainment and achievement of children and young people in Lambeth. The CYPS works in partnership with service users and carers, community and voluntary groups, and other statutory services to plan and deliver services for local people.

### Departmental budget summary table

Service Area Summary	2008/09 Net Budget £000	2009/10 Net Budget £000
Schools	0	0
Change management	552	498
Community learning	7,963	9,700
Inclusion and standards	9,031	9,294
Resources (incl. Residual)	7,811	4,409
Children's Social care	48,805	47,629
Commissioning and Performance	1,958	2,811
Building Schools for the Future	4,472	4,497
<b>Net Expenditure</b>	<b>80,592</b>	<b>78,838</b>

Subjective Analysis Summary	2008/09	2009/10
	Net Budget £000	Net Budget £000
Government Grants	(225,036)	(243,499)
Other Grants, Reimbursements & Contributions	(11,669)	(7,600)
Interest	0	0
Customer and Client Receipts - Internal	(20)	0
Customer and Client Receipts - External	(7,053)	(7,126)
<b>Total Controllable Income</b>	<b>(243,778)</b>	<b>(258,226)</b>
Employees	48,371	53,669
Premises Related Expenditure	605	606
Transport Related Expenditure	5,469	4,892
Supplies and Services	25,182	25,775
Third Party Payments	47,086	40,809
Transfer Payments	195,709	209,317
<b>Total Controllable Expenditure</b>	<b>322,422</b>	<b>335,068</b>
<b>Net Controllable Expenditure</b>	<b>78,643</b>	<b>76,842</b>
Internal Recharge Income	(339)	(347)
External Recharge Income	0	0
<b>Total Non-Controllable Income</b>	<b>(339)</b>	<b>(347)</b>
Support Services	2,288	2,342
Capital Charges	0	0
<b>Total Non-Controllable Expenditure</b>	<b>2,288</b>	<b>2,342</b>
<b>Net Non-Controllable Expenditure</b>	<b>1,949</b>	<b>1,995</b>
<b>Net Expenditure</b>	<b>80,592</b>	<b>78,838</b>

**Movements from 2008/09 to 2009/10**

	<b>£000</b>
2008/09 Working Budget	80,592
Transfers	(936)
Inflation	1,195
Savings	(2,963)
Growth	950
Grants	0
<b>2009/10 Net Budget</b>	<b>0 78,838</b>

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

The corporate inflation allocation is set at 1.5% and reflects expectations that inflation is falling compared to previous years.

**Savings**

The total savings of £2.963m reflects both new savings and brought forward savings from previous years. The individual savings are detailed in the relevant division's section.

**Growth**

The total growth of £950K reflects both new growths and brought forward growths from previous years. The individual growths are detailed in the relevant division's section. This total also includes £500K relating to the ongoing Adjustment A increase for Young & Safe

**Grants**

The major grant in the CYPS is the Dedicated Schools Grant, or DSG. The value of the grant is matched by expenditure on schools services, so it has no net impact on the budget.

## Schools – D400

### Description of service

This service within Resources Division is responsible for the educational provision for pupils, including 'out of school' and 'early years' pupils and is funded through the Dedicated Schools Grant (DSG), which is a prescribed allocation from the DCSF.

The Schools area is made up of two broad elements:

- 1) The Individual Schools Budget (ISB) – This is the amount available for delegation to schools after provision has been made for retained items. This is passed directly to schools via the fair funding formula following an annual review with the Schools Forum and all schools.
- 2) The Centrally retained Items (CRI) – Expenditure budgets held centrally within the schools block for pupil related services that are best delivered at the LA level.

Subjective Analysis Summary	2008/09 Net Budget £000	2009/10 Net Budget £000
Government Grants	(154,933)	(163,582)
Other Grants, Reimbursements & Contributions	0	0
Interest	0	0
Customer and Client Receipts - Internal	0	0
Customer and Client Receipts - External	0	0
<b>Total Controllable Income</b>	<b>(154,933)</b>	<b>(163,582)</b>
Employees	0	0
Premises Related Expenditure	0	0
Transport Related Expenditure	0	0
Supplies and Services	0	0
Third Party Payments	0	0
Transfer Payments	154,933	163,582
<b>Total Controllable Expenditure</b>	<b>154,933</b>	<b>163,582</b>
<b>Net Controllable Expenditure</b>	<b>0</b>	<b>0</b>
Internal Recharge Income	0	0
External Recharge Income	0	0
<b>Total Non-Controllable Income</b>	<b>0</b>	<b>0</b>
Support Services	0	0
Capital Charges	0	0
<b>Total Non-Controllable Expenditure</b>	<b>0</b>	<b>0</b>
<b>Net Non-Controllable Expenditure</b>	<b>0</b>	<b>0</b>
<b>Net Expenditure</b>	<b>0</b>	<b>0</b>

**Movements from 2008/09 to 2009/10**

	<b>£000</b>
2008/09 Working Budget	0
Transfers	0
Inflation	0
Savings	0
Growth	0
Grants	0
<b>2009/10 Net Budget</b>	<b>0</b>

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

The corporate inflation allocation is set at 1.5% and reflects expectations that inflation is falling compared to previous years.

**Savings**

There are no savings to report for the Schools Division.

**Growth**

There are no growths to report for the Schools Division.

**Grants**

The Dedicated Schools Grant and its associated expenditure is accounted for in this division.



## Change Management – B58B

### Description of service

The change management division is responsible for managing the change agenda of implementing integrated services for children

Key Priorities:

- 1) Developing and implementing the Team Around the Child (TAC)
- 2) Implementing information sharing and Common Assessment Framework (CAF)
- 3) Integrating services, systems and processes within CYPS
- 4) Developing the extended schools strategy to raise achievement
- 5) Implementing Children's Trust arrangement
- 6) Developing and strengthening partnership working

### Subjective Analysis Summary

	2008/09 Net Budget £000	2009/10 Net Budget £000
Government Grants	(548)	(1,202)
Other Grants, Reimbursements & Contributions	(1,093)	(1,186)
Interest	0	0
Customer and Client Receipts - Internal	0	0
Customer and Client Receipts - External	0	0
<b>Total Controllable Income</b>	<b>(1,641)</b>	<b>(2,388)</b>
Employees	1,210	1,662
Premises Related Expenditure	15	0
Transport Related Expenditure	240	10
Supplies and Services	102	138
Third Party Payments	607	80
Transfer Payments	0	981
<b>Total Controllable Expenditure</b>	<b>2,175</b>	<b>2,870</b>
<b>Net Controllable Expenditure</b>	<b>534</b>	<b>483</b>
Internal Recharge Income	0	0
External Recharge Income	0	0
<b>Total Non-Controllable Income</b>	<b>0</b>	<b>0</b>
Support Services	19	15
Capital Charges	0	0
<b>Total Non-Controllable Expenditure</b>	<b>19</b>	<b>15</b>
<b>Net Non-Controllable Expenditure</b>	<b>19</b>	<b>15</b>
<b>Net Expenditure</b>	<b>552</b>	<b>498</b>

**Movements from 2008/09 to 2009/10**

	<b>£000</b>
2008/09 Working Budget	552
Transfers	193
Inflation	11
Savings	(59)
Growth	(200)
Grants	0
<b>2009/10 Net Budget</b>	<b>498</b>

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

The corporate inflation allocation is set at 1.5% and reflects expectations that inflation is falling compared to previous years.

**Savings**

One post within the Team Around the Child team £36K plus BPR and Efficiency

**Growth**

Area Based Delivery funding of £200K was time limited and has been removed from the cash limit for 2009/10

**Grants**

Dedicated Schools Grant funding is provided for Family Support Workers together with other grants for Extended Services and Parenting Support

## Community Learning – D405

### Description of service

The Community Learning Division provides a mix of universal, specialist and targeted services for children, young people and their families.

The division works in partnership with statutory and voluntary sector agencies, children, young people and their families to intervene early and divert children and young people from risky and harmful behaviour.

The following business units make up Community Learning:

- 1) Community Children
- 2) Specialist Youth
- 3) Community Commissioning Services
- 4) Community Youth

Key priorities include :

providing positive activities for young people to be involved in improving standards and experiences for under 5s and their families;  
reducing youth offending and substance misuse;  
increasing the number of young people in education, employment and training;  
improving physical, mental and emotional well being of children and young people involving more people in decision making.

### Subjective Analysis Summary

	2008/09 Net Budget £000	2009/10 Net Budget £000
Government Grants	(22,435)	(28,836)
Other Grants, Reimbursements & Contributions	(1,284)	(1,007)
Interest	0	0
Customer and Client Receipts - Internal	(17)	0
Customer and Client Receipts - External	(489)	(577)
<b>Total Controllable Income</b>	<b>(24,225)</b>	<b>(30,419)</b>
Employees	11,941	13,239
Premises Related Expenditure	245	254
Transport Related Expenditure	230	313
Supplies and Services	1,395	3,110
Third Party Payments	289	52
Transfer Payments	17,315	22,338
<b>Total Controllable Expenditure</b>	<b>31,415</b>	<b>39,307</b>
<b>Net Controllable Expenditure</b>	<b>7,190</b>	<b>8,887</b>
Internal Recharge Income	0	0
External Recharge Income	0	0
<b>Total Non-Controllable Income</b>	<b>0</b>	<b>0</b>
Support Services	773	813
Capital Charges	0	0
<b>Total Non-Controllable Expenditure</b>	<b>773</b>	<b>813</b>
<b>Net Non-Controllable Expenditure</b>	<b>773</b>	<b>813</b>
<b>Net Expenditure</b>	<b>7,963</b>	<b>9,700</b>

**Movements from 2008/09 to 2009/10**

	<b>£000</b>
2008/09 Working Budget	7,963
Transfers	757
Inflation	130
Savings	(361)
Growth	1,210
Grants	0
<b>2009/10 Net Budget</b>	<b>9,700</b>

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

The corporate inflation allocation is set at 1.5% and reflects expectations that inflation is falling compared to previous years.

**Savings**

BPR and Efficiency Savings of £361K have been applied to this cash limit for 2009/10

**Growth**

There is a brought forward growth of £660K (Youth Participation), this growth will be used to expand and improve services to all young people; and new growth of £550K for Young & Safe In Lambeth funded mainly from Adjustment A.

**Grants**

## Inclusion and standards – D415

### Description of service

The aim of the Inclusion and Standards Division is to help Lambeth children achieve their full potential by supporting and challenging schools to raise achievement and ensuring pupils' individual needs are met by a fully inclusive education service.

The Division provides a range of services to support and challenge schools to improve their performance for Lambeth's residents particularly in the areas of numeracy and literacy. It is responsible for promoting high standards throughout the Local Authority's schools 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 in order to develop and improve the council's education services for all pupils.

Key priorities:

1. Raising the achievement of all pupils
2. Improving services for children and young people with disabilities and special needs
3. Improving opportunities for 14 – 19 year olds
4. Ensuring the particular need of individual pupils are met in education service and that schools provide inclusive education
5. Improving transition from childhood to adulthood
6. Supporting schools to raise achievement

The following business units make up Inclusion & Standards:

- 1) School Improvement Team
- 2) Divisional Director's Office
- 3) Assistant Director's Office Inclusion
- 4) Alternative Education
- 5) Education Research & Statistics Unit
- 6) Education Reintegration, Attendance & Admissions Service (ERAAS)
- 7) Special Education Needs
- 8) Education Psychology Service
- 9) Standards Fund
- 10) Schools Human Resources
- 11) Children with Disabilities Team

<b>Subjective Analysis Summary</b>		<b>2008/09</b>	<b>2009/10</b>
	<b>Net Budget</b>	<b>Net Budget</b>	
	<b>£000</b>	<b>£000</b>	
Government Grants	(34,369)	(40,440)	
Other Grants, Reimbursements & Contributions	(5,200)	(3,905)	
Interest	0	0	
Customer and Client Receipts - Internal	0	0	
Customer and Client Receipts - External	(2,380)	(5,693)	
<b>Total Controllable Income</b>	<b>(41,949)</b>	<b>(50,038)</b>	
Employees	12,702	13,810	
Premises Related Expenditure	163	155	
Transport Related Expenditure	4,439	3,875	
Supplies and Services	5,196	9,459	
Third Party Payments	8,755	8,871	
Transfer Payments	19,023	22,189	
<b>Total Controllable Expenditure</b>	<b>50,278</b>	<b>58,358</b>	
<b>Net Controllable Expenditure</b>	<b>8,330</b>	<b>8,320</b>	
Internal Recharge Income	0	0	
External Recharge Income	0	0	
<b>Total Non-Controllable Income</b>	<b>0</b>	<b>0</b>	
Support Services	701	974	
Capital Charges	0	0	
<b>Total Non-Controllable Expenditure</b>	<b>701</b>	<b>974</b>	
<b>Net Non-Controllable Expenditure</b>	<b>701</b>	<b>974</b>	
<b>Net Expenditure</b>	<b>9,031</b>	<b>9,294</b>	

**Movements from 2008/09 to 2009/10**

	<b>£000</b>
2008/09 Working Budget	9,031
Transfers	435
Inflation	141
Savings	(313)
Growth	0
Grants	0
<b>2009/10 Net Budget</b>	<b>9,294</b>

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

The corporate inflation allocation is set at 1.5% and reflects expectations that inflation is falling compared to previous years.

**Savings**

BPR and Efficiency Savings of £313K have been applied to this cash limit for 2009/10

**Growth****Grants**

## Resources – D430 (including Residual – B58A)

### Description of service

This division is responsible for providing financial support services to the rest of CYPS, both internally, to schools and to their customers.

The key priorities of the service are as follows:

- 1) Improve financial management of the CYPS
- 2) Improve financial and contract services to schools and their customers
- 3) Improving capital monitoring to enable efficient delivery of the capital programme
- 4) Embedding effective risk management and value for money within CYPS

The following business units make up Resources:

- 1) CYPS Finance
- 2) Residual

Subjective Analysis Summary	2008/09 Net Budget £000	2009/10 Net Budget £000
Government Grants	(4,739)	0
Other Grants, Reimbursements & Contributions	(379)	0
Interest	0	0
Customer and Client Receipts - Internal	0	0
Customer and Client Receipts - External	(117)	(90)
<b>Total Controllable Income</b>	<b>(5,235)</b>	<b>(90)</b>
Employees	4,022	3,732
Premises Related Expenditure	97	0
Transport Related Expenditure	21	5
Supplies and Services	237	21
Third Party Payments	4,891	135
Transfer Payments	3,631	180
<b>Total Controllable Expenditure</b>	<b>12,899</b>	<b>4,073</b>
<b>Net Controllable Expenditure</b>	<b>7,665</b>	<b>3,983</b>
Internal Recharge Income	(322)	0
External Recharge Income	0	0
<b>Total Non-Controllable Income</b>	<b>(322)</b>	<b>0</b>
Support Services	469	426
Capital Charges	0	0
<b>Total Non-Controllable Expenditure</b>	<b>469</b>	<b>426</b>
<b>Net Non-Controllable Expenditure</b>	<b>146</b>	<b>426</b>
<b>Net Expenditure</b>	<b>7,811</b>	<b>4,409</b>



**Movements from 2008/09 to 2009/10**

	<b>£000</b>
2008/09 Working Budget	7,811
Transfers	(3,425)
Inflation	66
Savings	(43)
Growth	0
Grants	0
<b>2009/10 Net Budget</b>	<b>4,409</b>

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

The corporate inflation allocation is set at 1.5% and reflects expectations that inflation is falling compared to previous years.

**Savings**

BPR and Efficiency Savings of £43K have been applied to this cash limit for 2009/10.

**Growth****Grants**

## Children's social care – D410

### Description of service

Children's Social Care Services provides safeguarding services to a number of discreet client groups that include:

- Family Support
- Child Protection
- Fostering and Adoption
- Asylum Seekers
- Looked After Children
- Corporate Parenting
- Referral and Assessment
- Lambeth Safeguarding Children's Board
- Independent Review of social care services

Key Priorities of the service are:

1. Safeguarding children and young people
2. Further improving stability and security for Looked After Children(LAC)
3. Improving educational attainment of LAC
4. Maintaining good quality social work practice and decision making
5. Recruitment and retention of foster carers
6. Developing and implementing Corporate Parenting

The following business units make up Children's Social Care:

- 1) Children In Need
- 2) Children Looked After
- 3) Children's Commissioning and Contracts
- 4) Unaccompanied Asylum Seeking Children

Subjective Analysis Summary	2008/09 Net Budget £000	2009/10 Net Budget £000
Government Grants	(3,906)	(3,884)
Other Grants, Reimbursements & Contributions	(3,670)	(1,071)
Interest	0	0
Customer and Client Receipts - Internal	(3)	0
Customer and Client Receipts - External	(140)	(30)
<b>Total Controllable Income</b>	<b>(7,720)</b>	<b>(4,985)</b>
Employees	13,397	14,766
Premises Related Expenditure	2	0
Transport Related Expenditure	711	618
Supplies and Services	11,399	9,976
Third Party Payments	30,968	27,205
Transfer Payments	1	0
<b>Total Controllable Expenditure</b>	<b>56,477</b>	<b>52,565</b>
<b>Net Controllable Expenditure</b>	<b>48,757</b>	<b>47,580</b>
Internal Recharge Income	0	0
External Recharge Income	0	0
<b>Total Non-Controllable Income</b>	<b>0</b>	<b>0</b>
Support Services	48	49
Capital Charges	0	0
<b>Total Non-Controllable Expenditure</b>	<b>48</b>	<b>49</b>
<b>Net Non-Controllable Expenditure</b>	<b>48</b>	<b>49</b>
<b>Net Expenditure</b>	<b>48,805</b>	<b>47,629</b>

**Movements from 2008/09 to 2009/10**

	<b>£000</b>
2008/09 Working Budget	48,805
Transfers	(192)
Inflation	730
Savings	(1,802)
Growth	88
Grants	0
<b>2009/10 Net Budget</b>	<b>47,629</b>

**Explanation of movements****Transfers**

Internal transfers to include CLD (£39k) for a personal adviser post and ISD (£41k) for a post in a joint funded transition team.

**Inflation**

The corporate inflation allocation is set at 1.5% and reflects expectations that inflation is falling compared to previous years.

**Savings**

There are total savings of **£1,802K** to be realised through the establishment of an in-house legal team (£400K) reduced costs for Looked After Children (£500K); Commissioning savings (£435K); and BPR & Efficiency savings (£467K).

**Growth**

There is a growth of £88k Invest to Save foster carers.

**Grants**

## Commissioning and Performance – D420

### Description of service

The Commissioning and Performance Division is responsible for providing strategic support services to the Department and supporting business units in delivering their services. Key activities include:

- Strategic Commissioning
- Strategic Planning
- Performance management, including co-ordination of the Annual Performance Assessment.
- Development of management information systems
- Policy development
- Learning and workforce development
- Customer services
- Equality and Diversity
- Provision of a marketing and communications service to the department, advising on aspects such as publicity.

The following business units make up Policy and Strategies:

- 1) Strategic Commissioning
- 2) Performance and Information
- 3) Policy Planning and Communications
- 4) Workforce Development

Subjective Analysis Summary	2008/09 Net Budget £000	2009/10 Net Budget £000
Government Grants	(4,107)	(1,790)
Other Grants, Reimbursements & Contributions	(42)	(43)
Interest		0
Customer and Client Receipts - Internal	0	0
Customer and Client Receipts - External	(3,927)	(230)
<b>Total Controllable Income</b>	<b>(8,076)</b>	<b>(2,063)</b>
Employees	2,158	2,934
Premises Related Expenditure	6	7
Transport Related Expenditure	48	47
Supplies and Services	5,464	1,857
Third Party Payments	2,082	0
Transfer Payments	22	23
<b>Total Controllable Expenditure</b>	<b>9,780</b>	<b>4,867</b>
<b>Net Controllable Expenditure</b>	<b>1,704</b>	<b>2,804</b>
Internal Recharge Income	(16)	(17)
External Recharge Income	0	0
<b>Total Non-Controllable Income</b>	<b>(16)</b>	<b>(17)</b>
Support Services	271	23
Capital Charges	0	0
<b>Total Non-Controllable Expenditure</b>	<b>271</b>	<b>23</b>
<b>Net Non-Controllable Expenditure</b>	<b>255</b>	<b>6</b>
<b>Net Expenditure</b>	<b>1,959</b>	<b>2,811</b>

**Movements from 2008/09 to 2009/10**

	<b>£000</b>
2008/09 Working Budget	1,959
Transfers	1,037
Inflation	45
Savings	(230)
Growth	0
Grants	0
<b>2009/10 Net Budget</b>	<b>2,811</b>

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

The corporate inflation allocation is set at 1.5% and reflects expectations that inflation is falling compared to previous years.

**Savings**

There are total savings of £230k made up of Business Process Review and Efficiency savings.

**Growth****Grants**

## Building Schools for the Future (BSF) –B55C

### Description of service

The division is responsible for implementing the Building Schools for the Future (BSF) Programme and transforming education provision in the borough.

Priorities for the Division are:

- Developing and delivering a credible and successful BSF programme
- Investing in the expansion of secondary school places
- Assessment and development of the primary school estate and other CYPS building assets.
- Ensuring the creation of successful partnerships to fulfil the aims of the BSF and capital programme
- Enhancing and building on rising educational standards by improving access, achievement, inclusion and community links partnership with schools, parents and partner agencies.

The following business units make up BSF Division:

Subjective Analysis Summary	2008/09 Net Budget £000	2009/10 Net Budget £000
Government Grants	0	(3,767)
Other Grants, Reimbursements & Contributions	0	(388)
Interest	0	0
Customer and Client Receipts - Internal	0	0
Customer and Client Receipts - External	0	(505)
<b>Total Controllable Income</b>	<b>0</b>	<b>(4,661)</b>
Employees	2,940	3,522
Premises Related Expenditure	92	191
Transport Related Expenditure	4	21
Supplies and Services	1,251	1,222
Third Party Payments	0	4,465
Transfer Payments	177	24
<b>Total Controllable Expenditure</b>	<b>4,464</b>	<b>9,445</b>
<b>Net Controllable Expenditure</b>	<b>4,464</b>	<b>4,784</b>
Internal Recharge Income	0	(330)
External Recharge Income	0	0
<b>Total Non-Controllable Income</b>	<b>0</b>	<b>(330)</b>
Support Services	8	43
Capital Charges	0	0
<b>Total Non-Controllable Expenditure</b>	<b>8</b>	<b>43</b>
<b>Net Non-Controllable Expenditure</b>	<b>8</b>	<b>(287)</b>
<b>Net Expenditure</b>	<b>4,472</b>	<b>4,497</b>

**Movements from 2008/09 to 2009/10**

	<b>£000</b>
2008/09 Working Budget	4,472
Transfers	259
Inflation	71
Savings	(157)
Growth	(148)
Grants	0
<b>2009/10 Net Budget</b>	<b>4,497</b>

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

The corporate inflation allocation is set at 1.5% and reflects expectations that inflation is falling compared to previous years.

**Savings**

BPR and Efficiency Savings of £55K have been applied to this cash limit for 2009/10 and £102k of Consultancy & Staff Cost savings have also been identified.

**Growth**

The total reverse growth is £148k which relates to the project management cost of the Shakespeare Academy and a feasibility study for a 3rd Academy.

**Grants**

# FINANCE AND RESOURCES

## Finance and Resources – B012

### Description of service

Finance & Resources provides a comprehensive central finance service for the council and direct front line services to many of the borough's most vulnerable residents. The department makes sure that the money that the council receives is spent and looked after wisely. It helps departments to plan their spending by setting standards of financial management and then monitors performance across the council to ensure these standards are met and budgets are kept to.

The department also provides a corporate accountancy service for the council and prepares its Annual Accounts at the end of the financial year. It acts as a financial advice service for members, officers and the council as a whole, and collects council tax and business rates, and pays housing benefits to eligible residents.

The F&R department comprises the following divisions: the Corporate Procurement Team, Performance and Business Development, Internal Audit and Anti Fraud, Corporate Finance, Revenues and Benefits, Financial Shared Services, Resources, ICT Services, Customer Services and Legal & Democratic Service.

### Departmental budget summary table

Service Area Summary	2008/09 Net Budget £000	2009/10 Net Budget £000
Corporate Finance	3,810	3,581
Corporate Procurement	(1,126)	(2,401)
Internal Audit	1,370	1,446
Revenue and Benefits	5,718	4,375
Performance and Business Development	1,788	2,682
Customer Services	10,229	9,902
Financial Shared Services	0	1,223
Resources	1,347	809
ICT Services	3,888	4,132
Legal and Democratic Services	3,783	3,586
<b>Net Expenditure</b>	<b>30,808</b>	<b>29,335</b>



<b>Subjective Analysis Summary</b>	<b>2008/09 Net Budget £000</b>	<b>2009/10 Net Budget £000</b>
Government Grants	(218,927)	(224,473)
Other Grants, Reimbursements & Contributions	(589)	(604)
Interest	(4,869)	(5,190)
Customer and Client Receipts - Internal	(12,417)	(13,080)
Customer and Client Receipts - External	(3,150)	(3,374)
<b>Total Controllable Income</b>	<b>(239,952)</b>	<b>(246,721)</b>
Employees	28,038	27,959
Premises Related Expenditure	8,354	8,412
Transport Related Expenditure	834	855
Supplies and Services	9,786	11,344
Third Party Payments	8,677	8,619
Transfer Payments	214,979	218,772
<b>Total Controllable Expenditure</b>	<b>270,668</b>	<b>275,961</b>
<b>Net Controllable Expenditure</b>	<b>30,716</b>	<b>29,240</b>
Internal Recharge Income	0	0
External Recharge Income	0	0
<b>Total Non-Controllable Income</b>	<b>0</b>	<b>0</b>
Support Services	7	8
Capital Charges	84	86
<b>Total Non-Controllable Expenditure</b>	<b>91</b>	<b>94</b>
<b>Net Non-Controllable Expenditure</b>	<b>91</b>	<b>94</b>
	0	
<b>Net Expenditure</b>	<b>30,808</b>	<b>29,335</b>

**Movements from 2008/09 to 2009/10**

	<b>£000</b>
2008/09 Working Budget	30,808
Transfers	812
Inflation	474
Savings	(2,959)
Growth	200
Grants	0
<b>2009/10 Net Budget</b>	<b>29,335</b>

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

The corporate inflation allocation is set at 1.5% and reflects expectations that inflation is falling compared to previous years.

**Savings**

Savings of £919k have been brought forward from previous budget setting rounds, which F&R had committed to, and are primarily savings in respect of the Benefits Service. New savings include a reduction in the contribution to the insurance fund of £200k, procurement shared savings (council wide) of £500k, and further Benefits Service savings of £300k.

**Growth**

The growth principally relates to audit commission fees of £175k. £100k relates to preparation for international financial reporting standards, and £75k is for Audit Inspection Fees.

**Grants**

## Corporate finance – D115

### Description of service

The Corporate Finance division is responsible for the strategic and operational management of the council's finances.

The principal accounting functions provided are the coordination of the Council's budget setting process, monitoring of income and expenditure against it, and production of the statutory financial statements. In addition the accountancy teams provide financial advice as appropriate.

The Tax Team is responsible for The authority's monthly Vat Returns process, co-ordination and submission to HMRC of the Section 16-20 TMA 70 Annual Tax Returns, Construction Industry Scheme Process – corporate co-ordination and support to Departments in submitting their monthly CIS returns, Tax/Vat advisory support to department.

Subjective Analysis Summary	2008/09 Net Budget £000	2009/10 Net Budget £000
Government Grants	0	0
Other Grants, Reimbursements & Contributions	0	0
Interest	0	0
Customer and Client Receipts - Internal	(2,052)	(2,184)
Customer and Client Receipts - External	0	0
<b>Total Controllable Income</b>	<b>(2,052)</b>	<b>(2,184)</b>
Employees	2,608	2,473
Premises Related Expenditure	0	0
Transport Related Expenditure	0	0
Supplies and Services	1,256	1,244
Third Party Payments	1,999	2,049
Transfer Payments	0	0
<b>Total Controllable Expenditure</b>	<b>5,862</b>	<b>5,765</b>
<b>Net Controllable Expenditure</b>	<b>3,810</b>	<b>3,581</b>
Internal Recharge Income	0	0
External Recharge Income	0	0
<b>Total Non-Controllable Income</b>	<b>0</b>	<b>0</b>
Support Services	0	0
Capital Charges	0	0
<b>Total Non-Controllable Expenditure</b>	<b>0</b>	<b>0</b>
<b>Net Non-Controllable Expenditure</b>	<b>0</b>	<b>0</b>
<b>Net Expenditure</b>	<b>3,810</b>	<b>3,581</b>

**Movements from 2008/09 to 2009/10**

	<b>£000</b>
2008/09 Working Budget	3,810
Transfers	(299)
Inflation	53
Savings	(158)
Growth	175
Grants	0
<b>2009/10 Net Budget</b>	<b>3,581</b>

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

The corporate inflation allocation is set at 1.5% and reflects expectations that inflation is falling compared to previous years.

**Savings**

Savings of £158k have been built into the 2009/10 budget. This is mainly due to reductions in statutory external audit and inspection costs. There are additional savings due to realignment of business units.

**Growth**

Growth of £175k is included within the 09/10 budget. £100k relates to preparation for international financial reporting standards, and £75k is for Audit Inspection Fees.

**Grants**

## Corporate procurement – D100

### Description of service

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

Subjective Analysis Summary	2008/09 Net Budget £000	2009/10 Net Budget £000
Government Grants	0	0
Other Grants, Reimbursements & Contributions	0	0
Interest	0	0
Customer and Client Receipts - Internal	(2,229)	(2,264)
Customer and Client Receipts - External	(50)	(51)
<b>Total Controllable Income</b>	<b>(2,279)</b>	<b>(2,316)</b>
Employees	954	(586)
Premises Related Expenditure	1	1
Transport Related Expenditure	702	720
Supplies and Services	(504)	(221)
Third Party Payments	0	0
Transfer Payments	0	0
<b>Total Controllable Expenditure</b>	<b>1,153</b>	<b>(86)</b>
<b>Net Controllable Expenditure</b>	<b>(1,126)</b>	<b>(2,401)</b>
Internal Recharge Income	0	0
External Recharge Income	0	0
<b>Total Non-Controllable Income</b>	<b>0</b>	<b>0</b>
Support Services	0	0
Capital Charges	0	0
<b>Total Non-Controllable Expenditure</b>	<b>0</b>	<b>0</b>
<b>Net Non-Controllable Expenditure</b>	<b>0</b>	<b>0</b>
<b>Net Expenditure</b>	<b>(1,126)</b>	<b>(2,401)</b>

**Movements from 2008/09 to 2009/10**

	<b>£000</b>
2008/09 Working Budget	(1,126)
Transfers	(950)
Inflation	(31)
Savings	(294)
Growth	0
Grants	0
<b>2009/10 Net Budget</b>	<b>(2,401)</b>

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

The corporate inflation allocation is set at 1.5% and reflects expectations that inflation is falling compared to previous years.

**Savings**

New Savings of £294k have been built in, this is for improved procurement and reduction in consultancy spend.

**Growth**

## Internal audit – D110

### Description of service

The internal audit division provides internal audit and anti fraud services in partnership with an external Provider.

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 evaluate and improve the effectiveness of risk management, control and governance processes.

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	2008/09 Net Budget £000	2009/10 Net Budget £000
Government Grants	0	0
Other Grants, Reimbursements & Contributions	(118)	(121)
Interest	0	0
Customer and Client Receipts - Internal	0	0
Customer and Client Receipts - External	(168)	(172)
<b>Total Controllable Income</b>	<b>(286)</b>	<b>(293)</b>
Employees	851	929
Premises Related Expenditure	1	1
Transport Related Expenditure	14	16
Supplies and Services	139	126
Third Party Payments	651	667
Transfer Payments	0	0
<b>Total Controllable Expenditure</b>	<b>1,656</b>	<b>1,740</b>
<b>Net Controllable Expenditure</b>	<b>1,370</b>	<b>1,446</b>
Internal Recharge Income	0	0
External Recharge Income	0	0
<b>Total Non-Controllable Income</b>	<b>0</b>	<b>0</b>
Support Services	0	0
Capital Charges	0	0
<b>Total Non-Controllable Expenditure</b>	<b>0</b>	<b>0</b>
<b>Net Non-Controllable Expenditure</b>	<b>0</b>	<b>0</b>
<b>Net Expenditure</b>	<b>1,370</b>	<b>1,446</b>

**Movements from 2008/09 to 2009/10**

	<b>£000</b>
2008/09 Working Budget	1,370
Transfers	107
Inflation	22
Savings	(53)
Growth	0
Grants	0
<b>2009/10 Net Budget</b>	<b>1,446</b>

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

The corporate inflation allocation is set at 1.5% and reflects expectations that inflation is falling compared to previous years.

**Savings**

£53k of saving has been built into 2009/10 budget for improved risk control.

**Growth****Grants**



## Revenue and Benefits – D120

### Description of service

Revenues & Benefits division consists of three service areas.

The role of the Lambeth's 3 star 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 the council tax and business rates.

Subjective Analysis Summary	2008/09 Net Budget £000	2009/10 Net Budget £000
Government Grants	(218,677)	(224,216)
Other Grants, Reimbursements & Contributions	(472)	(483)
Interest	(4,869)	(5,190)
Customer and Client Receipts - Internal	0	0
Customer and Client Receipts - External	0	0
<b>Total Controllable Income</b>	<b>(224,017)</b>	<b>(229,890)</b>
Employees	6,396	7,155
Premises Related Expenditure	703	720
Transport Related Expenditure	1	1
Supplies and Services	2,014	2,001
Third Party Payments	5,845	5,717
Transfer Payments	214,775	218,671
<b>Total Controllable Expenditure</b>	<b>229,735</b>	<b>234,264</b>
<b>Net Controllable Expenditure</b>	<b>5,718</b>	<b>4,375</b>
Internal Recharge Income	0	0
External Recharge Income	0	0
<b>Total Non-Controllable Income</b>	<b>0</b>	<b>0</b>
Support Services	0	0
Capital Charges	0	0
<b>Total Non-Controllable Expenditure</b>	<b>0</b>	<b>0</b>
<b>Net Non-Controllable Expenditure</b>	<b>0</b>	<b>0</b>
<b>Net Expenditure</b>	<b>5,718</b>	<b>4,375</b>

**Movements from 2008/09 to 2009/10**

	<b>£000</b>
2008/09 Working Budget	5,718
Transfers	(122)
Inflation	84
Savings	(1,305)
Growth	0
Grants	0
<b>2009/10 Net Budget</b>	<b>4,375</b>

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

The corporate inflation allocation is set at 1.5% and reflects expectations that inflation is falling compared to previous years.

**Savings**

The bulk of the savings are to be applied to the Benefits Service.

**Growth**

## Performance and Business Development - D105

### Description of service

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. The division supports the Finance and Resources department through the provision of group accountancy, performance management, community engagement and other project work (e.g. IIP etc.)

Subjective Analysis Summary	2008/09	2009/10
	Net Budget £000	Net Budget £000
Government Grants	0	0
Other Grants, Reimbursements & Contributions	0	0
Interest	0	0
Customer and Client Receipts - Internal	(1,131)	(1,159)
Customer and Client Receipts - External	0	0
<b>Total Controllable Income</b>	<b>(1,131)</b>	<b>(1,159)</b>
Employees	2,274	2,101
Premises Related Expenditure	0	0
Transport Related Expenditure	11	11
Supplies and Services	450	1,649
Third Party Payments	(21)	(21)
Transfer Payments	204	102
<b>Total Controllable Expenditure</b>	<b>2,919</b>	<b>3,841</b>
<b>Net Controllable Expenditure</b>	<b>1,788</b>	<b>2,682</b>
Internal Recharge Income	0	0
External Recharge Income	0	0
<b>Total Non-Controllable Income</b>	<b>0</b>	<b>0</b>
Support Services	0	0
Capital Charges	0	0
<b>Total Non-Controllable Expenditure</b>	<b>0</b>	<b>0</b>
<b>Net Non-Controllable Expenditure</b>	<b>0</b>	<b>0</b>
<b>Net Expenditure</b>	<b>1,788</b>	<b>2,682</b>

**Movements from 2008/09 to 2009/10**

	<b>£000</b>
2008/09 Working Budget	1,788
Transfers	1,191
Inflation	45
Savings	(342)
Growth	0
Grants	0
<b>2009/10 Net Budget</b>	<b>2,682</b>

**Explanation of movements****Transfers**

The transfer is substantially a virement of budget from Special Items representing the contribution to the Insurance Fund.

**Inflation**

The corporate inflation allocation is set at 1.5% and reflects expectations that inflation is falling compared to previous years.

**Savings**

Savings of £342k have been built into this budget for 2009/10, of this £56k has been carried forward from the last budget setting round. New savings for this year include £100k for reduction in insurance fund contribution, a further £100k for insurance premium, and general efficiency savings of £87k

**Growth****Grants**

There is no grant income or related expenditure in the division.

## Legal and Democratic Services – D180

### Description of service

The Legal and Democratic Services Division consists of the Legal Services and Democratic Services teams.

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 council's statutory monitoring officer role is also discharged by the Director of Legal and Democratic Services.

The Democratic Services team develops and administers the council's committee arrangements, maintenance of the electoral register and management of all local elections, provides support to the mayor and promotes active citizenship by young people through the Youth Council.

Subjective Analysis Summary	2008/09 Net Budget £000	2009/10 Net Budget £000
Government Grants	(31)	(32)
Other Grants, Reimbursements & Contributions	0	0
Interest	0	0
Customer and Client Receipts - Internal	(57)	(98)
Customer and Client Receipts - External	(2,048)	(2,244)
<b>Total Controllable Income</b>	<b>(2,136)</b>	<b>(2,374)</b>
Employees	3,794	3,894
Premises Related Expenditure	6	6
Transport Related Expenditure	46	47
Supplies and Services	2,073	2,013
Third Party Payments	0	0
Transfer Payments	0	0
<b>Total Controllable Expenditure</b>	<b>5,918</b>	<b>5,960</b>
<b>Net Controllable Expenditure</b>	<b>3,783</b>	<b>3,586</b>
Internal Recharge Income	0	0
External Recharge Income	0	0
<b>Total Non-Controllable Income</b>	<b>0</b>	<b>0</b>
Support Services	0	0
Capital Charges	0	0
<b>Total Non-Controllable Expenditure</b>	<b>0</b>	<b>0</b>
<b>Net Non-Controllable Expenditure</b>	<b>0</b>	<b>0</b>
<b>Net Expenditure</b>	<b>3,783</b>	<b>3,586</b>

**Movements from 2008/09 to 2009/10**

	<b>£000</b>
2008/09 Working Budget	3,783
Transfers	20
Inflation	57
Savings	(274)
Growth	0
Grants	0
<b>2009/10 Net Budget</b>	<b>3,586</b>

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

The corporate inflation allocation is set at 1.5% and reflects expectations that inflation is falling compared to previous years.

**Savings**

Total savings are £274k. Several new savings will increase income streams by increasing the price for land searches (£105k), increasing planning charges (£40k), and increasing the rate of commission on sales from auction (£40k). A further £54k will be saved by bringing Scrutiny and Members' Allowances budgets in line with actual and projected spend, and reducing costs of the Legal Library through New Ways of Working. £8k of total savings are shared savings and £26k is brought forward from previous years.

**Growth****Grants**

## Customer services – D160

### Description of service

The role of Customer Services is to deliver a unified and enhanced service to the community across all the council's departments. Through the creation of the Lambeth Service Centre and the Customer Centres many benefits can be delivered to our customers, including more accessible services for the customer (via internet, email, telephone, in person). An 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	2008/09 Net Budget £000	2009/10 Net Budget £000
Government Grants	(219)	(225)
Other Grants, Reimbursements & Contributions	0	0
Interest	0	0
Customer and Client Receipts - Internal	(2,962)	(1,758)
Customer and Client Receipts - External	(884)	(906)
<b>Total Controllable Income</b>	<b>(4,065)</b>	<b>(2,889)</b>
Employees	4,141	4,043
Premises Related Expenditure	7,643	7,684
Transport Related Expenditure	25	25
Supplies and Services	2,192	738
Third Party Payments	202	207
Transfer Payments	0	0
<b>Total Controllable Expenditure</b>	<b>14,203</b>	<b>12,697</b>
<b>Net Controllable Expenditure</b>	<b>10,138</b>	<b>9,808</b>
Internal Recharge Income	0	0
External Recharge Income	0	0
<b>Total Non-Controllable Income</b>	<b>0</b>	<b>0</b>
Support Services	7	8
Capital Charges	84	86
<b>Total Non-Controllable Expenditure</b>	<b>91</b>	<b>94</b>
<b>Net Non-Controllable Expenditure</b>	<b>91</b>	<b>94</b>
<b>Net Expenditure</b>	<b>10,229</b>	<b>9,902</b>

**Movements from 2008/09 to 2009/10**

	<b>£000</b>
2008/09 Working Budget	10,229
Transfers	(92)
Inflation	152
Savings	(387)
Growth	0
Grants	0
<b>2009/10 Net Budget</b>	<b>9,902</b>

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

The corporate inflation allocation is set at 1.5% and reflects expectations that inflation is falling compared to previous years.

**Savings**

£101k savings will be achieved through the efficiency agenda, delivered by the use of advanced analytics of call recordings within Lambeth Service Centre, the discontinuation of the document delivery service for members, and the reduction of mailroom staff under the scanning and indexing project. £23k will be achieved from shared savings and a further £263k of savings are brought forward from previous years.

**Growth****Grants**



## Financial Shared Services – D127

### Description of service

The Financial Shared Services provides transactional financial services for Accounts Receivable, Income Allocation, Credit and Collections, Accounts Payable, Exchequer Services as well as customer support team who provide first line level of support for our customers.

Subjective Analysis Summary	2008/09 Net Budget £000	2009/10 Net Budget £000
Government Grants		
Other Grants, Reimbursements & Contributions		
Interest		
Customer and Client Receipts - Internal		(214)
Customer and Client Receipts - External		0
<b>Total Controllable Income</b>	<b>0</b>	<b>(214)</b>
Employees		1,008
Premises Related Expenditure		0
Transport Related Expenditure		0
Supplies and Services		428
Third Party Payments		0
Transfer Payments		0
<b>Total Controllable Expenditure</b>	<b>0</b>	<b>1,436</b>
<b>Net Controllable Expenditure</b>	<b>0</b>	<b>1,223</b>
Internal Recharge Income		0
External Recharge Income		0
<b>Total Non-Controllable Income</b>	<b>0</b>	<b>0</b>
Support Services		0
Capital Charges		0
<b>Total Non-Controllable Expenditure</b>	<b>0</b>	<b>0</b>
<b>Net Non-Controllable Expenditure</b>	<b>0</b>	<b>0</b>
<b>Net Expenditure</b>	<b>0</b>	<b>1,223</b>

**Movements from 2008/09 to 2009/10**

	<b>£000</b>
2008/09 Working Budget	0
Transfers	1,195
Inflation	18
Savings	(15)
Growth	25
Grants	
<b>2009/10 Net Budget</b>	<b>1,223</b>

**Explanation of movements****Transfers**

This is a new unit that has been set up in year.

**Inflation**

The corporate inflation allocation is set at 1.5% and reflects expectations that inflation is falling compared to previous years.

**Savings**

New savings of £15k for this year relates to general efficiency savings

**Growth**

The growth of £25k principally relates to the Invoice scanning contract

**Grants**

## Resources – D130

### Description of service

The Resources Division provides a comprehensive services to F&R and OCE.

The Finance team provides the core accountancy and financial advices to the Departments.

The Business support team provides the business planning and performance monitoring crucial to the department's success. Additionally it oversees IIP, Equalities and the Audit tracker.

Subjective Analysis Summary	2008/09 Net Budget £000	2009/10 Net Budget £000
Government Grants		0
Other Grants, Reimbursements & Contributions		0
Interest		0
Customer and Client Receipts - Internal		0
Customer and Client Receipts - External		0
<b>Total Controllable Income</b>	<b>0</b>	<b>0</b>
Employees	1,222	824
Premises Related Expenditure		0
Transport Related Expenditure	5	5
Supplies and Services	120	(20)
Third Party Payments		0
Transfer Payments		0
<b>Total Controllable Expenditure</b>	<b>1,347</b>	<b>809</b>
<b>Net Controllable Expenditure</b>	<b>1,347</b>	<b>809</b>
Internal Recharge Income	0	0
External Recharge Income	0	0
<b>Total Non-Controllable Income</b>	<b>0</b>	<b>0</b>
Support Services	0	0
Capital Charges		0
<b>Total Non-Controllable Expenditure</b>	<b>0</b>	<b>0</b>
<b>Net Non-Controllable Expenditure</b>	<b>0</b>	<b>0</b>
<b>Net Expenditure</b>	<b>1,347</b>	<b>809</b>

**Movements from 2008/09 to 2009/10**

	<b>£000</b>
2008/09 Working Budget	1,347
Transfers	(496)
Inflation	13
Savings	(55)
Growth	0
Grants	0
<b>2009/10 Net Budget</b>	<b>809</b>

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

The corporate inflation allocation is set at 1.5% and reflects expectations that inflation is falling compared to previous years.

**Savings**

No new savings have been identified this year but £54k of savings have been brought forward from 2008/2009, and £1.4k of shared savings will be made in Resources division

**Growth****Grants**

## ICT Services – D135

### Description of service

The primary purpose of ICT division is to develop and implement ICT services throughout the council.

Its intention is to achieve sustainable improvements in all areas of Lambeth's services provision by focusing on local needs and preferences. This will be funded partially through making our internal processes more efficient. 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	2008/09 Net Budget £000	2009/10 Net Budget £000
Government Grants		0
Other Grants, Reimbursements & Contributions		0
Interest		0
Customer and Client Receipts - Internal	(3,986)	(5,403)
Customer and Client Receipts - External		0
<b>Total Controllable Income</b>	<b>(3,986)</b>	<b>(5,403)</b>
Employees	5,799	6,119
Premises Related Expenditure		0
Transport Related Expenditure	29	30
Supplies and Services	2,046	3,386
Third Party Payments		0
Transfer Payments		0
<b>Total Controllable Expenditure</b>	<b>7,874</b>	<b>9,535</b>
<b>Net Controllable Expenditure</b>	<b>3,888</b>	<b>4,132</b>
Internal Recharge Income		0
External Recharge Income		0
<b>Total Non-Controllable Income</b>	<b>0</b>	<b>0</b>
Support Services		0
Capital Charges		0
<b>Total Non-Controllable Expenditure</b>	<b>0</b>	<b>0</b>
<b>Net Non-Controllable Expenditure</b>	<b>0</b>	<b>0</b>
<b>Net Expenditure</b>	<b>3,888</b>	<b>4,132</b>

**Movements from 2008/09 to 2009/10**

	<b>£000</b>
2008/09 Working Budget	3,888
Transfers	258
Inflation	62
Savings	(76)
Growth	0
Grants	0
<b>2009/10 Net Budget</b>	<b>4,132</b>

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

The corporate inflation allocation is set at 1.5% and reflects expectations that inflation is falling compared to previous years.

**Savings**

There are no new savings this year. £11k of shared savings will be made in ICT Services and £65k savings will be brought forward from previous years.

**Growth****Grants**

**HOUSING, REGENERATION AND ENVIRONMENT****HOUSING, REGENERATION & ENVIRONMENT – B040GF****Description of service**

The Housing, Regeneration and Environment department brings together housing, planning, economic development, property, adult education, revitalise 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 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

**Departmental budget summary table**

<b>Service Area Summary</b>	<b>2008/09 Net Budget £000</b>	<b>2009/10 Net Budget £000</b>
Assets Strategy	(328)	(604)
Housing Management & Property Services	144	117
Planning	3,035	2,702
Regeneration and Enterprise	4,637	3,262
Resources	936	2,112
Housing Strategy and Partnerships	1,271	3,482
Public Realm	25,489	28,441
ECCS Resources	4,538	3,537
<b>Net Expenditure</b>	<b>39,721</b>	<b>43,050</b>

<b>Subjective Analysis Summary</b>	<b>2008/09 Net Budget £000</b>	<b>2009/10 Net Budget £000</b>
Government Grants	(5,831)	(8,894)
Other Grants, Reimbursements & Contributions	(532)	0
Interest	(1,529)	0
Customer and Client Receipts - Internal	(41,004)	(1,497)
Customer and Client Receipts - External	(32,414)	(72,589)
<b>Total Controllable Income</b>	<b>(81,310)</b>	<b>(82,980)</b>
Employees	35,839	34,622
Premises Related Expenditure	1,413	1,243
Transport Related Expenditure	371	404
Supplies and Services	14,415	18,339
Third Party Payments	36,732	38,491
Transfer Payments	38,135	39,256
<b>Total Controllable Expenditure</b>	<b>126,904</b>	<b>132,355</b>
<b>Net Controllable Expenditure</b>	<b>45,593</b>	<b>49,375</b>
Internal Recharge Income	(11,382)	(11,251)
External Recharge Income	(196)	(658)
<b>Total Non-Controllable Income</b>	<b>(11,578)</b>	<b>(11,909)</b>
Support Services	5,706	5,584
Capital Charges	0	0
<b>Total Non-Controllable Expenditure</b>	<b>5,706</b>	<b>5,584</b>
<b>Net Non-Controllable Expenditure</b>	<b>(5,872)</b>	<b>(6,325)</b>
<b>Net Expenditure</b>	<b>39,721</b>	<b>43,050</b>



**Movements from 2008/09 to 2009/10**

	<b>£000</b>
2008/09 Working Budget	39,721
Transfers	4,512
Inflation	663
Savings	(3,225)
Growth	1,379
Grants	0
<b>2009/10 Net Budget</b>	<b>43,050</b>

**Explanation of movements****Transfers**

There have been several material budget transfers between 08-09 and 09-10. Further details are given in the Divisional Summaries.

**Inflation**

The corporate inflation allocation is set at 1.5% and reflects expectations that inflation is falling compared to previous years.

**Savings**

The department has a number of savings proposals, which are summarised in the information on each of the divisions that follows.

**Growth**

The department has a number of growth proposals, which are summarised in the information on each of the divisions that follows.

**Grants**

**Asset Strategy – D900****Description of service**

Asset Strategy provides the following services:

- Asset management service
- Valuation and estate management service: acquisition, disposal, management and development
- 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**

	<b>2008/09 Net Budget £000</b>	<b>2009/10 Net Budget £000</b>
Government Grants	0	0
Other Grants, Reimbursements & Contributions	0	0
Interest	0	0
Customer and Client Receipts - Internal	(1,461)	(1,497)
Customer and Client Receipts - External	(815)	(836)
<b>Total Controllable Income</b>	<b>(2,276)</b>	<b>(2,333)</b>
Employees	604	508
Premises Related Expenditure	110	113
Transport Related Expenditure	5	5
Supplies and Services	1,070	937
Third Party Payments	20	20
Transfer Payments	0	0
<b>Total Controllable Expenditure</b>	<b>1,809</b>	<b>1,582</b>
<b>Net Controllable Expenditure</b>	<b>(467)</b>	<b>(751)</b>
Internal Recharge Income	0	0
External Recharge Income	0	0
<b>Total Non-Controllable Income</b>	<b>0</b>	<b>0</b>
Support Services	139	147
Capital Charges	0	0
<b>Total Non-Controllable Expenditure</b>	<b>139</b>	<b>147</b>
<b>Net Non-Controllable Expenditure</b>	<b>139</b>	<b>147</b>
<b>Net Expenditure</b>	<b>(328)</b>	<b>(604)</b>

**Movements from 2008/09 to 2009/10**

	<b>£000</b>
2008/09 Working Budget	(328)
Transfers	(109)
Inflation	(7)
Savings	(100)
Growth	(60)
Grants	0
<b>2009/10 Net Budget</b>	<b>(604)</b>

**Explanation of movements****Transfers**

Budgets of £109k were transferred to the Resources Division in respect of Director salaries

**Inflation**

The corporate inflation allocation is set at 1.5% and reflects the expectation that inflation is falling compared to previous years.

**Savings**

Asset Strategy is to make savings in 09/10 of £100k. Reductions in expenditure will be delivered through changes within Admin buildings, depots and industrial estates including landlord costs.

**Growth**

The one-off growth of £60k in 08-09 has been recovered from 09-10 budgets.

**Grants**

**Housing Management and Property Services – D905****Description of service**

This Division reflects the work undertaken to form the ALMO which delivers a range of housing services across Lambeth.

The ALMO went live in July 2008 and this Division has now changed its function to support the ongoing delivery of housing services. It is likely that changes will be made to the minimal budgets still held here during 2009/10.

**Subjective Analysis Summary**

	<b>2008/09 Net Budget £000</b>	<b>2009/10 Net Budget £000</b>
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	(25)	(25)
<b>Total Controllable Income</b>	<b>(25)</b>	<b>(25)</b>
Employees	321	329
Premises Related Expenditure	25	(5)
Transport Related Expenditure	0	0
Supplies and Services	0	0
Third Party Payments	0	0
Transfer Payments	0	0
<b>Total Controllable Expenditure</b>	<b>346</b>	<b>324</b>
<b>Net Controllable Expenditure</b>	<b>321</b>	<b>299</b>
Internal Recharge Income	(295)	(303)
External Recharge Income	0	0
<b>Total Non-Controllable Income</b>	<b>(295)</b>	<b>(303)</b>
Support Services	118	120
Capital Charges	0	
<b>Total Non-Controllable Expenditure</b>	<b>118</b>	<b>120</b>
<b>Net Non-Controllable Expenditure</b>	<b>(177)</b>	<b>(183)</b>
<b>Net Expenditure</b>	<b>144</b>	<b>117</b>

**Movements from 2008/09 to 2009/10**

	<b>£000</b>
2008/09 Working Budget	144
Transfers	0
Inflation	3
Savings	(30)
Growth	0
Grants	0
<b>2009/10 Net Budget</b>	<b>117</b>

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

The corporate inflation allocation is set at 1.5% and reflects expectations that inflation is falling compared to previous years.

**Savings**

Savings have been applied for 2009-10.

**Growth****Grants**

**Planning – D910****Description of service**

This division provides the council's statutory planning function. It deals with planning policy and applications, and so negotiates and reports on major developments such as Clapham Park, Streatham Hub and the Royal Festival Hall. In addition, it deals with enforcement, conservation, urban design and Section 106 agreements. The division will also play a key role in the implementation of the regeneration delivery plan by working with external stakeholders to bring forward regeneration schemes.

The division provides professional advice to developers, residents, businesses and partners responsible for regeneration programmes such as Future Lambeth, Estate Regeneration, Leisure Investment and Building Schools for the Future.

**Subjective Analysis Summary**

	<b>2008/09 Net Budget £000</b>	<b>2009/10 Net Budget £000</b>
Government Grants	(354)	(363)
Other Grants, Reimbursements & Contributions	0	0
Interest	0	0
Customer and Client Receipts - Internal	0	0
Customer and Client Receipts - External	(1,018)	(1,044)
<b>Total Controllable Income</b>	<b>(1,372)</b>	<b>(1,407)</b>
Employees	3,747	3,747
Premises Related Expenditure	4	4
Transport Related Expenditure	20	20
Supplies and Services	784	555
Third Party Payments	0	0
Transfer Payments	0	0
<b>Total Controllable Expenditure</b>	<b>4,554</b>	<b>4,327</b>
<b>Net Controllable Expenditure</b>	<b>3,182</b>	<b>2,920</b>
Internal Recharge Income	(384)	(393)
External Recharge Income	0	0
<b>Total Non-Controllable Income</b>	<b>(384)</b>	<b>(393)</b>
Support Services	237	176
Capital Charges	0	0
<b>Total Non-Controllable Expenditure</b>	<b>237</b>	<b>176</b>
<b>Net Non-Controllable Expenditure</b>	<b>(147)</b>	<b>(218)</b>
<b>Net Expenditure</b>	<b>3,035</b>	<b>2,702</b>

**Movements from 2008/09 to 2009/10**

	<b>£000</b>
2008/09 Working Budget	3,035
Transfers	(317)
Inflation	41
Savings	(57)
Growth	0
Grants	0
<b>2009/10 Net Budget</b>	<b>2,702</b>

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

The corporate inflation allocation is set at 1.5% and reflects the expectation that inflation is falling compared to previous years.

**Savings**

Savings have been applied for 2009-10.

**Growth****Grants**

**Regeneration and Enterprise – D915****Description of service**

This Division is structured to deliver the Council's and Lambeth Firsts' priorities, local area agreement objectives and to respond to regional and national policy developments in relation to physical, social and economic regeneration of the borough.

The Division leads on economic development and enterprise, priorities around working neighbourhoods and Adult Learning. The Division also delivers the Council's Economic Development Strategy and the Regeneration Delivery Plan.

**Subjective Analysis Summary**

	<b>2008/09 Net Budget £000</b>	<b>2009/10 Net Budget £000</b>
Government Grants	(2,243)	(7,192)
Other Grants, Reimbursements & Contributions	(215)	0
Interest	0	0
Customer and Client Receipts - Internal	(68)	(0)
Customer and Client Receipts - External	(299)	(100)
<b>Total Controllable Income</b>	<b>(2,825)</b>	<b>(7,292)</b>
Employees	4,142	4,146
Premises Related Expenditure	109	91
Transport Related Expenditure	8	26
Supplies and Services	3,761	6,836
Third Party Payments	13	0
Transfer Payments	0	224
<b>Total Controllable Expenditure</b>	<b>8,034</b>	<b>11,323</b>
<b>Net Controllable Expenditure</b>	<b>5,209</b>	<b>4,032</b>
Internal Recharge Income	(793)	(770)
External Recharge Income	0	0
<b>Total Non-Controllable Income</b>	<b>(793)</b>	<b>(770)</b>
Support Services	221	(0)
Capital Charges	0	0
<b>Total Non-Controllable Expenditure</b>	<b>221</b>	<b>(0)</b>
<b>Net Non-Controllable Expenditure</b>	<b>(572)</b>	<b>(770)</b>
<b>Net Expenditure</b>	<b>4,637</b>	<b>3,262</b>



**Movements from 2008/09 to 2009/10**

	<b>£000</b>
2008/09 Working Budget	4,637
Transfers	(1,265)
Inflation	50
Savings	(160)
Growth	0
Grants	0
<b>2009/10 Net Budget</b>	<b>3,262</b>

**Explanation of movements****Transfers**

London Councils subscription (£1m) transferred to Corporate Finance. Active Communities team transferred to ACS following the Divisional Restructure.

**Inflation**

The corporate inflation allocation is set at 1.5% and reflects the expectation that inflation is falling compared to previous years.

**Savings**

Savings have been applied from new ways of working and restructuring in 08-09.

**Growth****Grants**

The total income and expenditure budgets for grants have been up loaded into Oracle, thus accounting for the changes within the budgets, however there have been no net changes.

**Resources – D920****Description of service**

The Resources division comprises Housing Finance and Contract Management and procurement and the budgets shown here cover only the service provided previously to the Housing and Regeneration Department. This Division also encompasses the support services provided to the Public Realm Division following the transfer of staff from the ECCS Department, this is shown separately.

The Division works closely with Finance and Resources colleagues to deliver services that are regarded as value for money, ensures 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**

	<b>2008/09 Net Budget £000</b>	<b>2009/10 Net Budget £000</b>
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	(8)	(4)
<b>Total Controllable Income</b>	<b>(8)</b>	<b>(4)</b>
Employees	248	213
Premises Related Expenditure	(632)	(228)
Transport Related Expenditure	(4)	0
Supplies and Services	50	24
Third Party Payments	0	0
Transfer Payments	0	86
<b>Total Controllable Expenditure</b>	<b>(338)</b>	<b>95</b>
<b>Net Controllable Expenditure</b>	<b>(346)</b>	<b>91</b>
Internal Recharge Income	0	0
External Recharge Income	0	0
<b>Total Non-Controllable Income</b>	<b>0</b>	<b>0</b>
Support Services	1,282	2,021
Capital Charges	0	0
<b>Total Non-Controllable Expenditure</b>	<b>1,282</b>	<b>2,021</b>
<b>Net Non-Controllable Expenditure</b>	<b>1,282</b>	<b>2,021</b>
<b>Net Expenditure</b>	<b>936</b>	<b>2,112</b>

**Movements from 2008/09 to 2009/10**

	<b>£000</b>
2008/09 Working Budget	936
Transfers	1,256
Inflation	70
Savings	(50)
Growth	(100)
Grants	0
<b>2009/10 Net Budget</b>	<b>2,112</b>

**Explanation of movements****Transfers**

Directors' salaries were centralised into Resources.

**Inflation**

The corporate inflation allocation is set at 1.5% and reflects the expectation that inflation is falling compared to previous years.

**Savings**

Savings have been found through reducing the Redundancy & Severance Provision.

**Growth**

Recovery of past years growth items - pensions and redundancy provision of £100k has been applied

**Grants**

**Housing, Strategy and Partnerships – D925****Description of service**

Strategy and Partnerships covers a diverse range of functions which are grouped under the following four main areas.

- Supply and Demand provides a range of 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 (SPP) 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**

	<b>2008/09 Net Budget £000</b>	<b>2009/10 Net Budget £000</b>
Government Grants	(2,985)	(1,340)
Other Grants, Reimbursements & Contributions	0	0
Interest	0	0
Customer and Client Receipts - Internal	0	
Customer and Client Receipts - External	(38,840)	(37,273)
<b>Total Controllable Income</b>	<b>(41,825)</b>	<b>(38,613)</b>
Employees	7,971	7,849
Premises Related Expenditure	602	617
Transport Related Expenditure	80	82
Supplies and Services	2,494	2,588
Third Party Payments	2,367	706
Transfer Payments	28,985	29,709
<b>Total Controllable Expenditure</b>	<b>42,498</b>	<b>41,550</b>
<b>Net Controllable Expenditure</b>	<b>672</b>	<b>2,937</b>
Internal Recharge Income	(118)	(121)
External Recharge Income	0	0
<b>Total Non-Controllable Income</b>	<b>(118)</b>	<b>(121)</b>
Support Services	717	666
Capital Charges	0	0
<b>Total Non-Controllable Expenditure</b>	<b>717</b>	<b>666</b>
<b>Net Non-Controllable Expenditure</b>	<b>599</b>	<b>545</b>
<b>Net Expenditure</b>	<b>1,271</b>	<b>3,482</b>

**Movements from 2008/09 to 2009/10**

	<b>£000</b>
2008/09 Working Budget	1,271
Transfers	2,321
Inflation	17
Savings	(127)
Growth	0
Grants	0
<b>2009/10 Net Budget</b>	<b>3,482</b>

**Explanation of movements****Transfers**

Budgets of £2.5m were transferred in year for Temporary Accommodation.

**Inflation**

The corporate inflation allocation is set at 1.5% and reflects the expectation that inflation is falling compared to previous years.

**Savings**

Savings have been identified for strategic and service improvements within the Environmental Health and Home Improvement sections of the Division.

**Growth****Grants**

**Public Realm – D715****Description of service**

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

The division is made up of Street Management, Public Protection and Parking and it brings together regulatory, compliance and enforcement functions. This promotes joined up working and thereby helps to protect and improve the health, well-being and safety of people who live in, work in or travel to or through the Borough.

**Subjective Analysis Summary**

	<b>2008/09 Net Budget £000</b>	<b>2009/10 Net Budget £000</b>
Government Grants	(248)	0
Other Grants, Reimbursements & Contributions	(317)	0
Interest	0	0
Customer and Client Receipts - Internal	0	0
Customer and Client Receipts - External	(32,311)	(33,308)
<b>Total Controllable Income</b>	<b>(32,876)</b>	<b>(33,308)</b>
Employees	14,525	14,519
Premises Related Expenditure	827	296
Transport Related Expenditure	257	270
Supplies and Services	6,009	7,355
Third Party Payments	34,332	37,765
Transfer Payments	9,100	9,237
<b>Total Controllable Expenditure</b>	<b>65,050</b>	<b>69,442</b>
<b>Net Controllable Expenditure</b>	<b>32,174</b>	<b>36,134</b>
Internal Recharge Income	(7,254)	(7,087)
External Recharge Income	(57)	(658)
<b>Total Non-Controllable Income</b>	<b>(7,310)</b>	<b>(7,745)</b>
Support Services	625	52
Capital Charges	(0)	0
<b>Total Non-Controllable Expenditure</b>	<b>625</b>	<b>52</b>
<b>Net Non-Controllable Expenditure</b>	<b>(6,685)</b>	<b>(7,693)</b>
<b>Net Expenditure</b>	<b>25,489</b>	<b>28,441</b>

**Movements from 2008/09 to 2009/10**

	<b>£000</b>
2008/09 Working Budget	25,489
Transfers	3,443
Inflation	434
Savings	(2,464)
Growth	1,539
Grants	0
<b>2009/10 Net Budget</b>	<b>28,441</b>

**Explanation of movements****Transfers**

The Division received additional resources during 2008/09 in respect of the WRWA levy charge

**Inflation**

The corporate inflation allocation is set at 1.5% and reflects the expectation that inflation is falling compared to previous years.

**Savings**

The service will deliver savings across all services, including an additional £1.5m contribution from the Parking account, a review of Regulatory Services.

**Growth**

The service has received growth to assist with the maintenance of the 4 new waste and cleansing depot sites, in addition to further resource to fund vehicle removals (parking) and green waste.

**Grants**

**Resources – D700****Description of service**

The ex-ECCS Resources Division provides financial support to the Public Realm division, following the ECCS restructure. It comprises three services: Finance, Strategy and Performance and Business Development and Support.

The Finance team provides financial information, support and advice to operational & strategic managers to enable informed decision making and to ensure spending is within budget.

Strategy and Performance oversees the department's performance management framework, with a strong emphasis on developing PI's, quantitative and qualitative analysis and the lead role on Value for Money in the department.

Business Development and Support is responsible for delivering a strategic approach to asset management, procurement, risk management and health and safety, and also leads on Communications, IT and contract management within the department.

This Budget is to be split between ACS and HRE The budget for HRE will then be subsumed into the existing HRE Resources division for the start of 2009/10

**Subjective Analysis Summary**

	<b>2008/09 Net Budget £000</b>	<b>2009/10 Net Budget £000</b>
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	(104)	0
<b>Total Controllable Income</b>	<b>(104)</b>	<b>0</b>
Employees	4,280	3,310
Premises Related Expenditure	370	357
Transport Related Expenditure	1	1
Supplies and Services	301	44
Third Party Payments	0	0
Transfer Payments	0	0
<b>Total Controllable Expenditure</b>	<b>4,952</b>	<b>3,712</b>
<b>Net Controllable Expenditure</b>	<b>4,849</b>	<b>3,712</b>
Internal Recharge Income	(2,539)	(2,577)
External Recharge Income	(139)	0
<b>Total Non-Controllable Income</b>	<b>(2,678)</b>	<b>(2,577)</b>
Support Services	2,367	2,402
Capital Charges	0	0
<b>Total Non-Controllable Expenditure</b>	<b>2,367</b>	<b>2,402</b>
<b>Net Non-Controllable Expenditure</b>	<b>(311)</b>	<b>(174)</b>
<b>Net Expenditure</b>	<b>4,538</b>	<b>3,537</b>



**Movements from 2008/09 to 2009/10**

	<b>£000</b>
2008/09 Working Budget	4,538
Transfers	(820)
Inflation	56
Savings	(237)
Growth	0
Grants	0
<b>2009/10 Net Budget</b>	<b>3,537</b>

**Explanation of movements****Transfers**

The transfers relate to adjustments for Director costs following the re-organisation of the ECCS Department

**Inflation**

The corporate inflation allocation is set at 1.5% and reflects the expectation that inflation is falling compared to previous years.

**Savings**

The ex-ECCS Resources Division will deliver savings following the restructure of ECCS, and will be subsumed into the existing HRE division early in 2009/10

**Growth****Grants**

# Office of Chief Executive

## Office of Chief Executive – B011

### Description of service

The Office of Chief Executive (OCE) provides a wide range of centralised internal and external support services.

The Office of Chief Executive has a key role in both strategic direction and support of the council. The Office of Chief Executive is also responsible for providing Human Resource support and providing innovative solutions to help drive the council forward. In addition the Office of Chief Executive plays a key role in communication to staff, it's residents and external partners and in areas of both performance and research.

The Office of Chief Executive also plays a pivotal role in the allocation and administration of grant funding in excess of £3m, in respect of the Working Neighbourhood Fund.

### Departmental budget summary table

Service Area Summary	2008/09 Net Budget £000	2009/10 Net Budget £000
Campaigns and Communications	1,282	997
Human Resources	4,217	1,851
Policy, Equalities and Performance	2,057	2,457
Chief Executive Secretariat	634	577
Strategy and Transformation	(1,680)	(2,092)
<b>Net Expenditure</b>	<b>6,509</b>	<b>3,792</b>

<b>Subjective Analysis Summary</b>	<b>2008/09 Net Budget £000</b>	<b>2009/10 Net Budget £000</b>
Government Grants	(4,994)	(5,119)
Other Grants, Reimbursements & Contributions	0	0
Interest	0	0
Customer and Client Receipts - Internal	(573)	(650)
Customer and Client Receipts - External	(823)	(907)
<b>Total Controllable Income</b>	<b>(6,389)</b>	<b>(6,676)</b>
Employees	10,636	10,440
Premises Related Expenditure	22	1
Transport Related Expenditure	1,596	38
Supplies and Services	641	26
Third Party Payments	3	3
Transfer Payments	0	0
<b>Total Controllable Expenditure</b>	<b>12,899</b>	<b>10,508</b>
<b>Net Controllable Expenditure</b>	<b>6,509</b>	<b>3,832</b>
	0	
Internal Recharge Income	0	0
External Recharge Income	0	0
<b>Total Non-Controllable Income</b>	<b>0</b>	<b>0</b>
Support Services	0	(42)
Capital Charges	0	0
<b>Total Non-Controllable Expenditure</b>	<b>0</b>	<b>(42)</b>
<b>Net Non-Controllable Expenditure</b>	<b>0</b>	<b>(42)</b>
<b>Net Expenditure</b>	<b>6,509</b>	<b>3,792</b>

**Movements from 2008/09 to 2009/10**

	<b>£000</b>
2008/09 Working Budget	6,509
Transfers	(30)
Inflation	96
Savings	(3,183)
Growth	400
Grants	0
<b>2009/10 Net Budget</b>	<b>3,792</b>

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

The corporate inflation allocation is set at 1.5% and reflects the government's principal measure of inflation, the Consumer Price Index.

**Savings**

In addition to the Strategy and Corporate Services savings, a number of Council-wide savings items are included. These are described on the pages for the divisions affected.

**Growth**

There was one new growth of £50k in Policy Equalities and Performance, and £350k that relates to the Credit Crunch Taskforce.

**Grants**

## Campaigns and Communications – D155

### Description of service

The Campaigns and Communications Division is responsible for delivering the communications strategy, which reflects and builds on the council's vision and corporate plan priorities. Its 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. It has a major role in improving the culture and performance of the council and its staff. The 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.

The Division also communicates key projects and increasingly manages communications by theme. It manages all communication channels on behalf of the council.

Subjective Analysis Summary	2008/09 Net Budget £000	2009/10 Net Budget £000
Government Grants	0	0
Other Grants, Reimbursements & Contributions	0	0
Interest	0	0
Customer and Client Receipts - Internal	(146)	(171)
Customer and Client Receipts - External	(14)	(11)
<b>Total Controllable Income</b>	<b>(159)</b>	<b>(182)</b>
Employees	1,268	1,297
Premises Related Expenditure	3	0
Transport Related Expenditure	171	3
Supplies and Services	0	(121)
Third Party Payments	0	0
Transfer Payments	0	0
<b>Total Controllable Expenditure</b>	<b>1,441</b>	<b>1,179</b>
<b>Net Controllable Expenditure</b>	<b>1,282</b>	<b>997</b>
Internal Recharge Income	0	0
External Recharge Income	0	0
<b>Total Non-Controllable Income</b>	<b>0</b>	<b>0</b>
Support Services	0	0
Capital Charges	0	0
<b>Total Non-Controllable Expenditure</b>	<b>0</b>	<b>0</b>
<b>Net Non-Controllable Expenditure</b>	<b>0</b>	<b>0</b>
<b>Net Expenditure</b>	<b>1,282</b>	<b>997</b>

**Movements from 2008/09 to 2009/10**

	<b>£000</b>
2008/09 Working Budget	1,282
Transfers	97
Inflation	21
Savings	(403)
Growth	0
Grants	0
<b>2009/10 Net Budget</b>	<b>997</b>

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

The corporate inflation allocation is set at 1.5% and reflects the government's principal measure of inflation, the Consumer Price Index.

**Savings**

Savings of £41k relating to staff reduction following a restructure were agreed in 2008/2009, and a saving of £324k for improved communications has also been brought forward from that year. A further £38k savings have been identified from the centralisation of the communication support function.

**Growth****Grants**

## Human Resources – D165

### Description of service

The Human Resources (HR) division is transforming with the aim of improving and focusing its contribution and the services it provides, enabling the successful delivery of the People Management Strategy.

The focus for the Division is more directly on business needs and optimising efficiency and effectiveness. HR is moving to a more strategic role where it operates as a partner to services and as an agent to facilitate change in Lambeth.

Alongside these services, HR provides Pensions, Payroll, Strategic HR including Employee Relations; Policy and Equalities, HR Development, Recruitment, Health and Safety and Emergency Planning and Business Continuity.

Subjective Analysis Summary	2008/09 Net Budget £000	2009/10 Net Budget £000
Government Grants	0	0
Other Grants, Reimbursements & Contributions	0	0
Interest	0	0
Customer and Client Receipts - Internal	(246)	(252)
Customer and Client Receipts - External	(809)	(896)
<b>Total Controllable Income</b>	<b>(1,055)</b>	<b>(1,148)</b>
Employees	4,610	4,669
Premises Related Expenditure	1	1
Transport Related Expenditure	17	17
Supplies and Services	641	(1,649)
Third Party Payments	3	3
Transfer Payments		0
<b>Total Controllable Expenditure</b>	<b>5,272</b>	<b>3,041</b>
<b>Net Controllable Expenditure</b>	<b>4,217</b>	<b>1,893</b>
Internal Recharge Income	0	0
External Recharge Income	0	0
<b>Total Non-Controllable Income</b>	<b>0</b>	<b>0</b>
Support Services	0	(42)
Capital Charges	0	0
<b>Total Non-Controllable Expenditure</b>	<b>0</b>	<b>(42)</b>
<b>Net Non-Controllable Expenditure</b>	<b>0</b>	<b>(42)</b>
<b>Net Expenditure</b>	<b>4,217</b>	<b>1,851</b>

**Movements from 2008/09 to 2009/10**

	<b>£000</b>
2008/09 Working Budget	4,217
Transfers	(31)
Inflation	63
Savings	(2,398)
Growth	0
Grants	0
<b>2009/10 Net Budget</b>	<b>1,851</b>

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

The corporate inflation allocation is set at 1.5% and reflects the government's principal measure of inflation, the Consumer Price Index.

**Savings**

Three savings refocused management, improved workforce development, and opportunities for shared services have been brought forward from 2008/2009, amounting to total savings of £2,342k. In addition, new savings of £56k have been found relating to deletion of the HR Development Manager Post.

**Growth**

None.

**Grants**

None.



## Policy, Equalities and Performance – D150

### Description of service

The work of this Division focuses on the following areas. Ensuring 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 Councils priorities. Analysing, developing and commissioning policy and developing forward thinking so that the borough is equipped to face the challenges of a changing world. Developing a leading edge evidence base – a Lambeth “Observatory” to support informed decision making. 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	2008/09 Net Budget £000	2009/10 Net Budget £000
Government Grants	(4,994)	(5,119)
Other Grants, Reimbursements & Contributions	0	0
Interest	0	0
Customer and Client Receipts - Internal	41	0
Customer and Client Receipts - External	0	0
<b>Total Controllable Income</b>	<b>(4,953)</b>	<b>(5,119)</b>
Employees	1,617	1,657
Premises Related Expenditure	7	0
Transport Related Expenditure	5,385	7
Supplies and Services	0	5,912
Third Party Payments	0	0
Transfer Payments	0	0
<b>Total Controllable Expenditure</b>	<b>7,010</b>	<b>7,576</b>
<b>Net Controllable Expenditure</b>	<b>2,057</b>	<b>2,457</b>
Internal Recharge Income	0	0
External Recharge Income	0	0
<b>Total Non-Controllable Income</b>	<b>0</b>	<b>0</b>
Support Services	0	0
Capital Charges	0	0
<b>Total Non-Controllable Expenditure</b>	<b>0</b>	<b>0</b>
<b>Net Non-Controllable Expenditure</b>	<b>0</b>	<b>0</b>
<b>Net Expenditure</b>	<b>2,057</b>	<b>2,457</b>

**Movements from 2008/09 to 2009/10**

	<b>£000</b>
2008/09 Working Budget	2,057
Transfers	0
Inflation	31
Savings	(30)
Growth	400
Grants	0
<b>2009/10 Net Budget</b>	<b>2,457</b>

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

The corporate inflation allocation is set at 1.5% and reflects the government's principal measure of inflation, the Consumer Price Index.

**Savings**

There are no new savings identified but £30k of savings from 2008/2009 are brought forward. These savings relate to reducing the use of external consultants.

**Growth**

A Growth of £50k is necessary to conduct shorter, more frequent resident surveys. This fulfils the council's obligation in its Corporate Plan to "engage people in their localities" and "understand needs, issues and key stakeholders in each neighbourhood." There is further £350k growth that relates to the Credit Crunch Taskforce

**Grants**

None.

## Chief Executive Secretariat

### Description of service

This business 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	2008/09 Net Budget £000	2009/10 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
<b>Total Controllable Income</b>	<b>0</b>	<b>0</b>
Employees	600	548
Premises Related Expenditure	4	0
Transport Related Expenditure	30	4
Supplies and Services	0	25
Third Party Payments	0	0
Transfer Payments	0	0
<b>Total Controllable Expenditure</b>	<b>634</b>	<b>577</b>
<b>Net Controllable Expenditure</b>	<b>634</b>	<b>577</b>
Internal Recharge Income	0	0
External Recharge Income	0	0
<b>Total Non-Controllable Income</b>	<b>0</b>	<b>0</b>
Support Services	0	0
Capital Charges	0	0
<b>Total Non-Controllable Expenditure</b>	<b>0</b>	<b>0</b>
<b>Net Non-Controllable Expenditure</b>	<b>0</b>	<b>0</b>
<b>Net Expenditure</b>	<b>634</b>	<b>577</b>

**Movements from 2008/09 to 2009/10**

	<b>£000</b>
2008/09 Working Budget	634
Transfers	(9)
Inflation	8
Savings	(56)
Growth	0
Grants	0
<b>2009/10 Net Budget</b>	<b>577</b>

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

The corporate inflation allocation is set at 1.5% and reflects the government's principal measure of inflation, the Consumer Price Index.

**Savings**

£56k of miscellaneous savings are brought forward from 2008/2009. No new savings have been identified.

**Growth**

None

**Grants**

None.

## Strategy and Transformation – D175

### Description of service

The primary purpose of the Strategy and Transformation division is to develop and implement strategies for e-Government

Its intention is to achieve sustainable improvements in all areas of Lambeth's service provision by focusing on local needs and preferences. This will be funded partially through making our internal processes more efficient. 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	2008/09 Net Budget £000	2009/10 Net Budget £000
Government Grants	0	0
Other Grants, Reimbursements & Contributions	0	0
Interest	0	0
Customer and Client Receipts - Internal	(222)	(227)
Customer and Client Receipts - External	0	0
<b>Total Controllable Income</b>	<b>(222)</b>	<b>(227)</b>
Employees	2,542	2,269
Premises Related Expenditure	7	0
Transport Related Expenditure	(4,007)	7
Supplies and Services	0	(4,141)
Third Party Payments	0	0
Transfer Payments	0	0
<b>Total Controllable Expenditure</b>	<b>(1,458)</b>	<b>(1,865)</b>
<b>Net Controllable Expenditure</b>	<b>(1,680)</b>	<b>(2,092)</b>
Internal Recharge Income	0	0
External Recharge Income	0	0
<b>Total Non-Controllable Income</b>	<b>0</b>	<b>0</b>
Support Services	0	0
Capital Charges	0	0
<b>Total Non-Controllable Expenditure</b>	<b>0</b>	<b>0</b>
<b>Net Non-Controllable Expenditure</b>	<b>0</b>	<b>0</b>
<b>Net Expenditure</b>	<b>(1,680)</b>	<b>(2,092)</b>

**Movements from 2008/09 to 2009/10**

	<b>£000</b>
2008/09 Working Budget	(1,680)
Transfers	(89)
Inflation	(27)
Savings	(296)
Growth	0
Grants	0
<b>2009/10 Net Budget</b>	<b>(2,092)</b>

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

The corporate inflation allocation is set at 1.5% and reflects the government's principal measure of inflation, the Consumer Price Index.

**Savings**

Savings of £296k have been brought forward from 2008/2009, relating to changes to the LSP Transformation Team.

**Growth**

None

**Grants**

None.

# The Housing Revenue Account

## Housing Revenue Account

### Description of service

The Housing Revenue Account represents the ring fenced, rent account that funds the council's activity as a landlord. The housing management services are delivered through the newly created Arms Length Management Organisation (ALMO) Lambeth Living.

Housing Management fulfils the tenants focussed services as landlord. Front line services are mainly provided through the telephone based Service Centre and area offices with face-to-face reception services.

Housing Property and Technical Services is responsible for the physical management of our stock as opposed to the tenancy management function of Housing Management. A key activity of Housing Property is managing the responsive and planned repairs as well as the deliver 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		Budget 2008/09 £000	Budget 2009/10 £000
Government Grants		(25,345)	(9,044)
Other Grants Reimburse & Contributions		0	0
Interest		(452)	(441)
Customer And Client Receipts - Internal		0	0
Customer And Client Receipts - External		(145,557)	(161,644)
<b>Total Controllable Income</b>		<b>(171,354)</b>	<b>(171,129)</b>
Employees		32,153	11,299
Premises Related Expenditure		59,773	61,380
Transport Related Expenditure		207	83
Supplies & Services		8,943	6,783
Third Party Payments		3,914	26,190
Transfer Payments		(20,891)	(20,514)
<b>Total Controllable Expenditure</b>		<b>84,099</b>	<b>85,221</b>
<b>Net Controllable Expenditure</b>		<b>(87,255)</b>	<b>(85,908)</b>
Internal Recharge Income		(4,727)	(3,436)
External Recharge Income		(88)	(88)
<b>Recharge Income</b>		<b>(4,815)</b>	<b>(3,524)</b>
Support Services		17,695	10,211
Capital Financing		73,725	70,631
<b>Total Non-Controllable Expenditure</b>		<b>91,420</b>	<b>80,842</b>
<b>Net Non-Controllable Expenditure</b>		<b>86,605</b>	<b>77,318</b>
<b>Net Expenditure</b>		<b>(650)</b>	<b>(8,591)</b>

**Movements from 2008/09 to 2009/10**

	£000
2008/09 Working Budget	(650)
Transfers	0
Inflation	2,537
Savings	(25,989)
Growth	15,511
Grants	0
<b>2009/10 Net Budget</b>	<b>(8,591)</b>

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

The corporate inflation allocation is set at 1.5% and reflects expectations that inflation is falling compared to previous years.

**Growth and Savings**

The HRA budget has undergone fundamental review during its preparation for 2009/10. In order to ensure an HRA balance that is at break-even point or better, as the Council is statutorily obliged to, the budget for 2009/10 has been set to provide a prudent surplus.

**Grants**