

Council budgets 2014-2015



SECTION 1 - GENERAL INFORMATION ON COUNCIL FINANCE

The Financial Calendar, Budgets and Interaction with the Council's Business Planning Process	2
Financial Regulations	3
Revenue Finance	13
General Revenue Budget Summary Charts	16
Capital Finance	17
Capital Strategy	18
Capital Programme History	19
Treasury Management	20
Trading Accounts and Service Level Agreements	29
Audit	32
Employees	33
The Finance Department	34
Glossary of Local Authority Finance	35

SECTION 2 - COUNCIL'S REVENUE BUDGET AND COUNCIL TAX

Council Net Revenue Expenditure	40
General Fund Revenue Reserves	41
Use of Reserves	44
Local Authority Grant Settlement	44
Calculation of Council Tax Amounts	45
Council Tax Amounts for 2014/15	49
General Revenue Budget Framework	49
Appendix A - Summary of Service Budgets	50
Appendix B - Analysis of Service Budgets 2014/15	52
Appendix C - Summary of Levies and Charges	54
Appendix D - Examples of Contingencies	55
Appendix E - Special Reserves	56
Appendix F - Elements of the Council Tax Requirement Calculation	58
Appendix G - Council Tax Decision	60
Appendix H - Impact of each additional £1 million Council Tax	63
Appendix I - Council Tax Bills 2014/15	64
Appendix J - General Revenue Budget Framework	66

SECTION 3 – SERVICE GENERAL REVENUE BUDGETS

Adult Care and Health Services	69
Education and Children’s Services	77
Environment, Culture and Community Safety	85
Finance and Corporate Resources	97
Housing	113
Strategic Planning and Transportation	119

SECTION 4 – DEDICATED SCHOOLS BUDGET

Review of Dedicated Schools Budget and Budget Framework	133
Appendix A – Dedicated Schools Budget	137

SECTION 5 – COUNCIL HOUSING BUDGETS

Review of Housing Revenue Account and Business Plan	140
Appendix A – Housing Revenue Account Estimates for 2014/15	150
Appendix B – Council Housing Budget Framework	152
Appendix C – Housing Revenue Account Business Plans	153
Appendix D – Council Housing Capital Programme	154

SECTION 6 – GENERAL CAPITAL BUDGETS

Capital Resources	172
General Capital Budget Framework	174
Summary of Programme	176
Adult Care and Health Services	178
Education and Children’s Services	179
Environment, Culture and Community Safety	183
Finance and Corporate Resources	185
Housing	186
Strategic Planning and Transportation	187

SECTION 7 – PENSION FUND

Pension Fund	191
Pension Fund Budget	193

SECTION 1
GENERAL INFORMATION ON COUNCIL FINANCE

This section gives outlines of the Council's finances and financial procedures, the financial calendar, treasury policy, and employee numbers, together with brief information about the Finance Department and the Council's accounts. Further information on the Council's final accounts is published each year in the Statement of Accounts, available in September.

THE FINANCIAL CALENDAR, BUDGETS AND INTERACTION WITH THE COUNCIL'S BUSINESS PLANNING PROCESS

The Council's services are subject to four, largely separate, budget frameworks which are detailed in later sections of this book. These are the general revenue budgets, the Dedicated Schools Budget, the Council housing budgets, and the general capital budgets. These budget frameworks are driven by the Council's key service objectives as set out in the Corporate Business Plan (CBP).

The Executive, under the scrutiny of the Finance and Corporate Resources Committee, deals with the development and review of financial policies and procedures, and the allocation of financial resources to services within the broad limits defined by the budgets adopted by the Council shortly before each financial year (running from 1st April to 31st March). Net expenditure is planned from the start of the year to be contained within budgets, and monitored during the year by budget holders and senior managers. The service managers are generally expected to seek to finance any additional spending requirements from savings made elsewhere and also to eliminate any overspendings. If they are unable to comply with these requirements, any requests for additional resources (known as "budget variations") must be approved by the Executive. To give flexibility for minor departures from budget, the Director of Finance is authorised to make compensating adjustments between budgets in consultation with the relevant service director. Committees and the Executive are advised by the Director of Finance, or his representatives, on financial matters including the budgetary position.

The timing of the main events in the yearly financial cycle is indicated below, though some variations may occur. Key non-financial elements of the business planning process are shown in italics for completeness.

MARCH/APRIL	Council decides council tax and general revenue budget framework and treasury management policy Council tax and non-domestic rate bills despatched <i>Key issues and CPA priorities agreed</i>
JUNE	Previous year outturn reports to Committees Annual reports on treasury management, council tax and business rates collection <i>CBP agreed</i>
SEPTEMBER	Capital programme review, revenue budget reviews commence
NOVEMBER	Charges reviews
DECEMBER	Local authority grant proposals for next year announced by Government
JANUARY	Revenue budget reviews completed and development budget completed Council housing rent and Housing Revenue Account business plan review Additions to general capital programme decided by Executive Council tax-base and collection fund surplus/deficit calculated
FEBRUARY	Council decides Housing Revenue Account business plan and reviews rents Precepts and levies announced by other local government bodies Council decides general capital budget framework
MARCH	Council decides council tax and general revenue budget framework and treasury management policy Council tax and Non-domestic rate bills despatched

1: STATUS AND REVIEW OF FINANCIAL REGULATIONS

- 1.1. The Council expects the highest standards of propriety in the conduct of all its business, prudence in managing risks, and economy, efficiency and effectiveness in all its functions. Accordingly these Financial Regulations apply to every member and officer of the Council and anyone acting on its behalf.
- 1.2. The Financial Regulations identify the principal financial responsibilities of the full Council and its committees, the Executive and overview and scrutiny committee members, the Chief Executive, the Monitoring Officer, the Director of Finance and other chief officers. References to "chief officer" in these Financial Regulations should be read as referring to directors, heads of service, the Wandsworth Health and Wellbeing Board, headteachers with full delegated responsibility for financial management and any other body or person to whom the Council expressly delegates a function which involves incurring expenditure and/or the collection of income.
- 1.3. The Director of Finance is responsible for maintaining a continuous review of the Financial Regulations and submitting any additions or changes necessary to the full Council for approval.
- 1.4. The Director of Finance is responsible for issuing financial directives, practice-notes and advice as needed to underpin the Financial Regulations.
- 1.5. Chief Officers are responsible for ensuring that their staff are sufficiently aware of, and comply with, the Council's Financial Regulations and financial directives and guidance issued by the Director of Finance, issuing further advice and instructions as appropriate for their own area.

2. FINANCIAL MANAGEMENT FRAMEWORK

- 2.1. The full Council is responsible for adopting the Authority's Constitution and Members' Code of Conduct and for approving the policy framework and budget within which the Executive and Chief Officers operate. It is also responsible for approving and monitoring compliance with the Council's overall framework of accountability and control, set out in its Constitution, and for monitoring compliance with the policy framework and budget.
- 2.2. The Executive is responsible for proposing the policy framework and budget to the full Council, and for discharging Executive functions in accordance with the policy framework and budget. Executive decisions can be delegated to a committee of the Executive, an individual Cabinet member, an officer or a joint committee. The Executive is responsible for establishing protocols to ensure that individual Cabinet members consult with relevant officers before taking a decision within their delegated authority, having proper regard to the legal and financial liabilities and risk management issues that may arise from the decision. Also, the Executive is responsible for maintaining a Scheme of Delegations to officers.

FINANCIAL REGULATIONS

- 2.3. The Finance and Corporate Resources Overview and Scrutiny Committee, and the Pensions and Audit Committees, have functions of monitoring, advice, scrutiny and review of financial matters, in accordance with Article 6 of the Constitution.
- 2.4. The Audit Committee are responsible for consideration of the external auditor's opinions on financial statements and of other reports addressed to the Council at Member level from the Audit Commission and its appointees/representatives; deciding any required initial response; obtaining assurance that appropriate action is being taken on any issues raised; initiating any appropriate recommendations to the Executive for matters within their remit; and otherwise approving any action or matter that the Committee consider appropriate in relation to these opinions and reports.
- 2.5. The Chief Executive and the Monitoring Officer have special responsibilities within the Council's framework of accountability and control, as set out in provisions of the Constitution.
- 2.6. Chief officers are responsible for:-
 - (a) ensuring that Council resources are used with the maximum degree of economy, efficiency and effectiveness;
 - (b) ensuring that Council resources are used only for the purpose intended to achieve the approved policies and objectives, are appropriately secured and maintained, and are properly accounted for;
 - (c) consulting with the Director of Finance in a timely manner and seeking Executive and/or the appropriate regulatory or other committee approval on any matter liable to affect the Council's finances materially, before any commitments are incurred;
 - (d) promoting sound financial practices in relation to the standards, performance and development of their staff, partnerships where the Council is the accountable body and other partnership-type organisations on which the Council is represented and has a lead-borough role, devolved management organisations such as schools, resident management organisations in respect of Council-owned housing property and voluntary organisations funded by the Council or in respect of which the Council has a contractual relationship, and commercial contractors, liaising as necessary with and having regard to advice of the Director of Finance and the Borough Solicitor;
 - (e) ensuring that they are properly advised of the financial implications of all proposals in relation to their services;
 - (f) ensuring that councillors are properly advised of the financial implications of all proposals they are known to be considering, and that the advice is endorsed by the Director of Finance, with such advice being sought from the Director of Finance in a timescale that allows for a full financial appraisal to be carried out;
 - (g) maximising levels of external funding for activities aimed at achieving the Council's approved policies;

- (h) ensuring that there are suitable exit strategies in place that minimise the effect on the Council's budget in the event of the withdrawal of any time-limited grants or external funding; and
- (i) working strategically with partners and external stakeholders to focus resources to secure shared objectives and maximise efficiency.

2.7. The Director of Finance is the officer appointed by the Council in accordance with Section 151 of the Local Government Act 1972 to be responsible for the proper administration of the Council's financial affairs. The Director of Finance is therefore responsible in particular for:

- (a) setting and monitoring compliance with financial management standards;
- (b) advising on the corporate financial position and monitoring compliance with the financial frameworks and Member exception reporting controls;
- (c) approving financial processes and arrangements including within operational systems;
- (d) providing financial advice on proposals before the Council;
- (e) determining the accounting policies and procedures for the Council;
- (f) presenting budgets and accounts for the Council's approval ensuring that both meet statutory requirements; and
- (g) treasury management.

3. FINANCIAL PLANNING

3.1. The full Council is responsible annually, in February/March, for setting revised capital and revenue budgets for the current financial year, the capital and revenue budgets for future financial years including allocation to different services and projects, and reserves for specified and general contingencies for the forthcoming financial year, the Council Tax requirement, and basic amounts of tax.

3.2. The Executive is responsible for –

- (a) submitting to the Council annually, after having regard to the advice of the Director of Finance, its proposals regarding capital budgets for all services including those funded from the Housing Revenue Account; and

FINANCIAL REGULATIONS

- (b) submitting to the Council annually in February or early March, after having regard to the advice of the Director of Finance, its estimates in relation to revenue budgets for all services including the Housing Revenue Account and schools budgets for the current financial year, the revenue budgets for future financial years including allocation to different services and projects, and reserves for specified and general contingencies for the forthcoming financial year, the Council Tax requirement, and basic amounts of tax. The Executive is also responsible for approving during the year variations to the budget in line with the Council's revenue budget framework; these will be reported to overview and scrutiny committees in specific reports unless they are of a minor nature, volume changes, non staffing efficiencies or of a technical nature in which case they are approved via the development budget process which will be reported to the Overview and Scrutiny Committee responsible for financial matters.
- 3.3. The full Council in dealing with the matters referred to in paragraph 3.1 above normally determines the amounts of council tax for all categories of dwellings by aggregating the basic amounts of tax with the amounts stated by major precepting authorities; otherwise the full Council will direct that the amounts are to be determined by the Executive or by such other committee of the Council as it may appoint.
- 3.4. The Director of Finance is responsible for:
- (a) ensuring that budgets, estimates and advice including options and sensitivity modelling are prepared as required by the Executive for the purposes of paragraph 3.2 above;
 - (b) advising on appropriate levels of reserves for the Council having regard to the opportunity cost of maintaining balances;
 - (c) informing chief officers of the amounts of their budgets;
 - (d) authorising, with the agreement of any Directors concerned, the transfer of provision from one budget head to another to move resources to priority objectives;
 - (e) establishing and maintaining arrangements including responsibilities between staffing groups for chief officers to forecast expenditure and income in relation to budgets so that prompt reports are made to the Executive and the appropriate overview and scrutiny committee if forecast adverse variances exceed thresholds defined by the Council;
 - (f) carrying out statutory consultation with ratepayers' representatives in accordance with Section 65 of the Local Government Finance Act 1992;
 - (g) making statutory returns of budgets and of actual income and expenditure;
 - (h) making arrangements to meet statutory requirements for publishing accounts and making them available for inspection; and

- (i) annual review of the Medium-Term Financial Strategy which integrates the detailed financial management processes with the key objectives in the corporate business plan.

3.5. It is the responsibility of chief officers to ensure –

- (a) that an accountable budget manager is identified for each item of income and expenditure under the control of the chief officer, aligning budget responsibility as closely as possible to the decision-making that influences the income/expenditure concerned;
- (b) that budget managers prepare and implement realistic plans to deliver services within budget, and prepare and submit to the chief officer and the Director of Finance realistic forecasts of income and expenditure compared with budget in the form and at the frequency required by the Director of Finance;
- (c) that appropriate corrective action is taken where significant variations from the approved budget are forecast; and
- (d) that prior approval is given by the full Council or the Executive (as appropriate) for any measures that are likely to materially extend or reduce the Council's services, and for new commitments for which there would otherwise be no budget provision.

4. RISK MANAGEMENT AND CONTROL OF RESOURCES

Risk Management

4.1. It is the responsibility of chief officers –

- (a) to ensure that their corporate risk specialist reviews and their departmental risk reviews are carried out within the timescales and format prescribed by the Directors' Board;
- (b) to conduct the regular identification, review and management of risk within their departments, having regard to the Council's risk management strategy and associated advice and instructions from the Director of Finance and other specialist officers (e.g. crime prevention, business continuity, health and safety);
- (c) to notify the Director of Finance immediately of any loss, liability or damage that may lead to a claim against the Council, together with any information or explanation required by the Director of Finance or the Council's insurers;
- (d) to notify the Director of Finance immediately of any risks, properties, vehicles or other assets that require or cease to require insurance, and of any alterations affecting existing insurances;

FINANCIAL REGULATIONS

(e) to consult the Director of Finance and the Borough Solicitor on the terms of any indemnity that the Council is requested to give, on appropriate contract conditions for contractors to indemnify the Council, and on suitable minimum insurance levels for inclusion in contracts; and

(f) to ensure that employees, councillors, school governors, or anyone else acting on behalf of the Council, is instructed not to make any admission of liability or offer of compensation that might prejudice the assessment of a potential liability of the Council or of its insurers.

4.2. The Director of Finance is responsible for reviewing risk management strategy and advising and instructing chief officers accordingly, and for procuring insurance cover where appropriate.

Internal Control

4.3. It is the responsibility of chief officers to maintain and promote sound arrangements for internal control. These arrangements will be devised by management to help to ensure that the Council's objectives are achieved in a manner that promotes economical, efficient and effective use of resources and that the Council's assets and interests are safeguarded. The arrangements will have regard to the advice and instructions of the Director of Finance. The Director of Finance, through the Head of Audit, is responsible for reviewing systems of internal control and advising and instructing chief officers accordingly. Chief Officers are responsible for the timely implementation of all agreed recommendations in Internal Audit Reports.

4.4. The Audit Committee are responsible for approving the Annual Governance Statement in accordance with the applicable Accounts and Audit Regulations, the CIPFA/SOLACE Guidance and in the light of reviews of the effectiveness of risk management arrangements and the control environment.

Audit

4.5. The Director of Finance is responsible for ensuring –

(a) the maintenance of an internal audit function that is sufficient in its coverage and independent in its planning and operation;

(b) that the Head of Audit has direct access to the Chief Executive, all levels of management and the Pensions Committee and the Audit Committee; and

(c) that the internal auditors are trained to comply with professional good practice.

4.6. The Audit Commission is responsible for appointing external auditors to each local authority to review and report upon -

(a) the financial aspects of the Council's corporate governance arrangements;

- (b) the Council's financial statements, to be satisfied that the statement of accounts "presents fairly" the financial position of the Council and its income and expenditure for the year in question and complies with the legal requirements; and
 - (c) aspects of the Council's arrangements to manage its performance, including the preparation and publication of specified performance information and compliance in respect of the preparation and publication of the Best Value Performance Plan.
- 4.7. The Council may, from time to time, be subject to audit, inspection or investigation by external bodies such as H.M. Revenues and Customs, who have statutory rights of access.
- 4.8. It is the responsibility of chief officers –
- (a) to ensure that internal auditors, external auditors, and other authorised inspectors, are given access at all reasonable times to premises, personnel, documents and assets, and are provided with any information and explanations, that they consider necessary for the purposes of their work;
 - (b) to consider and respond promptly to recommendations in audit reports; and
 - (c) to ensure that any agreed actions arising from audit recommendations are carried out in a timely and efficient fashion.
- 4.9. The full Council will maintain an Audit Committee, responsible for reviewing external auditor's reports and annual audit letter, the Council's Risk Management Strategy and the Head of Audit's annual report. This Committee can consult directly with internal and external auditors.

Preventing Fraud and Corruption

- 4.10. All Council Members and employees are personally responsible for ensuring integrity in the conduct of the Council's business, in particular by ensuring that they (and any subordinates) are aware of the Council's anti-fraud and anti-corruption policies and procedures, and by alerting the relevant chief officer or the Head of Audit to any suspected breach.
- 4.11. Chief officers are responsible for notifying the Head of Audit immediately of any suspected fraud, theft, irregularity, improper use or misappropriation of the Council's property, assets, resources or services.
- 4.12. The Director of Finance is responsible for advising the Audit Committee, Executive and chief officers on the maintenance and implementation of an anti-fraud and anti-corruption policy and associated arrangements for appropriate treatment and registration, by employees and members, of relevant interests, gifts and hospitality.

FINANCIAL REGULATIONS

Assets

- 4.13. Chief officers, having regard to advice and instructions from the Director of Finance and any other relevant professional advisors employed by the Council, should ensure that:
- (a) resources are used only for the purposes of the Council and are properly accounted for;
 - (b) resources are available for use when required;
 - (c) resources no longer required are disposed of in accordance with the law and the procedure rules of the Council so as to maximise benefits;
 - (d) an asset register is maintained for the Council, assets are recorded when they are acquired by the Council and this record is updated as changes occur with respect to the location and condition of the asset;
 - (e) all staff are aware of their responsibilities with regard to safeguarding the Council's assets and information, including the requirements of the Data Protection Act 1998, the Freedom of Information Act 2000 and software copyright legislation;
 - (f) all staff are aware of their responsibilities with regard to safeguarding the security of the Council's computer systems, including maintaining restricted access to the information held on them and compliance with the Council's computer and internet security policies; and
 - (g) contingency plans for the security of assets and continuity of service in the event of disaster or system failure are in place.

Treasury Management

- 4.14. The full Council is responsible for approving annually in February/March, and at other times should the circumstances require it the treasury management policy statement, including statutory limits on borrowing.
- 4.15. The Executive is responsible for proposing the treasury management policy statement to the full Council on the advice of the Director of Finance.
- 4.16. The Director of Finance is responsible for ensuring that the Council's treasury management is conducted in accordance with the Council's Treasury Policy Statement and the Treasury Systems Document (including the Treasury Management Practices), that these are prepared with due regard for good professional practice and relevant codes such as those issued by the Chartered Institute of Public Finance and Accountancy and the Financial Reporting Council (FRC) which is the United Kingdom's independent regulator for corporate reporting and governance, and that reports are made to the appropriate Overview and Scrutiny Committee on treasury management policies, practices, and activities, including strategy in advance of each year and a review after its close.

- 4.17. The Director of Finance is responsible for making arrangements for the Council's banking and cash handling arrangements. This includes the issuing of instructions with regard to the closing, opening and operation of bank accounts, the arrangements for retention of cash on Council premises and the issuing of instructions concerning the operation of any credit, debit or other payment cards.
- 4.18. It is the responsibility of chief officers:
- (a) to establish and maintain banking and imprest accounts only as approved by, and in accordance with instructions issued by, the Director of Finance;
 - (b) to ensure that loans outside the terms of Council-approved schemes are not made to third parties, and that interests are not acquired in companies, joint ventures or other enterprises, without the approval of the Executive following consultation with the Director of Finance;
 - (c) in relation to school funds, resident or user amenity funds, and any other funds held on behalf of third parties, to ensure secure administration in a manner approved by the Director of Finance; and
 - (d) to ensure that leasing agreements and other credit arrangements are not entered into without the prior written approval of the Director of Finance and, if applicable, approval of the scheme through its addition to the capital programme.

5. INCOME AND EXPENDITURE PROCEDURES

- 5.1. The Executive, having regard to the advice of the relevant chief officer and the Director of Finance, is responsible for determining discretionary charges for Council services, for writing off sums due to the Council, and for delegating authority to officers to determine discretionary charges and to write off sums due to the Council.
- 5.2. It is the responsibility of chief officers to ensure that:
- (a) all income due to the Council is identified and charged correctly;
 - (b) all charges for Council services are reviewed at least once a year having regard to their appropriateness in relation to the Council's approved charging policy and other relevant Council policies;
 - (c) all income is collected from the correct person, at the right time, using the correct procedures and the appropriate stationery;
 - (d) all money received by an employee, contractor or agent on behalf of the Council is paid without delay to the Council's bank account, properly recorded, and reconciled to the bank account by a person who is not involved in the collection or banking process;
 - (e) cash collection duties are separated from those for identifying the amount due and those for reconciling the amount due to the amount received;

FINANCIAL REGULATIONS

- (f) effective action is taken to pursue non-payment within defined timescales;
- (g) formal approval for debt write-off is obtained without delay;
- (h) a scheme of delegation is operated effectively within their area identifying staff authorised to act on the chief officer's behalf in respect of placing orders, payments, income collection and preparation of write-offs for submission to the Director of Finance, together with the limits of their authority;
- (i) all goods and services are ordered only by appropriate persons, on a system or stationery approved by the Director of Finance and are correctly recorded on the appropriate system;
- (j) goods and services received are checked to ensure they are in accordance with the order by someone different from the person who placed the order and that this is recorded on the system in the manner approved by the Director of Finance;
- (k) payments are not made unless goods, works and services have been received by the Council to the correct price, quantity and quality standards;
- (l) all payments are made to the correct person, for the correct amount and are properly recorded, regardless of the payment method;
- (m) for payments to employees and members, proper authorisation procedures are in place there is adherence to corporate timetables in relation to starters, leavers, variations, and enhancements, and payments are made on the basis of timesheets or claims;
- (n) all taxable transactions are identified, properly carried out and accounted for within stipulated timescales;
- (o) information is provided for tax and other appropriate authorities within their stipulated timescale; and
- (p) external funds are acquired only to meet Council policies, only if any matched funding requirements can be met within budgets, and only if the key conditions of external funding will be met.

5.3. The Director of Finance shall make a report under Section 114 of the Local Government Finance Act 1988 if it appears to him that the authority:-

- (a) has made or is about to make a decision which involves or would involve the authority incurring expenditure which is unlawful,
- (b) has taken or is about to take a course of action which, if pursued to its conclusion, would be unlawful and likely to cause a loss or deficiency on the part of the authority, or
- (c) is about to enter an item of account the entry of which is 'unlawful'.

Expenditure. The Council's revenue expenditure includes those costs associated with the day to day running of services. This includes the salaries and wages of employees, premises costs, transport, supplies and services, payments to contractors, central, technical and departmental support, and a range of other expenses particular to each service. It also includes depreciation charges on assets where applicable.

Income. Government grants form a large part of the Council's revenue income. Specific grants relate to particular services, for example, rent allowance subsidy and the dedicated schools grant. Rents received on housing properties are considered annually as part of the review of the income and expenditure on the statutory ring-fenced Housing Revenue Account. The budget for this account is reviewed in January/February each year and rents adjusted for the following year in the light of this and other factors (see Section 5). Fees and charges for services, where the Council has discretion, are generally reviewed in November/December. Income is due from other local authorities in respect of pupils with special needs from their area. Interest received on the Council's balances held during the year (such as unused capital receipts) and interest on Council mortgages are also shown as revenue income.

Financing of Net Revenue Expenditure. The Council's net expenditure requirement is adjusted to reflect the use of reserves and the share of any estimated surplus or deficit on the Collection Fund. From 2013/14, as part of the new structure of the local government finance settlement, the Council receives three separate funding streams: retained Business Rates (the Council retains 30% of local business rates), a Business Rates top-up from the government (recognising the lower amount receivable under this methodology when compared with the assessed funding base level), and Revenue Support Grant (RSG) also from the government. The result is the council tax requirement to be met through the Collection Fund.

Collection Fund. The fund administered by a billing authority into which council taxes and business rates are paid, and from which payments are made to the General Funds of the Council and Greater London Authority and to the government.

INCREMENTAL BUDGET CONSTRUCTION

The Council operates an incremental approach to budget construction: the budget used originally to set the last council tax forms the base for revising that budget and for setting budgets for the following three years, adjusted by changes for inflation and the effects of approved growth. Zero-based, and other reviews of budgets are undertaken, but their results are always expressed in terms of the net change to the current budget (a "budget variation"), for the purposes of constructing future budgets.

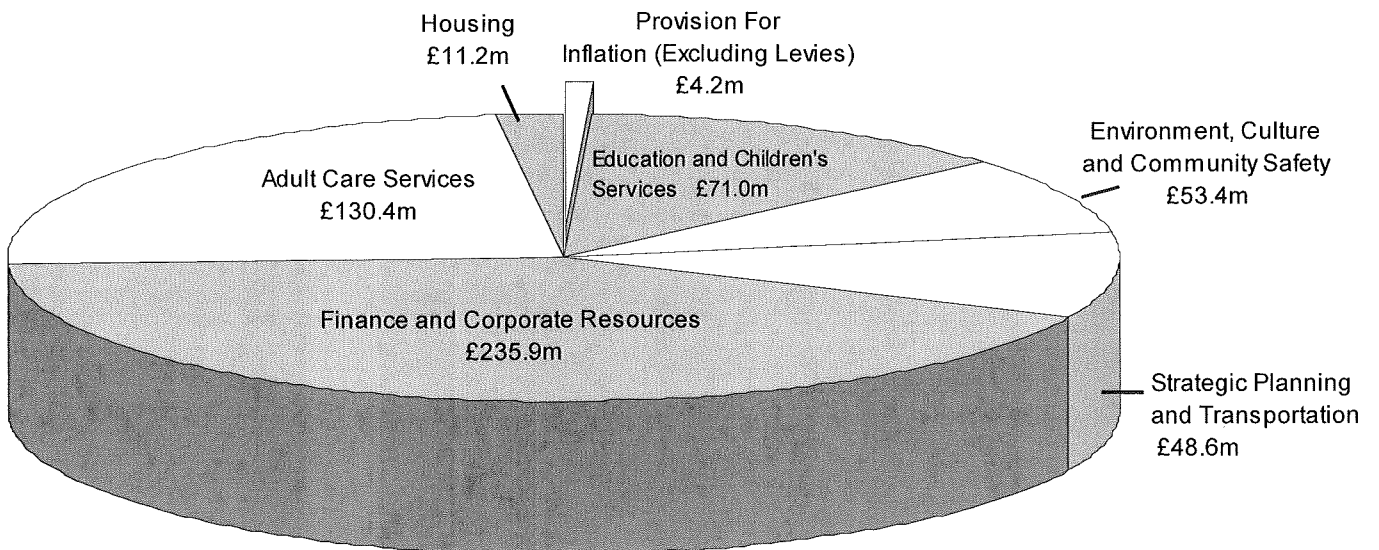
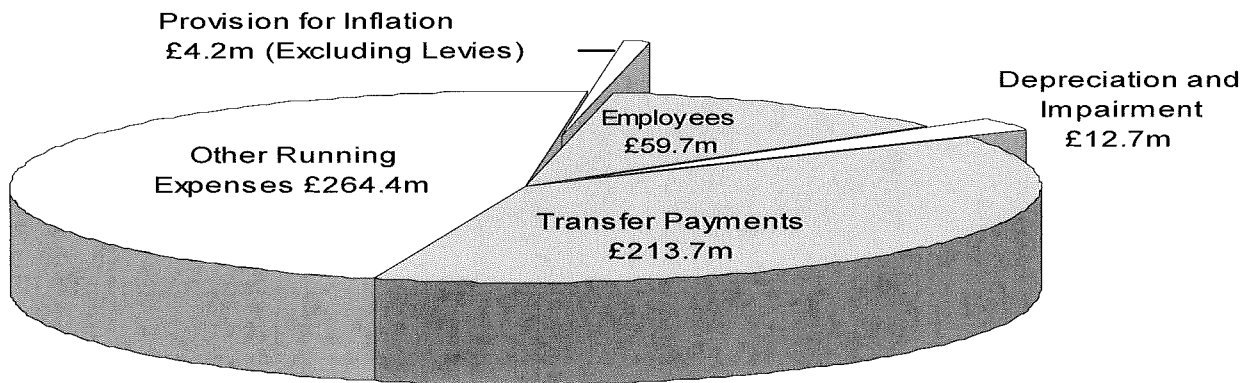
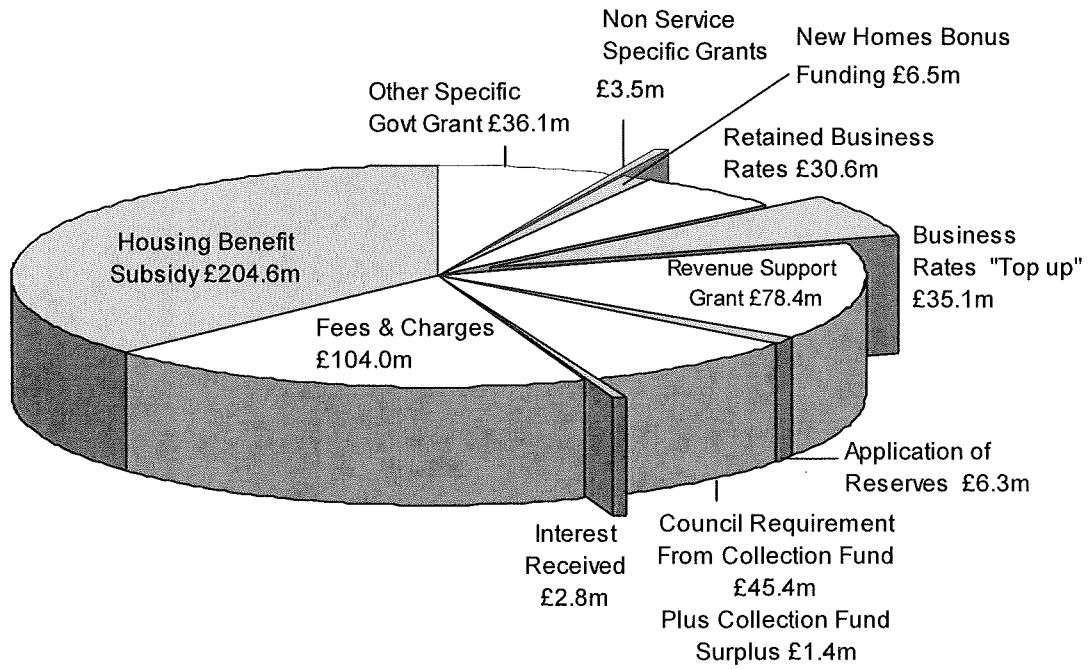
Inflation

- (a) Salaries and wages budgets are increased in line with pay awards when approved. Most awards are effective from April each year, so the amount added to the budget is generally similar for both the revised budget and subsequent years' budgets.
- (b) Budgets for service contracts are increased by the contractual inflation allowance and are usually effective from the anniversary date of the contract. Where this date is after 1st April, the amount added for the revised budget will only be for a part-year. The addition for subsequent years will, however, be the full year effect of the increase.
- (c) Most other running cost budgets are increased, for the revised budget, by the standard percentage considered appropriate when the council tax was set. This ensures that additions to detailed budgets are consistent with the general policy. Budget managers are required to stay within overall budgets, balancing those areas where inflation costs exceed the general rate with those where they are less. For the subsequent years' budgets, however, additions for inflation, for the twelve months to November of the revised budget year, reflect the measured changes in prices during this period.
- (d) Some running cost budgets are not increased for inflation, chiefly depreciation on buildings, infrastructure and equipment.
- (e) Budgets for charges are increased to reflect the reviews of charges made each year. Charges are reviewed in line with the Council's charging policy which is to maximise charges for specific services so as to minimise any indirect subsidy from the council tax payer, seeking wherever possible to recover the cost of the service provision as a minimum. In addition there are other income budgets which are not included in the charges report. Budgets for charges increased by statute or under delegated authorities (e.g. linked to the increase in costs) are adjusted accordingly. Government grant budgets are already at outturn prices in the original budgets.

Developments

- (a) Budget variations. Whenever a report to Committee has financial implications, the Director of Finance advises either (i) that the additional cost can be met or saving retained within the budget, or (ii) that a request should be made to the Executive for a "budget variation". If a budget variation is approved, it is shown among the developments.
- (b) Revenue effects of the capital programme. Budgets for the financing costs of capital schemes are adjusted each year to reflect the latest approved programme for capital spending, including additions to the capital programme approved by the Executive. There are differing effects in each year depending when the capital expenditure is planned. Capital financing charges start in the year following the capital expenditure. When these are completed, budgets are reduced by the amount of capital financing charges ending.
- (c) Transfers within/between committee. Budget managers, with the approval of the Director of Finance, can move ("vire") budgets between service heads to reflect latest spending patterns or changes in spending priority. The overall effect of virement is, of course, nil. There are also occasionally transfers between committee budgets - particularly where budgets exist for the recharge of costs from one committee to another, such as for those relating to central services.
- (d) External changes. Adjustments are included to reflect changes in Government funding, and changes in volume where services are almost wholly demand-led (e.g. housing benefits).
- (e) Accounting changes and other technical adjustments. Occasionally new accounting codes of practice for local authorities come into force, necessitating changes to the structure of accounts and hence also budgets.
- (f) Minor efficiency savings. Departments will in the normal review of services discover more efficient and effective ways of delivering services resulting in cost savings. These are not usually independently reported to committee but are included within the development budget.

**THE COUNCIL'S GENERAL REVENUE
INCOME AND EXPENDITURE 2014/15
TOTAL £554.7m**



Capital finance is treated separately from revenue finance for most purposes, because it is subject to different legislation. Capital finance generally involves a long-term asset of some kind, such as land or a building. For Council housing, however, distinctions between capital and revenue finance are less significant: much housing investment is financed from revenue, and the boundary between maintenance and investment is not clear-cut.

The use of HRA receipts for capital spending in the General Fund is in the most cases restricted by regulation, and only limited sum is able to be used freely for General Fund purposes. Capital receipts from the sale of Right to Buy (RTB) sales are covered by an agreement between the Council and the Department for Communities and Local Government (DCLG) whereby retained receipts from RTB sales over the level assumed by the DCLG in the self financing settlement must be utilised to fund more than 30 per cent of the development cost of re-provision of affordable housing within three years of receiving those receipts or repaid to the Government with interest. Pending this they are invested, yielding interest for the general revenue budget.

Local authorities are required to manage their affairs so that at any time their borrowing does not exceed their affordable borrowing limit, as defined in Part 1 of the Local Government Act 2003. This limit is determined by the authority itself to reflect the maximum amount that a local authority decides that it can afford to borrow. As this Council has usable investments the limit has been set to allow no new borrowing, except for the possibility of education "spend-to-save" schemes that require borrowing, so that cost can be passed on to the schools in accordance with the Government's school funding regulations.

The scope for capital expenditure not charged to a revenue account in any year for this Council is largely determined by the availability of usable investments, and grants and reimbursements.

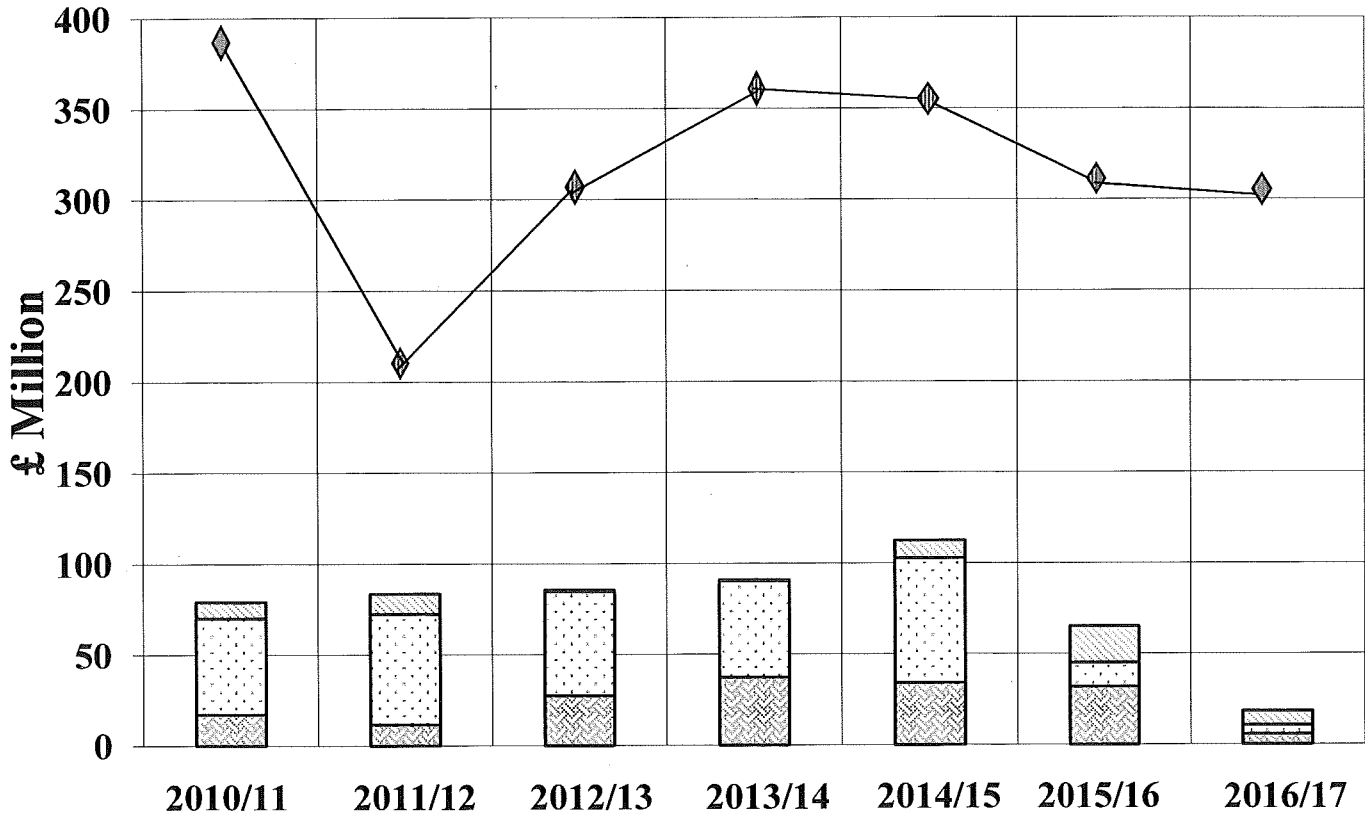
Any service using a capital asset has to bear charges in its revenue account in the form of a depreciation charge for the use of that asset.

CAPITAL STRATEGY

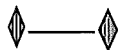
The Council's capital programme, detailed in Section 6 of this book, is prepared for the current year and the two subsequent years, and operates within the Council's Capital Strategy summarised below:-

- (a) Asset Management: make maximum beneficial use of assets; maintain and refurbish economically having regard to all relevant costs including sustainability costs and income over the asset life cycle; identify and seek to minimise under-use; and dispose of surplus assets promptly to best advantage (including non-financial benefits where applicable).
- (b) Financial Resources: maximise grants and reimbursements, provided that the associated conditions are consistent with Council objectives and requirements.
- (c) Resource Planning: programmed capital expenditure to be kept well within expected financial resources; council housing schemes to be financed within the Housing Revenue Account, including ringfenced grants and revenue contributions, and usable capital receipts for the "provision of affordable housing"; other schemes to be financed by relevant grants and reimbursements, and usable capital receipts.
- (d) Scheme Appraisal: outline schemes to be costed and appraised in relation to service delivery needs, and for economy, efficiency and effectiveness having regard to asset life sustainability and the intended period of use, and taking account of all associated requirements including annual net costs; users', neighbours' and other stakeholders' views to be ascertained and weighed as appropriate; independent review of appraisal to be conducted by Property Audit Team; alternatives of influencing provision by others, or negotiating joint provisions, to be considered wherever applicable.
- (e) Prioritisation: consider most potential additions to the council housing programme and to the general capital programme at the same time so that relative priorities may be weighed and proposals that cross service boundaries may be more readily handled; involve leading members; give higher priority where there is a time-limited opportunity to invest in a particular advantageous manner.
- (f) Procurement: maintain and observe codes of practice to ensure probity and economy in procurement of assets and related works and services; have regard to the nature of potential supplier markets and to possible changes in those markets and in service needs, when deciding whether and how to combine the procurement of an asset with related ongoing services.
- (g) Programme Control and Review: maintain appropriate procedures for identifying, reporting and authorising changes in timing and costs, with defined thresholds for member involvement; allow managers' virement of cost reductions, but only within limits that safeguard members' interest in policy changes and in reallocation of significant sums; review programme as a whole at least annually, and report to the Finance and Corporate Resources Overview and Scrutiny Committee, and the Executive with appropriate performance measures.
- (h) Sustainability: adopt sustainability and energy efficiency proposals and cost effective, having regard to Council policies such as the Sustainable communities Strategy, the Environment Policy and the Energy Code of Practice; seek to reduce energy consumption and carbon emissions in line with Council targets; and increase the use of materials from sustainable sources where costs effective.

Investments & Capital Payments Financing



**Investments
at 31st March:**



Capital Payments (housing and general) financed by:



Revenue



Realisation of
Investments



Grants and Reimbursements

The Council's capital spend is forecast to increase in 2013/14, which is largely due to the major remodelling works being carried out at Burntwood, Southfields, Bolingbroke and Elliott schools and the contributions to be made to the GLA towards the Northern Line Extension (NLE). The NLE is fully funded by section 106 contributions within the Vauxhall Nine Elms Opportunity Areas. Approvals for additions to later years' programmes will be requested at later dates. The increase in capital spend generally, has mainly been affordable due to the high level of capital receipts forecast in 2013/14 and 2014/15, some of which have been specifically earmarked for Children Services schemes.

The level of investment is expected to increase in 2013/14 due to the high level of capital receipts received and the receipt of capital grant from the Department for Education. The level of investment is set to reduce only slightly in 2014/15 but based on current cashflows receipts are expected to fall further in future years.

The most significant capital grants are Government grants for education schemes.

TREASURY MANAGEMENT

STRATEGY FOR 2014/15

The following table shows the outlook for investment and debt levels for the period 2013/14 to 2016/17, taking into account estimates of major cash flow movements.

	<u>2013/14</u> £'m	<u>2014/15</u> £'m	<u>2015/16</u> £'m	<u>2016/17</u> £'m
Estimated investments 1st April	311.4	355.0	352.5	315.9
Estimated debt 1st April	-212.6	-194.7	-75.6	-154.9
Deposit facilities for other bodies and funds	-0.3	-0.5	-0.7	-0.6
<u>Net investments 1st April</u>	<u>-98.5</u>	<u>159.8</u>	<u>176.2</u>	<u>-160.4</u>
<u>Deduct</u>				
Capital payments – general	-65.5	-81.7	-33.9	-
Capital payments – HRA	-25.5	-30.4	-31.5	-17.4
Payment of capital receipts to Government	-2.0	-2.1	-2.2	-2.2
Movement in funds, reserves and provisions	-	-	-27.5	-20.3
Reduction in net creditors	-12.6	-23.5	-9.1	-5.0
<u>Add</u>				
Capital receipts	50.9	41.1	20.7	8.6
Capital grants	53.0	68.4	13.1	4.8
Movement in funds, reserves & provisions	28.0	4.0	-	-
Revenue provisions for capital and credit liabilities	35.0	40.7	54.6	42.2
In-Year net investment movement	<u>61.3</u>	<u>16.4</u>	<u>-15.8</u>	<u>10.7</u>
Net investments 31st March	<u>159.8</u>	<u>176.2</u>	<u>160.4</u>	<u>171.1</u>
Estimated debt 31st March	-194.7	-175.6	-154.9	-137.7
Deposit facilities for other bodies	-0.5	-0.7	-0.6	-0.6
Change in use of deposit facilities	-0.2	-0.2	0.1	-
Gross Investment	355.0	352.5	315.9	309.4
Repayment of debt	17.9	19.1	20.7	17.2

The Council is expected to begin the year with investments of around £355 million. Repayment of £1.9 million of old long-term debt falls due over the next year from April 2014, together with £17.2 million repayment of new PWLB loans taken up for the HRA on 28th March 2012 before allowing for any repayment of new PWLB loans taken up for the HRA on 28th March 2012. The estimated movement for the following two years based upon current cash flows shows that investments are likely to remain above £300 million level.

Affordable Borrowing Limit and Operational Boundary The Council has to set an affordable borrowing limit and operational boundary for 2014/15 under Section 3 of Part 1 of the Local Government Act 2003. This limit refers only to gross borrowing, ignoring investments, and it is intended that it reflect the maximum amount that a local authority decides that it can afford to borrow. This limit was set at £220 million in February 2013 for 2013/14, reflecting the existing long-term borrowing of £213 million at 1st April 2013, and allowing for the possibility of borrowing for a "spend-to-save" scheme, and short-term fluctuations in cash flows, including deposit facilities offered to other bodies and external funds, such as the North East Surrey Crematorium Board. Long-term borrowing is expected to be £195 million at 1st April 2014 and no new long-term borrowing is currently planned. A limit of £200 million is therefore proposed for the affordable borrowing limit and operational boundary for 2014/15, reflecting the existing borrowing, and allowing for other possible requirements.

TREASURY MANAGEMENT

SCOPE OF CORPORATE TREASURY MANAGEMENT

Treasury management activities are defined as the 'management of the Council's cash flows, banking, money market and capital market transactions, the effective control of the risks associated with those activities, and the pursuit of optimum performance consistent with those risks, supporting the achievement of the Council's business and service objectives.'

All cash, bank balances, financial assets, borrowings and credit arrangements held or made by any person in the course of their employment by the Council fall within the scope of Corporate Treasury Management, apart from items specifically excepted for this purpose by the Executive. The current exceptions are:

- (i) Funds held as cash and as bank balances, and managed by officers of the Education and Youth Services for the purposes of school journey grants, voluntary funds, and encashment of wages;
- (ii) Funds held as cash and as bank balances and managed by officers of Adult Social Services and Children's Services Departments' Care Establishments for small items of expenditure and on behalf of residents;
- (iii) Funds held in bank accounts for school disbursements and managed by officers in schools that have exercised their right to use different bankers from the Council; and
- (iv) Pension Fund investments and balances under the control of investment managers appointed by the Pensions Committee.

ADMINISTRATION

- (1) The Director of Finance's responsibilities for Treasury Management are prescribed in the Council's Financial Regulations. Corporate Treasury Management is part of the statutory responsibility of the Director of Finance under Section 151 of the Local Government Act 1972, and no other Council or school employee is authorised to borrow or make credit arrangements on behalf of the Council.
- (2) Subject to (c) below, the Director of Finance has delegated authority in relation to Treasury Management as follows:
 - (i) To invest any surplus balances of the Council's funds other than the Pension Fund and to sell investments for the purpose of re-investment or to meet the needs of a particular fund.
 - (ii) To administer the Council's external debt within the ambit of any policy as to borrowing which the Council may have from time to time determined, and specifically:
 - (a) to raise, repay, renew and otherwise vary the terms of the loans; and
 - (b) to enter into any collateral agreements necessary to facilitate effective debt management; and

- (iii) To negotiate and enter into leasing agreements in order to finance the acquisition of vehicles, plant and equipment and to enter into any collateral agreements necessary to facilitate an effective leasing policy.
- (3) The Director of Finance shall submit for the approval of the full Council by 31st March of each year, a Treasury Policy Statement defining the overall arrangements and strategy for the ensuing financial year, a mid-year review report, and a report on the exercise of his delegated authority by 30th September in the following financial year, and a mid-year review report. Such statements and reports will have regard to good professional practice and relevant codes such as the CIPFA Guide to Treasury Management in the Public Services. The Policy Statement will distinguish between general strategy, which will be followed without exception, and strategy specific to the circumstances foreseen for the coming year, from which the Director may depart if changed circumstances so require provided that the departure be reported to the next meeting of the Finance and Corporate Resources Overview and Scrutiny Committee, the Executive and the Council. The Director may depart from the policy to act upon the lowest credit rating of the three credit rating agencies when making investment decisions, with the approval of the Cabinet member for Finance and Corporate Resources, if circumstances become such that investment opportunities under this policy are so restricted that it is not possible to place investments other than with the Debt Management Account Deposit Facility.
- (4) Day-to-day Treasury Management responsibilities shall be handled by the Treasury Management Group, within the Corporate Finance Division of the Finance Department, in accordance with a Treasury Systems Document reviewed annually by the Director. The Treasury Systems Document will contain details of the Council's Treasury Management Practices, including how the Council will manage and control the relevant activities.
- (5) Treasury Management activities and issues shall be reviewed at a monthly Financial Planning meeting within the Finance Department chaired by the Director, and attended by the Heads of Corporate Finance, Service Finance, Audit and Pension Payments and Support. This meeting makes strategic decisions relating to items such as structure of investments and timing of long-term borrowing. The Director of Finance or, in his absence, either the Head of Corporate Finance, or Head of Service Finance may authorise changes in strategy previously defined at a monthly meeting if circumstances require.

TREASURY MANAGEMENT

GENERAL STRATEGY

- (1) Corporate Treasury Management will be conducted in a manner that regards the successful identification, monitoring, and control of risk as of prime importance, and accordingly the analysis and reporting of treasury management will include a substantial focus on the risk implications, and employ suitable performance measurement techniques within the context of effective risk management.
- (2) Investment
 - (i) Cash Balances - The Council shall not borrow in order to make financial investments.
 - (ii) Investment of the Council's surplus cash balances (other than the exceptions listed under longer term investments) shall be for up to 364 days through brokers in the sterling money market, directly through the Government's Debt Management Account Deposit Facility (DMADF), or directly with sterling AAA rated money market funds. Investments may also be placed directly with institutions that were in the UK Governments former credit guarantee scheme, where it has not been possible to place investments through brokers. Where money market funds are used, the choice of the fund shall be determined at the monthly Financial Planning meeting within the Finance Department, as described in paragraph (5) above. Around £80 million of the portfolio should be invested for 3 months or less, and the remaining balance will be invested for periods of between 3 months and 364 days.
 - (iii) Investments shall be placed with institutions in accordance with the following criteria shown in the table and sub-paragraphs below:-

TREASURY MANAGEMENT

Policy Para 3.2.2	Short-term rating	Long-term rating	Short-term outlook	Institution	Maximum Investment	Maximum Investment >6 Months
UK Only						
(a) (i)	F1+	AA-	Not Negative	In former UK Government Credit guarantee Scheme	£50m	£30m
(a) (ii)	F1+	A	Not Negative	In former UK Government Credit guarantee Scheme	£50m	£15m
(b)				UK Local Authority or precepting authority	£50m	£50m
(c)	F1+	AA	Not Negative	UK	£40m	£20m
(d)	F1+	AA	Negative	UK	£20m	nil
(e)	F1+	A	Not Negative	UK	£15m	£15m
(f)	F1+	A	Negative	UK	£10m	nil
(g)	F1	A+	Not Negative	UK	£10m	£10m
(h)	F1	A+	Negative	UK	£5m	nil
(i)	F1	A	Not Negative	UK	£5m	£5m
(j)				Royal Bank of Scotland/NatWest PLC	£50m	Overnight only
(k)				Lloyds Bank PLC	£10m	nil

NON-UK with Sovereign Credit Rating of Country of Origin of at least AA+

Policy Para 3.2.2	Short-term rating	Long-term rating	Short-term outlook	Institution	Maximum Investment	Maximum Investment >6 Months
(l)	F1+	AA-	Not Negative	Non-UK	£50m	£30m
(m)	F1+	AA-	Negative	Non-UK	£20m	nil
(n)	F1+	A+	Not Negative	Non-UK	£20m	£20m
(o)	F1+	A+	Negative	Non-UK	£5m	nil

TREASURY MANAGEMENT

For UK institutions only

- (a) in relation to those institutions that were eligible for the Government's credit guarantee scheme:
 - (i) up to £50 million with UK institutions with a Fitch credit rating of at least F1+ short-term, AA long-term, and a short-term outlook that is not negative (or equivalent under Moody's or Standard and Poor's), where generally no more than £30 million is placed for periods longer than 6 months; and
 - (ii) up to £50 million with UK institutions with a Fitch credit rating of at least F1+ short-term, A long-term, and a short-term outlook that is not negative (or equivalent under Moody's or Standard and Poor's), and where generally no more than £15 million is placed for periods longer than 6 months;
- (b) up to £50 million with other UK local authorities or precepting authorities;
- (c) up to £40 million with UK institutions with a Fitch credit rating of at least F1+ short-term, AA long-term, and a short-term outlook that is not negative (or equivalent under Moody's or Standard and Poor's), where generally no more than £20 million is placed for periods longer than 6 months;
- (d) up to £20 million for a maximum of 6 months with UK institutions with a Fitch credit rating of at least F1+ short-term, AA long-term, and a short-term outlook that is negative (or equivalent under Moody's or Standard and Poor's);
- (e) up to £15 million with UK institutions with a Fitch credit rating of at least F1+ short-term, A long-term, and a short-term outlook that is not negative (or equivalent under Moody's or Standard and Poor's);
- (f) up to £10 million for a maximum of 6 months with UK institutions with a Fitch credit rating of at least F1+ short-term, A long-term, and a short-term outlook that is negative (or equivalent under Moody's or Standard and Poor's);
- (g) up to £10 million with UK institutions with a Fitch credit rating of at least F1 short-term, A+ long-term, and a short-term outlook that is not negative (or equivalent under Moody's or Standard and Poor's);
- (h) up to £5 million for a maximum of 6 months with UK institutions with a Fitch credit rating of at least F1 short-term, A+ long-term, and a negative short-term outlook (or equivalent under Moody's or Standard and Poor's); and
- (i) up to £5 million with UK institutions with a Fitch credit rating of at least F1 short-term, A long-term, and a short-term outlook that is not negative (or equivalent under Moody's or Standard and Poor's);
- (j) up to £50 million with Royal Bank of Scotland/Nat West PLC overnight only.
- (k) Up to £10 million with Lloyds Bank PLC for a maximum of 6 months.

For non-UK institutions from a country with a sovereign Fitch credit rating of at least AA+ (or equivalent under Moody's or Standards and Poor's):

- (l) up to £50 million with institutions with a Fitch credit rating of at least F1+ short-term, AA- long-term, and a short-term outlook that is not negative (or equivalent under Moody's or Standard and Poor's), and where generally no more than £30 million is placed for periods longer than 6 months;
- (m) up to £20 million for a maximum of 6 months with institutions with a Fitch credit rating of at least F1+ short-term, AA- long-term, and a short-term outlook that is negative (or equivalent under Moody's or Standard and Poor's);
- (n) up to £20 million with institutions with a Fitch credit rating of at least F1+ short-term, A+ long-term, and a short-term outlook that is not negative (or equivalent under Moody's or Standard and Poor's); and
- (o) up to £5 million for a maximum of 6 months with institutions with a Fitch credit rating of at least F1+ short-term, A+ long-term, and a short-term outlook that is negative (or equivalent under Moody's or Standard and Poor's).

The credit ratings from Fitch, Moody's and Standards and Poor's shall be reviewed on a monthly basis, and the lowest of the three will be used.

The above investment criteria shall be regarded as maximum levels and due regard shall be had to market conditions. Restrictions on the above limits may be placed from time to time on a temporary basis by the Director of Finance or in his absence the Head of Corporate Finance or the Head of Service Finance. Any such temporary restrictions applied shall be reported to the next available meeting of the Finance and Corporate Resources Overview and Scrutiny Committee, the Executive and the Council.

- (iv) Longer Term Investments – Investments for periods longer than 364 days must be authorised by the Director of Finance, and may be made only when either: -
 - a) Investments of up to £10 million may be placed in a property Fund that is set-up under a scheme approved by HM Treasury so that it does not count as capital expenditure;
 - b) Investments in directly through commercial sterling money market funds i.e. where investments are placed in financial institutions with AAA ratings. The choice of funds is to be determined at the monthly Financial Planning meeting within the Finance Department, as described in paragraph (5) above;
 - c) Investments in UK gilt-edged securities; or
 - d) Investment is of amounts set aside from the HRA reserves for repayment of a bond, or a long-term PWLB loan.

TREASURY MANAGEMENT

Other longer-term investments shall not be for longer than two years, except the investment of amounts set aside from HRA reserves for repayment of long-term PWLB loans which may be invested for longer periods, as long as the maturity date is no later than the maturity date of the long-term PWLB loan. The amount that can prudently be invested for longer than 364 days, but for no longer than two years must relate to forecasts of investments taking into account foreseeable net spending needs and allowing for adequate reserves and contingencies. As investment levels are expected to remain above £300 million for the next two years, a prudent limit for the maximum amount to be invested for longer than 364 days but for no longer than two years is £50 million.

- (v) No credit arrangements shall be undertaken except
- leases of land and buildings approved by the Executive or under powers delegated to the Head of Property Services or another officer; and
 - finance leases for vehicles, plant, and equipment on terms more favourable than realisation of investments.
- (vi) Generally, at least 90%, and always at least 80%, of the Council's borrowing shall be taken in the form of loans raised for a period in excess of one year and, if practicable, with an average original period of at least six years. Long-term loans shall be taken up either through brokers in the sterling money market, the Public Works Loan Board (PWLB), or by the issuing of a bond.

TRADING ACCOUNTS AND SERVICE LEVEL AGREEMENTS

When the Council exposes the provision of its services to competitive tendering, and an in-house bid by its own labour force is awarded the 'contract', then these activities are treated as 'trading' operations. The charge to the 'client' service is not the actual cost but the charge which would be appropriate if the labour force had obtained the work on the same footing as a private contractor. This charge is then treated as income to a trading account, which also bears the actual costs, to determine whether the labour-force is commercially viable.

A trading account surplus at the end of the year can be carried forward to meet future deficits, or it may be credited to the General Fund for the more immediate benefit of taxpayers, or if housing related credited to the Housing Revenue Account. Deficits may be similarly treated.

Reports showing financial results are presented to the relevant Overview and Scrutiny Committee on each trading account. In practice, some caution is necessary in drawing conclusions on competitiveness merely from these financial results.

Other activities, while not being put out to tender, are also subject to the discipline of trading accounts. The heightened management awareness associated with the need to demonstrate achievement of both financial and service delivery targets within these disciplines is generally recognised as beneficial. The term Service Level Agreement (SLA) is usually applied to these arrangements when the activity has not been subject to competitive tender.

Charges for SLA's are designed to maintain a break-even situation taking one year with another; in the interest of properly accounting for costs in the year of account, deficits carried forward are limited to 2.5% of gross expenditure and surpluses to 5%. Deficits or surpluses within these parameters are expected to be reflected in charges for the subsequent year; excess deficits or surpluses are fully reported to the responsible Committee, and reflected in adjusted charges in the year of account.

The present extent of trading accounts and SLA's in each Department is shown on the next page, together with an indication of the gross budget included within such arrangements.

TRADING ACCOUNTS AND SERVICE LEVEL AGREEMENTS

	2014/15 ANNUAL VALUE <u>£'000</u>
<u>ADMINISTRATION DEPARTMENT</u>	
Training Centre	373
	<u>373</u>
<u>ADULT SOCIAL SERVICES DEPARTMENT</u>	
<i>Providers</i>	
Complex Needs Hub (formerly provided at Atheldene)	2,341
<i>Support Services</i>	
Central Support Services	2,577
Departmental Support Services	6,572
	<u>11,490</u>
<u>CHILDREN'S SERVICES DEPARTMENT</u>	
<i>Schools Trading Accounts</i>	
Schools IT Support	473
Personnel Services	384
Learning Resources	291
Curriculum and Professional Development	51
Schools Financial Management	294
Music Support	343
Contracts	254
Performance and Standards	145
PC Training and Development	128
Literacy Support	362
Special Schools	81
	<u>2,806</u>

TRADING ACCOUNTS AND SERVICE LEVEL AGREEMENTS

	<u>2014/15 ANNUAL VALUE</u> £'000
<u>ENVIRONMENTAL & COMMUNITY SERVICES DEPARTMENT</u>	
Engineering Consultancy and Highway Maintenance	12,157
Building Maintenance	8,136
Transport Management Services	2,288
SEN Transport	2,408
Tree Maintenance Administration	302
	<u>25,291</u>
<u>FINANCE DEPARTMENT</u>	
Audit and Benefit & Parking Fraud	1,802
Accounting Services	611
Payroll	627
Design Service	2,604
Graphics	495
Quickprint	489
	<u>6,628</u>
<u>HOUSING DEPARTMENT</u>	
Housing Contract Services: general management and maintenance	10,187
	<u>10,187</u>
 TOTAL	 <u><u>56,775</u></u>

AUDIT

External Audit. PricewaterhouseCoopers LLP have been appointed by the Audit Commission as the Council's external auditor from the 1st April 2008. The auditor covers the financial aspects of corporate governance, the Council's accounts and value for money, and reports to the Audit Committee. When the accounts have been prepared, they are advertised, usually about July, as open to inspection by anyone interested. Any elector can ask questions of, or make objections to the auditor about any items in the accounts.

Internal Audit. The Council has a statutory obligation to maintain an adequate and effective system of internal audit of the accounting records and internal control systems, with a corresponding right of access at all times to documents, information and explanations needed. The Finance Department's Internal Audit Service is concerned to ensure that both financial and non-financial systems and procedures at all levels operate to safeguard the Council's interests, maximise economy, efficiency and effectiveness and contribute to the achievement of the Council's objectives. The Section maintains a capacity for special investigations and, along with its contractor, works to a programme of reviews in all departments of the Council.

The Director of Finance is under a duty to report to the Council and the external auditor if it appears that any proposal would incur unlawful expenditure or cause a loss or deficiency.

The Head of Audit reports at least annually to the Directors, the Directors' Board and the Audit Committee, and has the prime responsibility for advising this Committee regarding the Annual Governance Statement for publication with the Council's accounts.

The Head of Audit is a member of the Procurement Advisory Group that considers all procurement with a total value in excess of £100,000.

The Head of Audit is the initial contact for staff, Members and third parties to report suspicions of fraud, corruption or financial irregularity, and is the Council's Money Laundering Reporting Officer.

EMPLOYEES

The table below shows the employee budgets for 2014/15 by department, compared with the previous year:

<u>DEPARTMENT</u>	<u>2013/14</u> £'000	<u>2014/15</u> £'000
Administration	17,827	15,243
Adult Social Services	17,855	18,376
Children's Services		
- Schools	122,207	120,637
- Other Services	63,144	57,758
Environmental and Community Services	30,207	24,132
Finance	18,249	25,954
Housing	19,625	17,445
	<u>289,114</u>	<u>279,545</u>

The table below shows an estimate of the number of employees (full-time equivalents and including employees of foundation and voluntary-aided schools, and agency and sessional staff) for 2014/15 by department compared with the previous year.

<u>Staff Numbers</u>	<u>2013/14</u>	<u>2014/15</u>
Administration	297	260
Adult Social Services	432	386
Children's Services		
- Schools	3,155	3,217
- Other Services	894	902
Environmental and Community Services	790	570
Finance	393	532
Housing	460	415
	<u>6,421</u>	<u>6,282</u>

THE FINANCE DEPARTMENT

DIRECTOR OF FINANCE AND DEPUTY CHIEF EXECUTIVE	
HEAD OF IT AND BUSINESS COMMUNICATIONS	BUSINESS DEVELOPMENT INFRASTRUCTURE SUPPORT SERVICES WEB SERVICES
HEAD OF PENSIONS, PAYMENTS AND SUPPORT	DEPARTMENTAL SUPPORT PENSIONS SERVICE BUSINESS SUPPORT PAYROLL PAYMENTS PENSION FUND ACCOUNTING AND INVESTMENTS
HEAD OF CORPORATE FINANCE	CORPORATE FINANCE INSURANCE ACCOUNTING SERVICES EXTERNAL AUDIT CAPITAL ACCOUNTING TREASURY MANAGEMENT BANKING INVESTMENT FINANCE CONSULTANCY FINANCIAL INFORMATION SYSTEM
HEAD OF AUDIT	INTERNAL AUDIT ANTI-FRAUD AND ANTI-CORRUPTION STRATEGY STANDARDS AND ETHICS BENEFIT COUNTER- FRAUD MEASURES PROCUREMENT ADVICE
HEAD OF REVENUE SERVICES	COUNCIL TAX BUSINESS RATES RENT COLLECTION SERVICE CHARGES AND OTHER DEBTS CASHIERS MORTGAGES INCOME OVERVIEW COUNCIL-WIDE
HEAD OF BENEFITS AND CUSTOMER SERVICES	SERVICE DEVELOPMENT BENEFIT FINANCE BENEFIT PROCESSING CUSTOMER ASSESSMENT CALL CENTRE RECEPTION SERVICE PARKING CORRESPONDENCE PENALTY CHARGE NOTICE ADMINISTRATION WASTE MANAGEMENT ADMINISTRATION
HEAD OF SERVICE FINANCE	SERVICE BUDGETS AND ACCOUNTS FINANCIAL APPRAISAL CORPORATE BUDGET MONITORING FINANCIAL CONTROL SERVICE MANAGER SUPPORT VAT ADVICE AND MANAGEMENT
HEAD OF PREMISES DIVISION	VALUATION PROPERTY ASSET ACQUISITION, DEVELOPMENT, MANAGEMENT AND DISPOSAL FACILITIES MANAGEMENT PREMISES MAINTENANCE DESIGN CONSULTANCY SCHOOL PLACE PLANNING CAPITAL DEVELOPMENT

The senior managers of the department are:

Director of Finance and Deputy Chief Executive
 Head of IT and Business Communications
 Head of Pensions, Payments and Support
 Head of Corporate Finance
 Head of Audit
 Head of Revenue Services
 Head of Benefits and Customer Services
 Head of Service Finance
 Head of Premises Division

Chris Buss
 David Tidey
 Robert Claxton
 Mike Hall
 Paul Guilliotti
 Kevin Legg
 Kristina Watson
 Fenella Merry
 Vacant

TH 27
 Fairfield Annexe
 TH 20
 TH 217
 TH 300
 TH 65
 THE 1
 TH 201

020-8871 8300
 020-8871 6080
 020-8871 6402
 020-8871 6406
 020-8871 6450
 020-8871 6895
 020-8871 7061
 020-8871 5370

Balances - the accumulated surplus of income over expenditure, which can be used to finance future expenditure.

Billing authority - a local authority empowered to set and collect council taxes and business rates, and manage the Collection Fund on behalf of itself and precepting authorities in its area and the government. London boroughs and the City of London are billing authorities.

Business Rates - also referred to as National Non-Domestic Rates (NNDR). These are a tax on businesses according to a rate multiplier applied to the rateable value of the properties they occupy. Both the rateable value and the rate multiplier are set by the government. From 2013/14, authorities retain a proportion of business rates collectable: in London 30% is retained, 20% is passed to the Greater London Authority and 50% to the government.

Capital expenditure - the definition extends to:

- the acquisition, reclamation, enhancement or laying out of land, exclusive of roads, buildings and other structures;
- the acquisition, construction, preparation, enhancement or replacement of roads, buildings and other structures;
- the acquisition, installation or replacement of movable or immovable plant, machinery and apparatus and vehicles and vessels;
- the making of advances, grants or other financial assistance to any person towards expenditure incurred or to be incurred by him on matters mentioned in the three categories above or in the acquisition of investments;
- the acquisition of share or loan capital in any body corporate, excluding pension fund investments.

Capital financing costs - the revenue costs arising from loss of interest on investments used to pay for capital expenditure, or the repayments of interest and principal on external loans taken up.

Capital receipts - sums received from the sale of assets where expenditure on those assets would be expenditure of a capital nature.

GLOSSARY OF LOCAL AUTHORITY FINANCE

Collection Fund - the fund administered by a billing authority into which council taxes and business rates are paid, and from which payments are made to the General Funds of charging and precepting authorities and to the government.

Council tax - the local taxes on property, set by the charging authority and the precepting authorities in order to collect sufficient revenue to meet their demand on the Collection Fund. It is based on the value of the property estimated on 1st April 1991. The Valuation Office Agency assesses the properties in each district and assigns each property to one of eight valuation bands, A to H. The tax is calculated on the basis of the weighted number of properties, equated to Band D. Tax levels for dwellings in other bands are then set relative to the Band D amount.

Council tax reduction - a localised scheme which replaced council tax benefit from April 2013. It provides financial help to those on low income or in receipt of benefits.

Council tax requirement - an amount calculated, in advance of each year, by each billing authority, and by each major precepting authority. It is the amount that each Council needs to raise from council tax for its own purposes.

Dedicated Schools Budget (DSB) - consists of the delegated schools budgets and the central spending by the Council in support of schools. This budget is ring-fenced and wholly funded by grant.

Demand on the Collection Fund - the amount calculated by a billing authority to be transferable from its Collection Fund to its General Fund. Apart from any surplus or deficit in the Collection Fund, the amount is calculated as the authority's council tax requirement.

Depreciation - is the process by which the consumption of the economic benefits or service potential inherent in an item of property, plant or equipment is recognised in the cost of services.

General Fund - the fund within which most transactions of a local authority take place. Although strictly it includes the Housing Revenue Account and the DSB, it commonly refers only to items outside those Accounts. Other funds held by a local authority may include a Collection Fund, Pension Fund and trust funds held for charitable purposes.

GLOSSARY OF LOCAL AUTHORITY FINANCE

Housing benefit - financial help (sometimes known as rent allowances) given to local authority, housing associations or private tenants whose income falls below prescribed amounts.

Housing Revenue Account (HRA) - a local authority statutory account, legally within the General Fund but commonly regarded as distinct, covering current income and expenditure relating to its own housing stock.

Indirect employee expenses - includes costs incurred for staff training and for recruitment.

Levy - the amount charged by a statutory levying body to relevant billing authorities, usually in proportion to the relevant tax bases of those billing authorities.

Major precepting authority - the Greater London Authority makes a precept on the Collection Fund, as county councils do elsewhere.

Precept - represents the amount required from the Collection Fund to finance the expenditure of a major precepting authority.

Premises costs - includes repair and maintenance of fixed plant, maintenance of grounds, fuel, light, cleaning, water, fixtures and fittings, rent and rates, and premises-related insurance.

Provisions - amounts set aside generally as estimates of liabilities or losses already incurred but whose exact amount will be determined in the future e.g. bad debts.

Reserves - Revenue account reserves can be amounts for general contingencies and to provide working balances, or they can be earmarked to specific future expenditure.

Revenue expenditure - in a general sense, expenditure on recurring items including the running of services, interest, and annual debt repayments.

GLOSSARY OF LOCAL AUTHORITY FINANCE

Settlement - "Local Government Finance Settlement" is the annual determination made in a Local Government Finance Report by affirmative resolution of the House of Commons for the following year's provision for local authority expenditure. From 2013/14 it involves a Settlement Funding Assessment, including Revenue Support Grant, locally retained business rates, and a calculated top-up or tariff to compensate for the difference between these and the individual authority funding baseline.

Specific grants - these are grants paid by various Government departments for use on specific services, such as housing benefit subsidies. Those may be earmarked or non-earmarked.

Supplies and services - includes equipment, furniture, materials, clothing, uniforms, laundry, printing, stationery, telephones, postage, computers, advertising (other than for recruitment), and grants to voluntary bodies.

Third party payments - services provided by an external supplier, such as a private contractor or public authority.

Trading services - local authority services that are, or are generally intended to be, financed mainly from charges levied on the users of the service.

Transfer payments - payments to individuals for which the authority does not receive any direct goods or services, e.g. housing benefits.

Use of transport - includes repair and maintenance of vehicles and moveable plant, fuel, oil, tyres, licences, transport insurance, hire of vehicles and moveable plant, and employee car allowances.

SECTION 2
COUNCIL'S REVENUE BUDGET AND COUNCIL TAX

This section sets out how the 2014/15 revenue budget, council tax, and budget framework were developed from the previous year's budget. It is based on reports considered by the Finance and Corporate Resources Overview and Scrutiny Committee on the 21st January 2014 and 26th February 2014, and by the Council on the 5th March 2014. The section contains appendices summarising the budgetary effect of developments and of repricing from November 2012 to 2013, levies from other public bodies, special reserves, and the council tax base.

COUNCIL NET REVENUE EXPENDITURE

Service Revenue Budgets

1. In January 2014, the Executive approved the service revenue budgets, which showed the effects of providing for current programmes, policies and developments as detailed in the cream-coloured pages of this book.
2. In doing so, the Executive also approved the detailed changes to take account of inflation between November 2012 and November 2013. There was a 1% National Single Status pay award effective from April 2013. Budgets for contracted services were increased by the retail price index or other specified repricing basis from the relevant review date. Other running costs were cash limited in 2013/14 to the 2.0% allowed for when deciding the Council's budget, but for 2014/15 the inflation reflects the actual change in prices between November 2012 and November 2013. The effects of inflation to November 2013 amounted to £2.3 million in 2013/14 and £4.8 million in a full year, as summarised in Appendix A. The revised committee budgets for 2013/14 total £212.438 million, which is a decrease of £9.5 million on the original budget (including provision of £6.206 million for inflation) approved in March 2013.
3. The bodies empowered to make levies or charges upon the Council have largely issued their requirements for 2014/15. These fall into two categories: the first are those levies which up until the current year could be passported through to local council tax payers, without triggering a council tax referendum. Under section 41 of the Local Audit and Accountability Act 2014 this is no longer possible. The second are charges which do not fall into that category. The details of all the levies and charges are given in Appendix C, requiring decreased budget provision of £0.425 million, of which a reduction of £0.292 million is in relation to levying bodies. Most bodies have broadly held their charges to 2013/14 levels, or made modest reductions, although the impact of the change in tax bases of the constituent authorities has had a redistributive effect.
4. The allowance recommended for inflation from November 2013 prices through to 2014/15 outturn is £4.21 million. Further increases for 2015/16 and 2016/17 of £6.42 million and £6.59 million respectively were also recommended.
5. This produced total 2014/15 service budgets of £197.224 million shown analysed by Committee and by income and expenditure categories in Appendix B. The total is £18.48 million less than the equivalent figure for 2013/14. The projected service budgets for 2015/16 and 2016/17 are £199.587 million and £206.074 million, as shown in Appendix A.

New Homes Bonus and Council Tax Freeze Grant

6. The New Homes Bonus was introduced in 2011 and provides a Government grant equivalent to the increase in council tax revenues that would otherwise be generated from new housing stock, but calculated using the national council tax charges. The grant is payable on cumulative growth in housing stock for 6 years from 2011/12. For 2014/15 the grant payable is £6.5 million, including payments in respect of the previous years. It should be noted that nationally the New Homes Bonus is a top-slice from overall Government support to local authorities and that in the event in future years that new homes bonus is not fully allocated nationally a further adjustment grant may be payable. For budgetary purposes, 1,200 new homes per year have been assumed in both the Council tax base and the value of New Homes Bonus payable. However, it is anticipated that about a third of the New Homes Bonus will be paid over to the Greater London Local Enterprise Partnership from 2015/16 following an announcement in the December 2013 Autumn Statement.
7. The Government has indicated that authorities that freeze or reduce their element of the basic amount of council tax for 2014/15 will be eligible to receive additional funding equivalent to 1% of the basic amount of council tax set for 2013/14, multiplied by the tax base for 2014/15 excluding the reduction for the council tax reduction scheme (in effect this increases the value of the freeze grant in percentage terms). The grant for the 2014/15 freeze (£514,997) will be paid in the financial years 2014/15 and 2015/16 – so if the Council freezes in 2014/15, it will also receive a grant in 2015/16 in respect of the freeze decision taken in 2014/15. Council tax decisions subsequently taken in respect of 2015/16 will fall under term of a separate freeze 2015/16 scheme. Funding for the 2014/15 (including 2015/16) freeze grant should be built in to the spending review base line, giving more certainty for future years.

GENERAL FUND REVENUE RESERVES

8. The calculation of the Council's requirements has to include the amount of financial reserves which it will be appropriate to raise or use in the financial year. The Council has no need for reserves for two of the purposes which it is obliged to consider: to cover deficits remaining from any earlier financial year (as there are none), and to cover 2015/16 expenditure to be incurred before revenues for that year are available (as this can be met within the Council's temporary borrowing limit).

Special Reserves

9. The special reserves are those appropriate for meeting future expenditure in performing the Council's functions. The existing and proposed special reserves are shown in Appendix E, although those relating to the Housing Revenue Account and schools are not directly relevant.
- (a) Finite Services Fund. Provision has been made in the Finite Services Fund to pre-finance fully the cost of certain schemes of limited duration. The use of the Fund over the next three years is anticipated to be as follows:

	<u>2013/14</u> £'m	<u>2014/15</u> £'m	<u>2015/16</u> £'m	<u>2016/17</u> £'m
Aspirations programme	0.595	0.341	0.048	-

- (b) Renewals Fund. The Fund is for "loans" to services with unusually large requirements for building refurbishment, energy conservation schemes, investment in IT schemes and vehicle and plant replacements. The use of the Fund over the next three years is anticipated to be as follows:

	<u>2013/14</u> £'m	<u>2014/15</u> £'m	<u>2015/16</u> £'m	<u>2016/17</u> £'m
Contributions to Fund	0.549	0.549	0.549	0.549
Charges from Fund	-3.436	-2.335	-0.410	-0.172
Net Fund movement	-2.887	-1.786	0.139	0.377

- (c) Specific Grant Reserve. This reserve is retained for over-estimates and potential exposure to loss of General Fund Government specific grants.
- (d) Insurance Reserve. This reserve was established to meet certain non-specific liability and property claims where the Council does not insure externally. The adequacy of the reserve continues to be subject to periodic external reviews.
- (e) Employer's Pensions Contributions Reserve. This reserve was established to mitigate the impact of future increases in employer's pension contributions. This will need to be reviewed once the triennial valuation results have been published.
- (f) Service Transformation Reserve. This reserve was established in 2010/11 to mitigate the impact of the restructuring of services with particular regards to redundancy and other costs of service restructuring. In the light of Government reductions in funding in the future, this reserve will be enhanced by a transfer of balances of £18.5 million in order to enable the Council to manage the service transformation that will be required over the short to medium term.
- (g) Business Rate Volatility Reserve. This reserve was established in 2011/12 in recognition of the volatility of the new arrangements for future Council funding. The reserve will be used in 2014/15 to meet the shortfall in Business Rate yield compared with that included in the SFA, and the estimated deficit arising on the Collection Fund in respect of Business Rates in 2013/14.

	<u>2013/14</u> £'m	<u>2014/15</u> £'m	<u>2015/16</u> £'m	<u>2016/17</u> £'m
Business Rates	-	0.218	-	-
Collection Fund Business Rates Deficit	-	0.022	-	-
	-	0.241	-	-

General Reserves

10. The general reserves at 31st March 2014, on the basis of previous reports and the current outlook for 2013/14, were then estimated as:

Estimated General Fund balance

	<u>£m</u>	<u>£m</u>
General Fund Balance 1st April 2013		28.481
<u>Plus:</u>		
Increased net appropriations from the Renewals Fund		
Original	-1.199	
Revised	-2.887	1.688
<u>Plus:</u>		
Increase in net appropriations from the Finite Services Fund		
Original	-0.081	
Revised	-0.595	0.514
<u>Less:</u>		
Decrease in contribution from the Insurance Reserve		
Original	-0.605	
Revised	0.000	-0.605
<u>Less:</u>		
Contribution to Services Transformation Reserve		-18.484
<u>Plus:</u>		
Reduction in Committee budgets 2013/14		
Original	215.701	
Revised	206.687	9.014
<u>Plus:</u>		
Government grants not notified or anticipated		3.603
<u>Less:</u>		
Planned contribution to general reserves		-6.235
Estimated General Fund Balance 31st March 2014		<u>17.976</u>
<u>Less:</u>		
Recommended for contingencies for 2014/15		14.000
Excess over required contingency		<u>3.976</u>

11. The Council must make an appropriate prudent allowance for contingencies for the forthcoming year. The Council considered that it would be prudent to retain a general reserve for contingencies of all kinds of about £14.0 million, the same as last year. The budget provision for pay awards is 1% and non-staff costs is 2.5%, based on an average of private sector forecasts published by HM Treasury, and where an additional 0.5% would add £0.85 million in 2014/15. The full range of uncertainties in the next financial year is indicated by the items shown in Appendix D. With the General Fund balance estimated to be £17.976 million at 31st March 2014, £3.976 million is available to reduce the council tax requirement for 2014/15.

USE OF RESERVES

12. The Council's net expenditure is reduced by drawing on reserves as follows:

	<u>2014/15</u> £'m	<u>2015/16</u> £'m	<u>2016/17</u> £'m
Council's Net Expenditure (para.5)	197.224	199.587	206.074
Contribution from General Reserves (para.10)	-3.976	-	-
Contribution (from)/to Renewals Fund (para. 9)	-1.786	0.139	0.377
Contribution from the Finite Services Fund (para.9)	-0.341	-0.048	-
Contribution from Business Rate Volatility Reserve (para.9)	-0.241	-	-
Council's Net Expenditure after Drawings on Reserves	<u>190.881</u>	<u>199.678</u>	<u>206.451</u>

LOCAL AUTHORITY GRANT SETTLEMENT

Start-up Funding Assessment (SUFA)

13. From 2013/14, the Government significantly amended the methodology for Central Government support for Local Government, consolidating most previous specific grants into the new funding model, and reallocating the total through three separate funding streams: retained Business Rates (the Council retains 30% of local business rates), a Business Rates top-up (recognising the lower amount receivable under this methodology when compared with the assessed funding base level), and Revenue Support Grant (RSG), to arrive at the SFA for 2014/15 totalling £144.3 million. This figure represents the second of a two-year settlement and is £1.6 million less than the announcement of the provisional grant entitlement made in February 2013. Indicative SFA figures have been provided by the Government for 2015/16 that total £123.4 million, a further reduction of £20.9 million. No formal indication of the settlement for 2016/17 has been made by the Government but, using the overall public sector spending estimates published in the Chancellor's 2013 Autumn Statement, it is possible to project the potential impact on support for Local Government and thus for Wandsworth. This projection, based on a cautious view of the settlement for local government as a whole, of £104.4 million for 2016/17 has been used for budget planning purposes.

14. The SFA includes the Council's share of retention of Business Rates which based on Government assumptions would amount to £30.772 million. The position on the Council's estimated Business Rates yield for 2014/15, as calculated on the statutory return (NNDR1), indicates the yield to be £101.846 million, with the Council's 30% share being £30.554 million. The NNDR1 calculation is the basis for payments from the Collection Fund to the Council's General Fund (30%), the GLA (20%) and the DCLG (50%). The shortfall in the estimated yield compared with the DCLG's SFA will be met from the Business Rate Volatility Reserve (paragraph 9(g)). The Autumn Statement 2013 introduced changes to business rates system that impact on the Council's business rate yield. This will be compensated by grant from DCLG and is unlikely to have any material overall effect on the Council.

CALCULATION OF COUNCIL TAX AMOUNTS

Collection Fund

15. The tax requirements of the Council are aggregated with those of the precepting authorities within the Collection Fund. The Council's part represents its budget requirement less its share of retained Business Rates and RSG, and any Collection Fund surplus or deficit. With regard to the council tax element, it is estimated that the Collection Fund will have a surplus of £2.495 million at 31st March 2014. Of this amount £1.402 million will be credited to the Council's General Fund in 2014/15. The remainder is passed to the Greater London Authority. Local Business Rates due are credited to the Collection Fund and are shared between the Council (30%), the GLA (20%) and the DCLG (50%). The estimated deficit on the Collection Fund in respect of Business Rates is £74,070, of which the Council's share is £22,221. This deficit will be funded by an appropriation from the Business Rate Volatility Reserve.

Wandsworth Council Tax Requirement

16. After taking account of Business Rates and central Government support, the amount that this Council needs to raise from council tax for its own purposes is as follows:

	<u>2013/14</u>	<u>2014/15</u>	<u>2015/16</u>	<u>2016/17</u>
	£m	£m	£m	£m
Council's Net Expenditure after use of reserves (para.12)	207.581	190.881	199.678	206.451
Less: Collection Fund Surplus (para.15)	-1.327	-1.380		
	<u>206.254</u>	<u>189.502</u>	<u>199.678</u>	<u>206.451</u>
Less:				
Retained Business Rates	-30.184	-30.554	-31.621	-32.250
Business Rates top-up	-34.384	-35.053	-36.021	-36.740
Revenue Support Grant	-97.054	-78.451	-55.779	-35.410
	<u>-161.622</u>	<u>-144.058</u>	<u>-123.421</u>	<u>-104.400</u>
Wandsworth Council Tax Requirement	<u>44.632</u>	<u>45.444</u>	<u>76.258</u>	<u>102.051</u>

The statutory form of calculation by the Council is shown in Appendix G, with details in Appendix F.

Section 25 of the Local Government Act 2003 requires that when a local authority is making its budget calculations, the Director of Finance must report to it on the robustness of the estimates made for the purposes of the calculations, and the adequacy of the proposed financial reserves. The Director of Finance considers that the estimates are sufficiently robust for the purposes of the calculations and that the proposed financial reserves are adequate.

Council Tax Bases

17. In order to translate the Council's demand upon the Collection Fund into household tax amounts, it is necessary to relate it to the appropriate tax bases. The Council tax bases are now calculated annually by the Director of Finance following delegation of the determination by the Council at its meeting on 4th February 2004.

The method of calculation changed for the 2013/14 tax base and subsequent years thereafter, as detailed in the Local Authorities (Calculation of Council Tax Base) (England) Regulations 2012, to reflect adjustments that are now required for the long term empty premium (additional 50% charged on properties empty and unfurnished for at least 2 years) and an equivalent number of dwellings relating to the estimated yearly spend on the Council's new council tax reduction scheme from 1st April 2013. The calculation continues to require authorities to "convert" the various property bands to band D equivalents after adjusting for discounts, exempt properties, the effect of appeals, new, demolished and converted property, and banding reductions related to disability. Losses on collection and payments made by the Secretary of State for Defence with regard to service accommodation in the borough are also taken into account.

This method necessarily produces a lower result than the tax base used for grant purposes, as the latter takes no account of non-collection and appeals.

These tax bases were calculated making a number of assumptions:

- | | |
|--|--|
| (a) Existing properties | - valuation list as at 30th November 2013 |
| (b) New, converted and demolished property | - no effect on the tax base |
| (c) Exempt property | - based on those granted at 30th November 2013 plus an allowance for reviews |
| (d) Appeals | - number outstanding at 30th November 2013, 100% successful |
| (e) Disabled bandings reduction | - reductions currently granted |
| (f) Discounts | - based on those granted at 30th November 2013 plus an allowance for reviews |
| (g) Collection rate | - 96.6% |

The relevant amount for each valuation band is required to be calculated as follows in accordance with the Local Authorities (Calculation of Council Tax Base) (England) Regulations 2012 :-

$$(C - (D \times E) - Z) \times \frac{F}{G} \quad \text{where:-}$$

- C = number of chargeable dwellings, net of any exemptions and adjustments for appeals or disabled band reductions
D = number of discounts in respect of dwellings, net of any premiums that may need to be accounted for
E = appropriate percentage, i.e. 25%
 $\frac{F}{G}$ = proportion for the band in relation to Band D
Z = estimate of total spend on council tax reduction scheme, expressed as an equivalent number of chargeable dwellings in the band

The adjustments for collection rate and armed forces accommodation are then applied to the sum of the relevant amounts for all bands.

The main statistics for the calculation are shown in Appendix H. Based on these assumptions, the council tax bases for 2014/15 amount to 116,996 for the borough, and 24,145 for the Wimbledon and Putney Commons Conservators' (WPCC) area. The corresponding figures for 2013/14 (using a 96.6% collection rate) were 114,871 and 23,791. These figures incorporate the effect of Council Tax Support on the tax base. From 2013/14 the Government determined that local authorities should administer their own schemes for Council Tax Support, at the same time announcing a 10% reduction in support for cost of these benefits. Growth of 1,200 properties per annum has been assumed for future years.

Special Expenses

18. The Council is required to treat as a special expense the levy of the WPCC, and formally resolved to do so for successive financial years at its meeting on 10th March 1993. For 2014/15 this levy amounts to £661,088.27, a decrease of £1,248.01 on the levy for 2013/14. As a special expense it must be charged only to taxpayers within the Conservators' area, who will therefore have tax amounts £27.38 (£27.84 in 2013/14) higher than elsewhere in the Borough at band D (applying the 24,145 tax base figure for the Conservators' area and after allowing for roundings in calculations), with proportionate differences in other bands. The Conservators' total levies, including those parts of their area in other boroughs, amounts to £990,277.10 in 2014/15, an increase of £24,153.10 (2.5%).

Basic Amounts of Tax

19. The Council has to calculate first an average band D tax element (dividing the tax needs shown in paragraph 16 by the 116,996 taxbase figure), and then separate amounts for the majority of the Borough (excluding the special expenses) and for the Conservators' levy area. The statutory form of statement is shown in Appendix G and the amounts are:

	Average £	Majority £
2014/15	388.42	382.77
2013/14	388.54	382.77

20. Having calculated band D amounts, the Council has to calculate for each part of its area the amounts of tax for valuation bands other than D. The calculation is made by applying the statutory proportion for each band to the relevant band D amount. The amounts are shown in Appendix G part (d)(viii).

Council Tax Referenda

21. The Localism Act 2011 replaced the capping regime for excessive council tax increases with local referenda, and on 5th February 2014, the Government confirmed the council tax referendum thresholds for 2014/15. The previous regime for referenda allowed some levies to be passported through without triggering a referendum. This loophole has been closed by Section 41 of the Local Audit and Accountability Act 2014. The same legislation also enables retrospective action to be taken by the Secretary of State in respect of levies passported through in previous years. To date, no intimation has been received that the Secretary of State will undertake such action and as such it is assumed that the limit above which the Council may increase its relevant basic amount of council tax would trigger a referendum will be 2%.

Greater London Authority

22. As well as GLA core services, in 2014/15 the GLA has responsibility for four functional bodies: Transport for London, the Mayor's Office for Policing and Crime, the London Fire and Emergency Planning Authority, and the London Legacy Development Corporation (for which there are no net costs). The GLA has set a council tax requirement for its core activities and its functional bodies for 2014/15 of £768.4 million:

	<u>2013/14</u> £'m	<u>2014/15</u> £'m	<u>Increase (+)/ Decrease (-)</u> £'m	<u>Increase (+)/ Decrease (-)</u> %
Mayor's Office for Policing and Crime	557.10	562.20	5.10	0.9
London Fire and Emergency Planning Authority	128.40	128.10	-0.30	-0.2
Other Services (including GLA, LLDC and TfL)	93.20	78.10	-15.10	-16.2
Total GLA Group	778.70	768.40	-10.30	-1.3

23. After general Government grants, and the use of Collection Fund surpluses and reserves, the GLA band D precept amounts are:

	<u>2013/14</u> Band D Amounts £	<u>2014/15</u> Band D Amounts £	<u>Increase (+)/ Decrease (-)</u> £	<u>Increase (+)/ Decrease (-)</u> %
Mayor's Office for Policing and Crime	216.92	218.88	1.96	0.90
Other Services	86.08	80.12	-5.96	-6.92
Total GLA	303.00	299.00	-4.00	-1.32

24. There is a £4.00 reduction in the Mayor's band D council tax in 2014/15. Indicative reductions have been included to reflect the Mayor's stated objective of a 10% reduction in council tax between 2012 and 2016 on council tax for 2014/15.

COUNCIL TAX AMOUNTS FOR 2014/15

25. Combining this Council's tax amount with that of the GLA produces total band D amounts as follows:

	Average £	Majority £	Conservators' Area £
Wandsworth Council	388.42	382.77	410.15
Greater London Authority	299.00	299.00	299.00
Band D total	687.42	681.77	709.15

The amounts for all valuation bands are shown in Appendix G part (f). The amounts for 2014/15 should remain the lowest average Council tax in the country.

Council Tax Bills

26. The consequential bills for each valuation band, and the increases compared with 2013/14, are shown in Appendix I. After taking account of discounts, exemptions and the distribution of properties over valuation bands, the average bill for all dwellings in the Borough is estimated to be around £600.

GENERAL REVENUE BUDGET FRAMEWORK

27. **Future Years and Budget Framework**

The budget, inflation allowances, and grant assumptions described earlier, imply that the average band D tax amounts for the Council would be £645 in 2015/16 and £855 in 2016/17. These represent increases of 66.1% and 32.5% respectively, compared with the preceding year. If Government referendum criteria required increases of no more than 2%, the council tax requirement would have to be reduced by £29.434 million in 2015/16 and £53.812 million in 2016/17 based upon current assumptions on Government support. With the assumed GLA precept decreases, the total average band D amount would rise to £935 in 2015/16 and £1,132 in 2016/17. The budget framework showing these amounts is given in Appendix J. In accordance with the Council's constitution, the Council should be recommended to adopt the framework in Appendix J on the basis that the Executive may then approve budget variations within the overriding restrictions that unearmarked reserves should not be forecast to fall below £5 million in 2014/15, nor the council tax band D forecast for the next two years rise by more than a further £42.74.

APPENDIX A

SUMMARY OF SERVICE BUDGETS

	2013/14 REVISED BUDGET				2014/15 BUDGET		
	2013/14 ORIGINAL BUDGET	INFLATION TO NOV. '13	DEVEL- OPMENTS	TOTAL	INFLATION TO NOV. '13	DEVEL- OPMENTS	TOTAL
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Salaries	62,940	594	1,699	65,233	580	-4,589	58,931
Indirect Employee Expenses	737	-	22	759	-	46	783
Premises	11,634	233	333	12,200	374	-26	11,982
Use of Transport	5,256	38	-223	5,071	48	-312	4,992
Concessionary Fares	13,492	3	120	13,615	3	867	14,362
Supplies and Services							
- Grants to Voluntary Bodies	5,819	21	1,055	6,895	89	-71	5,837
- Other	23,939	526	2,604	27,069	1,319	-1,533	23,725
Third Party Payments							
- Precepts, Levies and Charges	18,236	-	-1,296	16,940	-	-435	17,801
- Other	143,169	697	2,206	146,072	2,196	-2,878	142,487
Transfer Payments - Hsg Benefits etc.	206,807	17	7,974	214,798	21	6,821	213,649
Central and Technical Support	44,601	308	-518	44,391	305	-1,700	43,206
Depreciation and Impairment	12,429	-	301	12,730	-	301	12,730
GROSS EXPENDITURE	549,059	2,437	14,277	565,773	4,935	-3,509	550,485
Government Grants	-232,285	-	-10,466	-242,751	-	-8,388	-240,673
Rents	-2,761	-	-139	-2,900	-1	-345	-3,107
Fees, Charges and Other Income	-95,644	-180	-8,747	-104,571	-172	-5,079	-100,895
Interest Received	-2,635	-	-478	-3,113	-	-128	-2,763
INCOME	-333,325	-180	-19,830	-353,335	-173	-13,940	-347,438
NET EXPENDITURE	215,734	2,257	-5,553	212,438	4,762	-17,449	203,047
REVENUE EXPENDITURE BY SERVICE							
Adult Care and Health Services	95,292	1,062	-6,476	89,878	3,085	-14,159	84,218
Education and Children's Services	65,423	550	15	65,988	750	34	66,207
Environment, Culture & Comm. Safety	40,112	189	-1,422	38,879	193	-1,909	38,396
Finance and Corporate Resources	-1,264	165	1,913	814	169	720	-375
Housing	4,189	46	120	4,355	189	-272	4,106
Strategic Planning and Transportation	11,982	245	297	12,524	376	-1,863	10,495
NET EXPENDITURE	215,734	2,257	-5,553	212,438	4,762	-17,449	203,047

SUMMARY OF SERVICE BUDGETS

	<u>2013/14</u> £'000	<u>2014/15</u> £'000	<u>2015/16</u> £'000	<u>2016/17</u> £'000
2013/14 ORIGINAL BUDGET at November 2012 price levels	215,734	215,734	215,734	215,734
INFLATION TO NOVEMBER 2013	2,257	4,762	4,762	4,762
2013/14 ORIGINAL BUDGET REPRICED	<u>217,991</u>	<u>220,496</u>	<u>220,496</u>	<u>220,496</u>
DEVELOPMENTS				
Adult Care and Health Services	-6,476	-14,159	-14,481	-14,481
Education and Children's Services	15	34	-118	-118
Environment, Culture and Community Safety	-1,422	-1,909	-2,531	-2,635
Finance and Corporate Resources	1,913	720	-2,310	-2,067
Housing	120	-272	-806	-806
Strategic Planning and Transportation	297	-1,863	-2,925	-2,925
NET EFFECT OF DEVELOPMENTS	<u>-5,553</u>	<u>-17,449</u>	<u>-23,171</u>	<u>-23,032</u>
NET EXPENDITURE at November 2013 Prices	<u>212,438</u>	<u>203,047</u>	<u>197,325</u>	<u>197,464</u>
ANALYSIS BY SERVICE				
Adult Care and Health Services	89,878	84,218	83,896	83,896
Education and Children's Services	65,988	66,207	66,055	66,055
Environment, Culture and Community Safety	38,879	38,396	37,774	37,670
Finance and Corporate Resources	814	-375	-3,405	-3,162
Housing	4,355	4,106	3,572	3,572
Strategic Planning and Transportation	12,524	10,495	9,433	9,433
NET EXPENDITURE at November 2013 Prices	<u>212,438</u>	<u>203,047</u>	<u>197,325</u>	<u>197,464</u>
New Homes Bonus	-5,751	-6,522	-5,458	-6,610
Non-Service Specific Grants	-3,493	-3,515	-2,915	-2,000
Inflation to outturn prices	-	4,214	10,635	17,220
NET EXPENDITURE with inflation to outturn	<u>203,194</u>	<u>197,224</u>	<u>199,587</u>	<u>206,074</u>

APPENDIX B

ANALYSIS OF SERVICE BUDGETS 2014/15

£'000	ADULT CARE & HEALTH SERVICES	EDUCATION & CHILDREN'S SERVICES	ENVIRONMENT, CULTURE & COMMUNITY SAFETY	FINANCE & CORPORATE RESOURCES	HOUSING COMMUNITY	STRATEGIC PLANNING & TRANSPORTATION	GENERAL FUND TOTAL	DEDICATED SCHOOLS BUDGET	HOUSING REVENUE ACCOUNT	TOTAL
EXPENDITURE - at November 2013 prices for General Fund										
Salaries	13,758	20,608	8,181	6,268	2,221	7,895	58,931	151,516	6,288	216,735
Wages	-	-	-	-	-	-	-	2,942	-	2,942
Indirect Employee Expenses	136	409	53	48	19	118	783	3,520	66	4,369
Premises	133	1,462	6,762	544	213	2,868	11,982	15,900	42,661	70,543
Use of Transport	1,314	3,233	245	10	37	153	4,992	820	35	5,847
Concessionary Fares	-	-	-	-	-	14,362	14,362	-	-	14,362
Supplies and Services	1,821	3,187	235	561	33	-	5,837	8,091	-	13,928
- Funding to Voluntary Bodies	3,806	7,780	1,797	4,256	176	5,910	23,725	43,166	3,851	70,742
Third Party Payments	-	-	-	-	-	-	-	-	-	-
- Precepts, Levies and Charges	-	1,509	14,651	922	-	719	17,801	1,157	-	18,958
- Other	100,994	13,552	15,864	908	4,402	6,767	142,487	36,868	15,250	194,605
Transfer Payments	-	-	-	-	-	-	-	-	-	-
- Housing Benefits etc	-	1,308	122	208,704	3,515	-	213,649	69	214	213,932
Central & Technical Support	8,349	13,928	3,462	13,143	598	3,726	43,206	-16,714	6,427	32,919
Depreciation and Impairment	131	3,968	2,001	512	2	6,116	12,730	-	23,270	36,000
Capital Financing Charges	-	-	-	-	-	-	-	-	40,200	40,200
- Capital Charges to Users	-	-	-	-	-	-	-	-	-	-
- Leasing Charges	-	-	-	-	-	-	-	-	22	22
TOTAL	130,442	70,944	53,373	235,876	11,216	48,634	550,485	247,335	138,284	936,104

ANALYSIS OF SERVICE BUDGETS 2014/15 (Continued)

£'000	ADULT CARE & HEALTH SERVICES	EDUCATION & CHILDREN'S SERVICES	ENVIRONMENT, CULTURE & COMMUNITY SAFETY	FINANCE & CORPORATE RESOURCES	HOUSING COMMUNITY	STRATEGIC PLANNING & TRANSPORT - ACTION	GENERAL FUND TOTAL	DEDICATED SCHOOLS BUDGET	HOUSING REVENUE ACCOUNT	TOTAL
INCOME - at November 2013 prices for General Fund										
Government Grants	25,665	2,181	97	209,857	2,873	-	240,673	218,107	-	458,780
Rents	211	-	1,030	1,866	-	-	3,107	-	113,580	116,687
Fees/Charges & Other Income	20,348	2,556	13,850	21,781	4,221	38,139	100,895	29,228	23,479	153,602
Interest Received	-	-	-	2,747	16	-	2,763	-	1,225	3,988
TOTAL	46,224	4,737	14,977	236,251	7,110	38,139	347,438	247,335	138,284	733,057
NET EXPENDITURE	84,218	66,207	38,396	-375	4,106	10,495	203,047	-	-	203,047
New Homes Bonus Funding							-6,522			
Council Tax Freeze Grant							-3,515			
General Fund inflation from November 2013 to end of 2014/15							4,214			
Net Committee Budgets							197,224			

APPENDIX C

SUMMARY OF LEVIES AND CHARGES

	<u>Existing</u> <u>Budget</u> £'000	<u>Change in</u> <u>Requirement</u> £'000	<u>2014/15</u> <u>Budget</u> £'000
Levies			
Western Riverside Waste Authority - levy	2,496	-269	2,227
Environment Agency - Flood Defence	270	-	270
London Pensions Fund Authority			
- Greater London	460	-2	458
- Inner London	1,521	-11	1,510
Lee Valley Regional Park Authority	377	-9	368
Wimbledon and Putney Commons Conservators	662	-1	661
Total Levies	5,786	-292	5,494
Charges			
Western Riverside Waste Authority - charges	11,157	-133	11,024
London Councils			
- Concessionary Fares	14,047	-	14,047
- London Lorry Ban	4	-	4
TFL - Traffic Technology	446	-	446
Port of London Authority - river debris clearance	6	-	6
London Pensions Fund Authority			
- Deficit	156	-	156
Total Charges	25,816	-133	25,683
Total Levies and Charges	31,602	-425	31,177

**EXAMPLES OF CONTINGENCIES WHICH COULD INCREASE
GENERAL FUND EXPENDITURE**

- (a) Changes in application of legislation and the conditions for Government specific grants.
- (b) Increase in inflation above the levels anticipated when setting the budget.
- (c) The application of higher than anticipated inflation indices to contracted-out services, where increases are contractually based on the inflation index for specified calendar months.
- (d) Retendering of service contracts at higher costs due to factors such as the Working Time Directive, the statutory minimum wage, and less competitive markets.
- (e) Unforeseen difficulties in recovering arrears, requiring additional provision to be made for doubtful debts.
- (f) Other unforeseen demands, and opportunities for service improvements in line with the Council's general policies, which could not be accommodated within approved budgets.
- (g) Utilisation of specific grants already consolidated into the budget.
- (h) Budgetary pressures facing adult social services and housing, especially for people with learning disabilities arising from changes in local demographics, and homelessness.
- (i) Shortfalls in capital receipts, adding to the net interest borne by the General Fund.
- (j) Cost of a local disaster not covered by Government grant under the Bellwin Scheme.
- (k) Transferred responsibilities from health authorities to local authorities.
- (l) Reduction in income streams due to the continuing economic difficulties.
- (m) Additional costs arising from auto-enrolment of staff into the pension scheme.
- (n) Potential increase in costs arising from Welfare Reform implementation.

APPENDIX E

SPECIAL RESERVES

All these reserves are legally part of the Council's General Fund, though earmarked for specific purposes. The reserves, their purposes, and the expected change in their balances, under existing policies are summarised below:

General Fund Revenue Reserves

	Balance 1st April <u>2013</u> £'000	Budgeted Change <u>2013/14</u> £'000	Budgeted Change <u>2014/15</u> £'000	Balance 1st April <u>2015</u> £'000
1 <u>Renewals Fund</u>				
Net use - Revenue		-3,436	-2,335	
Net use - Capital		-835	-	
Increase in Fund		549	549	
	30,959	-3,722	-1,786	25,451

This fund is for "loans" to services with unusually large requirements for building refurbishment, energy conservation schemes, computer software and vehicle and plant replacements. The planned expenditure is chiefly for securing replacement operational property following the expiry of the lease on one of the main operational properties. The additional contributions are to fund the maintenance backlog on operational properties.

2 <u>Finite Services Fund</u>	1,557	-595	-341	621
-------------------------------	-------	------	------	-----

This reserve provides for some pre-financing of identified costs of limited duration, now chiefly the Council's Aspirations programme.

3 <u>Specific Grant Reserve</u>	2,400	-	-	2,400
---------------------------------	-------	---	---	-------

This reserve is for potential over-estimates or losses of specific Government grants for General Fund services, such as housing benefits.

4 <u>Services Transformation Reserve</u>	5,000	18,484	-	23,484
--	-------	--------	---	--------

This reserve was established to meet the short-term costs of service restructuring including redundancy and will be enhanced by a transfer of £18.5 million to enable the Council to manage the service transformation that will be required over the short to medium term.

5	<u>Insurance Reserve</u>	7,589	-	-	7,589
---	--------------------------	-------	---	---	-------

This reserve was established to meet certain non-specific liability and property claims where the Council does not insure externally. The adequacy of the reserve will continue to be subject to periodic external reviews.

6	<u>Employer's Pensions Contributions Reserve</u>	41,400	-	-	41,400
---	--	--------	---	---	--------

This reserve was established to mitigate the impact of future increases in employer's pension contributions.

7	<u>Enhanced Pension Fund</u>	3,535	-	-	3,535
---	------------------------------	-------	---	---	-------

This Fund provides for pensions enhancements which fall outside statutory pension schemes, and mainly relates to teachers.

8	<u>Business Rates Volatility Reserve</u>	5,000	-	-241	4,759
---	--	-------	---	------	-------

This reserve was established in 2011/12 in recognition of the volatility of the new arrangements for future local government funding.

9	<u>Other Balances</u>	6,290	-	-	6,290
---	-----------------------	-------	---	---	-------

TOTAL REVENUE RESERVES AVAILABLE FOR COUNCIL TAX PURPOSES

103,730	14,167	-2,367	115,530
---------	--------	--------	---------

10	<u>Housing Revenue Account/ Housing Repairs Account</u>	210,330	22,055	2,948	235,333
----	---	---------	--------	-------	---------

The Housing Revenue Account is maintained under statutory provisions and the balances relating to this account are ring-fenced and cannot be used for General Fund purposes.

11	<u>Education Balances</u>	23,644	-	-	23,644
----	---------------------------	--------	---	---	--------

Schools generally have statutory rights to carry forward unspent balances of delegated budgets so these are not available for any other purposes.

TOTAL USABLE REVENUE RESERVES

337,704	36,222	581	374,507
---------	--------	-----	---------

APPENDIX F

AMOUNTS TO BE CALCULATED BY THE COUNCIL FOR THE PURPOSES OF SECTION 31A OF THE LOCAL GOVERNMENT FINANCE ACT 1992 FOR THE YEAR 2014/15

	<u>£'000</u>	<u>See Note</u>
(a) The expenditure the Council estimates it will incur in the year in performing its functions and will charge to a revenue account, other than a BID revenue account, for the year in accordance with proper practices;	925,319	1
(b) Such allowance as the Council estimates will be appropriate for contingencies in relation to expenditure to be charged to a revenue account for the year in accordance with proper practices;	14,000	
(c) The financial reserves which the Council estimates it will be appropriate to raise in the year for meeting its estimated future expenditure;	NIL	
(d) Such financial reserves as are sufficient to meet so much of the amount estimated by the Council to be a revenue account deficit for any earlier financial year as has not already been provided for;	NIL	
(e) Any amounts which it estimates will be transferred in the year from its General Fund to its Collection Fund in accordance with section 97(4) of the Local Government Finance Act 1988; and	NIL	
(f) Any amounts which it estimates will be transferred from its General Fund to its Collection Fund pursuant to a direction under section 98(5) of the Local Government Finance Act 1988 and charged to a revenue account for the year.	NIL	
SUB-TOTAL	<u>939,319</u>	
<u>LESS</u>		
(a) The income which it estimates will accrue to it in the year and which it will credit to a revenue account, other than a BID revenue account, for the year in accordance with proper practices;	841,121	1
(b) Any amounts which it estimates will be transferred in the year from its Collection Fund to its General Fund in accordance with section 97(3) of the Local Government Finance Act 1988;	32,410	

	<u>£'000</u>	<u>See Note</u>
(c) Any amounts which it estimates will be transferred from its Collection Fund to its General Fund pursuant to a direction under section 98(4) of the Local Government Finance Act 1988 and will be credited to a revenue account for the year; and	NIL	
(d) The amount of the financial reserves which the Authority estimates that it will use in order to provide for the items mentioned in (a), (b), (e) and (f) above.	20,343	2
SUB-TOTAL	<u>893,875</u>	
DIFFERENCE (COUNCIL TAX REQUIREMENT)	<u>45,444</u>	

Note 1

	<u>Expenditure £'000</u>	<u>Income £'000</u>
Gross Expenditure/Income as in Appendix B	936,104	743,094
Central Government Funding and Localised Business Rates	-	113,504
less internal recharges	-15,172	-15,172
plus inflation to end of 2014/15	4,386	172
less credit from Collection Fund shown separately	-	-477
	<u>925,319</u>	<u>841,121</u>

Note 2

	<u>£'000</u>
General reserves available (para.10)	17,976
Less drawings from special reserves (Appendix E)	2,367
	<u>20,343</u>

APPENDIX G

COUNCIL TAX DECISION

- (a) That the revised revenue estimates for the year 2013/14 referred to in Paper No. 14-48 and the revenue estimates for 2014/15 as summarised in Appendix B of this paper be approved;
- (b) That the details of the council tax requirement for the year 2014/15, as set out in Appendix F of this paper, be approved;
- (c) That it be noted that the following amounts for the year 2014/15 have been calculated in accordance with the delegation made by the Council on 4th February 2004 and with regulations made under Section 33(5) and 34(4) of the Local Government Finance Act 1992:
- (i) 116,996 being the amount calculated by the Council, in accordance with regulation 3 of the Local Authorities (Calculation of Council Tax Base) Regulations 1992, as its council tax base for the year; and
 - (ii) 24,145 being the amount calculated by the Council, in accordance with Regulation 6 of the Regulations, as the amount of its council tax base for the year for dwellings in the Wimbledon and Putney Commons Conservators' Levy Area;
- (d) That it be noted in accordance with Section 25 of the Local Government Act 2003 that the Director of Finance has reported that the estimates are sufficiently robust for the purposes of the calculations and that the proposed financial reserves are adequate, and the following amounts be now calculated by the Council for the year 2014/15 in accordance with Sections 31 to 36 of the Local Government Finance Act 1992:
- (i) £939,318,776 being the aggregate of the amounts which the Council estimates for the items set out in Section 31A of the Act;
 - (ii) £893,875,129 being the aggregate of the amounts which the Council estimates for the items set out in Section 31A(3) of the Act;
 - (iii) £45,443,647 being the amount by which the aggregate at d(i) above exceeds the aggregate at (d)(ii) above, calculated by the Council in accordance with Section 31A(4) of the Act as its council tax requirement for the year;

- (iv) £388.4205 being the amount at (d)(iii) divided by the amount at (c)(i) above, calculated by the Council in accordance with Section 33(1) of the Act as the basic amount of its council tax for the year;
- (v) £661,088.27 being the aggregate amount of all special items referred to in Section 34(1) of the Act, namely the levy of the Wimbledon and Putney Commons Conservators;
- (vi) £382.7700 being the amount at (d)(iv) above less the result given by dividing the amount at (d)(v) above by the amount at (c)(i) above, calculated by the Council in accordance with Section 34(2) of the Act as the basic amount of its council tax for the year for dwellings in those parts of its area to which no special item relates;
- (vii) £410.1499 being the amount given by adding to the amount at (d)(vi) above the amount of the special item at (d)(v) above divided by the amount at (c)(ii) above, calculated by the Council in accordance with Section 34(3) of the Act as the basic amount of its council tax for the year for dwellings in that part of its area to which the special item relates; and

(viii)	Wimbledon and Putney Commons Conservators' Levy Area	All other parts of the Council's Area
<u>Valuation Bands</u>	£	£
A	273.4333	255.1800
B	319.0055	297.7100
C	364.5777	340.2400
D	410.1499	382.7700
E	501.2943	467.8300
F	592.4387	552.8900
G	683.5832	637.9500
H	820.2998	765.5400

being the amounts given by multiplying the amounts at (d)(vi) and (d)(vii) above by the number which, in the proportion set out in Section 5(1) of the Act, is applicable to dwellings listed in a particular valuation band divided by the number which in that proportion is applicable to dwellings listed in valuation Band D, calculated by the Council in accordance with Section 36(1) of the Act as the amounts to be taken into account for the year in respect of categories of dwellings listed in different valuation bands;

- (e) That it be noted that for the year 2014/15 the Greater London Authority has stated the following amounts in precepts issued to the Council, in accordance with Section 40 of the Local Government Finance Act 1992, for each of the categories of dwellings shown below:

<u>Valuation Bands</u>	Greater London Authority £
A	199.33
B	232.56
C	265.78
D	299.00
E	365.44
F	431.89
G	498.33
H	598.00

- (f) That having calculated the aggregate in each case of the amounts at (d)(viii) and (e) above, the Council, in accordance with Section 30(2) of the Local Government Finance Act 1992, hereby sets the following amounts as the amounts of council tax for the year 2014/15 for each of the categories of dwellings shown below:

<u>Valuation Bands</u>	Wimbledon and Putney Commons Conservators' Levy Area £	All other parts of the Council's Area £
A	472.76	454.51
B	551.57	530.27
C	630.36	606.02
D	709.15	681.77
E	866.73	833.27
F	1,024.33	984.78
G	1,181.91	1,136.28
H	1,418.30	1,363.54

IMPACT OF EACH ADDITIONAL £1 MILLION COUNCIL TAX

<u>Circumstances/Band</u>	<u>Major Part</u>	<u>No. of Dwellings W & PCC Levy Area</u>	<u>Borough</u>	<u>Increase per Household Before Council Tax Support</u> £
2 + Adults				
A	2,273	1,024	3,297	5.70
B	4,185	1,503	5,688	6.65
C	18,103	4,294	22,397	7.60
D	18,619	4,014	22,633	8.55
E	12,984	2,908	15,892	10.45
F	9,485	1,807	11,292	12.35
G	8,016	2,501	10,517	14.25
H	1,306	996	2,302	17.10
	(74,971)	(19,047)	(94,018)	
1 Adult				
A	1,934	1,389	3,323	4.28
B	4,861	1,816	6,677	4.99
C	11,214	2,365	13,579	5.70
D	7,491	1,818	9,309	6.41
E	4,069	1,169	5,238	7.84
F	2,358	639	2,997	9.26
G	1,239	502	1,741	10.69
H	146	98	244	12.83
	(33,312)	(9,796)	(43,108)	
Exempt A-H	2,281	653	2,934	NIL
TOTALS	110,564	29,496	140,060	

APPENDIX I

COUNCIL TAX BILLS 2014/15

<u>Band</u>	<u>No. of Households</u>	<u>Council Tax</u> £	<u>Change</u> £
2+ Adults Major Part of the Borough			
A	2,273	454.51	-2.67
B	4,185	530.27	-3.11
C	18,103	606.02	-3.55
D	18,619	681.77	-4.00
E	12,984	833.27	-4.89
F	9,485	984.78	-5.78
G	8,016	1,136.28	-6.68
H	1,306	1,363.54	-8.01
2+ Adults W & PCC Part			
A	1,024	472.76	-2.98
B	1,503	551.57	-3.47
C	4,294	630.36	-3.96
D	4,014	709.15	-4.46
E	2,908	866.73	-5.46
F	1,807	1,024.33	-6.45
G	2,501	1,181.91	-7.44
H	996	1,418.30	-8.93
1 Adult Major Part of the Borough			
A	1,934	340.88	-2.00
B	4,861	397.70	-2.33
C	11,214	454.51	-2.67
D	7,491	511.33	-3.00
E	4,069	624.95	-3.67
F	2,358	738.58	-4.34
G	1,239	852.21	-5.01
H	146	1,022.65	-6.01

<u>Band</u>	<u>No. of Households</u>	<u>Council Tax</u> £	<u>Change</u> £
1 Adult W & PCC Part			
A	1,389	354.57	-2.23
B	1,816	413.68	-2.60
C	2,365	472.77	-2.97
D	1,818	531.86	-3.35
E	1,169	650.05	-4.09
F	639	768.25	-4.83
G	502	886.43	-5.58
H	98	1,063.72	-6.70

APPENDIX J

GENERAL REVENUE BUDGET FRAMEWORK

	<u>2013/14</u> <u>Revised</u> £'m	<u>2014/15</u> £'m	<u>2015/16</u> £'m	<u>2016/17</u> £'m
Committee Budgets at 2013 prices				
Adult Care and Health Services	89.878	84.218	83.896	83.896
Education and Children's Services	65.988	66.207	66.055	66.055
Environment, Culture and Community Safety	38.879	38.396	37.774	37.670
Finance and Corporate Resources	0.814	-0.375	-3.405	-3.162
Housing	4.355	4.106	3.572	3.572
Strategic Planning and Transportation	12.524	10.495	9.433	9.433
New Homes Bonus	-5.751	-6.522	-5.458	-6.610
Non-Service Specific Grants	-3.493	-3.515	-2.915	-2.000
Total	203.194	193.010	188.952	188.854
Inflation to outturn prices		4.214	10.635	17.220
Contributions to (+)/drawings from (-) General, and Specific Reserves	4.387	-6.343	0.091	0.377
Net expenditure after drawings from reserves	207.581	190.881	199.678	206.451
Less:				
Collection Fund surplus	-1.327	-1.380	-	-
Retained Business Rates	-30.184	-30.554	-31.621	-32.250
Business Rates "Top-up"	-34.384	-35.053	-36.021	-36.740
Revenue Support Grant	-97.054	-78.451	-55.779	-35.410
Council Tax Requirement	44.632	45.444	76.258	102.051
Band D Council Tax	£	£	£	£
Wandsworth Council	388.54	388.42	645.18	854.73
Greater London Authority	303.00	299.00	290.00	277.00
Total	691.54	687.42	935.18	1,131.73
Increase in Wandsworth council tax		0.0%	66.1%	32.5%
Budget reductions needed in future years to maintain Wandsworth "relevant basic amount" increases to within 2%			29.434m	53.812m

SECTION 3 SERVICE GENERAL REVENUE BUDGETS

The following tables update the budget reports presented to Overview and Scrutiny Committees in January 2014 to provide details of the budget adopted by the Council on 5th March 2014.

The summary tables for each Cabinet remit are paired on facing pages. The left hand page shows the construction of the revised 2013/14 and 2014/15 budgets, by type of expenditure and income and by service. The 2014/15 estimates are at November 2013 prices levels. The budgets are adjusted in April for inflation on running expenses, but employee budget heads are adjusted only after pay awards are settled.

The remaining pages start with the 2013/14 original budget at November 2012 price levels, adopted by the Council on 7th March 2012. This is adjusted for the effect of repricing to November 2013. The revenue effects of approved developments are then detailed to produce the revised budget for 2013/14, and budgets for 2014/15 and 2015/16. After the Cabinet remit summaries in this form, corresponding details for each service are shown.

ADULT CARE AND HEALTH SERVICES

This Cabinet remit covers principally the care and protection of dependent and disadvantaged adults in the community, including elderly people, adults with physical disabilities, learning disabilities or mental illness and also the public health services of the borough.

Finance Department Committee representative: Paul Guillotti
(Head of Audit)
Tel: 020-8871 6450

The general fund revenue budget for the Adult Care and Health Services Overview and Scrutiny Committee includes the costs of social work and support staff. It also includes the costs of purchasing services both from the Adult Social Services department's internal provider and support services and from private and independent sector providers on a unit or block contract basis.

Expenditure is funded from client contributions, rental income and Government grants. Most specific grants relating to Adult Care and Health Services were already centralised within the Start Up Funding Assessment except Local Reform and Community Voices from the Department of Health which continues to be reflected within ACHOSC income budgets.

Lead responsibility for Public Health transferred from the Wandsworth Primary Care Trust to the Council with effect from 1st April 2013, under the Health and Social Care Act 2012. This service is funded from a Department of Health ring fenced grant of £24.7 million in 2013/14 and £25.4 million in 2014/15 and 2015/16. Some public health services have been dispersed across council departments in order to integrate public health responsibilities within existing service delivery. The dispersal of budget responsibility is reflected within the public health service budget within the remit of the Adult Care and Health Services Overview and Scrutiny Committee.

**ADULT CARE AND HEALTH SERVICES
SUMMARY**

	<u>2013/14 REVISED BUDGET</u>			<u>2014/15 BUDGET</u>			
	<u>2013/14</u>						
	<u>ORIGINAL BUDGET</u>	<u>INFLATION TO NOV. '13</u>	<u>DEVELOPMENTS</u>	<u>TOTAL</u>	<u>INFLATION TO NOV. '13</u>	<u>DEVELOPMENTS</u>	<u>TOTAL</u>
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Salaries	15,384	148	41	15,573	141	-1,767	13,758
Indirect Employee Expenses	102	-	-	102	-	34	136
Premises	186	4	-	190	2	-55	133
Use of Transport	1,571	33	-262	1,342	34	-291	1,314
Supplies and Services							
- Contracts with Voluntary Bodies	1,683	-	138	1,821	-	138	1,821
- Other	5,209	427	-1,838	3,798	1,123	-2,526	3,806
Third Party Payments	103,876	518	239	104,633	1,845	-4,727	100,994
Central and Technical Support	7,558	112	279	7,949	112	679	8,349
Depreciation and Impairment	155	-	-24	131	-	-24	131
Government Grants	-25,477	-	512	-24,965	-	-188	-25,665
Rents	-359	-	-	-359	-	148	-211
Other Income	-14,596	-180	-5,561	-20,337	-172	-5,580	-20,348
NET EXPENDITURE	95,292	1,062	-6,476	89,878	3,085	-14,159	84,218

REVENUE EXPENDITURE BY SERVICE

Older People and Physical Disability	38,983	298	-2,284	36,997	900	-1,650	38,233
Learning Disability	40,372	261	-1,960	38,673	861	-3,815	37,418
Mental Health	8,588	32	-91	8,529	155	-919	7,824
Other Services	7,798	20	-293	7,525	24	13,477	21,299
Public Health	-449	451	-1,848	-1,846	1,145	-21,252	-20,556
NET EXPENDITURE	95,292	1,062	-6,476	89,878	3,085	-14,159	84,218

**ADULT CARE AND HEALTH SERVICES
SUMMARY**

	<u>2013/14</u> £'000	<u>2014/15</u> £'000	<u>2015/16</u> £'000	<u>2016/17</u> £'000
2013/2014 ORIGINAL BUDGET at November 2012 price levels	95,292	95,292	95,292	95,292
INFLATION TO NOVEMBER 2013	1,062	3,085	3,085	3,085
2013/2014 ORIGINAL BUDGET REPRICED	<u>96,354</u>	<u>98,377</u>	<u>98,377</u>	<u>98,377</u>
DEVELOPMENTS				
Older People and Physical Disability	-2,284	-1,650	-1,905	-1,905
Learning Disability	-1,960	-3,815	-3,945	-3,945
Mental Health	-91	-919	-836	-836
Other Services	-293	13,477	13,477	13,477
Public Health	-1,848	-21,252	-21,272	-21,272
NET EFFECT OF DEVELOPMENTS	<u>-6,476</u>	<u>-14,159</u>	<u>-14,481</u>	<u>-14,481</u>
NET EXPENDITURE at November 2013 Prices	<u>89,878</u>	<u>84,218</u>	<u>83,896</u>	<u>83,896</u>
ANALYSIS BY SERVICE				
Older People and Physical Disability	36,997	38,233	37,978	37,978
Learning Disability	38,673	37,418	37,288	37,288
Mental Health	8,529	7,824	7,907	7,907
Other Services	7,525	21,299	21,299	21,299
Public Health	-1,846	-20,556	-20,576	-20,576
NET EXPENDITURE at November 2013 Prices	<u>89,878</u>	<u>84,218</u>	<u>83,896</u>	<u>83,896</u>

**ADULT CARE AND HEALTH SERVICES
OLDER PEOPLE AND PHYSICAL DISABILITY**

	<u>2013/14</u> £'000	<u>2014/15</u> £'000	<u>2015/16</u> £'000	<u>2016/17</u> £'000
2013/2014 ORIGINAL BUDGET at November 2012 price levels	38,983	38,983	38,983	38,983
INFLATION TO NOVEMBER 2013	298	900	900	900
2013/2014 ORIGINAL BUDGET REPRICED	39,281	39,883	39,883	39,883
DEVELOPMENTS				
<u>Prior to March 2013 Council Tax Setting</u>				
11-306 (Apr 11) Framework Agreement - Domiciliary Home Care	-	-410	-615	-615
13-18 (Jan 13) Re-organisation of ASSD	-	-271	-271	-271
13-24 (Jan 13) Delayed Transfers of Care Funding	-	-115	-115	-115
<u>This Year Budget Variations</u>				
	-2	-3	-3	-3
13-456 (Jun 13) Council-wide Outturn Report	-330	-330	-330	-330
13-594 (Jan 13) Independent Mental Health Advocacy Service	50	50	-	-
13-596 (Sep 13) Zero Based Review of Adult Care Data	28	-	-	-
13-630 (Oct 13) Review of Departmental Finance Functions	-	-4	-4	-4
13-680 (Nov 13) START, Care Homes and Home Care	-350	-600	-600	-600
14-03 (Jan 14) Review of Charges	-	-74	-74	-74
14-181 (Feb 14) New Education and Social Services Department	-	215	215	215
14-193 (Feb 14) Council Tax - 2014/15	-1,349	-	-	-
<u>Transfers between Committees</u>				
13-450 (Jun 13) Human Resources Review	-	-4	-4	-4
13-714 (Nov 13) Auto Call Technology	-	-6	-6	-6
13-717 (Nov 13) Human Resources Review	-	-14	-14	-14
Administrative Buildings Apportionment	-44	-44	-44	-44
Central Support Services Recharge Spread	10	7	7	7
Transactional Transfer	-	10	10	10
Contribution to WATCH Scheme	-48	-48	-48	-48
Depreciation Adjustment	-20	-20	-20	-20
Public Health Dispersal	-	396	396	396
<u>Other Technical/Volume Adjustments</u>				
13-456 (Jun 13) Council-wide Outturn Report	-200	-100	-100	-100
Re-negotiation of Home Care Contracts	-100	-100	-100	-100
Specialist Day Care Contracts	-5	-10	-10	-10
Joint Health Funded Care Packages	-200	-200	-200	-200
Continuing Health Care Reviews	-	-300	-300	-300
Re-alignment of Premises Costs	-	-6	-6	-6
Transfers within Committee	276	331	331	331
NET EFFECT OF DEVELOPMENTS	-2,284	-1,650	-1,905	-1,905
NET EXPENDITURE at November 2013 Prices	36,997	38,233	37,978	37,978
ANALYSIS BY SERVICE				
Access Team	657	675	675	675
Older People and Physical Disability East Area Team	3,031	2,772	2,772	2,772
Older People and Physical Disability West Area Team	2,011	1,933	1,933	1,933
Occupational Therapy	474	408	408	408
Purchasing - Older People	22,014	23,176	22,921	22,921
Purchasing - Physical Disability	4,838	5,187	5,187	5,187
Contracts with Voluntary Bodies	1,351	1,343	1,343	1,343
Older People Commissioning - JCU, Public Health	-	396	396	396
Other Services	2,621	2,343	2,343	2,343
NET EXPENDITURE at November 2013 Prices	36,997	38,233	37,978	37,978

**ADULT CARE AND HEALTH SERVICES
LEARNING DISABILITY**

	<u>2013/14</u> £'000	<u>2014/15</u> £'000	<u>2015/16</u> £'000	<u>2016/17</u> £'000
2013/2014 ORIGINAL BUDGET at November 2012 price levels	40,372	40,372	40,372	40,372
INFLATION TO NOVEMBER 2013	261	861	861	861
2013/2014 ORIGINAL BUDGET REPRICED	40,633	41,233	41,233	41,233
DEVELOPMENTS				
<u>Prior to March 2013 Council Tax Setting</u>				
10-182 (Feb 10) Supported Living	-	-55	-55	-55
13-18 (Jan 13) Re-organisation of ASSD	-	-93	-93	-93
13-24 (Jan 13) Land Reform and Community Voices	-	-7	-7	-7
<u>This Year Budget Variations</u>				
13-253 (Apr 13) Mobile Phone Contract	-1	-1	-1	-1
13-229 (Apr 13) Learning Disability Day Care Transport	-105	-210	-210	-210
13-387 (Jun 13) Closure of Fontenoy Road	-8	-15	-15	-15
13-456 (Jun 13) Council-wide Outturn Report	-485	-485	-485	-485
13-570 (Sep 13) Atheldene Centre and Surrounding Sites	-	-35	-35	-35
13-596 (Sep 13) Zero Based Review of Adult Care Data	11	-	-	-
13-630 (Oct 13) Review of Departmental Finance Functions	-	-1	-1	-1
13-681 (Nov 13) Closure of Woodthorpe Road	-	34	34	34
14-02 (Jan 14) Learning Disability Day Care Services	-	-390	-520	-520
14-03 (Jan 14) Review of Charges	-	-1	-1	-1
14-181 (Feb 14) New Education and Social Services Department	-	86	86	86
14-193 (Feb 14) Council Tax - 2014/15	-1,070	-	-	-
<u>Transfers between Committees</u>				
13-450 (Jun 13) Human Resources Review	-	-1	-1	-1
13-714 (Nov 13) Auto Call Technology	-	-2	-2	-2
13-717 (Nov 13) Human Resources Review	-	-6	-6	-6
Wandsworth Care Alliance	30	30	30	30
Administrative Buildings Apportionment	-17	-17	-17	-17
Central Support Services Recharge Spread	8	7	7	7
Transactional Transfer	-	3	3	3
Public Health Dispersal	-	2	2	2
<u>Other Technical/Volume Adjustments</u>				
Carbon Reduction Commitment	-	1	1	1
13-456 (Jun 13) Council-wide Outturn Report	-	-350	-350	-350
Specialist Day Care Contracts	-7	-14	-14	-14
Provision of Transport Services	-26	-52	-52	-52
Social Care Grant	-	-1,400	-1,400	-1,400
Joint Health Funded Care Packages	-200	-200	-200	-200
Continuing Healthcare Reviews	-	-500	-500	-500
Re-alignment of Premises Costs	1	-3	-3	-3
Transfers within Committee	-91	-140	-140	-140
NET EFFECT OF DEVELOPMENTS	-1,960	-3,815	-3,945	-3,945
	38,673	37,418	37,288	37,288
NET EXPENDITURE at November 2013 Prices				
ANALYSIS BY SERVICE				
Learning Disability Teams	38,343	36,962	36,832	36,832
Learning Disability Management	307	308	308	308
Contracts with Voluntary Bodies	75	73	73	73
Learning Disability Commissioning - JCU, Public Health	-	2	2	2
Retained Costs - Transferred Services	-52	73	73	73
NET EXPENDITURE at November 2013 Prices	38,673	37,418	37,288	37,288

**ADULT CARE AND HEALTH SERVICES
MENTAL HEALTH**

	<u>2013/14</u> £'000	<u>2014/15</u> £'000	<u>2015/16</u> £'000	<u>2016/17</u> £'000
2013/2014 ORIGINAL BUDGET at November 2012 price levels	8,588	8,588	8,588	8,588
INFLATION TO NOVEMBER 2013	32	155	155	155
2013/2014 ORIGINAL BUDGET REPRICED	8,620	8,743	8,743	8,743

DEVELOPMENTS

Prior to March 2013 Council Tax Setting

10-411 (Jun 10) Mental Health Accommodation Review	-	-165	-165	-165
13-18 (Jan 13) Re-organisation of ASSD	-	2	2	2
13-24 (Jan 13) Independent Professional Advocacy Services	-	-	83	83

This Year Budget Variations

13-253 (Apr 13) Mobile Phone Contract	-1	-1	-1	-1
13-596 (Sep 13) Zero Based Review of Adult Care Data	5	-	-	-
13-630 (Oct 13) Review of Departmental Finance Functions	-	-1	-1	-1
14-181 (Feb 14) New Education and Social Services Department	-	35	35	35
14-193 (Feb 14) Council Tax - 2014/15	-28	-	-	-

Transfers between Committees

13-450 (Jun 13) Human Resources Review	-	-2	-2	-2
13-714 (Nov 13) Auto Call Technology	-	-3	-3	-3
13-717 (Nov 13) Human Resources Review	-	-6	-6	-6
Administrative Buildings Apportionment	-16	-16	-16	-16
Central Support Services Recharge Spread	3	1	1	1
Drug Action Team	-37	-37	-37	-37
Transactional Transfer	-	2	2	2
Public Health Dispersal	-	14	14	14

Other Technical/Volume Adjustments

Mental Health Care Home Placements	-	-200	-200	-200
Section 117 Health Funded Care Home Placements	-	-500	-500	-500
Re-alignment of Premises Costs	-	-3	-3	-3
Specialist Day Care Contracts	-1	-2	-2	-2
Transfers within Committee	-16	-37	-37	-37

NET EFFECT OF DEVELOPMENTS	-91	-919	-836	-836
-----------------------------------	------------	-------------	-------------	-------------

NET EXPENDITURE at November 2013 Prices	8,529	7,824	7,907	7,907
--	--------------	--------------	--------------	--------------

ANALYSIS BY SERVICE

Mental Health Teams	5,575	4,813	4,896	4,896
Purchasing Management	156	155	155	155
Specialist Teams	2,064	2,113	2,113	2,113
Contracts with Voluntary Bodies	407	402	402	402
Mental Health Commissioning - JCU, Public Health	-	14	14	14
Other Services	327	327	327	327

NET EXPENDITURE at November 2013 Prices	8,529	7,824	7,907	7,907
--	--------------	--------------	--------------	--------------

**ADULT CARE AND HEALTH SERVICES
OTHER SERVICES**

	<u>2013/14</u> £'000	<u>2014/15</u> £'000	<u>2015/16</u> £'000	<u>2016/17</u> £'000
2013/2014 ORIGINAL BUDGET at November 2012 price levels	7,798	7,798	7,798	7,798
INFLATION TO NOVEMBER 2013	20	24	24	24
2013/2014 ORIGINAL BUDGET REPRICED	7,818	7,822	7,822	7,822
DEVELOPMENTS				
<u>Prior to March 2013 Council Tax Setting</u>				
13-18 (Jan 13) Re-organisation of ASSD	-	225	225	225
13-117 (Feb 13) Review of Supporting People	-	-22	-22	-22
<u>This Year Budget Variations</u>				
13-253 (Apr 13) Mobile Phone Contract	-5	-7	-7	-7
14-181 (Feb 14) New Education and Social Services Department	-	-10	-10	-10
14-193 (Feb 14) Council Tax - 2014/15	-115	-	-	-
<u>Transfers between Committees</u>				
13-450 (Jun 13) Human Resources Review	-	-4	-4	-4
13-714 (Nov 13) Auto Call Technology	-	-5	-5	-5
13-717 (Nov 13) Human Resources Review	-	-13	-13	-13
Administrative Buildings Apportionment	-2	-2	-2	-2
Central Support Services Recharge Spread	2	-1	-1	-1
Depreciation Adjustment	-4	-4	-4	-4
Public Health Dispersal	-	13,502	13,502	13,502
<u>Other Technical/Volume Adjustments</u>				
Re-alignment of Premises Costs	-	-26	-26	-26
Transfers within Committee	-169	-156	-156	-156
NET EFFECT OF DEVELOPMENTS	-293	13,477	13,477	13,477
NET EXPENDITURE at November 2013 Prices	7,525	21,299	21,299	21,299

ANALYSIS BY SERVICE

Contracts with Voluntary Bodies	74	72	72	72
Supporting People	5,940	5,999	5,999	5,999
Sexual Health Commissioning - JCU, Public Health	-	8,042	8,042	8,042
Substance Misuse Commissioning - JCU, Public Health	-	5,448	5,448	5,448
Other Commissioning - JCU, Public Health	-	12	12	12
Other Services	1,511	1,726	1,726	1,726
NET EXPENDITURE at November 2013 Prices	7,525	21,299	21,299	21,299

**ADULT CARE AND HEALTH SERVICES
PUBLIC HEALTH**

	<u>2013/14</u> £'000	<u>2014/15</u> £'000	<u>2015/16</u> £'000	<u>2016/17</u> £'000
ANALYSIS BY SERVICE				
2013/2014 ORIGINAL BUDGET at November 2012 price levels	-449	-449	-449	-449
INFLATION TO NOVEMBER 2013	451	1,145	1,145	1,145
2013/2014 ORIGINAL BUDGET REPRICED	2	696	696	696
DEVELOPMENTS				
<u>Prior to March 2013 Council Tax Setting</u>				
13-24 (Jan 13) Public Health Grant	-	-693	-693	-693
<u>This Year Budget Variations</u>				
13-242 (Apr 13) Aspirations Programme	500	-	-	-
13-253 (Apr 13) Mobile Phone Contract	-	-1	-1	-1
<u>Transfers between Committees</u>				
13-450 (Jun 13) Human Resources Review	-	-1	-1	-1
13-714 (Nov 13) Auto Call Technology	-	-1	-1	-1
13-717 (Nov 13) Human Resources Review	-	-5	-5	-5
Public Health Dispersal	-2,300	-20,714	-20,603	-20,603
Central Support Services Recharge Spread	-2	32	32	32
Drug Action Team	35	-	-	-
<u>Other Technical/Volume Adjustments</u>				
Aspirations Programme	-81	131	-	-
NET EFFECT OF DEVELOPMENTS	-1,848	-21,252	-21,272	-21,272
NET EXPENDITURE at November 2013 Prices	-1,846	-20,556	-20,576	-20,576

ANALYSIS BY SERVICE

Public Health Advice	4,490	2,772	2,772	2,772
Children 5-19 years	1,944	-	-	-
National Child Measurements	26	-	-	-
NHS Health Checks	616	650	650	650
Health Protection	40	40	40	40
Obesity	605	-	-	-
Physical Activity	109	-	-	-
Sexual Health	8,044	414	414	414
Smoking and Tobacco	573	624	624	624
Substance Misuse	5,290	-111	-	-
Miscellaneous	1,155	486	355	355
Public Health Grant	-24,738	-25,431	-25,431	-25,431
NET EXPENDITURE at November 2013 Prices	-1,846	-20,556	-20,576	-20,576

EDUCATION AND CHILDREN'S SERVICES

This Cabinet remit includes nursery, primary and secondary education, adult education, provision for children with special educational needs, children's specialist social services, youth and play provision, early years and associated support services.

Finance Department Committee representative: Mike Hall
(Head of Corporate Finance)
Tel: 020-8871 6406

The schools' budgets and central spending to support schools is known as the Dedicated Schools Budget. The funding for the Dedicated Schools Budget is largely provided through Dedicated Schools Grant, Pupil Premium and 6th Form Grant from the Education Funding Agency. This provision is covered in more detail in Section 4: Dedicated Schools Budget.

The services outside of the Dedicated Schools Budget are General Fund budgets and are funded from the Council's Revenue Support Grant, Specific Grants, Council Tax and other charges. The annual net revenue budget for these General Fund services in 2014/15 is £66.207 million.

**EDUCATION AND CHILDREN'S SERVICES
SUMMARY**

	<u>2013/14 REVISED BUDGET</u>			<u>2014/15 BUDGET</u>			
	<u>2013/14</u>	INFLATION TO NOV. '13	DEVEL- OPMENTS	TOTAL	INFLATION TO NOV. '13	DEVEL- OPMENTS	TOTAL
	<u>BUDGET</u>						
Salaries	21,409	198	1,726	23,333	195	-996	20,608
Indirect Employee Expenses	407	-	27	434	-	2	409
Premises	1,333	23	234	1,590	34	95	1,462
Use of Transport	3,251	-	23	3,274	7	-25	3,233
Supplies and Services							
- Grants to Voluntary Bodies	3,103	11	456	3,570	84	-	3,187
- Other	8,451	31	989	9,471	106	-777	7,780
Third Party Payments							
- Levies	1,520	-	-	1,520	-	-11	1,509
- Other	10,895	146	788	11,829	187	2,470	13,552
Transfer Payments	1,319	14	-30	1,303	19	-30	1,308
Central, Technical & Departmental Support	15,657	127	-1,017	14,767	118	-1,847	13,928
Depreciation and Impairment	3,916	-	52	3,968	-	52	3,968
Government Grants	-2,792	-	-3,640	-6,432	-	611	-2,181
Other Income	-3,046	-	407	-2,639	-	490	-2,556
NET EXPENDITURE	65,423	550	15	65,988	750	34	66,207

REVENUE EXPENDITURE BY SERVICE

Children's Specialist Services	32,255	335	405	32,995	389	-285	32,359
Policy and Development	9,904	53	-110	9,847	196	1,835	11,935
Planning and Resources	7,352	52	-146	7,258	41	-928	6,465
Standards and Schools	5,842	23	13	5,878	22	-99	5,765
Young People and Learning	10,070	87	-147	10,010	102	-489	9,683
	65,423	550	15	65,988	750	34	66,207

**EDUCATION AND CHILDREN'S SERVICES
SUMMARY**

	<u>2013/14</u> £'000	<u>2014/15</u> £'000	<u>2015/16</u> £'000	<u>2016/17</u> £'000
2013/2014 ORIGINAL BUDGET at November 2012 price levels	65,423	65,423	65,423	65,423
INFLATION TO NOVEMBER 2013	550	750	750	750
2013/2014 ORIGINAL BUDGET REPRICED	<u>65,973</u>	<u>66,173</u>	<u>66,173</u>	<u>66,173</u>
DEVELOPMENTS				
Children's Specialist Services	405	-285	-438	-438
Policy and Development	-110	1,835	1,812	1,812
Planning and Resources	-146	-928	-741	-741
Standards and Schools	13	-99	-162	-162
Young People and Learning	-147	-489	-589	-589
NET EFFECT OF DEVELOPMENTS	<u>15</u>	<u>34</u>	<u>-118</u>	<u>-118</u>
NET EXPENDITURE at November 2013 Prices	<u>65,988</u>	<u>66,207</u>	<u>66,055</u>	<u>66,055</u>
ANALYSIS BY SERVICE				
Children's Specialist Services	32,995	32,359	32,206	32,206
Policy and Development	9,847	11,935	11,912	11,912
Planning and Resources	7,258	6,465	6,652	6,652
Standards and Schools	5,878	5,765	5,702	5,702
Young People and Learning	10,010	9,683	9,583	9,583
NET EXPENDITURE at November 2013 Prices	<u>65,988</u>	<u>66,207</u>	<u>66,055</u>	<u>66,055</u>

**EDUCATION AND CHILDREN'S SERVICES
CHILDREN'S SPECIALIST SERVICES**

	<u>2013/14</u> £'000	<u>2014/15</u> £'000	<u>2015/16</u> £'000	<u>2016/17</u> £'000
2013/2014 ORIGINAL BUDGET at November 2012 price levels	32,255	32,255	32,255	32,255
INFLATION TO NOVEMBER 2013	335	389	389	389
2013/2014 ORIGINAL BUDGET REPRICED	32,590	32,644	32,644	32,644

DEVELOPMENTS

This Year Budget Variations

12-720 (Nov 12) Service Changes and Budget Proposals	-	-180	-180	-180
13-212 (Apr 13) Departmental Restructure	-	-96	-96	-96
13-218 (Apr 13) Adoption Reform Grant	189	575	-	-
13-244 (Apr 13) Future Direction	-	-60	-60	-60
13-630 (Oct 13) Review Departmental Finance Functions	-	-117	-167	-167
13-660 (Nov 13) Implementation of SEND Reforms	18	51	-	-
14-181 (Feb 14) Preparation for new Education and Social Services Dept	-	-194	-194	-194

Transfers between Committees

Depreciation	10	10	10	10
Admin Buildings Reapportionment	-33	-32	-31	-31
Central Support Services Realignment	14	7	7	7
Finance Review Post Transfer	-	-27	-27	-27
13-450 (June 13) HR Review	-	-7	-7	-7
13-717 (Nov 13) HR Review	-	-24	-24	-24

Other Technical/Volume Adjustments

Adoption Reform Grant Income	-189	-575	-	-
SEN Transport Contract Extension	15	26	26	26
Short Breaks Contract	48	43	-10	-10
Staff Advertising Budget	-5	-5	-5	-5
Carbon Reduction Commitment	3	2	2	2
Support Services Surpluses	120	120	120	120
Provision of Transport Services	-16	-33	-33	-33
Transfers within Committee	231	231	231	231

NET EFFECT OF DEVELOPMENTS	405	-285	-438	-438
-----------------------------------	------------	-------------	-------------	-------------

NET EXPENDITURE at November 2013 Prices	32,995	32,359	32,206	32,206
--	---------------	---------------	---------------	---------------

ANALYSIS BY SERVICE

Children Looked After	12,630	12,442	12,442	12,442
Service Development and Training	616	438	438	438
Family and Community Services	11,262	11,170	11,120	11,120
Special Needs and Disabled Children	8,487	8,309	8,206	8,206

NET EXPENDITURE at November 2013 Prices	32,995	32,359	32,206	32,206
--	---------------	---------------	---------------	---------------

**EDUCATION AND CHILDREN'S SERVICES
POLICY AND DEVELOPMENT**

	<u>2013/14</u> £'000	<u>2014/15</u> £'000	<u>2015/16</u> £'000	<u>2016/17</u> £'000
2013/2014 ORIGINAL BUDGET at November 2012 price levels	9,904	9,904	9,904	9,904
INFLATION TO NOVEMBER 2013	53	196	196	196
2013/2014 ORIGINAL BUDGET REPRICED	9,957	10,100	10,100	10,100
DEVELOPMENTS				
<u>This Year Budget Variations</u>				
13-102 (Feb 13) Early Childhood Services	-	-127	-127	-127
13-212 (Apr 13) Departmental Restructure	-	-86	-86	-86
13-244 (Apr 13) Future Direction	-	-19	-19	-19
13-506 (Sep 13) Safeguarding Children Board	-	-30	-30	-30
13-630 (Oct 13) Review Departmental Finance Functions	-	-9	-9	-9
13-664 (Nov 13) Revision of Charges	-	-29	-29	-29
14-46 (Jan 14) Additions to the General Capital Programme	-	-	-23	-23
14-181 (Feb 14) Preparation for new Education and Social Services Dept	-	-353	-353	-353
<u>Transfers between Committees</u>				
Public Health Dispersal	-	2,980	2,980	2,980
Depreciation	-6	-6	-6	-6
Admin Buildings Reapportionment	-1	-1	-1	-1
Central Support Services Realignment	6	2	2	2
Finance Review Post Transfer	-	7	7	7
13-450 (Jun 13) HR Review	-	-5	-5	-5
13-717 (Nov 13) HR Review	-	-18	-18	-18
<u>Other Technical/Volume Adjustments</u>				
Reallocation of Early Years Costs to DSB	-	-184	-184	-184
Family Support Service Contracts	-	-140	-140	-140
Hillbrook Base Transfer to DSB	-	-40	-40	-40
Carbon Reduction Commitment	4	6	6	6
Transfers within Committee	-113	-113	-113	-113
NET EFFECT OF DEVELOPMENTS	-110	1,835	1,812	1,812
NET EXPENDITURE at November 2013 Prices	9,847	11,935	11,912	11,912

ANALYSIS BY SERVICE

Early Years Service	7,089	9,563	9,540	9,540
Extended Schools and CIS	421	410	410	410
Play Services	1,201	860	860	860
Policy, Planning and Review	12	12	12	12
Safeguarding and Standards Unit	1,124	1,090	1,090	1,090
NET EXPENDITURE at November 2013 Prices	9,847	11,935	11,912	11,912

**EDUCATION AND CHILDREN'S SERVICES
PLANNING AND RESOURCES**

	<u>2013/14</u> £'000	<u>2014/15</u> £'000	<u>2015/16</u> £'000	<u>2016/17</u> £'000
2013/2014 ORIGINAL BUDGET at November 2012 price levels	7,352	7,352	7,352	7,352
INFLATION TO NOVEMBER 2013	52	41	41	41
2013/2014 ORIGINAL BUDGET REPRICED	7,404	7,393	7,393	7,393

DEVELOPMENTS

This Year Budget Variations

13-212 (Apr 13) Departmental Restructure	-	-389	-389	-389
13-244 (Apr 13) Future Direction	-	-86	-86	-86
13-253 (Apr 13) Mobile Phone Contract	-31	-41	-41	-41
13-456 (Jul 13) Financial Results (Renewals Fund)	5	-	-	-
13-660 (Nov 13) Implementation of SEND Reforms	2	4	-	-
14-181 (Feb 14) Preparation for New Education and Social Services Department	-	-103	-103	-103
14-183 (Feb 14) Review of Property Related Services	-	-108	-108	-108
14-193 (Feb 14) Council Tax - 2014/15	-	-11	-11	-11
14-197 (Feb 14) Performance Related Salary Supplements	-	-4	-4	-4

Transfers between Committees

Depreciation	-63	-63	-63	-63
Admin Buildings Reapportionment	9	10	10	10
Central Support Services Realignment	2	-4	-5	-5
Finance Review Post Transfer	-	38	38	38
13-450 (Apr 13) HR Review	-	-8	-8	-8
13-714 (Nov 13) Auto Call Technology	-	-16	-16	-16
13-717 (Nov 13) HR Review	-	-28	-28	-28

Other Technical/Volume Adjustments

Wandsworth Safeguarding Board	-	-49	-49	-49
DSG Income Removal	-	-	192	192
Transfers within Committee	-70	-70	-70	-70

NET EFFECT OF DEVELOPMENTS	-146	-928	-741	-741
NET EXPENDITURE at November 2013 Prices	7,258	6,465	6,652	6,652

ANALYSIS BY SERVICE

Building Schools for the Future	467	481	481	481
Contracts and Personnel	543	518	518	518
Capital and Building Development	1,137	1,012	1,204	1,204
Financial and Other Services	3,140	2,717	2,712	2,712
ICT and Office Services	1,971	1,737	1,737	1,737
NET EXPENDITURE at November 2013 Prices	7,258	6,465	6,652	6,652

**EDUCATION AND CHILDREN'S SERVICES
STANDARDS AND SCHOOLS**

	<u>2013/14</u> £'000	<u>2014/15</u> £'000	<u>2015/16</u> £'000	<u>2016/17</u> £'000
2013/2014 ORIGINAL BUDGET at November 2012 price levels	5,842	5,842	5,842	5,842
INFLATION TO NOVEMBER 2013	23	22	22	22
2013/2014 ORIGINAL BUDGET REPRICED	5,865	5,864	5,864	5,864
DEVELOPMENTS				
<u>This Year Budget Variations</u>				
13-212 (Apr 13) Departmental Restructure	-	-77	-141	-141
13-244 (Apr 13) Future Direction	-	-23	-23	-23
<u>Transfers between Committees</u>				
Finance Review Post Transfer	-	-1	-1	-1
Eco Grant Budget Transfer	4	4	4	4
Depreciation	9	9	10	10
13-717 (Nov 13) HR Review	-	-1	-1	-1
<u>Other Technical/Volume Adjustments</u>				
Reduction in School Intervention Budget	-	-10	-10	-10
Provision of Transport Services	-	-1	-1	-1
Transfers within Committee	-	1	1	1
NET EFFECT OF DEVELOPMENTS	13	-99	-162	-162
NET EXPENDITURE at November 2013 Prices	5,878	5,765	5,702	5,702

ANALYSIS BY SERVICE

Curriculum and Governor Development	29	29	29	29
Dedicated Schools Budget Funded by General Fund	3,199	3,199	3,199	3,199
Education and Welfare Service	464	463	463	463
Inclusion Service	723	723	723	723
Performance and Standards	1,424	1,312	1,249	1,249
Pupil Services	39	39	39	39
NET EXPENDITURE at November 2013 Prices	5,878	5,765	5,702	5,702

**EDUCATION AND CHILDREN'S SERVICES
YOUNG PEOPLE AND LEARNING**

	<u>2013/14</u> £'000	<u>2014/15</u> £'000	<u>2015/16</u> £'000	<u>2016/17</u> £'000
2013/2014 ORIGINAL BUDGET at November 2012 price levels	10,070	10,070	10,070	10,070
INFLATION TO NOVEMBER 2013	87	102	102	102
2013/2014 ORIGINAL BUDGET REPRICED	10,157	10,172	10,172	10,172
DEVELOPMENTS				
<u>This Year Budget Variations</u>				
13-212 (Apr 13) Department Restructure	-	-86	-86	-86
13-242 (Apr 13) Aspirations Programme	50	50	50	50
13-244 (Apr 13) Future Direction	-	-47	-47	-47
13-456 (Jun 13) Financial Results (Renewals Fund)	54	-	-	-
13-630 (Oct 13) Review of Departmental Finance Functions	-	-72	-72	-72
13-658 (Nov 13) 14-19 Service	-	-141	-141	-141
13-659 (Nov 13) Youth Support Teams	-	-124	-124	-124
13-664 (Nov 13) Revision of Charges	-	-1	-1	-1
14-114 (Feb 14) Bridge House	-	-299	-399	-399
<u>Transfers between Committees</u>				
Public Health Dispersal	-	267	267	267
Depreciation	113	113	113	113
Admin Buildings Reapportionment	6	5	5	5
Central Support Services Realignment	12	7	7	7
Finance Review Post Transfer	-	-35	-35	-35
13-450 (Jun 13) HR Review	-	-6	-6	-6
13-717 (Nov 13) HR Review	-	-23	-23	-23
<u>Other Technical/Volume Adjustments</u>				
Connexions Tooting Business Rates	-13	-13	-13	-13
Wandsworth CCG Grant Income	-100	-	-	-
Troubled Family Recharge Adjustment	-24	-24	-24	-24
Family Recovery Project MOPAC Grant Funding	-185	-	-	-
Carbon Reduction Commitment	2	2	2	2
Admin Buildings Budget Removal	-3	-3	-3	-3
Transfers within Committee	-59	-59	-59	-59
NET EFFECT OF DEVELOPMENTS	-147	-489	-589	-589
NET EXPENDITURE at November 2013 Prices	10,010	9,683	9,583	9,583
ANALYSIS BY SERVICE				
14-19	512	249	249	249
Adult Education	60	54	54	54
Diversion Service	2,381	2,068	1,968	1,968
Integrated Youth Service	6,943	6,930	6,930	6,930
Teenage Pregnancy	114	382	382	382
NET EXPENDITURE at November 2013 Prices	10,010	9,683	9,583	9,583

This Cabinet remit includes sport, public libraries, cultural services, leisure and recreation centres, community centres. The remit also extends to environmental health, trading standards, some public control functions, public licensing, street cleansing, refuse collection, public conveniences, cemeteries and crematoria and the management of parks, commons and public open spaces and allotments, crime prevention including partnerships with other authorities; neighbourhood watch; cctv monitoring and maintenance.

Finance Department Committee representative: Katherine Burston
(Financial Controller)
Tel: 020-8871 6506

The General Fund revenue budget for Environment, Culture and Community Safety includes Leisure Services, Amenities Services, Community Safety and Environmental Services. Major Services that are contracted out include refuse collection, street cleaning, leisure centre management, library services and parks and cemeteries grounds maintenance.

The budget for 2013/14 and future years includes the effects of efficiency reviews of all Services, including departmental staffing reviews. The Western Riverside Waste Authority (WRWA) levy and disposal charges saw an in year rebate during 2013/14 of £1.295 million and predict reductions of £402,000 per year from 2014/15 onwards.

**ENVIRONMENT, CULTURE AND COMMUNITY SAFETY
SUMMARY**

	<u>2013/14 REVISED BUDGET</u>				<u>2014/15 BUDGET</u>		
	<u>2013/14</u>	INFLATION TO NOV. '13 £'000	DEVEL- OPMENTS £'000	TOTAL £'000	INFLATION TO NOV. '13 £'000	DEVEL- OPMENTS £'000	TOTAL £'000
	<u>ORIGINAL</u> <u>BUDGET</u> £'000						
Salaries	8,389	72	318	8,779	72	-280	8,181
Indirect Employee Expenses	66	-	-13	53	-	-13	53
Premises	6,774	77	1	6,852	90	-102	6,762
Use of Transport	233	3	16	252	4	8	245
Supplies and Services							
- Funding to Voluntary Bodies	192	6	52	250	1	42	235
- Other	1,772	17	60	1,849	19	6	1,797
Third Party Payments							
- Precepts and Levies	15,063	-	-1,295	13,768	-	-412	14,651
- Other	15,859	12	44	15,915	8	-3	15,864
Transfer Payments	137	-	-5	132	-	-15	122
Central and Technical Support	3,772	2	-127	3,647	-	-310	3,462
Depreciation and Impairment	1,978	-	23	2,001	-	23	2,001
Government Grants	-57	-	-70	-127	-	-40	-97
Rents	-880	-	-139	-1,019	-1	-149	-1,030
Other Income	-13,186	-	-287	-13,473	-	-664	-13,850
NET EXPENDITURE	40,112	189	-1,422	38,879	193	-1,909	38,396

REVENUE EXPENDITURE BY SERVICE

Community Safety	1,829	19	-20	1,828	21	-60	1,790
Environmental Services	3,901	36	-17	3,920	29	-499	3,431
Libraries and Heritage Services	4,900	3	-21	4,882	3	-67	4,836
Parks and Open Spaces	5,256	28	-116	5,168	35	-488	4,803
Bereavement Services	-1020	12	258	-750	10	191	-819
Leisure Centres and Sports Services	130	47	-16	161	56	-47	139
Waste Management	24,774	10	-1,492	23,292	8	-765	24,017
Security, Arts and Public Events	342	34	2	378	31	-174	199
NET EXPENDITURE	40,112	189	-1,422	38,879	193	-1,909	38,396

**ENVIRONMENT, CULTURE AND COMMUNITY SAFETY
SUMMARY**

	<u>2013/14</u> £'000	<u>2014/15</u> £'000	<u>2015/16</u> £'000	<u>2016/17</u> £'000
2013/2014 ORIGINAL BUDGET at November 2012 price levels	40,112	40,112	40,112	40,112
INFLATION TO NOVEMBER 2013	189	193	193	193
2013/2014 ORIGINAL BUDGET REPRICED	40,301	40,305	40,305	40,305
DEVELOPMENTS				
Community Safety	-20	-60	-60	-137
Environmental Services	-17	-499	-517	-517
Libraries and Heritage Services	-21	-67	-267	-267
Parks and Open Spaces	-116	-488	-571	-584
Bereavement Services	258	191	46	46
Leisure Centres and Sports Services	-16	-47	-112	-126
Waste Management	-1,492	-765	-783	-783
Security, Arts and Public Events	2	-174	-267	-267
NET EFFECT OF DEVELOPMENTS	-1,422	-1,909	-2,531	-2,635
NET EXPENDITURE at November 2013 Prices	38,879	38,396	37,774	37,670
ANALYSIS BY SERVICE				
Community Safety	1,828	1,790	1,790	1,713
Environmental Services	3,920	3,431	3,413	3,413
Libraries and Heritage Services	4,882	4,836	4,636	4,636
Parks and Open Spaces	5,168	4,803	4,720	4,707
Bereavement Services	-750	-819	-964	-964
Leisure Centres and Sports Services	161	139	74	60
Waste Management	23,292	24,017	23,999	23,999
Security, Arts and Public Events	378	199	106	106
NET EXPENDITURE at November 2013 Prices	38,879	38,396	37,774	37,670

**ENVIRONMENT, CULTURE AND COMMUNITY SAFETY
COMMUNITY SAFETY**

	<u>2013/14</u>	<u>2014/15</u>	<u>2015/16</u>	<u>2016/17</u>
	£'000	£'000	£'000	£'000
2013/2014 ORIGINAL BUDGET at November 2012 price levels	1,829	1,829	1,829	1,829
INFLATION TO NOVEMBER 2013	19	21	21	21
2013/2014 ORIGINAL BUDGET REPRICED	1,848	1,850	1,850	1,850
DEVELOPMENTS				
<u>This Year Budget Variations</u>				
13-278 (Apr 13) Delete Crime Prevention Office Post	-3	-43	-43	-43
14-46 (Jan 14) Capital Programme	-	-	-	-77
<u>Transfers between Committees</u>				
Depreciation	-24	-24	-24	-24
Central Support Services Recharge Spread	7	7	7	7
NET EFFECT OF DEVELOPMENTS	-20	-60	-60	-137
NET EXPENDITURE at November 2013 Prices	1,828	1,790	1,790	1,713

ANALYSIS BY SERVICE

CCTV Maintenance and Retail Radio	498	500	500	423
Domestic Violence Co-ordinator	55	55	55	55
Community Safety General	923	883	883	883
Parks Police Contract	352	352	352	352
NET EXPENDITURE at November 2013 Prices	1,828	1,790	1,790	1,713

**ENVIRONMENT, CULTURE AND COMMUNITY SAFETY
ENVIRONMENTAL SERVICES**

	<u>2013/14</u> £'000	<u>2014/15</u> £'000	<u>2015/16</u> £'000	<u>2016/17</u> £'000
2013/2014 ORIGINAL BUDGET at November 2012 price levels	3,901	3,901	3,901	3,901
INFLATION TO NOVEMBER 2013	36	29	29	29
2013/2014 ORIGINAL BUDGET REPRICED	3,937	3,930	3,930	3,930
DEVELOPMENTS				
<u>This Year Budget Variations</u>				
13-253 (Apr 13) Mobile Phone Contract	-2	-2	-2	-2
13-562 (Sept 13) Staffing Review	-103	-232	-237	-237
13-627 (Oct 13) ECS Management Review	-	-35	-47	-47
13-655 (Nov 13) Licensing Fees	-	-2	-2	-2
14-180 (Feb 14) Environmental Services Review	-	-199	-199	-199
14-197 (Feb 14) Performance Related Salary Supplements	-	-23	-23	-23
<u>Other Technical/Volume Adjustments</u>				
Air Quality Grant	-70	-70	-70	-70
FSA Grant	-4	-4	-4	-4
Licensing Income	-	-33	-33	-33
Depreciation	5	5	5	5
Coroners Court Fees	61	-	-	-
Transfers Within Committee	96	96	95	95
NET EFFECT OF DEVELOPMENTS	-17	-499	-517	-517
NET EXPENDITURE at November 2013 Prices	3,920	3,431	3,413	3,413
ANALYSIS BY SERVICE				
Food and Health & Safety	1,321	1,210	1,204	1,204
Trading Standards	554	442	441	441
Licensing	282	204	198	198
Coroners Court and Mortuary	513	447	447	447
General Environmental Services	1,250	1,128	1,123	1,123
NET EXPENDITURE at November 2013 Prices	3,920	3,431	3,413	3,413

**ENVIRONMENT, CULTURE AND COMMUNITY SAFETY
LIBRARIES AND HERITAGE SERVICES**

	<u>2013/14</u> £'000	<u>2014/15</u> £'000	<u>2015/16</u> £'000	<u>2016/17</u> £'000
2013/2014 ORIGINAL BUDGET at November 2012 price levels	4,900	4,900	4,900	4,900
INFLATION TO NOVEMBER 2013	3	3	3	3
2013/2014 ORIGINAL BUDGET REPRICED	4,903	4,903	4,903	4,903
DEVELOPMENTS				
<u>This Year Budget Variations</u>				
13-244 (Apr 13) Future Direction	-	-5	-5	-5
13-562 (Sept 13) Staffing Review	-	-3	-3	-3
13-630 (Oct 13) Review Departmental Finance Functions	-	-3	-3	-3
13-690 (Nov 13) Leisure & Culture Services	-	-25	-25	-25
<u>Transfers between Committees</u>				
13-450 (June 13) HR Review	-	-2	-2	-2
13-717 (Nov 13) HR Review	-	-8	-8	-8
Depreciation	-34	-34	-34	-34
<u>Other Technical/Volume Adjustments</u>				
Insurance	13	13	13	13
Museum Rent 38 West Hill	-	-	-200	-200
NET EFFECT OF DEVELOPMENTS	-21	-67	-267	-267
NET EXPENDITURE at November 2013 Prices	4,882	4,836	4,636	4,636
ANALYSIS BY SERVICE				
Libraries	4,880	4,834	4,834	4,834
Heritage Service	5	5	-195	-195
Library Agency Service	-3	-3	-3	-3
NET EXPENDITURE at November 2013 Prices	4,882	4,836	4,636	4,636

**ENVIRONMENT, CULTURE AND COMMUNITY SAFETY
PARKS AND OPEN SPACES**

	<u>2013/14</u> £'000	<u>2014/15</u> £'000	<u>2015/16</u> £'000	<u>2016/17</u> £'000
2013/2014 ORIGINAL BUDGET at November 2012 price levels	5,256	5,256	5,256	5,256
INFLATION TO NOVEMBER 2013	28	35	35	35
2013/2014 ORIGINAL BUDGET REPRICED	5,284	5,291	5,291	5,291
DEVELOPMENTS				
<u>This Year Budget Variations</u>				
13-244 (Apr 13) Future Direction	-	-4	-4	-4
13-253 (Apr 13) Mobile Phone Contract	-1	-1	-4	-4
13-553 (Sept 13) Living Wandle Scheme	66	115	135	135
13-562 (Sept 13) Staffing Review	-	-5	-7	-7
13-630 (Oct 13) Review of Departmental Finance Functions	-	-2	-2	-2
13-690 (Nov 13) Leisure & Culture Services	-	-30	-30	-30
13-688 (Nov 13) ECCS Charges Review	-	-2	-2	-2
14-46 (Jan 14) Capital Programme	-	-	-5	-5
14-139 (Feb 14) King George's Park - Pay and Display	-	-12	-12	-12
14-193 (Feb 14) Lee Valley Regional Park Levy	-	-9	-9	-9
14-193 (Feb 14) Wimbledon & Putney Commons Conservators Levy	-	-1	-1	-1
14-152 (Feb 14) Leisure and Culture Mutual	-	-160	-188	-192
<u>Transfers between Committees</u>				
13-450 (June 13) HR Review	-	-1	-1	-1
13-717 (Nov 13) HR Review	-	-3	-3	-3
Depreciation	90	90	90	90
Central Support Services Recharge Spread	-15	-16	-16	-16
<u>Other Technical/Volume Adjustments</u>				
HLF Grant Living Wandle Scheme	-66	-115	-135	-135
Carbon Reduction Commitment	2	6	6	6
Battersea Park Concessions	-	-146	-195	-205
Transfers within Committee	-192	-192	-188	-187
NET EFFECT OF DEVELOPMENTS	-116	-488	-571	-584
NET EXPENDITURE at November 2013 Prices	5,168	4,803	4,720	4,707
ANALYSIS BY SERVICE				
Battersea Park	505	351	299	285
Parks and Open Spaces	4,663	4,452	4,421	4,422
NET EXPENDITURE at November 2013 Prices	5,168	4,803	4,720	4,707

**ENVIRONMENT, CULTURE AND COMMUNITY SAFETY
BEREAVEMENT SERVICES**

	<u>2013/14</u> £'000	<u>2014/15</u> £'000	<u>2015/16</u> £'000	<u>2016/17</u> £'000
2013/2014 ORIGINAL BUDGET at November 2012 price levels	-1,020	-1,020	-1,020	-1,020
INFLATION TO NOVEMBER 2013	12	10	10	10
2013/2014 ORIGINAL BUDGET REPRICED	-1,008	-1,010	-1,010	-1,010
DEVELOPMENTS				
<u>This Year Budget Variations</u>				
13-244 (Apr 13) Future Direction	-	-1	-1	-1
13-562 (Sept 13) Staffing Review	-	-2	-3	-3
13-630 (Oct 13) Review Departmental Finance Functions	-	-1	-1	-1
13-688 (Nov 13) ECCS Charges Review	-21	-86	-86	-86
14-46 (Jan 14) Capital Programme	-	-	-4	-4
<u>Transfers between Committees</u>				
Central Support Services Recharge Spread	1	1	1	1
<u>Other Technical/Volume Adjustments</u>				
Carbon Reduction Commitment	1	4	4	4
Transfers within Committee	186	185	184	184
NESCB Levy	91	91	-48	-48
NET EFFECT OF DEVELOPMENTS	258	191	46	46
NET EXPENDITURE at November 2013 Prices	-750	-819	-964	-964
ANALYSIS BY SERVICE				
Cemeteries	-229	-276	-281	-281
Crematorium	-430	-452	-453	-453
NESCB Distribution	-91	-91	-230	-230
NET EXPENDITURE at November 2013 Prices	-750	-819	-964	-964

**ENVIRONMENT, CULTURE AND COMMUNITY SAFETY
LEISURE CENTRES AND SPORTS SERVICES**

	<u>2013/14</u> £'000	<u>2014/15</u> £'000	<u>2015/16</u> £'000	<u>2016/17</u> £'000
2013/2014 ORIGINAL BUDGET at November 2012 price levels	130	130	130	130
INFLATION TO NOVEMBER 2013	47	56	56	56
2013/2014 ORIGINAL BUDGET REPRICED	<hr/> 177	<hr/> 186	<hr/> 186	<hr/> 186
DEVELOPMENTS				
<u>Prior to March 2012 Council Tax Setting</u>				
13-154 (Feb 13) Tennis Court Concessions	-6	-10	-23	-31
<u>This Year Budget Variations</u>				
13-244 (Apr 13) Future Direction	-	-4	-4	-4
13-253 (Apr 13) Mobile Phone Contract	-2	-2	-2	-2
13-562 (Sept 13) Staffing Review	-	-7	-9	-9
13-630 (Oct 13) Review Departmental Finance Functions	-	-3	-3	-3
13-690 (Nov 13) Leisure & Culture Services	-	-88	-88	-88
13-688 (Nov 13) ECCS Charges Review	-6	-71	-71	-71
14-46 (Jan 14) Capital Programme	-	-	-5	-5
14-152 (Feb 14) Leisure and Culture Mutual	-	-45	-90	-96
<u>Transfers between Committees</u>				
13-717 (Nov 13) HR Review	-	-2	-2	-2
Central Support Services Recharge Spread	11	11	11	11
Depreciation	-1	-1	-1	-1
Public Health Dispersal	-	169	169	169
<u>Other Technical/Volume Adjustments</u>				
Carbon Reduction Commitment	6	24	24	24
Transfers within Committee	-18	-18	-18	-18
NET EFFECT OF DEVELOPMENTS	<hr/> -16	<hr/> -47	<hr/> -112	<hr/> -126
NET EXPENDITURE at November 2013 Prices	<hr/> 161	<hr/> 139	<hr/> 74	<hr/> 60

ANALYSIS BY SERVICE

Leisure Centres Client Costs	-692	-692	-694	-702
Sports Development	439	562	524	518
Children's Sports Development	122	113	113	113
Sports Services	292	156	131	131
NET EXPENDITURE at November 2013 Prices	<hr/> 161	<hr/> 139	<hr/> 74	<hr/> 60

**ENVIRONMENT, CULTURE AND COMMUNITY SAFETY
WASTE MANAGEMENT**

	<u>2013/14</u>	<u>2014/15</u>	<u>2015/16</u>	<u>2016/17</u>
	£'000	£'000	£'000	£'000
2013/2014 ORIGINAL BUDGET at November 2012 price levels	24,774	24,774	24,774	24,774
INFLATION TO NOVEMBER 2013	10	8	8	8
2013/2014 ORIGINAL BUDGET REPRICED	24,784	24,782	24,782	24,782
DEVELOPMENTS				
<u>This Year Budget Variations</u>				
13-244 (Apr 13) Future Direction	-	-9	-9	-9
13-284 (Apr 13) Public Conveniences	-100	-100	-100	-100
13-562 (Sept 13) Staffing Review	-	-11	-15	-15
13-627 (Oct 13) ECS Management Review	-	-42	-56	-56
13-630 (Oct 13) Review of Departmental Finance Functions	-	-3	-3	-3
13-688 (Nov 13) ECCS Charges Review	-	-64	-64	-64
14-193 (Feb 14) WRWA Levy	-	-269	-269	-269
14-193 (Feb 14) WRWA Waste Disposal	-	-133	-133	-133
14-182 (Feb 14) Transactional Services Review	-	-38	-38	-38
<u>Transfers between Committees</u>				
Central Support Services Recharge Spread	5	5	5	5
Depreciation	-4	-4	-4	-4
<u>Other Technical/Volume Adjustments</u>				
Refuse Collection Property Base	27	27	27	27
Transfers within Committee	-125	-124	-124	-124
Western Riverside Waste Authority Rebates	-1,295	-	-	-
NET EFFECT OF DEVELOPMENTS	-1,492	-765	-783	-783
NET EXPENDITURE at November 2013 Prices	23,292	24,017	23,999	23,999

ANALYSIS BY SERVICE

Refuse & Recycling	17,870	18,622	18,609	18,609
Street Cleansing	5,248	5,221	5,217	5,217
Public Conveniences	-	-	-	-
Dog Control and Enforcement	174	174	173	173
NET EXPENDITURE at November 2013 Prices	23,292	24,017	23,999	23,999

**ENVIRONMENT, CULTURE AND COMMUNITY SAFETY
SECURITY, ARTS AND PUBLIC EVENTS**

	<u>2013/14</u> £'000	<u>2014/15</u> £'000	<u>2015/16</u> £'000	<u>2016/17</u> £'000
2013/2014 ORIGINAL BUDGET at November 2012 price levels	342	342	342	342
INFLATION TO NOVEMBER 2013	34	31	31	31
2013/2014 ORIGINAL BUDGET REPRICED	376	373	373	373
DEVELOPMENTS				
<u>This Year Budget Variations</u>				
13-244 (Apr 13) Future Direction	-	-3	-3	-3
13-253 (Apr 13) Mobile Phone Contract	-1	-1	-1	-1
13-562 (Sept 13) Staffing Review	-	-4	-6	-6
13-630 (Oct 13) Review Departmental Finance Functions	-	-2	-2	-2
13-688 (Nov 13) ECCS Charges Review	-	-63	-63	-63
14-46 (Jan 14) Capital Programme	-	-	-12	-12
14-149 (Feb 14) Disability Arts Contract	-	-	-2	-2
14-152 (Feb 14) Leisure and Culture Mutual	-	-78	-155	-155
<u>Transfers between Committees</u>				
13-450 (June 13) HR Review	-	-1	-1	-1
13-717 (Nov 13) HR Review	-	-4	-4	-4
Central Support Services Recharge Spread	-2	-3	-3	-3
Depreciation	-8	-8	-8	-8
<u>Other Technical/Volume Adjustments</u>				
Carbon Reduction Commitment	1	1	1	1
Transfers Within Committee	22	22	22	22
Hire of Premises Income	-10	-10	-10	-10
Arts Service Efficiencies	-	-20	-20	-20
NET EFFECT OF DEVELOPMENTS	2	-174	-267	-267
NET EXPENDITURE at November 2013 Prices	378	199	106	106
ANALYSIS BY SERVICE				
Shows and Special Events	195	187	187	187
Battersea Park Events	-492	-622	-686	-686
Public Halls and Community Centres	23	23	11	11
Arts	652	611	594	594
NET EXPENDITURE at November 2013 Prices	378	199	106	106

FINANCE AND CORPORATE RESOURCES

This Cabinet remit includes:
the control of the Council's finances,
public relations and accountability;
electoral arrangements, the mayoralty,
registration of births, deaths and
marriages, planning for civil emergencies;
council tax and rate collection;
the operation of Housing and Council
Tax Benefit Schemes; ; ensuring
optimum use of the Council's property
portfolio; office accommodation, central
administrative and financial support;
computer technology.

Finance Department Committee representative: Chris Buss
(Director and Deputy Chief Executive)
Tel: 020-8871 8300

The repriced budget is adjusted to include the revenue effects of approved and unavoidable service developments and budget transfers during the year to produce the revised budget for 2013/14. This includes technical adjustments to depreciation and changes to expenditure from earmarked reserves which do not impact directly on the council's overall budget requirement. The 2013/14 and future years budgets include the effect of increased anticipated interest income although this is not something which can be relied upon in future years.

In the current tight budgetary climate a particular focus of the Council has been on seeking to reduce the cost of 'back office' functions, many of which fall within the remit of this committee. On-going major reviews are being undertaken across both the Administration and Finance functions, a process which began in 2010/11 with the budgetary effects beginning to be fully felt in 2011/12 and continuing into future years. Because back office functions are fully recharged to frontline services these budgetary effects will ultimately materialise across the budgets of all committees.

Most existing specific grants are now centralised under the Business Rates Retention scheme with few remaining to be shown within service budgets. The main exception to this is the Housing Benefit and Council Tax benefit administration grant, which for 2014/15 will be £2.64 million (including a previous £0.13 million additional grant now in the main allocation). Council Tax Benefit subsidy reimbursement has been replaced by Council Tax Support Grant which is now paid as part of central government grant.

**FINANCE AND CORPORATE RESOURCES
SUMMARY**

	<u>2013/14 REVISED BUDGET</u>				<u>2014/15 BUDGET</u>		
	<u>2013/14</u>	INFLATION TO NOV. '13	DEVEL- OPMENTS	TOTAL	INFLATION TO NOV. '13	DEVEL- OPMENTS	TOTAL
	<u>ORIGINAL</u> <u>BUDGET</u> £'000						
Salaries	6,628	64	-108	6,584	61	-421	6,268
Indirect Employee Expenses	48	-	-	48	-	-	48
Premises	545	3	54	602	7	-8	544
Use of Transport	10	-	-	10	-	-	10
Supplies and Services							
- Grants to Voluntary Bodies	808	4	409	1,221	4	-251	561
- Other	2,679	21	2,500	5,200	22	1,555	4,256
Third Party Payments							
- Precepts, Levies and Charges	954	-	-	954	-	-32	922
- Other	853	9	11	873	10	45	908
Transfer Payments	203,012	-	6,925	209,937	-	5,692	208,704
Central and Technical Support	12,665	64	997	13,726	65	413	13,143
Depreciation and Impairment	522	-	-10	512	-	-10	512
Government Grants	-202,163	-	-6,291	-208,454	-	-7,694	-209,857
Rents	-1,522	-	-	-1,522	-	-344	-1,866
Fees, Charges and Other Income	-23,684	-	-2,096	-25,780	-	1,903	-21,781
Interest Received	-2,619	-	-478	-3,097	-	-128	-2,747

NET EXPENDITURE	-1,264	165	1,913	814	169	720	-375
------------------------	---------------	------------	--------------	------------	------------	------------	-------------

REVENUE EXPENDITURE BY SERVICE

General Services							
- Administration Department	7,246	24	30	7,300	26	915	8,187
- Finance Department	-14,435	5	780	-13,650	5	-137	-14,567
Council Tax and Rate Collection	2,071	28	15	2,114	28	-106	1,993
Property Services	1,069	65	724	1,858	69	182	1,320
Housing Benefits	2,785	43	364	3,192	41	-134	2,692

NET EXPENDITURE	-1,264	165	1,913	814	169	720	-375
------------------------	---------------	------------	--------------	------------	------------	------------	-------------

**FINANCE AND CORPORATE RESOURCES
SUMMARY**

	<u>2013/14</u> £'000	<u>2014/15</u> £'000	<u>2015/16</u> £'000	<u>2016/17</u> £'000
2013/2014 ORIGINAL BUDGET at November 2012 price levels	-1,264	-1,264	-1,264	-1,264
INFLATION TO NOVEMBER 2013	165	169	169	169
2013/2014 ORIGINAL BUDGET REPRICED	-1,099	-1,095	-1,095	-1,095
DEVELOPMENTS				
General Services				
- Administration Department	30	915	94	30
- Finance Department	780	-137	-25	211
Council Tax and Rate Collection	15	-106	-126	-127
Property Services	724	182	-2,041	-1,969
Housing Benefits	364	-134	-212	-212
NET EFFECT OF DEVELOPMENTS	1,913	720	-2,310	-2,067
NET EXPENDITURE at November 2013 Prices	814	-375	-3,405	-3,162

ANALYSIS BY SERVICE

General Services				
- Administration Department	7,300	8,187	7,366	7,302
- Finance Department	-13,650	-14,567	-14,455	-14,219
Council Tax and Rate Collection	2,114	1,993	1,973	1,972
Property Services	1,858	1,320	-903	-831
Housing Benefits	3,192	2,692	2,614	2,614
NET EXPENDITURE at November 2013 Prices	814	-375	-3,405	-3,162

**FINANCE AND CORPORATE RESOURCES
GENERAL SERVICES - ADMINISTRATION DEPARTMENT**

	<u>2013/14</u>	<u>2014/15</u>	<u>2015/16</u>	<u>2016/17</u>
	£'000	£'000	£'000	£'000
2013/2014 ORIGINAL BUDGET at November 2012 price levels	7,246	7,246	7,246	7,246
INFLATION TO NOVEMBER 2013	24	26	26	26
2013/2014 ORIGINAL BUDGET REPRICED	7,270	7,272	7,272	7,272

DEVELOPMENTS

Prior to March 2013 Council Tax Setting

12-88 (Jan 12) Banking Contract	-	7	7	7
12-645 (Oct 12) Aspirations Programme	-	-8	-25	-25
12-651 (Oct 12) Future Effects of HR Review	-	-76	-76	-76

This Year Budget Variations

13-242 (Apr 13) Aspirations Programme	15	27	18	-
13-456 (June 13) Aspirations Programme	30	60	30	-
13-253 (Sept 13) Mobile Phone Contract	-	-1	-1	-1
13-450 (June 13) HR Review	-19	-75	-75	-75
13-717 (Nov 13) HR Review	-	-312	-548	-564
14-39 (Jan 14) Review of Decision Making Process	-	-163	-142	-142
14-177 (Feb 14) Single Sign on Portal	-	50	50	50
14-179 (Feb 14) Review of Administration Department	-	-63	-100	-100
14-186 (Feb 14) Review of Finance Department	-	-25	-27	-27
14-197 (Feb 14) Performance Related Salary Supplement	-	-23	-23	-23

Transfers between Committees

13-450/13-717 HR Review	19	274	274	274
Administrative Buildings Apportionment	-24	-24	-24	-24
Central Support Recharge Spread	83	150	150	150
Wandsworth Care Alliance	-30	-30	-30	-30
Depreciation	-10	-10	-10	-10
Dispersal of Public Health Budgets	-35	771	660	660

Other Technical/Volume Adjustments

Policy Staff Virement	-	-16	-16	-16
Reset Land Charges Budget	-	1	1	1
Cost of 2014 Local Election	-	400	-	-
External Cost Recovery	-11	-11	-11	-11
Transfers within Committee	12	12	12	12

NET EFFECT OF DEVELOPMENTS	30	915	94	30
-----------------------------------	-----------	------------	-----------	-----------

NET EXPENDITURE at November 2013 Prices	7,300	8,187	7,366	7,302
--	--------------	--------------	--------------	--------------

ANALYSIS BY SERVICE

Registration of Electors	699	698	698	698
Land Charges	1	-1	-	-
Emergency Planning	201	200	200	200
Corporate Management Costs	6,167	7,059	6,237	6,173
LINKs	195	195	195	195
Registration of Births, Deaths and Marriages	37	36	36	36

NET EXPENDITURE at November 2013 Prices	7,300	8,187	7,366	7,302
--	--------------	--------------	--------------	--------------

**FINANCE AND CORPORATE RESOURCES
GENERAL SERVICES - FINANCE DEPARTMENT**

	<u>2013/14</u> £'000	<u>2014/15</u> £'000	<u>2015/16</u> £'000	<u>2016/17</u> £'000
2013/2014 ORIGINAL BUDGET at November 2012 price levels	-14,435	-14,435	-14,435	-14,435
INFLATION TO NOVEMBER 2013	5	5	5	5
2013/2014 ORIGINAL BUDGET REPRICED	-14,430	-14,430	-14,430	-14,430
DEVELOPMENTS				
<u>Prior to March 2013 Council Tax Setting</u>				
13-182 (Feb 13) Revenue Effects of Capital Bids	-	77	116	116
11-756 (Oct 11)/13-176 (Feb 13) Wandsworth Advice Services Contract	-	-39	-39	-39
12-749 (Nov 12) Internal Audit Review	-	-31	-56	-56
12-491 (Jul 12) Renewals Fund	-	-200	-200	-200
13-184 (Feb 13) Streamlining of Council Processes	-	-	-250	-250
Notified Non-ringfenced Government Grants	-	1,193	1,367	1,367
GF Interest from HRA Subsidy Buyout	-	145	290	435
<u>This Year Budget Variations</u>				
13-251 (Apr 13) Microsoft Licences	238	238	238	-
13-253 (Apr 13) Mobile Subsidy	-254	-38	-38	-38
13-439 (Jun 13) Credit Union	50	35	35	35
13-456 (Jun 13) Voluntary Sector Grants	350	-	-	-
13-456 (Jun 13) Renewal Fund Existing Projects	1,187	-	-	-
13-456 (Jun 13) Renewal Fund New Projects	100	-	-	-
13-572 (Sept 13) Capital Programme Review	-	26	26	26
13-714 (Nov 13) Auto Call Technology	-	-111	-135	-135
14-45 (Jan 14) London Councils Grants Committee	-	-30	-	-
14-46 (Jan 14) Revenue Effects of Capital Bids	-	15	44	57
14-185 (Feb 14) Review of EDO	-	-271	-271	-271
14-183 (Feb 14) Review of Property Services	-	-50	-50	-50
14-184 (Feb 14) Review of IT Services	-	-138	-221	-221
14-186 (Feb 14) Review of Finance Department	-	-391	-391	-391
<u>Transfers between Committees</u>				
13-714 (Nov 13) Auto Call Technology	-	111	111	111
IT Recharges	34	34	34	34
Procurement Centralisation	-	128	128	128
Depreciation	-373	-373	-373	-373
<u>Other Technical/Volume Adjustments</u>				
Notified Non-ringfenced Government Grants	-	-	-78	27
Tenancy Fraud Grant	-75	-75	-	-
Revised Forecast for Interest on Retained Capital Receipts	-67	-274	-297	-281
Revised Forecast for Interest on General Fund Reserves	-410	-116	-13	182
Reduction in London Pension Fund Authority Levy	-	-2	-2	-2
NET EFFECT OF DEVELOPMENTS	780	-137	-25	211
NET EXPENDITURE at November 2013 Prices	-13,650	-14,567	-14,455	-14,219
ANALYSIS BY SERVICE				
General Services Finance	-1,347	-1,484	-1,459	-1,261
Voluntary Organisations	1,628	923	953	953
Capital Financing Account				
- Interest Payable	6,443	5,818	4,975	4,425
- Charge to Housing Revenue Account	-6,441	-5,816	-4,973	-4,423
- Depreciation Charge	-13,546	-13,546	-13,546	-13,546
- Interest received on Capital Receipts	-387	-462	-405	-367
NET EXPENDITURE at November 2013 Prices	-13,650	-14,567	-14,455	-14,219

**FINANCE AND CORPORATE RESOURCES
COUNCIL TAX AND RATE COLLECTION**

	<u>2013/14</u> £'000	<u>2014/15</u> £'000	<u>2015/16</u> £'000	<u>2016/17</u> £'000
2013/2014 ORIGINAL BUDGET at November 2012 price levels	2,071	2,071	2,071	2,071
INFLATION TO NOVEMBER 2013	28	28	28	28
2013/2014 ORIGINAL BUDGET REPRICED	<u>2,099</u>	<u>2,099</u>	<u>2,099</u>	<u>2,099</u>

DEVELOPMENTS

This Year Budget Variations

14-186 (Feb 14) Review of Finance Department	-	-90	-110	-111
<u>Transfers between Committees</u>				
13-714 Auto Call Technology	-	-31	-31	-31
Administrative Buildings Apportionment	23	23	23	23
Central Support Recharge Spread	-8	-8	-8	-8
	<u>15</u>	<u>-106</u>	<u>-126</u>	<u>-127</u>

NET EFFECT OF DEVELOPMENTS

	<u>2,114</u>	<u>1,993</u>	<u>1,973</u>	<u>1,972</u>
NET EXPENDITURE at November 2013 Prices				

ANALYSIS BY SERVICE

Council Tax and Rate Collection	2,114	1,993	1,973	1,972
NET EXPENDITURE at November 2013 Prices	<u>2,114</u>	<u>1,993</u>	<u>1,973</u>	<u>1,972</u>

**FINANCE AND CORPORATE RESOURCES
PROPERTY SERVICES**

	<u>2013/14</u> £'000	<u>2014/15</u> £'000	<u>2015/16</u> £'000	<u>2016/17</u> £'000
2013/2014 ORIGINAL BUDGET at November 2012 price levels	1,069	1,069	1,069	1,069
INFLATION TO NOVEMBER 2013	65	69	69	69
2013/2014 ORIGINAL BUDGET REPRICED	1,134	1,138	1,138	1,138
DEVELOPMENTS				
<u>Prior to March 2013 Council Tax Setting</u>				
09-422 (Apr 09) Valuation Contract Retender	-	19	19	19
11-553 (July 11) Former Bolingbroke Hospital	-	-44	-44	-44
Removal of Welbeck House from OAS	-	-750	-	-
12-267 (Apr 12) Office Accom. Strategy Expenditure	-	-55	-1,079	-1,079
12-267 (Apr 12) Slippage on Savings from Disposals	-	-	-428	-428
13-182 (Feb 13) Capital Programme - Asst Bor Valuer Posts	-	-	-165	-165
<u>This Year Budget Variations</u>				
13-252 (Apr 13) WIFI Income	-527	-29	-31	-34
13-460 (Jun 13) Fees South Thames College Block Acqn.	400	-	-	-
13-566 (Oct 13) Office Accommodation Strategy	1,581	-	-	-
13-572 (Oct 13) Capital Review - STC Rental Income	-	-300	-75	-
14-42 (Jan 14) Review of Soft Facilities Management	-	-100	-100	-100
14-179 (Feb 14) Review of Administration Department	-	-30	-61	-61
14-183 (Feb 14) Review of Property Services	-	-52	-100	-100
<u>Transfers between Committees</u>				
13-450/13-717 HR Review	-	-1	-1	-1
Film Location Income	10	10	10	10
Administrative Buildings Apportionment	16	16	16	16
Central Support Recharge Spread	-15	-15	-15	-15
Closure Battersea Job Shop	7	12	12	12
Depreciation	14	14	14	14
<u>Other Technical/Volume Adjustments</u>				
Carbon Reduction Commitment	-	1	1	1
Office Accommodation Costs (Bus Rates)	750	-	-	-
Reprofiling of Office Accommodation Strategy	-1,500	1,500	-	-
Realignment of Energy Budgets	-	-2	-2	-2
Transfers within Committee	-12	-12	-12	-12
NET EFFECT OF DEVELOPMENTS	724	182	-2,041	-1,969
NET EXPENDITURE at November 2013 Prices	1,858	1,320	-903	-831
ANALYSIS BY SERVICE				
Operational Properties	2,162	2,372	110	107
Commercial Properties	-1,026	-1,063	-1,073	-1,073
Properties Pending Disposal	722	11	60	135
NET EXPENDITURE at November 2013 Prices	1,858	1,320	-903	-831

**FINANCE AND CORPORATE RESOURCES
HOUSING BENEFITS**

	<u>2013/14</u> £'000	<u>2014/15</u> £'000	<u>2015/16</u> £'000	<u>2016/17</u> £'000
2013/2014 ORIGINAL BUDGET at November 2012 price levels	2,785	2,785	2,785	2,785
INFLATION TO NOVEMBER 2013	43	41	41	41
2013/2014 ORIGINAL BUDGET REPRICED	<u>2,828</u>	<u>2,826</u>	<u>2,826</u>	<u>2,826</u>

DEVELOPMENTS

Prior to March 2013 Council Tax Setting

13-179 (Feb 13) Welfare Reform	-	-176	-176	-176
--------------------------------	---	------	------	------

This Year Budget Variations

13-440 (Jun 13) Welfare Reform	143	28	-	-
13-253 (Apr 13) Mobile Phone Contract	-1	-1	-1	-1
14-186 (Feb 14) Review of Finance Department	-	-170	-220	-220

Transfers between Committees

13-714 Auto Call Technology	-	-28	-28	-28
Administrative Buildings Apportionment	-7	-7	-7	-7
Central Support Recharge Spread	-1	-1	-1	-1
Depreciation	-13	-13	-13	-13

Other Technical / Volume Adjustments

Housing Benefit Subsidy	243	234	234	234
-------------------------	-----	-----	-----	-----

NET EFFECT OF DEVELOPMENTS	<u>364</u>	<u>-134</u>	<u>-212</u>	<u>-212</u>
----------------------------	------------	-------------	-------------	-------------

NET EXPENDITURE at November 2013 Prices	<u>3,192</u>	<u>2,692</u>	<u>2,614</u>	<u>2,614</u>
---	--------------	--------------	--------------	--------------

ANALYSIS BY SERVICE

Housing and Council Tax Benefits	3,192	2,692	2,614	2,614
----------------------------------	-------	-------	-------	-------

NET EXPENDITURE at November 2013 Prices	<u>3,192</u>	<u>2,692</u>	<u>2,614</u>	<u>2,614</u>
---	--------------	--------------	--------------	--------------

**FINANCE AND CORPORATE RESOURCES CENTRAL SUPPORT SERVICES
SUMMARY**

	<u>2013/14 REVISED BUDGET</u>				<u>2014/15 BUDGET</u>		
	<u>2013/14</u>	INFLATION TO NOV. '13	DEVEL- OPMENTS	TOTAL	INFLATION TO NOV. '13	DEVEL- OPMENTS	TOTAL
	<u>BUDGET</u>						
Salaries	20,764	212	899	21,875	209	737	21,710
Indirect Employee Expenses	843	7	1	851	1	-27	817
Premises	4,267	67	756	5,090	82	612	4,961
Use of Transport	344	8	-9	343	8	-3	349
Supplies and Services	8,151	74	178	8,403	83	620	8,854
Third Party Payments	2,480	-	33	2,513	-	61	2,541
Central and Technical Support	19	-	-	19	-	-	19
Income	-3,039	-	-208	-3,247	-	-219	-3,258
NET EXPENDITURE	33,829	368	1,650	35,847	383	1,781	35,993
REVENUE EXPENDITURE BY SERVICE							
Administrative Buildings	4,690	77	806	5,573	92	1,082	5,864
Central Services							
- Administration Department	9,885	82	272	10,239	77	-382	9,580
- Finance Department	12,486	138	429	13,053	142	-412	12,216
ICT Services - Administration Department	4,321	59	155	4,535	62	1,306	5,689
Democratic Representation	2,447	12	-12	2,447	10	187	2,644
NET EXPENDITURE	33,829	368	1,650	35,847	383	1,781	35,993

**These budgets are not included in the Committee Summary
since they are fully recharged to other services.**

**FINANCE AND CORPORATE RESOURCES CENTRAL SUPPORT SERVICES
SUMMARY**

	<u>2013/14</u> £'000	<u>2014/15</u> £'000	<u>2015/16</u> £'000	<u>2016/17</u> £'000
2013/2014 ORIGINAL BUDGET at November 2012 price levels	33,829	33,829	33,829	33,829
INFLATION TO NOVEMBER 2013	368	383	383	383
2013/2014 ORIGINAL BUDGET REPRICED	<u>34,197</u>	<u>34,212</u>	<u>34,212</u>	<u>34,212</u>
DEVELOPMENTS				
Administrative Buildings	806	1,082	-668	-668
Central Services				
- Administration Department	272	-382	-891	-960
- Finance Department	429	-412	-623	-623
ICT Services - Administration Department	155	1,306	1,208	924
Democratic Representation	-12	187	-208	-208
NET EFFECT OF DEVELOPMENTS	<u>1,650</u>	<u>1,781</u>	<u>-1,182</u>	<u>-1,535</u>
NET EXPENDITURE at November 2013 Prices	<u>35,847</u>	<u>35,993</u>	<u>33,030</u>	<u>32,677</u>
ANALYSIS BY SERVICE				
Administrative Buildings	5,573	5,864	4,114	4,114
Central Services				
- Administration Department	10,239	9,580	9,071	9,002
- Finance Department	13,053	12,216	12,005	12,005
ICT Services - Administration Department	4,535	5,689	5,591	5,307
Democratic Representation	2,447	2,644	2,249	2,249
NET EXPENDITURE at November 2013 Prices	<u>35,847</u>	<u>35,993</u>	<u>33,030</u>	<u>32,677</u>

**FINANCE AND CORPORATE RESOURCES CENTRAL SUPPORT SERVICES
ADMINISTRATIVE BUILDINGS**

	<u>2013/14</u> £'000	<u>2014/15</u> £'000	<u>2015/16</u> £'000	<u>2016/17</u> £'000
2013/2014 ORIGINAL BUDGET at November 2012 price levels	4,690	4,690	4,690	4,690
INFLATION TO NOVEMBER 2013	77	92	92	92
2013/2014 ORIGINAL BUDGET REPRICED	4,767	4,782	4,782	4,782
DEVELOPMENTS				
<u>Prior to March 2012 Council Tax Setting</u>				
Office Accommodation Strategy	-	-804	-1,054	-1,054
<u>This Year Budget Variations</u>				
13-566 (Sept 13) Office Accommodation Strategy	1,581	-	-	-
13-253 (Apr 13) Mobile Phones	-1	-1	-1	-1
Reprofile Office Accommodation Strategy	-	-86	-86	-86
<u>Transfers between Committees</u>				
Depreciation	14	14	14	14
14-42 (Jan 14) Soft Facilities Management Centralisation	-	522	522	522
<u>Other Technical/Volume Adjustments</u>				
Closure of Battersea Jobshop	-38	-65	-65	-65
Provision for Backdated Business Rates	750	-	-	-
Reprofile Office Accommodation Strategy	-1,500	1,500	-	-
Transfers within Committee	-	2	2	2
NET EFFECT OF DEVELOPMENTS	806	1,082	-668	-668
NET EXPENDITURE at November 2013 Prices	5,573	5,864	4,114	4,114

**FINANCE AND CORPORATE RESOURCES CENTRAL SUPPORT SERVICES
ADMINISTRATION DEPARTMENT**

	<u>2013/14</u> £'000	<u>2014/15</u> £'000	<u>2015/16</u> £'000	<u>2016/17</u> £'000
2013/2014 ORIGINAL BUDGET at November 2012 price levels	9,885	9,885	9,885	9,885
INFLATION TO NOVEMBER 2013	82	77	77	77
2013/2014 ORIGINAL BUDGET REPRICED	9,967	9,962	9,962	9,962
DEVELOPMENTS				
<u>Prior to March 2012 Council Tax Setting</u>				
12-651 (Oct 12) HR Review	-	-76	-76	-76
<u>This Year Budget Variations</u>				
13-456 (Jun 12) Aspirations Programme	45	87	48	-
13-450 (Jun 13) HR Review	-22	-89	-89	-89
13-717 (Nov 13) HR Review (2)	-	-394	-713	-734
13-253 (Apr 13) Mobile Phones	-4	-4	-4	-4
14-42 (Jan 14) Soft Facilities Management Review	-	-47	-47	-47
14-179 (Feb 14) Administration Department Review	-	-47	-94	-94
14-197 (Feb 14) Performance Related Salary Supplements	-	-28	-28	-28
<u>Transfers between Committees</u>				
Public Health Legal Support	7	7	7	7
Income from Filming Council Buildings	10	10	10	10
ECO Grant	-4	-4	-4	-4
Additional Legal Support for CSD	21	-	-	-
Depreciation	-5	-5	-5	-5
14-42 (Jan 14) Soft Facilities Management Review	-	30	30	30
<u>Other Technical/Volume Adjustments</u>				
Policy Staffing Budget Virement	-	-16	-16	-16
Fixed Term Assistant Borough Valuer Post	-	-	-104	-104
Transfers within Committee	224	194	194	194
NET EFFECT OF DEVELOPMENTS	272	-382	-891	-960
NET EXPENDITURE at November 2013 Prices	10,239	9,580	9,071	9,002

ANALYSIS BY SERVICE

Staff Training Centre/I.T. Training	352	352	352	352
Borough Valuer Service and Valuation Contracts	1,073	1,073	969	969
Policy Unit	596	622	583	535
Press Office	347	343	338	338
Human Resources and Staffside	3,027	2,453	2,134	2,113
General Office/Directorate	1,033	990	948	948
Legal Services and Contracts	2,481	2,432	2,432	2,432
Despatch Service	296	279	279	279
Corporate Design and Quickprint	734	736	736	736
Contracts Support Team	300	300	300	300
NET EXPENDITURE at November 2013 Prices	10,239	9,580	9,071	9,002

FINANCE AND CORPORATE RESOURCES CENTRAL SUPPORT SERVICES
FINANCE DEPARTMENT

	<u>2013/14</u>	<u>2014/15</u>	<u>2015/16</u>	<u>2016/17</u>
	£'000	£'000	£'000	£'000
2013/2014 ORIGINAL BUDGET	12,486	12,486	12,486	12,486
at November 2012 price levels				
INFLATION TO NOVEMBER 2013	138	142	142	142
2013/2014 ORIGINAL BUDGET REPRICED	12,624	12,628	12,628	12,628
DEVELOPMENTS				
<u>Prior to March 2012 Council Tax Setting</u>				
12-749 (Nov 12) Internal Audit Service	-	-30	-55	-55
12-88 (Jan 12) Banking Contract	-	7	7	7
13-57 (Jan 13) FMS Contract (Saffron)	-	-22	-22	-22
<u>This Year Budget Variations</u>				
13-253 (Apr 13) Mobile Phone Contract	-2	-2	-2	-2
13-254 (Apr 13) Tenancy Fraud Officers	75	75	-	-
13-440 (Jun 13) Welfare Reform	89	9	-	-
13-714 (Nov 13) Auto Call Technology	-	-120	-147	-147
14-186 (Feb 14) Finance Department Review	-	-339	-416	-416
14-197 (Jan 14) Performance Related Salary Supplements	-	-3	-3	-3
<u>Transfers between Committees</u>				
13-441 (Jun 13) Procurement Centralisation	126	285	285	285
13-630 (Oct 13) Review of Departmental Finance Functions	-	118	118	118
Audit Business Plan	2	2	2	2
Queuing System IT Support & Maintenance	5	5	5	5
Depreciation	-13	-13	-13	-13
Centralisation of Finance Application Support	-	-549	-547	-547
Transfer of Permit Investigation Staff to Audit	41	114	114	114
<u>Other Technical/Volume Adjustments</u>				
Realignment of Pension Fund Salary Budgets	28	28	28	28
Rent Arrears Post Patmore Co-op	34	-	-	-
Pensions Shared Service Budgets	-	-21	-21	-21
Transfers within Committee	44	44	44	44
NET EFFECT OF DEVELOPMENTS	429	-412	-623	-623
NET EXPENDITURE at November 2013 Prices	13,053	12,216	12,005	12,005
ANALYSIS BY SERVICE				
Finance Directorate and General Services	640	642	642	642
Treasury and Capital Management	251	251	251	251
Pension Fund Accounting	119	119	119	119
Accounting including Cashiers	1,337	1,308	1,308	1,308
Audit and Benefit Fraud	1,585	1,626	1,526	1,526
Procurement	542	700	700	700
Financial Control	991	916	891	891
Mortgages	62	62	62	62
Payroll	893	892	892	892
Income Collection Service	623	610	599	599
Pensions Administration	471	450	450	450
Support Services	216	210	210	210
Finance Consultants	143	143	143	143
Bank Charges	120	127	127	127
External Audit Fees	263	263	263	263
Rent Collection/Accounting	1,664	1,556	1,553	1,553
Property Accounts	231	231	231	231
Business Support Unit	1,232	644	615	615
Customer Services Call Centre	991	891	875	875
Reception Services	438	438	438	438
Switchboard	241	137	110	110
NET EXPENDITURE at November 2013 Prices	13,053	12,216	12,005	12,005

**FINANCE AND CORPORATE RESOURCES CENTRAL SUPPORT SERVICES
ICT SERVICES - ADMINISTRATION DEPARTMENT**

	<u>2013/14</u> £'000	<u>2014/15</u> £'000	<u>2015/16</u> £'000	<u>2016/17</u> £'000
2013/2014 ORIGINAL BUDGET at November 2012 price levels	4,321	4,321	4,321	4,321
INFLATION TO NOVEMBER 2013	59	62	62	62
2013/2014 ORIGINAL BUDGET REPRICED	4,380	4,383	4,383	4,383
DEVELOPMENTS				
<u>This Year Budget Variations</u>				
13-251 (Apr 13) Microsoft Licenses (Renewals Fund)	284	284	284	-
13-253 (Apr 13) Mobile Phone Subsidy Credit	-254	-38	-38	-38
13-253 (Apr 13) Fixed to Mobile Call Costs	-23	-30	-30	-30
13-456 (Jun 13) IT Firewalls (Renewals Fund)	100	-	-	-
14-182 (Feb 14) Review of IT Services	-	-179	-276	-276
14-177 (Feb 14) Single Sign On Portal	-	50	50	50
<u>Transfers between Committees</u>				
Depreciation Charge	-14	-14	-14	-14
Centralisation of Housing Application Support	-	623	623	623
Centralisation of Finance Application Support	-	548	547	547
<u>Other Technical/Volume Adjustments</u>				
Loss of NHS Contribution to Frameworki	52	52	52	52
Saffron Facilities Management	-12	-12	-12	-12
Transfers within Committee	22	22	22	22
NET EFFECT OF DEVELOPMENTS	155	1,306	1,208	924
NET EXPENDITURE at November 2013 Prices	4,535	5,689	5,591	5,307

ANALYSIS BY SERVICE

Corporate IT Services	3,593	3,697	3,668	3,384
Departmental Application Support	576	1,621	1,552	1,552
Telecommunication Services	366	371	371	371
NET EXPENDITURE at November 2013 Prices	4,535	5,689	5,591	5,307

**FINANCE AND CORPORATE RESOURCES CENTRAL SUPPORT SERVICES
DEMOCRATIC REPRESENTATION**

	<u>2013/14</u>	<u>2014/15</u>	<u>2015/16</u>	<u>2016/17</u>
	£'000	£'000	£'000	£'000
2013/2014 ORIGINAL BUDGET at November 2012 price levels	2,447	2,447	2,447	2,447
INFLATION TO NOVEMBER 2013	12	10	10	10
2013/2014 ORIGINAL BUDGET REPRICED	2,459	2,457	2,457	2,457

DEVELOPMENTS

This Year Budget Variations

13-253 (Apr 13) Mobile Phone Contract	-1	-1	-1	-1
14-39 (Jan 14) Review of Decision Making Processes	-	-176	-171	-171
14-179 (Feb 14) Street Naming & Numbering Service	-	-25	-25	-25
<u>Other Technical/Volume Adjustments</u>				
2014 Local Election	-	400	-	-
External Cost Recovery	-11	-11	-11	-11

NET EFFECT OF DEVELOPMENTS	-12	187	-208	-208
NET EXPENDITURE	2,447	2,644	2,249	2,249

ANALYSIS BY SERVICE

Mayoralty	187	187	187	187
Committee Support	716	593	548	548
Members' Support/Expenses	1,523	1,443	1,493	1,493
Election Expenses	21	421	21	21
NET EXPENDITURE at November 2013 Prices	2,447	2,644	2,249	2,249

This Cabinet remit includes the provision of rented accommodation, assistance by way of house purchase advances to private individuals, the Homelessness Prevention Service for both Council and private tenants, and administering homelessness and asylum seekers.

Finance Department Committee representative: Fenella Merry
(Head of Service Finance)
Tel: 020-8871 5370

The revised 2013/14 revenue budget and the original budget for 2014/15 for services within the terms of reference for this Committee have been adjusted for the effects of inflation and service developments. Significant items include a transfer of budget for Public Health Community Development into Warden Services from the Admin Department, and a reduction in budget as a result of the Staffing Review.

The expenditure and income related to the provision of rented accommodation are "ring-fenced" to the Housing Revenue Account (HRA) and shown under Section 5: Council Housing Budgets.

**HOUSING
SUMMARY**

	<u>2013/14 REVISED BUDGET</u>			<u>2014/15 BUDGET</u>			
	<u>2013/14</u>	INFLATION TO NOV. '13	DEVEL- OPMENTS	TOTAL	INFLATION TO NOV. '13	DEVEL- OPMENTS	TOTAL
	<u>BUDGET</u>						
Salaries	2,374	24	-	2,398	24	-177	2,221
Indirect Employee Expenses	19	-	-	19	-	-	19
Premises	197	5	10	212	6	10	213
Use of Transport	37	-	-	37	-	-	37
Supplies and Services							
- Contracts with Voluntary Bodies	33	-	-	33	-	-	33
- Other	182	1	-12	171	3	-9	176
Third Party Payments	3,235	12	1,060	4,307	146	1,021	4,402
Transfer Payments	2,339	3	1,084	3,426	2	1,174	3,515
Central and Technical Support	616	1	2	619	8	-26	598
Depreciation and Impairment	2	-	-	2	-	-	2
Government Grants	-1,764	-	-1,009	-2,773	-	-1,109	-2,873
Other Income	-3,065	-	-1,015	-4,080	-	-1,156	-4,221
Interest Received	-16	-	-	-16	-	-	-16
NET EXPENDITURE	4,189	46	120	4,355	189	-272	4,106

REVENUE EXPENDITURE BY SERVICE

Private Sector Housing	734	7	-4	737	9	-88	655
Housing Services	3,165	28	111	3,304	165	-313	3,017
Other Housing Services	290	11	13	314	15	129	434
NET EXPENDITURE	4,189	46	120	4,355	189	-272	4,106

**HOUSING
SUMMARY**

	<u>2013/14</u> £'000	<u>2014/15</u> £'000	<u>2015/16</u> £'000	<u>2016/17</u> £'000
2013/2014 ORIGINAL BUDGET at November 2012 price levels	4,189	4,189	4,189	4,189
INFLATION TO NOVEMBER 2013	46	189	189	189
2013/2014 ORIGINAL BUDGET REPRICED	4,235	4,378	4,378	4,378
DEVELOPMENTS				
Private Sector Housing	-4	-88	-98	-98
Housing Services	111	-313	-835	-835
Other Housing Services	13	129	127	127
NET EFFECT OF DEVELOPMENTS	120	-272	-806	-806
NET EXPENDITURE at November 2013 Prices	4,355	4,106	3,572	3,572
ANALYSIS BY SERVICE				
Private Sector Housing	737	655	645	645
Housing Services	3,304	3,017	2,495	2,495
Other Housing Services	314	434	432	432
NET EXPENDITURE at November 2013 Prices	4,355	4,106	3,572	3,572

HOUSING
PRIVATE SECTOR HOUSING

	<u>2013/14</u> £'000	<u>2014/15</u> £'000	<u>2015/16</u> £'000	<u>2016/17</u> £'000
2013/2014 ORIGINAL BUDGET at November 2012 price levels	734	734	734	734
INFLATION TO NOVEMBER 2013	7	9	9	9
2013/2014 ORIGINAL BUDGET REPRICED	<u>741</u>	<u>743</u>	<u>743</u>	<u>743</u>

DEVELOPMENTS

This Year Budget Variations

13-253 (Apr 13) Mobile Phone Contract	-3	-4	-4	-4
13-630 (Oct 13) Review of Department Finance Functions	-	-1	-1	-1
13-631 (Oct 13) Housing Department Staffing Review	-	-100	-110	-110
14-73 (Jan 14) Non-Dwelling Charges	-	-1	-1	-1
14-180 (Feb 14) Review of Environmental Services	-	-20	-20	-20
14-197 (Feb 14) Performance Related Salary Supplements	-	-10	-10	-10
<u>Transfers between Committees</u>				
Central Support Service Recharge Spread	-	-1	-1	-1
Admin Buildings Review	-1	-1	-1	-1
Transfers within Committee	-	50	50	50
NET EFFECT OF DEVELOPMENTS	<u>-4</u>	<u>-88</u>	<u>-98</u>	<u>-98</u>
NET EXPENDITURE at November 2013 Prices	<u>737</u>	<u>655</u>	<u>645</u>	<u>645</u>

ANALYSIS BY SERVICE

Home Improvement Agency	51	57	57	57
Private Housing	686	598	588	588
NET EXPENDITURE at November 2013 Prices	<u>737</u>	<u>655</u>	<u>645</u>	<u>645</u>

**HOUSING
HOUSING SERVICES**

	<u>2013/14</u> £'000	<u>2014/15</u> £'000	<u>2015/16</u> £'000	<u>2016/17</u> £'000
2013/2014 ORIGINAL BUDGET at November 2012 price levels	3,165	3,165	3,165	3,165
INFLATION TO NOVEMBER 2013	28	165	165	165
2013/2014 ORIGINAL BUDGET REPRICED	3,193	3,330	3,330	3,330
DEVELOPMENTS				
<u>Prior to March 2013 Council Tax Setting</u>				
13-183 (Feb 13) Homelessness	-	-	-500	-500
<u>This Year Budget Variations</u>				
13-244 (Apr 13) Future Direction	-	-9	-9	-9
13-253 (Apr 13) Mobile Phone Contract	-1	-2	-2	-2
13-630 (Oct 13) Review of Department Finance Functions	-	-2	-2	-2
13-631 (Oct 13) Housing Department Staffing Review	-	-227	-249	-249
<u>Transfers between Committees</u>				
13-717 (Nov 13) HR Review	-	-4	-4	-4
Central Support Service Recharge Spread	3	3	3	3
<u>Other Technical/Volume Adjustments</u>				
UASC Grant Revision	99	84	84	84
Transfers within Committee	10	-40	-40	-40
Non HRA Rent Rebate Subsidy Adjustment	-	-116	-116	-116
NET EFFECT OF DEVELOPMENTS	111	-313	-835	-835
NET EXPENDITURE at November 2013 Prices	3,304	3,017	2,495	2,495
ANALYSIS BY SERVICE				
Asylum Seekers	582	577	577	577
Homelessness	2,722	2,440	1,918	1,918
NET EXPENDITURE at November 2013 Prices	3,304	3,017	2,495	2,495

**HOUSING
OTHER HOUSING SERVICES**

	<u>2013/14</u> £'000	<u>2014/15</u> £'000	<u>2015/16</u> £'000	<u>2016/17</u> £'000
2013/2014 ORIGINAL BUDGET at November 2012 price levels	290	290	290	290
INFLATION TO NOVEMBER 2013	11	15	15	15
2013/2014 ORIGINAL BUDGET REPRICED	301	305	305	305
DEVELOPMENTS				
<u>This Year Budget Variations</u>				
13-244 (Apr 13) Future Direction	-	-4	-4	-4
13-253 (Apr 13) Mobile Phone Contract	-	-1	-1	-1
13-630 (Oct 13) Review of Department Finance Functions	-	-1	-1	-1
13-631 (Oct 13) Housing Department Staffing Review	-	-17	-19	-19
13-704 (Nov 13) Travellers Site Charges Review	-1	-2	-2	-2
<u>Transfers Between Committees</u>				
13-717 (Nov 13) HR Review	-	-1	-1	-1
Public Health Community Development	-	156	156	156
Central Support Service Recharge Spread	1	2	2	2
Contribution to WATCH Scheme	48	48	48	48
<u>Other Technical/Volume Adjustments</u>				
Leaseholder Loans Interest Effects	-	1	1	1
Review of WATCH Income	-24	-41	-41	-41
Transfer within Committee	-10	-10	-10	-10
Other	-1	-1	-1	-1
NET EFFECT OF DEVELOPMENTS	13	129	127	127
NET EXPENDITURE at November 2013 Prices	314	434	432	432

ANALYSIS BY SERVICE

Graffiti Removal	277	275	275	275
Travellers Site	-14	-15	-15	-15
House Purchase and Leaseholder Advances	-18	-17	-17	-17
Affordable Housing and Service Strategy	58	56	56	56
Warden Services	11	135	133	133
NET EXPENDITURE at November 2013 Prices	314	434	432	432

STRATEGIC PLANNING AND TRANSPORTATION

This Cabinet remit is for:
the maintenance of public highways,
footpaths and bridges; street lighting;
traffic and parking policies; accident
prevention; the Council's depots and
transport services; the supervision of the
Council's Direct Service Organisations
for maintenance, highways, transport
and engineering; concessionary fares
including the taxicard scheme; town
planning policy, development control and
building regulations; town centre
management and economic
development.

Finance Department Committee representative: Jean Stevenson
(Deputy Chief Accountant)
Tel: 020-8871 6407

The General Fund revenue budget for Strategic Planning and Transportation includes all Highway Services, Planning, Town Centre Management and Economic Development.

The budget includes provision for the review of existing controlled parking zones where areas of concern are raised by residents. Increases in charges have resulted in a budget reduction of £0.4 million in 2014/15. The Road Traffic Regulations Act requires that the surplus from the Parking Service is used for a range of specific purposes including highways investment and public passenger transport support. The majority of the surplus is applied to the Council's contribution to the London-wide concessionary fares scheme, set at £14.4 million for 2014/15. The highway maintenance budget has been reset to previous years levels plus an additional £0.5 million in 2014/15 to reflect the additional maintenance arising from adverse weather conditions during recent winters.

**STRATEGIC PLANNING AND TRANSPORTATION
SUMMARY**

	<u>2013/14 REVISED BUDGET</u>				<u>2014/15 BUDGET</u>			
	<u>2013/14</u>	INFLATION TO NOV. '13	DEVEL- OPMENTS	TOTAL	INFLATION TO NOV. '13	DEVEL- OPMENTS	TOTAL	
	<u>ORIGINAL</u> <u>BUDGET</u>							£'000
Salaries	8,756	88	-278	8,566	87	-948	7,895	
Indirect Employee Expenses	95	-	8	103	-	23	118	
Premises								
- Street Lighting Electricity	871	118	-	989	235	-	1,106	
- Other Premises	1,728	3	34	1,765	-	34	1,762	
Use of Transport	154	2	-	156	3	-4	153	
Concessionary Fares	13,492	3	120	13,615	3	867	14,362	
Supplies and Services	5,646	29	905	6,580	46	218	5,910	
Third Party Payments								
- Precepts, Levies and Charges	699	-	-1	698	-	20	719	
- Parking Enforcement	3,115	-	-	3,115	-	-47	3,068	
- Parking Pay & Display Machine Mtce	695	-	-	695	-	-	695	
- Other Third Party Payments	4,641	-	64	4,705	-	-1,637	3,004	
Support Services	4,333	2	-652	3,683	2	-609	3,726	
Depreciation and Impairment	5,856	-	260	6,116	-	260	6,116	
Government Grants	-32	-	32	0	-	32	-	
Other Income	-38,067	-	-195	-38,262	-	-72	-38,139	

NET EXPENDITURE	11,982	245	297	12,524	376	-1,863	10,495
------------------------	---------------	------------	------------	---------------	------------	---------------	---------------

REVENUE EXPENDITURE BY SERVICE

Bridges, Structures & Drainage	205	-	2	207	-	2	207
Footway and Carriageway Maintenance	5,185	32	21	5,238	44	-1,487	3,742
Traffic Management	302	1	2	305	-	2	304
Street Lighting and Furniture	1,731	119	-	1,850	235	86	2,052
Parking Service and Traffic Enforcement	-19,253	42	-413	-19,624	46	-979	-20,186
Planning and Transport Administration	5,933	5	133	6,071	5	3	5,941
Concessionary Fares	13,492	3	120	13,615	2	868	14,362
Planning Services	2,540	32	380	2,952	33	-295	2,278
Town Centres	506	3	-	509	3	-49	460
Economic Development	1,341	8	52	1,401	8	-14	1,335

NET EXPENDITURE	11,982	245	297	12,524	376	-1,863	10,495
------------------------	---------------	------------	------------	---------------	------------	---------------	---------------

**STRATEGIC PLANNING AND TRANSPORTATION
SUMMARY**

	<u>2013/14</u> £'000	<u>2014/15</u> £'000	<u>2015/16</u> £'000	<u>2016/17</u> £'000
2013/2014 ORIGINAL BUDGET at November 2012 price levels	11,982	11,982	11,982	11,982
INFLATION TO NOVEMBER 2013	245	376	376	376
2013/2014 ORIGINAL BUDGET REPRICED	12,227	12,358	12,358	12,358
DEVELOPMENTS				
Bridges, Structures & Drainage	2	2	2	2
Footway and Carriageway Maintenance	21	-1,487	-1,988	-1,988
Traffic Management	2	2	2	2
Street Lighting and Furniture	-	86	86	86
Parking Service and Traffic Enforcement	-413	-979	-1,108	-1,108
Planning and Transport Administration	133	3	-11	-11
Concessionary Fares	120	868	868	868
Planning Services	380	-295	-337	-337
Town Centres	-	-49	-275	-275
Economic Development	52	-14	-164	-164
NET EFFECT OF DEVELOPMENTS	297	-1,863	-2,925	-2,925
NET EXPENDITURE at November 2013 Prices	12,524	10,495	9,433	9,433

ANALYSIS BY SERVICE

Bridges, Structures & Drainage	207	207	207	207
Footway and Carriageway Maintenance	5,238	3,742	3,241	3,241
Traffic Management	305	304	304	304
Street Lighting and Furniture	1,850	2,052	2,052	2,052
Parking Service and Traffic Enforcement	-19,624	-20,186	-20,315	-20,315
Planning and Transport Administration	6,071	5,941	5,927	5,927
Concessionary Fares	13,615	14,362	14,362	14,362
Planning Services	2,952	2,278	2,236	2,236
Town Centres	509	460	234	234
Economic Development	1,401	1,335	1,185	1,185
NET EXPENDITURE at November 2013 Prices	12,524	10,495	9,433	9,433

**STRATEGIC PLANNING AND TRANSPORTATION
BRIDGES, STRUCTURES & DRAINAGE**

	<u>2013/14</u> £'000	<u>2014/15</u> £'000	<u>2015/16</u> £'000	<u>2016/17</u> £'000
2013/2014 ORIGINAL BUDGET at November 2012 price levels	205	205	205	205
INFLATION TO NOVEMBER 2013	-	-	-	-
2013/2014 ORIGINAL BUDGET REPRICED	<u>205</u>	<u>205</u>	<u>205</u>	<u>205</u>
DEVELOPMENTS				
<u>Transfers between Committees</u>				
Central Support Services Recharge Spread	2	2	2	2
NET EFFECT OF DEVELOPMENTS	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>
NET EXPENDITURE at November 2013 Prices	<u>207</u>	<u>207</u>	<u>207</u>	<u>207</u>

ANALYSIS BY SERVICE

Bridges and Other Structures	153	153	153	153
Surface Water Drainage and Sewers	54	54	54	54
NET EXPENDITURE at November 2013 Prices	<u>207</u>	<u>207</u>	<u>207</u>	<u>207</u>

**STRATEGIC PLANNING AND TRANSPORTATION
FOOTWAY AND CARRIAGEWAY MAINTENANCE**

	<u>2013/14</u> £'000	<u>2014/15</u> £'000	<u>2015/16</u> £'000	<u>2016/17</u> £'000
2013/2014 ORIGINAL BUDGET at November 2012 price levels	5,185	5,185	5,185	5,185
INFLATION TO NOVEMBER 2013	32	44	44	44
2013/2014 ORIGINAL BUDGET REPRICED	5,217	5,229	5,229	5,229
DEVELOPMENTS				
<u>Prior to March 2013 Council Tax Setting</u>				
13-183 (Feb 13) Highway Maintenance	-	-2,000	-2,000	-2,000
<u>This Year Budget Variations</u>				
13-244 (Apr 13) Future Direction	-	-2	-2	-2
13-253 (Apr 13) Mobile Phone Contract	-1	-1	-1	-1
13-421 (June 13) Section 50 Street Licences	-7	-10	-10	-10
13-562 (Sept 13) Staffing Review	-	-2	-3	-3
13-630 (Oct 13) Review of Department Finance Functions	-	-1	-1	-1
14-193 (Feb 14) Carriageway Repairs	-	500	-	-
<u>Transfers between Committees</u>				
Central Support Services Recharge Spread	4	4	4	4
<u>Other Technical/Volume Adjustments</u>				
Transfers within Committee	25	25	25	25
NET EFFECT OF DEVELOPMENTS	21	-1,487	-1,988	-1,988
NET EXPENDITURE at November 2013 Prices	5,238	3,742	3,241	3,241
ANALYSIS BY SERVICE				
Programmed Maintenance	3,678	2,178	1,678	1,678
Winter Maintenance	187	188	188	188
Administration	1,373	1,376	1,375	1,375
NET EXPENDITURE at November 2013 Prices	5,238	3,742	3,241	3,241

**STRATEGIC PLANNING AND TRANSPORTATION
TRAFFIC MANAGEMENT**

	<u>2013/14</u> £'000	<u>2014/15</u> £'000	<u>2015/16</u> £'000	<u>2016/17</u> £'000
2013/2014 ORIGINAL BUDGET at November 2012 price levels	302	302	302	302
INFLATION TO NOVEMBER 2013	1	-	-	-
2013/2014 ORIGINAL BUDGET REPRICED	<u>303</u>	<u>302</u>	<u>302</u>	<u>302</u>
DEVELOPMENTS				
<u>Transfers between Committees</u>				
Central Support Services Recharge Spread	2	2	2	2
NET EFFECT OF DEVELOPMENTS	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>
NET EXPENDITURE at November 2013 Prices	<u>305</u>	<u>304</u>	<u>304</u>	<u>304</u>
ANALYSIS BY SERVICE				
Traffic Management	305	304	304	304
NET EXPENDITURE at November 2013 Prices	<u>305</u>	<u>304</u>	<u>304</u>	<u>304</u>

**STRATEGIC PLANNING AND TRANSPORTATION
STREET LIGHTING AND FURNITURE**

	<u>2013/14</u> £'000	<u>2014/15</u> £'000	<u>2015/16</u> £'000	<u>2016/17</u> £'000
2013/2014 ORIGINAL BUDGET at November 2012 price levels	1,731	1,731	1,731	1,731
INFLATION TO NOVEMBER 2013	119	235	235	235
2013/2014 ORIGINAL BUDGET REPRICED	1,850	1,966	1,966	1,966
<u>Other Technical/Volume Adjustments</u>				
Carbon Reduction Commitment	-	86	86	86
NET EFFECT OF DEVELOPMENTS	-	86	86	86
NET EXPENDITURE at November 2013 Prices	1,850	2,052	2,052	2,052

ANALYSIS BY SERVICE

Street Lighting Maintenance	1,553	1,757	1,757	1,757
Street Furniture Maintenance	297	295	295	295
NET EXPENDITURE at November 2013 Prices	1,850	2,052	2,052	2,052

**STRATEGIC PLANNING AND TRANSPORTATION
PARKING SERVICE AND TRAFFIC ENFORCEMENT**

	<u>2013/14</u> £'000	<u>2014/15</u> £'000	<u>2015/16</u> £'000	<u>2016/17</u> £'000
2013/2014 ORIGINAL BUDGET at November 2012 price levels	-19,253	-19,253	-19,253	-19,253
INFLATION TO NOVEMBER 2013	42	46	46	46
2013/2014 ORIGINAL BUDGET REPRICED	-19,211	-19,207	-19,207	-19,207
DEVELOPMENTS				
<u>This Year Budget Variations</u>				
13-244 (Apr 13) Future Direction	-	-32	-32	-32
13-424 (June 13) Parking Charges Review	-200	-400	-400	-400
13-541 (Sept 13) Parking Enforcement Contract	-	-47	-140	-140
13-562 (Sept 13) Staffing Review	-	-9	-12	-12
13-627 (Oct 13) ECS Management Review	-	-99	-132	-132
13-630 (Oct 13) Review of Department Finance Functions	-	-12	-12	-12
14-197 (Feb 14) Recruitment and Retention	-	-13	-13	-13
14-186 (Feb 14) Review of Finance Department	-	-151	-151	-151
<u>Transfers between Committees</u>				
13-717 (Nov 13) HR Review	-	-2	-2	-2
Central Support Services Recharge Spread	26	25	25	25
<u>Other Technical/Volume Adjustments</u>				
Transfers within Committee	-239	-239	-239	-239
NET EFFECT OF DEVELOPMENTS	-413	-979	-1,108	-1,108
NET EXPENDITURE at November 2013 Prices	-19,624	-20,186	-20,315	-20,315
ANALYSIS BY SERVICE				
Parking Administration and Income	-18,466	-19,028	-19,157	-19,157
Parking Zone Projects and Reviews	305	305	305	305
Bus Lane and Traffic Enforcement	-1,463	-1,463	-1,463	-1,463
NET EXPENDITURE at November 2013 Prices	-19,624	-20,186	-20,315	-20,315

**STRATEGIC PLANNING AND TRANSPORTATION
PLANNING AND TRANSPORT ADMINISTRATION**

	<u>2013/14</u> £'000	<u>2014/15</u> £'000	<u>2015/16</u> £'000	<u>2016/17</u> £'000
2013/2014 ORIGINAL BUDGET at November 2012 price levels	5,933	5,933	5,933	5,933
INFLATION TO NOVEMBER 2013	5	5	5	5
2013/2014 ORIGINAL BUDGET REPRICED	5,938	5,938	5,938	5,938
 DEVELOPMENTS				
<u>This Year Budget Variations</u>				
13-253 (Apr 13) Mobile Phone Contract	-1	-1	-1	-1
13-244 (Apr 13) Future Direction	-	-8	-8	-8
13-562 (Sept 13) Staffing Review	-42	-53	-53	-53
13-627 (Oct 13) ECS Management Review	-	-43	-57	-57
13-630 (Oct 13) Review of Department Finance Functions	-	-3	-3	-3
13-736 (Nov 13) Charges Review	-	-80	-80	-80
14-197 (Feb 14) Recruitment and Retention	-	-5	-5	-5
<u>Transfers between Committees</u>				
13-717 (Nov 13) HR Review	-	-1	-1	-1
Central Support Services Recharge Spread	-14	-14	-14	-14
Depreciation	278	278	278	278
<u>Other Technical/Volume Adjustments</u>				
Traffic Signals - Levy	-1	20	20	20
Transfers within Committee	-87	-87	-87	-87
NET EFFECT OF DEVELOPMENTS	133	3	-11	-11
NET EXPENDITURE at November 2013 Prices	6,071	5,941	5,927	5,927

ANALYSIS BY SERVICE

Precepts and Levies	6,566	6,586	6,586	6,586
Wandsworth Community Transport	248	248	248	248
Engineer Services	319	250	236	236
School Crossing Patrols	28	28	28	28
Administration and Support Services	122	122	122	122
Highway Licensing	-1,212	-1,293	-1,293	-1,293
NET EXPENDITURE at November 2013 Prices	6,071	5,941	5,927	5,927

**STRATEGIC PLANNING AND TRANSPORTATION
CONCESSIONARY FARES**

	<u>2013/14</u> £'000	<u>2014/15</u> £'000	<u>2015/16</u> £'000	<u>2016/17</u> £'000
2013/2014 ORIGINAL BUDGET at November 2012 price levels	13,492	13,492	13,492	13,492
INFLATION TO NOVEMBER 2013	3	2	2	2
2013/2014 ORIGINAL BUDGET REPRICED	13,495	13,494	13,494	13,494

DEVELOPMENTS

This Year Budget Variations

13-253 (Apr 13) Mobile Phone Contract	-1	-1	-1	-1
<u>Transfers between Committees</u>				
Central Support Services Recharge Spread	1	2	2	2
<u>Other Technical/Volume Adjustments</u>				
Concessionary Fares - Levy	-	747	747	747
Transfers within Committee	120	120	120	120
NET EFFECT OF DEVELOPMENTS	120	868	868	868
NET EXPENDITURE at November 2013 Prices	13,615	14,362	14,362	14,362

ANALYSIS BY SERVICE

Elderly Persons Freedom Passes	11,441	12,085	12,085	12,085
Disabled Persons Freedom Passes	1,834	1,938	1,938	1,938
Taxicard Scheme	40	40	40	40
Administration	300	299	299	299
NET EXPENDITURE at November 2013 Prices	13,615	14,362	14,362	14,362

**STRATEGIC PLANNING AND TRANSPORTATION
PLANNING SERVICES**

	<u>2013/14</u> £'000	<u>2014/15</u> £'000	<u>2015/16</u> £'000	<u>2016/17</u> £'000
2013/2014 ORIGINAL BUDGET at November 2012 price levels	2,540	2,540	2,540	2,540
INFLATION TO NOVEMBER 2013	32	33	33	33
2013/2014 ORIGINAL BUDGET REPRICED	2,572	2,573	2,573	2,573
DEVELOPMENTS				
<u>This Year Budget Variations</u>				
13-244 (Apr 13) Future Direction	-	-12	-12	-12
13-456 (June 13) Back Office Links to Website	50	-	-	-
13-456 (June 13) Scanning Planning Records	140	-	-	-
13-562 (Sept 13) Staffing Review	-32	-53	-60	-60
13-627 (Oct 13) ECS Management Review	-	-105	-140	-140
13-630 (Oct 13) Review of Department Finance Functions	-	-10	-10	-10
13-736 (Nov 13) Charges Review	-1	-6	-6	-6
13-735 (Nov 13) Review of Planning Teams	-	-264	-264	-264
14-197 (Feb 14) Recruitment and Retention	-	-32	-32	-32
<u>Transfers between Committees</u>				
13-450 (June 13) HR Review	-	-1	-1	-1
13-717 (Nov 13) HR Review	-	-2	-2	-2
Depreciation	-18	-18	-18	-18
Central Support Services Recharge Spread	-5	-5	-5	-5
<u>Other Technical/Volume Adjustments</u>				
Transfers within Committee	246	246	246	246
Licensing Income	-	-33	-33	-33
NET EFFECT OF DEVELOPMENTS	380	-295	-337	-337
NET EXPENDITURE at November 2013 Prices	2,952	2,278	2,236	2,236

ANALYSIS BY SERVICE

Development Planning	1,554	1,442	1,438	1,438
Development Control	1,017	582	556	556
Building Control	81	36	33	33
Transportation	300	218	209	209
NET EXPENDITURE at November 2013 Prices	2,952	2,278	2,236	2,236

**STRATEGIC PLANNING AND TRANSPORTATION
TOWN CENTRES**

	<u>2013/14</u> £'000	<u>2014/15</u> £'000	<u>2015/16</u> £'000	<u>2016/17</u> £'000
2013/2014 ORIGINAL BUDGET at November 2012 price levels	506	506	506	506
INFLATION TO NOVEMBER 2013	3	3	3	3
2013/2014 ORIGINAL BUDGET REPRICED	<u>509</u>	<u>509</u>	<u>509</u>	<u>509</u>

DEVELOPMENTS

This Year Budget Variations

14-38 (Jan 14) Alton Area Masterplan

- 55 - -

14-185 (Feb 14) Review of EDO

- -48 -219 -219

Other Technical/Volume Adjustments

Roehampton Regeneration

- -56 -56 -56

NET EFFECT OF DEVELOPMENTS

- -49 -275 -275

NET EXPENDITURE at November 2013 Prices

509 460 234 234

ANALYSIS BY SERVICE

Town Centres

453 405 234 234

Roehampton Regeneration

56 55 - -

NET EXPENDITURE at November 2013 Prices

509 460 234 234

**STRATEGIC PLANNING AND TRANSPORTATION
ECONOMIC DEVELOPMENT**

	<u>2013/14</u> £'000	<u>2014/15</u> £'000	<u>2015/16</u> £'000	<u>2016/17</u> £'000
2013/2014 ORIGINAL BUDGET at November 2012 price levels	1,341	1,341	1,341	1,341
INFLATION TO NOVEMBER 2013	8	8	8	8
2013/2014 ORIGINAL BUDGET REPRICED	1,349	1,349	1,349	1,349
DEVELOPMENTS				
<u>Prior to March 2013 Council Tax Setting</u>				
12-491 (Jul 12) Nine Elms	-	-200	-200	-200
<u>This Year Budget Variations</u>				
13-456 (Jun 13) Nine Elms	50	150	-	-
13-253 (Apr 13) Mobile Phone Contract	-1	-1	-1	-1
14-185 (Feb 14) Review of EDO	-	40	40	40
<u>Transfers between Committees</u>				
Central Support Services Recharge Spread	9	9	9	9
Depreciation	1	1	1	1
13-714 (Nov 13) Auto Call Technology	-	-1	-1	-1
<u>Other Technical/Volume Adjustments</u>				
Battersea Job Shop	-7	-12	-12	-12
NET EFFECT OF DEVELOPMENTS	52	-14	-164	-164
NET EXPENDITURE at November 2013 Prices	1,401	1,335	1,185	1,185
ANALYSIS BY SERVICE				
Business Development	399	299	149	149
Employment Training	74	69	69	69
Economic Development Programme	17	17	17	17
Economic Development	845	844	844	844
Access to Employment	66	106	106	106
NET EXPENDITURE at November 2013 Prices	1,401	1,335	1,185	1,185

SECTION 4 DEDICATED SCHOOLS BUDGET

Since April 2006 schools' budgets have been predominantly funded through a ring fenced grant from the Department for Education (DfE), known as the Dedicated Schools Grant (DSG). The use of this grant is defined by the School Finance (England) Regulations 2012. Further funding for schools is received in the form of the DfE Pupil Premium grant and 6th Form Education grant from the Education Funding Agency.

The Dedicated Schools Budget (DSB) previously consisted of the Individual Schools Budget (ISB) which is delegated budget allocated to individual schools and a central expenditure budget which enables provision for pupils which the Council funds centrally. From 2013/14 there have been significant changes to schools funding and the DSB is now provided in three new and separate funding blocks with increased delegation to schools and greater restriction on central expenditure.

DEDICATED SCHOOLS BUDGET

MINIMUM FUNDING GUARANTEE

1. Local authorities are required by law to provide schools with a Guaranteed Funding Level (GFL) based on the Minimum Funding Guarantee (MFG) minimum decrease on each school's previous year's budget.
2. In 2014/15 the MFG will guarantee that no school has a cut in budget of more than 1.5% per pupil, before any pupil premium is allocated. There has been a reduction to 35% in the percentage of mainstream schools which are to be funded at the MFG level, compared to 60% of schools last year. The MFG level for future years will be announced when government spending plans for those periods have been decided.

SCHOOL FUNDING SETTLEMENT

3. On 18th December 2013 the DfE announced the details of the school funding settlement for 2014/15. This included details of the local authority DSG allocations and the level of the Pupil Premium. The Pupil Premium paid for pupils known to be eligible for free school meals in the last six years will increase from £953 per primary pupil and £900 per secondary pupil in 2013/14 to £1,300 per primary pupil and £935 per secondary pupil in 2014/15. The value was £619 in 2012/13. The total Pupil Premium funding for the Borough is estimated at £12.198 million.
4. The DSG allocations for 2014/15 are presented in three blocks: the Schools, Early Years and High Needs Blocks. The Schools and Early Years Blocks are adjusted for the overall change to pupil numbers. The Council's Schools Block per pupil is the same as 2013/14 and 2012/13 at £5,581. The national average Schools Block per pupil is £4,550. The amount per pupil (where applicable) and totals for each block are shown below:

Block	Amount per Pupil	Total
	£	£'000
Schools Block	5,581	134,893
Early Years Block for three and four year olds	4,933	15,644
Early Years Block Funding for deprived 2 year olds	N/A	4,355
High Needs Block	N/A	40,559
Total DSG		195,451

DEDICATED SCHOOLS BUDGET

5. For special schools and SEN bases in mainstream schools the base level of funding will be set at £10,000 and will be provided on the basis of an agreed number of planned places to be regularly reviewed. The additional funding required above this level to meet the total cost of the education provision required by each high needs pupil based on their needs assessment will be provided through 'top-up funding' agreed by the commissioner (i.e. usually Wandsworth, except for out of borough pupils).
6. The Early Years Block element for three and four year olds will be allocated to all providers, including Academies, on the basis of Wandsworth's early years single funding formula and adjusted termly for actual pupil numbers. The 2014/15 allocation will be adjusted for the January 2014 numbers, and once the January numbers are available it should be possible to include an early years estimate in the indicative budgets to be sent to schools prior to the start of the 2013/14 financial year.

Post-16 Funding

7. Budgets for schools with sixth forms will include the funding delivered by the post-16 funding arrangements administered by the EFA. The EFA have not yet provided enough information relating to the 2014/15 academic year for indicative allocations to be calculated. Once further information is available the estimated EFA allocations for sixth forms will be included in the individual schools' budget figures. The allocation for each school sixth form should be notified by the EFA in March 2014.

THE BUDGET FRAMEWORK FOR DEDICATED SCHOOLS BUDGET

8. The Dedicated Schools Budget is 100% funded by grant whilst the Children's Services General Fund budgets are funded from the totality of the Council's income, including Revenue Support Grant, Council Tax and charges. The element of the DSB funded from the same sources as the General Fund, which is the depreciation charge for individual schools, is included under the Standards and Schools Services on page 83.
9. With the Executive determining budget variations, with the involvement of the Children's Services Overview and Scrutiny Committee, referrals to Council would only be needed in extreme circumstances. The Council's adopted rule of reporting to Committee if the forecast in-year overspend exceeds £500,000 on General Fund budgets will still apply. A departure from the budget, requiring clearance by the Council, is defined as arising when forecast net overspends implied a call of more than 50% upon unearmarked reserves (i.e. more than £7 million currently based on a general contingency of £14 million), or an equivalent change in the council tax forecast for future years.

DEDICATED SCHOOLS BUDGET

10. Under the Act, the Council has to approve the budget including allocations to the different services, and a clear framework has to be established for reasonable virements by the Executive within appropriate limits beyond which full Council approval is required. These provisions are included within the Council's Constitution. The Council's standing orders and financial regulations include provision to allow the Executive to reallocate monies within the budget. These provisions allow for situations where the Executive needs to make an urgent decision, which would otherwise be contrary to the budget without reference to the full Council.

11. The Council's Scheme for Financing Schools, based on a model scheme developed by the DfE under section 45-53 of the Schools Standards and Framework Act 1998 as amended by the Education Act 2011, sets out the financial relationship between the Council and the schools which it funds. The Scheme sets out duties and responsibilities of both schools and the Council as well as the detailed requirement in meeting those responsibilities.

DEDICATED SCHOOLS BUDGET

	<u>Revised</u> <u>Budget</u> <u>2013/14</u> £'000	<u>Original</u> <u>Budget</u> <u>2014/15</u> £'000	<u>Future</u> <u>Years</u> £'000
<u>EXPENDITURE</u>			
Individual Schools Budget:			
Nursery	1,770	1,994	1,994
Primary	90,904	100,964	100,964
Secondary	50,321	51,748	51,748
Special	25,200	32,071	32,071
SEN, Early Years and Support Services	43,974	60,558	60,558
	<u>212,170</u>	<u>247,335</u>	<u>247,335</u>
<u>INCOME</u>			
Dedicated Schools Grant	-163,288	-195,451	-195,451
Pupil Premium	-7,194	-12,198	-12,198
Specific Grants	-12,460	-10,458	-10,458
Other Income	-29,228	-29,228	-29,228
	<u>-212,170</u>	<u>-247,335</u>	<u>-247,335</u>
 Net Expenditure Totals	<u>-</u>	<u>-</u>	<u>-</u>

**SECTION 5
COUNCIL HOUSING BUDGETS**

Under Part VI of the Local Government and Housing Act 1989, each Local Authority is required to keep a Housing Revenue Account (HRA), for income and expenditure relating to council housing, in accordance with proper practices and detailed directions by the Secretary of State. The Act also requires that:

- (a) during January or February each year, the Council must formulate proposals for expenditure and income for its housing for the following year, which will ensure, on the best assumptions that can be made at that time, that the HRA for that year does not show a debit balance;
- (b) these proposals must be implemented and monitored to ensure that the HRA will not show a debit balance, and;
- (c) within a month of formulating its proposals, a statement must be prepared, showing these proposals and the estimated HRA income and expenditure. This statement must be made available for public inspection until the end of the year following the year to which the statement relates.

The following pages record how the Executive met the requirement outlined in (a) above for 2014/15, and also, in the context of the HRA business planning process, that the council has prepared plans for the management of its housing stock that are affordable, at their meeting on 27th January 2014. The requirement for monitoring, described in (b) is delegated to the Executive Chief Officer for Housing. The requirement to make available the statement referred to in (c) above is met by including it as Appendix A to this section, which is then available for reference in public libraries in the borough and on the Council's website.

COUNCIL HOUSING

HOUSING REVENUE ACCOUNT AND BUSINESS PLAN REVIEW

1. 2012/13 saw an end to the unpopular HRA subsidy system which saw a quarter of all Wandsworth rents pass to other local authorities. The subsidy system was replaced with self-financing. Self-financing required the Council to take on a lump sum of debt as the necessary price of "buying out" of the HRA subsidy system and in lieu of all future negative subsidy payments. The final settlement figure for Wandsworth required a one off buyout cash payment to the government of £434 million. This was funded by borrowing from the government's Public Works Loan Board (£224 million to be fully repaid over 13 years) and using £210 million of Council reserves.
2. The servicing and repayment of the settlement debt each year costs more than the negative subsidy now being avoided and so, for Wandsworth, the financial benefit of self financing or 'headroom' does not materialise until after the debt has been repaid in 2024/25. Significant levels of future surpluses are then forecast by the end of the 30 year HRA business planning period, however these need to be viewed with some caution as they are in no way guaranteed. These forecast surpluses involve a raft of assumptions on future spend and income levels which if varied can have a significant effect on available resources. In addition, the Localism Act 2011 includes provision for the Secretary of State to re-open the self-financing settlement "if there has been a change in any matter that was taken into account" in the settlement. Quite what circumstances this could cover is not certain. There is therefore a risk of over-reliance on future potential headroom which could throw the HRA business plan out of balance and necessitate additional borrowing, higher rents or reduced service provision in future years.

HRA Estimates and Business Plan – proposals for capital

3. In accordance with the HRA business plan, the Executive Chief Officer for Housing proposed additions to the capital programme which were approved. The resulting capital programme including subsequently approved budget variations is set out in Appendix D to this section. This includes all foreseeable works derived from the current stock condition survey, both in terms of meeting and maintaining the Decent Homes standard over the 30 year business planning period, but also meeting other essential maintenance.
4. The stock condition survey is a statistical based estimate used of the future level of capital resources required to maintain the Council's stock to the Decent Homes standard. An update of the survey was completed in 2013, the results of which inform the assumptions within the business plan on future levels of capital spend.
5. Significant schemes included in the additions include £2.546 million for kitchens and bathrooms on the Battersea Park Estate (Latchmere), £2.353 million for windows on the Wimbledon Park Estate (West Hill) and the three new build schemes being developed by the Council utilising retained Right to Buy one-for-one replacement receipts at Deeley Road (£2.750 million), Thessaly Road (£2.353 million) and Tidbury Court (£1.810 million) (all Queenstown) as approved in September 2013 (Paper No. 13-571), which will deliver 58 new affordable units.

COUNCIL HOUSING

6. The cost to the HRA of the capital additions approved in January, net of amounts which should be charged to leaseholders, is estimated at £23.560 million. The total additional amount that would be chargeable to leaseholders is £5.252 million. The actual amount and timing of recharges to leaseholders as part of their annual service charge bills is subject to consultation and will depend on the incidence of spending on these major works on different housing properties.
7. On existing policies, the financing of the HRA capital programme comes from the following sources:
 - (a) Previously the subsidy system included a formula-based Major Repairs Allowance (MRA) used as a proxy for depreciation which was put into the HRA's capital reserve (known as the Major Repairs Reserve) and used to fund capital works. Under self-financing, a revenue charge for depreciation will continue to be put into this reserve and used to fund capital works. The government's intention is for the level of depreciation charge to be based on a life cycle assessment of the differing components in each type of property. However, as this level of detailed information has not yet been captured by local authorities, an uplifted assumed level of MRA can continue to be used as a proxy for depreciation for up to five years under self-financing. This depreciation proxy, adjusted for actual inflation levels and stock movements, and depreciation on non dwellings such as garages contributes £23.270 million in 2014/15 to fund capital works based on current assumptions;
 - (b) Current government regulations allow any housing capital receipts resulting from sales other than Right to Buy sales to be retained by the Council. The business plan assumes an ongoing level of receipts from disposal of minor sites at around £1.2 million per year reducing as the scope for continuing to identify such disposal opportunities declines. Current projections are that usable receipts of £23 million will be generated in 2013/14 which includes the significant receipts received for the sale of Olive Haines Lodge and Woking Close garages;
 - (c) Capital receipts from Right to Buy sales are covered by an agreement between the Council and the Department for Communities and Local Government (DCLG) whereby retained receipts from Right to Buy sales over the level assumed in the self financing settlement must be utilised to fund no more than 30 per cent of the development cost of re-provision of affordable housing within three years of receiving those receipts or repaid to the Government with interest. The business plan assumed therefore that 30 per cent of the cost of the development at the three new build sites (£2.153 million) is funded from Right to Buy one-for-one retained receipts;

COUNCIL HOUSING

- (d) Where capital expenditure is incurred in relation to properties previously sold on long leases the costs are chargeable to the leaseholder as part of the annual service charge bill. The estimated level of leaseholder contributions is £3.950 million in 2013/14 and £4.377 million in 2014/15. In addition to the contributions from leaseholders the HRA is estimated to receive capital grants and other reimbursements totalling £1.109 million during 2013/14 and 2014/15 primarily from the Homes and Communities Agency for properties developed under the Affordable Housing Programme and a small amount of funding made available for extensions and deconversions through the sub regional South West London Housing Partnership. There are currently no further anticipated capital grants receivable however opportunities to capture grant will continue to be explored as potential funding streams arise; and
- (e) The HRA and Major Repairs Reserve, which totalled £210.329 million at the end of 2012/13 insofar as these are available.

HRA Estimates and Business Plan – proposals for revenue expenditure

Management and Maintenance

- 8. Previously comparisons were made between the level of allowances assumed within the subsidy system and actual spend, which highlighted that Council spend in these areas was higher than notional allowances, reflecting the high level of service delivered to residents and quality of the Council's stock. The updated business plan which allowed for inflation of 1% on salaries and 2.3% on general running costs except where those costs are linked to specific contracts show budgeted management and maintenance costs of £3,028 per dwelling for 2014/15 after adjusting for leasehold and tenants' service charges. This average annual cost of management and maintenance for 2014/15 includes all budget variations approved by the Executive for this year to date including the £1.572 million reduction in HRA staffing budgets approved in October 2013 as part of the former Director of Housing's staffing review in the Housing Department. Going forward, expenditure at broadly this level (in real terms) has been anticipated in the HRA business plan, although this is one element that must be kept under review to ensure the long-run viability of the plan.
- 9. An increase in expenditure of £100,000 per annum would reduce the estimated overall reserves after 30 years by £5.08 million when taking into account the future loss of interest on this additional expenditure. An increase of 1% in the underlying level of inflation assumed in future years for pay and prices would result in additional costs of £711,000 per annum.

Servicing of debt

10. The self-financing final settlement figure for Wandsworth required a one off buyout cash payment to the government of £434 million. This was funded by borrowing £224 million from the government's Public Works Loan Board and using £210 million of Council reserves both to be repaid over 13 years. Based on the interest rates borrowed at, in 2014/15 this will cost the HRA £5.818 million in interest and require principal repayments totalling £34.356 million. Due to the types of loans being equal instalments of principal loans the levels of interest payable will diminish over the 13 year borrowing term. Once the debt has been fully repaid the potential 'headroom' created as part of the self financing settlement should start to materialise. The business plan has sufficient flexibility to service the debt repayments for up to £100 million of additional borrowing that may be required as part of the future estate regeneration plans at both the Winstanley and Roehampton estates and still remain viable. Actual borrowing requirements and repayment profiles will only be known as the masterplans develop.

Rent rebates

11. Rent rebate subsidy limitation (RRSL) applies to local authorities and was introduced to give an incentive to control expenditure and the level of rent increases. When a local authority increases its average weekly rent above a limit set by the Secretary of State known as the "limit rent", it will only be reimbursed the cost of paying out housing benefits to its tenants up to that limit. The HRA therefore picks up the cost of any housing benefit paid to its tenants above the limit rent itself.
12. Wandsworth's limit rent for 2013/14 was £118.21 per week. The Department for Work and Pensions has set the provisional 2014/15 limit rent level for each authority. Using the existing methodology the 2013/14 figure was adjusted first by 3.7% representing assumed inflation of 3.2% plus a 0.5% real-terms increase. The adjusted figure was then increased by the difference between this adjusted limit rent and the assumed formula rent. The resulting limit rent for 2014/15 is £125.63 representing an increase of £7.42 or 6.28% over 2013/14. The estimated cost to the HRA of RRSL in 2013/14 is £3.503 million.
13. An advantage of increasing rents by less than the increase in limit rent is that the gap between Council rents and the limit rent is reduced, thereby reducing the effect of RRSL and therefore the HRA's contribution to the funding of its own tenants' housing benefit.

HRA Estimates and Business Plan – proposals for revenue income

Non-dwelling property charges

14. The approved 4% increase in non-dwelling property charges which includes charges for garages and store sheds (Paper No. 14-73) has been incorporated into the framework income levels from 2014/15 onwards.

COUNCIL HOUSING

Duty to review rents

15. Section 24 of the Housing Act 1985 empowers the Council to "make such reasonable charges as they may determine for the tenancy or occupation of their houses", and requires the Council to "from time to time review rents and make such changes, either of rents generally or of particular rents, as circumstances may require". In so doing, Members have brought to bear their own knowledge and experience of the borough and of needs of Council tenants, and have considered other information on such matters as current Government rent policy and welfare reforms, inflation on prices and income, the eligibility of tenants for housing benefit, and private sector rents.

Rent levels

16. The current average weekly rent for the Council's housing stock is £123.80 per week excluding service charges. In addition, average service charges of £7.52 per week are charged to tenants creating a total average charge of £131.32 per dwelling per week. Actual rents vary around this average ranging from £38.50 to £382.62 per week.
17. In previous years the HRA rent and budget setting exercise was always informed by the government's assumed level of subsidy expenditure allowances and income. Comparisons were made between the different elements of notional subsidy and the corresponding actual expenditure and income levels. Under self-financing this comparison is no longer possible although it is still necessary to estimate the levels of formula rent, limit rent and guideline rent for HRA business planning purposes.
18. The government's rent restructuring policy (first introduced in 2002/03 and still being implemented by the coalition government) aims to set rents (known as "formula rents") at similar levels for similar properties across the social housing sector. As housing association rents are, on average, higher than local authority rents, this policy has seen above inflation increases in local authority rents since 2002/03 in order to "catch up" to housing association rents. Full convergence to formula rents is assumed in the self-financing settlement buyout to occur in 2015/16.
19. The Council's 2013/14 formula rent has, in line with existing methodology, been uplifted by 0.5% in real terms and then increased by 3.2% reflecting September's Retail Price Index (RPI) to produce an estimated formula rent in 2014/15 of £125.63.
20. The government's buyout settlement has within it assumed rent increases for the next thirty years of 3.5% + 0.5% each year, with an additional increase each year until 2015/16 to reach convergence with formula rents. This would imply an average increase of £6.56 per week or 5.0% on actual rents. There is however no requirement to increase rents in line with the levels assumed in the self financing settlement as the required buy-out price would have also included an assumption that costs would be increasing in line with the level of inflation assumed in the calculation.

21. The Department for Communities and Local Government (DCLG) issued a consultation document 'Rents for Social Housing from 2015/16' on the 31st October 2013 to which the Council responded. The proposals in the consultation include amending the existing rent formula (used within the limit rent and formula rent calculations) from RPI + 0.5% to Consumer Price Index (CPI) + 1% and the removal of the assumption that rents will converge in 2015/16. Whilst national rent policy remains as guidance for local authorities setting their rent levels, the policy does have an effect on HRA business plans through the RRSL calculation. The Council's updated business plan has therefore anticipated that rent convergence will no longer apply beyond 2014/15 and that future rent increases will be linked to the updated rent formula in the policy consultation document.
22. The Rent Officer currently sets, for housing benefit purposes, Local Housing Allowances for the maximum level of housing benefit to be paid to tenants in the private rented sector. In Wandsworth these currently range from £78.50 per week for a bedsit to £408.80 for 4 or more bedrooms. Tenants in the private rented sector may, depending on their individual circumstances, be subject to the total weekly benefit cap, which may well override these rates. The average weekly rent in the private sector upon which housing benefit has been assessed has increased from £181.38 in December 2012 to £187.70 in December 2013. This is still significantly higher than the average rent charged to Council tenants.

Impact of welfare reform on housing benefit claimants

23. In previous years any increase in rents for those tenants on housing benefit was fully covered by a corresponding increase in housing benefit. However, as a result of the government's welfare reforms, with absolute maximum weekly benefit caps and benefit reductions for those Council tenants deemed to be underoccupying, this will no longer be the case. From 2013/14 onwards corresponding increases in housing benefit to cover the Council's rent increase will depend on each individual household's circumstances. 72% of Council tenants are currently on housing benefit, with 48% having their rent fully met by housing benefit and 24% already making some contribution to their rent.

Previous rent increases

24. The current year's (2013/14) average rent increase was set in line with the September 2012 CPI of 2.2% plus 0.5%, equivalent to an average increase of £3.34 per week on actual rents capped at a maximum increase per property of 4% with no rent decreases. The use of the lower CPI (rather than RPI) inflation index was a local decision aimed at directly benefiting those tenants who pay their own rent but also those on housing benefit who, under welfare reforms, may now need to contribute more to their rent than previously.
25. To restore the previous year's relationship between rents and prices would require a rent increase of £3.64 per dwelling/week (+2.94%) and to restore that between rents and earnings would require an increase of £1.11 per dwelling/week (+0.9%).

COUNCIL HOUSING

2014/15 Rent Decision

26. The updated HRA business plan and budget framework reported to the Housing Overview and Scrutiny Committee and the Executive in September 2013 included a raft of assumptions. One such assumption was that rents would increase in 2014/15 by an average of £5.70 per week (equivalent to 4.3%).
27. As the Council currently has rents set above the limit rent a significant proportion of any rent increase would continue to be lost due to rent rebate subsidy limitation. In effect, of the £5.70 per week increase assumed in the business plan for 2014/15 the HRA would only directly benefit from around 28% of this or £1.755 million per annum.
28. Through a number of central and departmental efficiency reviews (including the former Director of Housing's staffing review), on going reductions in HRA expenditure of £1.818 million have recently been approved. These efficiency savings have therefore been used to fully offset a nil rent increase in 2014/15, leaving no net reduction in HRA resources over the life of the business plan.
29. A nil increase provides a direct benefit to tenants, both those that are currently paying rent from their own resources and those in receipt of Housing Benefit that are affected by welfare reform changes, yet still leave sufficient resources in the HRA business plan so that it remains viable over the critical period of debt repayment. In addition, the HRA rent setting report in January 2013 gave approval for a full scale review of the Council's rent setting policy, to be reported to committee in June 2014. Holding rents at existing levels therefore maintains the current position on rents pending the full review. It is also anticipated that the Council will not be subject to rent rebate subsidy limitation in 2014/15 as the limit rent will be higher than the Council's actual average weekly rent excluding service charges.
30. Rent levels are generally subject to no decreases except where necessary to achieve a transfer that substantially reduces under-occupation of a larger property or where there would be different rents for almost identical properties in the same location as a result of changes in valuation from time to time and the rate at which the rents of such properties move towards the valuation rent. It was agreed that in such limited and other exceptional circumstances the Director of Finance, in conjunction with the Executive Chief Officer for Housing, continue to be authorised to harmonise rents at the lower level.

Tenants' service charges

31. Individual service charges for tenants were introduced from 2004/05 on an equivalent calculation for leaseholders, but restricted to charges for cleaning in blocks, communal electricity in blocks and the hire of paladins as being eligible for housing benefit on the same basis as for rents. A further unpooling of service charges relating to garden maintenance, aerials, entrycall and estate cleaning was approved from 2010/11. In addition 2011/12 saw a further unpooling of service charges for the Sheltered Wardens service. All of these service charges are deemed to be a notional element of rent and therefore do not require a separate Executive decision on annual increases.

32. Only the service charge for health and safety functions within sheltered accommodation, introduced in 2011/12, sits outside of the rent calculation. This flat charge to all sheltered tenants reflects the additional health and safety functions undertaken in sheltered accommodation which exceed those required in the general housing stock. The charge attracts housing benefit, although those not in receipt of benefit have to fund it from their own resources. Government policy, although not compulsory, is that tenant service charges should increase by no more than RPI + 0.5% each year. This would suggest a 3.7% increase in the charge to sheltered tenants, an increase of £0.07 per week. However, as the majority of costs of providing the service are employee related expenses it was considered appropriate to only increase the charge in line with the Local Government pay award. Therefore the charge has been increased by 1% (£0.02 increase per week) creating a revised weekly service charge, covered by benefit where appropriate, of £1.85 per week from the first Monday in April 2014.

Affordable rents

33. In October 2010, the Government announced its intention to make significant changes to the rules around social housing as subsequently set out in the Localism Act and regulatory changes. One of these changes was the introduction of rents that are nearer market rents, known as Affordable Rents for new build social housing and an agreed proportion of social rent relets. Registered Providers such as the Council or Housing Associations, who wish to continue to receive government grant to help develop and build affordable rent homes for future residents, are now required to enter into a contract to agree to let newly built homes and a proportion of existing homes at an Affordable Rent. The maximum rent that can be set under the affordable rent regime, inclusive of service charges, is up to 80% of market rent.
34. Paper No. 13-579 set guideline affordable rents that the Council expects registered providers to use when determining affordable rent levels. The 2013/14 affordable rents currently range from £194 per week for a one bed (69% of market rents) to £230 per week for a four bed (35% of market rents) unless other rent and service charge levels have been previously agreed with the Council. Such rent levels broadly conform with those recommended by the GLA.
35. Government policy is for affordable rents to rise by no more than RPI plus 0.5% each year. This will apply for the duration of a tenancy and at the end of the initial tenancy rents will be re-based to again be up to 80% of market rents. It was agreed to increase guideline affordable rents in 2014/15 by 2.2%, in line with the increase in the Consumer Price Index for October 2013 with effect from the first Monday in April 2014.

Affordable Housing Programme rents

36. Under the 2008-11 Affordable Housing Programme agreement properties developed with grant from the Homes and Communities Agency, of which the Council received £3.629 million towards the development costs of 38 properties on the Rollo estate, are required to have rents and service charges uplifted by no more than RPI + 0.5% per annum. It was agreed to increase the rents of the properties developed under this agreement by 2.2%, in line with the increase in the Consumer Price Index for October 2013 with effect from the first Monday in April 2014.

COUNCIL HOUSING

HRA BUDGET FRAMEWORK

37. An updated HRA business plan and budget framework was reported to the Housing Overview and Scrutiny Committee and the Executive in September 2013. This framework was formally adjusted to take account of the recommendations in the January 2014 Housing Revenue Account and Rents for Council Dwellings report which the Council adopted as its HRA budget framework covering the period to 31st March 2017, before which time predicted HRA reserves must not be reduced by more than £10 million from the then predicted £247.209 million. The updated budget framework, including budget variations approved since is shown as Appendix B to this section.
38. The HRA business plan graphs provide an overview of HRA trends for the coming years and the latest forecast of reserves is shown at Appendix C to this section. The plan involves a raft of assumptions that could give different results if varied but currently assumes rent increases beyond 2014/15 and takes into account latest estimates of revenue spend and capital expenditure in line with an updated assumption on the stock condition survey. The HRA business plan and framework similarly updated, demonstrates that the Council is in a strong position to finance future expenditure plans and continue to achieve and maintain the decent homes standard.

SUMMARY OF DECISIONS MADE

39. Having considered the foregoing information the Executive recommended and the Council subsequently approved:
- a) that the capital programme additions and resultant capital programme be adopted;
 - b) that the overall rent charges (including service charges) applied to the Council's social rented stock remain at current levels;
 - c) that guideline affordable rents in the borough be increased by 2.2% from Monday 7th April 2014, in line with the increase in the Consumer Price Index for October 2013;
 - d) that the rents and service charges for properties in the borough developed under the Affordable Housing Programme or similar grant regime be increased by 2.2% from Monday 7th April 2014, in line with the increase in the Consumer Price Index for October 2013;
 - e) that the Executive Chief Officer for Housing be authorised to serve notices upon tenants of HRA dwellings advising that the increase in rents will be applied effect from Monday 7th April 2014, where applicable;
 - f) that in addition to the rent increase the service charge for additional health and safety functions undertaken in sheltered accommodation be increased by 1% to £1.85 per week with effect from Monday 7th April 2014;
 - g) that the Director of Finance, in conjunction with the Director of Housing, be authorised to reduce rents of individual properties in limited circumstances; and

COUNCIL HOUSING

- h) that the estimates shown in the Housing Revenue Account and Rents for Council Dwellings report for the financial years 2013/14 to 2016/17 be adopted as the HRA budget framework, subject to any variations subsequently approved by the Executive within the overriding restriction that the HRA reserves shown for 31st March 2017 should not be forecast by the Director of Finance to reduce by more than £10 million from the then predicted £247.209 million.
40. These decisions and subsequently approved budget variations are reflected in the statutory statement of the Council's Housing Revenue Account proposals, shown as Appendix A, the updated budget framework shown as Appendix B and graphically in Appendix C to this section. The approved capital programme is shown as Appendix D to this section.

COUNCIL HOUSING

APPENDIX A

HOUSING REVENUE ACCOUNT ESTIMATES FOR 2014/15

Under s.76(8) of the Local Government and Housing Act 1989, the Council is required to prepare a statement of its proposals for the Housing Revenue Account for each year. The proposals for 2014/15 were contained within papers considered by the Executive on 27th January 2014, subsequently endorsed by the Council on 5th February 2014 and shown in the preceding pages of this book. As a result of those decisions and budget variations approved since, the estimates for the Housing Revenue Account for the year 2014/15 are as follows:

<u>HOUSING REVENUE ACCOUNT INCOME AND EXPENDITURE ACCOUNT</u>	<u>£'000</u>
Expenditure	
Repairs and maintenance	(27,015)
Supervision and management	(48,067)
Rents, rates, taxes and other charges	(498)
Depreciation and impairment of non-current assets	(23,270)
Movement in allowance for bad debts	(2,050)
Total Expenditure	(100,900)
Income	
Dwelling rents	109,709
Non-dwelling rents	3,936
Charges for services and facilities	25,136
Total Income	138,781
Net Cost of HRA Services as included in the Comprehensive Income and Expenditure Statement	37,881
HRA Services Share of Corporate and Democratic Core	(1,527)
Net Income from/(Cost of) HRA Services	36,354
HRA share of the operating income and expenditure included the Comprehensive Income and Expenditure Statement:	
Interest payable and similar charges	(5,818)
Interest and investment income	1,224
Pensions interest cost and expected return on pension assets	(498)
Capital grants and contributions receivable	5,967
Surplus or (deficit) for the year on HRA Services	37,229

<u>STATEMENT OF MOVEMENT ON THE HOUSING REVENUE</u>	<u>£'000</u>
<u>ACCOUNT BALANCE</u>	
Balance on the HRA at the end of previous year	101,113
Surplus or (deficit) for the year on the HRA Income and Expenditure Statement	37,229
HRA share of contributions to or from the pensions reserve	522
Difference between any other item of income and expenditure determined in accordance with the Code and determined in accordance with statutory HRA requirements	(5,816)
Revenue funded by Capital under Statute	5,527
Adjustments between accounting basis and funding basis under Statute	233
Net increase or (decrease) before transfers to or from reserves	37,462
Transfer to the Capital Adjustment Account	34,356
Increase or (decrease) in the year on the HRA	3,106
Balance on the HRA at the end of 2014/15	104,219

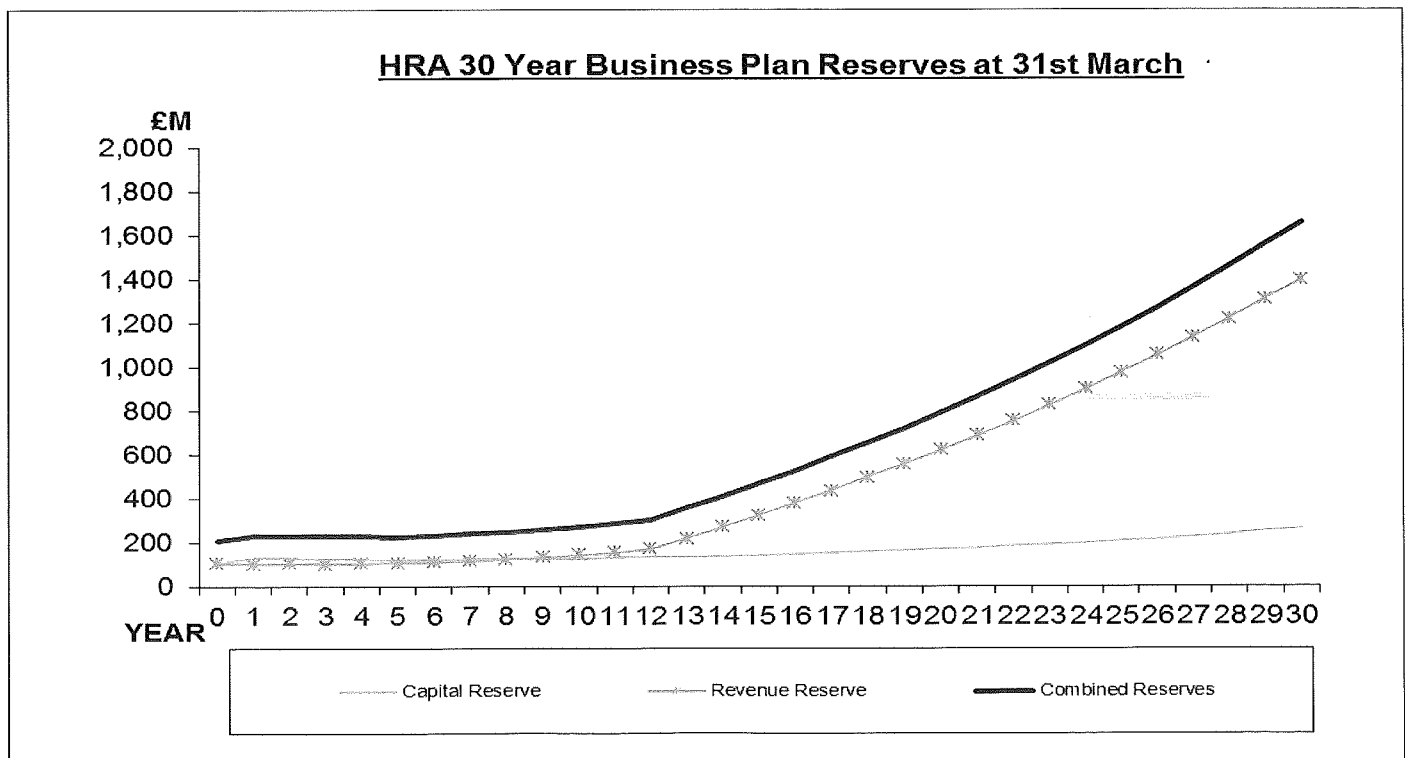
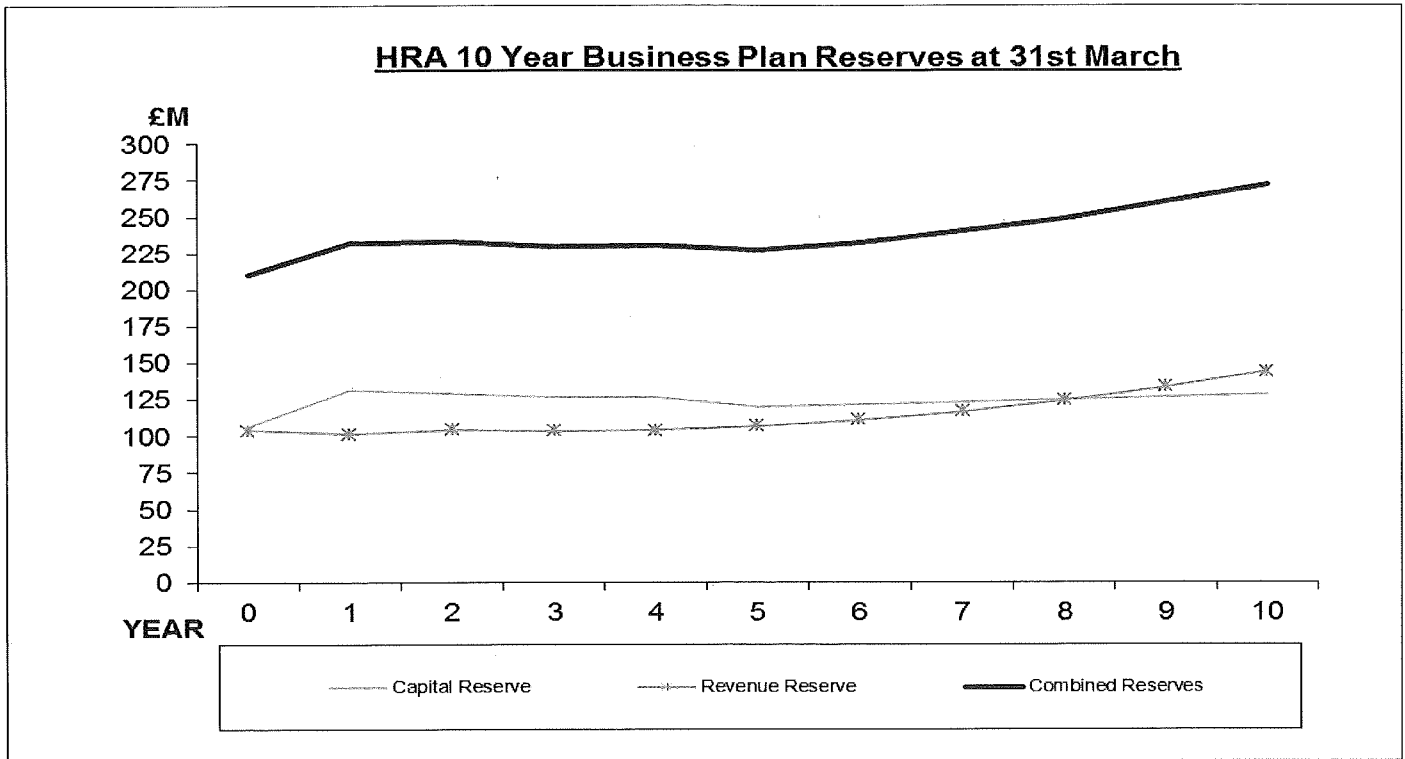
COUNCIL HOUSING

APPENDIX B

APPROVED COUNCIL HOUSING BUDGET FRAMEWORK

	<u>Original</u> <u>Budget</u> <u>2013/14</u> £'000	<u>Revised</u> <u>Budget</u> <u>2013/14</u> £'000	<u>Budget</u> <u>2014/15</u> £'000	<u>Budget</u> <u>2015/16</u> £'000	<u>Budget</u> <u>2016/17</u> £'000
<u>EXPENDITURE</u>					
<u>REVENUE</u>					
Supervision, Management and Maintenance					
Repairs & Maintenance	26,053	28,527	27,015	28,258	28,934
General Management	30,459	30,854	29,219	29,761	30,594
Special Services	14,072	14,092	14,773	15,145	15,525
Cost of Rent Rebates	3,335	3,503	-	-	-
Capital Financing Costs	40,749	40,797	40,174	39,328	38,779
Other Expenses	4,823	2,284	2,548	8,747	8,972
Depreciation (Contribution to Capital)	23,054	22,567	23,270	24,017	24,814
	(142,545)	(142,624)	(136,999)	(145,256)	(147,618)
<u>CAPITAL</u>					
Repairs and Improvements	29,163	22,091	29,214	30,358	17,333
Purchase of Properties	50	1,000	2,050	2,100	-
Portable Discounts	750	1,000	1,000	1,000	-
Vehicle Renewal	-	-	245	-	-
Regeneration Projects & Feasibility Studies	250	1,450	150	100	100
	(30,213)	(25,541)	(32,659)	(33,558)	(17,433)
	172,758	168,165	169,658	178,814	165,051
<u>INCOME</u>					
<u>REVENUE</u>					
Gross Rents – Dwellings	110,734	110,211	109,709	113,108	116,302
Gross Rents – Non-Dwellings	3,856	3,866	3,936	4,034	4,135
Leaseholder Service Charges	12,638	12,930	13,224	13,538	13,820
Other Income	12,204	13,083	13,236	13,590	13,887
	(139,432)	(140,090)	(140,105)	(144,270)	(148,144)
<u>CAPITAL</u>					
Depreciation (Contribution from Revenue)	23,054	22,567	23,270	24,017	24,814
Capital Receipts	1,500	23,000	1,200	1,200	1,000
Capital Reimbursements	-	380	1,539	1,253	90
Leaseholder Major Works Charges	3,450	3,950	4,377	4,642	4,739
	(28,004)	(49,897)	(30,386)	(31,112)	(30,643)
	167,436	189,987	170,491	175,382	178,787
Total reserves at beginning of year	201,492	210,329	232,151	232,984	229,552
Appropriation from Insurance Reserve	234	-	-	-	-
Total reserves at end of year	196,404	232,151	232,984	229,552	243,288

The following graphs show a graphical representation of the expected HRA capital and revenue reserves over both the 10 year and 30 year business planning period.



COUNCIL HOUSING

APPENDIX D

CAPITAL PROGRAMME

	<u>2013/14</u>	<u>2014/15</u>	<u>2015/16</u>
	£'000	£'000	£'000
<u>SUMMARY</u>			
REPAIRS AND IMPROVEMENTS TO DWELLINGS (details on pages 155 to 169)			
Major Refurbishment of Estates	10,580	18,325	18,269
Re-Lifting	523	1,578	1,445
Re-Wiring	791	836	1,166
Heating Improvements	1,740	1,681	2,161
Heating Repairs	2,236	1,707	690
Special Repairs	1,384	1,170	1,305
Sheltered Housing	622	778	325
Adaptations for the Disabled	1,550	1,550	1,550
Entrycall/CCTV	441	135	72
Environmental/Estate Improvements	150	100	100
Hidden Homes	2,074	1,354	3,275
	<hr/>	<hr/>	<hr/>
	22,091	29,214	30,358
PORTABLE DISCOUNTS	1,000	1,000	1,000
PURCHASE OF PROPERTIES	1,000	2,050	2,100
PURCHASE OF VEHICLE	-	245	-
REGENERATION PROJECTS AND FEASIBILITY STUDIES	1,450	150	100
TOTAL	<hr/>	<hr/>	<hr/>
	25,541	32,659	33,558

COUNCIL HOUSING

MAJOR REFURBISHMENT OF ESTATES

	<u>2013/14</u>	<u>2014/15</u>	<u>2015/16</u>
	£'000	£'000	£'000
ALDRINGTON SOUTH ESTATE (Furzedown)			
Grierson House, Shenstone House & Tyers House - Roof Renewals	40	470	15
Window Renewals	45	-	-
ALTON ESTATE (Roehampton)			
Danebury Avenue g1 245-255 - Roof Renewals (Sheltered)	50	2	-
E Blocks : Allenford House, Bramley House, Penwood House, Shalden House, Swaythling House, Tatchbury House & Warnford House - Roof Renewals and Part Window Renewals - Phase 1	-	-	200
D Blocks D1-5 & 36 : Alton Road 28-58, Fontley Way 1-20, 21-25 (link decorations) & Ibsley Gardens 81-103, 105-127, 110-148 - Window Renewals	687	50	-
Provision for Laverstoke Gardens	-	200	244
Regeneration Master Planning	100	-	-
Tangley Grove - Communal Access Roads	7	-	-
ANDERSON HOUSE (Tooting)			
Window Renewals	8	-	-
ANTRIM HOUSE (Shaftesbury)			
Window Renewals	165	4	-
ARGYLE ESTATE (West Hill)			
Glen Albyn Road 2a, 2-58 (e), 41-87 (o), 60-106 (e), 108-152 (e), 154-200 (e) - Renewal of Pitched Roof Covering - Phase 1	50	410	5
Chobham Gardens 37-65, 37a, 66-95 & Thursley Gardens 8-25 cons, 26a, 26-42 cons - Renewal of Pitched Roof Covering - Phase 2	-	50	323
Esher Gardens 1-16, 17-46, 47a, 47-75, 76-105 - Renewal of Pitched Roof Covering - Phase 3	-	-	41
ASHBURTON CHARTFIELD ESTATE (East Putney)			
Whole Estate excluding 34 Westleigh Avenue, 29a Mildmay House & 1a Mullens House	500	848	-
ASHBURTON SOUTH ESTATE (West Putney)			
Boyd Court, Cortis Road, Cortis Terrace, Tildesley Road 89-201 (o) & Westleigh Avenue 63-125 (o), 135-165 (o) - Window Renewals - Phase 1	204	-	-
Carlslake Road 1-99, 2-80, 82-110, 109-167, 169-177 & Innes Gardens 1-22, 23-52, 53-64, 65-94, 95-116, 117-156 - Window Renewals - Phase 2	20	2,103	100
Hayward Gardens & Pullman Gardens - Window Renewals - Phase 3	43	1,799	111
Tildesley Road - Window Renewals Phase 4 & Roof Renewals			
All Blocks Window Renewal Excluding 89-201			
All Blocks Roof Renewal Excluding 102-164, 2-100	-	300	2,700
Tildesley Road 2-100 (East Putney) - Roof Renewals	9	7	-
Carlslake Road 1-99, 2-80, 109-167 (o) - Roof Renewals	-	-	70

COUNCIL HOUSING

MAJOR REFURBISHMENT OF ESTATES

	<u>2013/14</u> £'000	<u>2014/15</u> £'000	<u>2015/16</u> £'000
BADRIC COURT (St Mary's Park)			
Window Renewals	37	-	-
Roof Renewals	50	513	15
BATTERSEA HIGH STREET ESTATE (St Mary's Park)			
Tankroom Overhaul and Replacement	2	-	-
Window Renewals (link decorations) - Clancy Court, Coles Court, Humphrey Court, Lindsay Court, Meecham Court, Morgan Court, & Pritchard Court - decorations only	56	1,345	50
BATTERSEA PARK ESTATE (Latchmere)			
Kitchens and Bathrooms	-	-	1,000
BATTERSEA PARK ROAD 259 (Queenstown)			
Refurbishment - Short Term Lets	262	10	-
BELLAMY HOUSE ESTATE (Tooting)			
Window Renewals	8	-	-
CARLTON DRIVE ESTATE (East Putney)			
No 24 and 25 - Roof Renewals	99	15	-
CLARENCE LANE ESTATE (Roehampton)			
Window Renewals	30	-	-
CONVENT CO-OP (Fairfield)			
Ericcson Close 2-38 (e), 3-119 (o) & Chesterton Close 1-11 - Window Renewals	-	100	636
CORNFORD GROVE (Infill) (Bedford)			
Window Renewals	2	-	-
CORNFORD GROVE 45-89 (Bedford)			
Roof Renewals	-	-	25
DAWES HOUSE (near Winstanley)			
Hostel Conversion	96	-	-
EASTWOOD ESTATE (West Putney)			
Clipstone House - Roof and Window Renewals	100	198	-
EDGECOMBE HALL ESTATE (West Hill)			
Augustus Road 45-55 & Manningtree Close 25 - Window Renewals	5	-	-
ENDLESHAM COURT (Nightingale)			
Roof Renewal	3	-	-

COUNCIL HOUSING

MAJOR REFURBISHMENT OF ESTATES

	<u>2013/14</u>	<u>2014/15</u>	<u>2015/16</u>
	£'000	£'000	£'000
FAYLANDS ESTATE (Furzedown)			
External Decorations (link decorations)	377	50	-
FITZHUGH ESTATE (Wandsworth Common)			
Window Renewals	73	-	-
HAZELHURST ESTATE (Tooting)			
Alfred Hurley House, Foss Road, Newbridge Court, Pangbourne Court, Sutton Courtney House, Whitchurch Court & Wimbledon Road - Phase 3	150	281	56
HESLOP COURT (Nightingale)			
Roof Renewal	-	29	60
LATCHMERE ESTATE (Latchmere)			
Dampness Eradication - Tenanted Units Only (decency works)	1	-	-
Window Renewals	-	-	300
LOCHINVAR ESTATE (Balham)			
Window Renewal	400	186	-
LONGSTAFF ESTATE (East Putney)			
Hooper House, Lebanon Road 10-24, Luscombe House & Woodhams House - Window Renewals (link decorations)	30	-	-
MAGDALEN PARK ESTATE (Wandsworth Common)			
Brightman Road & Fieldview - Roof Renewal - Phase 1	10	532	44
Godley Road, Gunners Road & Tilehurst Road - Roof Renewal - Phase 2	-	200	850
McCARTHY COURT CO-OP (St Mary's Park)			
Window Renewals	91	-	-
MORRIS GARDENS ESTATE (Southfields)			
Window Renewals	46	937	11
PUTNEY VALE ESTATE (Roehampton)			
Environmental Improvements	391	958	13
Newlands Community Centre	5	-	-
Window Renewals - Phase 2	15	-	-
RYDE VALE ESTATE (Bedford)			
Homemead & Hitherlands - Window Renewals	881	156	-
Little Dimocks 1-12 & Four Acres 1-12 - Roof Renewals	-	50	64
SAVONA ESTATE (Queenstown)			
Ascalon House, Seldon House, Thessaly House 1-65 & Wenham House - Window Renewals (link decorations)	218	-	-

COUNCIL HOUSING

MAJOR REFURBISHMENT OF ESTATES

	<u>2013/14</u> £'000	<u>2014/15</u> £'000	<u>2015/16</u> £'000
SHERINGHAM COURT (Earlsfield) Roof Renewal (link decorations)	82	16	-
SOMERSET ESTATE (St Mary's Park) Window Renewals	1,309	40	-
SURREY LANE ESTATE (St Mary's Park) Window Renewals - Phase 1	694	518	-
Window Renewals - Phase 2	74	1,620	57
Window Renewals - Phases 3/4 & Roof Renewal to Gardiner House	-	300	3,200
THE PLATT ESTATE (Thamesfield) Lockyer House & Lilburne Court - Window Renewals	13	-	-
VICTORIA DRIVE ESTATE (West Hill) Victoria Drive 101, Flats A-H - Window Renewals	1	-	-
WENDELSWORTH ESTATE (Fairfield) Culver Court, Linstone Court & Vectis Court - Roof Renewals	13	-	-
WIMBLEDON PARK ESTATE CO-OP (West Hill) Window Renewals	-	-	150
WINSTANLEY ESTATE (Latchmere) Sporle Court - Window Renewals	300	575	-
WOKING CLOSE ESTATE (Roehampton) Environmental Works to Follow New Development	-	192	-
YEW TREE LODGE (Furzedown) Conversion Works	-	100	201
YORK ROAD ESTATE (Latchmere) Master Plan Process Fees	212	319	93
Penge House & Pennethorne House - Refurbishment including Rewire/Mains Distribution Boards - Phase 1	-	750	4,460
Chesterton House & Holcroft House - Refurbishment - Phase 2	-	-	825

COUNCIL HOUSING

MAJOR REFURBISHMENT OF ESTATES

	<u>2013/14</u>	<u>2014/15</u>	<u>2015/16</u>
	£'000	£'000	£'000
<u>Boroughwide</u>			
Digital Systems - Phase 8	24	-	-
Digital Systems - Phase 9	394	-	-
Digital Systems - Phase 10	100	975	-
<u>Kitchens and Bathrooms - Programme</u>			
Phase 2			
Argyle (Esher), (Glen Albyn), (Limpsfield), (Smithwood Close) & (Winterfold)	58	-	-
Phase 3			
William Willison Estate (West Hill)	92	-	-
Phase 4			
William Willison Estate (West Hill) (completion)	683	30	-
Phase 5			
Carey Gardens Estate	-	500	1,350
Secure Front Entrance Doors - Phase 9	1,165	45	-
Conversion Fund from External Decorations to Window Renewals	-	542	1,000
TOTAL MAJOR REFURBISHMENT OF ESTATES	<u>10,580</u>	<u>18,325</u>	<u>18,269</u>

COUNCIL HOUSING

RE-LIFTING

	<u>2013/14</u>	<u>2014/15</u>	<u>2015/16</u>
	£'000	£'000	£'000
Ackroydon Estate (West Hill) - Chilworth Court 16-55, Duncombe House & Oatlands Court - Phase 2 East	61	-	-
Alton Estate (Roehampton) - Phase 6 (E blocks)	1	-	-
Ashburton South Estate (West Putney)			
- Carslake Road 1-99	-	-	75
- Carslake Road 109-167(o) & Cortis Road 280-308	7	316	10
- Hayward Gardens 211-250	50	242	10
- Innes Gardens 1-22	1	124	10
- Tildesley Road 263-387 (o), 411-513 (o)	57	-	-
- Tildesley Road 21-261	50	629	20
Balham Hill Estate (Balham) - Graham House & Hales House - Phase 2	160	37	-
Doddington Estate (Queenstown) - Bank Court	47	50	-
Eastwood Estate (West Putney) - Andrew House & Cromwell House	-	36	105
Edgecombe Hall Estate (West Hill) - Edgecombe House & William Harvey House	80	-	-
Ethelburga Tower (St Mary's Park)	-	-	33
Falcon Estate (Latchmere) - Eden House, Ridley House & Temple House	4	-	-
Ranelagh Estate (Thamesfield) - Huntingford House	-	19	80
Ryde Vale Estate (Bedford) - Hitherlands and Homemead	-	60	220
Somerset Estate (St Mary's Park) - Selworthy House & Sparkford House	5	-	-
Southmead Estate (West Hill) - Lift Serving 5 blocks	-	65	478
Totteridge House (St Mary's Park)	-	-	50
<u>Boroughwide</u>			
Replace 211 Autodiallers and Upgrade to GSM	-	-	354
TOTAL RE-LIFTING	523	1,578	1,445

COUNCIL HOUSING

RE-WIRING

	<u>2013/14</u>	<u>2014/15</u>	<u>2015/16</u>
	£'000	£'000	£'000
Argyle Esher Estate (West Hill) - Bisley House - Communal Wiring	84	-	-
Badric Court (St Mary's Park) - Rewires, Communals and Laterals	139	-	-
Carey Gardens (Queenstown) - Individual Rewires and Distribution Boards - Phase 1	-	-	150
Carnie Lodge (Bedford) - Rewires and Laterals	-	59	70
Doddington Estate (Queenstown) - Arthur Court, Lucas Court, Palmerston House, St George House & Youngs Court - Renewal of Communal Mains	7	-	-
Edwyn Trayfoot Lodge (Latchmere) - Fire Alarms/Emergency Lighting	3	-	-
Ethelburga Estate (St Mary's Park) - Laterals and Communals - Phase 1	-	-	80
Falcon Estate (Latchmere) - Laterals and Distribution Boards	-	28	30
Fernlea Road Estate (Balham) - Laterals and Ryefields	-	11	25
Fitzhugh Estate (Wandsworth Common) - Distribution Boards	131	-	-
Gravenal Gardens (Graveney) - Rising Mains, Laterals and Rewires	-	27	50
Harling Court (Latchmere) - Communal Lighting	-	27	-
Henry Prince Estate (Earlsfield) - Lateral Distribution Boards & Individual Rewires	-	-	82
Powrie House (St Mary's Park) - Laterals & Distribution Boards	-	21	-
Savona Estate (Queenstown) - Rewires and Communals	85	463	-
Spencer Park (Wandsworth Common) - Lateral Mains	-	-	25
The Alders (Furzedown) - Rewires and Communals	120	-	-
William Willison Estate (West Hill) - Castlecombe Drive - Rising Mains, Laterals and Rewires - Phase 1	-	-	80
York Road Estate (Latchmere) - Chesterton House, Holcroft House, Inkster House, Penge House, Pennethorne House & Scholey House - Mains, Distribution Boards and Rewires	-	-	374
Community and Clubrooms - Fire Alarms, Emergency Lighting and Electrical Renewals	22	-	-
Individual Rewires	200	200	200
TOTAL RE-WIRING	791	836	1,166

COUNCIL HOUSING

HEATING IMPROVEMENTS

	<u>2013/14</u>	<u>2014/15</u>	<u>2015/16</u>
	£'000	£'000	£'000
Ackroydon East Estate (West Hill)	648	21	-
Argyle Estate (West Hill) - Argyle (Esher and Glen Albyn) - Phase 1	-	-	800
Ashburton South Estate (West Putney) - Carslake Road - Phase 4	30	-	-
Ashburton South Estate (West Putney) - Tildesley Road - Phase 5	683	50	-
Ashley Crescent (Shaftesbury)	56	-	-
Eastwood Estate North and South (West Putney)	-	-	700
Edgecombe Hall Estate (West Hill)	-	620	21
Kersfield Road (East Putney) - Individual Heating Replacement & Communal (Littlecombe Close)	-	-	320
Lurline Gardens (Queenstown)	9	-	-
Morris Gardens (Southfields)	-	70	2
Rowditch Lane (Latchmere)	-	140	3
Streatham Park Estate (Furzedown)	4	-	-
Waylands Road (Latchmere)	-	250	9
William Willison Estate (West Hill) - Phase 2	10	-	-
Infills - Back Boilers	-	110	5
Acquireds - Back Boilers	-	120	1
Individual Installations	300	300	300
TOTAL HEATING IMPROVEMENTS	<u>1,740</u>	<u>1,681</u>	<u>2,161</u>

COUNCIL HOUSING

HEATING REPAIRS

	<u>2013/14</u>	<u>2014/15</u>	<u>2015/16</u>
	£'000	£'000	£'000
Alton Estate (Roehampton) - Greatham Walk, Hyacinth Road & Stoughton Close	238	9	-
Alton Estate (Roehampton) - Extractor Fans	-	-	140
Arndale Estate (Southfields) - Eliot Court & Wentworth Court - Supply Network Communal Heating	818	216	-
Arndale Estate (Southfields) - Edwyn House & Knowles House - Pipework	-	-	70
Ashcombe Court (East Putney)	-	65	-
Auckland Road Estate (Northcote) - 18-25 Auckland Road - Individual Replacement Boilers & 14 Alysinnia Close - Communal Replacement Boiler	-	100	128
Carnie Lodge (Bedford)	-	51	-
Doddington Estate (Queenstown) - Cromwell House, Russell Court & Youngs Court - Phase 3	39	-	-
Doddington Estate (Queenstown) - Lucas Court & Palmerston House - Phase 4	64	-	-
Doddington Estate (Queenstown) - Connor Court & Turpin House - Phase 5	886	981	82
Maysoule Road (Latchmere) - Abandon Communal System	21	-	-
McCarthy Court (St Mary's Park) - Abandon Communal System	150	210	-
Rambler Close (Furzedown)	-	75	130
Winstanley Estate (Latchmere) - Extractor Fans	-	-	140
<u>Energy Efficiency Measures</u>			
Loft Insulation Including Energy Master Plan Nine Elms Feasibility	20	-	-
TOTAL HEATING REPAIRS	2,236	1,707	690

COUNCIL HOUSING

SPECIAL REPAIRS

	<u>2013/14</u>	<u>2014/15</u>	<u>2015/16</u>
	£'000	£'000	£'000
Acquired Properties - Roofs, Decorations & Damp Proofing	300	350	350
Crestway 70 - Property Extension	60	-	-
Derinton Road Community Centre (Tooting) - Refurbishment (Children Services)	150	-	-
Diprose Lodge (Tooting) - Lighting Upgrade	49	-	-
Evenwood Close (East Putney) - Roof Renewal (link decorations)	172	20	-
Frensham Drive 2-12 - Entrycall Installation	1	-	-
Granfield Street 1-32 & Althorpe Mews 13-20 (St Mary's Park) - Roofing	1	-	-
Heathfield Road 37 & 39 (Wandsworth Common) - Refurbishment	1	-	-
Longstone Road 21 (Furzedown) - Feasibility for Potential Loft Conversion	5	-	-
Phelps House (Thamesfield) - Roof Renewal	1	-	-
Portswood Place - Alton (Roehampton) - Demolition of Garages	25	-	-
Queenstown Road 85/87 (Queenstown) - C.O.S.T.A. Feasibility and Refurbishment	9	-	-
Rectory Lane 16 (Graveney) - Refurbishment of Property for Re-let	60	-	-
The Alders (Furzedown) - Demolition of Garages	26	-	-
West Hill - WWA DV Hostel	10	-	-
William Willison Estate (West Hill) - Dry Risers	-	145	5
Yew Tree Lodge - Renewal of Alarms	51	-	-
Asbestos Removal including Lennox Estate	50	50	50
Asbestos Removal - Surveys	5	5	-
Minor Environmental Schemes	300	300	600
Provision for Urgent Schemes	24	300	-
Housing Condition Survey	84	-	-
Provision for Future Years	-	-	300
TOTAL SPECIAL REPAIRS	1,384	1,170	1,305

COUNCIL HOUSING

SHELTERED HOUSING

	<u>2013/14</u>	<u>2014/15</u>	<u>2015/16</u>
	£'000	£'000	£'000
<u>Major Conversions</u>			
Abyssinia Close (Northcote) - Lift Refurbishment	1	-	-
Cowick Road (Tooting) - Extension/Clubroom	9	-	-
Doris Emmerton Court (Latchmere) - Lift Refurbishment	48	150	10
Nursery Close (East Putney)	50	-	-
Water Separation Works	-	-	65
Rambler Close (Furzedown) - Lift Installation	1	-	-
Sclater Road Estate (West Putney) - Grosse Way 1-34 - Communal Window Renewals	2	-	-
Washington Court (Graveney)	5	-	-
<u>Boroughwide Sheltered Schemes</u>			
Introduction of Blending Valves - Contract 1	16	-	-
Installation of Overhead Showers - Grosse Way, Hepplestone Close & Riplington Court - Phase 2	380	40	-
Installation of Overhead Showers - Lennox & Alton Estates - Phase 3	100	388	-
Installation of Overhead Showers - Althorpe Mews, Kirton Lodge & St Margaret's Court - Phase 4	-	145	100
Installation of Overhead Showers - Francis Snary Lodge, Hill Lodge & Rambler Close - Phase 5	-	-	150
Automatic Opening Doors	10	-	-
Conversion of VCR Machines to DVD	-	55	-
TOTAL SHELTERED HOUSING	622	778	325

COUNCIL HOUSING

ADAPTATIONS FOR THE DISABLED

	<u>2013/14</u>	<u>2014/15</u>	<u>2015/16</u>
	£'000	£'000	£'000
Conversion of Vacant Properties	850	850	850
Future Years Provision	700	700	700
TOTAL ADAPTATIONS FOR THE DISABLED	<u>1,550</u>	<u>1,550</u>	<u>1,550</u>

COUNCIL HOUSING

ENTRYCALL/CCTV

	<u>2013/14</u>	<u>2014/15</u>	<u>2015/16</u>
	£'000	£'000	£'000
<u>Controlled Entry</u>			
Abingdon Court & Kilmarnock Court (Graveney) - Entrycall Replacement	-	-	24
Alton Estate (Roehampton) - Witley Point	1	-	-
Alton Estate (Roehampton) - Bramley House - Replace Entrycall System	-	-	20
Downholme (East Putney) - Replacement of Door Entry System	2	-	-
Newlands Estate (Bedford) - Barringer Square - Replacement System	1	-	-
Patmore Estate East (Queenstown) - Refurbishment of Entrycall	9	-	-
Rollo Estate (Queenstown) - Replacement of Entrycall	6	-	-
Shoreham Close 1-12 (Fairfield) - New System	-	-	28
St James Close 9-38 (Nightingale) - Replacement System	1	-	-
<u>CCTV - Expansion and Modernisation</u>			
Ackroydon East Estate (West Hill) - Montfort Shopping Parade CCTV	2	-	-
Aldrington South Estate (Furzedown)	5	-	-
Ashburton South (West Putney) - Scheme 2	6	-	-
Burtop Road (Earlsfield)	2	-	-
Eastwood South Estate (West Putney) - Installation of New Entrycall	1	-	-
Fayland Estate (Furzedown)	12	-	-
Fayland Estate (Furzedown) - Shelburne House - Entrycall Replacement	-	18	-
Fernlea Road 65 A-I - Installation of Entrycall	-	20	-
Harling Court (Latchmere) - Installation of Entrycall	30	-	-
Keevil Drive 146-256 (West Hill)	1	-	-
Kambala Estate (Latchmere)	8	-	-
Lochinvar Estate (Balham) - Renewal of Entrycall System	20	37	-
Meecham Court (St Mary's Park) - Installation of Entrycall	-	45	-
Morris Gardens (Southfields) - Installation of Entrycall (Excluding Blocks 19-24 and 1-6)	109	-	-
Pavilion Chambers/Lavenham Court (Northcote) - Refurbishment of Entrycall	12	1	-
Ryde Vale Estate (Bedford) - Renewal of Door Entry System	50	10	-
Ryde Vale Estate (Bedford) - CCTV	1	-	-
Sheridan House (Latchmere) - Replacement of Door Entry System	20	1	-
Sunlea Lodge (Southfields) - Replacement of Door Entry System	9	-	-
The Alders Estate (Furzedown) - CCTV	2	-	-
The Alders Estate (Furzedown) - Renewal of Door Entry System	36	1	-
William Willison (West Hill) - Keevil Drive 1-63, 65-127	38	1	-
Winstanley Estate (Latchmere) - Clark Lawrence Court, Sendall Court, Shaw Court - Renewal of Door Entrycall System	32	1	-
Upgrade of IP for Digitalisation - Renewal of CCTV Cameras and Equipment	25	-	-
TOTAL ENTRYCALL/CCTV	441	135	72

COUNCIL HOUSING

ENVIRONMENTAL/ESTATE IMPROVEMENTS

	<u>2013/14</u>	<u>2014/15</u>	<u>2015/16</u>
	£'000	£'000	£'000
Playground Refurbishment	100	100	100
Site Clearance	50	-	-
TOTAL ENVIRONMENTAL/ESTATE IMPROVEMENTS	<u>150</u>	<u>100</u>	<u>100</u>

COUNCIL HOUSING

HIDDEN HOMES

	<u>2013/14</u>	<u>2014/15</u>	<u>2015/16</u>
	£'000	£'000	£'000
Abbott House (Balham) - Units Built on Roof	526	214	-
Ashburton Estate (East and West Putney) - Making Good Works at 5 Units	-	-	275
Battersea Park Road 103-125	833	888	-
Cambalt Road (East Putney)	8	-	-
Castlecombe Drive - William Willison Estate - Penthouse	11	-	-
Clipstone House (West Putney)	2	-	-
Deeley Road (Queenstown) - Site Development	-	-	1,000
Rollo Estate (Queenstown) - Creation of Additional Units	139	-	-
Smithwood Close 122 (West Hill)	90	-	-
Thessaly Road (Queenstown) - Site Development	-	-	700
Tidbury Court (Queenstown) - Site Development	-	-	1,000
Wheeler Court (Latchmere) - St Christophers Clinic	453	22	-
William Harvey Clinic - Ashburton Estate	12	-	-
Boroughwide Contract 3 - Fitzhugh & Wandsworth Common	-	205	300
 <u>Other Schemes/Feasibilities</u>			
Streatham Park & Aldrington South (Furzedown) & Badric Court (St Mary's Park)	-	25	-
TOTAL HIDDEN HOMES	<u>2,074</u>	<u>1,354</u>	<u>3,275</u>

**SECTION 6
GENERAL CAPITAL BUDGETS**

This section includes the review of the financing of the Council's General Capital Programme 2013/14 to 2015/16, approved by the Executive on 3rd March 2014.

Treasury Management/Capital Accountant:

John Steer
Tel: 020-8871 7589

CAPITAL RESOURCES (GENERAL)

Financing the Programme

1. The Council's ability to finance capital spending is restricted only by its own view on affordability, subject to the Government's possible imposition of limits on local authority borrowing for macro-economic reasons.
2. The potential sources of finance for the Council's capital expenditure are: -
 - (a) grants and reimbursements earmarked for particular schemes or services, and obtained only on condition that a corresponding addition is made to the programme;
 - (b) Government capital grants not earmarked for particular schemes or services;
 - (c) Community Infrastructure Levy (CIL) and Section 106 payments;
 - (d) realisation of investments of usable capital receipts and reserves;
 - (e) borrowing; and
 - (f) contributions from Council revenue accounts.
3. Not all of these resources are currently relevant, however. Borrowing is financially disadvantageous compared with the alternative of investment realisation, as long as the Council has substantial investments available for this purpose - except in the limited circumstances of 'spend-to-save' schemes in schools. Moreover, the Government has the powers to impose a national limit on local authorities' borrowing, so borrowing could not be relied upon to finance a medium-term capital programme, currently. Contributions from Council revenue accounts are rarely available for the general capital programme, because of the impact on council tax, although some limited funding is available including the Renewals Fund, amounting to £0.6 million in the current year.
4. Currently then, the major sources of finance for the Council's capital expenditure are grants and realisation of investments. These are discussed in more detail below.

Capital Grants

5. Capital grants are often given for specific projects but, occasionally, grants are unearmarked as "Supported Capital Expenditure (Capital) Single Capital Pot". Some Children's Services capital grants are now described as 'within the Single Capital Pot'.

6. Grants and reimbursements expected to support the programme over the three years exceed £118 million. The most significant are Government grants for education schemes totalling around £74 million. Other major sources of funds are Section 106 reimbursements of £23 million and Transport for London grant of £6.7 million.
7. CIL is a levy which local authorities can charge on new developments and use to fund infrastructure in the local area. The CIL is a standard charge based on development size and location. This levy came into force on 1st November 2012. The CIL is a standard charge based on development size and location. After deduction of an amount set aside for administration CIL income will be treated as capital resources to fund capital works. CIL income arising within the Vauxhall Nine Elms Opportunity Area will be subject to separate arrangements as set out in Paper No. 13-135 where the payments will be used to pay for the funding of the NLE and other relevant infrastructure within the opportunity area. Other CIL income is not ring-fenced to the area of the development and therefore can be spent on infrastructure throughout the Borough. The Council may carry forward CIL income to fund future identified infrastructure schemes. Grants and reimbursements currently include £0.7 million for capital schemes to be financed from CIL in 2014/15. Approval for schemes funded by CIL in later years will be requested at later dates once amounts are confirmed.

Realisation of Investments

8. The amount of the Council's investments at any time reflects daily variations in routine cashflows as well as capital spending, debt redemption, and new capital receipts. The overall outlook for investments is reviewed in the context of the treasury management policy (see pages 20 to 28). The Council's Treasury Management Strategy for 2014/15 shows total investments expected to be around £355 million by 31st March. But these relate almost entirely to current liabilities and to General Fund reserves for contingencies and specific purposes. The only investments available specifically for financing the general capital programme are those arising from the capital receipts, which are neither payable to the Government nor used within the Housing Revenue Account and specific elements within the renewals fund which were previously set aside to finance capital projects.
9. The use of HRA receipts for capital spending in the General Fund is in the most cases restricted by regulation, forecast capital receipts include mainly estimates relating to sales of General Fund sites already identified as surplus, amounting to £15.6 million in 2013/14, £26.5 million in 2014/15, and £11.5 million in 2015/16. A limited sum of HRA receipts able to be used freely for General Fund purposes has been included within the overall receipt totals. This may increase in later years, particularly for any General Fund regeneration schemes, but these will be added in as appropriate in due course. Due to the current uncertainties in the property market, the total estimates for site sales have been reduced by 20% to reflect the risks associated with the level and timing of their receipt.

GENERAL CAPITAL BUDGET FRAMEWORK

10. The table below compares the estimated capital grants and receipts with the capital payments to be financed. The £67.8 million usable receipts at the start of 2013/14, after increasing to £68.3 million by the end of 2013/14, will increase further to £76.3 million at the end of 2014/15 and then reduce to £61.9 million at the end of 2015/16.

	<u>2013/14</u>	<u>2014/15</u>	<u>2015/16</u>
	£'m	£'m	£'m
Usable Capital Receipts at start of year	67.8	68.3	76.3
Add: Grants and reimbursements	48.7	62.5	7.2
Add: Renewals Fund	0.6	0.0	0.0
Add: New capital receipts (net of adjustment)	16.7	27.3	12.3
Less: Total General Capital Payments (after slippage)	-65.5	-81.8	-33.9
Usable Capital Receipts at end of year	<u>68.3</u>	<u>76.3</u>	<u>61.9</u>

11. The table in paragraph 10 forms part of the revised general (non-HRA) capital budget framework adoption by the Council. In view of the overall pressures on council tax in the next few years, and due to the current uncertainty in the economic climate which may affect the sale of sites and reduce the available capital receipts at 31st March 2016, it is proposed that the discretion be limited to a net figure of about £15 million. The additional full year annual impact of such a reduction would be equivalent to about £0.69 on band D council tax.

Revenue Effects

12. Capital payments have no revenue effect to the extent that they are financed by capital grant, provided that the grant is not significantly delayed. Payments financed by the realisation of investments entail loss of interest on those investments. While the Council is expected to remain at the Revenue Support Grant "floor" for the foreseeable future, the Government support for capital spending through the Revenue Support Grant system offers no benefit.

13. The revenue effects, based on the loss of investment interest at the current budgeted rate, of the revised General Capital Programme shown in the table in paragraph 10 have a full annual impact of £215,503 equivalent to £1.84 band D council tax.

SUMMARY OF GENERAL CAPITAL PROGRAMME 2013/14 - 2015/16

<u>2013/14</u>	<u>2014/15</u>	<u>2015/16</u>
£'000	£'000	£'000

ADULT CARE AND HEALTH SERVICES

Adult Care	1,982	139	60
	<u>1,982</u>	<u>139</u>	<u>60</u>

EDUCATION AND CHILDREN'S SERVICES

Secondary Education	29,053	17,788	12,000
Primary Education	11,660	20,382	10,076
Special Schools	1,563	1,963	3,050
Other Education Funded Schemes	903	1,543	411
Integrated Youth Services	162	85	-
Playgrounds/Play Services	320	-	-
Children and Families	290	205	-
	<u>43,951</u>	<u>41,966</u>	<u>25,537</u>

ENVIRONMENT, CULTURE AND COMMUNITY SAFETY

Leisure Centres and Sports Services	670	-	-
Public Halls/Community Centres	-	230	-
Parks and Open Spaces	587	137	-
Environmental Services	95	47	-
Crime Reduction Strategy	-	-	505
Libraries and Heritage	535	-	-
	<u>1,887</u>	<u>414</u>	<u>505</u>

SUMMARY OF GENERAL CAPITAL PROGRAMME 2013/14 - 2015/16

	<u>2013/14</u>	<u>2014/15</u>	<u>2015/16</u>
	£'000	£'000	£'000
<u>FINANCE AND CORPORATE RESOURCES</u>			
Administrative Buildings	815	667	-
IT Services	613	796	329
Property Services	7,660	1,025	25
	<hr/>	<hr/>	<hr/>
	9,088	2,488	354

HOUSING

Loans to Leaseholders	150	175	175
Sub-Regional Private Sector Grants	295	638	220
Renovation Grants	550	555	-
Section 106 Contribution to Extra Care Housing	1,000	-	-
Wandsworth Affordable Housing Programme	-	4,000	-
	<hr/>	<hr/>	<hr/>
	1,995	5,368	395

STRATEGIC PLANNING AND TRANSPORTATION

Highways Services	9,582	30,711	3,050
Schemes Funded by CIL	-	720	-
Depots	-	207	-
Equipment and Vehicles	500	-	-
Planning Services	80	-	-
Economic Development	1,474	-	-
	<hr/>	<hr/>	<hr/>
	11,636	31,638	3,050

TOTAL CAPITAL PROGRAMME	<hr/>	<hr/>	<hr/>
	70,539	82,013	29,901

ADULT CARE AND HEALTH SERVICES

CAPITAL SCHEMES

	<u>2013/14</u> £'000	<u>2014/15</u> £'000	<u>2015/16</u> £'000
<u>ADULT CARE</u>			
Adaptations for Disabled	79	100	60
Better Days Programme			
- Learning Disabilities Adapted Minibus	140	-	-
- Learning Disabilities Additional Minibus	33	-	-
- Tooting Community Base (Graveney)	54	-	-
- Wandsworth Community Base (Fairfield)	60	29	-
Complex Needs Hub (Graveney) - Remodelling	1,022	-	-
Electronic Monitoring of Homecare	30	10	-
Gwyneth Morgan Day Centre (Fairfield) - Renewal of Boiler Plant	17	-	-
Randall Close Day Centre (St Mary's Park) - Replacement Windows	73	-	-
Remodelling of Mental Health Hostels			
- 27 Inner Park Road (West Hill) and 86 Thurleigh Road (Balham)	171	-	-
- 2 Wardley Street (Earlsfield)	303	-	-
TOTAL ADULT CARE	1,982	139	60

EDUCATION AND CHILDREN'S SERVICES

CAPITAL SCHEMES

	<u>2013/14</u> £'000	<u>2014/15</u> £'000	<u>2015/16</u> £'000
<u>SECONDARY EDUCATION</u>			
Building Schools for the Future (BSF)			
- Burntwood (Earlsfield)	12,378	2,432	-
- Southfields (Southfields)	6,507	1,000	-
BSF IT and Infrastructure			
- Burntwood (Earlsfield)	419	-	-
- Southfields (Southfields)	434	-	-
Bolingbroke Academy (Northcote)	3,270	1,856	-
Ark Putney Academy (formerly Elliott School) (West Putney)	6,045	12,000	12,000
Saint John Bosco College (West Hill) - Redevelopment	-	500	-
TOTAL SECONDARY EDUCATION	29,053	17,788	12,000

PRIMARY EDUCATION

REPLACEMENT AND NEW WINDOWS AND ROOFS

Franciscan (Graveney) - Replacement Windows	20	-	-
Griffin Primary School (formerly Sir James Barrie)(Queenstown) - Roofing	307	-	-
Highview (Fairfield) - Window Replacement/Re-Roofing	100	605	-
Swaffield (Wandsworth Common) - Replacement Windows	15	-	-
	442	605	-

EDUCATION AND CHILDREN'S SERVICES

CAPITAL SCHEMES

	<u>2013/14</u> £'000	<u>2014/15</u> £'000	<u>2015/16</u> £'000
BASIC NEEDS - PRIMARY PLACES			
Albemarle (West Hill) - Primary Expansion	50	2,065	1,205
Alderbrook (Balham) - Primary Places	23	-	-
Allfarthing (Fairfield) - Primary Expansion	100	1,142	800
Atheldene (Earlsfield) - Primary School	488	5,120	1,932
Belleville (Northcote) - Consultant Fees/Equipment	72	-	-
Brandlehow (Thamesfield) - Additional Classroom	850	-	-
Chesterton (Latchmere)	441	-	-
Earlsfield (Earlsfield) - Mobile Classroom	15	85	-
Granard (West Putney) - Primary Expansion	120	1,500	922
Hillbrook (Tooting)	282	3,600	1,500
Penwortham (Furzedown)	835	100	-
Putney Hospital Site (Thamesfield)	421	1,500	1,000
Riversdale (Southfields)	685	1,300	556
Riversdale (Southfields) - Temporary Accommodation at Sacred Heart (Roehampton)	98	-	-
Sacred Heart RC (Latchmere)	929	100	-
Shaftesbury Park (Shaftesbury)	791	-	-
Sheringdale (Southfields)			
- Adaptations	44	-	-
- Expansion	120	1,770	1,684
Smallwood (Tooting)	576	-	-
Southmead (West Hill)	453	-	-
St Josephs RC (Fairfield)	-	40	-
St Michaels CE (East Putney)	162	-	-
Tooting Free School (Tooting)	2,222	196	-
West Hill (Southfields)	711	-	-
	<hr/> 10,488	<hr/> 18,518	<hr/> 9,599
OTHER PRIMARY SCHEMES			
Heathmere (Roehampton) - Renovation Works	-	238	426
John Burns (Shaftesbury) - Improvements	-	122	-
Riversdale (Southfields) - Basic Needs Additional Costs	-	210	23
Ronald Ross (West Hill) - Structural Works/Drainage Replacement	185	280	-
Smallwood ASD (Tooting)	-	180	-
Smallwood (Tooting) - Kitchen	300	197	28
Southmead (West Hill) - Electrics	190	32	-
West Hill (Southfields) - Early Years Resource Base	35	-	-
Asbestos Removal - Block Allocation	20	-	-
	<hr/> 730	<hr/> 1,259	<hr/> 477
TOTAL PRIMARY EDUCATION	<hr/> <hr/> 11,660	<hr/> <hr/> 20,382	<hr/> <hr/> 10,076

EDUCATION AND CHILDREN'S SERVICES

CAPITAL SCHEMES

	<u>2013/14</u> £'000	<u>2014/15</u> £'000	<u>2015/16</u> £'000
<u>SPECIAL SCHOOLS</u>			
Bradstow - New Residential	-	250	3,050
Nightingale (Wandsworth Common) - Remodelling	900	896	-
Francis Barber PRU (Graveney) - Drama Studio	14	300	-
Greenmead (West Putney) - Additional Classrooms	100	390	-
Paddock (Roehampton)			
- Additional Classrooms at Linden Lodge (West Hill)	542	-	-
- Kitchen Refurbishment	7	127	-
TOTAL SPECIAL SCHOOLS	1,563	1,963	3,050
 <u>OTHER EDUCATION FUNDED SCHEMES</u>			
Early Years Centre, 1 Siward Road (Earlsfield) - Rewiring/Fire Alarm	3	77	-
Early Years Centre, 1 Siward Road (Earlsfield) - 2-Year Old Places	-	100	-
Early Years Centre, 1 Siward Road (Earlsfield) - Renewal of Heating Boiler and Controls	-	86	-
Faylands ICC - Renewal of Heating Boiler and Controls	-	67	-
King George's Park (Southfields) - 2-Year Old Places	-	374	-
Schools Devolved Capital up to 2010/11	900	839	411
TOTAL OTHER EDUCATION FUNDED SCHEMES	903	1,543	411
 TOTAL EDUCATION	43,179	41,676	25,537

EDUCATION AND CHILDREN'S SERVICES

CAPITAL SCHEMES

	<u>2013/14</u> £'000	<u>2014/15</u> £'000	<u>2015/16</u> £'000
<u>INTEGRATED YOUTH SERVICES</u>			
Alma Road Youth Information and Resource Centre (Fairfield)			
- Renewal of Radiators/Pipe Work	2	38	-
DEVAS Youth Club (Shaftesbury)	160	-	-
Tooting Hub - Renewal of Heating Boiler and Controls	-	47	-
TOTAL INTEGRATED YOUTH SERVICES	162	85	-
<u>PLAYGROUNDS/PLAY SPACES</u>			
Battersea Park Adventure Playground (Queenstown)	120	-	-
Harroway Road Playground (St Mary's Park)	30	-	-
Kimber Road (Earlsfield) - Skate Park	170	-	-
TOTAL PLAYGROUNDS/PLAY SPACES	320	-	-
<u>CHILDREN AND FAMILIES</u>			
10 Falcon Grove (Latchmere)	119	-	-
Conversion/Extension Foster Carers' Properties	155	-	-
Juvenile Justice Centre, 177 Blackshaw Road (Tooting)			
- Renewal of Radiators and Pipework	1	29	-
Smallwood Family Centre (Tooting) - Renewal of Heating System	3	159	-
Wandsworth Independent Living Scheme - Renewal of Heating Boiler and Controls	-	17	-
Various Final Accounts	12	-	-
TOTAL CHILDREN AND FAMILIES	290	205	-
TOTAL EDUCATION AND CHILDREN'S SERVICES	43,951	41,966	25,537

ENVIRONMENT, CULTURE AND COMMUNITY SAFETY

CAPITAL SCHEMES

	<u>2013/14</u>	<u>2014/15</u>	<u>2015/16</u>
	£'000	£'000	£'000
<u>LEISURE CENTRES AND SPORTS SERVICES</u>			
All Weather Pitch Replacement	112	-	-
Barn Elms Tennis Facilities	150	-	-
Battersea Park (Queenstown)			
- Resurfacing Athletics Track	43	-	-
- Millennium Arena Fitness Suite	75	-	-
Tooting Bec Athletic Track (Furzedown)			
- Hammer Cage, Long Jump and Athletics	140	-	-
Upgrade of Sports Pitches	150	-	-
TOTAL LEISURE CENTRES AND SPORTS SERVICES	<hr/> 670	<hr/> -	<hr/> -
<u>PUBLIC HALLS/COMMUNITY CENTRES</u>			
Civic Suite (Fairfield)			
- Renewal of Roof Covering	-	74	-
- Renewal of Passenger Lift	-	84	-
Wilditch Community Centre (Latchmere) - Renew Boiler	-	72	-
TOTAL PUBLIC HALLS/COMMUNITY CENTRES	<hr/> -	<hr/> 230	<hr/> -
<u>PARKS AND OPEN SPACES</u>			
Battersea Park (Queenstown)			
- Renewal of Heating Boilers and Controls	-	66	-
- Resurface Roads and Paths	84	-	-
- Resurface Tennis Courts	234	-	-
- Winter Garden	30	-	-
Fishponds Playing Fields - Renewal of Heating Boiler and Controls	-	15	-
King George's Park - Resurface Access Paths	25	-	-
Neal's Lodge (Wandsworth Common) - Renewal of Roof Covering	-	56	-
St Mary's Church Boundary Wall (St Mary's Park)			
- Essential Repairs	30	-	-
Tooting Common - Path Maintenance	67	-	-
Wandsworth Common - Resurface Pathways	117	-	-
TOTAL PARKS AND OPEN SPACES	<hr/> 587	<hr/> 137	<hr/> -

ENVIRONMENT, CULTURE AND COMMUNITY SAFETY

CAPITAL SCHEMES

	<u>2013/14</u> £'000	<u>2014/15</u> £'000	<u>2015/16</u> £'000
<u>ENVIRONMENTAL SERVICES</u>			
Air Quality Grant	25	-	-
Battersea Cemetery - Renewal of Roof Covering	-	47	-
Morden Cemetery - Resurface Access Roads and Pathways	35	-	-
Wandsworth Cemetery (Wandsworth Common) - Resurface Access Roads and Pathways	35	-	-
TOTAL ENVIRONMENTAL SERVICES	<u>95</u>	<u>47</u>	<u>-</u>
<u>COMMUNITY SAFETY</u>			
<u>CRIME REDUCTION STRATEGY</u>			
Boroughwide CCTV (Phase 1) - Replacement of 67 Cameras	-	-	505
TOTAL CRIME REDUCTION STRATEGY	<u>-</u>	<u>-</u>	<u>505</u>
<u>LIBRARIES AND HERITAGE</u>			
Greenwich Leisure Loan	500	-	-
TARA Arts Loan	35	-	-
TOTAL LIBRARIES AND HERITAGE	<u>535</u>	<u>-</u>	<u>-</u>
TOTAL ENVIRONMENT, CULTURE AND COMMUNITY SAFETY	<u>1,887</u>	<u>414</u>	<u>505</u>

FINANCE AND CORPORATE RESOURCES

CAPITAL SCHEMES

	<u>2013/14</u> £'000	<u>2014/15</u> £'000	<u>2015/16</u> £'000
<u>ADMINISTRATIVE BUILDINGS</u>			
Town Hall (Fairfield)			
- Demolish Prefabs and Boiler House for Parking	87	-	-
- Install Chair Lift in Centre Courtyard	41	-	-
- Renewal of Lift S005	-	90	-
Town Hall Extension (Fairfield)			
- Replace Radiators and Heating Pipework	180	32	-
- Renew Window Pivots and Upgrade to Double Glazing	300	58	-
- Renew Roof Covering to Roof A	-	75	-
- Roof	3	-	-
Wentworth House			
- External Refurbishment	66	-	-
- Internal Refurbishment	138	412	-
TOTAL ADMINISTRATIVE BUILDINGS	815	667	-
<u>IT SERVICES</u>			
Document Image and Workflow Systems in the Council Tax and Benefits System	3	-	-
Forensic Software	-	33	-
HR Payroll System	95	60	-
ICT Infrastructure	415	414	300
Rocc/Forest and Framework IT Systems	-	80	-
Self Service Portal for Council Tax and Parking Permits	100	209	29
TOTAL IT SERVICES	613	796	329
<u>PROPERTY SERVICES</u>			
Acquisition of Depot and Offices - Watergate Wharf	338	-	-
Acquisition of Wood House/Palladino House	690	-	-
Acquisition of Atheldene and Surrounding Sites	-	1,000	-
Acquisition of South Thames College Tower Block	5,000	-	-
Bedford House - EE Lease Surrender	103	-	-
Bolingbroke Site - Doctors Surgery	1,279	-	-
Preparation of Eltringham Depot and 32 York Road for Disposal	39	-	-
Professional Centre	211	-	-
Works to Land and Property Prior to Sale	-	25	25
TOTAL PROPERTY SERVICES	7,660	1,025	25
TOTAL FINANCE AND CORPORATE RESOURCES	9,088	2,488	354

HOUSING

CAPITAL SCHEMES

	<u>2013/14</u> £'000	<u>2014/15</u> £'000	<u>2015/16</u> £'000
<u>HOUSING (non-HRA)</u>			
Loans to Leaseholders	150	175	175
Sub-Regional Private Sector Grants			
- Empty Property Grants	275	638	220
- Coldbuster Grants	20	-	-
	<u>295</u>	<u>638</u>	<u>220</u>
Renovation Grants			
- Disabled Facilities Grants	550	555	-
Section 106 Contribution to Extra Care Housing	1,000	-	-
Wandsworth Affordable Housing Programme	-	4,000	-
TOTAL HOUSING	<u><u>1,995</u></u>	<u><u>5,368</u></u>	<u><u>395</u></u>

STRATEGIC PLANNING AND TRANSPORTATION

CAPITAL SCHEMES

	<u>2013/14</u> £'000	<u>2014/15</u> £'000	<u>2015/16</u> £'000
<u>HIGHWAYS SERVICES</u>			
<u>Council Funded Highway Services</u>			
Blocked Gullies	57	95	50
Capitalised Repairs			
- Carriageways	2,492	3,405	2,000
- Footways	1,016	1,975	1,000
Mayor's Cycle Hire Scheme	400	-	-
Street LED Lighting	-	25	-
Town Centre Streetscape Projects	24	-	-
Traffic Management Schemes	101	-	-
	4,090	5,500	3,050
<u>Transport for London Funded Schemes</u>			
Corridors/Neighbourhoods -			
Bus Stop Accessibility Programme	28	95	-
Bus Stand Remodelling and Improvement	-	95	-
Car Club - Support for Expansion	-	10	-
Casualty Reduction Schemes - Investigations and Remedial Measures	48	-	-
Clapham Junction Exemplar	583	-	-
Clarence Lane Roundabout	-	14	-
Cycle Parking Programme	29	29	-
Cycle Quick Wins Parking	24	-	-
Cycle Scheme - Missing Links	66	-	-
Fountain Road Junction with Garratt Lane	-	11	-
Guardrail and Street Clutter Review/Removal	24	-	-
Improved Access to River Services	-	48	-
Lavender Hill Streetscape Design	-	48	-
Legible London - Tooting Town Centre	-	67	-
Local Cycle Routes	-	95	-
Local Shopping Street Improvement	328	190	-
Mitcham Road Corridor	-	95	-
Nantes Close and Tours Passage CCTV	-	38	-
Neighbourhood Schemes - Traffic Movement Proposals	494	278	-
Northcote Road Streetscape Design	-	48	-
Old York Road Corridor	247	-	-
Putney Bridge	-	71	-
Putney High Street/Bridge Junction	-	24	-
Roehampton Transport Improvement	-	95	-
Safe Routes to Schools - Investigation and Implementation	48	95	-
Station Access Improvements	-	48	-
Street Trees - Addition of Trees Across the Borough	71	24	-
Tooting - Gating Schemes	-	5	-
Traffic Management - Improve Traffic Flow, Road Safety and Accessibility	386	-	-
Winstanley/York Road Estates	-	29	-
Woodlands Way/Fawe Park Road	-	48	-
	2,376	1,600	-

STRATEGIC PLANNING AND TRANSPORTATION

CAPITAL SCHEMES

	<u>2013/14</u> £'000	<u>2014/15</u> £'000	<u>2015/16</u> £'000
Principal Road Maintenance - Resurfacing of Carriageways on Principal Roads	482	344	-
	<hr/> 482	<hr/> 344	<hr/> -
Other Schemes -			
Mayor's Cycle Hire Scheme	1,200	431	-
Mayor's Transport Strategy - Flexible Funding	50	50	-
Putney Bridge Deck Replacement	-	286	-
	<hr/> 1,250	<hr/> 767	<hr/> -
TOTAL TRANSPORT FOR LONDON SCHEMES	<hr/> 4,108	<hr/> 2,711	<hr/> -
<u>Section 106 Agreements under the Town & Country Planning Act 1990</u>			
<u>Contributions in Nine Elms</u>			
Project Development Fees	-	175	-
Northern Line Extension 1	-	18,820	-
Riverwalk	-	400	-
Utilities	-	205	-
Queens Circus Roundabout	-	1,200	-
	<hr/> -	<hr/> 20,800	<hr/> -
<u>Section 106 Agreements under the Town & Country Planning Act 1990</u>			
ASDA Clapham Junction	90	-	-
Caius House Open Space Area	102	-	-
Eltringham Depot and York Road Footway Works	164	-	-
Enterprise Way - Wandsworth Park Play Area	35	-	-
Falcon Wharf - TfL London Buses	238	-	-
Hardwicks Way 1-9 and 2-6	28	-	-
Merton Road 249-251	76	-	-
Peabody Clapham Junction Crossing and Footway	100	200	-
Putney Bridge Road 118	14	-	-
Southside Footway Works	160	-	-
St Georges Grove - TfL London Buses	300	-	-
The Plough Public House, St John's Hill	19	-	-
Other Schemes	58	-	-
	<hr/> 1,384	<hr/> 200	<hr/> -
<u>Other Highway Schemes</u>			
Putney Bridge Refurbishment	-	1,500	-
	<hr/> -	<hr/> 1,500	<hr/> -
TOTAL HIGHWAYS SERVICES	<hr/> 9,582	<hr/> 30,711	<hr/> 3,050

STRATEGIC PLANNING AND TRANSPORTATION

CAPITAL SCHEMES

	<u>2013/14</u> £'000	<u>2014/15</u> £'000	<u>2015/16</u> £'000
<u>SCHEMES FUNDED BY CIL</u>			
Neighbourhood Projects	-	100	-
St John Bosco Fixtures and ICT Suite	-	620	-
TOTAL SCHEMES FUNDED BY CIL	-	720	-
<u>DEPOTS</u>			
Frogmore House (Fairfield)			
- Renew Roof Covering and Insulation	-	140	-
Hilden House (Fairfield)			
- Renew Roof to Rear of Building	-	67	-
TOTAL DEPOTS	-	207	-
<u>PURCHASE OF EQUIPMENT AND VEHICLES</u>			
Upgrade of Parking Meters	500	-	-
TOTAL PURCHASE OF EQUIPMENT AND VEHICLES	500	-	-
<u>PLANNING SERVICES</u>			
Conservation/Enhancement Grants	80	-	-
TOTAL PLANNING SERVICES	80	-	-
<u>ECONOMIC DEVELOPMENT</u>			
Balham Improvement Scheme	1,074	-	-
Town Centre Improvement Schemes GLE One London Loans Fund	400	-	-
TOTAL ECONOMIC DEVELOPMENT	1,474	-	-
TOTAL STRATEGIC PLANNING AND TRANSPORTATION	11,636	31,638	3,050

The Pension Fund is administered by the Council in accordance with regulations made under the Superannuation Act 1972. All employees except teachers can be members of the Fund contributing a percentage of pay at a tiered rate ranging from 5.5% to 7.5% depending on salary level. Pensions and lump sum payments are based upon final salary and are index-linked.

The Council's minimum contribution (employer's rate) is determined by actuarial valuation every three years. The statutory valuation as at 31st March 2010, certified an unchanged employer's rate of 19% applicable for three years from 1st April 2011. The results of the 2013 valuation have not been received, however, the initial indications are that the employer's rate is not likely to increase. Accordingly the budget has been priced using 19% employer contributions.

At 31st December 2013 the Pension Fund was valued at £1,009 million. It is invested in UK and overseas shares and bonds. All of the investments are managed externally.

The Government operates a notional pension fund for teachers. The employers' contribution to this fund remains at 14.1%.

The senior managers of the Pension Fund are:

Head of Pensions, Payments and Support	Robert Claxton	Tel: 020-8871 6402
Accounting and Investments: Pension Fund Controller	Peter Harris	Tel: 020-8871 8887
Administration and Policy: Pensions Manager	Colette Hollands	Tel: 020-8871 6510

PENSION FUND

The Pension Fund budget has been re-priced to take account of predictable volume changes and carried forward at outturn prices where significant areas of volatility are probable. This approach provides a definitive trail to variations between budget and outturns and is thus a tool to manage and account for variances in income and expenditure in the Pension Fund.

Employee's contributions have been variable over the past few years due to optional membership of the pension scheme, changes in rates imposed by legislation and unpredictable staff turnover. Employer's contributions are affected by similar influences. Accordingly these elements of income are shown at 2013/14 outturn levels.

Expenditure on retirement lump sums and pensions has historically been relatively predictable and re-pricing represents the volume changes from inflation and new retirees as the Fund demographics continue to mature.

Investment management income and expenses are projected on the assumption that managers meet their investment targets for out-performance, before any element of performance fees becomes payable.

Profits and losses of investments are not budgeted items as their return is too unpredictable. Additionally Pensions Fund values will go down as well as up and will accordingly affect budget amounts shown for investment income.

The estimated outturn for 2013/14, proposed budget for 2014/15 and projected budget for 2015/16 and 2016/17 are shown on the next page:

PENSION FUND

	<u>2013/14</u> <u>Original</u> £'000	<u>2013/14</u> <u>Estimated</u> <u>Outturn</u> £'000	<u>2013/14</u> <u>Variation</u> %	<u>2014/15</u> £'000	<u>2015/16</u> £'000	<u>2016/17</u> £'000
Contributions						
Contributions Receivable						
Employees	8,123	8,159	0%	8,322	8,489	8,658
Employers Normal	22,530	22,605	0%	23,057	23,518	23,989
Employers Additional	1,454	1,349	-7%	1,376	1,403	1,432
Transfer In	3,927	3,824	-3%	3,927	3,927	3,927
Benefits Payable						
Pensions	-23,343	-23,004	-1%	-24,614	-26,337	-28,181
PIA	-10,269	-10,051	-2%	-10,712	-11,419	-12,174
Lump Sum Benefits						
Retirement Benefits	-9,935	-8,704	-12%	-10,630	-11,375	-12,171
Death Benefits	-801	-862	8%	-862	-862	-862
Transfers Out	-3,323	-1,906	-43%	-1,906	-1,906	-1,906
Establishment	-610	-646	6%	-646	-646	-646
Net Additions/Withdrawals from Dealing with Members	-12,248	-9,236	-25%	-12,689	-15,207	-17,934
Returns on Investments						
Investment Income	23,830	22,744	-5%	23,881	25,075	26,329
Investment Management Expenses	-1,771	-2,629	48%	-2,437	-2,514	-2,680
Custody	-67.5	-70	4%	-70	-70	-70
Legal & Consultancy	-50	-75	50%	-75	-75	-75
Total	9,694	10,734	11%	8,611	7,209	5,570

If you have questions about this booklet,
please call the Head of Corporate Finance
on (020) 8871 6406 or email
corporatefinance@wandsworth.gov.uk

If you need it in an alternative format
(e.g. large print) please call (020) 8871 8081