



Budget Book 2011/2012

a place where people choose to
live, work & stay



Budget Book
Financial Year 2011/2012

Approved by Newham Council
February 2011

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Introduction to the Budget

INTRODUCTION TO THE BUDGET

On 28th February 2011 the Council approved the Mayor's final proposals for the 2011/2012 Budget and Council Tax. A summary of the General Fund budget is set out below. Band D Council Tax was frozen at its 2008/2009 level of £945.63 for the third year in succession, a zero increase.


	2010/2011	2011/2012	% of Total	
	£000	£000	£000	
Directorates Budgets				
Adults, Community and Leisure	113,812	113,616	38.98%	
Children and Young People	94,603	81,645	28.01%	
Corporate and Strategic Management	7,357	3,795	1.30%	
Customer Services	20,933	20,802	7.14%	
Environment	72,681	68,703	23.57%	
Regeneration, Planning & Property	10,762	7,135	2.45%	
Resources	5,975	3,882	1.33%	
	326,123	299,578		
Central Budgets				
Interest on Cash Balances	-5,804	-6,149	-2.11%	
Levies	724	631	0.22%	
Capital Financing Costs	36,998	38,143	13.09%	
Less Capital Charges	-18,033	-18,033	-6.19%	
Other Central Budgets	3,403	-6,365	-2.18%	
	17,288	8,227		
Area Based Grant (ABG)	-46,712	0	0.00%	
Council Tax Freeze Award Grant	0	-1,758	-0.60%	
Transition Grant	0	-6,099	-2.09%	
	-46,712	-7,857		
Use of Balances		-2,175	-8,500	-2.92%
Budget		294,524	291,448	

CORPORATE PLAN 2011/2014

Newham's Corporate Plan for 2011/2014 summarises the key priorities for the Council over the coming years to improve services for residents and sets out the actions the Council will take to fulfil those priorities. It is based on an understanding of residents' concerns and wishes gathered through borough wide surveys, user surveys and through ongoing contacts with residents, both directly and via their elected representatives.

The activity set out in the Mayor's Contract reflects three key themes:

- On your side in tough economic times
- Protecting opportunities for Newham's residents against national cuts
- Continuing to Invest in your priorities - you told us what was important to you and this is what we are doing



The actions to be taken are in line with the themes set out in Newham's Sustainable Community Strategy, agreed by the Newham Partnership which comprises the range of public and voluntary sector providers working to make Newham a place where people choose to live, work and stay. The Council will work in the following areas:

- Safer Newham
- Cleaner, Greener Newham
- Young Newham
- Ambitious (Working) Newham
- Housing Newham
- Active and Connected Newham
- Healthy Newham

Under each priority, the Plan sets out the key objectives, which will be the responsibility of individual departments to deliver. These take the form of specific actions the Council pledges to undertake, for example, to invest in programmes and initiatives. The Plan also contains narrative on how these priorities are being met.

Alongside other regeneration projects, the 2012 Olympic and Paralympic Games also provide the opportunity not just to bring forward physical improvements, but also to build a more active and ambitious borough. They therefore feature across all strategy themes.

The Corporate Plan and the Mayor's Contract

All actions within the Mayor's Contract and Corporate Plan for 2011/2012 have been assessed to ensure they can be delivered within the budget framework for the year. This includes capital investment proposals. In this way the budget will support the delivery of the priorities within the Council's Corporate Plan.

Mayor's Corporate Plan and Contract - see page 124

BUDGET AND CORPORATE PLAN

The Council's approach to corporate and service planning is linked to its budget planning process and in addition to its statutory role, which includes setting Council Tax, the Budget aims to support delivery of the Council's priorities as embodied in its Corporate Plan.

The Corporate Plan summarises the key priorities for the Council over the coming year and identifies the actions to be taken to fulfil those priorities and the budget proposals provide a framework within which resources can be allocated toward delivery of these actions. In some cases they will be delivered through the existing "base budget" and Capital Programme but others will require additional resources from the Council.

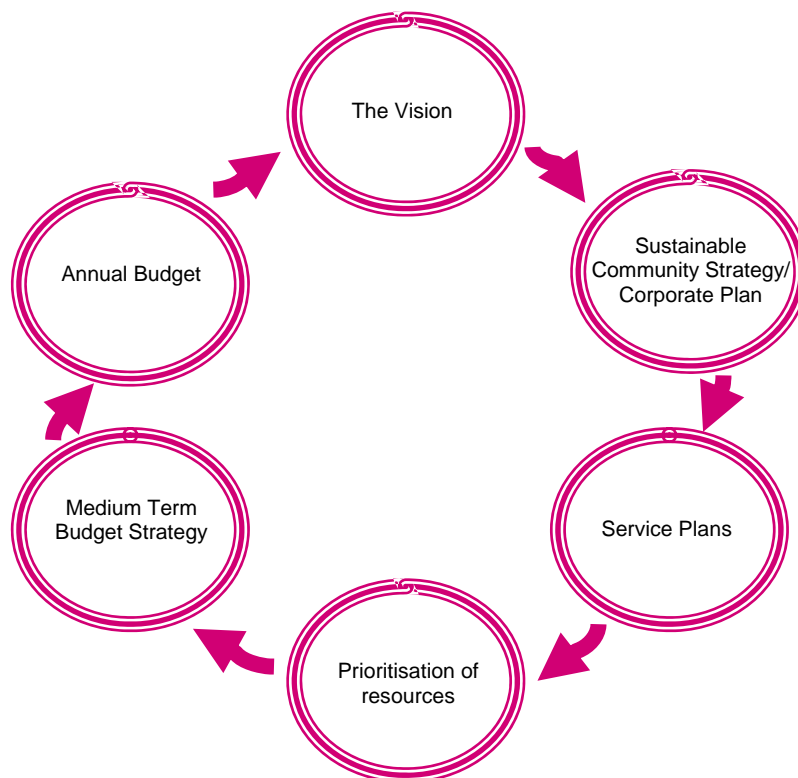
The Corporate Plan will provide the framework in which targets and expectations are set for individual Directorates, Services and staff across the Council for the coming year. Performance will be monitored through the revised performance management framework, including monthly Service Boards and reports to the Mayor, through to individual staff performance appraisals.

This is to ensure that the budget could respond to changes if the need arises.

MEDIUM TERM STRATEGY

The Council adopts a medium term approach to its budget strategy. While the budget and Council Tax are annual statements, they are normally the products of an ongoing three-year planning process although the current financial planning horizon has been extended to 2014/2015 to match the four-year Comprehensive Spending Review announced in the summer of 2010.

The diagram below shows in simple terms how all the pieces fit together to give Newham a framework that combines the ambition contained within the Corporate Plan and the realism needed with budgets.



This 'top down' approach ensures that spending decisions are related to specific strategies enabling resources to be targeted at areas of need and invested in the future of the borough and its residents.

The medium term approach provides a much greater degree of certainty about each year's budget however the Budget and the Corporate Plan have been prepared against a background of substantial government cuts in local authority funding that are necessary to balance the national budget deficit and these directly affect the level of grant funding for the Council.

BUDGET STRATEGY 2011/2012

The Corporate Plan aims to address residents' concerns and wishes as identified through a range of surveys and through ongoing contacts with residents. In proposing a budget for 2011/2012 and set against the background of severe cuts to local authority funding, the Council's budget aims to strike a balance between:

- Delivery of actions within the Corporate Plan to expand and improve services to address residents' concerns and aspirations, including support for local residents and businesses in managing the impact of the economic recession
- Continued generation of budget savings through measures aimed at greater efficiency in service delivery and management
- Maintaining balances at or above a minimum prudent level

The budget reflects a range of issues, including unprecedented reductions in government funding, significant external cost pressures arising from Local Housing Allowance and Levies, and the redirection of resources into local priorities. These issues will be addressed by extending the current financial planning horizon to 2014/2015 to match the Comprehensive Spending Review (CSR), the latest grant settlement is for two years only and there will be further reductions in grant beyond that. The continued uncertainty over future funding levels presents the Council with a major challenge in terms of service and financial planning.

However, the main response is through a major budget savings programme that seeks to reduce the costs of services to residents and clients through transformation of the means of delivery. Together with a continuation of existing programmes, it will deliver over £100m of savings by 2015. This builds upon the success of previous savings programmes that will have delivered £70m of savings over three years by 2010/2011.

Furthermore, the Council recognises that the “front loading” of grant cuts and the time taken to deliver many of the more significant savings and transformation programmes places an extra pressure upon the 2011/2012 budget. The Council’s sound financial standing places it in a good position from which to address this additional challenge and the strategy proposed for 2011/2012 will include the use of £8.5m of balances - with their subsequent repayment by 2015.

2011/2012 Formula Grant Settlement

The 2011/2012 Formula Grant was confirmed in January 2011 as £219.919m, a reduction of £28.016m or 11.03% in funding over the adjusted 2010/2011 figure of £247.935m. The Department for Communities and Local Government (DCLG) Secretary Eric Pickles maintained that no council would suffer losses of more than 8.8% in their “revenue spending power” and in order to achieve this claim the coalition brought in the Transition Grant. This is designed to bring any authority losing more than 8.8% down to that level. Newham received £6.099m in Transition Grant for 2011/2012. This grant applies to 2011/2012 only.

Adjusted Formula Grant 2010/2011	Formula Grant 2011/2012	Transition Grant 2011/2012	Formula Grant plus Transition Grant	Change	Change
£247.935m	£219.919m	£6.099m	£226.018m	-£21.917m	8.8%

The notion of a council’s ‘revenue spending power’ was created by the coalition and is a new way of measuring local authority funding. The major difference with the previous method of measuring local authority funding was:

Revenue Support Grant + National Non-Domestic Rates + special and specific grants

Under the new ‘Revenue Spending Power’ methodology this calculation now includes the Council Tax collected by the local authority.

In fact the reduction in all Government funding for Newham totals around £42m and this represents a reduction of 14.13% from the original 2010/2011 entitlement (after funding adjustments). This is the true extent of grant cuts from “budget to budget” and is far in excess of the 8.8% announced by the DCLG as this figure refers the cut in ‘Revenue Spending Power’.

Dedicated Schools Grant

For 2011/2012 the provisional allocation for Newham is £313.356m. This is based on a total pupil roll of 48,587, and includes some £47.2m of former Standards Fund grants that have been “rolled into” the Dedicated Schools Grant (DSG). The final level of DSG will depend upon final pupil numbers for 2011/2012 therefore the DSG is still indicative and subject to change. However, the Council is required to set and notify schools of their multi-year budgets and must consult with the Schools Forum in setting the Dedicated Schools Budget (DSB). As the Council receives no funding for schools within its Formula Grant and given the many challenges and budget pressures faced by the Council it has been confirmed the DSB at the level of DSG.

The Council is also awaiting confirmation of the borough’s entitlement to the Pupil Premium from September 2011. The premium is £430 per child eligible for free school meals and Newham’s entitlement is currently estimated at over £6m. It is proposed that the Pupil Premium will be “passported” through to schools.

Meeting the Challenge

As already mentioned the budget includes implementing a major new savings programme, which together with existing programmes currently underway, should deliver over £100m in savings by 2014/2015. In addition and in recognition of the additional pressures caused by the scale and timing of grant cuts and the extra cost burdens, £8.5m of balances has been applied in 2011/2012. The Council is in a position to utilise balances as a result of its previous sound financial management and prudence.

The table below provides a view of the Budget Strategy that sets out the impact of external pressures and their proposed management, both upon direct spending on services and upon the way in which the Council finances its budget plans.

2011/2012 Budget Strategy Analysis	Service Spending	Budget Financing
External Factors		
Grant Loss		£44.2m
ELWA Levy	£1.8m	
Freedom Passes	£2.3m	
LHA	£7.8m	
Cost Inflation	£1.4m	
External	£13.3m	£44.2m
Internal Factors		
Budget Savings	-£48.0m	
Use of Balances		-£8.5m
Pension Costs		-£3.0m
Other factors		-£2.3m
Local Priorities	£4.3m	
Internal	-£43.7m	-£13.8m
Total	-£30.4m	£30.4m

From this it can be seen that the external pressures facing the Council amount to some £57m, much greater than just the grant loss impact and that managing the impact will involve a net reduction in spending on services of £43.7m.

Budget Savings

Budget savings are essential to maintain affordable levels of Council Tax and to release resources for redirection to the Mayor's priorities as well as to maintain a balanced budget against the backdrop of severe cuts in Newham's funding. The Council will do this by continuing its approach to generate budget savings through improved efficiency in service design, management and delivery.

The table below shows the composition of the overall budget savings programme for 2011/2012. There are 5 key elements that amount to £48m. The impact upon residents, clients and staff has been assessed and presented to Council.

Budget Saving 2011/2012

Customer Access Programme	£3.1m	
Temporary Accommodation Strategy including mitigation of LHA extension	£6.4m	
Savings arising from investment made in 2010/2011	£2.4m	£11.9m
Star Chamber 4		
Terms and Conditions	£6.8m	
Property	£1.0m	
Procurement	£2.0m	
Children's Services Transformation	£8.4m	
Adults Services Transformation	£2.3m	
Other Corporate Programmes	£4.7m	£25.2m

Budget Saving 2011/2012 (cont)

Directorate Savings

Children's Services	£2.3m	
Environment	£3.3m	
Resources	£1.2m	
Regeneration	£1.1m	
Adults, Community and Leisure	£0.8m	
Chief Executives (Comms, Policy etc)	£2.2m	£10.9m
TOTAL		£48.0m

The total savings programme for 2010/2011 now amounts to over £28m, this is over 9% of the Council's budget requirement in just one year and far exceeds any guidelines or targets so far issued by central Government. This includes directorate driven savings, and savings arising from the Customer Access and Procurement corporate reviews.

The level of cash savings increases further in 2011/2012 and 2012/2013, resulting from full year effects of implementation and from the inclusion of a number of invest to save initiatives within the social care services.

However, with the inevitability of public spending reductions from 2011 and the need to develop and expand services a further budget savings programme is to be developed and is likely to include areas such as property costs, shared service solutions and energy costs linked to work to reduce carbon emissions.

Use of Balances

The Executive Director of Resources has a statutory duty to report to Council on the adequacy of its balances. The minimum level applied in Newham is 5% of the budget together with provision for any known commitments that cannot currently be quantified and the Council's share of costs under the Government's "Bellwin Scheme" of emergency that would apply in the event of the storms and floods that have affected other parts of the country in recent years.

The budget proposals include the use of balances at £8.5m in 2011/2012. This is largely as a result of the front loading of grant loss.

Impact on Council Tax Levels

One of the key aims of the Council is that there should be no increase in Council Tax in order to assist residents through the current challenging economic climate. In setting a budget the Council has had to balance the needs of the borough against the constraints of available funding. This of course includes any possible increases in the level of Council Tax and the impact upon local people, especially those who are on low incomes but who do not qualify for housing benefit. Recent budget strategies have been successful in achieving this aim.

As mentioned earlier the annual Formula Grant Settlement resulted in an allocation for the Council of £219.918m. Despite the unprecedented reduction in government funding the Mayor is committed to help residents and businesses through the economic downturn and as such has set a budget of £291.448m and local Council Tax at Band D of £945.63, a zero increase over 2010/2011, 2009/2010 and 2008/2009 levels.

Newham's Council Tax continues to be amongst the lowest in London. At Band D it is the 9th lowest in London and is once again the lowest of all the outer London boroughs. However, the average Newham property is in Band C, and the average amount actually paid per household is the 3rd lowest in London after Westminster and Wandsworth.

Future Outlook and Medium Term Strategy

The 2011/2012 budget is part of a four-year planning horizon in which the Council will face greater challenges as a result of further grant cuts and the desire to respond to changes in residents needs and aspirations.

The Council's budget strategy is essentially about managing the impact of three key issues:

- Substantial grant loss
- External cost pressures and
- The need to fund local priorities

For these reasons that Council's budget savings programme must always exceed the level of grant cuts and the external cost pressures in order to make any contribution towards funding local priorities. In short the Council must manage its finances in a way that benefits local residents rather than simply responding to cuts in government funding and increases in external costs.

Despite the level of savings being achieved further savings will be required over the four year period in order to stave off the prospect of a budget deficit. This presents the Council with major challenges ahead in its financial planning and in taking forward plans for service delivery and transformation.

The medium term forecast can be expressed thus:

- In 2010/2011 Newham received just over £305m in grants
- In 2011/2012 Newham will lose 14% of this amount
- Combined with the external cost pressures this means Newham had to find savings of 19% against its 2010/2011 budget of £265m
- The combined savings programmes in 2011/2012 will deliver savings of 16% of the budget
- The use of balances will deliver the remaining 3%
- In each of the following years the progressive loss of grant and external cost pressures result in budget deficits so further savings will have to be made
- By 2014/2015 it is forecast that Newham will face cumulative grant loss of 28%
- Combined with forecast external cost pressures this will mean savings of around 40% of the 2010/2011 budget will have to be made

Council Tax

The previous sections showed how the Council set its budget for 2011/2012 at £219.448m. At the same meeting, the Council also set its Council Tax for the year. The table below shows how this is calculated.

	£000	£000
Council Budget before use of balances and		
Collection Fund adjustment	291,448	
Resources to fund the Collection Fund deficit	0	
Council Budget		291,448
Less		
Formula Grant		-219,918
Newham's Council Tax Requirement		71,530
Add		
Greater London Authority (GLA) Precept		23,435
Total Tax Requirement		94,965
Divided by the taxbase of 75,642 equals:		
Council Tax at Band D for 2011/2012		£1,255.45

For 2011/2012 the Council has set a budget of £291.448m with a local element Band D Council Tax of £945.63. This represents a zero increase for the third year in succession. The GLA has also declared a zero increase of their Band D precept which remains at £309.82 and this figure includes £20.00 which is a financial contribution towards the 2012 Olympic Games. This is the third year in succession that the GLA precept has been frozen at £309.82.

Overall Newham's Band D Council Tax for 2011/2012 is £1,255.45, exactly the same as 2010/2011, 2009/2010 and 2008/2009.

Appendix 1 - London Boroughs Band D Council Tax 2011/2012.

Taxbase

Council Tax is a tax on property, with each property being placed into a valuation band considered to be representative of its market value when the tax was first introduced in 1993/1994. There are 8 bands, A-H, with band D being known as the average.

A 25% deduction is made for every dwelling occupied by only one person (single person discount). The total is then expressed in terms of band D equivalents using the following formula; band A is 6/9 x band D, band B is 7/9 x band D and so on.

The number of band D properties is then multiplied by a factor known as the collection rate, to reflect the Council's view of the likely level of collection. For 2010/2011, Newham has assumed a 97% collection rate. This gives a taxbase of 74,599 i.e. 76,906 x 97%. Further details are shown in the table below.

Band	No dwellings	Net Total after discounts	Band D Equivalents
A	4,928	3,776	2,441
B	31,466	25,616	19,326
C	46,847	41,394	3,5691
D	16,030	14,429	13,997
E	2,972	2,620	3,106
F	714	638	893
G	111	93	149
H	25	20	38
Total	103,093	88,586	75,641

Collection Fund

The Collection Fund is a separate account required by law into which Council Tax and Business Rates are paid and from which they are distributed as shown in the table below:

2010/2011				2011/2012		
Council Tax	Business Rates	Total		Council Tax	Business Rates	Total
£000	£000	£000	Income	£000	£000	£000
96,551	82,044	178,595	Amount Due	97,902	82,980	179,595
			Less			
-2,896	-1,066	-3,962	Provision for losses	-2,937	-1,048	-3,944
93,655	80,978	174,633	Sum Distributed	94,965	81,932	176,897
70,543	341	70,884	Distributed to Newham	71,530	336	71,866
23,112		23,112	GLA	23,435		23,435
	80,636	80,636	Business Rate Pool		81,596	81,596
93,655	80,978	174,632	Total Distributed	94,965	81,932	176,897

How to Read the Budget Book

Revenue Expenditure

This relates to day-to-day spending on items such as staff salaries, heating and lighting and supplies. Each Council service area draws up its own budget for the year within an approved framework. The budget sets out how much the service area expects to spend on different services throughout the financial year starting on April 1st 2011 and finishing on March 31st 2012.

The budget for each service area, together with central budget items, constitute the Council's General Fund expenditure. This expenditure is paid for by Government grants, business rates and fees and charges to service users. The balance comes from Council Tax.

The exception is expenditure on Council Housing. The Government requires this to be kept separate from the rest of the Council spending. This expenditure is managed through the Housing Revenue Account. Further details can be found on page 69.

Other Housing functions, like expenditure on homelessness and renovation grants, are included under Housing and Public Protection on page 60.

The budget in detail

This book sets out the budget for each service area in three ways:

- Summary by Cost Centre
- Subjective Analysis
- Cost Centre details

The budgets are shown for the financial year 2010/2011 and 2011/2012. They are shown at cash prices, in other words they include the provision for salary and cost increases during the year. All figures subject to roundings.

Summary by Cost Centre

Each service area's budget is broken down into Cost Centres. Different Cost Centres cover the various services provided by a service area, e.g Day Centres for Older People in the case of Adult Social Care. Each Cost Centre has a letter followed by two digits, e.g A33.

The sections of this book covering Cost Centres relate to front-line services and associated management and administrative support. Cost Centres operated as trading accounts are not shown in detail but are included as a single line entry within the relevant summary pages, reflecting their net trading position.

Net expenditure on each cost centre is shown for each of the two years 2010/2011 and 2011/2012.

Subjective Analysis

This goes into further detail about the different types of expenditure and income of the various service areas.

Types of expenditure are:

- **Employee costs** - covers spending on salaries for different groups of staff as well as indirect employee costs such as recruitment
- **Premises-related costs** - covers maintenance, energy costs, rent, rates, insurance and costs such as cleaning
- **Transport and highways** - covers car allowances and the cost of the Council's vehicles and highway maintenance
- **Supplies and services** - covers equipment such as protective clothing, printing, stationery, computing, telephone and catering costs

- **Third party payments and miscellaneous** - covers any service that a service area buys in from outside the Council
- **Support Service Framework and central charges** - covers services that the various service areas buy in internally within the Council including secretarial and administration support
- **Grants, benefits and services to clients** - covers items such as pupil awards, Housing Benefit and Council Tax Benefit and grants to voluntary organisations
- **Financing charges** - capital charges are made in respect of all assets and owned by the Council, including a charge for depreciation and interest. They are different from capital financing costs which are no longer charged to individual budgets but treated as a 'central item'. Lease rentals are payable on computers and other equipment and vehicles used by the Council but not owned by the Council.

Together, all of the above adds up to Gross Expenditure for a particular service area.

The service area also receives income which comes under the following headings:

- **Grants** - covers particular items such as Student Awards or Housing Benefit. The general grant, known as the Formula Grant, is dealt with in a different way (see page 119)
- **Fees and charges for Council services** - such as leisure facilities
- **Support services framework and central income** - this relates to service areas such as resources where most services provide support to other service areas such as Education and Social Services. Examples are Accounting, Legal and Information Technology.

Gross Expenditure minus income is equal to Net Expenditure. It is the Net Expenditure figure which is shown in the Summary by Cost Centre.

Capital Expenditure

This is the long term expenditure on items such as the purchase of land, the construction of schools, roads and leisure centres or major repairs to existing facilities.

This is funded from Government grants, receipts from the sale of Council land or property and long-term borrowing. Similar to a mortgage, long term borrowing is repaid over a number of years - typically 25 years. Annual repayments made on money borrowed in this way, known as Capital Financing Costs, count as Revenue Expenditure.

Details of the Council's Capital Programme for 2011/2012 start on page 107.

Adults, Community & Leisure

INTRODUCTION

The aim of the Adults, Community and Leisure directorate is to make Newham a place where individuals, families and communities enjoy good health and well being, are engaged in their communities, are valued and can live independently, exercising choice and control over their lives.

Adult Social Care

This social care service is for people aged 18 and over who may need support with every day living, for example washing, dressing and taking part in community activities. We recognise that many people have their social care needs provided by family, friends and neighbours. We work alongside other organisations to ensure that those in need of social care services and their carers are identified, given relevant information and then supported in the most appropriate way.

Self Directed Support

Self Directed Support increases choice and control to individuals, giving them the ability to purchase personalised services that better reflect their needs and enable them to achieve their desired outcomes. To support this change the Council is investing in:

- Services that will provide information and enable greater access and information to a broader range of individual services.
- Services that offer support options that enable individuals to design their own care packages which they feel will meet their desired outcomes.
- The support and the systems to deliver include Self Directed Support.
- The Resource Allocation System to ensure the individual budget allocation better reflects an individual's needs and ability to purchase more cost effective services.

Enablement, Therapy and Rehabilitation

In 2009/2010 the in-house Enablement service was developed, shifting from providing long-term dependency homecare to short-term intensive support which focuses on the individual doing for themselves rather than it being done for or to them. The Enablement, therapy and rehabilitation services aim is to support an individual to regain skills and a level of independence before there is a need for a care package. This form of support is not appropriate for everyone and it will not stop some individuals requiring support. However enablement does reduce the number of people requiring long term care packages and does reduce care, allowing for greater independence both in their homes and in the community.

Prevention and Universal Services

It is recognised that the development of more proactive preventative services will not only benefit the Council but will have a significant impact on those requiring health services. The three Divisions within the Adults, Community and Leisure Directorate will ensure there is better use of volunteers in the delivery of its preventative services and further investment in Telecare.

STAFFING - Adults Social Care

The funded staffing levels expressed as full time equivalents are:

	Total
Adult services directorate	14.00
Integrated Commissioning Team	13.00
Health Partnerships Team	4.50
Self - directed Support Team	7.00
Adults ICT and Telecare	6.00
Supporting People and Contracts	12.00
Management and Support Services	56.50
Assessment and Care Management Teams	153.39
Homes for Life	3.00
Assessment and Care Management	156.39
LBN Residential Care Homes	68.33
LBN Day Centres for Older People	43.22
LBN Enablement Service	71.10
LBN Newham Community Services for Adults with Learning Disabilities	3.00
LBN Day Opportunity Services for Adults with Learning Disabilities	65.00
LBN Greenhill Day Centre for Adults with Physical or Sensory Disabilities	26.00
Integrated Community Equipment Services (ICES)	14.50
In-house Services	291.15
Assessment and Care Management	58.00
Mental Health - Day Opportunities	12.00
Mental Health Support Needs	70.00
Drug Action Team	20.00
Substance Misuse Services	4.00
Other Adult Services	24.00
TOTAL	598.04

Adults Social Care

Changes in the 2011/2012 Budget

	£000	£000
2010/2011 Budget at Cash Prices		98,173
Additional Service Demands		
Freedom passes	2,342	
Demand growth	2,013	
One-off growth - introduction of charging policy	500	
Adjustment to previous Freedom pass Strategy	-118	
Adjustment to 2010/2011 pay award	-223	
Removal of One-off growth	-500	
Return from PCT SC	-500	3,514
Business & Efficiency Savings		
Star Chamber 4 savings	-2,634	
Adults customer access savings	-1,187	
Full year effect of Star Chamber 4 savings	-662	
Insurance costs	-166	
Star Chamber 4 property review	-141	
Agency Staff Savings	-55	-4,845

Adults Social Care

Changes in the 2011/2012 Budget (cont)

	£000	£000
Service Transfers		
Procurement review (Resources)	-179	
Reactive maintenance recharges	-80	
Client Affairs Team	99	-160
Support Service Changes		
Customer Service Recharges	-653	
Office Accommodation Recharges	145	
HR Charges	43	
Other support service recharges	107	- 358
Changes in Funding arrangements		
Specific grant allocations		1,622
Other Changes		
Printing cost reduction	-4	
Executive support	-54	
Passenger transport fuel cost adjustment	13	-45
Pay and Prices		
Placement inflation		462
2011/2012 Budget at Cash Prices		98,363

Adults Social Care

Cost Centre Summary

	2010/2011 Budget £000	2011/2012 Budget £000
A02 HR recharges	0	0
A04 Finance recharges	0	0
A05 Head Office - Broadway House	0	0
A05 Office accommodation	0	0
A10 Integrated Commissioning - Adults	978	921
A16 Older People Assessment & Care Management	7,344	1,056
A17 Physical Disability Assessment & Care Management	3,867	1,403
A18 Learning Disabilities Assessment & Care Management	2,810	847
A30 LBN Residential Care Homes	2,564	2,364
A32 Older People Care Packages & Placements	17,684	19,237
A33 LBN Day Centres	2,487	2,434
A37 LBN Home Support	3,812	2,638
A42 LBN Community Support	285	44
A45 Learning Disabilities Care Packages & Placements	14,122	15,425
A46 Homes for Life Placements	-505	0
A48 LBN - Learning Disabilities Day Opportunities	3,231	3,116
A53 Physical Disabilities Placements & Care Packages	4,171	4,717
A54 Generic Assessment and Care Management	0	7,889

Adults Social Care

Cost Centre Summary (cont)

	2010/2011 Budget £000	2011/2012 Budget £000
A56 Greenhill Centre	1,031	928
A64 Mental Health Care Packages & Placements	4,832	4,895
A67 Mental Health Day Opportunities	584	565
A68 Mental Health Assessment & Care Management	3,396	3,440
A70 Drug Action Team	634	904
A71 Substance Misuse Services	348	55
A75 Integrated Community Equipment Services	963	929
A76 Client Affairs Team	0	0
A77 Taxi-Card and Concessionary Fares	8,908	10,526
A81 Contracts and Policy	0	0
A85 Adult Service Strategy	550	551
A86 Assistive Technology implementation	0	563
A87 Adult Services ICT costs	0	0
A88 Savings and Growth to be allocated	128	-2,263
A90 Performance Team	0	0
A91 Quality Assurance Team	0	0
A92 Voluntary Sector Grants	1,068	1,087
A93 Devolved Adults Training	0	0
A94 Financial Inclusion Team	0	0
A95 Health Partnerships Team	0	0
A96 Directorate	271	630
A97 Self-Directed Support Team	0	1,368
A99 Supporting People	12,610	12,094
TOTAL NET BUDGET	98,173	98,363

Adults Social Care

Subjective Analysis

	2010/2011 Budget £000	2011/2012 Budget £000
Officers	18,874	15,494
Chief Officers	968	1,034
Manual Workers	4,676	3,638
Indirect Employee Expenses	1,337	999
Employee Costs	25,855	21,165
Structural Works & Repairs	133	110
Decorations	32	32
Plumbing & Electrical	5	5
Grounds Maintenance	21	23
Energy Costs	122	117
Fixtures & Fittings	15	18
Rent, Rates Water & Insurance	439	456
Cleaning & Domestic Supplies	117	82
Other Premises Costs	65	60
Premise Costs	949	901

Adults Social Care

Subjective Analysis (cont)

	2010/2011 Budget £000	2011/2012 Budget £000
Hire of Transport	271	119
Car Allowances	48	44
Public Transport Fares	51	43
Concessionary Fares and Taxicard	7,724	9,948
Transport and Highways	8,094	10,154
Equipment Purchase & Repair	120	142
Consumable Materials	119	56
Clothing, Uniforms & Laundry	34	28
Printing, Stationery, Office Expenses	107	131
Computing Costs	175	129
Communication Costs	123	72
Catering Costs	213	205
Other Supplies & Services	581	763
Expenses & Allowances	384	18
Subscriptions and Contributions	64	43
Unallocated growth and savings	1,885	596
Supplies and Services	3,805	2,183
Third Party Payments - Contractors	73,627	75,550
Services Provided by Other LBN Service Areas	328	0
Third Party Payments and Miscellaneous	73,955	75,102
Grants to Voluntary Organisations	1,463	1,614
Adult Services Clients	291	63
Equipment and Adaptations	1,015	1,359
Grants, Benefits and Services to Clients	2,769	2,768
Support Service Charges	4,988	4,483
Finance Charges	1,200	1,217
Other Central Charges	192	112
Transport SLA	1,414	1,589
Internal Support Charges	8,139	7,942
SSF and Central Charges	15,933	15,343
Capital Charges	518	518
Financing Charges	518	518
TOTAL EXPENDITURE	131,878	128,849
Internal Income	-8,351	-7,754
Government Grants	-3,194	-1,475
Reimbursement & Contributions	-16,896	-15,597
Rental Income	-22	-22
Sales, Fees & Charges	-5,013	-5,429
Miscellaneous Income	-229	-210
TOTAL INCOME	-33,705	-30,486
TOTAL NET BUDGET	98,173	98,363

Adults Social Care

2011/2012 Budget Summary

	Employee Costs	Premise Costs	Transport & Highways	Supplies & Services	Third Party Payments & Misc	Grants Benefits & Services to Clients	SSF & Central Charges	Financing Charges	SSF & Central Income	Income	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
A02 Adult Services HR Recharges	122	0	0	0	0	0	787	0	-908	0	0
A04 Adults Services Finance Recharges	0	0	0	0	0	0	1,218	0	-1,218	0	0
A05 Office Accommodation	0	0	0	0	0	0	1,195	0	-1,195	0	0
A10 Integrated Joint Commissioning	758	1	3	19	377	10	68	0	0	-315	921
A16 Older People Assessment & Care Management	887	0	1	38	277	0	0	0	0	-147	1,403
A17 Physical Disability Assessment & Care Management	1,462	0	3	26	0	0	0	0	0	-87	1,575
A18 Learning Disabilities Assessment & Care Management	799	4	2	126	0	0	0	0	0	-83	847
A30 LBN Residential Care Homes	1,968	211	16	141	0	3	215	64	0	-255	2,364
A32 Older People Care Packages & Placements	0	0	0	0	25,410	0	0	0	0	-6,173	19,237
A33 LBN Day Centres	1,467	140	4	127	0	2	796	4	0	-106	2,434
A37 LBN Enablement Service	1,969	18	22	48	393	0	345	0	-20	-139	2,638
A42 LBN Community Support	131	12	0	1	0	0	2	13	0	-115	44
A45 Learning Disabilities Care Packages & Placements	0	4	0	0	17,455	0	0	0	0	-2,033	15,425
A46 Homes for Life	199	0	0	0	6,219	0	0	0	0	-6,418	0
A48 Learning Disabilities Day Opportunities	2,044	190	33	9	0	9	794	38	0	0	3,116
A53 Physical Disability Care Packages & Placements	0	0	0	0	6,403	0	0	0	0	-1,687	4,717
A54 Generic Assessment and Care Management	2,683	3	19	82	0	0	5,188	0	0	-85	7,889
A56 Greenhill Centre	449	49	7	33	0	4	384	34	0	-33	928
A64 Mental Health Care Packages & Placements	0	0	0	0	5,428	0	0	0	0	-534	4,895
A67 Mental Health Day Opportunities	496	20	7	10	0	35	39	0	0	-41	565

Adult Social Care

2011/2012 Budget Summary (cont)

	Employee Costs	Premise Costs	Transport & Highways	Supplies & Services	Third Party Payments & Misc	Grants Benefits & Services to Clients	SSF & Central Charges	Financing Charges	SSF & Central Income	Income	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
A68 Mental Health Assessment & Care Management	2,763	61	21	37	220	170	553	0	0	-385	3,440
A70 Drug Action Team	860	44	9	28	1,309	0	295	3	0	-1,642	905
A71 Substance Misuse Services	172	0	4	0	136	0	52	0	0	-308	55
A75 Integrated Community Equipment Store	342	134	50	13	0	1,005	57	0	0	-672	929
A76 Client Affairs Team	99	0	0	5	0	0	0	0	-104	0	0
A77 Taxi-Card and Concessionary Fares	0	0	9,948	20	0	0	566	0	0	-8	10,526
A85 Service Strategy	0	0	0	0	0	0	551	0	0	0	551
A86 Assistive Technology Implementation	62	1	1	16	0	354	5	126	0	0	564
A87 Adult Services ICT Costs	0	0	0	103	0	0	556	226	-884	0	0
A88 Savings and Growth to be allocated	-1,609	0	0	446	0	0	0	0	0	-1,100	-2,263
A91 Quality Team	88	0	0	0	0	0	0	0	-88	0	0
A92 Voluntary Sector Grants	0	1	0	0	0	1,197	0	0	0	-112	1,087
A93 Training	453	0	0	0	0	0	0	0	-453	0	0
A94 Financial Inclusion Team	0	0	0	0	0	0	0	0	0	0	0
A95 Health Partnerships Team	240	0	0	5	0	0	43	0	-169	-119	0
A96 Directorate	941	6	6	827	0	0	1,026	11	-2,048	-139	630
A97 Self Directed Support Team	911	1	0	14	274	247	129	0	-207	0	1,368
A99 Supporting People	412	2	1	12	11,649	0	479	0	-460	0	12,094
TOTAL NET BUDGET	21,165	901	10,154	2,183	75,550	3,035	15,343	518	-7,754	-22,733	98,363

Leisure

The aim of Leisure Services is to encourage and support participation in a wide range of sports and recreational activities - activities which are inclusive, flexible, high quality and receptive to the changing needs of the community. Being active within and feeling connected to their communities and environment will help fulfil Newham's Vision to make the borough a place where people choose to live, work and stay.

The Leisure Team develop a programme of free festivals, shows, performances and activities designed to provide something for everyone. The programme is designed to help make Newham a place where people choose to live, work and stay, by organising affordable, accessible, high quality and diverse events and activities.

Newham also manages a network of 22 parks, around 45 open spaces and 7 allotment sites - attracting an estimated three million visitors a year. Our parks are extremely important community resources and provide a variety of opportunities for recreation such as children's playgrounds, activity areas and games courts, sports pitches, a city farm, lakes and water features, wooded areas and formal planting.

Newham's Volunteers began in 2004. Since then, more than 2800 people have signed up to the volunteer programme, which continues to grow. The programme has been developed to deliver three main services for volunteers in Advice and Guidance; Training and Personal Development and Volunteering Opportunities.

Leisure Services structure

The present team structure of the Division is as follows:

- Leisure Management and Support
- Sports and Activities
- Community
- Infrastructure

Leisure Management and Support - key responsibilities:

- Providing business support functions to Leisure Division including events booking

Sports and Activities - key responsibilities:

- Management of the leisure centre contract
- Sports development
- Water sports activity delivery centre management
- Healthy living activities
- Development and management of the Borough's Council-owned community centres

Community - key responsibilities:

- Managing the grants to commissioning programme
- Management of the Newham Volunteering Programme and COMPACT, working with the third sector
- Heritage and arts development, delivering a programme of activities through schools, exhibitions and on-line
- Arts and Festivals team, managing arts development and the management of the Old Town Hall Stratford.

Infrastructure - key responsibilities:

- Increasing activities in parks and open spaces
- Leading on capital projects to meet the objectives of the development plan
- Responsibility for allotments
- The service works closely with Environment

STAFFING

The funded staffing levels expressed as full time equivalents are:

	Total
Management	7.0
Sport and Activity	38.4
Community	23.0
Infrastructure/Parks	10.0
TOTAL	78.4

Leisure

Changes in the 2011/2012 Budget

	£000	£000
2010/2011 Budget at Cash Prices		10,563
Additional Service Demands		
Adjustment to 2010/2011 Pay Award	-28	
VeloCity and Tour of Britain	-150	- 178
Budget and Efficiency Savings		
Star Chamber 3 Agency Staff Savings	-4	
Star Chamber 4 Leisure Savings	-654	
Star Chamber 4 Insurance Savings	-114	- 772
Service Transfers		
Transfer of Post from Resources	23	
Transfer New Deal Partnership Rent and Grant from Regeneration, Planning and Property	234	
Transfer of Posts from Regeneration, Planning and Property	124	
Transfer of Grant to Corporate and Strategic Management	-32	349
Other Changes		
Front Office Charges	31	
Printing Cost Reduction	-2	
Accommodation Charges	53	
Support Service Charges	5	
Human Resources Charges	8	
Grant Allocation	219	314
Pay & Price Increases		0
2011/2012 Budget at Cash Prices		10,276

Leisure

Cost Centre Summary

	2010/2011 Budget £000	2011/2012 Budget £000
Directorate		
G10 Leisure Directorate	-228	-108
G12 Sales Team	0	0
Total Directorate	-228	-108
Sport and Activity		
G31 Sport	1,111	900
G35 Watersports Centre (Royal Victoria Dock)	313	292
G39 Facilities	2,781	2,933
G44 Community Centres	1,051	1,373
Total Sport and Activity	5,256	5,498
Community		
G42 Stratford Circus	288	89
G46 Old Town Hall Stratford	144	42
G57 Heritage and Arts Development	632	603
G60 Voluntary Sector	1,782	1,510
G66 Community Support	739	714
Total Community	3,585	2,958
Infrastructure/Parks		
G27 Infrastructure/Parks	1,949	1,928
Total Infrastructure/Parks	1,949	1,928
TOTAL NET BUDGET	10,562	10,276

Leisure

Subjective Analysis

	2010/2011 Budget £000	2011/2012 Budget £000
Officers	3,254	3,236
Manual Workers	65	65
Indirect Employee Expenses	0	163
Other Staff Costs - Agency	272	70
Unallocated Savings	-233	-175
Employees	3,358	3,359
Structural Works & Repairs	385	353
Grounds Maintenance	166	145
Energy Costs	205	210
Rent, Rates, Water & Insurance	1,017	920
Cleaning & Domestic Supplies	0	55
Other Premise Costs	529	475
Premise Related Expenditure	2,302	2,158
Hire of Transport	0	1
Vehicle Running Costs	4	8
Car Allowances	4	4
Public Transport Fares	5	4
Transport & Highways	13	17

Leisure

Subjective Analysis (cont)

	2010/2011 Budget £000	2011/2012 Budget £000
Equipment Purchase & Repair	52	41
Consumable Materials	0	5
Clothing, Uniforms & Laundry	0	5
Printing, Stationery & Office	16	15
Computing Costs	12	17
Communication Costs	29	29
Catering Costs	53	53
Other Supplies & Services	1,099	17
Expenses & Allowances	0	109
Subs, Contributions & Misc	0	1,040
Supplies & Services	1,261	1,331
Third Party Payments Other Local Authorities	0	80
Third Party Payments Contractor - Leisure	922	898
Third Party Payments	922	978
Grants to Voluntary Organisations	2,021	1,833
Grants, Benefits & Client Services	2,021	1,833
Support Service Charges	383	713
Finance Charges	225	162
Computer Services Charges	192	178
Business Support and Policy	200	135
Other Central Charges	98	7
Internal Support Charges	1,246	1,246
SSF & Central Charges	2,344	2,441
Capital Charges	1,668	1,668
Financing Charges	1,668	1,668
TOTAL EXPENDITURE	13,889	13,785
Support Services Income	-1,246	-1,246
Charges to Capital, Agency & Funds	-75	-75
SSF & Central Income	-1,321	-1,321
Reimbursement & Contributions	-722	-726
Charges to Other Service Areas	-166	-162
Rental Income	-25	-12
Sales, Fees & Charges	-1,093	-1,018
Miscellaneous Income	0	-270
Income	-2,006	-2,188
TOTAL INCOME	-3,327	-3,509
TOTAL NET BUDGET	10,562	10,276

Leisure

2011/2012 Budget Summary

	Employee Costs	Premises Costs	Transport & Highways	Supplies & Services	Third Party Payments & Misc	Grants Benefits & Services to Clients	SSF & Central Charges	Financing Charges	SSF & Central Income	Income	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Directorate											
G10 Leisure Directorate	273	2	1	48	0	0	803	12	-1,246	0	-108
G12 Sales Team	88	17	0	0	80	0	0	0	0	-185	0
Total Directorate	361	19	1	48	80	0	803	12	-1,246	-185	-108
Sport and Activity											
G31 Sport	725	0	3	387	0	0	413	0	0	-628	900
G35 Watersports Centre (Royal Victoria Dock)	174	22	3	5	0	0	94	39	0	-45	292
G39 Facilities	202	741	1	233	536	0	85	1,241	0	-106	2,933
G44 Community Centres	417	431	1	240	0	235	228	71	0	-249	1,373
Total Sport and Activity	1,518	1,194	8	865	536	235	819	1,351	0	-1,028	5,498
Community											
G42 Stratford Circus	0	1	0	0	0	88	0	0	0	0	89
G46 Old Town Hall Stratford	313	229	0	110	0	0	113	107	0	-830	42
G57 Arts and Heritage	221	14	1	133	0	0	215	20	0	0	603
G60 Voluntary Sector Grants	0	0	0	0	0	1,510	0	0	0	0	1,510
G66 Community Support	395	10	1	57	0	0	210	42	0	0	714
Total Community	928	254	2	299	0	1,598	538	169	0	-830	2,958
Infrastructure											
G27 Infrastructure	552	691	6	119	362	0	282	136	-75	-145	1,928
Total Infrastructure	552	691	6	119	362	0	282	136	-75	-145	1,928
TOTAL NET BUDGET	3,359	2,158	17	1,331	978	1,833	2,441	1,668	-1,321	-2,188	10,276

Democratic Services

Democratic Services provides support to all areas of the Council's activity in relation to corporate governance and support services to Members. Within Democratic Services there are four teams.

- The Members and Partnership Services Team is responsible for the day to day management of the Council's political decision making bodies, Quasi-Judicial bodies and partnership bodies.
- The Customer Complaints, Members Enquiries and Freedom of Information (FOI) Team is responsible for providing a range of services to Members and the public including Member casework support, FOI and DPA enquiries, complaints and ombudsman investigation and liaison.
- The Community Engagement team supports Members in their representational role including working with residents and local groups to address local issues, arranging events and community projects for the purposes of engaging with the community and encouraging social cohesion
- Overview and Scrutiny team provides support to the Council's statutory scrutiny role including day to day management of the function as well as research support to the annual programme of scrutiny commissions.

STAFFING

The funded staffing levels expressed as full time equivalents are:

	Total
E13 Members Support Service and Partnerships	12.0
E17 Overview and Scrutiny Support Services	5.0
E27 Casework and Complaints	22.6
E28 Community Engagement	11.0
TOTAL	50.6

Democratic Services

Changes in the 2011/2012 Budget

	£000	£000
2010/2011 Budget at Cash Prices		0
Additional Service Demands		
Adjustment to 2010/2011 Pay Award		-23
Business and Efficiency savings		
Star Chamber Insurance Savings	-2	
Star Chamber 3 Agency Staff Savings	-9	-11
Service Transfers		
Transfer Democratic Services from Resources		4,999
Other Changes		
Support Services	-28	
Printing Cost Reduction	-13	
Support Service Charges	53	12
Pay and Prices		0
2011/2012 Budget at Cash Prices		4,977

Democratic Services
Cost Centre Summary

	2010/2011 Budget £000	2011/2012 Budget £000
E13 Members Support Services and Partnerships	767	722
E15 Members Expenses	2,014	1,966
E17 Overview and Scrutiny Support Services	584	560
E27 Casework and Complaints	700	738
E28 Community Engagement	935	992
TOTAL NET BUDGET	4,999	4,977

Democratic Services
Subjective Analysis

	2010/2011 Budget £000	2011/2012 Budget £000
Officers	2,611	2,522
Indirect Employee Expenses	84	97
Employees	2,695	2,619
Other Premise Costs	16	22
Premise Related Expenditure	16	22
Hire of Transport	2	1
Car Allowances	1	1
Public Transport Fares	2	2
Transport & Highways	5	4
Equipment Purchase & Repair	14	13
Printing, Stationery & Office	74	66
Computing Costs	26	26
Communication Costs	83	82
Catering Costs	26	27
Other Supplies & Services	23	23
Expenses & Allowances	1,531	1,531
Subs, Contributions & Misc	408	400
Supplies & Services	2,185	2,168
Third Party Payments - Contractors	173	173
Third Party Payments	173	173
Support Service Charges	303	388
Finance Charges	93	101
Computer Services Charges	158	132
Internal Support Charges	63	52
SSF & Central Charges	617	673
Capital Charges	57	57
Financing Charges	57	57
TOTAL EXPENDITURE	5,748	5,716
Support Services Income	-361	-361
Trade Union Duties	-304	-304
Internal Support Charges	-20	-20
SSF & Central Income	-685	-685
Sales, Fees & Charges	-64	-54
Income	-64	-54
TOTAL INCOME	-749	-739
TOTAL NET BUDGET	4,999	4,977

Democratic Services

2011/2012 Budget Summary

	Employee Costs	Premise Costs	Transport & Highways	Supplies & Services	Third Party Payments & Misc	Grants Benefits & Services to Clients	SSF & Central Charges	Financing Charges	SSF & Central Income	Income	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
E13 Members Support Service and Partnerships	578	16	2	59	0	0	165	0	-44	-54	722
E15 Members Expenses	48	0	0	1,673	0	0	213	32	0	0	1,966
E17 Overview and Scrutiny Support Services	253	5	1	34	173	0	69	25	0	0	560
E27 Casework and Complaints	1,215	0	1	31	0	0	135	0	-642	0	738
E28 Community Engagement	525	1	2	372	0	0	92	0	0	0	992
TOTAL NET BUDGET	2,619	22	5	2,168	173	0	673	57	-686	-54	4,977

INTRODUCTION

Working with partners, Children and Young People's Services provides extra support to children and young people and their families, to keep them safe and ensure they fulfill their potential. Until June 2011, the department will operate in the three divisions as outlined in this version of the budget book:

- The Families division - focused on Early Childhood Services, Safeguarding Assessment, Safeguarding Intervention, Corporate Parenting and Supporting Disabled Children;
- The Learning and Skills division - focused on Post-16 and Out-of-school Learning Services, Learning Support Services (supports children who have special education needs and schools who work with them), Integrated Youth Support Services (Connexions and youth work) and the Vulnerable Children and Young People's Service (Education Welfare, Youth Offending and CAF implementation);
- The Service and Performance Improvement division - focused on Learning Transformation (monitoring, challenging and intervening in school performance when required), Schools Traded Services, Quality Assurance (including Continuing Professional Development and Children's Planning and Review Centre) and Commissioning (including the Children's Trust).

However, from June 2011, the directorate will start to operate in a different way as follows:

- **Quality and Standards** focusing on ensuring high quality standards in universal services provided for all children, young people and families, such as schools, early years settings and post-16 learning providers. This division includes: Performance Improvement which focuses on working with schools to improve achievement of children and young people, driving forward our approach to commissioning including through the Children's Trust, and quality assurance of social care outcomes; Employability & Skills and School Support Services teams including HR, workforce supply, and ICT.
- **Early Intervention, Inclusion and Progression** supporting children, young people and families who need extra help. It has roots firmly in universal service provision, supporting educational outcomes among young people, and early years support. To enable early intervention to prevent problems escalating, this division includes the new Early Intervention Teams at the heart of the Targeted elements of the offer to vulnerable young people. It also includes the management of children's centres, services for children and young people with disabilities, youth services and youth support, the Pupil Referral Units and behaviour support.
- **Intensive Services** working with children, young people and families who have very complex problems which impact on their safety and welfare and/or the safety and welfare of others, we will undertake intensive, time-limited interventions to get them back on track as quickly as possible. This division includes the Safeguarding and Intensive Family Support Teams, dealing with the 'front door' of social care and intensive work required to restore them to the path of sustainable development. The Youth Offending and Legal Intervention Teams carry out the court orders and pursue legal child protection cases, and the Corporate Parenting Team, which is responsible for the welfare and positive development of Newham's Looked After Children.

Key Challenges for 2011/2012

As well as implementing the HR changes and the new redesigned service model for CYPS, the principal challenges for CYPS during 2011/2012 are:

- Achieving the agreed savings and managing within a reduced budget, for details see Finance, pages 20-21.
- Addressing further policy changes signalled by Government as the details of reviews and new legislation are published setting out the local expression and implementation of these in line with Mayoral priorities
- Implementing the Looked After Children Reduction Strategy
- Recruiting more local foster carers, to meet local needs and secure better value for money
- Introducing 24/7 coverage by the Safeguarding Assessment Team
- Helping schools take on their new responsibilities, maintaining the impetus for improved educational attainment in Newham, and a reduction in attainment gaps between different groups of pupils
- Review of Special Education Needs to ensure the new division of responsibility and funding between the Council's inclusion services and schools work effectively for children and young people
- Development of a new strategic direction and action plan for 14-19, which takes account of the Government's response to the Wolf review, and enabling the 14-19 Partnership to deliver it

- Preparing for the Olympics and Paralympics: using the Games to inspire children and young people, developing a legacy from the Games, preparing for service continuity during the Games and meet anticipated extra demand for safeguarding children and tackling youth crime
- Preparing for inspections, specifically the youth offending inspection in October 2011 and any other statutory inspections but more importantly continue to implement a robust QA plan to make sure the service knows itself well and addresses effectively the identified areas in need of improvement
- Carrying out the recommendations and implementing improvements following inspections and audits

Funding of Children and Young People's Services

CYPS is funded by a combination of Government Grants and a cash limited allocation from the Council's General Fund. By far the largest component of CYPS funding is the Dedicated Schools Grant (DSG) which is a ringfenced grant to support spending on pupils and schools mainly through schools' delegated budgets, accounting for around 80% of the grant, with about 20% retained for local authority education related functions.

2011/2012 is a single year funding period for the Dedicated Schools Grant to allow the Government to complete a whole-sale review of schools funding in time for 2012/2013, after which we expect to revert to 3 year funding periods. In addition to this, the Government has de-ringfenced a number of specific grants and have either incorporated these into the DSG (and therefore more goes directly to schools, e.g. Standards Fund) or have rolled them into a new Early Intervention Grant (e.g. Sure Start grant, teenage pregnancy funding).

Our redesigned service has taken stock of the significant reduction in the funding settlement Newham will receive from Government for 2011/2012 and 2012/2013, and we are confident that it will work in the new funding framework, as well as deliver the Star Chamber 4 target savings.

Children & Young People (Dedicated Schools Budget)

STAFFING

The funded staffing levels expressed as full time equivalents are:

	2011/2012 FTEs		
	Teachers	Officers	Total
Schools Delegated			
Primary Schools Delegated	1,547	1,733	3,280
Secondary Schools Delegated	1,203	753	1,956
Nursery Education Centres	14	72	86
Nursery Schools Delegated	20	67	87
Special Schools Delegated	34	71	105
Total Schools Delegated	2,818	2,696	5,514
Schools Traded			
Pupil Services	0	9	9
Total Schools Traded	0	9	9
Inclusion			
Learning Support	18	14	32
Sensory	9	24	33
Language & Communication	5	17	21
Total Inclusion	32	55	87
Progression			
Tunmarsh	33	20	53
New Directions	7	29	36
Primary PRU	4	6	9
Behaviour Support	6	1	7
Behavioural Support Service - Elective Home Education	1	1	2
Children Looked After Support	5	1	6
Total Progression	55	57	112
TOTAL	2,905	2,817	5,722

Children & Young People

Cost Centre Summary (Dedicated Schools Budget)

	2010/2011 Budget £000	2011/2012 Budget £000
Schools Delegated		
C07 Primary Schools Delegated Budget	126,211	129,632
C09 Secondary Schools Delegated Budget	98,732	99,424
C15 Nursery Education Centres	1,878	1,953
C16 Nursery Schools	2,550	2,478
C17 Special Schools	3,798	3,834
Schools Delegated	233,169	237,321
Families		
C23 Early Years Grants	1,817	1,817
C24 Early Years Administration & Advice	183	181
C25 General Sure Start Grant	-41	-40
C26 Sure Start Local programmes	-1	0
Total Families	1,958	1,958
Learning & Skills		
C18 BSDAT Budget	530	374
C31 SEN Purchasing	791	0
C32 Outborough Special Schools	2,792	2801
C33 Transport Home to School	1,417	1417
C34 CAF Co-ordinators	383	383
C41 New Directions	2,723	2592
C62 Learning Support	288	222
C63 Tunmarsh Site	333	275
C64 Pupil Referral Unit	2,369	2464
C65 Visually Impaired Service	887	824
C66 Deaf & Partially Hearing	645	463
C67 LSDAT Team	1,125	1306
C68 Language & Communications	999	712
C69 Inclusive Education Development	337	0
Total Learning & Skills	15,619	13,833
Service, Performance and Improvement		
C08 Schools Central Budget (Primary & Secondary)	330	330
C35 School Meals Service	480	481
C47 Pupil Services	433	433
C60 DSG & Standards Fund	-285,851	-317,950
C73 Asset Management & Planning	1,812	1,812
C79 CYPS Charges to DSB	1,181	1,181
C82 Servicing Schools Forum	63	63
C95 Standard Fund Grants - School Improvement	27,081	51,559
C97 14-19 Diploma Provision	759	760
C98 14-19 Management Including NEBP	509	458
C99 Reprioritisation Reserve	2,457	7,761
Total Service, Performance and Improvement	-250,746	-253,112
TOTAL NET BUDGET	0	0

Children & Young People

Subjective Analysis (Dedicated Schools Budget)

	2010/2011 Budget £000	2011/2012 Budget £000
00 Teaching Staff	241,276	254,171
01 Teaching Related Staff	1,553	1,301
02 Officers	7,601	4,123
03 Other Officers	953	510
04 Manual Workers	67	0
05 Operational Workers	335	344
08 Indirect Employee Expenses	152	126
09 Other Staff Costs - Agency	247	40
0 Employee Costs	252,184	260,615
10 Structural Works & Repairs	138	90
11 Decorations	1,687	1,687
14 Grounds Maintenance	3	3
15 Energy Costs	55	33
16 Fixtures & Fittings	150	150
17 Rent, Rates, Water & Insurance	172	81
18 Cleaning & Domestic Supplies	146	104
19 Other Premise Costs	158	0
1 Premise Costs	2,509	2,148
20 Hire of Transport	9	9
23 Car Allowances	15	15
24 Public Transport Fares	29	17
2 Transport & Highways	53	41
30 Equipment Purchase & Repair	60	20
31 Consumable Materials	2,260	2,033
33 Printing, Stationery, Office Expenses	302	146
34 Computing Costs	84	89
35 Communication Costs	47	30
36 Catering Costs	6,155	6,159
37 Other Supplies & Services	2,445	1,793
38 Expenses & Allowances	177	342
39 Subscriptions, Contributions & Unallocated Savings	-200	189
3 Supplies & Services	11,330	10,801
40 Third Party Payments - Other Local Authorities	1,872	1,872
43 CYPS Charges & Transport SLA	1,482	1,417
44 Match Funding Contributions	133	0
46 General Sure Start Budgets	1,795	0
4 Third Party Payments & Miscellaneous	5,282	3,289
50 Grants to Voluntary Organisations	5,325	1,939
51 Other Grants	14,580	11,179
52 Childrens Centres Funding	3,797	0
53 SF Devolved to Schools	24,066	33,563
54 Standard Funds	0	18,051
55 Social Services Clients including Homecare Packages	6,435	1,706
58 Education, Students & Pupils	349	0
5 Grants, Benefits and Services to Clients	54,552	66,438

Children & Young People

Subjective Analysis (Dedicated Schools Budget) (cont)

	2010/2011 Budget £000	2011/2012 Budget £000
62 Finance Charges	5	5
63 Computer Services Charges	7	2
64 Business Support & SPAP Charges	82	0
69 Internal Support Charges	4,214	1,318
6 SSF & Central Charges	4,308	1,325
70 Capital Charges	2	2
7 Financing Charges	2	2
TOTAL EXPENDITURE	330,220	344,659
90 Government Grants	-1,439	-1,318
91 Government Grants - Standards Fund / DSG	-318,602	-333,258
92 Reimbursement & Contributions	-2,361	-1,872
93 Charges to Other Service Areas	-264	-477
94 Rental Income	-76	-76
95 Sales, Fees & Charges	-6,961	-6,743
99 Miscellaneous Income	-517	-915
9 Income	-330,220	-344,659
TOTAL INCOME	-330,220	-344,659
TOTAL NET BUDGET	0	0

Children & Young People

2011/2012 Budget Summary (Dedicated Schools Budget)

	Employee Costs	Premise Costs	Transport & Highways	Supplies & Services	Third Party Payments & Misc	Grants Benefits & Services to Clients	SSF & Central Charges	Financing Charges	SSF & Central Income	Income	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Schools											
C07 Primary Schools Delegated Budget	129,635	0	0	0	0	5,457	0	0	0	-5,460	129,632
C09 Secondary Schools Delegated Budget	103,173	0	0	0	0	5,429	0	0	0	-9,178	99,424
C15 Nursery Education Centres	2,505	3	0	25	0	0	0	0	0	-580	1,953
C16 Nursery Schools	2,368	0	0	0	0	200	0	0	0	-90	2,478
C17 Special Schools	4,250	0	0	0	0	93	0	0	0	-509	3,834
Total Schools Delegated	241,931	3	0	25	0	11,179	0	0	0	-15,817	237,321
Families Division											
C23 Early Years Grants	0	0	0	46	0	1,771	0	0	0	0	1,817
C24 Early Years Administration & Advice	181	0	0	0	0	0	0	0	0	0	181
C25 General Sure Start Grant	0	0	0	0	0	0	0	0	0	-40	-40
Total Families Division	181	0	0	46	0	1,771	0	0	0	-40	1,958
Learning & Skills											
C18 BSDAT Budget	700	0	2	143	0	0	0	0	0	-471	374
C32 Outborough Special Schools	70	0	0	120	1,872	1,706	0	0	0	-967	2,801
C33 Transport Home to School	0	0	0	0	1,417	0	0	0	0	0	1,417
C34 CAF Co-ordinators	383	0	0	0	0	0	0	0	0	0	383
C41 New Directions	1,651	113	1	1,109	0	41	3	0	0	-326	2,592
C62 Learning Support	256	0	0	305	0	0	0	0	0	-339	222
C63 Tunmarsh Site	30	122	17	109	0	0	0	0	0	-3	275
C64 Pupil Referral Unit	2,498	72	19	477	0	27	4	2	0	-635	2,464
C65 Visually Impaired Service	836	0	0	20	0	0	0	0	0	-32	824
C66 Deaf & Partially Hearing	474	0	0	0	0	0	0	0	0	-11	463
C67 LSDAT Team	1,361	0	0	75	0	0	0	0	0	-130	1,306
C68 Language & Communications	917	0	0	11	0	0	0	0	0	-216	712
Total Learning & Skills	9,176	307	39	2,369	3,289	1,774	7	2	0	-3,130	13,833

Children & Young People

2011/2012 Budget Summary (Dedicated Schools Budget cont)

	Employee Costs	Premise Costs	Transport & Highways	Supplies & Services	Third Party Payments & Misc	Grants Benefits & Services to Clients	SSF & Central Charges	Financing Charges	SSF & Central Income	Income	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Service & Performance											
C08 Schools Central Budget (Primary & Secondary)	366	0	0	0	0	0	0	0	0	-36	330
C35 School Meals Service	134	148	1	6,166	0	0	0	0	0	-5,968	481
C47 Pupil Services	361	0	0	72	0	0	0	0	0	0	433
C60 DSG & Standards Fund	0	0	0	18	0	0	74	0	0	-318,041	-317,949
C73 Asset Management & Planning	125	1,687	0	0	0	0	0	0	0	0	1,812
C79 CYPS Charges to DSB	0	0	0	0	0	0	1,181	0	0	0	1,181
C82 Servicing Schools Forum	0	0	0	0	0	0	63	0	0	0	63
C95 Standard Fund Grants - School Improvement	9	3	0	0	0	51,546	0	0	0	0	51,558
C97 14-19 Diploma Provision	138	0	0	1,985	0	0	0	0	0	-1,363	760
C98 14-19 Management Including NEBP	433	0	1	120	0	168	0	0	0	-264	458
C99 Reprioritisation Reserve	7,761	0	0	0	0	0	0	0	0	0	7,761
Total Service & Performance	9,327	1,838	2	8,361	0	51,714	1,318	0	0	-325,672	-253,112
TOTAL NET BUDGET	260,615	2,148	41	10,801	3,289	66,438	1,325	2	0	-344,659	0

Children & Young People (General Fund)

STAFFING

The funded staffing levels expressed as full time equivalents are:

	2011/2012 FTEs		Total
	Teachers	Officers	
Management Team			
CYPS Management Team	0	4	4
Total Management Team	0	4	4
Performance Improvement			
0-19 Improvement	2	15	17
Children's Protection & Review	0	44	44
LSCB, Learning & Development (Social Care)	0	15	15
Children's Trust & Commissioning	0	10	10
Total Performance Improvement	2	84	86
Schools Traded			
Governor Support	0	13	13
Schools HR Casework, Payroll & Policy	0	13	13
Teacher & School Workforce Supply	0	11	11
Schools ICT Support	0	42	42
School Support	0	6	6
Total Schools Traded	0	85	85
Employability & Skills			
Debden	0	10	10
Out of School Learning	0	5	5
Resources & Data	0	15	15
16-18	0	1	1
Outdoor Education/Fairplay House	0	12	12
Family Learning	0	4	4
Skills for Life	0	14	14
North East Area	0	8	8
South East Area	0	6	6
North West Area	0	11	11
South West Area	0	8	8
Total Employability & Skills	0	93	93
Early Intervention			
Beckton & Docklands - Specialism 0-19 Achievement	0	13	13
East Ham - Specialism Community Health	0	9	9
Forest Gate & Stratford - Specialism Access to play, Communities & Positive Activities	0	7	7
Manor Park - Specialism Parenting & Family Support	0	12	12
Plaistow & Upton Park - Specialism Employability & Skills	0	8	8
Canning Town - Specialism Early Intervention Team Development	0	15	15
Locality Teams	0	60	60
Total Early Intervention	0	124	124
Inclusion			
Educational Psychologists	0	10	10
School Counsellors	0	3	3
Special Education Needs	0	13	13
DCYPS & Dongola Road	0	33	33
Total Inclusion	0	60	60

STAFFING (General Fund cont)

	2011/2012 FTEs		
	Teachers	Officers	Total
Progression			
Youth Delivery	0	25	25
Youth Support	0	19	19
Finance, Data & Business Systems	0	8	8
Total Progression	0	52	52
Safeguarding & Intensive Family Support			
Safeguarding Duty Teams	0	51	51
Intensive Family Support	0	11	11
Intensive Community Team	0	9	9
Intensive Hospital Team	0	9	9
Intensive Youth Support	0	10	10
Transition Social Worker Teams	0	30	30
Total Safeguarding & Intensive Family Support	0	120	120
Legal Intervention & Youth Offending Services			
YOT Disruption Team	0	9	9
YOT Prevention & Standard Intervention Team	0	9	9
YOT Enhanced Intervention Team	0	9	9
YOT Intensive Intervention Team	0	11	11
YOT Court & Enforcement Team	0	8	8
Threshold of Care SW Teams	0	23	23
Total Legal Intervention & Youth Offending Services	0	69	69
Corporate Parenting			
Placement Support Function/Recruitment/Panel	0	13	13
Fostering Team	0	17	17
Adoption Team	0	14	14
Leaving Care Services	0	16	16
Social Work Teams	0	22	22
Intensive Family Assessment/Contact Service	0	22	22
Social Work Teams	0	22	22
Corporate Parenting	0	126	126
Employability & Skills			
14-19	0	5	5
Total Employability & Skills	0	5	5
TOTAL	2	821	823

Children & Young People Changes in the 2011/2012 Budget

	£000	£000
2010/2011 Budget at Cash Prices	94,877	94,877
Additional Services Demands		
Adjustment to 2010/2011 Pay Award	-355	
Budget Growth - Every Child a Musician	1,510	
Budget Growth - Free School Meals	1,800	
CYPS Additional	220	
Invest to Save	-1,450	1,725
Budget and Efficiency Savings		
Agency Staff Star Chamber 3 Savings	-98	
Star Chamber 4 Savings	-11,240	
Insurance Savings - Star Chamber 4	-97	
CYPS Customer Access Savings	-2,205	
CYPS Additional Star Chamber 4 Savings	-425	-14,065
Service Transfers		
Asset Management Transfer	-274	
Business Support Group/Personal Assistants Review	59	
Procurement Team Adjustment	-220	-435
Support Service Charges Amendments		
Front Office Charges	-213	
Accommodation Charges	459	
Support Service Charges Amendments	-32	
HR Charges	84	
Executive Support	-54	
Passenger Transport Fuel Price Adjustment	25	269
Changes in Funding Arrangements		
In-year Grant Increase	142	
Grant Allocations	-846	-704
Other Changes		
Printing Cost Reduction	-22	-22
Pay and Prices Increases		0
2011/2012 Budget at Cash Prices		81,645

Children & Young People

Cost Centre Summary

	2010/2011 Budget £000	2011/2012 Budget £000
Families		
B02 Children's Service Strategy	237	237
B03 CYPS Management Support Service Costs	3,793	3,642
B05 Head of Families	3,364	228
B20 Family Assessment Service - Amber	837	493
B22 Care Packages - DCYPS	853	942
B23 Children's P&V Residential Placements	9,274	8,848
B24 Fostering and Adoption	15,096	14,050
B25 Leaving Care - Provider Services	2,826	2,024
B26 Corporate Parenting Leaving Care	128	128
B39 Leaving Care Services	568	621
B40 Asylum Service	0	1,026
B50 Safeguarding Assessment	3,196	4,918
B51 Safeguarding Intervention	6,109	6,234
B52 Corporate Parenting	2,178	2,211
B55 Safeguarding Heads of Service	770	0
B76 Hamfrith Family Day Assessment Centre	942	867
B81 Head of Corporate Parenting	107	0
B83 Placement Services	1,761	2,931
B88 Children & Family Consultation Service	329	258
B97 Stay and Play & DCYPS	1,694	1,558
B99 Emergency Duty Team	366	362
K12 Play Service	1,059	966
K70 Early Intervention Grant	0	-1,291
Total Families	55,487	51,253
Learning & Skills		
B10 Home to Schools Transport	-240	1,449
B12 Access & Inclusion	34	0
B13 Education Psychology Service	677	588
B14 SEN Assessment	587	511
B15 Education Welfare Service	229	67
B16 Counselling Service	0	78
B35 Young Offenders / Prevention	249	91
B36 Young Offenders / Statutory	392	138
B37 Young Offenders / Pooled	464	401
K10 Learning Community	774	488
K11 Head of Learning & Skills	-848	76
K13 Outdoor Education Centre	64	59
K14 Connexions	3,477	2,643
K15 Debden House	81	48
K16 Newceys Management	2,269	60
K17 Voluntary Projects	376	1,788
K18 Beckton Globe Core Service Costs	161	104
Total Learning & Skills	8,746	8,589
Service, Performance & Improvement		
B04 Children's Services Training	79	79
B79 Children's Planning & Reviewing Centre	1,125	1,312
B91 Children's Services Voluntary Sector	127	86
B92 Commissioning - Children's Rights	37	181
B93 Commissioning -Carers Grant & Positive Vibes	8	0

Children & Young People

Cost Centre Summary (cont)

	2010/2011 Budget £000	2011/2012 Budget £000
B94 Children's Commissioning -SPINN	206	203
B95 Teenage Pregnancy and Sexual Health	-58	-58
B96 Commissioning -Substance Misuse	-8	-7
B98 Children and Adolescent Mental Health Support	-3	-3
K06 Former DSB LLL Area Based Grants	-101	0
K40 Executive Director	-5	-4
K41 Newham Community College Residual Costs	317	317
K42 CYPS Area Based Grants	6,732	5,362
K43 CYPS Central Charges	627	1,365
K46 Social Care Customer Relations	-30	-30
K47 DSB Financing Charges	12,551	7,856
K48 Outside DSB Charges	4,978	4,978
K60 Head of Service Performance & Improvement	390	696
K61 Primary Standards	922	-208
K62 Secondary Standards	370	-9
K63 Curriculum Support & Consultancy	-179	-448
K64 Management & Governing Body Support	249	243
K65 Information Technology Support	-114	-206
K66 Personnel Services	-209	-252
K67 Premature Retirement & Compensation	1,644	1,642
K68 Curriculum Professional Development Service	-121	-1,164
K69 School Support Service	-50	-53
K80 Support Services	2	2
K81 In Service Education Centres (INSEC)	-70	-78
K82 Training Budget - Quality Assurance	-50	-54
K83 Student Support	755	470
K84 Student and Pupil Service	316	349
K86 Asset Management and Planning	-99	-294
K87 Training - Quality Assurance	306	240
K91 Every Child a Musician	0	491
K99 Support Recharge DSB	0	-1,201
Total Service, Performance & Improvement	30,644	21,803
TOTAL NET BUDGET	94,877	81,645

Children & Young People

Subjective Analysis

	2010/2011 Budget	2011/2012 Budget
	£000	£000
Teaching Staff	4,051	3,577
Teaching Related Staff	5,171	2,932
Officers	24,251	23,631
Other Officers	2,089	3,199
Manual Workers	348	379
Indirect Employee Expenses	2,851	2,510
Other Staff Costs - Agency	309	90
Employee Costs	39,070	36,318
Structural Works & Repairs	198	155
Decorations	158	158
Grounds Maintenance	22	15
Energy Costs	272	256
Fixtures & Fittings	9	2
Rent, Rates, Water & Insurance	605	830
Cleaning & Domestic Supplies	318	274
Other Premise Costs	630	493
Premise Costs	2,212	2,183
Hire of Transport	3,055	3,058
Vehicle Running Costs	8	9
Car Allowances	83	77
Public Transport Fares	365	367
Transport & Highways	3,511	3,511
Equipment Purchase & Repair	227	668
Consumable Materials	212	105
Clothing, Uniforms & Laundry	11	11
Printing, Stationery, Office Expenses	310	315
Computing Costs	372	386
Communication Costs	267	205
Catering Costs	236	219
Other Supplies & Services	1,349	1,032
Expenses & Allowances	232	153
Subscriptions, Contributions & Unallocated ABG Clawbacks	3,719	-6,090
Supplies & Services	6,935	-2,996
Care Package / Section 17 Assessments	38	34
Third Party Payments - Contractors	968	749
Third Party Payments -Residential & Fostering Agencies	20,746	20,640
CYPS Charges & Transport SLA	602	512
Match Funding Contributions	79	78
Foster Care and Adoption Allowances	4,325	4,511
General Sure Start Budgets	0	143
Third Party Payments & Miscellaneous	26,758	26,667
Grants to Voluntary Organisations	15,009	37,225
Other Grants	252	260
Education, Students & Pupils	393	383
CYPS Homecare Packages	3,769	2,622
Children's Act 1989 - Section 17	1,059	1,387
Grants, Benefits and Services to Clients	20,482	41,877

Children & Young People

Subjective Analysis (cont)

	2010/2011 Budget	2011/2012 Budget
	£000	£000
Support Service Charges - Resources	3,152	3,457
Support Service Charges	1,947	2,921
Finance Charges	2,653	2,653
Computer Services Charges	1,543	1,430
Business Support & SPAP Charges	1,770	695
Other Central Charges	71	71
Support Service Charges	330	517
DSO Charges to Clients	187	111
Internal Support Charges	8,003	8,003
SSF & Central Charges	19,656	19,858
Capital Charges	10,213	10,102
Reimbursable Capital Financing	160	160
Financing Charges	10,373	10,262
TOTAL EXPENDITURE	128,997	137,680
Beckton Globe Recharge	-389	-389
Internal Support Income	-9,365	-10,567
SSF & Central Income	-9,754	-10,956
Government Grants	-1,347	-676
Government Grants - Standards Fund / DSG	-1,782	-24,130
Reimbursement & Contributions	-6,868	-7,608
Charges to Other Service Areas	-8,667	-7,066
Rental Income	-50	0
Sales, Fees & Charges	-2,842	-3,088
Miscellaneous Income	-2,810	-2,511
Income	-24,366	-45,079
TOTAL INCOME	-34,120	-56,035
TOTAL NET BUDGET	94,877	81,645

Children & Young People
2011/2012 Budget Summary

	Employee Costs	Premise Costs	Transport & Highways	Supplies & Services	Third Party Payments & Misc	Grants Benefits & Services to Clients	SSF & Central Charges	Financing Charges	SSF & Central Income	Income	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Families											
B02 Children's Service Strategy	0	0	0	0	102	0	135	0	0	0	237
B03 CYPS Management Support Service Costs	0	5	0	114	194	0	3,196	133	0	0	3,642
B05 Head of Families	169	1	0	58	0	0	0	0	0	0	228
B20 Family Assessment Service - Amber	446	42	0	5	0	0	0	0	0	0	493
B22 Care Packages - DCYPS	0	0	0	0	202	740	0	0	0	0	942
B23 Children's P&V Residential Placements	0	8	0	0	8,840	0	0	0	0	0	8,848
B24 Fostering and Adoption	0	0	264	32	13,778	1	0	0	0	-25	14,050
B25 Leaving Care - Provider Services	0	0	0	0	880	1,143	1	0	0	0	2,024
B26 Corporate Parenting Leaving Care	0	0	0	126	0	0	2	0	0	0	128
B39 Leaving Care Services	545	37	1	8	0	0	8	22	0	0	621
B40 Asylum Service	0	0	0	0	1,324	102	0	0	0	-400	1,026
B50 Safeguarding Assessment	3,372	42	15	46	180	1,539	0	0	0	-276	4,918
B51 Safeguarding Intervention	4,226	21	22	36	86	185	1,827	0	0	-169	6,234
B52 Corporate Parenting	2,159	2	15	35	0	0	0	0	0	0	2,211
B76 Hamfrith Family Day Assessment Centre	560	11	0	39	0	251	0	6	0	0	867
B83 Placement Services	1,207	0	22	22	143	1,461	76	0	0	0	2,931
B88 Children & Family Consultation Service	302	0	1	7	0	0	0	0	0	-52	258
B97 Stay and Play & DCYPS	1,497	31	24	23	0	95	1	13	0	-126	1,558
B99 Emergency Duty Team	354	0	0	8	0	0	0	0	0	0	362
K12 Play Service	260	0	1	16	0	909	0	13	0	-233	966
K70 HIV/Aids Funding	0	0	0	0	0	21,109	0	0	0	-22,400	-1,291
Total Families	15,097	200	365	575	25,729	27,535	5,246	187	0	-23,681	51,253

Children & Young People
2011/2012 Budget Summary (cont)

	Employee Costs	Premise Costs	Transport & Highways	Supplies & Services	Third Party Payments & Misc	Grants Benefits & Services to Clients	SSF & Central Charges	Financing Charges	SSF & Central Income	Income	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Learning & Skills											
B10 Home to Schools Transport	32	0	2,888	0	0	0	0	0	0	-1,471	1,449
B12 Access & Inclusion	0	0	0	126	0	0	0	0	0	-126	0
B13 Education Psychology Service	625	0	7	16	0	0	1	0	0	-61	588
B14 SEN Assessment	490	0	2	0	0	0	31	0	0	-12	511
B15 Education Welfare Service	139	0	0	0	0	0	0	0	0	-72	67
B16 Counselling Service	220	0	0	4	0	0	0	0	0	-146	78
B35 Young Offenders / Prevention	1,362	0	13	19	103	92	0	0	0	-1,498	91
B36 Young Offenders / Statutory	491	0	1	19	0	70	0	0	0	-443	138
B37 Young Offenders / Pooled	377	10	9	43	0	0	0	12	0	-50	401
K10 Learning Community	361	9	2	31	0	433	2	0	0	-350	488
K11 Head of Learning & Skills	159	0	0	9	0	0	0	0	-92	0	76
K13 Outdoor Education Centre	365	94	85	80	1	0	0	22	0	-588	59
K14 Connexions	950	0	0	0	0	1,693	0	0	0	0	2,643
K15 Debden House	285	107	13	65	5	0	0	37	0	-464	48
K16 Newceys Management	3,389	408	5	196	71	471	14	0	0	-4,494	60
K17 Voluntary Projects	1,302	270	28	66	16	40	299	0	0	-233	1,788
K18 Beckton Globe Core Service Costs	100	288	0	7	1	0	1	103	-389	-7	104
Total Learning & Skills	10,647	1,186	3,053	681	197	2,799	348	174	-481	-10,015	8,589
Service, Performance & Improvement											
B04 Children's Services Training	74	0	0	0	0	0	5	0	0	0	79
B79 Children's Planning & Reviewing Centre	1,244	11	6	23	0	-1	29	0	0	0	1,312
B91 Children's Services Vol Sector	0	0	0	0	0	86	0	0	0	0	86
B92 Commissioning - Childrens Rights	359	0	2	4	31	17	1	2	0	-235	181
B94 Childrens Commissioning -SPINN	224	0	0	5	0	0	0	0	0	-26	203
B95 Teenage Pregnancy and Sexual Health	0	0	0	0	-58	0	0	0	0	0	-58
B96 Commissioning -Substance Misuse	58	0	1	24	603	0	0	0	0	-693	-7
B98 Children and Adolescent Mental Health Support	82	0	0	0	-35	0	0	0	0	-50	-3
K40 Executive Director	297	0	0	129	0	0	10	0	-140	-300	-4
K41 Newham Community College Residual Costs	317	0	0	0	0	0	0	0	0	0	317

Children & Young People
2011/2012 Budget Summary (cont)

	Employee Costs	Premise Costs	Transport & Highways	Supplies & Services	Third Party Payments & Misc	Grants Benefits & Services to Clients	SSF & Central Charges	Financing Charges	SSF & Central Income	Income	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
K42 CYPS Area Based Grants	0	0	0	0	0	5,627	52	0	0	-317	5,362
K43 CYPS Central Charges	0	0	0	58	0	0	8,294	0	-6,987	0	1,365
K46 Social Care Customer Relations	0	0	0	0	0	0	236	0	-17	-249	-30
K47 DSB Financing Charges	1,210	0	0	-7,563	0	5,718	0	8,651	0	-160	7,856
K48 Outside DSB Charges	0	0	0	0	200	0	4,778	0	0	0	4,978
K60 Head of Service Performance & Improvement	246	2	0	-1	0	-126	4	1,219	-648	0	696
K61 Primary Standards	80	42	8	26	0	5	0	0	0	-369	-208
K62 Secondary Standards	126	4	2	18	0	0	0	0	0	-159	-9
K63 Curriculum Support & Consultancy	790	60	5	404	0	0	0	0	0	-1,707	-448
K64 Management & Governing Body Support	328	4	0	26	0	0	0	0	-11	-104	243
K65 Information Technology Support	1,826	0	9	1,327	0	0	4	0	0	-3,372	-206
K66 Personnel Services	1,036	0	3	38	0	0	23	0	0	-1,352	-252
K67 Premature Retirement & Compensation	1,642	0	0	0	0	0	0	0	0	0	1,642
K68 Curriculum Professional Development Service	-783	35	1	433	0	0	0	0	0	-850	-1,164
K69 School Support Service	207	23	33	52	0	0	47	0	-401	-14	-53
K80 Support Services	0	0	2	0	0	0	0	0	0	0	2
K81 In Service Education Centres (INSEC)	277	180	0	178	0	0	0	29	0	-742	-78
K82 Training Budget - Quality Assurance	479	22	2	5	0	0	0	0	0	-562	-54
K83 Student Support	172	0	0	2	0	217	81	0	0	-2	470
K84 Student and Pupil Service	43	0	19	49	0	0	238	0	0	0	349
K86 Asset Management and Planning	0	414	0	23	0	0	459	0	-1,070	-120	-294
K87 Training - Quality Assurance	240	0	0	0	0	0	0	0	0	0	240
K91 Every Child a Musician	0	0	0	488	0	0	3	0	0	0	491
K99 Support Recharge DSB	0	0	0	0	0	0	0	0	-1,201	0	-1,201
Total Service, Performance & Improvement	10,574	797	93	-4,252	741	11,543	14,264	9,901	-10,475	-11,383	21,803
TOTAL NET BUDGET	36,318	2,183	3,511	-2,996	26,667	41,877	19,858	10,262	-10,956	-45,079	81,645

Corporate & Strategic Management

INTRODUCTION

Policy, Partnerships and Communications

The division was created in 2009 and focuses on helping to improve services for residents. The Division provides support to services across the Council including supporting performance and business improvement, policy development and research, strategic business planning and communications, including relationship management with partners and government at a strategic level. The Division also provides executive and administrative support to the Mayor, Executive members and the senior management of the organisation. The service brings together a range of high profile and public facing services, to ensure a strong connection between residents' priorities and the strategic direction of the organisation. Overall, we work to ensure evidenced based policies, improved performance and effectiveness of services and to increase residents and stakeholders' understanding of the Council's work and use of its services.

Public Policy & Research

Public Policy and Research are responsible for articulating the Mayor's policy vision for the council and Newham's communities and developing analysis and options for the strategic direction of council services. The team is also responsible for ensuring that the Council's work is policy led by developing a high quality evidence base through a range of research techniques including resident surveys, in depth projects on key issues and focus groups. Finally the team co-ordinates Newham's public affairs and lobbying work to ensure that our position and concerns are reflected in Government decisions and wider policy debates.

Strategy and Partnerships including Executive Support

Strategy and Partnerships encompass a range of support to ensure the Council turns policy into action through the Mayor's Promises and our annual Corporate Plan. The team also oversees Newham's Local Strategic Partnership which brings together key partners from the public, private and third sectors to help improve joint working. The team also oversees the council's approach to equality and cohesion; working alongside colleagues across the directorates to guarantee compliance on issues such as Equality Impact Assessments and to ensure a consistent and mainstream approach to improving services for all our residents in line with our new Equality and Cohesion Plan. This team is also responsible for effective and streamlined executive support to senior elected members and managers.

Performance and Improvement

Performance and Improvement are an important part of how the Council continues to improve and support all services to ensure quality and consistency is received by residents. The area assists with business planning; assisting to deliver corporate objectives and meeting governance responsibilities. They also support the evaluation and progress towards Newham's goals; incorporating performance reporting, meeting statutory requirements, benchmarking work and supporting data quality assurance to, name a few.

Communication Team

The purpose of the Communications Team is to provide information to residents about council and partners' services and keep them updated on developments and opportunities in the borough. We also communicate Newham's work externally as part of our goal to get the best possible deal for Newham. Internal communications is an important element of our work. All of this is pulled together through a number of cost effective channels; these include: Council websites, the intranet and the Newham Magazine. We are also responsible for delivering a range of popular community events designed to provide information on our services and bring people from different backgrounds together as part of our approach to community cohesion.

STAFFING

The funded staffing levels expressed as full time equivalents are:

	Total
E01 Chief Executive	1.00
E03 Communications	42.00
E10 Youth Representation	2.00
E16 Mayor's Office	11.00
P20 Policy and Research	14.00
P21 Performance	37.50
P22 Service Planning	38.70
P23 Corporate Planning & Partnership	11.00
P24 Executive and Business Support	73.87
P27 Film Unit	2.00
TOTAL	233.07

Corporate & Strategic Management

Changes in the 2011/2012 Budget

	£000	£000
2010/2011 Budget at Cash Prices		7,357
Additional Services Demands		
Discontinuation of Inspection fee	-151	
Adjustment to 2010/2011 Pay award	-106	
Young Mayors office	25	
Remove One-off growth	-150	
	0	-382
Budget and Efficiency Savings		
Star Chamber 4 savings	-2,869	
Insurance savings	-5	
Agency Staff savings	-26	
Terms and Conditions	-70	2,970
Service Transfers		
Policy, Performance and BSG from Resources	1,377	
Communications post from 2012 Unit	136	
Transfer Executive Support and Business Support	-241	
Transfer Race Equality funding from Leisure	32	1,304
Other Changes		
Other changes	-75	
Support Service Charges	-1,439	-1,514
2011/2012 Budget at Cash Prices		3,795

Corporate & Strategic Management

Cost Centre Summary

	2010/2011 Budget	2011/2012 Budget
	£000	£000
E01 Chief Executive's Office	488	687
E02 Admin Charges CSM	2	0
E03 Communications	513	-910
E05 Production Costs	2,229	2,088
E07 Newham Magazine	565	556
E08 Corporate Parenting	0	0
E10 Youth Representation	122	163
E16 Mayoral Office	825	850
E20 Executive Support	181	0
P20 Policy and Research	769	880
P21 Performance	0	-358
P22 Service Planning and Improvement	0	-430
P23 Corporate Planning and Partnerships	1,606	823
P24 Executive and Business Support	58	-553
P27 Film Unit	-1	-1
TOTAL NET BUDGET	7,357	3,795

Corporate & Strategic Management

Subjective Analysis

	2010/2011 Budget	2011/2012 Budget
	£000	£000
Officers	4,140	8308
Other Officers	580	711
Indirect Employee Expenses	90	118
Other Staff Costs - Agency	102	0
Employee Costs	4,912	9,137
Structural Works & Repairs	2	0
Premise Related Expenditure	2	0
Hire of Transport	0	17
Car Allowances	2	2
Public Transport Fares	10	9
Transport & Highways	12	28
Equipment Purchase & Repair	1	29
Clothing, Uniforms & Laundry	0	1
Printing, Stationery, Office Expenses	511	674
Computing Costs	4	30
Communication Costs	27	325
Catering Costs	13	14
Other Supplies & Services	181	54
Expenses & Allowances	14	29
Subscriptions, Contributions & Miscellaneous	3,834	3706
Supplies & Services	4,585	4,862

Corporate & Strategic Management
Subjective Analysis (cont)

	2010/2011 Budget £000	2011/2012 Budget £000
Grants to Voluntary Organisations	871	412
Grants, Benefits and Services to Clients	871	412
Support Service Charges	869	2509
SSF & Central Charges	869	2,509
Capital Charges	3	11
Financing Charges	3	11
Support Services Income	-3,016	-11460
SSF & Central Income	-3,016	-11,460
Charges to other Service Areas	-286	-605
Sales, Fees & Charges	-595	-1,099
TOTAL CHARGES & OTHER INCOME	-881	-1,704
TOTAL NET BUDGET	7,357	3,795

Corporate & Strategic Management
2011/2012 Budget Summary

	Employee Costs £000	Premise Costs £000	Transport & Highways £000	Supplies & Services £000	Third Party Payments & Misc £000	Grants Benefits & Services to Clients £000	SSF & Central Charges £000	Financing Charges £000	SSF & Central Income £000	Income £000	Total £000
E01 Chief Executive's Office	506	0	0	55	0	0	126	0	0	0	687
E02 Admin Charges CSM	0	0	0	0	0	0	65	4	-69	0	0
E03 Communications	1,566	0	3	65	0	0	623	0	-2,242	-925	-910
E05 Production Costs	0	0	0	2,357	0	0	14	0	0	-283	2,088
E07 Newham Magazine	0	0	0	667	0	0	10	0	-37	-84	556
E10 Youth Representation	82	0	0	55	0	0	26	0	0	0	163
E16 Mayoral Office	418	0	0	42	0	0	390	0	0	0	850
P20 Policy and Research	684	0	2	590	0	0	172	0	-568	0	880
P21 Performance	1,701	0	4	152	0	0	258	7	-2,472	-8	-358
P22 Service Planning and Improvement	1,749	0	1	29	0	0	280	0	-2,489	0	-430
P23 Corporate Planning and Partnerships	292	0	0	374	0	412	74	0	-329	0	823
P24 Executive and Business Support	2,052	0	18	475	0	0	469	0	-3,254	-314	-553
P27 Film Unit	87	0	0	1	0	0	2	0	0	-90	-1
TOTAL NET BUDGET	9,137	0	28	4,862	0	412	2,509	11	-11,460	-1,704	3,795

INTRODUCTION

Customer Services comprises a number of different areas, the aims of which are:

- delivering high quality, cost effective services to Newham's residents over the web, the telephone and face to face through the operational front offices
- leading the Customer Access Strategy to drive change to make it easier for residents to do business with the Council and to simultaneously deliver high quality, value for money services in the most accessible ways possible.
- assisting residents meet their rent and council tax liabilities through their benefit entitlements

The Front Office

Front Office services bring together into one unified service libraries, local service centres and the contact centre. The aim of this is to deliver excellent customer service, first time and every time. The front office is expanding as a range of other customer service related areas migrate into the service. Most recently, aspects of the parking service have been integrated and the service is set to grow as the Customer Access Programme continues to drive services to the front office.

• Libraries

Newham's library service was visited by nearly 2 million people last year, who in turn borrowed over 1.5 million items. The ten libraries stock more than 360,000 books, videos, DVDs, tapes and maps. All libraries have free access to the Internet and run a series of events designed to bring communities together through the use of library resources. This year, all libraries will be refurbished to create much more accessible environments that positively welcome customers and enable more self help transactions to be completed, this is known as "libraries plus".

• Contact Centre

The residents of Newham can contact the Council through a single point of entry by dialling 020 8430 2000. A full range of services are handled by Contact Centre staff (including social services, waste collection and special collections). There are on average 80,000 calls every month, over 90% of which are answered within 15 seconds. Work through the Customer Access Programme will drive more calls to the Contact Centre raising the percentage of external calls to the Council handled by this unit from 40% to 75% in the coming years.

• Local Service Centres

Dealing with a wide range of customer transactions, the Council's eight local service centres offer an easy way for customers all over the borough to do business with the Council. Services as diverse as fair access to care assessments through to issuing parking permits are all handled and as much work as possible completed so that customers receive resolution to their enquiries as seamlessly as possible. The Customer Access Programme will see a wider range of services being completed in local service centres, with many simple transactions moved to the web or the Contact Centre.

Customer Access Team

Customer Services leads work on the corporate change programme dealing with Customer Access. The team are leading a programme of work to overhaul the way the Council does business with its customers. The programme is looking at a range of key issues, including: how to move services to the most appropriate channel; the standards customers can expect when they contact the Council; and the way the Council manages itself internally to remove waste and duplication, saving money and still delivering customer excellence.

Council Tax & Benefits

Council Tax & Benefits are part of the ongoing needs to provide the best service and are on hand to help the residents meet their rent and council tax liabilities through their benefit entitlements. The team ensure that we collect the right money from the right person and pay the right benefits at the right time. The Language Shop is managed within Council Tax and Benefits and provides translation services, including British Sign Language and community translation to council services - the latter according to a refreshed translation policy which emphasises the importance of speaking English for cohesion and personal advancement. We provide a range of services to other organisations which will assist the Language Shop in requiring no council subsidy by 2012/2013.

STAFFING

The funded staffing levels expressed as full time equivalents are:

	Total
Management	1.0
Libraries and Local Service Centres	258.0
Customer Access Team	15.3
Council Tax and Benefits	212.0
Language Shop	19.0
TOTAL	505.3

Customer Services

Changes in the 2011/2012 Budget

	£000	£000
2010/2011 Budget at Cash Prices		6,892
Additional Service Demands		
Adjustment to 2010/2011 Pay Award	-173	
Removal of One-off growth	-100	-273
Budget and Efficiency Savings		
Agency Staff Savings	-55	
Insurance Savings	-113	
Customer Access Savings	-276	
Decrease in Size of Customer Access Team	-339	
Star Chamber 4 savings	-355	-1,138
Service Transfers		
Transfer in of Council Tax and Benefits	15,705	
Removal of Resources Management Charge	-44	
Transfer of Receptionist Posts	70	
Transfer of Benefits Funding	-1,664	14,067
Support Service Charges		
Charging out Local Service Centres	801	
Revised Printing Charges	-18	
Accommodation Charges	248	
Support Service Charges	82	
Human Resources Charges	43	1,156
Changes in Funding Arrangements		
Funding Council Tax and Benefits Administration Grant Reduction		98
Pay and Prices Increase		0
2011/2012 Budget at Cash Prices		20,802

Customer Services

Cost Centre Summary

	2010/2011 Budget £000	2011/2012 Budget £000
DIRECT SERVICES		
Customer Services		
G68 Community Management	69	131
G76 Library and LSC Staff	0	-268
G78 Receptions	0	70
G79 Logistics Team	-30	-375
Total Management	39	-442
Local Service Centres		
G81 Beckton Local Service Centre	-60	-7
G82 Canning Town Local Service Centre	-131	16
G83 Docklands Local Service Centre	3	15
G84 East Ham Local Service Centre	83	100
G85 Forest Gate Local Service Centre	12	-17
G86 Green Street Local Service Centre	-29	-8
G87 Manor Park Local Service Centre	-113	29
G88 Stratford Local Service Centre	-77	-16
G89 Contact Centre	-60	-155
Total Local Service Centres	-372	-43
Libraries		
G90 Custom House	251	252
G91 Beckton	679	669
G92 Canning Town	495	499
G93 Docklands	179	175
G94 East Ham	836	835
G95 Forest Gate	610	642
G96 Green Street	679	708
G97 Manor Park	431	447
G98 Stratford	1,166	1,237
G99 Plaistow	606	594
Total Libraries	5,932	6,058
Customer Access Team		
G77 Customer Access Team	1,296	850
Total Customer Access Team	1,296	850
Council Tax and Benefits		
E29 Language Shop	0	227
F01 Benefits Subsidy	0	5495
F02 Council Tax and Housing Benefits Administration	0	8657
Total Council Tax and Benefits	0	14,379
TOTAL NET BUDGET	6,895	20,802

Customer Services Subjective Analysis

	2010/2011 Budget £000	2011/2012 Budget £000
Officers	8,791	16,731
Other Staff Costs	167	153
Employee Costs	8,958	16,884
Repairs and Maintenance	162	114
Grounds Maintenance	1	1
Energy Costs	199	199
Rent, Rates and Water	567	613
Other Premise Costs	523	521
Premise Costs	1,452	1,448
Vehicles	29	69
Car Allowance and Fares	7	8
Transport and Highways	36	77
Equipment	727	691
Printing and Stationery	86	277
Computing Costs	98	269
Communication Costs	105	328
Other Supplies and Services	570	1,685
Supplies and Services	1,586	3,250
Bailiff Fees	9	116
Third Party Payments	9	116
Housing Benefits	0	288,255
Grants and Benefits	0	288,255
Support Service Charges	746	4,086
Finance Charges	386	1,430
ICT Charges	612	930
Business Support & Policy	106	216
Other Central Charges	79	126
Internal Support Charges	8,547	8,890
SSF and Central Charges	10,476	15,678
Capital Charges	465	579
Financing Charges	465	579
TOTAL EXPENDITURE	22,982	326,287
Internal Support Charges	-8,279	-8,602
Internal Income	-7,524	-7,738
Government Grants - Benefits and Council Tax	0	-286,456
Rental Income	-65	-85
Sales, Fees and Charges	-219	-2,604
TOTAL INCOME	-16087	-305,485
TOTAL NET BUDGET	6,895	20,802

Customer Services

2011/2012 Budget Summary

	Employee Costs	Premises Costs	Transport & Supplies & Highways	Supplies & Services	Third Party Payments & Misc	Grants, Benefits & Services to Clients	SSF & Central Charges	Financing Charges	SSF & Central Income	Income	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Management											
G68 Community Management	149	0	2	2	0	0	445	6	-473	0	131
G76 Front Office Staff	4,786	0	0	0	0	0	0	0	-5,054	0	-268
G78 Receptions	70	0	0	0	0	0	0	0	0	0	70
G79 Logistics Team	1,279	117	47	870	0	0	339	103	-3,077	-53	-375
Total Management	6,284	117	49	872	0	0	784	109	-8,604	-53	-442
Libraries											
G90 Custom House	0	26	0	1	0	0	227	0	0	-2	252
G91 Beckton	0	0	0	2	0	0	674	0	0	-7	669
G92 Canning Town	0	54	0	2	0	0	430	17	0	-4	499
G93 Docklands	0	28	0	1	0	0	152	0	0	-6	175
G94 East Ham	0	39	0	3	0	0	785	27	0	-19	835
G95 Forest Gate	0	222	0	2	0	0	456	38	-65	-11	642
G96 Green Street	0	117	0	2	0	0	596	0	0	-7	708
G97 Manor Park	0	48	0	2	0	0	384	18	0	-5	447
G98 Stratford	0	211	0	5	0	0	972	92	0	-43	1,237
G99 Plaistow	0	24	0	2	0	0	566	6	0	-4	594
Total Libraries	0	769	0	22	0	0	5,242	198	-65	-108	6,058
Local Service/Contact Centres											
G81 Beckton Globe - Local Service Centre	0	21	0	2	0	0	406	0	-436	0	-7
G82 Canning Town Local Service Centre	0	84	0	14	0	0	554	9	-645	0	16
G83 Docklands Local Service Centre	0	58	0	0	0	0	71	4	-118	0	15
G84 East Ham Local Service Centre	0	29	0	10	0	0	875	0	-814	0	100
G85 Forest Gate Local Service Centre	0	23	0	4	0	0	412	9	-465	0	-17
G86 Green Street Local Service Centre	0	106	0	4	0	0	268	39	-425	0	-8
G87 Manor Park Local Service Centre	0	81	0	15	0	0	492	0	-559	0	29
G88 Stratford Local Service Centre	0	109	0	12	0	0	796	0	-933	0	-16
G89 Contact Centre	1,472	51	0	74	0	0	985	98	-2,835	0	-155
Total Local Service/Contact Centres	1,472	562	0	135	0	0	4,859	159	-7,230	0	-43

Customer Services

2011/2012 Budget Summary (cont)

	Employee Costs	Premises Costs	Transport & Highways	Supplies & Services	Third Party Payments & Misc	Grants, Benefits & Services to Clients	SSF & Central Charges	Financing Charges	SSF & Central Income	Income	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Customer Access Team											
G77 Front Office Project	614	0	0	236	0	0	0	0	0	0	850
Total Customer Access Team	614	0	0	236	0	0	0	0	0	0	850
Council Tax and Benefits											
E29 Language Shop	531	0	1	1,258	0	0	148	0	-126	-1,585	227
F01 Benefits Subsidy	0	0	0	100	0	288,255	0	0	0	-282,860	5,495
F02 CT & B Administration	7,983	0	27	627	116	0	4,645	113	0	-4,854	8,657
Total Council Tax and Benefits	8,514	0	28	1,985	116	288,255	4,793	113	-126	-289,299	14,379
TOTAL NET BUDGET	16,884	1,448	77	3,250	116	288,255	15,678	579	-16,025	-289,460	20,802

INTRODUCTION

The Environment Directorate provides a wide range of services to residents, schools and businesses. There are five service divisions;

- Housing and Public Protection - which discharges the council's strategic Housing role and a range of public protection services such as Environmental Health and Trading Standards. The service will undertake the Council's housing management responsibilities following the Council's decision in December 2010 that the council's ALMO (Newham Homes) will return as part of the Council from 1st April 2011
- Community Safety provides street scene enforcement, noise and nuisance service and co-ordinates activity with external agencies such as the Metropolitan Police on council priorities: Flytipping, littering, dog fouling, trade waste
- Cleansing, Waste and Recycling. This service undertakes waste collection and disposal, street cleansing and delivers the Passenger Transport Service.
- Highways, Transport and Parking. This service deals with roads, street lighting, on and off street parking, including the introduction and enforcement of resident Parking Zones, maintenance and improvements, also monitors the cleanliness of the borough and contract manages ground maintenance on streets, parks and estates.
- Newham Cleaning and Catering - during 2010/2011 responsibility for this service passed to Environment from Resources. The service undertakes cleaning of council premises including schools. It provides school meals to all council schools in the borough.

The directorate is responsible for helping to achieve the council's vision and this demands close and effective collaboration across the directorate, council and extends to partners eg Police.

Community Safety

The Community Safety Division works in partnership with other agencies to provide a response to crime, anti social behaviour and enviro-crime issues in the borough. This incorporates an enforcement capability, delivering support to those suffering the effects of crime and anti-social behaviour, as well as an investigative arm securing evidence and intelligence to inform ongoing crime and anti-social behaviour issues. Some of these services operate 24 hours per day, every day of the year.

The Community Safety Division contains the following teams:

- Neighbourhood Crime Reduction
- Neighbourhood Support (Noise and Initial Response, CCTV & Security, ASB Investigations)
- Public Protection Commercial
- Safer Newham Partnership Team

Neighbourhood Crime Reduction

The Neighbourhood Crime Reduction service is structured around four local neighbourhood quadrants covering the borough and one team of mobile officers. A Quadrant Manager has responsibility for each of the quadrants. There are 51 Street Scene Enforcement Officers who have responsibility for securing compliance with a wide range of legislation relating to the local environment. This includes enforcement powers to deal with: abandoned vehicles, untaxed vehicles, other nuisance vehicles (such as anti-social behaviour caused by garages and street repairs), fly tipping, litter, trade waste offences, illegal street trading (including unlicensed street traders and forecourt trading), highway obstructions, traveller incursions and fly posting. The service can also enforce against a number of highways obstructions such as unauthorised skips, advertising boards placed outside business premises, wheelie bins placed on the highway, overgrown hedges/vegetation, building works carried out on streets/roads and damage caused to the highway which represents a health and safety risk.

In addition to the above enforcement powers the Neighbourhood Crime Reduction team has Neighbourhood Crime Reduction Officers who work closely with the Police to resolve localised, neighbourhood based issues of crime and disorder through an established problem solving process. Issues receiving focus through this process are identified through intelligence as well as from direct reports received from residents and members.

Neighbourhood Support

Noise and Initial Response Team

The team provides a service 365 days a year from 10.00 am to 5.00 am Monday to Friday and 12.00 midday to 5.00 am Saturday and Sunday to respond to noise complaints received from members of the public, serving noise abatement notices and public health notices where necessary. The team also investigates waste complaints and takes the role as the responsible authority for the public nuisance element of licensing.

CCTV & Security

The CCTV Control Centre monitors over 285 closed circuit television cameras across Newham as well as coordinating out of hour's emergencies and manages the Council's security contract including the monitoring of alarms for Council owned properties. The Control Centre also provides an out-of-hours telephone contact service for Council enquiries.

ASB Investigations Team

The team undertakes detailed investigations into ongoing anti-social behaviour issues and collates the evidence required to take civil actions (such as injunctions, anti-social behaviour orders) against the perpetrators. The team also provide a service to Housing, Swan and Pinnacle (the organisations managing Council housing within the borough) giving specialist advice and undertaking possession proceedings and other actions to tackle anti-social behaviour in and around Council properties and estates.

Safer Newham Partnership Team

The Safer Newham Partnership Team is responsible for ensuring that the Council and the wider Crime & Disorder Reduction Partnership meet their statutory responsibilities to help reduce crime, anti-social behaviour, substance misuse and re-offending. This includes co-ordination of the CDRP Board, writing the Partnership's Crime and ASB reduction plan and managing the Partnership's performance against that plan. In addition to mainstream CDRP activity the team takes responsibility for formulating Newham's response to new crime related legislation and crime reduction initiatives, provides in depth intelligence analysis to help direct operational activity and manages bids for any available central government grant funding. The assessment officers are responsible for the first response to complaints of crime, environmental crime and anti social behaviour. They liaise with other services and provide an appropriate response to the complainant.

Crime & Disorder Reduction Partnership (CDRP)

The Safer Newham Partnership Team is responsible for providing key support to the Newham Crime & Disorder Reduction Partnership. The Crime and Disorder Act 1998 places a statutory responsibility on a number of named agencies for the development of a localised plan to reduce crime and disorder over a three-year period. The agencies made responsible for this by the 1998 Act are: the Council, Police, Primary Care Trust, Metropolitan Police Authority, Fire Service, Probation, Crown Prosecution Service and British Transport Police. Supported by the Council's Safer Newham Partnership Team, the CDRP aims to make Newham a safer place.

Domestic Violence Commissioning

The Safer Newham Partnership Team manages the commissioning process for some vital domestic violence services within the borough. In line with many local authorities via the Safer Newham Partnership Team Newham contributes to supporting Independent Domestic Violence Advocates (IDVA's), Multi Agency Risk Assessment Conference (MARAC), working closely with local police, other partners, third sector bodies and private sector bodies.

Community Resilience

As part of the Government's agenda to combat violent extremism, the community resilience team work with vulnerable individuals, build capacity within internal and external groups to challenge violent extremism and develop appropriate policies that are consistent with our community cohesion strategy.

Technical Support Team (TST)

The TST provide key support to operational staff, they initiate, review, and maintain systems and procedures on behalf of the Division to ensure high quality services are delivered and these are customer focused and responsive. The team also manage key legal and the administrative processes for Fixed Penalty Notices, abandoned vehicles, statutory trade waste compliance, document and record management.

STAFFING

The funded staffing levels expressed as full time equivalents are:

	Total
Neighbourhood Crime Reduction	61
Control Room & CCTV	20
Management and Technical Support	9
Safer Newham Partnership	12
ASB Investigations	12
Family Justice Centre	0
Security Services	2
Noise and Initial Response	14
Diamond Initiative	0
TOTAL	130

Community Safety

Changes in the 2011/2012 Budget

	£000	£000
2010/2011 Budget at Cash Prices		10,819
Additional Service Demand		
Adjustment to 2010/2011 Pay Award	-73	-73
Business and Efficiency Savings		
Agency Staff Star Chamber 3 Savings	-8	
Diamond Initiative / Prevent Savings	-911	
Star Chamber 4 Savings	-1,009	-1,910
Service Transfers		
Executive Director Environment PA	12	12
Other Budget Changes		
Printing Cost Reduction	-3	
Executive Support	-15	
Support Service Changes	-97	
Insurance Adjustment	9	-106
2011/2012 Budget at Cash Prices		8,724

Community Safety

Cost Centre Summary

	2010/2011 Budget £000	2011/2012 Budget £000
H80 Nuisance Vehicles	218	0
H81 Neighbourhood Crime Reduction	4,856	4,769
H83 Control Room & CCTV	991	824
H84 Management & Technical Support	0	0
H86 Safer Newham Partnership	1,764	1,074
H87 ASB Investigations	495	497
H88 Family Justice Centre	746	0
H90 Security Services	35	55
H93 Noise and Initial Response	992	1,105
H95 Diamond Initiative	322	0
H96 Crime and Disorder Reduction Partnership	400	400
H98 Corporate Recharges	0	0
TOTAL NET BUDGET	10,819	8,724

Community Safety

Subjective Analysis

	2010/2011 Budget £000	2011/2012 Budget £000
Officers	7,334	6,026
Indirect Employee Expenses	121	106
Employees	7,455	6,132
Repairs and Maintenance	98	80
Energy	3	5
Rent, Rates, Water and Insurance	60	0
Other Premise Costs	2	2
Premise Related Expenditure	163	87
Vehicles	165	282
Car Allowances	5	4
Public Transport Fares	4	4
Transport and Highways	174	290
Equipment	46	30
Clothing and Uniforms	20	20
Printing and Stationery	62	53
Computing	55	55
Communication	61	58
Other Supplies and Services	250	165
Supplies and Services	494	381
Agency and Contractor	3,608	2,605
Third Party Payments and Miscellaneous	3,608	2,605
Section 17 Payments	17	0
Grants, Benefits and Client Services	17	0

Community Safety

Subjective Analysis (cont)

	2010/2011 Budget £000	2011/2012 Budget £000
Support Service Charges	1,240	1,142
Finance Charges	296	294
ICT Charges	214	235
Other Central Charges	6	6
Internal Support Charges	3,401	3,230
SSF and Central Charges	5,157	4,907
Capital Charges	184	185
Financing Charges	184	185
TOTAL EXPENDITURE	17,252	14,587
Internal Income	-5,546	-5,255
Grants and External Income	-887	-608
TOTAL INCOME	-6,433	-5,863
TOTAL NET BUDGET	10,819	8,724

Community Safety

2011/2012 Budget Summary

	Employee Costs	Premise Costs	Transport & Highways	Supplies & Services	Third Party Payments & Misc	Grants Benefits & Services to Clients	SSF & Central Charges	Financing Charges	SSF & Central Income	Income	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
H81 Neighbourhood Crime Reduction	2,746	0	238	83	748	0	1,535	0	-452	-129	4,769
H83 Control Room & CCTV	1,084	85	0	45	216	0	362	90	-1,018	-40	824
H84 Management & Technical Support	667	0	26	144	0	0	153	95	-1,085	0	0
H86 Safer Newham Partnership	428	2	1	10	263	0	370	0	0	0	1,074
H87 ASB Investigations	527	0	1	19	18	0	355	0	0	-423	497
H90 Security Services	0	0	0	0	969	0	133	0	-1,032	-15	55
H93 Noise and Initial Response	680	0	24	14	57	0	331	0	0	-1	1,105
H96 Crime & Disorder Reduction Partnership	0	0	0	66	334	0	0	0	0	0	400
H98 Corporate Recharges	0	0	0	0	0	0	1,668	0	-1,668	0	0
TOTAL NET BUDGET	6,132	87	290	381	2,605	0	4,907	185	-5,255	-608	8,724

Housing and Public Protection

Housing Division

The Housing Division is made up of four groups. From 1 April 2011, half of the Public Protection team will move to the Community Safety division (with the remaining half retained within the Private Sector Housing team - see below)

- **Housing Partnerships and Development** - works with developers, contractors, affordable housing providers and funding agencies to secure the development of schemes that meet the housing needs of Newham and support our wider objectives of building balanced and sustainable communities. The service liaises with the Homes and Communities Agency and the Greater London Authority in respect of the Affordable Housing Programme. The service is also responsible for delivering large scale housing regeneration programmes. The team also clients the four housing management providers which will continue to deliver services after the ALMO has been re-integrated into the Council.
- **Housing Needs** - is made up of the following teams; Housing Options, Temporary Accommodation, the Lettings Agency, East London Lettings Consortium (ELLC). Newham is the lead authority for the ELLC, which runs the Choice Based Lettings scheme in East London. Homelessness prevention is an important part of the Housing Options role and this is a key priority alongside reducing the number of households in temporary accommodation. We also lead on liaison with and the clienting of Local Space, the independent Registered Social Landlord which was set up by the Council in partnership with government in 2006.
- **Private Sector Housing and Environmental Health** - this group leads on delivering the Council's Private Sector Housing Strategy and regulatory services focused on environmental health obligations. The Private Sector Housing strategy aims to tackle the historical legacy of poor housing conditions in the borough's private rented sector. The group provides advice and support to tenants and landlords, undertakes enforcement activity through legal channels and work with partners to secure investment to improve housing conditions. Maximising use of all the housing stock in Newham is important and a key area of work is bringing empty and misused properties back into use through a combination of enforcement action and incentives. Newham is also the lead borough for the East London sub-region on private sector housing matters. Several environmental service areas also have moved to this team from the former Public Protection team. These relate to a range of advice and enforcement services including pest control, pollution and animal welfare, and also involves the management of a cemetery and mortuary. The Council's Emergency Planning and resilience team are based within this area.
- **Business and Social Enterprise** - covers NEWCO, the Stratford based supported workshop/factory, which makes mainly kitchen and window products and bespoke joinery. We are currently looking to review the future of NEWCO to establish whether there is a firm business footing, in response to a more challenging business environment. The Home Improvement Agency undertakes physical adaptations to Council and private sector homes and works in partnership with others to assist vulnerable homeowners and private sector tenants who are older or on low incomes to repair, improve, maintain or adapt their homes. Combating fuel poverty and promoting energy efficiency in partnership with London Warm Zone is part of the remit of the group. We also lead on clienting the housing capital programme.

There have been some notable achievements in the last year or two. The following are a selection, highlighting the diverse activities of the service:

Housing Partnerships & Development:

- Delivered 700 affordable homes in 2009/2010
- Secured funding from the HCA in 2010/2011 to convert 79 temporary homes owned by London & Quadrant Housing Trust into permanent accommodation.
- Secured funding from the HCA in 2009/2010 amounting to 54 homes and funding for 110 homes in 2010/2011 to enable three bedroom street properties to be bought for use as social rent homes.
- Forest Gate PFI contract delivering Decent Homes. In 2009/2010, 255 homes were delivered with a further 450 delivered in 2010/2011.

Housing Needs:

- Number of household in TA fell from over 6,000 to just over 3,000.
- Homeless applications fallen dramatically from over 1,200 in 2006/2007 to 615 in 2009/2010, with acceptance rates falling from 36% to 15%
- Continued to deliver the largest homelessness prevention scheme in London using the Private rented sector.

Private Sector Housing:

- Enforcement investment on housing exceeding £13 million
- 250 empty homes brought back into use
- Record fines and costs for polluting businesses

Public Protection

- In 2010/2011 we inspected over 95% of high risk food premises and publicised their food hygiene rating on the Scores on the Doors' web-site.
- We worked with partners to clamp down on illegal underage sales of 468 test purchases in the last 12 months. We have issued 40 cautions and completed 24 prosecutions in the same period.
- We have developed networks across the 5 Olympic boroughs to agree common standards in respect of public protection issues ready for the Olympics.
- We have become a national model for enforcement in respect of joined up Enforcement particularly in respect of alcohol control.

Business & Social Enterprise:

- Invested in excess of £275m 2006-2011, improving Newham council homes to the Decent Homes standard.
- Expanded a HandyVan service to do minor repairs for the vulnerable, with over 98% satisfaction.
- Delivered over £2m worth of adaptations schemes across all housing tenures to enable disabled people to live independently in their homes
- Signed a contract with Working Links to deliver a £3m contract over 5 years as part of the Government's Work Choices scheme which will help disabled people access employment.

STAFFING

The funded staffing levels expressed as full time equivalents are:

	Total
Business & Social Enterprise	
Home Improvement Agency	28.4
Sub Regional Projects	2.0
Sub Total	30.4
Housing Development and Partnerships	
Partnerships	7.7
Sub Total	7.7
Housing Needs	
Housing Needs Strategic	4.5
Temporary Accommodation	21.0
Housing Options Centre	49.8
Lettings Agency Team	4.7
Sub Total	80.0

STAFFING (cont)

	Total
NEWCO	
Kitchen Production	24.1
Windows Production	20.0
Factory Administration	2.2
Logistics	12.0
Contracts	5.0
Procurement	4.0
NEWCO Admin	6.0
Sales & Marketing	10.8
Newham Employment & Training	9.6
Sub Total	93.7
Private Sector Housing	
Property Markets and Technical Support	12.0
Health and Housing	11.0
Houses in Multiple Occupation	12.0
Private Sector Housing	1.0
Sub Total	36.0
Public Protection	
Drainage	4.0
Mortuary	2.0
Cemetery	4.0
Animal Welfare Services	4.3
Pest Control	18.0
Licensing	9.0
Food Safety	12.7
Health and Safety	6.0
Pollution	11.0
Asbestos	4.0
Public Protection Admin	4.0
Trading Standards	10.0
Healthworks	3.4
Emergency Planning	4.0
Sub Total	96.4
Strategy & Performance	
Head of Service - Housing and Public Protection	2.0
Housing Client Services	3.3
Sub Total	5.3
TOTAL	349.5

Housing & Public Protection

Changes in the 2011/2012 Budget

	£000	£000
2010/2011 Budget at Cash Prices	15,493	15,493
Additional Service Demands		
Adjustment to 2010/2011 Pay Award	-112	
Removal of One-off Funding	-75	
Procurement Review	-42	
SMB Reduction	-16	
Executive Director Environment PA	-24	
Housing Allowance Impact - Income/Rent Adjustment	3,314	
Grants Allocation	-722	2,323
Budget and Efficiency Savings		
Agency Staff Star Chamber 3	-32	
Insurance Savings Star Chamber 4	-4	
Star Chamber 4	-806	-842
Other Changes		
Front Office Charges	-48	
Printing Cost Reduction	-6	
Support Service Charges Amendments	255	
Accommodation Charges	95	
Human Resources Charges	29	325
Pay and Price Increases		0
2011/2012 Budget at Cash Prices		17,299

Housing & Public Protection

Cost Centre Summary

	2010/2011 Budget £000	2011/2012 Budget £000
U01 NEWCO Procurement & Materials	576	-583
U02 NEWCO General Management	634	0
U03 NEWCO Kitchens	-1,154	-407
U04 NEWCO Windows	-64	-1,063
U05 NEWCO Employment & Training	-186	0
U06 NEWCO Sales & Marketing	366	0
U07 NEWCO Contracts	-177	0
U08 NEWCO Factory Admin	0	164
U09 NEWCO Logistics	0	466
U10 NEWCO Contracts	0	172
U11 NEWCO Procurement	0	146
U12 NEWCO Admin & Finance	0	511
U13 NEWCO Overheads	0	303
U14 NEWCO Sales & Marketing	0	325
U17 NEWCO Employment & Training	0	-40
U21 Senior Managers	187	219
U22 Support Services Overheads	584	375
U23 Human Resources	231	232
U25 HPP Training	122	122
U28 Newham Warm Zone	61	61
U34 Temporary Accommodation	2,349	1,723
U35 Private Sector Leasing	3,323	471
U36 Local Space	-4,596	2,217
U37 HILS	-131	-146
U38 Housing Needs Strategic	-57	206
U41 Home Improvement Agency	506	472
U47 NEWCO Non-Trading Account	116	116
U51 East London Renewal Partnerships	7	0
U60 Bed & Breakfast	394	-239
U61 Housing Options Centre	4,015	4,340
U63 Homeless Initiatives	264	-458
U65 Drainage	200	202
U66 Mortuary	130	132
U67 Cemeteries	137	141
U68 Animal Warden	241	246
U69 Coroners Service	205	205
U71 Pest Control	409	396
U73 Property Markets & Technical Support	429	470
U74 Health & Housing	590	616
U75 Houses in Multiple Occupation	515	552
U82 Housing Development & Partnerships	532	544
U85 Housing Client Services	161	90
U87 Licensing	330	336
U88 Food Safety	663	646
U89 Health & Safety	302	287
U91 Pollution Team	599	584
U92 Private Sector Housing	260	285
U93 Asbestos	380	211
U94 Environmental Health	997	1,024
U95 GLA Grant Funding for Olympics	0	-150
U96 Trading Standards & Consumer Protection	632	362
U97 Healthworks	3	0
U98 Emergency Planning	407	415
TOTAL NET BUDGET	15,493	17,299

Housing & Public Protection

Subjective Analysis

	2010/2011 Budget £000	2011/2012 Budget £000
Officers	11,295	10,285
Other Officers	1,481	1,357
Manual Workers	999	1,665
Operational Workers	175	208
Indirect Employee Expenses	421	419
Other Staff Costs - Agency	75	87
Employees	14,446	14,021
Structural Works & Repairs	261	396
Decorations	830	229
Plumbing & Electrical	73	26
Other R & M Works	74	17
Grounds Maintenance	16	16
Energy Costs	111	97
Fixtures & Fittings	210	20
Rent, Rates Water & Insurance	44,498	35,593
Cleaning & Domestic Suppliers	61	51
Other Premise Costs	93	93
Premise Related Expenditure	46,227	36,538
Hire of Transport	187	200
Moveable Plant and Running Costs	108	11
Car Allowances	67	69
Public Transport Fares	10	12
Transport	372	292
Equipment Purchase & Repair	164	312
Consumable Materials	3,001	6,878
Clothing, Uniforms & Laundry	9	10
Printing, Stationery, Office Expenses	112	130
Computing Costs	93	81
Communication Costs	81	80
Catering Services Contractor	8	8
Other Supplies & Services	384	310
Expenses & Allowances	80	91
Subscriptions, Contributions & Miscellaneous	75	82
Supplies and Services	4,007	7,982
Third Party Payments - Outside Agencies	277	277
Third Party Payments - Contractors	4,050	3,255
Third Party Payments - Voluntary Organisations	1	1
Third Party Payments - Joint Authorities	64	64
Services Provided by Other LBN Service Areas	632	2
Provisions - Revenue Contribution	1,375	1,565
Third Party Payments and Miscellaneous	6,399	5,164
Other Grants	218	266
Housing Clients	355	355
Grants and Housing Clients	573	621

Housing & Public Protection

Subjective Analysis (cont)

	2010/2011 Budget £000	2011/2012 Budget £000
Support Service Charges - Legal & Governance	1,289	1,492
Support Service Charges - Human Resources Related	745	928
Support Service Charges Exchequer & Finance	815	972
Support Services - Computer Services Charges	590	543
Support Service Charges - Business Support and Strategic Policy and Performance	489	297
Other Central Charges - External Audit and Trade Union	19	19
Land and Property Service Charges	35	35
Other Services Charges	46	47
H & PP Internal Charges	568	485
SSF and Central Charges	4,596	4,818
Capital Charges	122	80
Financing Charges	122	80
TOTAL EXPENDITURE	76,742	69,516
Supporting People Income	-51	-51
Charges to Capital, Agency and Funds	-114	0
Internal Recharges	-874	-835
Homelessness Grants Programme	-703	-1,277
Supporting People Grant	-217	-266
Reimbursement & Contributions	0	-190
Charges to Other Service Areas	-321	-321
Rental Income	-50,640	-37,363
NEWCO and Pest Control Services Income	-7,515	-10,812
Licensing Income	-369	-409
Sales, Fees & Charges	-3	-3
Miscellaneous Income	-442	-690
TOTAL INCOME	-61,249	-52,217
TOTAL NET BUDGET	15,493	17,299

Housing & Public Protection

2011/2012 Budget Summary

	Employee Costs	Premise Costs	Transport & Highways	Supplies & Services	Third Party Payments & Misc	Grants Benefits & Services to Clients	SSF & Central Charges	Financing Charges	SSF & Central Income	Income	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
U01 NEWCO Procurement & Materials	0	1	0	2,599	0	0	0	0	0	-3,183	-583
U02 NEWCO General Management	0	0	0	0	0	0	0	0	0	0	0
U03 NEWCO Kitchens	460	0	0	1,177	0	0	0	0	0	-2,044	-407
U04 NEWCO Windows	1,129	0	0	3,106	0	0	0	0	0	-5,298	-1,063
U05 NEWCO Employment & Training	0	0	0	0	0	0	0	0	0	0	0
U06 NEWCO Sales & Marketing	0	0	0	0	0	0	0	0	0	0	0
U07 NEWCO Contracts	0	0	0	0	0	0	0	0	0	0	0
U08 NEWCO Factory Admin	162	1	0	1	0	0	0	0	0	0	164
U09 NEWCO Logistics	365	0	101	0	0	0	0	0	0	0	466
U10 NEWCO Contracts	168	0	3	1	0	0	0	0	0	0	172
U11 NEWCO Procurement	146	0	0	0	0	0	0	0	0	0	146
U12 NEWCO Admin & Finance	246	0	2	0	263	0	0	0	0	0	511
U13 NEWCO Overheads	0	110	0	101	0	0	92	0	0	0	303
U14 NEWCO Sales & Marketing	299	0	3	23	0	0	0	0	0	0	325
U17 NEWCO Employment & Training	525	6	1	130	0	0	0	0	0	-702	-40
U21 Senior Managers	338	2	1	35	0	0	80	0	-237	0	219
U22 Support Services Overheads	0	0	0	0	13	0	318	44	0	0	375
U23 Human Resources	232	0	0	0	0	0	0	0	0	0	232
U25 HPP Training	78	0	0	3	37	0	4	0	0	0	122
U28 Newham Warm Zone	0	0	0	15	45	0	1	0	0	0	61
U34 Temporary Accommodation	842	69	4	97	37	0	674	0	0	0	1,723
U35 Private Sector Leasing	0	8,902	0	0	522	0	1	0	0	-8,954	471
U36 Local Space	0	18,613	0	67	2,596	0	63	0	0	-19,122	2,217
U37 HILS	0	1,285	0	0	0	0	0	0	0	-1,431	-146
U38 Housing Needs Strategic	245	0	0	0	0	0	26	0	-65	0	206
U41 Home Improvement Agency	683	3	3	17	0	0	357	0	-437	-154	472
U47 NEWCO Non-Trading Account	4	0	0	38	72	0	2	0	0	0	116
U51 East London Renewal Partnerships	0	0	0	0	0	0	0	0	0	0	0
U60 Bed & Breakfast	0	7,262	0	0	426	0	0	0	0	-7,927	-239

Housing & Public Protection
2011/2012 Budget Summary (cont)

	Employee Costs	Premise Costs	Transport & Highways	Supplies & Services	Third Party Payments & Misc	Grants Benefits & Services to Clients	SSF & Central Charges	Financing Charges	SSF & Central Income	Income	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
U61 Housing Options Centre	2,617	195	6	101	76	621	1,043	5	-22	-302	4,340
U63 Homeless Initiatives	0	0	0	0	669	0	0	0	0	-1,127	-458
U65 Drainage	152	0	8	0	6	0	40	0	0	-4	202
U66 Mortuary	85	16	0	9	0	0	31	25	0	-34	132
U67 Cemeteries	151	59	0	33	0	0	62	3	-87	-80	141
U68 Animal Warden	152	10	12	12	0	0	78	0	0	-18	246
U69 Coroners Service	0	0	0	0	205	0	0	0	0	0	205
U71 Pest Control	561	0	57	62	0	0	226	0	0	-510	396
U73 Property Markets & Technical Support	362	0	6	0	0	0	104	0	0	-2	470
U74 Health & Housing	509	0	8	2	0	0	97	0	0	0	616
U75 Houses in Multiple Occupation	460	0	5	2	1	0	105	0	0	-21	552
U82 Housing Development & Partnerships	392	1	1	33	1	0	116	0	0	0	544
U85 Housing Client Services	61	0	0	0	0	0	29	0	0	0	90
U87 Licensing	465	0	5	8	0	0	78	0	0	-220	336
U88 Food Safety	504	0	9	4	23	0	115	0	0	-9	646
U89 Health & Safety	253	0	5	1	0	0	53	0	0	-25	287
U91 Pollution Team	424	0	3	24	73	0	99	0	-39	0	584
U92 Private Sector Housing	107	0	0	18	0	0	156	4	0	0	285
U93 Asbestos	138	0	9	10	2	0	52	0	0	0	211
U94 Environmental Health	218	0	9	202	64	0	531	0	0	0	1,024
U95 GLA Grant Funding for Olympics	16	1	0	0	0	0	0	0	0	-165	-148
U96 Trading Standards & Consumer Protection	211	1	12	14	0	0	124	0	0	0	362
U97 Healthworks	0	0	0	0	0	0	0	0	0	0	0
U98 Emergency Planning	262	1	19	38	33	0	62	0	0	0	415
TOTAL NET BUDGET	14,022	36,538	292	7,982	5,164	621	4,818	80	-886	-51,332	17,299

Housing Revenue Account

Housing Management

From 1st April 2011 the housing management function is split between the Council and four housing management provider organisations: two Tenant Management Organisations (CTR Triangle and Carpenters Estate TMOs); and the Canning Town and Forest Gate PFI contracts. The stock as at 1 April is:

	Rented	Leased	Total
Canning Town PFI	999	232	1,231
Forest Gate PFI	898	437	1,335
Carpenters TMO	542		542
CTR Triangle TMO	204		204
Council	15,599	5,741	21,340
	18,242	6,410	24,652

In 2011/2012 the Councils retained housing function and Newham Homes will combine to form one housing function within the Environment Directorate.

The Audit Commission awarded Newham Homes two stars in their housing management inspection in November 2006. As a result, £240m worth of funding was secured up until 2012 to cover the cost of meeting the Decent Homes Standard (DHS) in Council housing. A further inspection took place in February 2010 and Newham Homes was awarded two stars with excellent prospects for improvement. Following the Comprehensive spending review the Council had to bid for backlog funding and £5M was awarded for 2011/2012 and £7m for 2012/2013.

The Canning Town PFI contract achieved the Decent Homes standard 3 years ago for Council housing in the Canning Town area. The Forest Gate PFI commenced in February 2009 and will achieve 100% decency there by 2012.

Housing function

Key targets in 2011/2012 will be:

- Preparing for Self financing of the HRA
- Ensuring the customers receive a seamless transition of services from Newham Homes to the Council
- Review of the housing service to remove duplication and achieve further efficiencies through the combining of the functions.
- Delivering major works and stock investment by use of capital programme resources and Decent Homes backlog funding

The HRA also finances three functions that complement the housing management of the Council's stock. These are:-

- Estate Regeneration that deliver large scale housing regeneration projects
- Housing Needs which includes the allocation of Council accommodation including the Choice Based Lettings scheme
- Clienting of the four housing management organisations set out above to ensure contract compliance, service delivery and value for money.

Other functions of H&PP are paid for through the General Fund

Recent Achievements in summary

- Invested £318m between 2006-2011 in improving Newham's council homes to the Decent Homes standard
- Canning Town PFI completed Decent Homes over 3 years ago and Forest Gate PFI is running to target and will complete its refurbishment contract in 2011/2012.
- Non decent stock percentage 19% as at March 2011

Overall Tenant satisfaction increased in the following areas

- Rent as value for money: up by 8%
- Satisfaction with caretaking service overall: up by 18%
- Satisfaction with overall quality of home: up by 6%
- Satisfaction with neighbourhood as a place to live in: up by 9%

STAFFING

The funded staffing levels expressed as full time equivalents are:

	Total
Business and Social Enterprise	
Business and Social Enterprise	7.0
Subtotal	7.0
Housing Development and Partnerships	
PFI Client	6.2
Canning Town Wider regeneration	4.0
Estate Regeneration	4.0
Subtotal	14.2
Housing Needs	
Lettings Agency	20.8
Choice Based Lettings	5.0
Subtotal	25.8
Strategy and Performance	
Support and Central Services	0.3
Policy & Performance	4.6
Subtotal	4.9
Community Housing	
Rents Services	2.0
Housing Management	495.3
Subtotal	497.3
Repairs and Maintenance	
RMS Trading Account	228.4
Subtotal	228.4
TOTAL	777.6

Housing Revenue Account

Changes in the 2011/2012 Budget

	£000	£000
2010/2011 Budget at Cash Prices		82
Committed Growth		
Regeneration Voids NNDR and Security	287	
Service Restructure	500	
Newham Network Income Reduction	139	
Review of Leaseholder Charges	34	
Repairs and Maintenance	950	
Contract Inflation	116	2,026
Budget and Efficiency Savings		
Rental Income Dwellings including Service Charges	-4,012	
Rental Income Garages	-44	
Newham Homes Management Fee Savings	-200	-4,256
Changes in Funding Arrangements		
PFI Subsidy and Bad Debt Provisions	1,125	
Interest Charges	1,992	
Debit Debt Management Expenses	23	
Housing Subsidy	-992	2,148
Pay and Prices Increases		0
2011/2012 Budget at Cash Prices		0

Housing Revenue Account

Cost Centre Summary

	2010/2011 Budget £000	2011/2012 Budget £000
J00 HRA Operations & Appropriations	57,602	60,742
J15 Essex Outboroughs	-1,700	-1,860
J17 Housing Offices	168	167
J22 HRA Support & central services	2,952	3,461
J23 HRA Human Resources	564	556
J24 HRA Information Technology	473	465
J25 HRA Training	74	54
J26 Home Ownership	20	20
J27 Leaseholder Services	-3,698	-4,219
J29 PFI Client	511	1,011
J30 Canning Town Wider Regeneration - Decant Team	502	711
J31 Canning Town PFI Payments	3,177	3,177
J32 Forest Gate PFI Payments	3,184	3,184
J41 Newham Network	-703	-563
J46 Commercial Rents	-1,948	-1,948
J48 Community Centres	247	247
J50 HRA Subsidy	-30,578	-31,569
J56 Mechanical & Electrical Repairs	4,264	4,078
J57 Voids	515	842

Housing Revenue Account

Cost Centre Summary (cont)

	2010/2011 Budget £000	2011/2012 Budget £000
J58 Disrepair	59	86
J59 Other Repairs	714	71
J72 Leaseback/Shortlife/Ledger Transfer	-152	-67
J73 General Rent Income	-61,987	-65,769
J75 Canning Town PFI	-4,552	-4,850
J76 Forest Gate PFI	-4,407	-4,737
J77 CTR Triangle TMO Management Fee	-432	-495
J78 Carpenters TMO Management Fee	-625	-123
J79 Housing Management (Formerly Newham Homes Management Fee)	24,522	24,322
J80 Business & Social Enterprise	671	671
J81 Lettings Agency	1,653	1,994
J83 Choice Based Lettings	0	0
J84 Estates Regeneration	260	260
J88 Community Housing	2,288	2,339
J89 Tenant Involvement	205	199
J91 Responsive Repairs	6,530	7,955
J92 Rents Services	-99	-220
J93 Sheltered Housing	-192	-192
TOTAL NET BUDGET	82	0

Housing Revenue Account

Subjective Analysis

	2010/2011 Budget £000	2011/2012 Budget £000
Officers	2,497	2,499
Senior Officers	320	319
Non Office Staff	1	1
Indirect Employee Expenses	383	383
Employees	3,201	3,202
Structural Works & Repairs	3,727	5,499
Decorations	1,230	1,487
Plumbing & Electrical	6,250	5,901
Other R & M Works	1,603	1,539
Grounds Maintenance	110	160
Energy Costs	1,377	1,376
Rent, Rates Water & Insurance	1,113	1,208
Cleaning & Domestic Suppliers	75	75
Other Premise Costs	416	415
Premise Related Expenditure	15,901	17,660
Hire of Transport	1	1
Car Allowances	6	6
Public Transport Fares	4	4
Transport	11	11

Housing Revenue Account

Subjective Analysis (cont)

	2010/2011 Budget £000	2011/2012 Budget £000
Equipment Purchase & Repair	58	62
Consumable Materials	14	14
Printing, Stationery, Office Expenses	424	425
Computing Costs	245	245
Communication Costs	143	149
Other Supplies & Services	1,155	1,158
Expenses & Allowances	8	8
Subscriptions, & Contributions	49	225
Supplies and Services	2,096	2,286
Third Party Payments - Contractors	37,887	37,634
Third Party Payments - Voluntary Bodies	0	500
Services Provided by Other LBN Service Areas	5	0
Provisions	724	1,870
Third Party Payments and Miscellaneous	38,616	40,004
Grants to Newham Tenants and Residents Federation	185	180
Grants to Tenants Associations	172	182
Grants and Housing Clients	357	362
Support Service Charges	3,730	3,804
Internal Recharges	446	446
SSF and Central Charges	4,176	4,250
Capital Charges	32,646	32,646
Item 8 Debit	24,673	26,735
Financing Charges	57,319	59,381
TOTAL EXPENDITURE	121,677	127,156
Interest on HRA Balances	-277	-324
Supporting People Income	-669	-610
Charges to Capital, Agency & Funds	-230	-230
Income from Other Services	-19	-19
Internal Recharges	-285	-312
Government Grants	-35,936	-36,924
Reimbursements & Contributions	-4	-54
Rental Income	-76,097	-80,153
Sales, Fees & Charges	-6,971	-7,411
Miscellaneous Income	-1,107	-1,119
TOTAL INCOME	-121,595	-127,156
TOTAL NET BUDGET	82	0

Housing Revenue Account

2011/2012 Budget Summary

	Employee Costs	Premise Costs	Transport & Highways	Supplies & Services	Third Party Payments & Misc	Grants Benefits & Services to Clients	SSF & Central Charges	Financing Charges	SSF & Central Income	Income	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
J00 HRA Operations & Appropriations	0	0	0	0	1,685	0	0	59,381	-324	0	60,742
J150sex Outboroughs	0	0	0	0	0	0	0	0	0	-1,860	-1,860
J17 Housing Offices	0	167	0	0	0	0	0	0	0	0	167
J22 HRA Support & Central Services	14	560	0	238	56	0	2,759	0	-128	-38	3,461
J23 HRA Human Resources	389	0	0	0	150	0	17	0	0	0	556
J24 HRA Information Technology	245	0	0	106	0	0	241	0	-128	0	465
J25 HRA Training	5	0	0	0	9	0	40	0	0	0	54
J26 Home Ownership	0	0	0	0	0	0	0	0	20	0	20
J27 Leaseholder Services	0	0	0	935	0	0	0	0	0	-5,154	-4,219
J29 PFI Client	336	2	0	107	500	5	61	0	0	0	1,011
J30 Canning Town Regeneration - Decant Team	220	417	0	65	0	0	8	0	0	0	711
J31 Canning Town PFI Payments	0	47	0	0	5,566	0	0	0	-45	-2,391	3,177
J32 Forest Gate PFI Payments	0	2	0	0	6,146	0	0	0	0	-2,964	3,184
J41 Newham Network	0	0	0	0	0	0	0	0	-282	-282	-563
J46 Commercial Rents	0	65	0	0	6	0	195	0	0	-2,214	-1,948
J48 Community Centres	0	247	0	0	0	0	0	0	0	0	247
J50 HRA Subsidy	0	0	0	0	0	0	0	0	0	-31,569	-31,569
J56 Mechanical & Electrical Repairs	0	4,078	0	0	0	0	0	0	0	0	4,078
J57 Voids	0	842	0	0	0	0	0	0	0	0	842
J58 Disrepair	0	6	0	17	35	0	28	0	0	0	86
J59 Cost Centre Description	0	71	0	0	0	0	0	0	0	0	71
J72 Leaseback Properties	0	0	0	0	0	0	0	0	0	-67	-67
J73 General Rent Income	0	0	0	0	0	0	0	0	0	-65,769	-65,769
J75 Canning Town PFI	0	0	0	0	0	0	0	0	0	-4,850	-4,850
J76 Forest Gate PFI	0	0	0	0	0	0	0	0	0	-4,737	-4,737
J77 CTR Triangle TMO Management Fee	0	0	0	12	380	0	9	0	0	-895	-495
J78 Carpenters TMO Management Fee	0	0	0	0	847	0	0	0	0	-970	-123
J79 Newham Homes - ALMO Management Fee	0	0	0	0	24,322	0	0	0	0	0	24,322

Housing Revenue Account
2011/2012 Budget Summary (cont)

	Employee Costs	Premise Costs	Transport & Highways	Supplies & Services	Third Party Payments & Misc	Grants Benefits & Services to Clients	SSF & Central Charges	Financing Charges	SSF & Central Income	Income	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
J80 Business & Social Enterprise	417	1	1	16	0	0	313	0	-76	0	671
J81 Lettings Agency	897	190	5	47	223	147	493	0	0	-8	1,994
J83 Choice Based Lettings	248		3	640	3	0	63	0	0	-956	0
J84 Estate Regeneration	355	125	1	7	0	0	23	0	-250	0	260
J88 Community Housing	0	2,255	0	14	54	30	0	0	0	-14	2,339
J89 Tenant Involvement	0	20	0	0	0	180	0	0	0	0	199
J91 Responsive Repairs	0	8,015	0	0	0	0	0	0	0	-60	7,955
J92 Rents Services	77	478	0	27	7	0	0	0	0	-808	-220
J93 Sheltered Housing	0	73	0	57	16	0	0	0	-283	-56	-192
TOTAL NET BUDGET	3,202	17,660	11	2,286	40,004	362	4,250	59,381	-1,495	-125,661	0

Cleansing, Waste and Recycling

The Cleansing, Waste and Recycling Division incorporate activities which have an impact on the way streets and other public areas are looked after such as:

- Keeping streets clean
- Refuse collection and recycling (including the management of recycling bring sites)
- Waste management
- Maintaining public toilets (excluding parks)
- Vehicle management and maintenance for all council vehicles
- Passenger Transport Service for vulnerable clients to and from schools, colleges and day centres throughout the borough.

The main focus of the Cleansing, Waste and Recycling Division is to continue to improve delivery on key service and corporate performance targets within agreed budgets.

The most recent Liveability Survey indicates encouraging improvements in residents' perceptions on cleansing and waste. Despite this improvement, environment themes continue to be of high concern and the service must continue to focus on improving universal services for residents.

Moreover, as the worlds' attention is drawn to Newham with the coming of the 2012 Olympic and Paralympic Games, it is more important than ever that the service has a reputation for high standards of street cleanliness, as it builds neighbourhood pride, encourages visitors to return and helps to retain and attract residents and businesses. A clean environment also makes a place feel prosperous, healthy and safe and helps reduce the fear of crime if not crime itself.

Over the past year the Division has been working hard to improve standards and deliver the services residents and businesses deserve and say are important to them. Significant improvements in productivity have been made in our cleansing and waste services through a new flatter management structure, modernisation of terms and conditions, investment in technology and a sharper focus on performance management.

Underpinning this work the Division has implemented or is in the process of implementing a number of key projects including the following.

Separate collection of domestic refuse and recycling started formally in January. New recycling bins were rolled out to every household across the borough and doorstep advice on recycling given to residents. The service also removed the additional bins residents have accrued over time as part of our waste reduction policy. Last year residents were recycling around 18% of household waste compared to 15% the year before. As a result of these changes recycling has already improved and will enable us to achieve the 27% recycling target for 2011/2012.

The service has increased the number of hours spent on cleaning our streets, our busiest streets are now swept much more often and we are now delivering a 24/7 cleansing service in our busiest areas. As a result our streets are the cleanest they have been for four years. A new cleansing methodology, to be launched in August 2011, will build upon this success. The implementation of the revised methodology will ensure a robust and consistent approach to street cleansing activity across the borough, address previous overspend, increase performance and ensure quality standards are achieved consistently and sustainably. It will also remove the financial risks (circa £1m per annum) associated with the continued reliance on agency labour whilst providing circa 80 full time posts for the residents of Newham.

The service also continue to roll-out and enforce timed waste collections across the borough. We currently have 99% compliance of Trade Waste agreements across all businesses. In 2011/2012 we intend to focus on increasing market share on trade waste.

The service has introduced a more proactive approach to responding to graffiti on shop shutters, surveying when shops are shut and then offering a free removal service.

However, it is recognised that the service cannot do this alone. Whilst providing effective environmental services such as waste collection, recycling and cleaning, it's important that residents and businesses use the services that are available and take individual and collective responsibility to ensure that Newham is cleaner and greener. Working together with local people and businesses is essential to achieving the Council's Vision and fulfilling our commitments to local residents. The service needs to engage the co-operation and support of residents and businesses in raising the quality of the environment.

The vast majority of residents are already doing their bit. However, there are a small minority who have disregard for other people and their environment. Working with our colleagues in the Council's Community Safety Division, the service aims to change the behaviour of the small minority of people, whose actions damage our environment by dumping rubbish, dropping litter, dog fouling, graffiti, flyposting and more. To enforce responsible behaviour the council will carry out an incremental stepped programme to inform, educate, encourage, engage and if necessary take enforcement action.

STAFFING

The funded staffing levels expressed as full time equivalents are:

	Total
Direct Services	
Street Cleansing	269
Refuse & Recycling	159
Total Direct Services	428
Trading & Support Services	175
TOTAL	603

Cleansing, Waste & Recycling Changes in the 2011/2012 Budget

	£000	£000
2010/2011 Budget at Cash Prices		33,267
Additional Service Demands		
Adjustment to 2010/2011 Pay Award	-181	
Removal of One-off growth	-190	
ELWA Levy increase	1756	1385
Business & Efficiency Savings		
Agency Staff Star Chamber 3 Savings	-48	
Star Chamber 4 Savings	-513	
Star Chamber 4 Property Review	-20	-581
Other Changes		
Front Office Charges	125	
NNDR Charges adjustment	-15	
Procurement Review	-68	
Support Service Charges Amendments	-17	
HR Charges	34	
Other Charges	1	
PT transfer	68	
Passenger Transport Fuel Price adjustment	-38	90
Pay and Price Increases		161
2011/2012 Budget at Cash Prices		34,322

Cleansing, Waste and Recycling Service

Cost Centre Summary

	2010/2011 Budget £000	2011/2012 Budget £000
DIRECT SERVICES		
X20 Conveniences	202	163
X24 Street Cleansing	11,825	11,670
X40 Refuse Collection	6,440	7,635
X41 Trade Refuse Account	733	199
X42 Recycling	1,379	553
X43 Refuse Disposal	12,242	13,998
Total before Trading & Support Services	32,821	34,218
Net Balance on Trading & Support Services	446	104
TOTAL NET BUDGET	33,267	34,322

Cleansing, Waste and Recycling Service

Subjective Analysis

	2010/2011 Budget £000	2011/2012 Budget £000
Officers	2,439	1,765
Operational Staff	10,163	11,470
Other Staff Costs	155	105
Employees	12,757	13,340
Repairs & Maintenance	19	13
Energy Costs	7	5
Rent, Rates Water & Insurance	62	72
Other Premise Costs	11	15
Premise Related Expenditure	99	105
Vehicles	3,790	3,990
Car Allowances & Fares	9	1
Highways Maintenance	34	55
Transport & Highways	3,833	4,046
Equipment	799	555
Printing, Stationery, etc	9	13
Computing Costs	1	1
Communication Costs	32	22
Other Supplies & Services	114	41
Supplies & Services	955	632
Refuse Disposal & Other Levies	13,266	14,892
Other Agency & Contractor	255	175
Third Party Payments & Levies	13,521	15,067
Support Service Charges	2,612	2,698
Internal Support Charges	1,777	1,806
SSF & Central Charges	4,389	4,504

Cleansing, Waste and Recycling Service Subjective Analysis (cont)

	2010/2011 Budget £000	2011/2012 Budget £000
Capital Charges	97	97
Financing Charges	97	97
TOTAL EXPENDITURE	35,651	37,791
Internal Income	-1,703	-2,000
Rental Income	-49	-24
Sales, Fees & Charges	-1,078	-1,549
TOTAL INCOME	-2,830	-3,573
Total before Trading & Support Services	32,821	34,218
Net Balance on Trading & Support Services	446	104
TOTAL NET BUDGET	33,267	34,322

Cleansing, Waste and Recycling Service

2011/2012 Budget Summary

	Employee Costs	Premise Costs	Transport & Highways	Supplies & Services	Third Party Payments & Misc	Grants Benefits & Services to Clients	SSF & Central Charges	Financing Charges	SSF & Central Income	Income	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
X20 Conveniences	0	34	0	0	111	0	7	18	0	-7	163
X24 Street Cleansing	8,317	71	1,698	220	58	0	1,730	30	0	-454	11,670
X40 Refuse Collection	4,638	0	2,334	152	0	0	1,775	0	-739	-525	7,635
X41 Trade Refuse Account	247	0	13	108	894	0	737	0	0	-1,800	199
X42 Recycling	138	0	1	152	6	0	255	49	0	-48	553
X43 Refuse Disposal	0	0	0	0	13,998	0	0	0	0		13,998
Grand Total	13,340	105	4,046	632	15,067	0	4,504	97	-739	-2,834	34,218
Net Balance on Trading & Support Services											104
TOTAL NET BUDGET											34,322

Highways, Transport and Parking

The key objective of Highways, Transport and Parking Division is to make sure that every aspect of residents' environment contributes to the Council's vision of making Newham a great place to live, work and stay - now and for the future.

In addition, the quality of the public realm is also important if we are to provide an exciting environment, fit for purpose and maximise on the benefits to be gained from the 2012 Olympic and Paralympic Games and the regeneration of major areas of the borough.

What We Do

The Division deals with activities relating to streets, controlling traffic and parking in the borough such as:

- Maintaining roads, pavements and bridges
- Public lighting
- Traffic management, road safety and school crossing patrols
- Car parks and on-street parking controls and enforcement
- Looking after green spaces and trees
- Winter maintenance
- Major Infrastructure Projects

The Division has responsibility for the provision and maintenance of 22 parks, 45 open green spaces and 17,000 street trees. It maintains 375km of roads and pavements and around 19,000 public lights. It manages 9 off-street car parks and 12,000 on-street managed parking spaces. There are over 100 bridges and other highway structures in Newham to monitor and keep safe along with the supervision of over 9,000 sets of road works carried out by utility companies each year.

What We Have Done

As a service we have been working to improve our standards and deliver the services residents and businesses want and deserve.

Listening to our Customers

Following consultation with local residents, Newham's Highways, Transport and Parking team have undertaken approximately 72 new transportation improvements incorporating landscaping, congestion reduction and innovation schemes. Recent surveys show a high level of public satisfaction (92%) overall, with Newham residents enjoying the benefits of significant transportation and infrastructure improvements including one of the Mayor of London's 100 great spaces.

We have 314 Streetwatchers' - the Council's eyes and ears, to let us know as soon as they see any problems out in the streets.

Environmental Improvements

A13 - Canning Town

Major transportation and infrastructure improvements commenced in 2009 to facilitate a major redevelopment site and regeneration within Canning Town. The traffic and infrastructure improvements are valued at £24m and include the closure of the two A13 slip roads, removal of roundabout and creation of high quality public realm linking Canning Town Station, Rathbone Market and the redevelopment sites. A funding package was negotiated with London Thames Gateway Development Corporation, the CLG and HCA. A major contract was procured and community engagement remains a cornerstone to this project. The scheme is scheduled for completion by 2011/2012 and will not only improve safety in this traffic thoroughfare but will allow for better pedestrian and cyclist access between Canning Town station and Barking Road, and the creation of a significant new area of public realm that will be one of the Mayor of London's 100 great spaces.

Resident Parking Zone Programme

Commuter parking has historically been a major problem in Newham. This has been to the detriment of local communities and local businesses due to available road space being monopolised. Further parked vehicles and traffic volumes have created road safety hazards, and commuter parking has also prevented local residents and traders accessing essential local services. To address these issues, the Council has introduced 8 new Resident Parking Zones (RPZ) covering approximately an additional 30% of the Borough. Total scheme cost was £1.4m. Consultation with local residents has been extensive and led by local Councillors supported by Highways, Transport and Parking Officers. As a result of these initiatives local roads have been reclaimed for residents and local businesses, giving them priority parking. There has also been a reduction in accidents, auto crime, congestion, pollution and improved local neighbourhood street scene and improved emergency service and refuse collection accessibility. The programme ran from 2008 until 2010 and a further £2m programme is anticipated from 2011 onwards.

Working in partnership with our contractors and partners a multi disciplinary team of planners, traffic, highway project management and construction experts were brought together to ensure a holistic approach to project delivery on all of the above schemes. This included referral to Councillor Steering Groups to ensure local resident priorities were fully addressed. Also of paramount importance was reducing worklessness within the Borough by requiring our contractors to offer apprenticeships and to consider applications from local residents

As part of these programmes a major communication initiative was launched using all the Council's communication channels.

Parking

Provided a free first Parking Permit for every household in a RPZ area

Keeping people safe on our roads

The number of fatalities on the road remains ahead of the Government target.

Greening the Borough

We have planted 747 new trees, 578 hanging baskets and over 300,000 bulbs in the borough.

Inclusivity

Formalised parking bays for disabled people that can be legally enforced. The Division has continued to prioritise the enforcement against vehicles illegally parked in "Blue Badge" parking bays. Monthly average enforcement against vehicles parked on bays designated for disabled people in 2009/2010 was 253 with 15 vehicles removed compared with 209 enforcement and 16 vehicles removed in previous year.

We have produced a Borough Design Guide to ensure best design for our streetscape.

We operate a winter maintenance service and responded to road conditions in some of the worst weather in recent years.

STAFFING

The funded staffing levels expressed as full time equivalents are:

	Total
DIRECT SERVICES	
School Crossing Patrols	21
Greenspace	8
Head of Regeneration & Infrastructure 2012	1
Total Direct Services	30
Trading & Support Services	109
TOTAL	139

Highways Transport and Parking Service

Changes in the 2011/2012 Budget

	£000	£000
2010/2011 Budget at Cash Prices		11,266
Additional Service Demands		
Sewers Residual Budget	420	
Removal of One-off growth	-260	
Adjustment to 2010/2011 Pay Award	-69	91
Business & Efficiency Savings		
Star Chamber 3 & 4	-2,636	
Customer Access	-120	-2,756
Service Transfers		
2012 Unit	73	
Executive Director Reallocation	6	
Procurement Review	-57	22
Support Service Charges		
Front Office Charges	87	
Resources Charges	-47	40
Other Changes		
NNDR	15	
Printing Cost Adjustment	-23	
Executive Support Adjustment	-8	-16
2011/2012 Budget at Cash Prices		8,647

Highways Transport and Parking Service

Cost Centre Summary

	2010/2011 Budget £000	2011/2012 Budget £000
DIRECT SERVICES		
T29 Gully Team	257	254
T32 Head of Regeneration & Infrastructure 2012	0	73
T59 Network Management	937	574
T64 Traffic, Transportation and Safety	786	616
T65 Borough Roads	9,047	8,987
T66 Off-Street Car Parking	-774	-807
T67 On-Street Car Parking	-2,830	-5,842
T69 School Crossing Patrols	503	502
T88 Greenspace	4,280	4,290
Total before Trading & Support Services	12,206	8,647
Net Balance on Trading & Support Services	-940	0
TOTAL NET BUDGET	11,266	8,647

Highways Transport and Parking Service

Subjective Analysis

	2010/2011 Budget £000	2011/2012 Budget £000
Officers	1,951	1,784
Operational Staff	512	507
Other Staff Costs	390	407
Employees	2,853	2,698
Repairs & Maintenance	280	280
Grounds Maintenance	3,588	3,588
Energy Costs	1,468	1,442
Rent, Rates Water & Insurance	242	260
Other Premise Costs	558	558
Premise Related Expenditure	6,136	6,128
Vehicles	73	73
Car Allowances & Fares	15	15
Highways Maintenance	2,631	2,542
Transport & Highways	2,719	2,630
Equipment	392	170
Printing, Stationery, etc	12	11
Computing Costs	54	53
Communication Costs	22	22
Other Supplies & Services	61	41
Supplies & Services	541	297

Highways Transport and Parking Service

Subjective Analysis (cont)

	2010/2011 Budget £000	2011/2012 Budget £000
Levies & Contributions	530	544
Contractors	3,493	3,524
Third Party Payments & Levies	4,023	4,068
Support Service Charges	456	335
Internal Support Charges	6,353	5,708
SSF & Central Charges	6,809	6,043
Capital Charges	3,588	3,588
Financing Charges	3,588	3,588
TOTAL EXPENDITURE	26,669	25,452
Internal Income	-484	-517
Rental Income	-26	0
Sales, Fees & Charges	-13,953	-16,288
TOTAL INCOME	-14,463	-16,805
Total before Trading & Support Services	12,206	8,647
Net Balance on Trading & Support Services	-940	0
TOTAL NET BUDGET	11,266	8,647

Highways Transport and Parking Service

2011/2012 Budget Summary

	Employee Costs	Premise Costs	Transport & Highways	Supplies & Services	Third Party Payments & Misc	Grants Benefits & Services to Clients	SSF & Central Charges	Financing Charges	SSF & Central Income	Income	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
T29 Gully Team	116	0	72	8	0	0	58	0	0	0	254
T32 Head of Regeneration & Infrastructure 2012	73	0	0	0	0	0	0	0	0	0	73
T59 Network Management	588	0	15	54	364	0	324	0	-47	-724	574
T64 Traffic, Transportation & Safety	777	0	72	28	0	0	304	0	-564	-1	616
T65 Borough Roads	338	1,454	2,437	0	204	0	1,056	3,498	0	0	8,987
T66 Off-Street Car Parking	0	407	0	49	431	0	286	56	0	-2,036	-807
T67 On-Street Car Parking	0	398	25	134	3,069	0	3,683	34	-153	-13,032	-5,842
T69 School Crossing Patrols	395	0	3	11	0	0	93	0	0	0	502
T88 Greenspace	411	3,869	6	13	0	0	239	0	-248	0	4,290
TOTAL NET BUDGET	2,698	6,128	2,630	297	4,068	0	6,043	3,588	-1,012	-15,793	8,647

Newham Cleaning, Catering Service

This Service has transferred during 2010 from Resources to the Environment Directorate as a result of the Central Services review.

Newham Catering and Cleaning Services, employs some 1,300 mainly local staff. NCCS continues to support all other parts of the Council's activities by ensuring that the following services are provided with the minimum of disruption to the mainstream activities of our customers:

- Council Premises Building Cleaning Service - incorporating the cleaning of the majority of Newham Dockside
- Primary Schools Building Cleaning Service
- Secondary School Cleaning, Pest and Waste Management
- Window Cleaning
- Relief Site Supervisor Pool for Schools
- Gardening Services for Schools
- Function Catering and meetings at Newham Town Hall and buffet service across the Council for schools and other meetings and events.
- Primary School Meals service
- Secondary School Meals Service

Key Priorities are to:

- Provide a high quality service in all areas and in line with Service Level Agreements.
- Maintain ISO 9001:2000 and ISO14001 Environmental Management Quality Assurance systems to assure our customers that we are compliant in all aspects of our service delivery
- To provide free school meals, for all primary children, that are healthy, nutritious and tasty.
- Ensure that all catering outlets conform to current legislation in terms of food handling and storage practices.
- Provide school meals within both Primary and Secondary Schools that are fully compliant the Government's 2008 and 2009 Nutrient Based Guidelines.
- Ensure that all buildings are cleaned to the highest possible standard by our predominantly locally employed, highly trained Building Cleaning staff.
- Work with the BSF team to provide both catering and cleaning services in Newham's forthcoming new and improved Secondary Schools.

STAFFING

The funded staffing levels expressed as full time equivalents are

	Total
TOTAL	482.9

Newham Cleaning, Catering Service

Changes in the 2011/20012 Budget

	£000	£000
2010/2011 Budget at Cash Prices		-319
Business and Efficiency Savings		
Insurance Savings	-2	-2
Service Transfers		
Procurement Team Review	-8	-8
Other Changes		
Support Service Charges	40	40
2011/2012 Budget at Cash Prices		-289

INTRODUCTION

The Directorate provides the vision and strategic direction for regeneration within Newham, delivering physical and economic change and leading high-performing and continuously improving, strategic and operational services. We bring together services that deliver major projects in a strategic and sustainable way and which also seeks to ensure Newham's communities benefit significantly from the maximisation of inward investment and good and innovative practice.

The Directorate was established in 2009/2010, in the best position to deliver on Newham's ambitious regeneration agenda - which is the most significant in scale, scope and pace in the UK.

The Directorate is comprised of three Divisions; Development Services, Property & Regeneration.

The objectives for the Directorate cover five main areas:

- London & UK: Newham being responsive to and making a significant contribution to London Plans and in the national interest
- East London: Shaping local and sub-regional strategies and their implementation to improve the quality of life for those who live in Newham and to alleviate poverty
- 2012 Olympics: Maximising the opportunities of the 2012 Olympics as a catalyst for achieving the East London objective of convergence
- Convergence: Promoting and converting the extraordinary job creating opportunities in Newham and ensuring they demonstrably contribute to the economic, social and environmental wellbeing of the area
- Quality & Fit for Purpose: Effectively deploying LBN assets and resources and undertaking its statutory responsibilities to achieve all of these objectives

The Directorate also ensures that Newham's objectives for the development of sustainable communities are articulated and driven through high quality outcome focussed internal and external strategies and plans. Our ambition is to achieve convergence with the rest of London by 2020; we will oversee the rapid transformation currently happening in the borough and ensure residents benefit from the regeneration which will take place before, during and after the 2012 Olympic and Paralympic Games.

Planning & Development Services Division

The Division's remit is to provide the spatial framework for the borough's regeneration and deliver business friendly, customer focused development services which enable and secure high quality outcomes for the residents of Newham leading to an improvement to the physical and natural environment of the Borough; developments which are well designed, sustainable, accessible and safe; and the provision of job opportunities for local people.

- **Development Control:**
This service deals with planning applications from local householders and businesses and works to ensure development meets planning standards and fits with local requirements.
- **Spatial Planning & Regeneration Policy:**
The service is responsible for maintaining and producing the local statutory Planning framework, which involves the creation of the Local Development Framework. This key document is the Core Strategy which demonstrates how the Sustainable Community Strategy will be implemented as well as setting out how targets such as additional homes and meeting the Place Making agenda are to be met. The team also provides transportation comments on planning applications and helps formulate transport policy for the Borough.
- **Building Control:**
This service inspects building work to ensure it meets legally required standards. Newham, as part of a five-borough consortium (JLAB) also provides building control services for the Olympic Stadium and other venues. There is significant work associated with major building work due to new development in the Royals, Stratford and Canning Town.

- **Land Charges:**
This service provides local land charge search information to the public. Work continues to automate the process as far as possible to improve productivity.
- **Technical Support:**
The priority for the service is to embed GIS into desktop solutions and provide the technical infrastructure to deliver to the Directorate and Council. The service also undertakes a quality assurance role for the division.

Property Division

The Division is responsible for the Council's operational and commercial estate and provides professional advice in respect of the housing estate and schools estate. Its functions are split into Property Services, Technical Resources and Facilities Management.

- **Property Services:**
Provide leadership and direction to the strategic management of the Council's property portfolio over the short, medium and long term so that it remains fit for purpose, is sustainable and cost efficient, increases in value and makes Newham a better place to live, work and stay. The service manages the Council's commercial and market portfolio to provide employment opportunities, add diversity and vibrancy to the street scene, whilst achieving a commercial return. They generate income and capital to contribute towards the Council's revenue and capital programme and act as the professional property advisor on all land and property matters.

The main driver for the Property division is the Property Strategy and Asset Management Plan. These documents will ensure that the Council manages its land and property so as to satisfy present and future service delivery needs, whilst enhancing Council-wide benefits and gains from the portfolio.

- **Technical Resources:**
Operate as a multi-disciplinary professional consultancy providing a comprehensive range of construction related professional services covering building maintenance, detailed design, refurbishment, project management, cost consultancy, energy management and related Health and Safety advice. This is a one stop service for managers of all operational premises including offices, schools, leisure buildings, housing, local service centres and libraries. The service operates as a trading account.
- **Facilities Management:**
Is responsible for the day to day running and management of Newham Dockside, the wider municipal estate and supports Council users of a range of other buildings across the borough.

Regeneration Division

The Division is responsible for the physical and economic regeneration of the borough. It aims to position and maintain the division as a market and sector leader delivering sustainable benefits, for individuals and businesses, through good and innovative practice and high quality service development and delivery.

- **Physical Regeneration:**
Is responsible for delivering a programme of physical transformation to deliver our economic ambitions and will result in better neighbourhoods, places and spaces. The programme will focus on bringing forward development in Stratford, Canning Town and Custom House, the Royal Docks and key centres within urban Newham.
- **Economic Regeneration:**
Is responsible for the implementation of the Borough's Economic Development Strategy. The service leads on the delivery of Workplace and other employment and enterprise initiatives. The key priority for the service will be to fully exploit the opportunities offered by the opening of Westfield and the preparations for the Games. This will require a refocused Workplace offer and extending the very successful work around the Mayors Employment Project. In addition the service will deliver the Mayors commitment to further developing the borough's business base and creating opportunities for the establishment of micro/small enterprises as a route into work.

STAFFING

The funded staffing levels expressed as full time equivalents are:

	Total
Executive Director's Office	7
Regeneration Division	115
Development Services Division	115
Property Services Division	99
TOTAL	336

Regeneration, Planning & Property Changes in the 2011/2012 Budget

	£000	£000
2010/2011 Budget at Cash Prices		10,176
Additional Service Demands		
Adjustment to 2010/2011 Pay Award	-107	
2012 Unit General Savings	-300	-407
Budget and Efficiency Savings		
Star Chamber 3 Agency Staff Contract Savings	-57	
Star Chamber 4 Regeneration, Planning & Property Savings	-1,605	
Star Chamber 4 Insurance Savings	-89	
Star Chamber 4 Property Review	-839	
Star Chamber 4 Terms and Conditions	-498	-3,088
Service Transfers		
Transfer New Deal Partnership Rent and Grant to Leisure	-234	
Transfer Procurement Review to Resources	-68	
Transfer of Posts to Corporate Strategic Management, Leisure and Highways	-333	
Transfer Facilities Management and Technical Resources from Resources	-586	-1,221
Other Changes		
Grant Increase	75	
Front Office Charges	-47	
Printing Cost Reduction	-8	
Accommodation Charges	300	
Support Service Charges	806	
Human Resources Charges	18	
Executive Support	-54	
Funding to alleviate the Withdrawal of Planning Delivery Grant	99	1,189
Pay & Price Increases		
Business Rates		486
2011/2012 Budget at Cash Prices		7,135

Regeneration, Planning & Property

Cost Centre Summary

	2010/2011 Budget £000	2011/2012 Budget £000
Executive Director's Office		
S01 Regeneration & Development Management	467	0
S02 Regeneration, Planning & Property Directorate	-240	562
S61 Olympics	903	210
S62 Sports Academy	161	160
Total Executive Director's Office	1,291	932
Regeneration		
S20 Economic Regeneration	1,441	1,238
S21 Physical Regeneration	941	839
S53 Town Centre Management	102	83
S70 Workplace	5,099	4,398
S80 Canning Town & Custom House Regeneration	865	1,007
Total Regeneration	8,448	7,565
Development Services		
S10 Development Control	1,130	646
S12 Building Control	1,118	436
S14 JLAB Building Control	-157	-157
S17 Planning Enforcement	498	430
S30 Spatial Planning & Policy	1,305	1,131
S31 Local Development Framework	570	570
S40 Land Charges	-532	-207
S41 Geospatial Team	174	614
S60 Planning Delivery Grant	-99	0
Total Development Services	4,007	3,463
Property Services		
S63 Building Design Services Management	0	0
S64 Architects	0	-153
S65 Building Surveyors	0	-275
S66 Quantity Surveyors	0	-122
S67 Service Engineers Electrical	0	-132
S68 Service Engineers Mechanical	0	-87
S87 Reception & Lettings	0	466
S88 Newham Dockside	0	-2,138
S89 Municipal Premises	0	1,695
S90 Property Services Management	-51	37
S91 Corporate Asset Management	28	0
S92 Valuation Management	20	0
S93 Property Regeneration & Development	-15	96
S94 Commercial Properties	-3,728	-4,255
S95 Stratford Workshops	176	22
S96 Markets	0	21
Total Property Services	-3,570	-4,825
TOTAL NET BUDGET	10,176	7,135

Regeneration, Planning & Property

Subjective Analysis

	2010/2011 Budget	2011/2012 Budget
	£000	£000
Officers	11,598	15,187
Other Officers	785	699
Manual Workers	0	337
Indirect Employee Expenses	170	298
Other Staff Costs - Agency	870	418
Employees	13,423	16,939
Structural Works & Repairs	141	656
Decorations	16	6
Plumbing & Electrical	5	9
Other R & M Works	72	24
Grounds Maintenance	15	55
Energy Costs	140	357
Fixtures & Fittings	0	4
Rent, Rates, Water & Insurance	1,166	4,389
Cleaning & Domestic Supplies	52	897
Other Premise Costs	238	356
Premise Related Expenditure	1,845	6,753
Hire of Transport	7	17
Car Allowances	13	28
Public Transport Fares	5	5
Transport & Highways	25	50
Equipment Purchase & Repair	186	121
Consumable Materials	0	2
Clothing, Uniforms & Laundry	1	12
Printing, Stationery & Office	57	-799
Computing Costs	146	274
Communication Costs	80	77
Catering Costs	7	144
Other Supplies & Services	1,551	1,710
Expenses & Allowances	20	22
Subs, Contributions & Misc	584	495
Supplies & Services	2,632	2,058
Third Party Payments Other Local Authorities	404	0
Third Party Payments Contractor	1,693	4,717
Third Party Payments Voluntary Organisations	106	0
Miscellaneous Charges From Other Service Areas	0	2
Third Party Payments Other	56	72
Drivers	0	5
Third Party Payments	2,259	4,796
Payments to Beneficiaries	152	280
Grants, Benefits & Client Services	152	280

Regeneration, Planning & Property

Subjective Analysis (cont)

	2010/2011 Budget	2011/2012 Budget
	£000	£000
Support Service Charges	1,493	3,740
Finance Charges	369	749
Computer Services Charges	318	497
Executive Director Charge	173	371
Other Central Charges	35	40
Internal Support Charges	2,172	3,089
SSF & Central Charges	4,560	8,486
Capital Charges	16	458
Financing Charges	16	458
TOTAL EXPENDITURE	24,912	39,820
Support Services Income	-645	-10,858
Charges to Capital, Agency & Funds	-709	-3,839
Service Area Income	-1,749	-2,637
SSF & Central Income	-3,103	-17,334
Government Grants	-99	0
Reimbursement & Contributions	-242	-242
Rental Income	-5,085	-6,739
Sales, Fees & Charges	-5,603	-7,322
Miscellaneous Income	-604	-1,048
Income	-11,633	-15,351
TOTAL INCOME	-14,736	-32,685
TOTAL NET BUDGET	10,176	7,135

Regeneration, Planning & Property

2011/2012 Budget Summary

	Employee Costs	Premise Costs	Transport & Highways	Supplies & Services	Third Party Payments & Misc	Grants Benefits & Services to Clients	SSF & Central Charges	Financing Charges	SSF & Central Income	Income	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Executive Director's Office											
S02 Regeneration Planning and Property Directorate	241	0	1	197	0	0	1,740	6	-1,622	0	562
S61 Olympics	0	2	2	124	0	0	83	0	0	0	210
S62 Sports Academy	136	0	2	121	0	0	0	0	0	-99	160
Total Executive Director's Office	377	2	5	442	0	0	1,822	6	-1,622	-99	933
Regeneration											
S20 Economic Regeneration	930	0	1	67	0	0	241	0	0	0	1,238
S21 Physical Regeneration	641	1	1	10	0	0	186	0	0	0	839
S53 Town Centre Management	52	0	0	31	0	0	0	0	0	0	83
S70 Workplace	3,369	528	0	204	2,619	280	34	0	0	-2,637	4,398
S80 Canning Town & Custom House Regeneration	743	36	2	355	1	0	112	0	0	-243	1,007
Total Regeneration	5,736	566	3	666	2,620	280	573	0	0	-2,880	7,564
Development Services											
S10 Development Control	1,250	5	0	152	0	0	883	0	0	-1,644	646
S12 Building Control	1,419	0	9	63	0	0	434	0	0	-1,489	436
S14 JLAB Building Control	0	0	0	0	0	0	0	0	0	-157	-157
S17 Planning Enforcement	360	24	10	30	6	0	20	0	0	-20	430
S30 Spatial Planning & Policy	897	3	1	76	0	0	327	0	0	-172	1,132
S31 Local Development Framework	0	0	0	570	0	0	0	0	0	0	570
S40 Land Charges	123	0	0	22	0	0	79	4	0	-436	-207
S41 Geospatial Team	628	0	0	23	5	0	112	0	-150	-4	614
Total Development Services	4,677	32	20	936	11	0	1,855	4	-150	-3,922	3,463

Regeneration, Planning & Property
2011/2012 Budget Summary (cont)

	Employee Costs	Premise Costs	Transport & Highways	Supplies & Services	Third Party Payments & Misc	Grants Benefits & Services to Clients	SSF & Central Charges	Financing Charges	SSF & Central Income	Income	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Property Services											
S63 Building Design Services Management	290	0	0	132	0	0	305	1	-728	0	0
S64 Architects	703	0	3	8	0	0	283	0	-1,147	-3	-153
S65 Building Surveyors	474	0	4	49	0	0	226	0	-1,027	0	-275
S66 Quantity Surveyors	348	0	1	3	0	0	136	0	-610	0	-122
S67 Service Engineers Electrical	802	0	2	210	0	0	243	0	-1,386	-3	-132
S68 Service Engineers Mechanical	738	0	4	225	0	0	235	0	-1,270	-20	-87
S87 Reception & Lettings	196	22	0	106	0	0	481	0	0	-339	466
S88 Newham Dockside	0	2,130	0	107	2,042	0	62	0	-5,928	-550	-2,138
S89 Municipal Premises	1,264	2,148	1	-505	2	0	547	441	-2,161	-41	1,695
S90 Property Services Management	353	0	0	17	0	0	198	6	-538	0	37
S93 Property Regeneration & Development	273	0	1	11	0	0	258	0	-437	-10	96
S94 Commercial Properties	404	867	7	99	50	0	710	0	-331	-6,060	-4,255
S95 Stratford Workshops	32	441	0	4	0	0	93	0	0	-548	22
S96 Markets	274	57	0	17	72	0	459	1	0	-858	21
Total Property Services	6,150	5,664	22	484	2,166	0	4,236	449	-15,563	-8,431	-4,825
TOTAL NET BUDGET	16,939	6,263	50	2,528	4,796	280	8,486	458	-17,334	-15,332	7,135

INTRODUCTION

The services within this area are predominately support services.

The range of support services within this Directorate has reduced as a consequence of the Central Services review during 2010, where a number of services have now moved to different Directorates.

Resources now consists of three Divisions

- Finance
- Legal and Human Resources
- Programmes, Procurement & ICT

FINANCE

The Finance Service comprises of the following service areas: Audit and Fraud, Financial Management and Accounting; Exchequer (Employee Services, Payments and Pensions); and, Revenues. The service is managed by the Divisional Director for Finance, reporting to the Executive Director of Resources, who is the Council's Section 151 Responsible Officer (under the Local Government Act 1972 and Section 114 of the Local Government Finance Act 1988) for ensuring arrangements are made for proper financial administration.

Audit and Fraud

The Audit and Fraud service is responsible for delivering the Council's internal audit programme, carrying out counter fraud work including Housing & Council Tax Benefit fraud and other fraud investigations. The service has a key role in ensuring that the Council's control framework operates effectively.

Financial Management and Accountancy

The Financial Management and Accountancy service provides comprehensive financial services across the whole Council including direct support to members, executive directors, divisional directors and service area managers. The service is delivered through Strategic Financial Advisors and Finance Managers and service based Finance Teams as well as corporate teams dealing with cross-cutting financial management activities. The work of the service area includes, financial planning and budget strategies, budgetary control, financial accounting, tax accounting, maintaining the systems of financial control, borrowing and treasury management, pension fund management, risk management and insurance and financial advice to the Cabinet, Council and officers.

Payments

The Payments service is responsible for the maintenance of the payments systems and provides a support service for the Council's Services to process invoices and payments. Approximately 300,000 creditor payments are made each year on behalf of client service areas.

Employee Services

Employee Services is responsible for the payment of salaries, mileage allowances and pensions. The service deals with approximately 11,500 staff and 6,500 pensioners. On-line computerised payroll, personnel and pensions systems cover all employees and pensioners. Pensions administration is provided by the London Pensions Fund Authority (LPFA).

Revenues

The Revenues service oversees the accounting for and recovery of Council income as well as being responsible for the billing, administration, collection and enforcement of Business Rates sundry debtors and commercial rent. The Corporate Debt Recovery Team promotes and assists more effective debt collection across all income areas of the Council. There are approximately 6,500 Business Rate Accounts and 26,000 Sundry Debtors accounts to administer each year.

LEGAL AND HUMAN RESOURCES

Registrar of Births, Deaths and Marriages

The Registrars Office registers births, deaths, civil partnerships and marriages, and issues certificates to the public. It conducts civil marriages, partnerships and citizenship ceremonies in accordance with statutory requirements and also offers a Nationality Checking Service for those seeking citizenship and other discretionary civil ceremonies such as baby naming ceremonies and renewal of vows.

Legal Services

A full range of legal advice services and representation to all Council Services ranging from property and planning work through to drafting contracts and litigation support in relation to the Council's community safety, housing and commercial property functions and the protection of vulnerable people. The Divisional Director is the Council's Monitoring Officer and proper officer for the purposes of the registration services.

Electoral Services

This service conducts elections in the area for the purposes of local, general, European and London elections or statutory referenda. It also maintains and publishes the Electoral Register.

Human Resources

A centralised Human Resources service for the Council, including Education LEA staff but not teachers. The People Strategy ensures that the HR service supports and enables managers in Newham to deliver the key corporate priorities

Human Resources provides managers, employees and potential employees with a range of services, from the recruitment of a member of staff, staff checks and clearances, development and training through to their leaving the Council. In addition HR advise and support the managed agency service for agency staff, and work closely with Workplace to increase employment opportunities for local people.

HR Operations is the front line HR service and includes HR Business Partners for each service area. This team advises and supports change management and all associated activities as well as providing advice and support to managers in dealing with individual employee relations issues.

The Employee Relations team provides advice on terms and conditions and reviews and updates all HR policy and procedures. The team manages the Corporate Trade Union Meetings and advises on all change management and restructuring with the HR Operations Team. The Occupational Health Contract is managed via this team. This team also includes wellbeing initiatives. The Corporate Health and Safety Team provide advice and support to managers on all issues relating to Health and Safety.

The Learning and Development Team support the learning needs of the individual for example through the Manager's Toolkit, Learning & Development Workshops, Corporate Induction, Performance Appraisal schemes and provides L+D Link Officers for services. In addition we support a range of schemes which develop the employee or assist people from the borough in getting work. These include Skills for Life, Train to Gain, the Newham Graduate Scheme, the YES Apprenticeship scheme, Children Looked After Scheme and a range of grow your own schemes, Organisational Development, Culture Change and Talent Management.

PROGRAMMES, PROCUREMENT & ICT

Programme management is not just the sum of all project management activities but also includes management of the risks, opportunities and activities that occur between projects.

Programmes have the following characteristics:

- Designed to achieve broad business objectives
- Semi-permanent, resourced to meet all aspects of change
- Broad business outcome - either relating to a service or the whole council

Projects have the following characteristics:

- Short-term organisation to underpin delivery
- Defined and specific outputs related to single stream function or product
- Duration dependent on completion of defined products/outputs rather than outcomes

PROGRAMMES

Capital Strategy & Building Schools for the Future

Capital Strategy and School Planning Service deals with CYPS asset management and pupil number forecasting and delivery of the Primary Capital Programme.

The Building Schools for the Future team is responsible for the delivery of the Building Schools for the Future Programme which is designed to bring about transformational change in secondary schools.

Further elements of Programmes Management are currently under review with the intention of establishing a Programme Management Office and support for managing corporate programmes within their Division.

PROCUREMENT

A new centralised Procurement Unit has been established which will take on the Council's sourcing function and will provide additional support to ensure that contracts are effectively managed by the relevant services and that robust systems are in place to assist with the Council's purchasing functions. The team should be fully operational during 2011/2012. The team works closely with other boroughs through the East London Solutions network to establish ways to deliver efficiencies when purchasing on behalf of the Council.

INFORMATION & COMMUNICATIONS TECHNOLOGY

The Information and Communications Technology (ICT) Service is responsible for the provision and support of computing and communications systems. These include:

- The development of corporate ICT strategy
- The operation, support and maintenance of computer systems
- The provision of corporate telecommunications networks
- The integration, development and maintenance of computer software
- ICT Training and Help Desk.

All in accordance with the approved ICT Strategy. The hub of the operation is the ICT Support Centre, which includes ICT Training and a Programme Office provides Project Management services and administrative support. ICT is also responsible for printing and reprographics services and the East Ham Post Room facilities. The ICT Service reports to the Divisional Director for ICT who is also responsible for Information Governance and ICT Portfolio Management Services.

The Council has recently signed an agreement for the provision of ICT services to London Borough of Havering under the East London Solutions banner.

STAFFING

The funded staffing levels expressed as full time equivalents are:

	Total
E30 Legal Management	12.00
E33 Strategic Procurement Unit	24.00
E34 Property	7.50
E35 Community Services	11.83
E36 Planning & Projects	11.83
E37 Corporate	3.89
E38 Enforcement	4.00
E39 Legal Services (Housing)	7.00
E41 Registrar of Births Deaths and Marriages	14.17
E43 Electoral Services	6.00
E46 Typing Services	3.00
E50 Building Schools for the Future	9.00
E51 Asset Management	10.00
E78 Resources Management and Overheads	1.00
E80 Health & Safety	8.00
E84 Head of Strategic Human Resources	2.00
E85 Recruitment	18.50
E86 Operations	23.00
E87 Employee Relations	5.00
E88 Learning & Organisational Development	21.00
F03 NNDR	7.00
F04 Commercial Rent Income Collection	1.00
F05 Income	5.00
F07 Payroll	20.70
F08 Pensions	1.00
F09 Payments	8.80
F19 Anti-Fraud	21.20
F20 Internal Audit	16.70
F22 Risk Management and Insurance	7.60
F26 Corporate Debt	2.00
F30 Finance Management	8.00
F31 Corporate Finance Team	20.90
F32 Service Finance Teams	76.20
F33 Financial Modelling and Forecasting	4.80
F35 Treasury Management	3.00
F39 Central Payments Processing Team	20.00
F40 Computer Services Management	37.50
F41 Systems Development	26.70
F46 Service Desk	19.70
F47 Printing	8.00
F51 ICT Training	3.00
TOTAL	521.52

Resources

Changes in the 2011/2012 Budget

	£000	£000
2010/2011 Budget at Cash Prices		27,059*
Additional Service Demands		
Remove funding for Municipal Elections	-460	
Remove of One Off funding	-90	
Adjustment to 2010/2011 Pay Award	-254	
Trade Union adjustment	224	
Graduate trainees	109	
Procurement	226	-245
Business and Efficiency savings		
Star Chamber 4 Savings	-720	
Insurance Savings	-8	
Working with East London Solutions	-500	
Agency Staff Savings	-47	
Terms and Conditions	-150	
Customer Access	-130	-1,555
Service Transfers		
Council Tax and Benefits	-15,661	
Transfer Performance and SSPI to CSM	-1,377	
Transfer Technical Resources and Facilities Management to Regeneration, Property and Planning	-1,630	
Transfer Democratic Services to Adults, Community & Leisure	-4,999	
Transfer Building budgets from Adults	0	
Procurement Team Review	665	
Client Affairs team to Adults	-99	
Transfer Asset Management team from CYPS	274	
Business Service Review - Head of Office	-54	-22,881
Other Changes		
Other Changes	242	
Support Service Charges	1,262	1,504
2011/2012 Budget at Cash Prices		3,882

* 2010/2011 Budget amended to reflect transfer of Newham Catering & Cleaning Services to Environment Directorate.

Resources

Cost Centre Summary

	2010/2011 Budget	2011/2012 Budget
	£000	£000
E04 Election Expenses	473	0
E06 Corporate & Democratic Management	513	280
E10 Youth Representation	0	0
E13 Members Support Services	767	0
E15 Members Expenses	2,014	0
E16 Mayoral Office	0	0
E17 Overview and Scrutiny Support Services	584	0
E21 Reception & Lettings	513	0
E24 Newham Docksides	461	0
E25 Municipal Premises	1,537	0
E27 Casework & Complaints	700	0
E28 Community Engagement	935	0
E29 Language Shop	240	0
E30 Legal Management	29	177
E33 Strategic Procurement Unit	-531	412
E34 Property	-15	-5
E35 Community Services	-25	20
E36 Planning & Projects	-3	171
E37 Corporate	-7	-100
E38 Enforcement	-6	7
E39 Legal Services (Housing)	-85	-59
E41 Registrar of Births Deaths and Marriages	-55	-14
E43 Electoral Services	549	563
E46 Typing Services	-80	-68
E50 Building Schools for the Future	542	536
E51 Asset Management	0	274
E74 Trade Union Costs	78	216
E77 Unallocable Central Overheads	232	232
E78 Resources Mangement & Central Overheads	822	-400
E80 Health & Safety	204	121
E81 Occupational Health	149	128
E84 Head of Strategic HR	-566	-127
E85 Recruitment	221	0
E86 Operations	462	-8
E87 Employee Relations	16	0
E88 Learning & Organisational Development	207	271
F01 HB Subsidy	7,158	0
F02 Council Tax and Housing Benefit Administration	8,437	0
F03 NNDR	42	3
F04 Commercial Rent Income Collection	-55	1
F05 Income	51	-3
F07 Employee Services	285	54
F08 Pensions	-3	-9
F09 Payments	-4	64
F15 Business Support	537	0
F19 Anti Fraud	327	343
F20 Internal Audit	281	307
F22 Insurance & Risk Management	0	24
F24 Financial Management System	-17	-7
F25 External Audit Fee	20	19
F26 Corporate Debt	-251	-14
F30 Finance Management	0	-2
F31 Financial Services	-154	319
F32 Service Finance	-157	186

Resources

Cost Centre Summary (cont)

	2010/2011 Budget	2011/2012 Budget
	£000	£000
F33 Projects (Finance)	0	95
F35 Treasury Management	0	3
F39 Central Payments Processing Team	2	46
F40 Computer Services Management	-798	-761
F41 Systems Development	766	633
F42 Operations	0	6
F43 HP Microsoft Contract	-258	-170
F45 Networks	73	79
F46 Service Desk	-21	4
F47 Printing	-7	16
F49 Printing - Multi Functional Devices (MFDs)	-50	2
F51 ICT Training	21	17
F80 Building Design Services Management	-325	0
F82 Building Surveyors 2	-34	0
F83 Building Surveyors 1	-168	0
F84 Quantity Surveyors	-72	0
F85 Service Engineers Electrical	-179	0
F86 Service Engineers Mechanical	-103	0
P20 Policy and Research	0	0
P21 Performance	488	0
P22 Service Planning and Improvement	352	0
TOTAL NET BUDGET	26,740	3,882

Resources

Subjective Analysis

	2010/2011 Budget	2011/2012 Budget
	£000	£000
Officers	43,896	22,379
Other Officers	3,815	3,650
Porters	367	0
Indirect Employee Expenses	1,018	688
Other Staff Costs - Agency	449	71
Employee Costs	49,545	26,788
Structural Works & Repairs	515	79
Other R & M Works	2	0
Grounds Maintenance	45	5
Energy Costs	351	100
Fixtures & Fittings	4	0
Rent, Rates Water & Insurance	2,794	75
Cleaning & Domestic Suppliers	889	11
Other Premise Costs	228	18
Premise Related Expenditure	4,828	288

Resources

Subjective Analysis (cont)

	2010/2011 Budget	2011/2012 Budget
	£000	£000
Hire of Transport	51	12
Car Allowances	46	30
Public Transport Fares	42	28
Transport & Highways	139	70
Equipment Purchase & Repair	395	255
Consumerable Materials	273	273
Clothing, Uniforms & Laundry	18	0
Printing, Stationery, Office Expenses	-1,452	-550
Computing Costs	3,281	2956
Communication Costs	1,834	1120
Catering Costs	193	12
Other Supplies & Services	2,318	1933
Expenses & Allowances	1,675	111
Subscriptions, Contributions & Miscellaneous	3,180	757
Supplies & Services	11,715	6,867
Third Party Payments - Contractors	3,154	792
Third Party Payments - Voluntary Agencies	16	0
Services Provided By Other Service Areas	2	0
Third Party Payments & Miscellaneous	3,172	792
Housing Benefits	220,880	0
Grants, Benefits and Services to Clients	220,880	0
Support Service Charges	17,590	12108
SSF & Central Charges	17,590	12,108
Capital Charges	1,086	384
Financing Charges	1,086	384
Support Service Income	-48,960	-34464
Charges to Capital, Agency & Funds	-6,122	-3,407
SSF & Central Income	-55,082	-37,871
Government Grants	-4,497	-406
Government Grants - Benefits and Council Tax	-213,425	0
Charges to Other Service Areas	-2,870	-2,503
Rental Income	-829	0
Sales, Fees & Charges	-3,196	-1,900
Miscellaneous Income	-1,997	-735
Total Grant and Other Income	-226,814	-5,544
Net Budget before Trading Services	27,059	3,882
TOTAL NET BUDGET	27,059	3,882

Resources

2011/2012 Budget Summary

	Employee Costs	Premise Costs	Transport & Highways	Supplies & Services	Third Party Payments & Misc	Grants Benefits & Services to Clients	SSF & Central Charges	Financing Charges	SSF & Central Income	Income	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
E06 Corporate & Democratic Management	0	0	0	9	0	0	1,117	0	-846	0	280
E30 Legal Management	829	0	1	117	0	0	369	0	-1,134	-5	177
E33 Strategic Procurement Unit	1,166	0	1	79	0	0	236	0	-906	-164	412
E34 Property	350	0	0	1	0	0	208	0	-312	-252	-5
E35 Community Services	613	0	0	2	0	0	331	0	-926	0	20
E36 Planning & Projects	650	0	0	2	0	0	241	0	-620	-102	171
E37 Corporate	220	0	0	1	0	0	171	0	-492	0	-100
E38 Enforcement	211	0	0	1	0	0	116	0	-266	-55	7
E39 Legal Services (Housing)	358	0	0	15	0	0	207	0	-319	-320	-59
E41 Registrar of Births Deaths and Marriages	518	75	0	36	0	0	157	14	0	-812	-14
E43 Electoral Services	299	2	1	115	0	0	169	0	-19	-6	563
E46 Typing Services	64	0	0	2	0	0	43	0	-176	0	-68
E50 Building Schools for the Future	591	0	0	1,190	0	0	70	0	-1,315	0	536
E51 Asset Management	510	0	1	6	0	0	1	0	0	-244	274
E74 Trade Union Costs	258	0	0	0	0	0	204	0	-247	0	216
E77 Unallocable Central Overheads	212	0	0	0	0	0	6	76	0	-62	232
E78 Resources - Central Overheads	208	0	0	-253	0	0	1,152	38	-1,545	0	-400
E80 Health & Safety	387	0	9	54	0	0	130	0	-459	0	121
E81 Occupational Health	0	0	0	0	321	0	32	0	-224	-1	128
E84 Head of Strategic HR	172	1	3	171	0	0	244	0	-718	0	-127
E85 Recruitment	689	1	1	3	0	0	374	0	-1,068	0	0
E86 Operations	1,136	1	1	4	0	0	466	39	-1,656	0	-8
E87 Employee Relations	219	0	1	3	0	0	127	0	-350	0	0
E88 Learning & Organisational Development	1,077	1	0	263	5	0	238	0	-1,313	0	271
F03 NNDR	332	0	0	60	15	0	162	5	0	-571	3
F04 Commercial Rent Income Collection	43	0	0	16	0	0	15	0	-72	0	1
F05 Income	213	0	0	75	0	0	125	0	-416	0	-3
F07 Payroll	918	0	0	128	46	0	438	39	-1,486	-30	54

Resources

2011/2012 Budget Summary (cont)

	Employee Costs	Premise Costs	Transport & Highways	Supplies & Services	Third Party Payments & Misc	Grants Benefits & Services to Clients	SSF & Central Charges	Financing Charges	SSF & Central Income	Income	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
F08 Pensions	83	0	0	18	266	0	131	0	-507	0	-9
F09 Payments	386	0	0	87	0	0	230	0	-632	-7	64
F19 Anti Fraud	877	0	3	45	18	0	239	0	-839	0	343
F20 Internal Audit	818	0	2	21	93	0	140	0	-767	0	307
F22 Insurance & Risk Management	373	0	0	51	0	0	136	0	-465	-70	24
F24 Financial Management System	0	0	0	18	0	0	503	0	-527	0	-7
F25 External Audit Fee	0	0	0	570	0	0	0	0	-551	0	19
F26 Corporate Debt	82	0	0	90	0	0	48	0	-233	0	-14
F30 Resources and Finance Management	924	0	0	16	0	0	62	0	-1,004	0	-2
F31 Financial Services	1,049	3	2	272	0	0	681	44	-1,734	0	319
F32 Service Finance Teams	3,837	1	8	39	27	0	689	0	-3,830	-584	186
F33 Projects (Finance)	359	0	0	5	0	0	45	0	-315	0	95
F35 Treasury Management	206	0	0	6	0	0	76	0	-285	0	3
F39 Central Payments Processing Team	729	0	0	7	0	0	166	0	-855	0	46
F40 Computer Services Management	2,152	65	25	-478	0	0	657	117	-2,724	-575	-761
F41 Systems Development	1,419	0	5	11	0	0	619	0	-1,305	-116	633
F42 Operations	0	133	0	168	0	0	6	0	-301	0	6
F43 HP Microsoft Contract	0	0	0	1,987	0	0	0	0	-2,129	-29	-170
F45 Networks	0	7	0	823	0	0	6	11	-768	0	79
F46 Service Desk	780	0	0	205	0	0	275	0	-907	-348	4
F47 Printing	355	0	1	510	0	0	204	0	-136	-918	16
F49 Printing - Multi Functional Devices (MFDs)	0	0	0	278	0	0	0	0	0	-276	2
F51 ICT Training	120	0	0	21	0	0	49	0	-173	0	17
TOTAL NET BUDGET	26,788	288	70	6,867	792	0	12,108	384	-37,871	-5,544	3,882

Newham Partnership (our Local Strategic Partnership) has a shared commitment to delivering improvements for our residents - and most importantly concrete plans to achieve real results.

We are committed to working together as a Local Strategic Partnership and through other partnership and joint activity, both within Newham and across borough boundaries. For example the Council and NHS Newham continue to explore opportunities for joint working and commissioning of services. We also work closely with the other four Olympic and Paralympic Host Boroughs, as well as other Councils in East London and further afield. Together the Five Boroughs have agreed a Strategic Regeneration Framework which sets out the long term targets we want to achieve using the legacy of the Games in order to deliver improvements in the standard of living of East Londoners. In order to encourage job opportunities the Council will co-operate with private and public employers. We will take appropriate steps to encourage investment in Newham and actions to support existing and future jobs opportunities.

In terms of asset management our approach is to efficiently operate and use our assets and where appropriate to generate value and/or income to support our wider strategic and policy objectives. We shall also consider sharing asset use with our local and regional partners. We measure success through our current Local Area Agreement which sets out our key targets agreed as a Partnership. These targets are for 2008-2011 and during 2011 we will be working together as a partnership to set ourselves new local targets to continue to achieve real improvements for Newham's residents.

In addition we need to ensure both an efficient Council and an efficient way of working with other local partners. This will enable resources to be deployed more effectively to promote the wellbeing of Newham residents and the Partnership will be exploring how to achieve this in line with the principles of Total Place which has been piloted nationally over the past year.

Capital Investment Programme

This section sets out the Council's five year capital investment plans for the period 2010-2015. The aim of capital investment is to support the achievement of the Vision for Newham and the delivery of the Sustainable Communities Strategy and Corporate Plan outcomes. The need for investment is always greater than the resources available, so the Council must target its resources at those projects and programmes that will make the biggest difference to its residents. It does this through its Corporate Planning and Budget Framework process. The Mayor presents his investment proposals annually for approval by Council.

Resources

The Council's capacity for capital investment depends upon its success in generating resources. It does this in a number of ways. It receives an annual "allocation" from Government known as Supported Capital Expenditure. This means that the Government supports the investment made by the Council through providing additional grant. This applies mainly to Housing and Schools capital investment.

The Council secured Building Schools for the Future (BSF) Wave 1 funding for 8 secondary schools. 3 are now complete, 3 are in construction and 2 are due to start on site in Spring 2011. As part of a wide ranging review of capital investment in schools, the coalition Government withdrew funding for many BSF programmes including Newham's Wave 5, in July 2010. The Council sought a Judicial Review of this decision and the Secretary of State has recently been ordered to reconsider each of the 'stopped' projects, in consultation with the Authority. The James Review on future capital investment in schools is due to be published in April 2011. In the meantime, future levels of capital funding for school building programmes remain unclear.

The Council is also able to generate resources locally. It can use "prudential borrowing" to fund capital expenditure - borrowing that can be repaid from within existing local resources without increasing Council Tax. Further resources may be received by way of grants and contributions from other organisations, including developers and partners. However, within the current economic climate there is considerable uncertainty around future external funding. A number of assumptions have been made in respect of future possible funding levels, especially around housing and schools, and these are shown as "unsecured resources" in table 1. The Council can also generate additional capital resources through the sale of land and property. However, whilst the current economic climate and depressed property market continue, the Council would face a significant reduction in the amount it would otherwise receive from such sales. Thus, no major reliance has been placed upon such resources during the next 3 years.


Resource Allocation and Programme Delivery

The Council's overall capital investment programme for 2010 - 2015 amounts to £634m. This includes Decent Homes funding, 'Building Schools for the Future' (BSF) and Private Finance Initiative (PFI) Programmes. Indeed almost 65% of the programme relates to Housing and Schools.

Much of the investment for 2011/2012 represents a continuation of multi year programmes agreed previously by the Council e.g. Decent Homes and BSF. However, in February 2010 the Council approved the Mayor's proposal that £60m of additional capital resources be made available for new projects, to enable investment in local priorities as determined through the corporate planning process. The table below summarises the new projects approved by Cabinet at their meeting in March 2010.

New Projects approved March 2010	£m
CCTV Network	2.7
Canning Town Regeneration	8.2
Environment Directorate Resource Management	0.7
East Ham Integrated Front Office	15.0
CRM and Customer Facing ICT systems	4.5
Highways Investment	10.0
East Ham (Newham) Town Hall Campus	12.5
Parks and Open Spaces Master planning	0.5
Improvements to Council Facilities	5.5

Resources were allocated to those projects that delivered the Mayor's commitments to residents and those outcomes set out within the Corporate Plan. They were also allocated to projects that addressed a number of business critical needs, including delivery of budget savings and fit for purpose assets and services to



residents. Projects must represent value for money, and be deliverable, affordable and sustainable over the longer term.

Programme management and delivery arrangements will be improved from 2011. All capital projects will be brought within a single management and delivery framework. Reporting arrangements will recognise both the continued need for accountability for public funds (financial stewardship) and for “on the ground” delivery of projects.

Capital Programme 2010-2015

Information is provided below on the Council's capital programme from 2010-2015.

Table 1 summarises capital expenditure for each Service area, together with the funding sources.

Table 2 lists projects included within the current five year capital programme, for each Service area.

Major changes in the capital programme from 2011 are the removal of the Council's BSF Wave 5 bid (until the outcome of the consultation and review by the Secretary of State, and the details of the James Review are known) and the reduction in Government funding for Decent Homes.

At an Extraordinary meeting of the Council in January 2011, a loan of up to £40m to the Olympic Stadium Company was agreed. The granting of such a loan for ‘capital purposes’ represents capital expenditure so on 28th February 2011 the Council formally amended its Budget Framework to include the loan.

One Off Revenue Projects

In addition to capital investment, the Council is proactive in the use of one off revenue funding sources (eg use of reserves). These would not satisfy the definition of capital expenditure, however they represent one off investment in delivering better services, service development etc.

These one off revenue projects currently amount to £0.6m over the period 2010-2015, and are detailed in Table 3.

CAPITAL INVESTMENT PROGRAMME - Table 1

	Forecast 2010/2011 £000	Forecast 2011/2012 £000	Forecast 2012/2013 £000	Forecast 2013/2014 £000	Forecast 2014/2015 £000	Total £000
EXPENDITURE						
Adults	2,593	2,142	688	0	0	5,423
Leisure	6,190	6,749	83	0	0	13,022
Total Adults, Community and Leisure	8,783	8,891	771	0	0	18,445
Children and Young People	73,617	72,619	33,665	24,169	19,113	223,183
Corporate and Strategic Management	388	0	0	0	0	388
Customer Services	1,210	3,124	0	0	0	4,334
Community Safety	257	1,600	1,000	0	0	2,857
Housing and Public Protection	2,856	1,990	0	0	0	4,846
HRA	93,992	43,330	19,700	12,700	12,700	182,422
Cleansing, Waste and Recycling	1,950	1,100	0	0	0	3,050
Highways, Transport and Parking	45,233	13,821	8,058	3,300	3,000	73,412
Total Environment	144,288	61,841	28,758	16,000	15,700	266,587
Regeneration, Planning and Property	24,831	29,445	18,358	205	1,590	74,429
Resources	3,753	2,294	1,000	0	0	7,047
Olympic Stadium Loan	0	0	40,000	0	0	40,000
TOTAL EXPENDITURE	256,870	178,214	122,552	40,374	36,403	634,413
FUNDING SOURCES						
Secured						
Borrowing Approvals (SCE's)	65,399	14,043	8,457	0	0	87,899
Prudential Borrowing	22,888	51,907	65,606	-4,382	-23,487	112,532
MRA	12,258	24,687	0	0	0	36,945
DfE	52,637	38,396	5,419	8,309	3,768	108,529
CLG	8,718	890	0	0	0	9,608
DOH	1,733	1,800	0	0	0	3,533
Transport Grant	7,702	3,725	0	0	0	11,427
GLA	4,422	1,375	0	0	0	5,797
LTGDC	16,820	3,893	1,000	0	0	21,713
HCA	14,977	5,966	0	0	0	20,943
Section 106	8,206	11,715	10	202	0	20,133
Other Grants and Contributions	3,710	3,135	147	0	0	6,992
PFI	27,542	5,711	80	0	0	33,333
Receipts /Reserves	9,858	10,971	4,000	6,400	26,577	57,806
HRA Self Financing	0	0	7,000	0	0	7,000
	256,870	178,214	91,719	10,529	6,858	544,190
Unsecured						
DfE	0	0	12,000	12,000	12,000	36,000
DOH	0	0	688	0	0	688
Transport Grant	0	0	3,600	3,300	3,000	9,900
Other Grants and Contributions	0	0	1,000	1,000	1,000	3,000
Planned Maintenance Contribution	0	0	1,845	1,845	1,845	5,535
HRA Self Financing	0	0	11,700	11,700	11,700	35,100
	0	0	30,833	29,845	29,545	90,223
TOTAL FUNDING	256,870	178,214	122,552	40,374	36,403	634,413

CAPITAL INVESTMENT PROGRAMME - Table 2

Project Name	Forecast 2010/2011 £000	Forecast 2011/2012 £000	Forecast 2012/2013 £000	Forecast 2013/2014 £000	Forecast 2014/2015 £000	Total Forecast £000
Adults						
Mobile Working ICT	289	38	0	0	0	327
Improved Ways of Working (IWOW)	383	100	0	0	0	483
Whole Systems Demonstrator (WSD)	1,718	168	0	0	0	1,886
Rawalpindi - Boilers	0	116	0	0	0	116
Smarter Living for Elders (Soprano)	104	0	0	0	0	104
Transforming Social Care	0	1,096	0	0	0	1,096
Mental Health	0	345	0	0	0	345
Social Care IT	0	191	0	0	0	191
Future DOH Funded Schemes	0	0	688	0	0	688
Other	99	88	0	0	0	187
Total Adults	2,593	2,142	688	0	0	5,423
Leisure						
Royal Victoria Dock Watersports	210	2,238	0	0	0	2,448
Flanders Pavilion	102	0	0	0	0	102
Memorial Park Pitches & Changing Rooms	142	0	0	0	0	142
Central Park-Landscaping & Refurbishment	421	0	0	0	0	421
Open Space Improvements E15 (S106)	79	152	0	0	0	231
Play Projects - Star Park Play Area	249	7	0	0	0	256
Play Projects - Gooseley Park Masterplan Works	1,058	134	0	0	0	1,192
Play Projects - New Beckton Park Play Area	191	19	0	0	0	210
Play Projects - Priory Park Play Area	223	10	0	0	0	233
Play Projects - Plaistow Park Play Area	206	13	0	0	0	219
Play Projects - Little Ilford Park Play Area	121	4	0	0	0	125
Play Projects - New City Green Play/Masterplan Works	133	73	0	0	0	206
Play Projects - Others	142	3	0	0	0	145
Memorial Recreation ground - Play area	218	0	0	0	0	218
Parks Buildings - Duty of Care Works	653	1,421	0	0	0	2,074
Parks Buildings - Access Improvement Works	4	636	0	0	0	640
Parks Buildings - Priority Refurbishment	75	461	0	0	0	536
Parks Masterplan - Canning Town	264	68	0	0	0	332
Parks Masterplan - Kier Hardie	618	237	0	0	0	855
Parks Masterplan - Chandos Road	180	0	0	0	0	180
Parks Masterplan - Sandal Street	111	5	0	0	0	116
Parks Masterplan - Valetta Grove	262	22	0	0	0	284
Play Access Improvements	116	0	0	0	0	116
Leisure and Community Centres	100	900	0	0	0	1,000

CAPITAL INVESTMENT PROGRAMME - Table 2

Project Name	Forecast 2010/2011 £000	Forecast 2011/2012 £000	Forecast 2012/2013 £000	Forecast 2013/2014 £000	Forecast 2014/2015 £000	Total Forecast £000
Parks & Open Spaces Masterplan	80	337	83	0	0	500
Other	232	9	0	0	0	241
Total Leisure	6,190	6,749	83	0	0	13,022
Children & Young People						
Eastlea - Expressive Arts & Buildings	114	0	0	0	0	114
City Learning Centre (Forest Gate School)	155	99	0	0	0	254
Children's Centres - Canberra Extension	117	0	0	0	0	117
Children's Centres - Sheringham New Build	477	0	0	0	0	477
Children's Centres - Altmore (Ph2)	896	75	0	0	0	971
Lister Playing Fields - Pavilion & Muga	167	0	0	0	0	167
Extended Day - Sandringham New Build	353	26	0	0	0	379
Ellen Wilkinson - New Build/Remodel	268	0	0	0	0	268
Curwen Primary - Primary Capital Programme	2,425	2,000	222	0	0	4,647
Essex Primary - Primary Capital Programme	4,051	105	25	0	0	4,181
Avenue Primary - PCP/New Pupil Places	149	4,804	430	0	0	5,383
Brampton Primary - PCP/New Pupil Places	762	4,650	857	0	0	6,269
Dersingham Infants - PCP/New Pupil Places	2,270	3,946	555	0	0	6,771
Sheringham Jnr - PCP/New Pupil Places	4,439	4,525	251	0	0	9,215
Vicarage Primary - PCP/New Pupils Places	836	3,300	1,676	0	0	5,812
St Joachim's Primary PCP	150	0	0	0	0	150
Quality Access for all Young Children	2,835	0	0	0	0	2,835
BSF Schemes (via LEP)	35,223	34,721	15,316	8,309	3,768	97,337
BSF Programme - PFI Element	8,103	2,105	0	0	0	10,208
BSF Initial Cost/Design	200	0	0	0	0	200
BSF Team	600	600	500	515	0	2,215
BSF Hard FM Managed Fund	0	1,500	1,500	1,500	1,500	6,000
Ellen Wilkinson (Ph3) Internal Remodelling	1,051	47	0	0	0	1,098
Additional Pupil places	72	39	0	0	0	111
Selwyn Primary - Access Works	374	18	0	0	0	392
Nelson Primary - Kitchen/Dining Hall	325	1,124	106	0	0	1,555
PCP Development Costs	150	236	0	0	0	386
Adventure Playgrounds/Play Areas	154	0	0	0	0	154
Extended Schools 2008/2009 & 2009/2010	500	490	0	0	0	990
Borough Wide Works for additional places	445	400	0	0	0	845
Calverton Primary - Remodelling Phase 2	543	701	36	0	0	1,280
Schools Access Initiative 2010/2011	204	239	0	0	0	443
Schools Access Initiative 2011/2012	0	500	0	0	0	500

CAPITAL INVESTMENT PROGRAMME - Table 2 (cont)

Project Name	Forecast 2010/2011 £000	Forecast 2011/2012 £000	Forecast 2012/2013 £000	Forecast 2013/2014 £000	Forecast 2014/2015 £000	Total Forecast £000
Modernisation Programme 2009/2010	1,489	240	11	0	0	1,740
Modernisation Programme 2010/2011	299	0	0	0	0	299
Modernisation Programme 2011/2012	0	2,000	0	0	0	2,000
Non DSB Planned Maintenance 2009/2010	188	9	0	0	0	197
Planned Maintenance 2010/2011 (DSB)	1,010	100	0	0	0	1,110
Planned Maintenance 2011/2012 (DSB)	0	1,687	0	0	0	1,687
Planned Maintenance 2011/2012 (Non DSB)	0	158	0	0	0	158
Planned Maintenance Future Years	0	0	1,845	1,845	1,845	5,535
Future SCE Funded Schemes	0	1,182	10,255	12,000	12,000	35,437
CYPS ICT Development	510	0	0	0	0	510
Aiming High Disabled Children	537	0	0	0	0	537
PFI - ICT Project	280	730	80	0	0	1,090
Other	896	263	0	0	0	1,159
Total Children & Young People	73,617	72,619	33,665	24,169	19,113	223,183
Corporate and Strategic Management						
Olympic Park Viewing Gallery	70	0	0	0	0	70
Other	318	0	0	0	0	318
Total Corporate and Strategic Management	388	0	0	0	0	388
Customer Services						
Pericles Replacement	790	0	0	0	0	790
Customer Access Strategy	245	2,226	0	0	0	2,471
Green Street Library Refurbishment	50	436	0	0	0	486
Broadway House Relocation Council Tax & Housing Benefit	30	462	0	0	0	492
Other	95	0	0	0	0	95
Total Customer Services	1,210	3,124	0	0	0	4,334
Community Safety						
Safer Stronger Communities Fund	157	0	0	0	0	157
CCTV Network	100	1,600	1,000	0	0	2,700
Total Community Safety	257	1,600	1,000	0	0	2,857
Housing and Public Protection						
Disabled Facilities Grant (Property Adaptation & Equipment)	1,300	890	0	0	0	2,190
Home Insulation Programme	20	100	0	0	0	120
East London Renewal Partnership (ELRP)	791	1,000	0	0	0	1,791
Project 371 - Sustainable Homes	612	0	0	0	0	612
Other	133	0	0	0	0	133
Total Housing and Public Protection	2,856	1,990	0	0	0	4,846

CAPITAL INVESTMENT PROGRAMME - Table 2 (cont)

Project Name	Forecast 2010/2011 £000	Forecast 2011/2012 £000	Forecast 2012/2013 £000	Forecast 2013/2014 £000	Forecast 2014/2015 £000	Total Forecast £000
HRA						
Tall Blocks Enveloping	957	0	0	0	0	957
Low Rise Enveloping (windows & roofs)	18,995	0	0	0	0	18,995
Street Property Programme	13,829	0	0	0	0	13,829
Heating Plus	2,276	0	0	0	0	2,276
Internal Modernisation	10,608	0	0	0	0	10,608
Environmental & Security Improvements	1,456	0	0	0	0	1,456
Minor Capital Works Programme	6,014	0	0	0	0	6,014
Resident Led Improvement Schemes	1,831	0	0	0	0	1,831
Secure Homes	175	0	0	0	0	175
Boilers	500	0	0	0	0	500
Sheltered Housing (including Warden Call System)	250	0	0	0	0	250
Major Void Replacement	630	0	0	0	0	630
Contingency/Emergency Works & Office Refurbishments	500	0	0	0	0	500
Electrical Programme	300	0	0	0	0	300
Council Adaptations	1,200	0	0	0	0	1,200
Consultancy / Administration	200	0	0	0	0	200
Capitalised Salaries	2,186	0	0	0	0	2,186
Pre-Partnering Framework Final Accounts	594	0	0	0	0	594
Future Years HRA Schemes	0	31,187	19,700	12,700	12,700	76,287
Snowhill Estate Playground	220	0	0	0	0	220
Brooks Estate - Enveloping Works	2,630	0	0	0	0	2,630
Carpenters-Leaseholder buybacks and decants	4,032	0	0	0	0	4,032
Little Ilford - Shop Relocation	950	0	0	0	0	950
Ferrier Point - Refurbishment & Construction	2,500	0	0	0	0	2,500
Canning Town Decants	500	0	0	0	0	500
Forest Gate Decant & Pass Through	30	0	0	0	0	30
Additional Supply Programme	1,300	0	0	0	0	1,300
Sheldrake House New Build Development (S106)	150	1,092	0	0	0	1,242
Royal Victoria Dock (S106) Quality Homes	0	1,200	0	0	0	1,200
PFI - Contribution	0	5,000	0	0	0	5,000
Affordable Housing - Land on Silvertown Way (S106)	0	200	0	0	0	200
Affordable Housing - Royal Victoria Dock (S106) Other	0	914	0	0	0	914
Affordable Housing - London City Airport (S106)	0	552	0	0	0	552
PFI - Forest Gate	19,159	2,876	0	0	0	22,035
Other	20	309	0	0	0	329
Total HRA	93,992	43,330	19,700	12,700	12,700	182,422

CAPITAL INVESTMENT PROGRAMME - Table 2 (cont)

Project Name	Forecast 2010/2011 £000	Forecast 2011/2012 £000	Forecast 2012/2013 £000	Forecast 2013/2014 £000	Forecast 2014/2015 £000	Total Forecast £000
Cleansing, Waste and Recycling						
Folkestone Road depot	200	1,100	0	0	0	1,300
Maximising Recycling (Wheelie Bins)	1,750	0	0	0	0	1,750
Total Cleansing, Waste and Recycling	1,950	1,100	0	0	0	3,050
Highways, Transport & Parking						
Canning Town A13 Roundabout	14,638	3,804	0	0	0	18,442
Environment Directorate and Resource Management	0	700	0	0	0	700
Burford Wharf (S106)	175	0	0	0	0	175
Western Entry1 Royal Vic Dock (S106)	161	0	0	0	0	161
Highways Asset Management Plan (HAMP)	251	0	0	0	0	251
27-41 West Ham Lane (S106)	100	0	0	0	0	100
Maryland Works (S106)	150	0	0	0	0	150
Silvertown Quays, Bus Improvement Works (S106)	292	0	0	0	0	292
Stratford Parking Demonstration Project	100	0	0	0	0	100
Highways Investment	826	4,734	4,440	0	0	10,000
Queens Market Car Park	17	328	5	0	0	350
Stratford Multi-Storey Car Park	24	463	13	0	0	500
Planned Highways Renewal Programme	4,011	0	0	0	0	4,011
Forest Gate - Resurfacing, Speed Humps	480	0	0	0	0	480
Canning Town & Custom House - Resurfacing, Traffic Calming	186	0	0	0	0	186
East Ham - CPZ, Street Scene Improvements	1,085	0	0	0	0	1,085
Beckton - CPZ, Resurfacing	268	0	0	0	0	268
Green Street - Resurfacing	585	0	0	0	0	585
Royal Docks - Bollards, Street Lighting	30	0	0	0	0	30
Stratford - Resurfacing	228	0	0	0	0	228
Plaistow - CPZ, Street Scene Improvements	663	0	0	0	0	663
Manor Park - CPZ, Street Scene Improvements	479	0	0	0	0	479
Highways Local Fund - Unallocated contingency	607	0	0	0	0	607
Bus Priority 2009/2010	190	0	0	0	0	190
Local Safety Schemes 2009/2010	150	0	0	0	0	150
Principal Road Renewal 2009/2010	331	0	0	0	0	331
Walking 2009/2010	175	0	0	0	0	175
20 Mph Zones 2009/2010	161	0	0	0	0	161
Olympic Cycling Programme	1,128	0	0	0	0	1,128

CAPITAL INVESTMENT PROGRAMME - Table 2 (cont)

Project Name	Forecast 2010/2011 £000	Forecast 2011/2012 £000	Forecast 2012/2013 £000	Forecast 2013/2014 £000	Forecast 2014/2015 £000	Total Forecast £000
West Silvertown DLR Context Works	250	0	0	0	0	250
Western Entry 1 RV Dock Infrastructure (S106)	317	0	0	0	0	317
LIP 2010/2011 Maintenance	598	0	0	0	0	598
LIP 2010/2011 Corridors	1,207	0	0	0	0	1,207
LIP 2010/2011 Neighbourhoods	850	0	0	0	0	850
LIP 2010/2011 Smarter Travel	150	0	0	0	0	150
LIP 2010/2011 Area Based schemes	1,554	0	0	0	0	1,554
LIP 2010/2011 Local Transport Fund	200	0	0	0	0	200
Stratford High Street Public Realm Improvements (phase 2)	8,490	0	0	0	0	8,490
Stratford City - Bus Network Measures	1,436	0	0	0	0	1,436
London City Airport - DLR Service Enhancement	375	0	0	0	0	375
West Ham Bus Garage	480	0	0	0	0	480
Olympic Walking 2010/2011	263	0	0	0	0	263
TFL - Future Schemes	0	3,725	3,600	3,300	3,000	13,625
Other	1,572	67	0	0	0	1,639
Total Highways, Transport & Parking	45,233	13,821	8,058	3,300	3,000	73,412
Regeneration, Planning & Property						
North Woolwich & Silvertown Green Connections	1,855	160	0	0	0	2,015
Stratford High Street Public Realm Improvements (Phase 1)	6,320	6,425	0	0	0	12,745
Stratford Masterplan (Phase1)	599	0	0	0	0	599
Stratford Masterplan (Phase2)	0	400	0	0	0	400
East Ham Integrated Front Office	855	5,619	8,523	3	0	15,000
East Ham Town Hall Campus	750	4,625	7,125	0	0	12,500
Old Stratford Station Building Works	847	235	0	0	0	1,082
London City Airport - Community Projects	0	200	0	0	0	200
Royal Docks Development Framework	369	407	0	0	0	776
Forest Gate Town Centre	137	0	0	0	0	137
Thames Gateway (S106)	1,030	0	0	0	0	1,030
Air Quality Monitoring (S106)	0	174	10	202	0	386
Land & Property Disposals	350	350	0	0	0	700
Commercial Portfolio Review	117	0	0	0	0	117

CAPITAL INVESTMENT PROGRAMME - Table 2 (cont)

Project Name	Forecast 2010/2011 £000	Forecast 2011/2012 £000	Forecast 2012/2013 £000	Forecast 2013/2014 £000	Forecast 2014/2015 £000	Total Forecast £000
Hartley Centre Building Works	217	0	0	0	0	217
Queens Market Development	100	750	0	0	0	850
Stratford Workshops	100	1,400	0	0	0	1,500
Newham Docks - Acquisition / Fit out	909	0	0	0	0	909
East Ham Campus	93	20	0	0	0	113
Newham Docks - Dilapidations	2,362	0	0	0	0	2,362
Broadway House Building Works	30	390	0	0	0	420
CCL Improvement Works	273	0	0	0	0	273
DDA Works	711	869	500	0	0	2,080
Rathbone Market Sustainability	500	0	1,000	0	0	1,500
Fife Road Area 3 Development	0	540	0	0	1,590	2,130
Rathbone Market Development	631	0	0	0	0	631
Canning Town Area 2 - Formunt Close Buybacks	0	3,000	1,200	0	0	4,200
Canning Town Demolitions Phase 2	2,476	0	0	0	0	2,476
Canning Town Buybacks Phase 4 Area 7	2,150	0	0	0	0	2,150
Canning Town Area 7 Buybacks (LBN Contribution)	200	800	0	0	0	1,000
Canning Town Contingency	0	3,000	0	0	0	3,000
Other	850	81	0	0	0	931
Total Regeneration, Planning & Property	24,831	29,445	18,358	205	1,590	74,429
Resources						
Newham Telecom Network Convergence Strategy	1,750	0	0	0	0	1,750
CRM & Customer Facing ICT Systems	1,434	2,000	1,000	0	0	4,434
Masterpiece System Upgrade	135	294	0	0	0	429
Office Relocations - ICT Costs	126	0	0	0	0	126
Other	308	0	0	0	0	308
Total Resources	3,753	2,294	1,000	0	0	7,047
Olympic Stadium Loan	0	0	40,000	0	0	40,000
TOTAL CAPITAL BUDGET	256,870	178,214	122,552	40,374	36,403	634,413

'Other' comprises all schemes with a total forecast of £100k or less, during the period 2010/2011-2014/15.

All figures are latest forecasts as at February 2011.

CAPITAL INVESTMENT PROGRAMME - Table 3

Project Name	Forecast 2010/2011 £000	Forecast 2011/2012 £000	Forecast 2012/2013 £000	Forecast 2013/2014 £000	Forecast 2014/2015 £000	Total Forecast £000
Corporate H&S Development	76	0	0	0	0	76
Borough Signage	40	0	0	0	0	40
Total Corporate & Strategic Management	116	0	0	0	0	116
Refurbishment Works - Coolfin Road (Shed22)	156	0	0	0	0	156
Bridge House refurbishment of lifts	22	0	0	0	0	22
East Ham Town Hall - asbestos removal	79	0	0	0	0	79
Total Regeneration, Planning & Property	257	0	0	0	0	257
Folkestone Road Depot repairs	70	0	0	0	0	70
Total Cleansing, Waste & Recycling	70	0	0	0	0	70
HP Contract	118	0		0	0	118
Land Registration Project	56	0	0	0	0	56
Total Resources	174	0	0	0	0	174
TOTAL ONE OFF REVENUE PROJECTS	617	0	0	0	0	617

All figures are latest forecasts as at February 2011.

CAPITAL INVESTMENT PROGRAMME - Table 3

Project Name	Forecast 2009/2010 £000	Forecast 2010/2011 £000	Forecast 2011/2012 £000	Forecast 2012/2013 £000	Forecast 2013/2014 £000	Total £000
Corporate H&S Development	76	0	0	0	0	76
Influential Councillor - Local Fund	20	0	0	0	0	20
Borough Signage	50	50	0	0	0	100
Total Corporate & Strategic Management	146	50	0	0	0	196
Green Enterprise District	50	0	0	0	0	50
Total Regeneration, Planning & Property	50	0	0	0	0	50
HP Contract	104	43		0	0	147
PCs in Libraries	34		0	0	0	34
Land Registration Project	105	31	0	0	0	136
Total Resources	243	74	0	0	0	317
TOTAL ONE OFF REVENUE PROJECTS	439	124	0	0	0	563

Formula Grant and the Budget 2011/2012

INTRODUCTION

This section explains the relationship between the Government's view of what we could spend, what we plan to spend in our budget, how much money we get from the Government in terms of Formula Grant, and how this sets the level of Council Tax.

What is the local government finance settlement?

Central Government has set up three separate systems to fund the three main areas of local authority spending in England. These are:

- spending on capital projects such as roads or school buildings;
- revenue spending on council housing; and
- **general fund expenditure**, mainly on pay and other costs of running services other than council housing. Government supports local councils' revenue expenditure through formula grant, area based grant and specific grants.

The annual Local Government Finance Settlement is concerned with the distribution of Formula Grant, which is made up of Revenue Support Grant, redistributed business rates and principal formula Police Grant.

Deciding the Overall Amounts of Grant

In its Spending Reviews, the Government decides how much it can afford to spend, reviews its expenditure priorities and sets targets for the improvements which are to be delivered from any additional funding. Each Spending Review usually covers a three year period though the 2010 CSR covered four years.

Government grant (of all the kinds mentioned above) and business rates together are known as Aggregate External Finance (AEF). Formula Grant (made up of Revenue Support Grant, redistributed business rates and principal formula Police Grant) is part of AEF. Councils also fund their spending by raising Council Tax.

Changes do occur between the plans laid out in the Spending Review and the grant available for distribution in any one year. This is because the responsibilities placed on councils by Government change. If a change involves more work for councils, then Government gives them more grant. If it involves less work, then grant is taken away. These changes in funding are often known as 'transfers'. The principle is that funding follows responsibility.

Different types of revenue grants

Formula Grant is distributed by formula through the Local Government Finance Settlement. There are no restrictions on what local government can spend it on.

Specific grants are distributed outside the main settlement. Some of these are known as ring-fenced grants which control council spending. These usually fund particular services or initiatives that are a national priority. For example, funding for schools is paid through the Dedicated Schools Grant reflecting the priority the Government place on education.

Allocating Formula Grant

In 2006/2007, for the first time, the Government decided to produce forward allocations of most grants in multi-year settlements. The first full three year settlement was for 2008/2009, 2009/2010 and 2010/2011. The Spending Review in 2010 set out the Government's spending plans for the next four years but only announced local government funding for 2011/2012 and 2012/2013.

This process of allocating Formula Grant each year is known as the Local Government Finance Settlement, and the following sections give more detail about how this is done

The Local Government Finance Settlement Timetable

In January 2011 the Government announced the final allocations for 2011/2012 (the provisional 2011/2012 settlement was announced in December 2010).

The timing of the settlement announcement is constrained on the one hand by local authorities needing to have sufficient time to set their budgets for the start of the following financial year, and on the other by the need to use the most up-to-date information possible to determine grant allocations. To fit this timetable, the Secretary of State usually announces a provisional Finance Settlement to Parliament and to local authorities in late November or early December each year.

After the Secretary of State's announcement there is a period of consultation, when local authorities can put their views on the proposals to Government, and point out any errors that may have been made. Once all the points from local authorities have been considered and any amendments have been incorporated, the final Local Government Finance Settlement is approved by the House of Commons in late January or early February. This allows enough time for authorities to finalise their budgets for the next financial year.

Sharing out resources

From 2006/2007 the Government introduced a new system to distribute Formula Grant. Under the new system the distribution of Formula Grant is determined wholly by the Relative Needs Formulae (and Police Grant formulae in the case of police authorities), the Relative Resource Amount, the central allocation (an amount per head) and the floor damping scheme. The way the system works is described in more detail below.

Relative Needs Formula

To work out each council's share of Formula Grant the Government first calculates the Relative Needs Formula (RNFs). The RNFs are mathematical formulae for each service block based on a per client basis with top-ups to take into account local circumstances such as deprivation and area costs. RNFs are supposed to reflect the relative needs of individual authorities in providing services. They are not intended to measure the actual amount needed by an authority to provide services but simply to recognise the various factors which affect local authority costs locally. They do not relate to any actual monetary amount of grant that a council needs for providing services for its residents.

The RNFs are split into the following service blocks:

Service Block

Children's Services

Composed of:

Adults' Personal Social Services

Composed of:

Police

Fire

Highway Maintenance

Environmental, Protective and Cultural Services

Composed of:

Capital Financing

Sub Block (where relevant)

- Youth and Community
- Local Education Authority Central Functions
- Children's Social Care
- Social Services for Older People
- Social Services for Younger Adults
- Services provided predominantly by non-metropolitan district councils in non-metropolitan areas (District level EPCS)
- Services provided predominantly by county councils in non-metropolitan areas (County level EPCS)
- Fixed Costs
- Flood Defence
- Continuing EA Levies
- Coast Protection

Because the RNFs are only intended to reflect the relative differences in the cost of providing services in different areas, they are expressed as a proportion - or ratio - of the total relative needs in 2011/2012. Once the RNFs for the service blocks for all authorities have been calculated, the next step is to use this to generate cash amounts that are correlated to the measure of relative need. To do this fairly, Government has to group the individual service formulae into six groups so that councils are only being compared to authorities providing the same range of services.

Relative Resource Amount

This is a negative amount and is intended to take into account the fact that areas that can raise more income locally (Council Tax) require less support from the Government. It does this by looking at authorities' council taxbase data that is used to establish a minimum potential level of local income. Negative Relative Resource Amounts are then generated above the minimum, relative to council tax base per head.

Central Allocation

After determining the Relative Needs and Relative Resources there is still an amount of money left in the overall grant pot for distribution to local authorities. The Government shares this out on a per head basis. The per head amounts are based on the appropriate minimums for each authority already calculated for the needs and resources blocks. The per head amount is therefore dependent on the services that the authority provides.

Floor Damping

Following the calculations in the three blocks described above, each authority will have a grant amount allocated to it. However, Government ensures that all individual local authorities receive at least a guaranteed minimum increase or, in the case of the 2011/2012 settlement, a maximum loss in grant year-on-year. This is known as the floor, and is designed to ensure that authorities are protected from large detrimental grant changes.

As the entire Formula Grant comes from a finite pot the cost of funding the floor must be met from this pot. This means that those above the floor have their grant allocation scaled back in order to pay for the floor guarantee.

Clearer, Simpler and More Transparent?

Despite the Government's efforts to produce a Formula Grant distribution system that is clearer, simpler and more transparent, the current system is even less transparent than the previous FSS system and harder to explain to key stakeholders in that it is no longer possible to see the total the Government is prepared to support through grant and how much of this is assumed to be financed by Council Tax.

2011/2012 Formula Grant Settlement

The CSR had previously set the scene for an extremely challenging Local Government Finance Settlement with Government cuts to local government funding far exceeding those applied to almost every other central government department.

Newham suffered one of the heaviest losses in grant in cash terms in London, more than £28m over the 2010/2011 Formula Grant (adjusted) figure of £247.935m.

	Adjusted Formula Grant 2010/2011	Actual Formula Grant 2011/2012	Change £m	Change %
Newham	247.935	219.918	-28.017	-11.3%

The One-Off Transition Grant for 2011/2012 is designed to ensure that no authority loses more than 8.8% over its 2010/2011 Formula Grant (adjusted). Newham will receive £6.099m to bring the grant loss down to 8.8%.

In fact the total cut in all Government grants for Newham in 2011/2012 amounts to some £44m, including the in-year cuts made in the June 2010 emergency budget. The total grant loss of £44m represents a reduction of 14.16% from the original 2010/2011 entitlement (after funding adjustments). This is the true extent of grant cuts from “budget to budget” and is far in excess of the 8.8% announced by DCLG as the cut in ‘revenue spending power’.

Apart from the unprecedented reduction in funding facing Newham, the frontloading of the formula grant cuts into the first two years also presented an additional challenge.

The cumulative effect of the reduction of £28m in Newham’s Formula Grant along with the ending of the Area Based Grant and various other grants such as the Working Neighbourhood Fund (£13.25m for Newham in 2010/2011), and the introduction of the new Early Intervention Grant (representing an overall loss of £6m from original 2010/11 entitlements for the borough) present a very challenging financial environment for Newham

Council Tax

For 2011/2012 the Council has set a budget of £291.448m with a local element Band D Council Tax of £945.63. This represents a zero increase for the third year in succession. The GLA has also declared a zero increase of their Band D precept which remains at £309.82 and this figure includes £20.00 which is a financial contribution towards the 2012 Olympic Games. This is the third year in succession that the GLA precept has been frozen at £309.82.

Overall Newham’s Band D Council Tax for 2011/2012 is £1,255.45, exactly the same as 2010/2011, 2009/2010 and 2008/2009.

2010/2011 Budget £000		2011/2012 Budget £000	2011/2012 Budget £000
294,524	Budget		291,448
	<i>less</i>		
-1,512	Collection Fund surplus/deficit	0	
-222,469	Formula Grant	-219,918	
-223,981			-219,918
70,543	Newham’s Council Tax Requirement		71,530
76,906	Tax Base	77,981	
-2,307	Non collection allowance @ 3.0%	-2,339	
74,599	Tax Base		74,642
£945.63	LBN Council Tax @ Band D		£945.63
£309.82	GLA Precept		£309.82
£1,255.45	Total Band D Council Tax		£1,255.45

Newham - An Inner London Borough?

For a number of years, the Council has made the case to be treated as an inner London borough which would have generally increased Newham's Formula Grant Settlement. Not only has Newham's case been constantly rejected but changes to the Area Cost Adjustment (ACA) (the Area Cost Adjustment (ACA) is a factor used in nearly all Formula Grant formulae and is intended to recognise the variations in employment and other costs between authorities in different parts of England), in 2003/2004 have exacerbated the feeling of injustice felt by Newham when London was split into three distinct ACA areas and Newham was placed in the third tier and designated as "rest of London"

- Inner London;
- West, North West and South West London (or Outer London West); and
- Rest of London

Newham will continue to press its case to be treated as an inner-London borough.

Corporate Plan and Mayor's Contract

CORPORATE PLAN

Regeneration, Planning and Property

Ref	Action
1.	Continue the on-going redevelopment of Canning Town and Custom House including sites assembly works, funding strategies and supporting the design and planning process for the Town Centre. Develop detailed proposals for taking forward Area 2 and continue the visioning and refreshing of the masterplan for Custom House
2.	Award a casino license to secure a major new leisure and entertainment destination for London and maximise job creation and other benefits for the Newham community.
3.	Work with existing businesses to make them "fit for supply" and enable them to secure an additional £1.5m worth of business. Provide advice and support resulting in the establishment of 50 new businesses. This will involve working with 800 individuals or businesses.
4.	Work in partnership to open the new premises for "The Skills Place" the retail and hospitality academy within Stratford City. This will support Workplace in providing local people with the skills required to access employment opportunities and provide employers with job-ready employees.
5.	Develop the Local Development Framework for Newham that sets out opportunities and parameters for the physical, social and economic development and investment in all parts of the borough including the arc of opportunity and exciting neighbourhoods and town centres.
6.	Maximise the use of our assets through aligning the Property Strategy with the council's new ways of delivering back office support for services and the Customer Access Strategy to improve accessibility to council services for all residents. Establish a one council asset register to enable optimal use and management of all our assets.

Environment

Ref	Action
7.	Work with the Metropolitan Police to tackle serious violent crime.
8.	Work with the Metropolitan Police to monitor and tackle all forms of hate crime and promote a zero tolerance approach through community engagement and communications/publicity.
9.	Ensure a joined up approach to identifying and providing support to victims of domestic violence, forced marriage, sexual violence and women involved in prostitution.
10.	Improve waste management by: increasing recycling performance, maximising waste prevention and ensuring commercial and waste management compliance.
11.	Improve the street scene by implementing a robust methodology for street cleansing with a focus on increasing quality, smarter working, improved procedures and staff training. Productivity will increase.
12.	Using the Council's Design Guide to ensure improvements to the boroughs highways and public spaces, delivering improvements to access to public spaces, including for disabled and older residents.
13.	To ensure Newham's services are fully prepared for staging the 2012 Olympic and Paralympic Games.
14.	Increase the amount we recycle to 27% in 2011/2012 by improving our waste collection services and encouraging waste prevention
15.	Reduce the number of households in temporary accommodation.
16.	Deliver a further 208 new affordable homes.

Environment (cont)

Ref	Action
17.	Improve 600 private rented properties by ensuring the landlords meet modern standards
18.	Invest half a million pounds in adaptations for disabled residents in council properties each year.
19.	Invest over £1m a year in adaptations for disabled residents in the private sector.
20.	Continue to support the development of low cost home ownership housing for Newham residents in 2011-2012
21.	Offer help and support to residents, who are in danger of eviction and homelessness, to keep them in their homes through: <ul style="list-style-type: none"> • Referring people for specialist financial advice • Housing options advice e.g. landlord / tenant reconciliation • benefit advice
22.	Maintain and improve standards of service to Council tenants, following the integration of Newham Homes back into the Council.

Children and Young Peoples' Services

Ref	Action
23.	Ensure that schools are fully briefed to empower efficient spending of the Pupil Premium to continue the range of targeted intervention programmes that have impacted most effectively. Learn from creative and innovative approaches to expenditure for maximum impact to close any existing gaps.
24.	Work with schools, colleges and other providers of education, training and employment skills to ensure that all young people: <ul style="list-style-type: none"> • Have a high quality learning route that enables them to participate, achieve and progress to higher or further education, or employment • Can access accurate and tailored advice on the different opportunities available, so they go on to develop the knowledge and skills that they and the economy need to prosper in the 21st century • Revise the Monitoring, Challenge and Intervention Framework so that it reflects the intention and capacity of the Redesign programme, incorporating the vision of The White Paper - The Importance of Teaching and the Early Years.
25.	Continue to improve primary school attendance.
26.	Work closely with schools to facilitate peer support and challenge across schools. Ensure high quality professional development and progression routes for professionals across sectors who work with young people on out of school learning
27.	Develop and implement our 'Safeguarding Action Plan'.
28.	Develop the new Children and Young Peoples' Plan in partnership with the Children's Trust to deliver the Children's Trust joint priorities.
29.	Make full use of early education and childcare provision, promoting the take up by families in most need to the free entitlement of 15 hours for every 3 and 4 year old, and the new free hours entitlement for 2 year olds from low-income families.
30.	Embed and develop the successful Young Mayor, and Youth Council programme to increase the number of young people who are represented in local decision making.
31.	Continue to increase the number of young people who are engaged in positive activities that: <ol style="list-style-type: none"> a) improve their employability skills b) provide an alternative to offending and improve their social skills c) improve their health and well being
32.	Reduce the number of young people entering the Youth Justice system for the first time, by increasing family intervention work with young people at risk, and working closely with the Police to reduce knife carrying, group violence etc.

Children and Young Peoples' Services (cont)

Ref	Action
33.	As part of the CYPS Redesign Programme develop school improvement strategies to improve performance and outcomes across all key stages.
34.	Increase the number of Newham's young people taking up apprenticeships by 20% and continue to work to increase the number of youth employment scheme placements within Newham Council.
35.	Work with schools to ensure a consistent approach to having robust, rigorous and effective anti-bullying policies in place.
36.	Contribute to partnership working with Children's Centres, schools and health agencies to reduce the under-18 conception and perinatal and infant mortality rates.
37.	Contribute to partnership working with Children's Centres, schools and health agencies to improve child and adolescent immunisation rates.
38.	Continue to improve health outcomes for children and young people by improving fitness and tackling obesity, through working in partnership with Children's Centres, schools, health agencies and leisure services.

Adults, Community and Leisure

Ref	Action
39.	Increase the effectiveness of drug treatments and aftercare services for offenders from the point of arrest to their release back into the community and so end or reduce their offending behaviour.
40.	Increase opportunities for mass participation in sports and physical activity, arts and cultural activities in our community centres, parks and leisure centres through a strategy for community spaces and a strategy for leisure and community services.
41.	Increase the number of residents involved in volunteering by offering a wider range of opportunities including at a neighbourhood level.
42.	Encourage people to participate in local events that are delivered with the police, health services and other partners to address local priorities.
43.	Improve access for disabled residents to universal services, support into employment and social care services through monitoring access and engaging with disabled residents on an ongoing basis.
44.	Ensure people can access high quality adult social care service provision in Newham.
45.	Work in partnership with health services in Newham and the Newham Local Involvement Network (LINK) to provide better integrated care and health support to residents.
46.	Improve the accessibility of adult social care services by becoming more responsive to customer needs.
47.	Develop our preventative services to keep people healthy and prevent them becoming dependent.
48.	Help more people to exercise choice and control and remain in their homes or live as independently as possible with appropriate and personalised support.
49.	Continue to provide free swimming for under-16s and over-60s in our four leisure centres and ensure each child has access to at least two free hours of sport each week.

Resources

Ref	Action
50.	Deliver a reduction in the council's carbon emissions of 40% by 2015 and work with our partners and large businesses to reduce their carbon emissions and impact on the environment.
51.	Identify more efficient and effective ways to use the Council's financial resources through the Revenue and Capital Programmes and delivering value for money.
52.	Implement the ICT Strategy. Key target for 2011 -12 is to increase the availability of on-line self service through a new and improved website, a new Customer Relationship Management System and an integrated view of line of business systems in the Council.

Chief Executive's, 2012 Unit, Policy, Partnerships and Communications and Customer Services

Ref	Action
53.	Continue to embed and develop the successful young Mayor, Children's Parliament and Youth Council programmes to increase the number of young people who are represented in local decision making.
54.	Continue to deliver a mainstream approach to equality and cohesion including: <ul style="list-style-type: none"> • Meeting the Council's public equality duties in line with the Council's Equality and Cohesion Plan and the Equality Act 2010. • Supporting services with training and guidance to undertake Equality Impact Assessments.
55.	Deliver Newham Partnership's priorities for improving services and opportunities for residents through: <ul style="list-style-type: none"> • A streamlined and task focussed approach to partnership working. • Developing a revised set of partnership outcomes and measurements to replace the current Local Area Agreement.
56.	Deliver the Customer Access Strategy for front line services: <ul style="list-style-type: none"> • To make council services, events and facilities more accessible to residents. • Progress towards re-provision of our libraries and local service centres in alignment with the Customer Access Strategy • Implement the new model for delivering Council Tax and Benefits service from one location
57.	Implement the Consultation Strategy and undertake an annual programme of consultation and research including ARS, NHPS, Liveability Survey.
58.	Providing an effective and joined up approach to advice and guidance to ensure residents are supported to improve their circumstances for good.
59.	Promote the importance of people learning English to overcome barriers and increase their personal and economic independence by reviewing ESOL services.
60.	Effective use of the Council's Magazine, website and publicity sites around the borough to ensure residents are aware of services and activities. In particular ensuring the magazine appeals to all residents through undertaking regular monitoring of readership and satisfaction.
61.	To develop options for a single Newham Resident's Card, incorporating functions of the council's existing cards.
62.	Work with the other five 2012 Host Boroughs to implement the Strategic Regeneration Framework.

MAYOR'S CONTRACT 2011/2012

Theme	No.	Mayor's Promise
<i>On your side in tough economic times</i>	1.	As part of our commitment to keeping the lowest council tax in outer London, for the third year there will be no increase at all.
	2.	Each household will receive its first parking permit for free and we will also provide 30 free visitor permits per household for those without a car. This means we will continue to have the lowest resident parking costs in London.
	3.	We will continue to provide Free School Meals to all children within our 66 primary schools worth £500 per child after tax.
	4.	We will continue to offer our residents free collection of up to six items of bulky waste, such as fridges and sofas, at a time when many other boroughs are charging for this service. The same service in other boroughs would cost you a minimum of £27 in Bexley, £30 in Redbridge and up to £56 in Havering.
<i>Protecting opportunities for Newham's residents against national cuts</i>	5.	We will continue to work hard to help you access jobs and training: <ul style="list-style-type: none"> • We will help to get 4,000 to 5,000 more people into work via Workplace • We will enable 1,500 people to access skills training courses, so they have the best chance of securing new and existing jobs <p>We are working with employers at the new Stratford City Shopping Centre, to ensure local people can access new job opportunities. For example, there are already 250 job opportunities for the long term unemployed to be offered at the new John Lewis store and we are working with employers to set up a Retail Skills Academy in order to help Newham residents access jobs in retail and leisure.</p>
	6.	We will help every Year 5 child to be a musician by providing free tuition with the use of an instrument, with a free instrument to keep for each child who completes the full 2 years

MAYOR'S CONTRACT 2011/2012 (cont)

<p>Protecting opportunities for Newham's residents against national cuts (cont.)</p>	7.	<p>We will fight hard to win a proper 2012 legacy for Newham's residents.</p> <p>We are working with West Ham Football Club and other partners to ensure the future of the Olympic stadium is in the interests of local people. We want to ensure that:</p> <ul style="list-style-type: none"> • the stadium benefits the community by providing jobs for local people and through increased access to sport, leisure and culture for everyone. • by West Ham vacating Upton Park football ground this will act as a catalyst for improving the Green Street area. • the council's support for the proposal will not cost Newham taxpayers a penny - and in fact will lead to the Council making money on its contribution, which we will be able to invest back in to local services for residents.
	8.	<p>We will help every young person to be a sports person.</p> <p>We want young people to be inspired to achieve their personal best. We will pilot a new approach to this through helping young people in year 7 to identify the sports that suit them - and help them to play the sports that they like.</p> <p>We will offer a wide programme of sporting activities through our Summer of Sport programme, school based sports and access to local sports clubs and activities in our parks.</p>
	9.	<p>Despite the national government axing free swims we understand the importance of helping to provide younger residents with opportunities to be active which they may not otherwise be able to afford. We will therefore continue to provide free swims for under 16s.</p>
	10.	<p>With tea dances, lunch clubs and free swimming for the over 60s, older people in Newham stay active for longer. We will therefore continue to provide free club membership at Newham clubs for the over-60s in the borough. We will also continue to provide free swims for over 60s, despite national government cuts.</p>
	11.	<p>Over 200,000 residents attend our free events and we will continue to build on this - <i>we want to ensure the 2012 Olympic and Paralympic Games are a party to remember for the whole community.</i> This year the Newham London Run, Sunday Fun Day, Town Show, Under the Stars, Waterfront Festival and Fireworks Night will be even better.</p>

MAYOR'S CONTRACT 2011/2012 (cont)

<p><i>Continuing to Invest in your priorities - you told us what was important to you and this is what we are doing</i></p>	12.	<p>We will continue to tackle crime and anti-social behaviour through our enforcement team working closely with the local police and other partner agencies. Our priorities for the year ahead will be to:</p> <ul style="list-style-type: none"> • Stop illegal dumping of waste on our streets • Tackle people who litter, flypost or graffiti • Deal with intimidating groups and individuals • Continue to deal with eyesore front gardens that encourage flytipping and littering • Use our licensing powers to reduce alcohol related crime and ASB
	13.	<p>We will continue to invest in our schools to help our young people to have the best start in life.</p> <p>Despite national government cuts we will continue to improve our local schools and we will be investing a total of £70m in primaries and £175m in secondaries as part of the ongoing programme of work at the following schools:</p> <ul style="list-style-type: none"> ▪ Secondary: Brampton Manor, Sarah Bonnell, Rokeby, Lister, Forest Gate, Eastlea, Langdon and Royal Docks ▪ Primary: Essex, Curwen, Sheringham, Dersingham, Brampton, Vicarage and Avenue with a further 8 primaries to be confirmed by the Spring.
	14.	<p>We will fund a reward scheme for those who help to tackle serious crimes.</p> <p>We will offer a reward of £150 to anyone who provides information which leads to someone being arrested and charged for a knife or gun related crime.</p>
	15.	<p>We will increase the use of CCTV in the borough to improve community safety and reduce anti social behaviour and make it more responsive to local issues.</p>
	16.	<p>We will tackle anti-social dog owners by:</p> <ul style="list-style-type: none"> ▪ Using Dog Control orders to tackle nuisance dogs and promote responsible dog ownership. ▪ Cracking down on those people who allow their dogs to foul in public places by enforcing fines. ▪ Encouraging responsible dog ownership ▪ Taking targeted action within areas where nuisance from dogs affects the local community ▪ Taking action against dangerous dogs including removal of animals where necessary

MAYOR'S CONTRACT 2011/2012 (cont)

<i>Continuing to Invest in your priorities - you told us what was important to you and this is what we are doing (cont.)</i>	17.	Last year we improved 15 play areas across the borough and this year we will continue to improve our parks and open spaces with further investment in the following play and sports facilities: Plaistow Park, New City Green, Star Park, Abbey Green, Gooseley Playing Fields and Newham Leisure Centre
	18.	We want residents to be proud of their local neighbourhood. In the face of national cuts we will continue to invest in making our streets cleaner, including continuing with seven days a week cleaning for our main streets. We will also continue to invest in improving the look and feel of both our high streets and local residential streets. This year there will be improvements in the following areas: <ul style="list-style-type: none">▪ High Street North, Stratford Broadway, Canning Town, schedule of residential upgrades.
	19.	We have made recycling easier by introducing separate bins for street properties. We will also continue to provide recycling for flats and we will continue to provide doorstep advice to all residents on recycling in the borough.

London Boroughs Band D Council Tax 2011/2012

Rank	Borough	2010/2011 local element at Band D £	2011/2012 local element at Band D £	Increase %	Increase £	Inner London or outer London
1	Wandsworth	377.06	377.06	0.00%	0.00	outer
2	Westminster	378.07	378.07	0.00%	0.00	inner
3	Kensington & Chelsea	782.61	782.58	0.00%	-0.03	inner
4	Hammersmith & Fulham	811.78	811.78	0.00%	0.00	inner
5	City of London	857.31	857.31	0.00%	0.00	City of London
6	Tower Hamlets	885.52	885.52	0.00%	0.00	inner
7	Southwark	912.14	912.14	0.00%	0.00	inner
8	Lambeth	925.29	925.29	0.00%	0.00	inner
9	Newham	945.63	945.63	0.00%	0.00	outer
10	Islington	961.87	961.87	0.00%	0.00	inner
11	Greenwich	981.04	981.04	0.00%	0.00	inner
12	Bromley	991.31	991.31	0.00%	0.00	outer
13	Hackney	998.45	998.45	0.00%	0.00	inner
14	Barking & Dagenham	1,016.40	1,016.40	0.00%	0.00	outer
15	Camden	1,021.77	1,021.77	0.00%	0.00	inner
16	Lewisham	1,042.11	1,042.11	0.00%	0.00	inner
17	Brent	1,058.94	1,058.94	0.00%	0.00	outer
18	Ealing	1,059.93	1,059.93	0.00%	0.00	outer
19	Hounslow	1,090.65	1,090.65	0.00%	0.00	outer
20	Redbridge	1,095.53	1,095.53	0.00%	0.00	outer
21	Enfield	1,100.34	1,100.34	0.00%	0.00	outer
22	Merton	1,106.57	1,106.57	0.00%	0.00	outer
23	Hillingdon	1,112.93	1,112.93	0.00%	0.00	outer
24	Barnet	1,113.20	1,113.20	0.00%	0.00	outer
25	Bexley	1,128.59	1,128.59	0.00%	0.00	outer
26	Sutton	1,140.89	1,140.89	0.00%	0.00	outer
27	Croydon	1,150.11	1,150.11	0.00%	0.00	outer
28	Waltham Forest	1,152.21	1,152.21	0.00%	0.00	outer
29	Haringey	1,184.32	1,184.32	0.00%	0.00	outer
30	Harrow	1,186.55	1,186.55	0.00%	0.00	outer
31	Havering	1,195.18	1,195.18	0.00%	0.00	outer
32	Richmond-upon-Thames	1,287.39	1,287.39	0.00%	0.00	outer
33	Kingston-upon-Thames	1,352.72	1,352.72	0.00%	0.00	outer
	GLA	309.82	309.82	0.00%	0.00	

Glossary of Financial Terms

Accountancy Code

The way that costs are recorded within the general ledger. The coding structure enables costs to be grouped according to service and type of expenditure.

Accounting Period

The timescale during which the accounts are prepared. Local authority accounts have an overall accounting period of one year from 1st April to 31st March. However, the year is broken down into months for monitoring purposes. April is referred to as period 1, May as period 2 and so on.

Accounting Standards

A set of rules explaining how accounts are to be kept. By law, local authorities must follow 'proper accounting practices'. The hierarchy of proper accounting practices are set out in Acts of Parliament, then the CIPFA Statements of Recommended Practice (SORP) and if guidance is not set out within these then professional Financial Reporting Standards (FRS). IFRS apply to Councils from 2010/2011.

Accruals

An accounting principle where expenditure and income are taken into account in the year in which they are incurred by services rather than when invoices are actually paid and/or monies received.

Actuals

Short for 'actual expenditure'. The term is usually used to denote the amount spent against a particular budget or by a service for the year. (Also referred to as "outturn").

Acquisitions

The Council spends funds from the capital programme to buy assets such as land and buildings. In some cases this is because a compulsory purchase order has been made so that the land can be used for development.

Agency Services

Services provided by or for another local authority or public body where the cost of carrying out the service is reimbursed.

Aggregate External Finance (AEF)

This is a Central Government revenue support. Net AEF comprises of Revenue Support Grant (RSG) and National Non-Domestic Rates (NNDR). In the case of gross AEF it also includes certain specific grants.

Approved Capital Programme

All projects in the capital programme, which have been approved by the Council.

Area Cost Adjustment (ACA)

The scaling factor applied to the Formula Grant calculation to reflect higher costs (mostly pay) in some Council areas.

Arms Length Management Organisations (ALMOs)

An ALMO is a not-for-profit housing management company that is wholly owned by a local authority. With the end of the Decent Homes programme, the Council's ALMO Newham Homes will return to the Council from 1st April 2011.

Asset Management Plan

This plan is prepared to assist the Council in managing its property assets effectively and to contribute towards the vision of making Newham a place where people choose to live and work. The plan sets the framework for how to manage assets and outlines the key actions the Council needs to take during the coming year.

Asset Register

A record of Council assets including land and buildings, housing, infrastructure, vehicles and equipment. This is maintained for the purpose of calculating capital charges that are made to service revenue accounts. It is updated annually to reflect new acquisitions, disposals, revaluations and depreciation.

Audit Commission

The body responsible for the appointment of external auditors to local authorities, co-ordinating audits throughout the country and setting standards.

Balances

The amount of money left over at the end of the year after allowing for all expenditure and income that has taken place. These are also known as financial reserves. There is no fixed statutory level for reserves. The Council follows draft Audit Commission guidance that General Reserves should be 5% of annual operating expenditure plus the value of the Council's "Bellwin Scheme" threshold (a scheme under which local authorities can claim financial support from government toward costs of dealing with emergencies and disasters e.g. flood or storm damage).

Base Budget

In broad terms this represents the budget that would be required to continue to provide services at their current level. Base budgets for 2011/2012 were prepared in June and were used to establish cash limits for each service area. The budgets were then reviewed in detail to bring spending requirements within the agreed cash limit.

Base Budget Review

This is the process that turns the initial base into the final base budget. It involves working out the detailed spending requirements for each area of service and moving budgets accordingly within the agreed cash limit.

Glossary of Financial Terms

Best Value

There is a statutory duty on local authorities (and some other public bodies) to make arrangements to achieve continuous improvements in the way their functions are carried out.

Best Value Accounting Code of Practice (BVACOP)

See Service Reporting Code of Practice (SerCOP).

Billing Authority

Those local authorities responsible for collecting Council Tax i.e. London Boroughs and Districts.

Budget Forecast

An initial assessment of what next year's budgets will look like. The assessment is prepared and updated by Financial Services on a regular basis throughout the year to give members an early indication of the issues that will have to be faced during the budget. Also included are projections for two further years to provide a Medium Term Strategy - see 'Medium Term Strategy'.

Budget Head

An individual budget against which costs are charged.

Budget Monitoring

The comparison of the amount spent to date against the approved budget to see if any under or over spending is occurring. This process enables service areas to take corrective action in the event of any deviations and control their budgets.

Budget Reduction

A reduction in the amount of money that can be spent on a particular service.

Budget requirement

Budget requirement is the amount the Council estimates as its planned spending, after deducting any funding from reserves and any income it expects to raise (other than from the Council Tax and general funding from government). General funding from government is Revenue Support Grant, redistributed business rates and some specific and special grants. The budget requirement is set before the beginning of the financial year.

Capital Charges

In accordance with arrangements for capital accounting, capital financing costs are not charged to individual revenue accounts, but 'Capital Charges' are made. The Capital Charges represent the actual annual depreciation of assets. These charges relate to all capital assets i.e. land and buildings over £25,000 in value and vehicles, equipment, etc. over £10,000, used by individual services.

Capital Expenditure

Expenditure on the purchase, construction and enhancement of Council assets such as houses, schools and roads. Expenditure can only be treated as

'capital' if it meets the statutory definitions and is in accordance with accounting practice and regulations.

Capital Financing Requirement

The Capital Financing Requirement is the measure of the Council's underlying indebtedness as calculated from its annual accounts. It increases by capital expenditure and decreases by the application of capital receipts, other resources and the Minimum Revenue Provision (see MRP).

Capital Grants

Monies received by service areas from Government and other statutory bodies towards the Council's capital expenditure. The main sources include the Major Repairs Allowance (MRA), Transport for London and Standards Fund.

Capital Investment Strategy

This document sets out the five-year plan that demonstrates how capital investment will support the achievement of the Council's 'Vision'. The current strategy covers the period 2010 to 2015.

Capitalisation

Costs are capitalised to the extent that they create or improve any tangible fixed asset with a useful economic life greater than one year.

Capital Receipts

Monies received from the sale of the Council's assets. These receipts are used to pay for additional capital expenditure or to reduce the Council's indebtedness. See Pooling Arrangements.

Cash Budgets/Cash Prices

The actual amount of money that can be spent during the year after allowing for pay awards and inflation. The budget is expressed as 'cash prices'.

Cash Limit

An upper limit on the amount of money that can be spent. This can either apply to an overall budget or individual elements within it. The use of cash limits is an integral part of the budget process.

Central Support Services

The costs of central support services such as legal and finance are reallocated to other service areas so as to provide a more accurate picture of how much those services cost in their totality. In the case of the housing revenue account and trading accounts, the law requires the reallocation of such costs.

CIPFA

The Chartered Institute of Public Finance and Accountancy, which in common with other Chartered Accountancy Bodies promotes best practice by issuing guidelines and Codes of Practice. CIPFA has particular expertise in the field of Public Sector and Local Government Finance.

Glossary of Financial Terms

Collection Fund

A separate account kept by every billing authority into which Council Tax and Business Rates are paid.

Collection Rate

The amount of Council Tax likely to be collected expressed as a percentage of the total amount due. For 2010/2011 the Council's collection rate is estimated at 97%.

Communities and Local Government (CLG)

Communities and Local Government, formerly the Department for Communities and Local Government. It was created with a powerful remit to promote community cohesion and equality, as well as responsibility for housing, urban regeneration, planning and local government.

Consultation

A process the Council uses in reaching a decision. Individuals can be consulted in three main capacities: As consumers, when they are asked for their views about particular services that they either deliver or might use.

As taxpayers, when consultation focuses on the balance between the level of services provided and their cost; and

As citizens, when consultation focuses on what people think about policy questions, such as the type of development that might take place in their community. Local businesses can be consulted as service users, as business ratepayers and as organisations with a wider interest in the community.

Contingency for Pay and Prices Increase

The base budget is initially prepared at pay and price levels applicable in the current year. A sum of money is then set aside centrally to reflect the cost of pay awards and price increases that are likely to take place in the 'budget year'. Contingency is allocated to individual service areas after the overall budget has been approved to provide them with cash budgets.

Corporate and Democratic Core (CDC)

Under CIPFA Codes of Practice, authorities are required to identify separately the costs of being a publicly accountable body. These are known as the Corporate and Democratic Core, which are split between Democratic Representation and Management (DRM) and Corporate Management (CM). DRM includes all costs relating to members' allowances and expenses, the costs associated with officer time spent on appropriate advice and subscriptions to the local authority associations. CM is concerned with activities and costs which provide the infrastructure and the information, which is required for public accountability.

Cost Centre

An individual function or service area for which a specific budget is prepared and the costs are separately identifiable e.g. libraries, housing advice.

Cost Centre Management

A form of financial control where for every cost centre an officer is identified as the designated budget holder. He or she is then responsible for monitoring and controlling spending on the cost centre.

Cost Increase Factor

The indices used to uplift the budget from one price base to another. Different percentages are used for each category of expenditure and income.

Council Tax

A local charge set by the Council and the precepting authority in order to collect sufficient revenue to provide Services. Council tax is based on the value of the property and the number of residents. The Valuation Office assesses the properties in each district area and assigns each property to one of eight valuation bands; A to H. The Council tax is set on the basis of the number of band D equivalent properties. Tax levels for dwellings in other bands are set relative to the Band D baseline.

Council Tax Benefit

Reductions in the amount of Council Tax people have to pay based on their income and personal circumstances.

Crime and Disorder Reduction Partnership (CDRP)

The Crime and Disorder Act 1998 required the establishment of CDRP in each local authority area to be invested with responsibility for crime and disorder reduction. The CDRP is a strategic body responsible for the formulation and effective delivery of the Crime and Drugs Strategy. The existing membership includes Newham Council, Newham Police, Probation Service, London Fire Brigade, Primary Care Trust and an elected member from the Metropolitan Police Authority. There is also representation from the Mental Health Trust, University of East London, Crown Prosecution Service, Race Equality in Newham and East Thames

Dedicated Schools Grant (DSG) Dedicated Schools Budget (DSB)

DSG is a specific grant which must be used in support of defined educational activities. 2010-11 was the final year of a three-year funding cycle (2008 - 2011). Future funding periods will coincide with subsequent Comprehensive Spending Review periods thereafter. 2011/2012 is a single year funding period. The grant is geared to pupil numbers. The DSB covers expenditure both by schools and by the local authority on central items.

Glossary of Financial Terms

De Minimus

Projects costing below £25,000 (£10,000 for vehicles) are not considered to be 'large' enough to be called capital and must therefore be met from revenue. The same term is used for assets considered 'too small' for inclusion in the Asset Register.

Depreciation

A provision made in the accounts to reflect the value of assets used during the year. For example a vehicle purchased for £10,000 with a life of five years would depreciate on a straight-line basis at the rate of £2,000 per year. The 'Capital Charge' comprises of the depreciation charged to service revenue accounts.

Disposals

Sale of Council assets - see Capital Receipts.

East London Waste Authority (ELWA)

ELWA has the statutory responsibility for the disposal of household, commercial, industrial and civic amenity site waste collected by the London Boroughs of Barking & Dagenham, Havering, Newham and Redbridge.

Employee Overheads

Costs which are automatically incurred by the Council when staff are employed. These comprise of the Employer's National Insurance and Pension Contributions.

Environmental Works

Work to improve the landscape (e.g. paving, clearing derelict spaces).

External Auditors

The Auditor appointed by the Audit Commission to carry out an audit of the Council's accounts. Currently the Council's auditors are PricewaterhouseCoopers, who have statutory responsibilities in relation to: Showing the accounts are 'presented fairly' Good corporate governance - oversee CAA process Best Value Performance Plans, Fair Value Overall duties relating to public accountability

Fees

Projects require fees to pay for the design, costing and supervision of schemes. These are part of the cost of the scheme and are included in the capital programme.

Financial Regulations

A set of rules about how service areas should monitor, control and report on their budgets. The Code of Practice also contains rules on the investment of trading surpluses and is approved each year by the Council.

Full-year Effects

New items of expenditure or savings are often implemented part way through a financial year. When this happens, only part of the additional costs or savings will occur in the first year. The full year effects are the additional costs or savings that arise in the following year.

General Fund (GF)

The Council's main revenue account that covers the net cost of all services other than the provision of Council housing for rent.

General Ledger

The Council's computerised financial accounting system.

Greater London Authority (GLA)

See "Preceptor".

Growth

Expenditure on any item which is not included in the approved budget. The term is usually used to refer to new initiatives and service developments.

High Performing Newham

High Performing Newham is the plan which will enable Newham to achieve its Vision. It comprises two main themes for the Council - delivering the very best services and being strong community leaders.

Historic Cost

The actual amount of money paid for a particular item. Assets such as buildings that have been bought in the past will often have a current value that is much greater than their historic cost. However, other items tend to lose their value over time. This is known as depreciation. Generally speaking, Council assets are now shown at market value.

Homes and Communities Agency (HCA)

The Homes and Communities Agency (HCA) is the national housing and regeneration delivery agency for England. Their role is to create thriving communities and affordable homes. The HCA works with a wide range of organisations and groups for the benefit of local people and jobs. By engaging with local authorities in a "Single Conversation" on all aspects of housing and regeneration, the HCA aims to connect local ambitions with national targets.

Housing Benefit

Rent rebates due to Council tenants and rent allowances to private sector tenants based on a needs assessment.

Housing General Fund (HGF)

That part of the Housing service's budget which does not relate to the Council's landlord functions. This includes costs of homelessness and rent allowances and appears within the General Fund budget.

Housing Revenue Account (HRA)

A statutory account that contains all expenditure and income on the provision of Council housing for rent. The HRA must be kept entirely separate from the General Fund and the account must balance i.e. income must equal expenditure. Local authorities are

Glossary of Financial Terms

Housing Subsidy

The grant paid by Central Government to local authorities to subsidise the cost of Council housing. The grant is paid into the Housing Revenue Account.

Incremental Budget

An approach to budgeting which starts with the current year's budget and makes adjustments for price changes, growth and savings. This is the opposite of zero-based budgeting.

Indirect Employee Expenses

Employee overheads and other costs incurred by employing staff apart from pay (e.g. training costs or employee insurance).

Initial Base Budget

The starting point in the budget process. The initial base for next year is the current year's approved budget adjusted for the full year effect of growth, savings etc. The initial base provides a cash limit for each service area.

Interest on Cash Balances

The interest earned on cash flow investment balances.

International Financial Reporting Standards (IFRS)

Local Authorities are to prepare their accounts on an International Financial Reporting Standards from 1st April 2010. The first accounts to be published will be for 2010/2011 and authorities will need to restate their 2009/2010 accounts for comparatives.

Investment

The investment of surplus cash by an authority is governed by CLG Investment Guidance (March 2004) and revised in November 2009. Before the start of each financial year, an Annual Investment Strategy is approved by Council setting out limits on each category of investment. Investments are broadly split into two categories: Specified and Non-Specified investments. Specified investments include investments of less than one year in highly secure institutions. Non-specified investments cover all other categories of investment and their use must be supported in detail in the Investment Strategy.

Investment Strategy

The Council has adopted a three-year strategy for the redirection of annual revenue resources and the one-off investment of reserves into strategies aimed at achieving the Council's Vision for Newham.

Leases

Contracts granting the use of fixed assets, such as building and computers, for a specified time in exchange for rent. The owner is called the lessor and the user is referred to as the lessee. A Finance Lease transfers substantially all the risks and rewards incidental to ownership. If it is not a Finance Lease then it is an Operating Lease.

Leasing Charges

The annual rental payments on items which have been leased by the Council are charged to revenue.

Levies

Payments to London-wide bodies such as the Lee Valley Regional Park Authority. The cost of these bodies is borne by local authorities in the area concerned, based on their Council Tax base and is met from the General Fund.

Looked After Children

These are children who are in the care of and the responsibility of the local authority as they are children who are either voluntarily accommodated under Section 20 of Children Act 1989 or they are subject to an Emergency Protection Order, Interim Care Order or Care Order under Children Act 1989.

Major Repairs Allowance (MRA)

Is an element of the Housing Revenue Account subsidy which provides each authority with an estimated long term average amount of capital spending resources required to maintain a local authority's stock in its current condition.

Management and Support Services (MSS)

Proper accounting regulations require that Support Service Costs are charged to all direct services, which benefit from that support. The same is true for Service Management. These charges are called Management and Support Service Charges.

Medium Term Strategy

The Council has adopted a 'medium term' approach to its budget that enables it to plan ahead over a three year period. In this way, it is able to consider the impact of any decisions and investments over the medium term rather than concentrating on just one year. This approach enables budget and investment strategies to be linked to the Vision for the borough and key aims and objectives, all of which extend over a number of years.

Minimum Revenue Provision (MRP)

The minimum amount that the Council must charge to the revenue accounts in the year, in respect of the repayment of the Council's borrowing need, its indebtedness (see Capital Financing Requirement - CFR). MRP is set out in the Guidance issued by the CLG. In the accounts, MRP is included within capital financing charges. The Council can charge additional amounts if it chooses.

Multiplier (Rate in the £)

The rates payable by businesses are calculated by multiplying the rateable value of the property by a multiplier (rate in the £), expressed in pence. The rates payable on a particular property next year are the rateable value x either 41.4p or 40.7p (as appropriate).

Glossary of Financial Terms

Non-Domestic Rates (NDR)

The rates paid by businesses. The amount paid is based on rateable value set by the Inland Revenue multiplied by a rate in the £ set by the Government which is the same throughout the country. The rates are collected by local authorities and paid over to the Government. They are then redistributed on the basis of resident population. Also referred to as National Non-Domestic Rates or NNDR.

NDR Pool

The NDR pool is the fund operated by the Government into which all business rates are effectively paid and then from which they are redistributed to local authorities.

November Prices

A costing of the budget at the prices ruling in the November prior to the financial year in question. This type of costing is based on constant prices and therefore a separate provision has to be made for anticipated pay awards and price increases occurring during the year. Many authorities, including Newham, now use 'cash prices'.

Oncosts

The same as 'overheads' but usually expressed as a percentage of direct costs.

Out-turn

This is the final actuals for the year. (Refer to 'actuals')

Out-turn Budget

Another term for the 'cash budget'.

Overheads

Any costs to the Council, which do not relate directly to the provision of a service.

Overhead Account

An Overhead Account may be used to recover the cost of overheads related to an activity e.g. a store's overhead account would be used to collect the costs of operating a store and to recover these costs via an overhead charged on stock issued.

Partnerships

An agreement or contract between organisations, whereby the parties agree to work together to give clients more effective service.

Part Year Effects

Growth and budget reductions are often implemented part way through a year. When this happens the full cost or savings will not be realised until the following financial year. The part year effects are the additional expenditure or savings, which occur in the year of implementation. Also see 'full-year effects'.

Policy and Procedural Rules

The capital programme has strict rules that are a combination of legislation and Council policy. All spending is subject to the Council's budget rules and financial regulations.

Pooling Arrangements (Capital Receipts)

Since 1st April 2004, 75% of "Right to Buy" capital receipts have to be paid to the CLG, the remaining element can be used to finance capital expenditure or reduce the Council's indebtedness. A proportion of other housing receipts must also be paid over unless it is intended to use the receipts for affordable housing or regeneration projects.

Preceptor

The Greater London Authority (GLA) is the only preceptor in London. The GLA calculates its total spending needs for the year and sets its own Council Tax in the same way as a London Borough. Each Billing Authority then collects the tax for them.

Price Base

The basis on which costs are shown in the budget. Budgets can be either expressed at constant prices (usually November) i.e. the prices ruling at a particular point in time, or at cash/turnout prices. Cash prices include an allowance for assumed pay and price increases during the period covered by the budget. Budgets shown in this book are at cash prices.

Primary Care Trust (PCT)

Newham Primary Health Care Trust exists to improve the health of the local population and address health inequalities. It does this by providing a range of services in the borough including GP practices, pharmacies, opticians and dentists. Also clinical psychology and counselling, foot health, physiotherapy, occupational therapy, speech and language therapy, community and specialist nursing services family planning and sexual health services.

Priority-Base Budgeting

See zero-based budgeting.

Private Finance Initiative (PFI)

A scheme where the local authority enters into public private partnership (PPP) with the private sector to purchase a service associated with an asset such as a school or leisure centre. The Council will not buy the asset but instead pays for use of the asset held by the private sector organisation.

Provision for Losses on Collection

Local authorities are required to make an allowance for income, which is unlikely to be collected. A provision for losses has to be taken into account when calculating the Council Tax levy - see 'collection rate'.

Glossary of Financial Terms

Prudential Code (CIPFA)

This allows all Local Authorities to determine their own capital expenditure levels, thus allowing more flexibility in establishing the most cost effective way of maintaining and enhancing the Council's asset base. The Council has to demonstrate that expenditure undertaken under the Prudential Code framework is prudent, sustainable and affordable in the long term.

Public-Private Partnership (PPP)

A joint venture where the private sector partner agrees to provide a service to a public sector organisation.

Public Service Agreements (PSA)

An arrangement where a local authority agrees with the Government to deliver stretching outcomes in key areas of activity (exceeding performances required under best value obligations) reflecting a mix of national and local priorities, in return for financial incentives and greater freedoms in terms of service delivery.

Rateable Value

The value of a property for rating purposes. The Inland Revenue sets rateable values. The rate payable by a business is calculated by multiplying the rateable value of the property by the rate in £ set by the Government.

Recharges

A change from one account to another to reflect the cost of a service provided. They are included under the heading of 'support services'.

Recharges to Capital

The salaries of architects and other technical staff working on capital schemes are charged initially to the revenue budget but are then reallocated to the relevant capital schemes. Also known as 'fees'.

Reserves

The amounts held by way of balances and funds that are free from specific liabilities or commitments. The Council is able to earmark some of its reserves towards specific projects, whilst leaving some free to act as a working balance.

Resource Accounting

The Government introduced a form of resource accounting relating to the Housing Revenue Account from 1st April 2001 as part of its financial framework for local authority housing aiming at encouraging more efficient use of housing assets, increasing the transparency of the HRA and achieving consistency and comparability between all authorities' revenue accounts.

Resource Equalisation

The way in which the formula grant system takes into account a Council's relative ability to raise Council Tax.

Revenue Contribution to Capital Outlay (RCCO)

The use of revenue monies to pay for capital expenditure - also known as Direct Revenue Financing.

Revenue Expenditure

Expenditure on day to day items such as salaries, wages and running costs. These items are paid for from service income, RSG, NDR and Council Tax.

Revenue Support Grant (RSG)

The main grant payable to support local authorities' revenue expenditure. A local authority's RSG entitlement is intended to make up the difference between expenditure and income from the NDR pool and Council Tax. RSG is distributed as part of Formula Grant.

Right to Buy

The Council is legally required to sell Council homes to tenants, at a discount, where the tenant wishes to buy their home. The money received from the sale is a capital receipt of which only 25% can be spent on capital expenditure. The remaining 75% must be paid over to the DCLG under pooling arrangements.

Ringfencing

This term is usually applied to the HRA and describes the requirement that all expenditure on the provision of housing for rent must be met from HRA income. Local authorities are no longer allowed to make a contribution to the HRA from the General Fund. Newham's Housing capital programme and Dedicated Schools Grant are also examples of ring-fencing.

Section 114 Responsibilities

Section 114 of the Local Government Finance Act 1988 gives the Chief Financial Officer specific personal statutory duties to make reports to the Council if an item of spending is, or could be, unlawful and/or the Council has or is about to spend in excess of its resources.

Section 151 Responsibilities

Section 151 of the Local Government Act 1972 (as amended) sets down responsibilities on the Council concerning the appointment of a Chief Financial Officer and the management of its financial affairs.

Service Area Support

A service provided for other service areas within the Council rather than directly to the public. Examples include payroll, computing, central personnel and legal services.

Service Area Support Costs

The cost of service area management, administration and support services. Under Accountancy Codes of Practice, these are reallocated to each service area to show the full cost of each function.

Service Expenditure Analysis (SEA)

The analysis of income or expenditure by reference to its different purposes, usually different services.

Glossary of Financial Terms

Service Income

Income received by the Council, which relates directly to a service provided. The main examples are fees, charges and specific grants

Service Level Agreements (SLAs)

Written contracts for internal services to be provided by one service area (the provider) to another (the client or user). They set out the service to be provided, the duration, the price and conditions of service and are agreed before the financial year begins.

Service Reporting Code of Practice for Local Authorities (SeRCOP)

Previously known as the Best Value Accounting Code of Practice, but has been renamed to deliver the UK Government 's transparency agenda. SeRCOP establishes proper practices with regard to consistent financial reporting for Local Authority Services. It is an official CIPFA statement and all local authorities in the U.K are expected to adopt its mandatory requirements and detailed recommendations. It applies to all UK Council budgets from 1st April 2011 for preparation of 2011/12 budgets, performance indicators and financial statements.

Service Strategy and Regulation (SSR)

Under CIPFA codes of practice, local authorities are required to identify separately the costs of SSR. Service Strategy refers to the management task of Service Policy rather than operational management. Regulation refers to the costs involved in the management of the local authority's own staff, or of other third parties in order to maintain the standard of service provided to the public.

Slippage

This is where projects do not begin on time or are held up, resulting in expenditure being different in a financial period than originally planned.

Specific Grants

A grant receivable from a government department that relates to expenditure incurred on providing a particular service.

Standards Fund

The Standards Fund is the Government's main grant for targeting funds towards national Education priorities to be delivered by LEAs and schools. From 1st April 2011, now incorporated into Dedicated Schools Grant.

Statement of Recommended Practice (SORP)

SORP are guidance on accounting practices for specialised industries or sectors. The Council is subject to the requirements of the CIPFA code of practice on Local authority accounting in the United Kingdom and the annually published SORP. These were replaced by International Financial Reporting Standards on 1st April 2010.

Statutory Account

Any account which the Council is, by law, required to keep.

Subjective Analysis

A classification of the budget according to the nature of the expenditure or income incurred (e.g. employee costs, premises costs, fees and charges etc).

Supported Capital Expenditure (SCE)

Capital expenditure funded by Government, either as a One-Off grant called SCE (Capital) or as part of annual RSG settlement to cover annual financing costs of monies borrowed called SCE (Revenue). From 1st April 2010, only SCE(Capital) applies.

Support Service Framework (SSF)

It sets out the arrangements between service providers and service users for the provision of support services within the SSF. The SSF Code of Practice and Handbook can be consulted for further details.

Tenant Management Organisation (TMO)

An organisation set up by tenants to take over certain housing management responsibilities from the housing authority. TMOs have taken the opportunity offered by regulations to run their local housing services such as collecting rents and service charges, organising repairs and maintenance: and making sure that buildings are kept clean and tidy. The Council will still own the homes but the TMO becomes a partner with the Council in providing services to the local community and Council representatives can be invited on to the committee.

Tenant Services Authority (TSA)

The Tenant Services Authority (TSA) was created by the Housing and Regeneration Act 2008 and replaces the Housing Corporation. The TSA has extensive powers to regulate social housing providers including local authorities. The powers reflect the TSA's key role of tenant protection and to enable a wider domain of housing providers than the Corporation was able to do. These powers include: explicit power to set standards for social housing provision, particularly around key areas such as tenancy terms, rents, tenant involvement, viability and contributions to sustainable communities.

Thames Gateway London Partnership (TGLP)

The London Thames Gateway is an area represented by 13 local authorities, 8 local universities, the Local Learning and Skills Council and the Strategic Health Authority. The TGLP is a strategic advocacy and lobbying organisation representing all these bodies. The Council is a member and has acted as accountable body for the partnership since April 2010.

Glossary of Financial Terms

Total Cost

The Total Cost of an activity is defined as the sum of all expenditure relating to the activity in question, whether or not it is recorded within one cost centre. For example where there is a surplus or deficit on a Trading or Overhead Account, this should be reallocated to the activity for financial reporting purposes, in order to assist in comparing information across Authorities

Trading Account

The profit and loss accounts of a trading activity. All support services operate on a trading account basis.

Transfer Payments

A payment to a person or organisation that does not result in a reciprocal benefit or service being provided to the Council. The main examples are mandatory student awards and housing benefit. In most cases the cost of transfer payment is either fully or partially reimbursed by Central Government.

Turnover

This term has two entirely different meanings: The value of work carried out by a trading organisation The rates at which staff change within the Council's employment.

This is usually expressed as a percentage; e.g. if there are 50 staff in a service and 10 leave during the course of the year, the annual turnover is 20%. This should be allowed for when preparing a staffing budget as high turnover will usually result in vacancies occurring between the time that staff leave and new appointments are made.

Ultra Vires

This literally means 'beyond the powers'. Local authorities are only allowed to do things for which they have specific legal powers. If they spend money on anything else, this is illegal and is referred to as being 'ultra vires'.

Unsupported Borrowing

This is borrowing undertaken by the Authority to finance capital expenditure and which does not receive government support. Any debt servicing costs (principal repayment and interest) arising from any unsupported loans has to be met by the council tax payer or housing tenants.

Value for Money (VfM)

A much-used term that describes a service or product that demonstrates a good balance between its cost, quality and usefulness to the customer. A VfM audit takes into account the economy, efficiency and effectiveness (known as the 'three Es') of a local authority service, function or activity.

Variable Costs

Costs that vary directly according to the level of service provided.

Virement

The process by which one budget is increased and another budget reduced by the same amount to reflect a change in spending priorities, (i.e. a switch of resources between budget heads).

Volume Change

Changes in the amount of a service provided. This is in contrast to price changes, where the level of service remains the same but the cost either increases or decreases.

Wellbeing Powers

Local authorities have powers to incur expenditure that will benefit the general wellbeing of the communities they serve.

Write-offs

Income is recorded in the Council's accounts on the basis of amounts due. When money owing to the Council cannot be collected, the income is already shown in the accounts and has to be reduced or written off.

Zero-base Budgeting

An approach to budgeting in which you start with a blank piece of paper and then work out the key spending priorities and how much they cost. This approach, which is also referred to as priority-base budgeting, is the opposite of incremental budgeting in which you take existing expenditure as the starting point

**London Borough of Newham
Budget 2011/2012**

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