



Brighton & Hove City Council

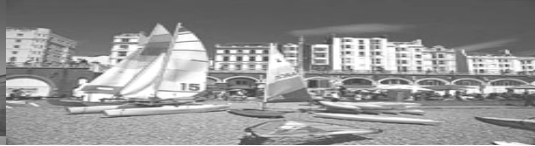
Revenue Budget 2011/12

Capital Programme 2011/12 – 2014/15



**Integrated Financial Management Team
Financial Services**





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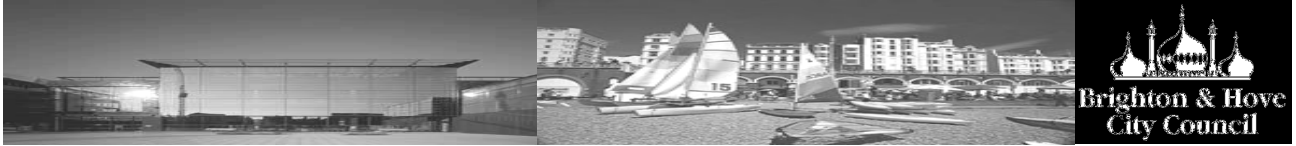
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Introduction

This financial summary shows how much the City Council has budgeted to spend on delivering services to citizens, service users and council house tenants in 2011/12. This includes both revenue spending and the capital investment programme. Revenue budget summaries are included for each of the council's services taking into account the demographic changes, other service pressures and savings that are required to deliver a balanced and affordable budget.

The medium term financial strategy sets out the significant financial challenge faced by the council over the next 4 years with savings of over £80 million forecast to be needed over the period.

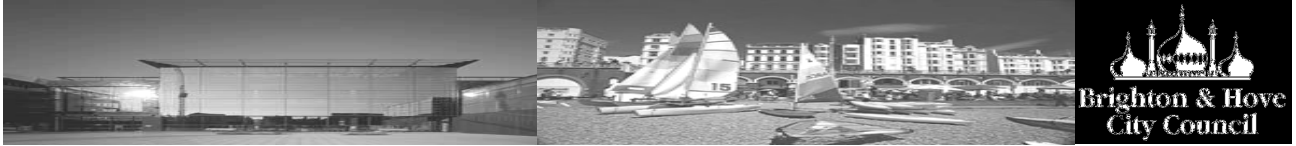
The council has recently moved to a new operating model and the adoption of intelligent commissioning aims to maximise the desired service outcomes of the community within the overall reduced pot of resources alongside a continued focus on efficiency and value for money.

Brighton & Hove continues to receive some protection within the government grant distribution system and therefore received a 13.3% reduction in its formula grant allocation. Within this context, the budget setting process for 2011/12 was designed to address both the need to keep the council tax increase as low as possible, thereby improving value for money to the council taxpayer, whilst accommodating substantial service pressures and service improvements in support of the council's priorities. On 3 March 2011 the council approved the revenue and capital budgets for 2011/12 and set a zero council tax increase, resulting in the council's share of a Band D Council Tax being set at £1,262.20.

The budget has had to accommodate considerable on-going demand and other cost pressures, particularly in relation to demand for adult social care services and the impact of the economic downturn. To address all of these pressures and minimise the impact on council taxpayers and front line services, the council has identified a substantial package of savings.

The council is continuing its commitment to make better use of public money by improving value for money (VfM) through the identification of efficiency savings, income generation, service improvements and service transformation. The council has a good track record in achieving VfM savings, in 2011/12 the council is embarking on Phase 3 of its VfM programme which is designed to achieve substantial savings.

Catherine Vaughan
Director of Finance



Council Operating Model

On 1 November 2010 the organisation was restructured to deliver services through a commissioning model. The new model features four key areas, each working together to deliver excellent services for the city's residents, visitors and businesses alike. This approach is designed to ensure our reducing resources are focused on key outcomes for the city, challenging our established approaches, and using a range of information, intelligence and capacity to find innovative new solutions.

The vision for the organisation is:

- To achieve stronger outcomes for the city.
- To develop a strong partnership between the city council, citizens, communities, the third sector, business and public sector partners.
- To enhance the reputation of the city, local democratic activity, public services and the city council.

The organisational "shape" in this model is different to the previous structures within the council and comprises of four basic elements:

Strategic Leadership Board

The Strategic Leadership Board is responsible for the overall management of our council. Those on the board have the job of identifying the needs of our customers and the city – turning them into key outcomes and priorities. They are also accountable for setting direction, overall risk and reputation management, and high performance leadership.

Commissioning

A key aspect of this model will be the differentiation between commissioning of services and its delivery. The commissioners will clearly understand and articulate the needs of the city, determine what activity needs to take place, what services need to be provided, to meet that need, and then commission their provision. Commissioning consists of six areas – People; School, Skills & Learning; Housing; City Regulation & Infrastructure; Children, Youth & Families; and Communities, and all report to the Strategic Directors as well as relevant elected council members. Each area has its own commissioner who is responsible for reorganising and creating effective services that deliver against our key outcomes and priorities. They do this using our own resources or those of our partners. In many cases both internal and external resources are used.

Delivery Units

Their focus is on delivering the commissioned services and activity, promoting and embedding innovation, and seeking new and more efficient ways of working. They, in turn, commission the support services, allowing them to focus on their areas of specialism and delivery. There are eight delivery units, each owned by a specific 'Head of Service' who is responsible for providing frontline services to our city's residents, businesses and visitors. Each unit operates separately and is monitored against a performance agreement managed by the commissioning unit.

Resource & Finance Units

The resource unit is made up of six smaller support units - Legal & Democratic Services, HR & Organisation Development, Property & Design, ICT, Communications, and Policy, Performance & Analysis. Together these units form the council's internal support function, providing strategy and specialist professional services to the organisation.

Finance consists of Financial Services, Strategic Finance & Procurement and Audit & Business Risk. Together they are responsible for effectively managing the organisation's finances, ensuring we deliver cost effective services and provide excellent value for money in all that we do.



Revenue Budget 2011/12 and General Fund Summary

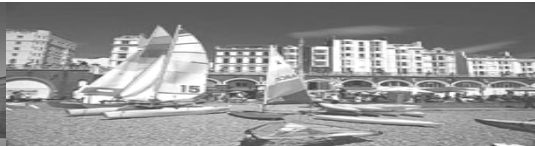
Table 1, below, sets out the changes from 2010/11 and how the council's £232.221m revenue budget is funded.

| How the council's budget requirement has changed | | |
|--|----------------|----------------|
| | Budget 2011-12 | |
| | £'000 | £'000 |
| Budget Requirement 2010-11 | 230,790 | 251,263 |
| changes in function and funding | 20,473 | |
| Adjusted Base Budget 2010-11: | | |
| Inflation | 3,004 | (19,042) |
| Commitments | (13,560) | |
| Service Pressures | 14,693 | |
| Efficiency and Other Savings | (23,179) | |
| | | |
| Budget Requirement 2011-12 | | 232,221 |
| Financed by: | | |
| Formula Grant | | 112,413 |
| Council Tax | | 119,808 |
| Total | | 232,221 |

| Summary of the Local Government Finance Settlement 2011-12 | | | | |
|--|------------------------------|---------------------------|-----------------|---------------|
| | Adjusted 2010/11 £'000 | Final 2011-12 £'000 | Change | |
| | | | £'000 | % |
| Formula Grant | 129,658 | 112,413 | (17,245) | 13.30% |
| Total | 129,658 | 112,413 | (17,245) | 13.30% |



GENERAL FUND

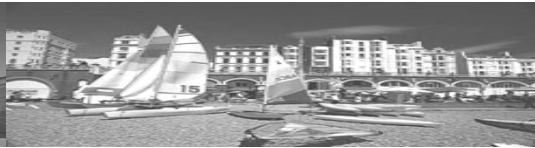


GENERAL FUND: SUMMARY

| 2010/11 | | 2011/12 Budget | | | | |
|----------------------------------|----------------------------------|-------------------------|------------------|------------------------|-----------------------------------|----------------------------------|
| Net Expenditure / (Income) £'000 | Service Area | Gross Expenditure £'000 | Income £'000 | Block Allocation £'000 | Capital charges & recharges £'000 | Net Expenditure / (Income) £'000 |
| 63,243 | Children's Services | 242,108 | (189,618) | 52,490 | 16,104 | 68,594 |
| 77,767 | Adult Social Care | 107,518 | (34,118) | 73,400 | 5,158 | 78,558 |
| 45,760 | City Regulation & Infrastructure | 64,654 | (32,106) | 32,549 | 12,585 | 45,134 |
| 6,403 | Housing | 26,310 | (10,754) | 15,556 | 1,374 | 16,930 |
| 21,764 | Communities | 25,876 | (14,161) | 11,715 | 10,219 | 21,934 |
| 15,853 | Resources & Finance | 270,690 | (220,261) | 50,429 | (49,356) | 1,073 |
| 230,790 | Total | 737,156 | (501,018) | 236,138 | (3,917) | 232,221 |

| 2011-12 Budget Subjective Analysis | | | | | | | |
|------------------------------------|---------------------------|-------------------------|--|-----------------|-------------------|---------------------------|------------------|
| Expenditure / Income Type | Children's Services £'000 | Adult Social Care £'000 | City Regulation & Infrastructure £'000 | Housing £'000 | Communities £'000 | Resources & Finance £'000 | Total £'000 |
| Employees | 162,677 | 29,077 | 26,933 | 7,665 | 11,952 | 37,649 | 275,953 |
| Premises | 11,703 | 1,128 | 8,501 | 6,826 | 4,438 | 10,397 | 42,993 |
| Transport | 3,915 | 1,086 | 2,254 | 76 | 110 | 10,647 | 18,089 |
| Supplies & Services | 26,751 | 1,864 | 7,666 | 308 | 6,994 | 13,394 | 56,977 |
| Third Party Payments | 29,563 | 74,704 | 17,966 | 1,296 | 2,635 | 1,453 | 127,616 |
| Transfer Payments | 3,168 | 28 | 0 | 10,952 | 0 | 182,889 | 197,037 |
| Support Services | 12,096 | 7,531 | 4,003 | 1,295 | 5,476 | 16,130 | 46,531 |
| Capital Financing | 11,704 | 820 | 10,102 | 45 | 5,403 | (5,834) | 22,240 |
| Total Expenditure | 261,578 | 116,238 | 77,425 | 28,461 | 37,009 | 266,725 | 787,436 |
| Government Grants | (177,281) | (6,357) | (1,967) | (1,717) | (1,516) | (186,225) | (375,063) |
| Other Grants | (1,577) | (9,815) | (1,120) | (639) | (1,700) | (1,192) | (16,042) |
| Customer and Client Receipts | (5,878) | (17,862) | (29,018) | (8,398) | (10,945) | (22,432) | (94,533) |
| Interest | 0 | 0 | 0 | 0 | 0 | (7,354) | (7,354) |
| Recharges | (8,248) | (3,344) | 0 | 0 | (796) | (43,835) | (56,223) |
| Contingency | 0 | (302) | (186) | (778) | (119) | (4,614) | (5,999) |
| Total Income | (192,984) | (37,680) | (32,291) | (11,532) | (15,075) | (265,652) | (555,215) |
| Net Expenditure / (Income) | 68,594 | 78,558 | 45,134 | 16,930 | 21,934 | 1,073 | 232,221 |

For a detailed summary of budgets, please see the Appendix on page 20.



CHILDREN'S SERVICES

Services Provided

Commissioner - Children, Youth & Families

- Strategic planning and commissioning of children's services.
- Safeguarding including the Local Safeguarding Children Board (LSCB).
- Residential, fostering and secure accommodation placements provided by external agencies.

Commissioner - Schools, Skills & Learning

- Leadership of the Education function.
- School Advisory Services.
- Home to School Transport.
- Integrated Child Development and Disability.
- Healthy schools/healthy children support services.
- Additional out of school learning activities.

Delivery Unit Children & Families

- Provides the Fostering & Adoption service, including assessing and supporting foster carers and potential adopters.
- Services for Children with Disabilities including residential and respite placements, social work time, direct payments and family support services.
- Early Intervention Services including Children's Centres including health visitors, nurses, nursery nurses, early year visitors, administration staff, speech and language therapists, sexual health advisors, youth workers, substance misuse staff.

| 2010/11 | | 2011/12 BUDGET | | | | |
|----------------------------------|---|-------------------------|------------------|------------------------|-----------------------------------|----------------------------------|
| Net Expenditure / (Income) £'000 | Service Area | Gross Expenditure £'000 | Income £'000 | Block Allocation £'000 | Capital charges & recharges £'000 | Net Expenditure / (Income) £'000 |
| 14,647 | Commissioner - Children, Youth & Families | 17,945 | (11,319) | 6,626 | 415 | 7,041 |
| 13,089 | Commissioner - Schools, Skills & Learning | 172,393 | (173,301) | (907) | 13,509 | 12,602 |
| 35,507 | Delivery Unit Children & Families | 51,769 | (4,998) | 46,771 | 2,179 | 48,950 |
| 63,243 | Total | 242,108 | (189,618) | 52,490 | 16,104 | 68,594 |



ADULT SOCIAL CARE

Services Provided

Commissioner - People

- The Adult Social Care Commissioning and Contract Support Team covers over 95% of Social Care Services provided in the city from residential care and home care to voluntary sector preventative services. The commissioners work in partnership with the PCT to jointly commission services in the city.

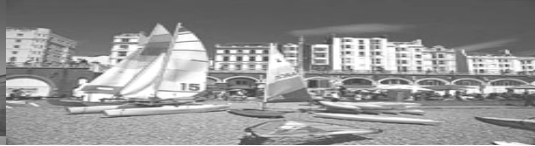
Delivery Unit Adults Assessment

- Support & Intervention Team - These services provide the statutory assessment and review functions for Adult Social Care. As a result of the assessment, the service has a duty to meet assessed needs within Fair Access to Care (FACS) criteria.
- Community Care - Statutory services arranged through the independent sector to 3,000 vulnerable older people, people with mental ill health, younger disabled adults and those with drug and alcohol misuse issues. The authority has a duty under the NHS and Community Care Act (1990) to assess needs and provide services to meet those assessed needs.

Delivery Unit Adults Provider

- Independence at Home - Homecare - Provides re-enabling homecare to vulnerable people living in the community or leaving hospital to return home. Provides services 24/7 and to support extra care.
- Day Services - Services provided during the day for older people and older people with mental health needs to enable them to continue living independently and to provide carer relief.

| 2010/11 | | 2011/12 BUDGET | | | | |
|----------------------------------|---------------------------------|-------------------------|-----------------|------------------------|-----------------------------------|----------------------------------|
| Net Expenditure / (Income) £'000 | Service Area | Gross Expenditure £'000 | Income £'000 | Block Allocation £'000 | Capital charges & recharges £'000 | Net Expenditure / (Income) £'000 |
| 811 | Commissioner - People | 4,673 | (3,425) | 1,248 | (1,234) | 14 |
| 64,588 | Delivery Unit Adults Assessment | 83,087 | (19,830) | 63,257 | 4,235 | 67,492 |
| 12,368 | Delivery Unit Adults Provider | 19,758 | (10,863) | 8,895 | 2,158 | 11,052 |
| 77,767 | Total | 107,518 | (34,118) | 73,400 | 5,158 | 78,558 |



CITY REGULATION & INFRASTRUCTURE

Services Provided

Commissioner - City Regulation & Infrastructure

- Strategic Planning and Commissioning (incl. Major Procurement) of Transport, Highways, Parking Management, Waste, Recycling, Parks, City Planning and Regulation of City Services, Economic Development and Regeneration

Delivery Unit City Infrastructure

- City Clean - This division is responsible for the development and delivery of sustainable street cleansing, recycling and refuse service to all residents in the city.
- City Parks – This division manages some 1,100 hectares of parks and green spaces ranging from urban city parks to chalk downland and maintains over 12,000 street trees and issues tree preservation orders and manages allotments.
- Parking Services - The service manages on-street parking and enforcement, bus lane enforcement, management of parking permits, payment handling and parking appeals. There is also the provision of a number of off-street car parks, parking equipment and facilities maintenance.
- Highways Maintenance - This division manages the maintenance of the 650km of highways, coordinates works on the highways, maintains 19,000 street lights and provides the winter gritting services

Delivery Unit Planning & Public Protection

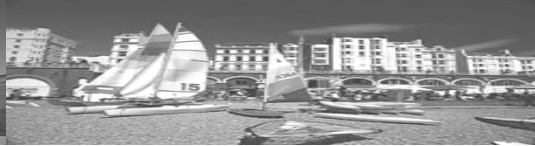
- Planning - This division deals with over 3,000 planning applications each year and over 2,500 building regulations applications. It is also responsible for developing the spatial planning framework for the city and contributing to regional planning. The division leads on urban design and conservation and contributes to the development of the city council's portfolio of major projects.
- Public Protection - environmental health, licensing, trading standards, emergency planning and business continuity management services.
- Economic Development - works to create the right environment in which businesses can thrive. By promoting and helping to generate commercial space, provide business advice signposting, facilitate skills and career development and support for inward investment the team aims to sustain and grow the business base and increase the range of quality employment opportunities available for residents. Working with a range of public, private and voluntary sector partners the team works collaboratively to develop joint activities designed to maximise resources, monitor and analyse economic conditions, secure regeneration investment to the city and promote sustainable economic development.

Major Projects

- The Major Projects & Regeneration Team manage, together with public and private sector partners, the implementation of key regeneration and infrastructure projects that contribute to the transformation of the city for all, including the development of key employment sites.



| 2010/11 | | 2011/12 BUDGET | | | | |
|----------------------------------|---|-------------------------|-----------------|------------------------|-----------------------------------|----------------------------------|
| Net Expenditure / (Income) £'000 | Service Area | Gross Expenditure £'000 | Income £'000 | Block Allocation £'000 | Capital charges & recharges £'000 | Net Expenditure / (Income) £'000 |
| 8,253 | Commissioner - City Regulation & Infrastructure | 5,456 | (1,126) | 4,330 | 4,701 | 9,031 |
| 29,706 | Delivery Unit City Infrastructure | 50,335 | (27,827) | 22,508 | 6,427 | 28,934 |
| 7,310 | Delivery Unit Planning & Public Protection | 8,543 | (3,153) | 5,391 | 1,407 | 6,798 |
| 491 | Major Projects | 320 | | 320 | 50 | 370 |
| 45,760 | Total | 64,654 | (32,106) | 32,549 | 12,585 | 45,134 |



HOUSING

Services Provided

Delivery Unit Housing & Social Inclusion

- Responsibility for the management and maintenance of traveller services.

Commissioner - Housing

- Housing strategy includes the following areas, Housing Strategy, Development & Private Sector Housing, Integrated Housing Adaptations Service, Housing Needs, Options & Social Inclusion, Allocations & Temporary Accommodation and Support People.

| 2010/11 | | 2011/12 BUDGET | | | | |
|----------------------------------|--|-------------------------|-----------------|------------------------|-----------------------------------|----------------------------------|
| Net Expenditure / (Income) £'000 | Service Area | Gross Expenditure £'000 | Income £'000 | Block Allocation £'000 | Capital charges & recharges £'000 | Net Expenditure / (Income) £'000 |
| 484 | Delivery Unit Housing & Social Inclusion | 321 | (11) | 310 | 41 | 351 |
| 5,919 | Commissioner - Housing | 25,989 | (10,743) | 15,246 | 1,333 | 16,579 |
| 6,403 | Total | 26,310 | (10,754) | 15,556 | 1,374 | 16,930 |



COMMUNITIES

Services Provided

Commissioner - Communities & Equalities

- Communities & Equalities - responsible for tackling inequality, promoting equality, the provision of grants to the voluntary sector and community development and engagement.

Community Safety

- Community Safety Team & Partnership and Drug and Alcohol Action Team - Delivering services and leading partnership work to reduce crime in ten priority crime areas, fear of crime, anti-social behaviour, and drug and alcohol dependency

Commissioner – Sports & Leisure

- Includes the commissioning of all sports facilities including contracts with Freedom Leisure and My Time Active, sports development, seafront, venues and outdoor events.

Commissioner - Culture

- Includes the commissioning of all arts and cultural activity including the contract with the Brighton Dome and Festival, tourism and visitor services, heritage and the work of the international team.
- International Team supports the council and external partners to make successful international funding bids, participates in international networks and partnerships, and is responsible for delivery of the council's international strategy.

Delivery Unit Tourism & Leisure

- Support the visitor economy through the creation of high quality events and services; care for the city's rich historic assets and improve the life chances and well being of local people through culture, sport and education. Sustain employment in the local area by promoting the city to visitors and programming and producing events and conferences. Supporting the local economy through the development of the city's position as a premier conference, entertainment and exhibition destination through the effective management, promotion and delivery of a balanced programme at the Brighton Centre and Hove Centre. The strategic development and management of the Royal Pavilion, Museums, Art Galleries and Archives. The provision of high quality and relevant cultural and learning services for the local community as well as national and international visitors. The provision of a wide range of sports development and other opportunities to undertake physical activities which improve the well being of residents. The management of the 12 KM seafront and the city's extensive annual programme of outdoor events.

| 2010/11 | | 2011/12 BUDGET | | | | |
|----------------------------------|---|-------------------------|-----------------|------------------------|-----------------------------------|----------------------------------|
| Net Expenditure / (Income) £'000 | Service Area | Gross Expenditure £'000 | Income £'000 | Block Allocation £'000 | Capital charges & recharges £'000 | Net Expenditure / (Income) £'000 |
| 2,411 | Commissioner - Communities & Equalities | 3,397 | 0 | 3,397 | 93 | 3,490 |
| 1,374 | Community Safety | 3,380 | (1,735) | 1,645 | 151 | 1,796 |
| 4,747 | Commissioner - Sports & Leisure | 2,278 | (1,052) | 1,226 | 2,699 | 3,925 |
| 2,307 | Commissioner - Culture | 1,863 | (107) | 1,756 | 71 | 1,827 |
| 10,925 | Delivery Unit Tourism & Leisure | 14,958 | (11,267) | 3,690 | 7,205 | 10,895 |
| 21,764 | Total | 25,876 | (14,161) | 11,715 | 10,219 | 21,934 |



RESOURCES & FINANCE

Services Provided

Delivery Unit City Services

Leads on improving the customer experience

- Revenues & Benefits - Collection of Council Tax and National Non Domestic Rates (NNDR), Payment of Housing and Council Tax Benefit (including Investigations), Bailiffs
- Life Events - Bereavement Services, Registrars, Land Charges & Electoral Services
- Customer Services - Front line services including main switchboard and reception at main Civic buildings and Customer Service Advisors at the Customer Service Centre
- Libraries & Information Services promote reading and enable lifelong learning through free access for everyone to books and information and with wide ranging cultural, historical and recreational materials in a variety of media.

Resources

Resources is made up of a number of units that provide specialist professional services to the organisation as follows:

- Legal & Democratic Services - facilitates the achievement of the council's objectives by managing and supporting the democratic decision making process and enabling Member development, ensuring legality and probity in the discharge of council functions, maintaining high standards of conduct among Members and Officers and ensuring an effective overview and scrutiny function.
- HR & Organisational Development - supports and develops managers to lead people well and develops policy frameworks and approaches around all aspects of employment. It is also responsible for delivering the Council's improvement programme including performance management, learning and development. The service has responsibility for facilitating a safe and healthy workplace where people are properly rewarded, respected, motivated and developed.
- Property & Design - provides a strategic lead and asset management on the council's property portfolio. Manages and maintains the commercial and agricultural portfolios, corporate management and maintenance of civic and non-housing operational buildings, including schools, adult social care and environment buildings. The City Architect offers design and general property advice through multi-disciplinary professional teams: architecture and design, building maintenance, facilities management, estate management, corporate asset management, building services and energy management.
- ICT - provides internal support related to Information assets, the applications and systems on which most functions of the council rely, and the underlying technical infrastructure which allows services to communicate, collaborate and engage with each other, external partners and their customers. ICT provides a full technical design and support function which is adaptable and responsive to the many varied needs of the organisation, exploiting technology to support excellent service delivery.
- Communications - to protect and promote the council's reputation. Our goal is to connect Brighton & Hove City Council with the community, to reflect the diverse interests of the city and be in harmony with the place it serves.
- Policy, Performance & Analysis - supports and advises the leadership of the city council on national, regional and local policy development and initiatives and develops the city council's approach to partnership working and sustainability. It also aims to pull together a variety of data sources from across the city to provide more intelligent, cross organisational information to support city wide and local commissioning. The performance monitoring will concentrate on locally defined, deliverable outcomes.

Finance

- The Director of Finance has a statutory responsibility under section 151 of the Local Government Act 1972 for the financial administration of the council's affairs. The Director discharges these responsibilities through various units:

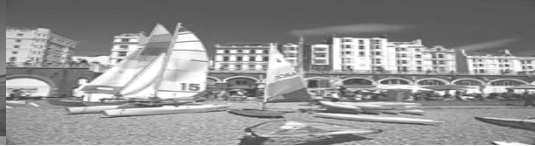


- Financial Services - produces statutory financial statements on behalf of the council and provides financial management support and advice to service directorates, schools, partnerships, and the executive together with a central debtors (accounts receivable) and creditors (accounts payable) function.
- Strategic Finance & Procurement - includes Medium Term, Revenue and Capital budget planning and supporting the budget setting process, Treasury (borrowing and investments) and Insurance Management, Concessionary Fares reimbursement and financial technical support to some citywide and partnership projects, including the Joint Integrated Waste Management Contract. Corporate Procurement provides support and advice to services for compliance with the corporate procurement framework, Contract Standing Orders and EU Procurement Directives. It also provides training and advice for local small businesses and the community and voluntary sector. The section leads a 'category management' approach whereby procurement across significant spending categories is managed as a whole rather than as separate procurement processes within services.
- Audit & Business Risk – provides internal audit, risk management and corporate counter fraud services. The service is responsible for reviewing and providing assurance over corporate governance arrangements, internal controls and the adequacy of risk management and counter fraud arrangements. Also provided is a fraud intelligence service to UK local authorities (NAFN).

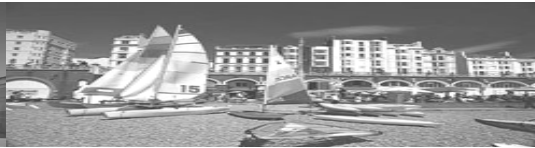
Corporate Budgets

- This area includes the Financing Costs of the Council's debt, concessionary fares and the costs of Corporate Management. This budget also includes income from the Council Tax freeze grant and savings from some of the council's new value for money initiatives which will be allocated across services as and when initiatives are finalised and implemented.

| 2010/11 | | 2011/12 BUDGET | | | | |
|----------------------------------|-----------------------------|-------------------------|------------------|------------------------|-----------------------------------|----------------------------------|
| Net Expenditure / (Income) £'000 | Service Area | Gross Expenditure £'000 | Income £'000 | Block Allocation £'000 | Capital charges & recharges £'000 | Net Expenditure / (Income) £'000 |
| 11,334 | Delivery Unit City Services | 203,033 | (194,134) | 8,899 | 3,383 | 12,282 |
| (4,532) | Resources | 30,651 | (12,991) | 17,660 | (21,789) | (4,129) |
| 310 | Finance | 5,886 | (1,070) | 4,816 | (5,327) | (511) |
| 34 | Strategic Leadership Board | 1,386 | (68) | 1,318 | 115 | 1,433 |
| 8,707 | Corporate Budgets | 29,735 | (11,999) | 17,736 | (25,738) | (8,002) |
| 15,853 | Total | 270,690 | (220,261) | 50,429 | (49,356) | 1,073 |



HOUSING REVENUE ACCOUNT



HOUSING REVENUE ACCOUNT

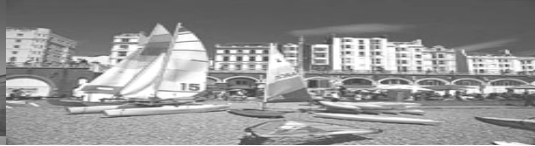
Services Provided

Housing Revenue Account

- Responsibility for the management and maintenance of council housing and provision of services to tenants.
- The management of the council housing is split into four areas which are West, North, Central and East, together with a Property & Investment Service.
- Housing Management Officers' duties also include specific responsibilities for Rent Accounting, Arrears, Sheltered Housing, Community Participation, Anti-social Behaviour, Car Parking, Right to Buy and Leasehold issues and the Estates Service.
Housing Strategy are responsible for commission housing and for the strategic maintenance of housing assets.

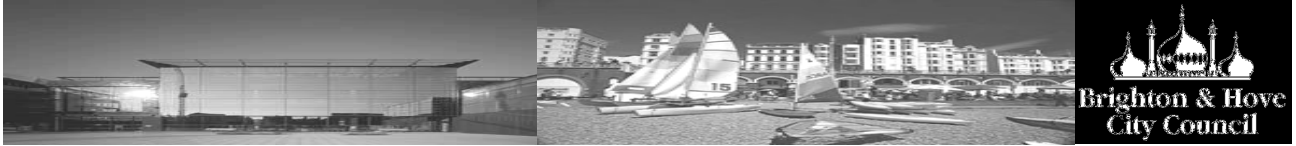
Housing Revenue Account - Budget 2011-12

| | 2010-11 Adjusted Budget £'000 | 2011-12 Original Budget £'000 |
|--|-------------------------------------|-------------------------------------|
| Expenditure: | | |
| Employees | 9,187 | 9,057 |
| Premises - Repairs Responsive & Empty Properties | 7,904 | 7,726 |
| Premises - Cyclical Maintenance & Servicing | 3,433 | 3,179 |
| Premises - Ground Maintenance | 512 | 520 |
| Premises - Other | 2,729 | 2,766 |
| Transport | 179 | 183 |
| Contribution to Bad Debt Provision | 263 | 268 |
| Supplies & Services | 1,591 | 1,677 |
| Third Party Payments - Launderette Contract | 54 | 54 |
| Support Services - From Other Departments | 2,153 | 2,144 |
| Revenue Contributions to Capital Schemes | 3,543 | 3,778 |
| Capital Financing Costs | 3,729 | 4,955 |
| Housing Subsidy Payable | 12,925 | 14,532 |
| Total | 48,202 | 50,839 |
| Income: | | |
| Rents dwellings | 41,613 | 44,213 |
| Rents Car Parking / Garages | 823 | 785 |
| Commercial Rents | 495 | 505 |
| Service Charges | 4,034 | 3,454 |
| Other Recharges and Interest | 1,237 | 1,882 |
| Total | 48,202 | 50,839 |
| Net Total | 0 | 0 |



CAPITAL PROGRAMME

2011/12 – 2014/15



Capital Programme 2011/12 to 2014/15

The Council prepares a capital programme over a four-year period setting out the Council's investment plans to support service delivery in key priority areas.

In 2011-12 the Council is planning to spend £103.601million, the majority of this expenditure is for new schemes starting in 2011-12 and the remainder is to complete existing committed schemes. The capital programme is set in the context of the Medium Term Financial Strategy (MTFS). The MTFS covers the period 2011-2015 and is part of the Council's Corporate Plan, which is available on the Council's website.

The programme includes £36.18m total investments within education. This investment includes modernisation to facilities in schools, providing or removing pupil places and improving access to buildings and the curriculum, as well as provision for improvements for the council run schools and children's social services buildings across the city. Also included is £12.764 million for Portslade Community Academy, £5.445 million for Falmer Academy, £4.495 million for education capital maintenance and £5.368 million for new pupil places.

There is £8.190m included for road maintenance, transport schemes and parking in the city including £4.0m investment in improvements to city car parks.

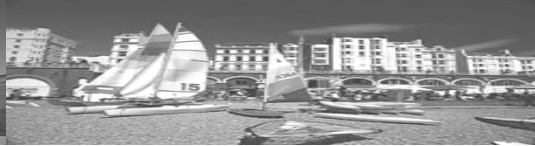
There is £40.237m investment in housing. This includes expenditure on the council's own housing stock, providing housing in partnership with housing associations, and providing grants for improvements to private sector housing.

The programme includes funding for improvements to other council owned property such as libraries, community and leisure centres, farmland, social care facilities and civic buildings. Investment is also included for a rolling programme of works to address requirements under the Disability Discrimination Act at public access buildings.

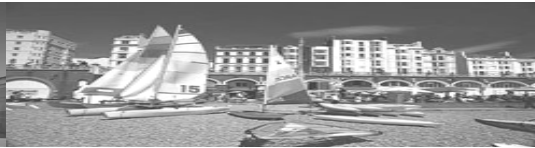
The funding to support the capital programme comes from a number of sources. This includes capital receipts from the sale of surplus assets, borrowing, grants from central government and other external contributions, as well as some funding from the revenue budget. During the past few years the level of capital receipts received has reduced dramatically as a result of the economic downturn. The trend of lower capital receipts is expected to continue in the medium term and will limit the resources that are available for capital investment. Despite this fall in capital receipts the Council has been successful in attracting new grants with partners to generate other resources to enable a programme of over £100 million.

The borrowing attracts no government support and is undertaken within strict financial limits determined by the Council with affordability, sustainability and prudence in mind. Borrowing is commonly used to purchase assets that were previously leased or financed or is undertaken in schemes which generate revenue savings.

The Council endeavours to maximise grant and other external contributions towards the financing of its capital programme. These come largely in the form of government grants from central government, towards national, regional and local priorities. The Council will bid for specific funding of projects as well as securing contributions from developers to ensure that local communities better share in the benefits of new development. This Council also works closely with our health partners to maximise the effectiveness of our capital investment in the area.



| Capital Investment Programme 2011-12 to 2014-15 | | | | |
|--|----------------|----------------|----------------|----------------|
| | 2011-12 | 2012-13 | 2013-14 | 2014-15 |
| Summary: | | | | |
| Education | 36,180 | 7,835 | 6,842 | 6,299 |
| Transport | 8,190 | 6,576 | 6,349 | 7,479 |
| Housing | 40,237 | 23,129 | 18,504 | 17,328 |
| Social Services | 1,360 | 1,136 | 1,100 | 1,100 |
| Corporate & Other | 17,634 | 4,000 | 3,500 | 3,500 |
| Total | 103,601 | 42,676 | 36,295 | 35,706 |
| Financed By: | | | | |
| Government Grants | 46,901 | 14,752 | 13,496 | 14,058 |
| Capital Receipts | 10,315 | 6,517 | 6,722 | 5,328 |
| Capital Reserves | 4,397 | 2,866 | 3,271 | 3,400 |
| External Contributions | 1,196 | | | |
| Major Repairs Allowance | 7,589 | 7,638 | 7,839 | 8,000 |
| Direct Revenue Funding | 5,348 | 3,487 | 3,467 | 3,420 |
| Council Borrowing | 27,855 | 7,416 | 1,500 | 1,500 |
| Total | 103,601 | 42,676 | 36,295 | 35,706 |

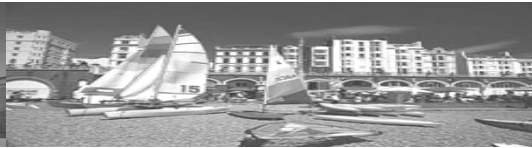


Appendix – Detailed Budget Information

The information below provides an alternative, more detailed analysis of the Council's 2011/12 Revenue Budget. The budget is analysed at 'Third Tier Service' level which generally groups services under responsible senior managers and further summarises these service areas under the relevant Commissioning, Delivery, Resources and Finance Units.

General Fund

| Service Description | Total Employees £ | Other Expenditure £ | Total Expenditure £ | Total Income £ | Block Allocation £ | Capital & Recharges £ | Total £ |
|--|----------------------|------------------------|------------------------|----------------------|-----------------------|--------------------------|-------------------|
| Commissioning | 437,000 | 2,054,890 | 2,491,890 | (10,771,900) | (8,280,010) | (111,260) | (8,391,270) |
| Advocacy & Substance Misuse | 107,900 | 33,830 | 141,730 | (32,000) | 109,730 | 39,470 | 149,200 |
| Child Protection | 1,367,100 | 182,530 | 1,549,630 | (118,800) | 1,430,830 | 270,240 | 1,701,070 |
| Children & Communities | 5,420 | 0 | 5,420 | 0 | 5,420 | 13,240 | 18,660 |
| Performance | 220,100 | (27,800) | 192,300 | (43,700) | 148,600 | 28,710 | 177,310 |
| Substance Misuse & Teenage Pregnancy | 198,200 | 327,380 | 525,580 | (352,780) | 172,800 | 68,380 | 241,180 |
| Agency Placements | 170,990 | 12,867,600 | 13,038,590 | 0 | 13,038,590 | 106,700 | 13,145,290 |
| COMMISSIONER - Children Youth & Families Total | 2,506,710 | 15,438,430 | 17,945,140 | (11,319,180) | 6,625,960 | 415,480 | 7,041,440 |
| Children's Disability Services | 737,570 | 192,790 | 930,360 | 0 | 930,360 | 6,840 | 937,200 |
| Special Educational Needs | 501,860 | 4,662,130 | 5,163,990 | (1,180,900) | 3,983,090 | 84,330 | 4,067,420 |
| Schools Skills & Learning | 124,830,970 | 24,769,740 | 149,600,710 | (163,995,300) | (14,394,590) | 12,761,870 | (1,632,720) |
| School Admissions & Transport Advisory Service - Early Years & Primary | 643,330 | 7,855,880 | 8,499,210 | (4,394,370) | 4,104,840 | 117,240 | 4,222,080 |
| Advisory Service - 11 to Adults | 2,908,566 | (283,736) | 2,624,830 | (1,039,800) | 1,585,030 | 112,570 | 1,697,600 |
| Workforce Development | 1,909,890 | 515,860 | 2,425,750 | (663,100) | 1,762,650 | 179,910 | 1,942,560 |
| 11 to Adult Education | 744,516 | 308,755 | 1,053,271 | (780,931) | 272,340 | 146,010 | 418,350 |
| Music, Arts & Study Support | 0 | 70,500 | 70,500 | (70,500) | 0 | 2,830 | 2,830 |
| Sensory Needs | 1,434,968 | (58,108) | 1,376,860 | (1,128,270) | 248,590 | 87,770 | 336,360 |
| | 518,260 | 129,700 | 647,960 | (47,400) | 600,560 | 9,670 | 610,230 |
| COMMISSIONER - Schools Skills & Learning | 134,229,930 | 38,163,511 | 172,393,441 | (173,300,571) | (907,130) | 13,509,040 | 12,601,910 |
| Commissioner | 154,870 | 2,130 | 157,000 | 0 | 157,000 | 4,910 | 161,910 |
| Children's Social Work & Preventive Services | 7,619,350 | 1,303,550 | 8,922,900 | 0 | 8,922,900 | 1,691,710 | 10,614,610 |
| Advocacy & Substance Misuse | 206,700 | (206,700) | 0 | 0 | 0 | 116,690 | 116,690 |
| Children's Disability Services | 2,810,200 | 3,082,800 | 5,893,000 | (148,500) | 5,744,500 | 425,380 | 6,169,880 |
| City Early Years & Childcare | 5,259,930 | 9,370,160 | 14,630,090 | (1,360,130) | 13,269,960 | 404,800 | 13,674,760 |
| Youth & Connexions | 2,070,170 | 750,110 | 2,820,280 | (113,900) | 2,706,380 | 321,260 | 3,027,640 |
| Youth Offending Service | 1,039,400 | 491,980 | 1,531,380 | (705,360) | 826,020 | 124,810 | 950,830 |
| Fostering & Adoption | 2,819,600 | 6,360,150 | 9,179,750 | (9,400) | 9,170,350 | 412,440 | 9,582,790 |
| Care Leavers | 659,300 | 1,309,640 | 1,968,940 | 0 | 1,968,940 | 149,890 | 2,118,830 |
| Care Leavers - Ex Asylum Seeking children | 0 | 249,200 | 249,200 | 0 | 249,200 | 6,190 | 255,390 |
| Care Leavers - Asylum Seeking children | 243,400 | 456,300 | 699,700 | (585,200) | 114,500 | 124,280 | 238,780 |
| Schools & Communities | 1,734,810 | 391,100 | 2,125,910 | (1,013,750) | 1,112,160 | 125,080 | 1,237,240 |
| Children's Services | 1,322,743 | 2,268,317 | 3,591,060 | (1,061,800) | 2,529,260 | (1,728,270) | 800,990 |
| DELIVERY UNIT - Children & Families | 25,940,473 | 25,828,737 | 51,769,210 | (4,998,040) | 46,771,170 | 2,179,170 | 48,950,340 |



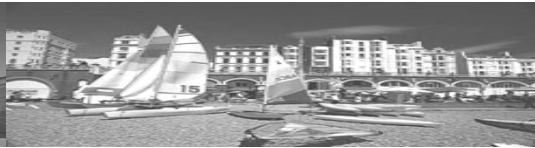
| Service Description | Total Employees | Other Expenditure | Total Expenditure | Total Income | Block Allocation | Capital & Recharges | Total |
|--|-------------------|-------------------|-------------------|---------------------|-------------------|---------------------|-------------------|
| | £ | £ | £ | £ | £ | £ | £ |
| Service Strategy | 1,957,587 | 1,133,820 | 3,091,407 | (3,379,470) | (288,063) | (1,321,440) | (1,609,503) |
| Support & Intervention Teams (Over 65) | 84,040 | 915,430 | 999,470 | 0 | 999,470 | 71,710 | 1,071,180 |
| Support & Intervention Teams (Under 65) | 0 | 206,090 | 206,090 | 0 | 206,090 | 7,540 | 213,630 |
| Learning Disabilities | 127,290 | 248,930 | 376,220 | (45,530) | 330,690 | 7,930 | 338,620 |
| COMMISSIONER - People | 2,168,917 | 2,504,270 | 4,673,187 | (3,425,000) | 1,248,187 | (1,234,260) | 13,927 |
| Support & Intervention Teams (Over 65) | 3,495,965 | 23,624,875 | 27,120,840 | (7,497,300) | 19,623,540 | 1,948,950 | 21,572,490 |
| Support & Intervention Teams (Under 65) | 358,730 | 7,425,360 | 7,784,090 | (1,249,000) | 6,535,090 | 381,900 | 6,916,990 |
| Older People Mental Health | 810,996 | 11,008,756 | 11,819,752 | (5,904,131) | 5,915,621 | 470,020 | 6,385,641 |
| Learning Disabilities | 720,120 | 23,810,885 | 24,531,005 | (2,299,970) | 22,231,035 | 947,210 | 23,178,245 |
| Service Strategy | 521,000 | 473,881 | 994,881 | (321,850) | 673,031 | (283,370) | 389,661 |
| Adult Mental Health | 1,654,943 | 5,636,542 | 7,291,485 | (1,687,632) | 5,603,853 | 449,170 | 6,053,023 |
| Intermediate Care | 1,611,184 | 313,367 | 1,924,551 | (693,119) | 1,231,432 | 243,230 | 1,474,662 |
| Integrated Community Equipment Store | 175,410 | 464,044 | 639,454 | 0 | 639,454 | 38,520 | 677,974 |
| Substance Misuse | 233,692 | 156,460 | 390,152 | (155,042) | 235,110 | 18,120 | 253,230 |
| AIDS | 47,380 | 543,600 | 590,980 | (22,180) | 568,800 | 20,820 | 589,620 |
| DELIVERY UNIT - Adults Assessment | 9,629,420 | 73,457,770 | 83,087,190 | (19,830,224) | 63,256,966 | 4,234,570 | 67,491,536 |
| Learning Disabilities | 7,884,007 | 1,203,000 | 9,087,007 | (7,026,432) | 2,060,575 | 1,089,540 | 3,150,115 |
| Support & Intervention Teams (Over 65) | 8,294,982 | 1,000,030 | 9,295,012 | (3,461,856) | 5,833,156 | 1,232,270 | 7,065,426 |
| Support & Intervention Teams (Under 65) | 62,740 | 50,336 | 113,076 | 0 | 113,076 | 104,730 | 217,806 |
| Service Strategy | 219,530 | 3,170 | 222,700 | 0 | 222,700 | (406,280) | (183,580) |
| Supported Employment | 816,990 | 222,980 | 1,039,970 | (374,910) | 665,060 | 137,330 | 802,390 |
| DELIVERY UNIT - Adults Provider | 17,278,249 | 2,479,516 | 19,757,765 | (10,863,198) | 8,894,567 | 2,157,590 | 11,052,157 |

| Service Description | Total Employees | Other Expenditure | Total Expenditure | Total Income | Block Allocation | Capital & Recharges | Total |
|--|-------------------|-------------------|-------------------|---------------------|-------------------|---------------------|-------------------|
| | £ | £ | £ | £ | £ | £ | £ |
| Transport Planning | 301,283 | 245,490 | 546,773 | (337,580) | 209,193 | 712,370 | 921,563 |
| Transport Planning & Policy | 201,254 | 4,950 | 206,204 | (57,390) | 148,814 | 70,370 | 219,184 |
| Highways Engineering and Projects | 424,134 | 1,767,650 | 2,191,784 | (491,580) | 1,700,204 | 3,517,240 | 5,217,444 |
| Commissioner City Regulation and Infrastructure | 162,029 | 104,121 | 266,150 | 0 | 266,150 | 26,800 | 292,950 |
| Public Transport | 131,540 | 1,322,970 | 1,454,510 | (164,570) | 1,289,940 | 132,680 | 1,422,620 |
| Road Safety | 448,650 | 250,340 | 698,990 | (74,520) | 624,470 | 235,360 | 859,830 |
| Environment Initiatives Team | 91,080 | 610 | 91,690 | 0 | 91,690 | 6,090 | 97,780 |
| COMMISSIONER - City Regulation & Infrastructure Total | 1,759,970 | 3,696,131 | 5,456,101 | (1,125,640) | 4,330,461 | 4,700,910 | 9,031,371 |
| Parking Operations | 1,329,250 | 8,576,280 | 9,905,530 | (23,521,730) | (13,616,200) | 1,504,320 | (12,111,880) |
| Highways Operations | 1,513,600 | 4,996,900 | 6,510,500 | (448,100) | 6,062,400 | 1,629,390 | 7,691,790 |
| City Clean | 9,617,497 | 17,025,717 | 26,643,214 | (2,240,430) | 24,402,784 | 2,484,540 | 26,887,324 |
| Traffic Control | 540,200 | 798,300 | 1,338,500 | (67,440) | 1,271,060 | 181,440 | 1,452,500 |
| City Parks | 4,381,406 | 1,555,602 | 5,937,008 | (1,549,520) | 4,387,488 | 627,260 | 5,014,748 |
| DELIVERY UNIT - City Infrastructure | 17,381,953 | 32,952,799 | 50,334,752 | (27,827,220) | 22,507,532 | 6,426,950 | 28,934,482 |
| Planning Projects | 218,020 | 39,650 | 257,670 | (52,500) | 205,170 | 15,380 | 220,550 |
| Economic Development | 289,620 | 100,710 | 390,330 | 0 | 390,330 | 99,050 | 489,380 |
| Development Control | 1,814,310 | 154,090 | 1,968,400 | (990,890) | 977,510 | 273,820 | 1,251,330 |
| Trading Standards | 501,270 | 110,784 | 612,054 | (26,420) | 585,634 | 109,070 | 694,704 |
| Head of Planning | 167,090 | (6,000) | 161,090 | 0 | 161,090 | 44,820 | 205,910 |
| Building Control | 793,610 | 77,610 | 871,220 | (756,230) | 114,990 | 161,960 | 276,950 |
| Planning Strategy & Projects | 895,240 | 181,210 | 1,076,450 | (1,320) | 1,075,130 | 268,830 | 1,343,960 |
| Environmental Health and Licensing | 2,798,910 | 407,356 | 3,206,266 | (1,325,340) | 1,880,926 | 433,800 | 2,314,726 |
| DELIVERY UNIT - Planning & Public Protection | 7,478,070 | 1,065,410 | 8,543,480 | (3,152,700) | 5,390,780 | 1,406,730 | 6,797,510 |
| Major Projects | 312,890 | 6,850 | 319,740 | 0 | 319,740 | 50,430 | 370,170 |
| Major Projects | 312,890 | 6,850 | 319,740 | 0 | 319,740 | 50,430 | 370,170 |

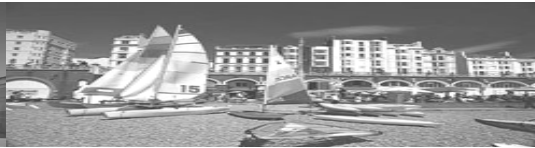


| | Total Employees | Other Expenditure | Total Expenditure | Total Income | Block Allocation | Capital & Recharges | Total |
|---|------------------|-------------------|-------------------|---------------------|-------------------|---------------------|-------------------|
| Service Description | £ | £ | £ | £ | £ | £ | £ |
| Travellers Services | 142,010 | 178,846 | 320,856 | (10,670) | 310,186 | 41,030 | 351,216 |
| DELIVERY UNIT - Housing & Social Inclusion | 142,010 | 178,846 | 320,856 | (10,670) | 310,186 | 41,030 | 351,216 |
| Homelessness | 3,935,520 | 7,488,518 | 11,424,038 | (9,501,991) | 1,922,047 | 566,830 | 2,488,877 |
| Housing Advice | 523,970 | 10,343 | 534,313 | (364,190) | 170,123 | 111,690 | 281,813 |
| Housing Management and Support Services | 149,020 | 2,640 | 151,660 | 0 | 151,660 | 25,200 | 176,860 |
| Housing Strategy | 775,600 | 167,754 | 943,354 | (302,164) | 641,190 | 165,820 | 807,010 |
| Private Sector Housing Renewal | 1,896,880 | (97,470) | 1,799,410 | (474,700) | 1,324,710 | 215,800 | 1,540,510 |
| Supporting People | 241,970 | 10,894,220 | 11,136,190 | (100,000) | 11,036,190 | 247,240 | 11,283,430 |
| COMMISSIONER - Housing | 7,522,960 | 18,466,005 | 25,988,965 | (10,743,045) | 15,245,920 | 1,332,580 | 16,578,500 |

| | Total Employees | Other Expenditure | Total Expenditure | Total Income | Block Allocation | Capital & Recharges | Total |
|--|------------------|-------------------|-------------------|---------------------|------------------|---------------------|-------------------|
| Service Description | £ | £ | £ | £ | £ | £ | £ |
| Communities | 477,000 | 2,920,000 | 3,397,000 | 0 | 3,397,000 | 93,370 | 3,490,370 |
| COMMISSIONER - Communities & Equalities Total | 477,000 | 2,920,000 | 3,397,000 | 0 | 3,397,000 | 93,370 | 3,490,370 |
| Drug & Alcohol Action Teams | 146,820 | 360,490 | 507,310 | (434,040) | 73,270 | 41,310 | 114,580 |
| Community Safety | 1,519,779 | 1,352,785 | 2,872,564 | (1,300,870) | 1,571,694 | 109,530 | 1,681,224 |
| DELIVERY UNIT - Community Safety | 1,666,599 | 1,713,275 | 3,379,874 | (1,734,910) | 1,644,964 | 150,840 | 1,795,804 |
| Sports Facilities | 969,700 | 1,308,400 | 2,278,100 | (1,051,810) | 1,226,290 | 2,698,840 | 3,925,130 |
| COMMISSIONER - Sports & Leisure | 969,700 | 1,308,400 | 2,278,100 | (1,051,810) | 1,226,290 | 2,698,840 | 3,925,130 |
| Culture | 314,030 | 1,548,840 | 1,862,870 | (106,660) | 1,756,210 | 70,850 | 1,827,060 |
| COMMISSIONER - Culture | 314,030 | 1,548,840 | 1,862,870 | (106,660) | 1,756,210 | 70,850 | 1,827,060 |
| Royal Pavilion & Museums | 4,111,780 | 2,811,950 | 6,923,730 | (4,524,970) | 2,398,760 | 2,124,720 | 4,523,480 |
| Tourism & Venues | 2,836,260 | 3,086,450 | 5,922,710 | (4,327,380) | 1,595,330 | 4,122,180 | 5,717,510 |
| Sports Development | 489,950 | 161,220 | 651,170 | (355,035) | 296,135 | 126,670 | 422,805 |
| Events | 235,650 | 161,240 | 396,890 | (235,020) | 161,870 | 72,790 | 234,660 |
| Seafront Services | 851,451 | 211,741 | 1,063,192 | (1,825,080) | (761,888) | 758,620 | (3,268) |
| DELIVERY UNIT - Tourism & Leisure | 8,525,091 | 6,432,601 | 14,957,692 | (11,267,485) | 3,690,207 | 7,204,980 | 10,895,187 |

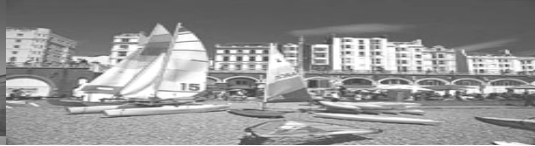


| Service Description | Total Employees £ | Other Expenditure £ | Total Expenditure £ | Total Income £ | Block Allocation £ | Capital & Recharges £ | Total £ |
|--|----------------------|------------------------|------------------------|----------------------|-----------------------|--------------------------|--------------------|
| Libraries & Information Services | 2,794,410 | 3,352,730 | 6,147,140 | (1,932,150) | 4,214,990 | 1,117,770 | 5,332,760 |
| Housing Benefit Transfer Payments | 0 | 184,538,190 | 184,538,190 | (185,275,790) | (737,600) | 262,630 | (474,970) |
| Revenues & Benefits | 5,749,739 | 1,057,240 | 6,806,979 | (4,634,796) | 2,172,183 | 1,907,880 | 4,080,063 |
| Access Services | 1,768,809 | 203,970 | 1,972,779 | (31,080) | 1,941,699 | (676,520) | 1,265,179 |
| Life Events | 1,161,200 | 1,419,960 | 2,581,160 | (1,855,660) | 725,500 | 549,300 | 1,274,800 |
| Electoral Services | 334,268 | 458,680 | 792,948 | (4,650) | 788,298 | 65,200 | 853,498 |
| Land Charges | 158,237 | 35,570 | 193,807 | (399,980) | (206,173) | 156,740 | (49,433) |
| DELIVERY UNIT - City Services | 11,966,663 | 191,066,340 | 203,033,003 | (194,134,106) | 8,898,897 | 3,383,000 | 12,281,897 |
| Communications | 747,300 | (118,400) | 628,900 | (398,700) | 230,200 | (570,830) | (340,630) |
| RESOURCES - Communications | 747,300 | (118,400) | 628,900 | (398,700) | 230,200 | (570,830) | (340,630) |
| Learning & Development | 640,200 | 5,100 | 645,300 | (18,900) | 626,400 | (72,120) | 554,280 |
| Health Safety & Wellbeing | 640,800 | 56,700 | 697,500 | (133,300) | 564,200 | (467,350) | 96,850 |
| HR Strategy, Policy & Projects | 1,834,000 | 181,000 | 2,015,000 | (726,900) | 1,288,100 | (1,262,180) | 25,920 |
| HR Operations | 465,000 | 48,400 | 513,400 | (329,600) | 183,800 | (45,540) | 138,260 |
| HR Business Partnering & Workforce Development | 1,292,090 | 121,020 | 1,413,110 | (104,700) | 1,308,410 | (1,531,610) | (223,200) |
| RESOURCES - HR & Organisational Development | 4,872,090 | 412,220 | 5,284,310 | (1,313,400) | 3,970,910 | (3,378,800) | 592,110 |
| ICT | 3,841,954 | 1,682,907 | 5,524,861 | (809,990) | 4,714,871 | (5,177,790) | (462,919) |
| RESOURCES - ICT | 3,841,954 | 1,682,907 | 5,524,861 | (809,990) | 4,714,871 | (5,177,790) | (462,919) |
| Legal Services | 2,394,700 | 80,150 | 2,474,850 | (768,870) | 1,705,980 | (1,382,560) | 323,420 |
| Democratic Services | 607,500 | 95,600 | 703,100 | (47,000) | 656,100 | (624,650) | 31,450 |
| Members Allowances & Training | 1,069,200 | 61,800 | 1,131,000 | 0 | 1,131,000 | (1,036,760) | 94,240 |
| RESOURCES - Legal & Democratic | 4,071,400 | 237,550 | 4,308,950 | (815,870) | 3,493,080 | (3,043,970) | 449,110 |
| Policy, Performance & Analysis | 1,432,600 | 349,930 | 1,782,530 | (95,720) | 1,686,810 | (1,163,890) | 522,920 |
| RESOURCES - Policy Performance Analysis | 1,432,600 | 349,930 | 1,782,530 | (95,720) | 1,686,810 | (1,163,890) | 522,920 |
| Corporate Asset Management | 423,153 | 1,427,350 | 1,850,503 | (207,060) | 1,643,443 | (1,068,160) | 575,283 |
| Energy & Water Management | 92,770 | 28,745 | 121,515 | (20,400) | 101,115 | (25,650) | 75,465 |
| Facilities & Premises | 830,079 | 3,096,750 | 3,926,829 | (388,100) | 3,538,729 | (3,514,590) | 24,139 |
| Estates Management | 166,490 | 1,547,350 | 1,713,840 | (8,888,610) | (7,174,770) | 136,660 | (7,038,110) |
| Planned Maintenance | 0 | 3,845,120 | 3,845,120 | 0 | 3,845,120 | (4,189,160) | (344,040) |
| Education - Property Management | 188,850 | 1,524,530 | 1,713,380 | (53,140) | 1,660,240 | 186,700 | 1,846,940 |
| Architecture & Design | (196,843) | 147,180 | (49,663) | 0 | (49,663) | 20,620 | (29,043) |
| RESOURCES - Property & Design | 1,504,499 | 11,617,025 | 13,121,524 | (9,557,310) | 3,564,214 | (8,453,580) | (4,889,366) |
| Financial Services | 3,745,921 | 804,930 | 4,550,851 | (276,250) | 4,274,601 | (3,983,090) | 291,511 |
| Audit and Business Risk | 1,047,467 | 254,330 | 1,301,797 | (671,850) | 629,947 | (591,270) | 38,677 |
| Strategic Finance & Procurement | 745,290 | (712,410) | 32,880 | (121,420) | (88,540) | (752,750) | (841,290) |
| FINANCE - Financial Services | 5,538,678 | 346,850 | 5,885,528 | (1,069,520) | 4,816,008 | (5,327,110) | (511,102) |
| Strategic Leadership Board | 1,190,850 | 195,000 | 1,385,850 | (67,850) | 1,318,000 | 114,860 | 1,432,860 |
| Strategic Leadership Board | 1,190,850 | 195,000 | 1,385,850 | (67,850) | 1,318,000 | 114,860 | 1,432,860 |
| Other Corporate Services | 2,482,700 | (1,482,300) | 1,000,400 | (1,649,560) | (649,160) | (25,750,810) | (26,399,970) |
| Contingency | 0 | 1,251,000 | 1,251,000 | (2,995,000) | (1,744,000) | 0 | (1,744,000) |
| Concessionary Fares | 0 | 9,702,000 | 9,702,000 | 0 | 9,702,000 | 0 | 9,702,000 |
| Financing Costs | 0 | 17,781,400 | 17,781,400 | (7,354,400) | 10,427,000 | 13,040 | 10,440,040 |
| CORPORATE BUDGETS - Corporate Services | 2,482,700 | 27,252,100 | 29,734,800 | (11,998,960) | 17,735,840 | (25,737,770) | (8,001,930) |
| General Fund Total | 275,952,706 | 461,202,913 | 737,155,619 | (501,017,779) | 236,137,840 | (3,916,780) | 232,221,060 |



Housing Revenue Account

| Service Description | Total Employees | Other Expenditure | Total Expenditure | Total Income | Block Allocation | Capital & Recharges | Total |
|---|------------------------|--------------------------|--------------------------|---------------------|-------------------------|--------------------------------|--------------------|
| | £ | £ | £ | £ | £ | £ | £ |
| Housing Strategy (HRA) | 779,600 | 258,730 | 1,038,330 | (29,200) | 1,009,130 | 0 | 1,009,130 |
| COMMISSIONER - Housing | 779,600 | 258,730 | 1,038,330 | (29,200) | 1,009,130 | 0 | 1,009,130 |
| Housing Management & Support Services | 1,029,800 | 2,728,990 | 3,758,790 | 0 | 3,758,790 | 0 | 3,758,790 |
| Customer Access & Business Improvement | 1,764,800 | 720,220 | 2,485,020 | (45,344,760) | (42,859,740) | 0 | (42,859,740) |
| Tenancy Services | 4,042,740 | 2,914,650 | 6,957,390 | (3,814,730) | 3,142,660 | 0 | 3,142,660 |
| HRA Subsidy & Capital Financing | 0 | 23,265,530 | 23,265,530 | (619,200) | 22,646,330 | 0 | 22,646,330 |
| Property & Investment | 1,439,780 | 11,894,300 | 13,334,080 | (1,031,250) | 12,302,830 | 0 | 12,302,830 |
| DELIVERY UNIT - Housing & Social Inclusion | 8,277,120 | 41,523,690 | 49,800,810 | (50,809,940) | (1,009,130) | 0 | (1,009,130) |
| HRA Total | 9,056,720 | 41,782,420 | 50,839,140 | (50,839,140) | 0 | 0 | 0 |



GLOSSARY

Block Allocation

This is the financial limit for each service units budget excluding charges for support services and capital financing.

Budget Requirement

The council's total General Fund net expenditure, including amounts added to or taken away from balances, which has to be met from Formula Grant and Council Tax.

Capital Expenditure

This is expenditure on the acquisition of a fixed asset or expenditure that adds value to, and not merely maintains, the value of an existing asset.

Capital Financing Charges

A notional charge to service revenue accounts consisting of depreciation that measures the cost or revalued amount of the benefits of fixed assets consumed during the year.

Collection Fund

This is the fund into which council taxes are paid, and from which payments are made to the general fund of the council and to Sussex Police Authority and East Sussex Fire Authority. NNDR collected by the council is also paid into the fund before being passed on to central government for re-distribution to local authorities.

Contingency

The council's contingency budget includes provision for costs which are likely to occur but for which the estimated cost cannot be adequately foreseen at the time of setting the budget.

Corporate and Democratic Core

The corporate and democratic core comprises all activities that local authorities engage in specifically because they are elected, multipurpose authorities. Costs include Members' Allowances. These costs are not therefore apportioned to services.

Council Tax

The Local Government Finance Act 1992 replaced the community charge with the council tax with effect from 1 April 1993. The tax includes a property and personal element, each household receiving a single bill based on the value of the property and the number of adults living in it. Each property is placed into one of eight broad tax bands based on property values as at 1 April 1991.

Council Tax Freeze Grant

The Government has given a financial incentive to councils worth the equivalent to 2.5% council tax income to deliver at least a Council Tax freeze through this grant.

Dedicated Schools Grant

The Dedicated Schools Grant is payable to local authorities by the Department for Children, Schools & Families under Section 14 of the Education Act 2002. It is a ring fenced specific grant and must be used in support of the Schools Budget as defined in the School Finance (England) Regulations 2008. It can be used for no other purpose.

Early Intervention Grant

A new single grant formed from a number of previous specific grants for early years for example Sure Start.

Formula Grant

This is the main general grant from Central Government, its is made up of 2 elements: Revenue Support Grant and redistributed National Non-Domestic Rates.



General Fund

This is the main revenue fund of the council. The day-to-day transactions are conducted through this fund, other than sums to be paid into the Collection Fund or a trust fund.

Housing Revenue Account (HRA)

The Local Government and Housing Act 1989 requires each local housing authority to keep a Housing Revenue Account within its General Fund to account for income and expenditure on council houses and flats.

Inflation

This refers to variations in expenditure or income resulting from changes in prices.

Levies

Certain organisations that span the administrative areas of a number of billing authorities are allowed to make a charge or levy on the billing authorities. The two organisations that levy the city council are the Environment Agency and Sussex Inshore Fisheries and Conservation Area.

National Non-Domestic Rates (NNDR)

A flat rate in the pound set by Central Government and levied on businesses in the City. NNDR is collected by the council and then passed on to central government who re-distribute the income to local authorities as part of the formula grant

Non-Distributed Costs

These are overheads for which no user now benefits and should not be apportioned to services. For example, past service costs resulting from improvements to retirement benefits.

Precept

This is the amount of Council Tax income police authorities, fire authorities and parish councils need to provide their services. The council collects council tax income on behalf of Sussex Police Authority, East Sussex Fire Authority and Rottingdean Parish Council.

Relative Needs Formula (RNF)

From 2006/07, the government introduced a new formula-based mechanism to distribute general funding amongst local authorities. The RNF is based on formulae that include information on the population, social structure and other characteristics of each authority. This formula determines how much formula grant we receive.

Revenue Support Grant

This is the Central Government grant giving general support for council services and forms part of the formula grant.

Ring Fencing

This term is used for the Government controls to prevent discretionary transfers between the Housing Revenue Account and other accounts of the General Fund from 1 April 1990.

Section 75 Partnership

This refers to agreements, regarding the pooling of resources, made under Section 75 of the Health Act 2006 between the City Council and National Health Service partners. The City Council has in place Section 75 agreements for the provision of children's services and adult social care services.

Specific Grants

These grants are received from Central Government and relate to an individual service, for example, housing benefits and early years intervention, as opposed to the general formula grant.