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SECTION A

SUMMARY REVENUE POSITION

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<td>Summary of Service Budgets</td>
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<td>Responsibilities of Service Managers</td>
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</table>
## BUDGET SUMMARY

<table>
<thead>
<tr>
<th></th>
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</thead>
<tbody>
<tr>
<td>Public Health</td>
<td>£1,650,000</td>
<td>£1,650,640</td>
</tr>
<tr>
<td>Childrens</td>
<td>£41,769,303</td>
<td>£40,874,848</td>
</tr>
<tr>
<td>Adults</td>
<td>£58,551,956</td>
<td>£52,622,926</td>
</tr>
<tr>
<td>Neighbourhoods</td>
<td>£26,260,962</td>
<td>£19,074,635</td>
</tr>
<tr>
<td>oneSource Shared</td>
<td>£2,777,189</td>
<td>£2,402,589</td>
</tr>
<tr>
<td>oneSource Non-Shared LBH</td>
<td>(9,253)</td>
<td>(833,083)</td>
</tr>
<tr>
<td>Chief Operating Officer</td>
<td>£10,543,562</td>
<td>£8,322,032</td>
</tr>
<tr>
<td>Section 151 (Corporate Budgets)</td>
<td>£16,125,792</td>
<td>£33,406,517</td>
</tr>
<tr>
<td>Sub-total</td>
<td>£154,369,511</td>
<td>£154,310,024</td>
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<tr>
<td>Contingency provision - all directorates</td>
<td>£2,000,000</td>
<td>£1,000,000</td>
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<tr>
<td>HAVERING’S OWN EXPENDITURE</td>
<td>£156,369,511</td>
<td>£155,310,024</td>
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</tbody>
</table>

### LEVIES COUNTING AS HAVERING’S EXPENDITURE

- East London Waste Authority: £14,925,000, £15,887,000
- Environment Agency - Thames Region: £182,971, £184,161
- Environment Agency - East Anglian Region: £20,341, £20,971
- Lee Valley Regional Park Authority: £228,007, £211,211
- London Pensions Fund Authority: £311,127, £305,752

### Sub-total

- £15,667,446, £16,609,095

### Unringfenced Grants

- (9,669,228), (11,990,898)

### TOTAL EXPENDITURE

- £162,367,729, £159,928,221

### EXTERNAL FINANCE

- Revenue Support Grant: (12,283,528), 0
- Business Rate Baseline (Top Up)/Tariff: (9,231,836), 10,363,832
- Retained Business Rates: (24,099,835), (51,623,259)
- COUNCIL TAX (SURPLUS)/DEFICIT: (2,291,000), (181,000)
- BUSINESS RATES (SURPLUS)/DEFICIT: (146,630), 637,301

### HAVERING’S PRECEPT ON THE COLLECTION FUND

- £114,404,900, £119,125,095

### THE COLLECTION FUND

**PRECEPTS**

- Adult Social Care: £4,317,608, £6,645,283
- Greater London Authority: £114,404,900, £119,125,095
- COUNCIL TAX: £138,716,516, £144,824,909

### COUNCIL TAX BASE

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<thead>
<tr>
<th></th>
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<tr>
<td>Band A</td>
<td>£1,065.15 under £40,000</td>
<td>£1,105.37 under £40,000</td>
<td>£88,001 - £120,000</td>
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<tr>
<td>Band B</td>
<td>£1,242.68 £40,001 - £52,000</td>
<td>£1,289.60 £40,001 - £52,000</td>
<td>£120,01 - £160,000</td>
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<tr>
<td>Band C</td>
<td>£1,420.21 £52,001 - £68,000</td>
<td>£1,473.84 £52,001 - £68,000</td>
<td>£160,01 - £320,000</td>
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<tr>
<td>Band D</td>
<td>£1,597.77 £68,001 - £88,000</td>
<td>£1,658.06 £68,001 - £88,000</td>
<td>£320,01 - £420,000</td>
</tr>
</tbody>
</table>

* *As part of the 2018/19 budget setting, the charge and reversal for depreciation is being allocated directly to the Service in line with the CIPFA code of practice. Last year the Services received the charge and the reversal was held corporately within Other Services. As a result of this change the net budget for Services has decreased and Other Services increased. Other fluctuations in Service budgets are in relation to restructures and planned savings.*
BREAKDOWN OF NET EXPENDITURE

Where the cash comes from ...

- Dedicated Schools Grant £124.9m
- Unringfenced Grants £12.0m
- Specific Grants £78.1m
- Council Tax Payers and LBH Surplus £119.3m
- Share of Business Rate Pool £40.6m - includes Revenue Support Grant £6.8m and LBH Deficit
- Fees & Charges £63.7m
- Public Health Grant £10.9m
- Education £177.0m
- Levies £16.6m
- Roads, Pavement and Car Parking £12.7m
- Other Services and Contingency £49.6m
- Public Health £9.3m
- Housing £115.9m (of which 75.6m is Housing Benefit payments funded by Government Grant)

... and where it goes

- Social Services £71.1m
- Environmental Health and Trading Standards £3.2m
- Planning and Economic Development £5.4m
- Culture and Leisure £9.5m
- Rubbish, Waste Collection and Street Cleaning £9.1m
- Roads, Pavement and Car Parking £12.7m
- Other Services and Contingency £49.6m
- Public Health £9.3m
- Housing £115.9m (of which 75.6m is Housing Benefit payments funded by Government Grant)
- Fees & Charges £63.7m
- Council Tax Payers and LBH Surplus £119.3m
## SUMMARY OF BUDGETS

<table>
<thead>
<tr>
<th>Description</th>
<th>2017/18 Original Budget</th>
<th>Change in Depreciation Charge Process</th>
<th>Virements</th>
<th>Budget Savings</th>
<th>Change in CSSA Recharges</th>
<th>Inflation Uplift</th>
<th>Budget Pressures</th>
<th>2018/19 Original Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>A3000B Public Health Total</td>
<td>(1,650,000)</td>
<td>0</td>
<td>(13,010)</td>
<td>(640)</td>
<td>13,010</td>
<td>0</td>
<td>0</td>
<td>(1,650,640)</td>
</tr>
<tr>
<td>A4000B Children’s Total</td>
<td>41,769,303</td>
<td>(5,418,450)</td>
<td>2,679,035</td>
<td>(935,970)</td>
<td>762,190</td>
<td>18,740</td>
<td>2,000,000</td>
<td>40,874,848</td>
</tr>
<tr>
<td>A4600B Adults Total</td>
<td>58,551,956</td>
<td>(71,950)</td>
<td>(2,247,040)</td>
<td>(3,396,760)</td>
<td>(1,095,070)</td>
<td>(205,210)</td>
<td>1,087,000</td>
<td>52,622,926</td>
</tr>
<tr>
<td>A5000B Neighbourhoods Total</td>
<td>26,260,962</td>
<td>(5,353,150)</td>
<td>1,782,720</td>
<td>(4,400,577)</td>
<td>7,380</td>
<td>(422,500)</td>
<td>1,200,000</td>
<td>19,074,835</td>
</tr>
<tr>
<td>A7000B oneSource Shared Total</td>
<td>2,777,189</td>
<td>(695,360)</td>
<td>400,330</td>
<td>(1,158,210)</td>
<td>(79,090)</td>
<td>129,730</td>
<td>1,118,000</td>
<td>2,492,589</td>
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<tr>
<td>A8000B oneSource Non-Shared LBH Total</td>
<td>(9,253)</td>
<td>(667,290)</td>
<td>48,720</td>
<td>(325,840)</td>
<td>6,040</td>
<td>(133,460)</td>
<td>248,000</td>
<td>(833,083)</td>
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<tr>
<td>A9000B Chief Operating Officer Total</td>
<td>10,543,562</td>
<td>(1,378,020)</td>
<td>14,430</td>
<td>(659,520)</td>
<td>468,970</td>
<td>(71,710)</td>
<td>(595,680)</td>
<td>8,322,032</td>
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<tr>
<td>A9001B Section 151 Total (Corporate Budgets)</td>
<td>16,125,792</td>
<td>13,584,220</td>
<td>(2,649,416)</td>
<td>(7,673,222)</td>
<td>171,030</td>
<td>1,601,620</td>
<td>12,246,493</td>
<td>33,406,517</td>
</tr>
<tr>
<td>Service Expenditure</td>
<td>154,369,511</td>
<td>0</td>
<td>15,769</td>
<td>(18,550,739)</td>
<td>254,460</td>
<td>917,210</td>
<td>17,303,813</td>
<td>154,310,024</td>
</tr>
<tr>
<td>A5550C Contingency Total</td>
<td>2,000,000</td>
<td>0</td>
<td>0</td>
<td>(1,000,000)</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>1,000,000</td>
</tr>
<tr>
<td>Havering’s Own Expenditure</td>
<td>156,369,511</td>
<td>0</td>
<td>15,769</td>
<td>(19,550,739)</td>
<td>254,460</td>
<td>917,210</td>
<td>17,303,813</td>
<td>155,310,024</td>
</tr>
<tr>
<td>A5720E Levies Counting as Hav Exp Total</td>
<td>15,667,446</td>
<td>0</td>
<td>(20,351)</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>962,000</td>
<td>16,609,095</td>
</tr>
<tr>
<td>A40110 General Grant Total</td>
<td>(9,669,228)</td>
<td>0</td>
<td>(2,321,670)</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>(11,990,898)</td>
<td>(11,990,898)</td>
</tr>
<tr>
<td>Total Expenditure</td>
<td>162,367,729</td>
<td>0</td>
<td>(2,326,252)</td>
<td>(19,550,739)</td>
<td>254,460</td>
<td>917,210</td>
<td>18,265,813</td>
<td>159,928,221</td>
</tr>
</tbody>
</table>

* As part of the 2018/19 budget setting, the charge and reversal for depreciation is being allocated directly to the Service in line with the CIPFA code of practice. Last year the Services received the charge and the reversal was held corporately within Other Services. As a result of this change the net budget for Services has decreased and Other Services increased. Other fluctuations in Service budgets are in relation to restructures and planned savings.
RESPONSIBILITIES OF SERVICE MANAGERS

1. Financial Management is the responsibility of all service managers, who are bound by the Financial Procedure Rules (Havering’s Financial Regulations) and the Financial Framework. These set out the framework of rules within which budget holders must operate when managing their budgets. The Framework can be located on the intranet under “Essential Corporate Information” and then “Finance”.

   **Note:** The Financial Framework is currently under review and will be revised to reflect the oneSource operation.

2. Managers who are given responsibility for delivering budgets are known as ‘Cost Centre Managers’. They must ensure the financial plans for which they are responsible are met and actual spending takes place in line with the budget i.e. what they spend does not exceed their budget.

   The cost centre managers are responsible for controlling budgets including taking any necessary action on the information that emerges.

   To do this, cost centre managers must ensure they have the systems in place to project expenditure/income and compare this to the budget. This means:
   - reviewing FIS and associated reports
   - knowing commitments/transactions not yet in FIS so a true position to date can be identified
   - having methods of projecting expenditure/income for the rest of the year
   - knowing how your budgets should be spending, i.e. profiling
   - identifying errors or other issues that need to be posted or corrected
   - arranging for budget adjustments/virements where necessary.

   The cost centre managers must also ensure they have control arrangements in place. This will cover:
   - control over committing expenditure
   - control over expenditure where projections indicate overspends or significant underspends.
RESPONSIBILITIES OF SERVICE MANAGERS (cont’d)

3. It is essential that cost centre managers are clear how their budgets are made up. This covers not only the annual detailed budget process, which leads to the building of cost centre budgets, but also to the detailed items and transactions within the budget. Managers should have establishment structure charts and detailed salaries budgets which reflect how their service is managed and delivered.

Managers should also be aware of any savings or efficiency measures affecting their budgets. These are developed as part of the budget cycle and cost centre managers should have clear plans for implementing these measures, which they have agreed with their senior manager and/or head of service as appropriate. Achievement of savings targets is a key element of the budget monitoring process.
SECTION B
DETAILED SERVICE BUDGETS

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oneSource Shared LBH 18
oneSource Non Shared LBH 21
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Section 151 (Corporate Budgets) 26
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Housing Revenue Account 30
PUBLIC HEALTH

Public Health General Fund Summary which includes the following services:

Public Health
## 2018/2019 BUDGET PUBLIC HEALTH

<table>
<thead>
<tr>
<th>Description</th>
<th>2017/18 Original Budget</th>
<th>Change in Depreciation Charge Process</th>
<th>Virements</th>
<th>Budget Savings</th>
<th>Change in CSSA Recharges</th>
<th>Inflation Uplift</th>
<th>Budget Pressures</th>
<th>2018/19 Original Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>A3105E Public Health - Non Commissioned Services - Grant</td>
<td>(11,224,000)</td>
<td>0</td>
<td>289,000</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>(10,935,000)</td>
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<tr>
<td>A3105E Public Health - Non Commissioned Services</td>
<td>9,574,000</td>
<td>0</td>
<td>(302,010)</td>
<td>(640)</td>
<td>13,010</td>
<td>0</td>
<td>0</td>
<td>9,284,360</td>
</tr>
<tr>
<td>A3000B Public Health Total</td>
<td>(1,650,000)</td>
<td>0</td>
<td>(13,010)</td>
<td>(640)</td>
<td>13,010</td>
<td>0</td>
<td>0</td>
<td>(1,650,640)</td>
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</table>
CHILDRENS

Childrens General Fund Summary
which includes the following services:

Learning and Achievement
Childrens Services
Safeguarding - Quality and Assurance
<table>
<thead>
<tr>
<th>Description</th>
<th>2017/18 Original Budget</th>
<th>Change in Depreciation Charge Process</th>
<th>Virements</th>
<th>Budget Savings</th>
<th>Change in CSSA Recharges</th>
<th>Inflation Uplift</th>
<th>2018/19 Original Budget</th>
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<tr>
<td>A4106E Community Use</td>
<td>2,840</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>(2,840)</td>
<td>0</td>
<td>0</td>
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<tr>
<td>A4107E Education Finance Support Quality and Assurance</td>
<td>(1,097,664)</td>
<td>(5,610)</td>
<td>(44,810)</td>
<td>(14,050)</td>
<td>15,770</td>
<td>3,780</td>
<td>(1,142,584)</td>
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<tr>
<td>A4109E Adult Education</td>
<td>476,260</td>
<td>(9,660)</td>
<td>(5,510)</td>
<td>(4,160)</td>
<td>(24,750)</td>
<td>3,280</td>
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<td>A4111E Learning &amp; Achievement Management Team</td>
<td>5,840</td>
<td>0</td>
<td>(30,100)</td>
<td>0</td>
<td>40</td>
<td>530</td>
<td>(23,690)</td>
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<td>A4113E Governing Body Support</td>
<td>23,140</td>
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<td>0</td>
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<td>230</td>
<td>23,370</td>
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<tr>
<td>A4114E HIAS Management</td>
<td>23,860</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>(1,140)</td>
<td>0</td>
<td>22,720</td>
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<td>A4115E HIAS Development Leadership Quality and Assurance</td>
<td>605,374</td>
<td>0</td>
<td>(82,000)</td>
<td>(2,140)</td>
<td>3,310</td>
<td>4,400</td>
<td>528,944</td>
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<td>A4117E Quality and Assurance</td>
<td>149,180</td>
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<td>(4,000)</td>
<td>0</td>
<td>4,290</td>
<td>1,150</td>
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<tr>
<td>A4118E Alternative Provision including LAC Education</td>
<td>386,500</td>
<td>0</td>
<td>(83,080)</td>
<td>(1,590)</td>
<td>(5,520)</td>
<td>3,650</td>
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<tr>
<td>A4119E Schools Provision and Commissioning</td>
<td>758,600</td>
<td>0</td>
<td>(181,095)</td>
<td>(2,510)</td>
<td>19,510</td>
<td>3,110</td>
<td>0</td>
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<tr>
<td>A4120E Traded Services</td>
<td>254,754</td>
<td>0</td>
<td>(5,610)</td>
<td>(46,700)</td>
<td>322,740</td>
<td>10,940</td>
<td>0</td>
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<tr>
<td>A4133E Special Educational Needs</td>
<td>2,277,820</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>(33,860)</td>
<td>0</td>
<td>2,243,960</td>
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<tr>
<td>A4135E Psychology Service</td>
<td>83,660</td>
<td>0</td>
<td>40</td>
<td>0</td>
<td>(76,400)</td>
<td>0</td>
<td>7,300</td>
</tr>
<tr>
<td>A4138E Special Educational Needs and Disabilities</td>
<td>1,639,696</td>
<td>0</td>
<td>(176,690)</td>
<td>20,700</td>
<td>81,170</td>
<td>15,110</td>
<td>0</td>
</tr>
<tr>
<td>A4156E Personnel Quality and Assurance</td>
<td>611,948</td>
<td>0</td>
<td>(30,000)</td>
<td>(11,350)</td>
<td>(12,780)</td>
<td>1,140</td>
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<tr>
<td>A4158E Capital Charges</td>
<td>5,264,530</td>
<td>(5,277,970)</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>(13,440)</td>
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<tr>
<td>A4163E Borough Catering</td>
<td>(400,553)</td>
<td>0</td>
<td>103,850</td>
<td>(38,160)</td>
<td>411,820</td>
<td>(168,860)</td>
<td>(91,903)</td>
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<td>A4166E 14-19 Strategy</td>
<td>37,050</td>
<td>0</td>
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<td>0</td>
<td>0</td>
<td>0</td>
<td>37,050</td>
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<tr>
<td>A4210E Children With Disabilities</td>
<td>3,080,472</td>
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<td>50,670</td>
<td>(28,980)</td>
<td>0</td>
<td>0</td>
<td>3,102,162</td>
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<tr>
<td>A4100C Learning &amp; Achievement Total</td>
<td>14,183,307</td>
<td>(5,293,240)</td>
<td>(488,335)</td>
<td>(96,960)</td>
<td>672,380</td>
<td>(121,540)</td>
<td>0</td>
</tr>
<tr>
<td>A4215E Multi Agency Service Hub and Assessment</td>
<td>2,048,680</td>
<td>0</td>
<td>573,110</td>
<td>7,090</td>
<td>134,100</td>
<td>25,050</td>
<td>0</td>
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<tr>
<td>A4216E Intervention and Support</td>
<td>3,169,245</td>
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<td>2,408,599</td>
<td>(291,010)</td>
<td>230</td>
<td>35,690</td>
<td>0</td>
</tr>
<tr>
<td>A4225E Existing Placements</td>
<td>8,301,820</td>
<td>0</td>
<td>462,140</td>
<td>(250,000)</td>
<td>(236,210)</td>
<td>0</td>
<td>8,277,610</td>
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<tr>
<td>A4230E Leaving Care Service</td>
<td>2,055,366</td>
<td>0</td>
<td>(1,153,050)</td>
<td>0</td>
<td>(207,760)</td>
<td>0</td>
<td>694,556</td>
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<tr>
<td>A4236E Adoption</td>
<td>480,490</td>
<td>0</td>
<td>0</td>
<td>(300)</td>
<td>22,240</td>
<td>3,690</td>
<td>0</td>
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<tr>
<td>A4237E Fostering</td>
<td>801,935</td>
<td>0</td>
<td>559,150</td>
<td>(2,460)</td>
<td>31,930</td>
<td>11,820</td>
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<tr>
<td>A4238E Permanent Placement Allowances</td>
<td>1,214,016</td>
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<td>0</td>
<td>1,940</td>
<td>0</td>
<td>1,215,956</td>
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<tr>
<td>A4240E Transition, Participation, Leaving Care &amp; Contact</td>
<td>0</td>
<td>0</td>
<td>668,880</td>
<td>(18,330)</td>
<td>122,340</td>
<td>6,510</td>
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## 2018/2019 Budget Children's

<table>
<thead>
<tr>
<th>Description</th>
<th>2017/18 Original Budget</th>
<th>Change in Depreciation Charge Process</th>
<th>Virements</th>
<th>Change in CSSA Recharges</th>
<th>Inflation Uplift</th>
<th>Budget Pressures</th>
<th>2018/19 Original Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>A4245E Youth Offending</td>
<td>398,619</td>
<td>0</td>
<td>(30,031)</td>
<td>(9,110)</td>
<td>67,370</td>
<td>4,890</td>
<td>0</td>
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<tr>
<td>A4260E Early Help</td>
<td>3,293,067</td>
<td>(54,540)</td>
<td>(568,146)</td>
<td>(22,650)</td>
<td>(98,960)</td>
<td>19,470</td>
<td>0</td>
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<tr>
<td>A4270E Children's Social Services Other</td>
<td>3,792,014</td>
<td>(70,670)</td>
<td>520,388</td>
<td>(241,520)</td>
<td>293,080</td>
<td>22,120</td>
<td>2,000,000</td>
</tr>
<tr>
<td>A4280E UASC &amp; Asylum Seekers</td>
<td>354,810</td>
<td>0</td>
<td>0</td>
<td>960</td>
<td>0</td>
<td>0</td>
<td>0</td>
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<td>A4286E Disabled Codes Children's Services</td>
<td>(19,940)</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
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<td>A4200C Children's Services Total</td>
<td>25,890,122</td>
<td>(125,210)</td>
<td>3,441,040</td>
<td>(828,290)</td>
<td>131,260</td>
<td>129,240</td>
<td>2,000,000</td>
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<td>A4265E Safeguarding Unit</td>
<td>1,204,302</td>
<td>0</td>
<td>(273,670)</td>
<td>(10,420)</td>
<td>(30,650)</td>
<td>7,230</td>
<td>0</td>
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<tr>
<td>A4291E Quality and Assurance - Adults</td>
<td>141,309</td>
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<td>0</td>
<td>230</td>
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<td>1,110</td>
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<td>A4292E Learning and Development</td>
<td>350,263</td>
<td>0</td>
<td>0</td>
<td>(530)</td>
<td>(8,710)</td>
<td>2,700</td>
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<td>A4250C Safeguarding - Quality and Assurance Total</td>
<td>1,695,874</td>
<td>0</td>
<td>(273,670)</td>
<td>(10,720)</td>
<td>(41,450)</td>
<td>11,040</td>
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<td>A4000B Children's Total</td>
<td>41,769,303</td>
<td>(5,418,450)</td>
<td>2,679,035</td>
<td>(935,970)</td>
<td>762,190</td>
<td>18,740</td>
<td>2,000,000</td>
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ADULTS

Adults General Fund Summary
which includes the following services:

Adult Services
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<tr>
<th>Description</th>
<th>2017/18 Original Budget</th>
<th>Change in Depreciation Charge Process</th>
<th>Virements</th>
<th>Budget Savings</th>
<th>Change in CSSA Recharges</th>
<th>Inflation Uplift</th>
<th>Budget Pressures</th>
<th>2018/19 Original Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>A4600E Transforming Health and Social Care</td>
<td>539,120</td>
<td>0</td>
<td>(341,650)</td>
<td>0</td>
<td>(39,120)</td>
<td>0</td>
<td>0</td>
<td>158,350</td>
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<td>A4605E Adult Services Business Management</td>
<td>1,202,680</td>
<td>0</td>
<td>263,020</td>
<td>(13,800)</td>
<td>297,910</td>
<td>9,290</td>
<td>0</td>
<td>3,735,868</td>
</tr>
<tr>
<td>A4620E Strategy and Commissioning</td>
<td>3,468,924</td>
<td>(2,580)</td>
<td>281,554</td>
<td>0</td>
<td>(12,030)</td>
<td>0</td>
<td>0</td>
<td>3,735,868</td>
</tr>
<tr>
<td>A4621E Mental Health - Section 75</td>
<td>2,747,930</td>
<td>0</td>
<td>(1,228,150)</td>
<td>(20,610)</td>
<td>280</td>
<td>14,040</td>
<td>0</td>
<td>1,513,490</td>
</tr>
<tr>
<td>A4622E Mental Health - Non Section 75</td>
<td>1,330,280</td>
<td>(6,390)</td>
<td>1,177,500</td>
<td>0</td>
<td>(1,079,060)</td>
<td>(4,700)</td>
<td>0</td>
<td>1,417,630</td>
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<td>A4630E Adult Community Team</td>
<td>23,277,014</td>
<td>0</td>
<td>(542,307)</td>
<td>(179,270)</td>
<td>(233,180)</td>
<td>0</td>
<td>0</td>
<td>20,269,267</td>
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<td>A4635E Adult Safeguarding</td>
<td>939,370</td>
<td>0</td>
<td>(111,400)</td>
<td>380</td>
<td>(4,340)</td>
<td>5,280</td>
<td>0</td>
<td>829,290</td>
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<tr>
<td>A4640E Prevention</td>
<td>1,735,183</td>
<td>0</td>
<td>(545,454)</td>
<td>(8,260)</td>
<td>(94,930)</td>
<td>10,210</td>
<td>0</td>
<td>1,096,749</td>
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<td>A4645E Hospital Discharge</td>
<td>192,892</td>
<td>(2)</td>
<td>(14,150)</td>
<td>43,150</td>
<td>6,850</td>
<td>0</td>
<td>0</td>
<td>228,740</td>
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<td>A4650E Learning Disabilities</td>
<td>19,730,252</td>
<td>(60,230)</td>
<td>317,464</td>
<td>(187,330)</td>
<td>(8,490)</td>
<td>(21,040)</td>
<td>1,087,000</td>
<td>20,857,626</td>
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<td>A4660E Health &amp; Social Care Other</td>
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<td>(1,534,385)</td>
<td>(1,100,000)</td>
<td>(25,890)</td>
<td>8,040</td>
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<td>A4671E Disabled Adult Services</td>
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<td>(2,750)</td>
<td>16,770</td>
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<td>6,720</td>
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<td>0</td>
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<td>A4600C Adult Services Total</td>
<td>58,551,956</td>
<td>(71,950)</td>
<td>(2,247,040)</td>
<td>(3,396,760)</td>
<td>(1,095,070)</td>
<td>(205,210)</td>
<td>1,087,000</td>
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<tr>
<td>A4600B Adults Total</td>
<td>58,551,956</td>
<td>(71,950)</td>
<td>(2,247,040)</td>
<td>(3,396,760)</td>
<td>(1,095,070)</td>
<td>(205,210)</td>
<td>1,087,000</td>
<td>52,622,926</td>
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NEIGHBOURHOODS

Neighbourhoods General Fund Summary
which includes the following services:

Environment
Development
Business Support
Housing Services
### 2018/2019 Budget Neighbourhoods

<table>
<thead>
<tr>
<th>Description</th>
<th>2017/18 Original Budget</th>
<th>Change in Depreciation Charge Process</th>
<th>Virements</th>
<th>Budget Savings</th>
<th>Change in CSSA Recharges</th>
<th>Inflation Uplift</th>
<th>Budget Pressures</th>
<th>2018/19 Original Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>A2390E Public Realm</td>
<td>11,618,370</td>
<td>(1,197,940)</td>
<td>687,249</td>
<td>(641,250)</td>
<td>(27,680)</td>
<td>(10,960)</td>
<td>0</td>
<td>10,427,789</td>
</tr>
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<td>A2391E Parking, Highways &amp; Transport</td>
<td>5,560,620</td>
<td>(3,493,930)</td>
<td>146,525</td>
<td>(1,991,120)</td>
<td>103,670</td>
<td>(217,030)</td>
<td>150,000</td>
<td>(34,315)</td>
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<tr>
<td>A2392E Enforcement</td>
<td>1,023,310</td>
<td>0</td>
<td>1,090</td>
<td>(11,790)</td>
<td>(9,210)</td>
<td>5,020</td>
<td>0</td>
<td>1,008,420</td>
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<td>A2393E Public Protection</td>
<td>2,671,245</td>
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<td>620</td>
<td>(30,500)</td>
<td>(238,400)</td>
<td>10,520</td>
<td>0</td>
<td>2,413,485</td>
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<td>A2394E Divisional Overheads</td>
<td>(546,650)</td>
<td>0</td>
<td>500,000</td>
<td>(1,330)</td>
<td>2,270</td>
<td>1,640</td>
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<td>(44,070)</td>
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<td>A2300C Environment Total</td>
<td>20,326,895</td>
<td>(4,691,870)</td>
<td>1,042,434</td>
<td>(2,675,990)</td>
<td>(169,350)</td>
<td>(210,810)</td>
<td>150,000</td>
<td>13,771,309</td>
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<td>A2510E Economic Regeneration</td>
<td>2,394,820</td>
<td>(632,830)</td>
<td>170</td>
<td>(259,660)</td>
<td>10,470</td>
<td>10,820</td>
<td>0</td>
<td>1,523,790</td>
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<td>A2530E Housing Development Company</td>
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<td>0</td>
<td>0</td>
<td>0</td>
<td>660</td>
<td>0</td>
<td>0</td>
<td>3,500</td>
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<td>A2540E LEP NHB Programme</td>
<td>5,550</td>
<td>0</td>
<td>0</td>
<td>(1,060)</td>
<td>(5,550)</td>
<td>(10)</td>
<td>0</td>
<td>(1,070)</td>
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<td>A2550E Housing Zone</td>
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<td>0</td>
<td>0</td>
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<td>4,430</td>
<td>0</td>
<td>(1,280,487)</td>
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<tr>
<td>A2820E Development Planning</td>
<td>701,590</td>
<td>(25,160)</td>
<td>16,510</td>
<td>(9,680)</td>
<td>5,590</td>
<td>5,210</td>
<td>50,000</td>
<td>744,060</td>
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<tr>
<td>A2830E Development Control Services</td>
<td>814,758</td>
<td>(60,000)</td>
<td>(58,980)</td>
<td>20,240</td>
<td>(34,940)</td>
<td>0</td>
<td>681,078</td>
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<td>A5930E Local Land Charges</td>
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<td>0</td>
<td>5,070</td>
<td>(10,870)</td>
<td>0</td>
<td>(267,030)</td>
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<td>A2800C Development Total</td>
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<td>(29,790)</td>
<td>50,000</td>
<td>1,000,000</td>
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<td>A2910E Business Support</td>
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<td>41,906</td>
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<td>49,370</td>
<td>4,020</td>
<td>0</td>
<td>690,488</td>
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<td>0</td>
<td>41,906</td>
<td>(9,310)</td>
<td>49,370</td>
<td>4,020</td>
<td>0</td>
<td>690,488</td>
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<tr>
<td>A4366E Housing Demand Service</td>
<td>1,313,237</td>
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<td>1,301,700</td>
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<td>39,340</td>
<td>(188,810)</td>
<td>1,000,000</td>
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<td>A4388E Property &amp; Land Services</td>
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<td>(94,180)</td>
<td>47,110</td>
<td>2,890</td>
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<td>(246,180)</td>
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<td>A4300C Housing Services Total</td>
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<td>(100,980)</td>
<td>86,450</td>
<td>(185,920)</td>
<td>1,000,000</td>
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<tr>
<td>A5000B Neighbourhoods Total</td>
<td>26,260,962</td>
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<td>(422,500)</td>
<td>1,200,000</td>
<td>19,074,835</td>
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</tbody>
</table>
oneSource SHARED

oneSource Shared General Fund Summary
which includes the following services:

- os Finance
- os Business Services
- os Exchequer and Transactional Services
- os Legal and Governance
- os ICT Services
- os Asset Management Services
- os Strategic and Operational Human Resources
<table>
<thead>
<tr>
<th>Description</th>
<th>2017/18 Original Budget</th>
<th>Change in Depreciation Charge Process</th>
<th>Virements</th>
<th>Budget Savings</th>
<th>Change in CSSA Recharges</th>
<th>Inflation Uplift</th>
<th>Budget Pressures</th>
<th>2018/19 Original Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>A7110E oS Audit, Risk, Insurance &amp; Fraud</td>
<td>369,970</td>
<td>0</td>
<td>(28,500)</td>
<td>(36,780)</td>
<td>(46,950)</td>
<td>4,340</td>
<td>55,000</td>
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<tr>
<td>A7120E oS Corporate &amp; Operational Finance</td>
<td>(18,736)</td>
<td>0</td>
<td>(15,300)</td>
<td>(88,880)</td>
<td>279,060</td>
<td>21,840</td>
<td>110,000</td>
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<td>A7130E oS Procurement</td>
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<td>(41,280)</td>
<td>3,330</td>
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<td>(176,440)</td>
<td>(136,290)</td>
<td>3,710</td>
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<td>820</td>
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<tr>
<td>A7200C oS Business Services Total</td>
<td>(3,160)</td>
<td>0</td>
<td>313,000</td>
<td>(176,440)</td>
<td>(136,290)</td>
<td>3,710</td>
<td>0</td>
<td>820</td>
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<tr>
<td>A7320E oS Council Tax and Benefits</td>
<td>1,442,983</td>
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<td>(121,400)</td>
<td>(135,660)</td>
<td>164,820</td>
<td>11,290</td>
<td>0</td>
<td>1,362,033</td>
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<tr>
<td>A7330E oS Debt Management &amp; Recovery</td>
<td>37,230</td>
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<td>(13,000)</td>
<td>(29,130)</td>
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<td>A7340E oS NNDR</td>
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<td>(6,000)</td>
<td>230</td>
<td>990</td>
<td>43,000</td>
<td>241,270</td>
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<td>A7350E oS Transactional Services</td>
<td>(3,065)</td>
<td>0</td>
<td>(38,000)</td>
<td>(35,680)</td>
<td>46,940</td>
<td>14,310</td>
<td>0</td>
<td>(15,495)</td>
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<td>A7390E oS Exchequer &amp; Transactional Management</td>
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<td>(2,800)</td>
<td>3,490</td>
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<td>A7300C oS Exchequer &amp; Transactional Services Total</td>
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<td>(150,400)</td>
<td>(190,340)</td>
<td>180,060</td>
<td>25,950</td>
<td>43,000</td>
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<td>A7510E oS Electoral Services</td>
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<td>0</td>
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<td>30,000</td>
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<td>(284,660)</td>
<td>(97,000)</td>
<td>(212,000)</td>
<td>(770,350)</td>
<td>(70)</td>
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<td>A7650E oS Programmes and Projects</td>
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<td>17,420</td>
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### 2018/2019 BUDGET ONESOURCE SHARED

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<th>Description</th>
<th>2017/18 Original Budget</th>
<th>Change in Depreciation Charge Process</th>
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<th>Budget Savings</th>
<th>Change in CSSA Recharges</th>
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<th>Budget Pressures</th>
<th>2018/19 Original Budget</th>
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<td>(48,000)</td>
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<td>0</td>
<td>(27,430)</td>
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<td>A7800C oS Strategic &amp; Operational HR Total</td>
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<td>(26,000)</td>
<td>(48,000)</td>
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<td>10,200</td>
<td>0</td>
<td>(27,430)</td>
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<td>A7000B oneSource Shared Total</td>
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<td>(1,158,210)</td>
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<td>129,730</td>
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oneSource NON-SHARED LBH

oneSource Non-Shared LBH General Fund Summary
which includes the following services:

Exchequer Services
Business Services
Asset Management
Strategic Human Resources & Occupational Development
Legal and Democratic Services
ICT Services
## 2018/2019 BUDGET ONESOURCE NON-SHARED

<table>
<thead>
<tr>
<th>Description</th>
<th>2017/18 Original Budget</th>
<th>Change in Depreciation Charge Process</th>
<th>Virements</th>
<th>Budget Savings</th>
<th>Change in CSSA Recharges</th>
<th>Inflation Uplift</th>
<th>Budget Pressures</th>
<th>2018/19 Original Budget</th>
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<td>A5220E Revenues Administration</td>
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<td>0</td>
<td>(42,680)</td>
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<td>(1,205,480)</td>
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<td>A5410E Shared Services</td>
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<td>(3,130)</td>
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<td>(1,208,400)</td>
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<td>560</td>
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<td>0</td>
<td>560</td>
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<td>(36,530)</td>
<td>42,500</td>
<td>7,000</td>
<td>228,000</td>
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<td>(338,150)</td>
<td>(102,260)</td>
<td>(18,680)</td>
<td>345,010</td>
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<td>A5840E Property &amp; Land Holdings</td>
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<td>34,920</td>
<td>(102,220)</td>
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<td>A5860E Transport Accounts</td>
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<td>(8,040)</td>
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<td>245,400</td>
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<td>A5870E Corporate Safety &amp; Facilities</td>
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<td>144,170</td>
<td>(3,510)</td>
<td>5,250</td>
<td>970</td>
<td>0</td>
<td>331,800</td>
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<td>526,530</td>
<td>(92,590)</td>
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<td>3,100</td>
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<td>248,000</td>
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CHIEF OPERATING OFFICER

Chief Operating Officer General Fund Summary
which includes the following services:

Culture and Customer Services
Registrars, Cemeteries and Crematoriums
Communications
Policy and Performance
Joint Commissioning Unit
Transformation Agenda
<table>
<thead>
<tr>
<th>Description</th>
<th>2017/18 Original Budget</th>
<th>Change in Depreciation Charge Process</th>
<th>Virements</th>
<th>Budget Savings</th>
<th>Change in CSSA Recharges</th>
<th>Inflation Uplift</th>
<th>Budget Pressures</th>
<th>2018/19 Original Budget</th>
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<tr>
<td>A2110E Arts Services</td>
<td>332,195</td>
<td>(5,860)</td>
<td>(130)</td>
<td>(3,120)</td>
<td>(19,570)</td>
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<td>A2120E Indoor Sports &amp; Recreation</td>
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<td>(467,160)</td>
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<td>(250,000)</td>
<td>(11,130)</td>
<td>0</td>
<td>(595,680)</td>
<td>(863,120)</td>
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<td>A2130E Queen’s Theatre</td>
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<td>740</td>
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<td>370</td>
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<td>430</td>
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<td>39,880</td>
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## 2018/2019 BUDGET CHIEF OPERATING OFFICER

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<th>Description</th>
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<th>Change in Depreciation Charge Process</th>
<th>Virements</th>
<th>Budget Savings</th>
<th>Change in CSSA Recharges</th>
<th>Inflation Uplift</th>
<th>Budget Pressures</th>
<th>2018/19 Original Budget</th>
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<td>A4470E Technical Development and Support Systems</td>
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<td>2,611,471</td>
<td>(2,220)</td>
<td>191,590</td>
<td>(159,270)</td>
<td>(71,650)</td>
<td>22,370</td>
<td>0</td>
<td>2,592,291</td>
</tr>
<tr>
<td>A3165E Joint Commissioning Unit</td>
<td>1,334,226</td>
<td>0</td>
<td>7,960</td>
<td>(29,260)</td>
<td>128,130</td>
<td>19,240</td>
<td>0</td>
<td>1,460,296</td>
</tr>
<tr>
<td>A3170E Children L&amp;A and PH Commissioning</td>
<td>598,730</td>
<td>0</td>
<td>(13,450)</td>
<td>(1,060)</td>
<td>68,330</td>
<td>5,360</td>
<td>0</td>
<td>657,910</td>
</tr>
<tr>
<td>A3150C Joint Commissioning Unit Total</td>
<td>1,932,956</td>
<td>0</td>
<td>(5,490)</td>
<td>(30,320)</td>
<td>196,460</td>
<td>24,600</td>
<td>0</td>
<td>2,118,206</td>
</tr>
<tr>
<td>A5310E Transformation Management</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>36,980</td>
<td>0</td>
<td>0</td>
<td>36,980</td>
</tr>
<tr>
<td>A5300C Transformation Agenda Total</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>36,980</td>
<td>0</td>
<td>0</td>
<td>36,980</td>
</tr>
<tr>
<td>A9000B Chief Operating Officer Total</td>
<td>10,543,562</td>
<td>(1,378,020)</td>
<td>14,430</td>
<td>(659,520)</td>
<td>468,970</td>
<td>(71,710)</td>
<td>(595,680)</td>
<td>8,322,032</td>
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</table>
SECTION 151 CORPORATE BUDGETS

Section 151 Corporate Budgets General Fund Summary
which includes the following services:

Corporate Financial Matters
<table>
<thead>
<tr>
<th>Description</th>
<th>2017/18 Original Budget</th>
<th>Change in Depreciation Charge Process</th>
<th>Virements</th>
<th>Budget Savings</th>
<th>Change in CSSA Recharges</th>
<th>Inflation Uplift</th>
<th>2018/19 Original Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>A5110E Finance</td>
<td>(51,280)</td>
<td>0</td>
<td>0</td>
<td>(104,000)</td>
<td>0</td>
<td>(1,540)</td>
<td>(156,820)</td>
</tr>
<tr>
<td>A5510E Ins Trading Account</td>
<td>(26,670)</td>
<td>0</td>
<td>26,670</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>A5520E Corporate Management Team</td>
<td>470,560</td>
<td>0</td>
<td>287,970</td>
<td>(50)</td>
<td>(322,170)</td>
<td>14,000</td>
<td>450,310</td>
</tr>
<tr>
<td>A5530E Cons Rev Adjustment</td>
<td>(13,824,770)</td>
<td>13,584,220</td>
<td>0</td>
<td>300,000</td>
<td>1,340</td>
<td>0</td>
<td>2,013,435</td>
</tr>
<tr>
<td>A5540E Corp Fin Transactions</td>
<td>12,491,278</td>
<td>0</td>
<td>(337,607)</td>
<td>(500,000)</td>
<td>493,090</td>
<td>(590)</td>
<td>12,146,171</td>
</tr>
<tr>
<td>A5550E Corporate Subscriptions.</td>
<td>467,665</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>(870)</td>
<td>0</td>
<td>466,795</td>
</tr>
<tr>
<td>A5560E Judicial Matters</td>
<td>196,040</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>(360)</td>
<td>0</td>
<td>195,680</td>
</tr>
<tr>
<td>A5570E Corporate Risk Budget</td>
<td>16,402,969</td>
<td>0</td>
<td>(2,626,449)</td>
<td>(7,369,172)</td>
<td>0</td>
<td>1,589,750</td>
<td>10,233,058</td>
</tr>
<tr>
<td>A5500C Corporate Financial Matters Total</td>
<td>16,125,792</td>
<td>13,584,220</td>
<td>(2,649,416)</td>
<td>(7,673,222)</td>
<td>171,030</td>
<td>1,601,620</td>
<td>12,246,493</td>
</tr>
<tr>
<td>A9001B Section 151 (Corporate Budgets) Total</td>
<td>16,125,792</td>
<td>13,584,220</td>
<td>(2,649,416)</td>
<td>(7,673,222)</td>
<td>171,030</td>
<td>1,601,620</td>
<td>12,246,493</td>
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</tbody>
</table>

## 2018/2019 BUDGET SECTION 151 (CORPORATE BUDGETS)
DSG LEARNING AND ACHIEVEMENT

DSG Learning and Achievement Summary
which includes the following services:

DSG Learning and Achievement
<table>
<thead>
<tr>
<th>Description</th>
<th>2017/18 Original Budget</th>
<th>Change in Depreciation Charge Process</th>
<th>Virements</th>
<th>Budget Savings</th>
<th>Change in CSSA Recharges</th>
<th>Inflation Uplift</th>
<th>Budget Pressures</th>
<th>2018/19 Original Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>A4101E Primary</td>
<td>74,190,070</td>
<td>0</td>
<td>(565,520)</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>73,624,550</td>
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<tr>
<td>A4102E Secondary</td>
<td>5,979,080</td>
<td>0</td>
<td>(105,707)</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>5,873,373</td>
</tr>
<tr>
<td>A4103E Special</td>
<td>2,775,000</td>
<td>0</td>
<td>790,010</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>3,565,010</td>
</tr>
<tr>
<td>A4104E ISB Other</td>
<td>(112,181,980)</td>
<td>0</td>
<td>(4,486,651)</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>(116,668,631)</td>
</tr>
<tr>
<td>A4141E Education Finance Support Quality and Assurance - DSG</td>
<td>7,231,900</td>
<td>0</td>
<td>860,168</td>
<td>0</td>
<td>(176,660)</td>
<td>0</td>
<td>0</td>
<td>7,915,408</td>
</tr>
<tr>
<td>A4142E HIAS Development Leadership Quality and Assurance - DSG</td>
<td>686,490</td>
<td>0</td>
<td>(97,059)</td>
<td>0</td>
<td>5,580</td>
<td>0</td>
<td>0</td>
<td>595,011</td>
</tr>
<tr>
<td>A4143E Alternative Provision including LAC education - DSG</td>
<td>1,784,130</td>
<td>0</td>
<td>450,367</td>
<td>0</td>
<td>28,920</td>
<td>0</td>
<td>0</td>
<td>2,263,417</td>
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<tr>
<td>A4144E Schools Provision and Commissioning - DSG</td>
<td>11,574,340</td>
<td>0</td>
<td>2,398,318</td>
<td>0</td>
<td>5,780</td>
<td>0</td>
<td>0</td>
<td>13,978,438</td>
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<tr>
<td>A4145E Special Educational Needs - DSG</td>
<td>6,082,200</td>
<td>0</td>
<td>611,749</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>6,693,949</td>
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<tr>
<td>A4146E Special Educational Needs and Disabilities - DSG</td>
<td>1,420,930</td>
<td>0</td>
<td>130,695</td>
<td>0</td>
<td>41,310</td>
<td>0</td>
<td>0</td>
<td>1,592,935</td>
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<tr>
<td>A4147E Personnel Quality and Assurance - DSG</td>
<td>370,090</td>
<td>0</td>
<td>108,960</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>479,050</td>
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<tr>
<td>A4149E Education Asset Management - DSG</td>
<td>87,750</td>
<td>0</td>
<td>80</td>
<td>0</td>
<td>(340)</td>
<td>0</td>
<td>0</td>
<td>87,410</td>
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<tr>
<td>A4150C DSG Learning &amp; Achievement Service Total</td>
<td>0</td>
<td>0</td>
<td>95,410</td>
<td>0</td>
<td>(95,410)</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>A4150C DSG Learning &amp; Achievement Service Total</td>
<td>0</td>
<td>0</td>
<td>95,410</td>
<td>0</td>
<td>(95,410)</td>
<td>0</td>
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HOUSING REVENUE ACCOUNT

Summary
## 2018/2019 BUDGET HOUSING REVENUE ACCOUNT (HRA)

<table>
<thead>
<tr>
<th>Description</th>
<th>2017/18 Original Budget</th>
<th>Change in Depreciation Charge Process</th>
<th>Virements</th>
<th>Budget Savings</th>
<th>Change in CSSA Recharges</th>
<th>Inflation Uplift</th>
<th>Budget Pressures</th>
<th>2018/19 Original Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>A4881E Head Of Service</td>
<td>4,320,910</td>
<td>0</td>
<td>16,350,570</td>
<td>0</td>
<td>12,180</td>
<td>0</td>
<td>0</td>
<td>20,683,660</td>
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<tr>
<td>A4882E Housing Demand Service</td>
<td>971,200</td>
<td>0</td>
<td>64,010</td>
<td>0</td>
<td>(86,770)</td>
<td>10</td>
<td>0</td>
<td>948,450</td>
</tr>
<tr>
<td>A4883E Rent Accounting &amp; Financial Transactions</td>
<td>(27,851,110)</td>
<td>0</td>
<td>(17,492,590)</td>
<td>0</td>
<td>21,700</td>
<td>0</td>
<td>0</td>
<td>(45,322,000)</td>
</tr>
<tr>
<td>A4884E General Fund Service Support Costs</td>
<td>2,173,610</td>
<td>0</td>
<td>250,000</td>
<td>0</td>
<td>(2,840)</td>
<td>0</td>
<td>0</td>
<td>2,420,770</td>
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<tr>
<td>A4886E Capital Projects</td>
<td>657,650</td>
<td>0</td>
<td>27,380</td>
<td>0</td>
<td>6,360</td>
<td>0</td>
<td>0</td>
<td>691,390</td>
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<tr>
<td>A4889E Property &amp; Land Services</td>
<td>964,630</td>
<td>0</td>
<td>(3,570)</td>
<td>0</td>
<td>23,950</td>
<td>80</td>
<td>0</td>
<td>985,090</td>
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<tr>
<td>A4890E Empty Homes</td>
<td>1,099,420</td>
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<td>0</td>
<td>0</td>
<td>(390)</td>
<td>0</td>
<td>0</td>
<td>1,099,030</td>
</tr>
<tr>
<td>A4891E Tenancy Sustainment Services</td>
<td>4,825,470</td>
<td>0</td>
<td>564,550</td>
<td>0</td>
<td>(111,580)</td>
<td>290</td>
<td>0</td>
<td>5,278,730</td>
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<tr>
<td>A4892E Maintenance</td>
<td>7,807,020</td>
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<td>226,250</td>
<td>0</td>
<td>7,830</td>
<td>40</td>
<td>0</td>
<td>8,041,140</td>
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<td>A4893E Community &amp; Support Services</td>
<td>5,031,200</td>
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<td>172,000</td>
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<td>(29,490)</td>
<td>30</td>
<td>0</td>
<td>5,173,740</td>
</tr>
<tr>
<td>A4800C Housing (HRA) Total</td>
<td>0</td>
<td>0</td>
<td>158,600</td>
<td>0</td>
<td>(159,050)</td>
<td>450</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>A4800C Housing (HRA) Total</td>
<td>0</td>
<td>0</td>
<td>158,600</td>
<td>0</td>
<td>(159,050)</td>
<td>450</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>
Please find below links to web pages on Havering’s website that you may also find useful.

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<thead>
<tr>
<th>Web Links:</th>
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</thead>
<tbody>
<tr>
<td><img src="image.png" alt="Image" /></td>
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- MEDIUM TERM FINANCIAL STRATEGY 2018-19 - SCHEDULE OF SAVINGS Cabinet 7th February 2018
- MEDIUM TERM FINANCIAL STRATEGY 2017-18 - SCHEDULE OF SAVINGS (Item 94) Cabinet 8th February 2017
- THE COUNCIL’S BUDGET 2016-17 - SCHEDULE OF SAVINGS (Item 5a - Appendix A) Cabinet 10th February 2016
- COUNCIL TAX 2018-2019
- HOUSING REVENUE ACCOUNT BUDGET 2018-19 Cabinet 7th February 2018
- TREASURY MANAGEMENT STRATEGY STATEMENT 2018-19 Cabinet 7th February 2018
- FEES AND CHARGES 2018-19 SCHEDULE Cabinet 7th February 2018
- CAPITAL PROGRAMME STRATEGY 2018-19 Cabinet 7th February 2018