



# HAVERING'S BUDGET 2019-20

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Interim Executive Director of oneSource

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Section 151 Officer

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# SECTION A

## SUMMARY REVENUE POSITION

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# BUDGET SUMMARY

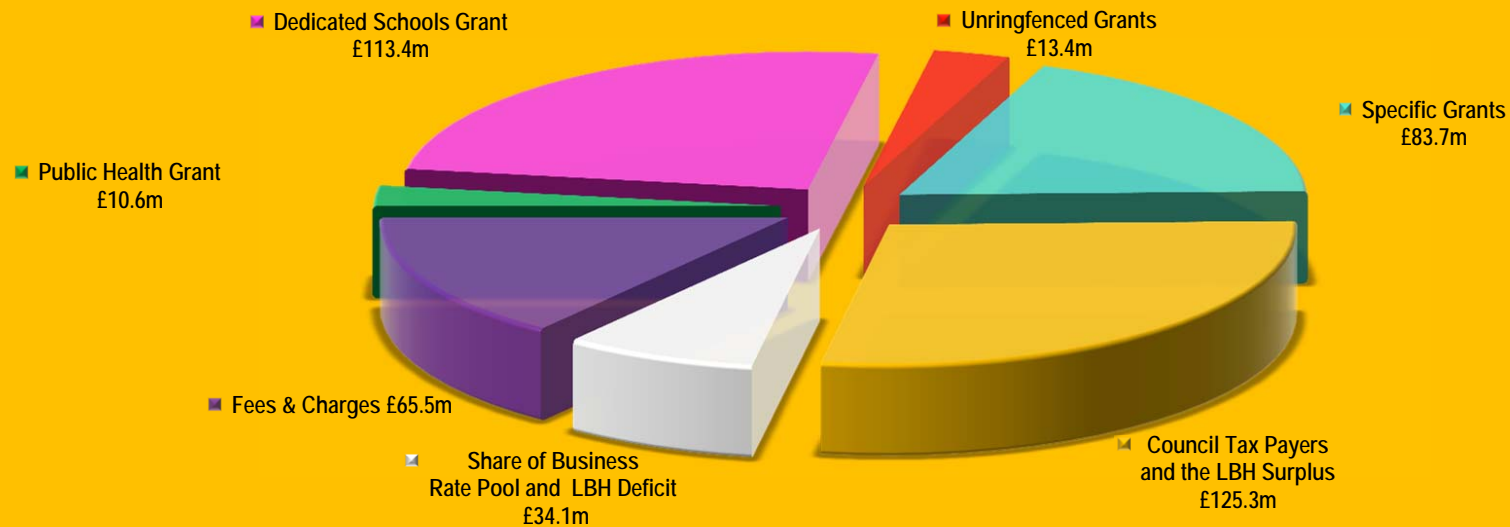
2019/2020

	2018/2019 BUDGET	2019/2020 BUDGET
<b>HAVERING'S EXPENDITURE</b>	<b>£</b>	<b>£</b>
Service Expenditure		
Public Health	(1,650,640)	(1,650,640)
Childrens	41,421,968	40,197,942
Adults	52,622,926	56,262,853
Neighbourhoods	16,990,802	14,698,782
Regeneration Programme Delivery	1,481,490	1,180,100
oneSource Shared	1,964,359	2,789,254
oneSource Non-Shared LBH	(304,853)	43,972
Chief Operating Officer	9,662,372	9,024,312
Corporate Matters	32,121,600	31,590,289
Sub-total	154,310,024	154,136,864
Contingency provision - all directorates	1,000,000	1,000,000
<b>HAVERING'S OWN EXPENDITURE</b>	<b>155,310,024</b>	<b>155,136,864</b>
<b>LEVIES COUNTING AS HAVERING'S EXPENDITURE</b>		
East London Waste Authority	15,887,000	17,049,000
Environment Agency - Thames Region	184,161	187,511
Environment Agency - East Anglian Region	20,971	21,470
Lee Valley Regional Park Authority	211,211	210,627
London Pensions Fund Authority	305,752	304,549
Sub-total	16,609,095	17,773,157
Unringfenced Grants	(11,990,898)	(13,516,393)
<b>TOTAL EXPENDITURE</b>	<b>159,928,221</b>	<b>159,393,628</b>
<b>EXTERNAL FINANCE</b>		
Business Rates (Top Up)/Tariff	10,363,832	3,369,857
<b>COUNCIL TAX (SURPLUS)/DEFICIT</b>	<b>(51,623,259)</b>	<b>(38,074,634)</b>
<b>BUSINESS RATES (SURPLUS)/DEFICIT</b>	<b>(181,000)</b>	<b>(461,196)</b>
<b>HAVERING'S PRECEPT ON THE COLLECTION FUND</b>	<b>637,301</b>	<b>585,138</b>
<b>THE COLLECTION FUND</b>	<b>119,125,095</b>	<b>124,812,793</b>
<b>PRECEPTS</b>		
Borough of Havering	112,479,812	115,652,253
Adult Social Care	6,645,283	9,160,530
	119,125,095	124,812,783
Greater London Authority	25,699,814	28,408,724
<b>COUNCIL TAX</b>	<b>144,824,909</b>	<b>153,221,507</b>

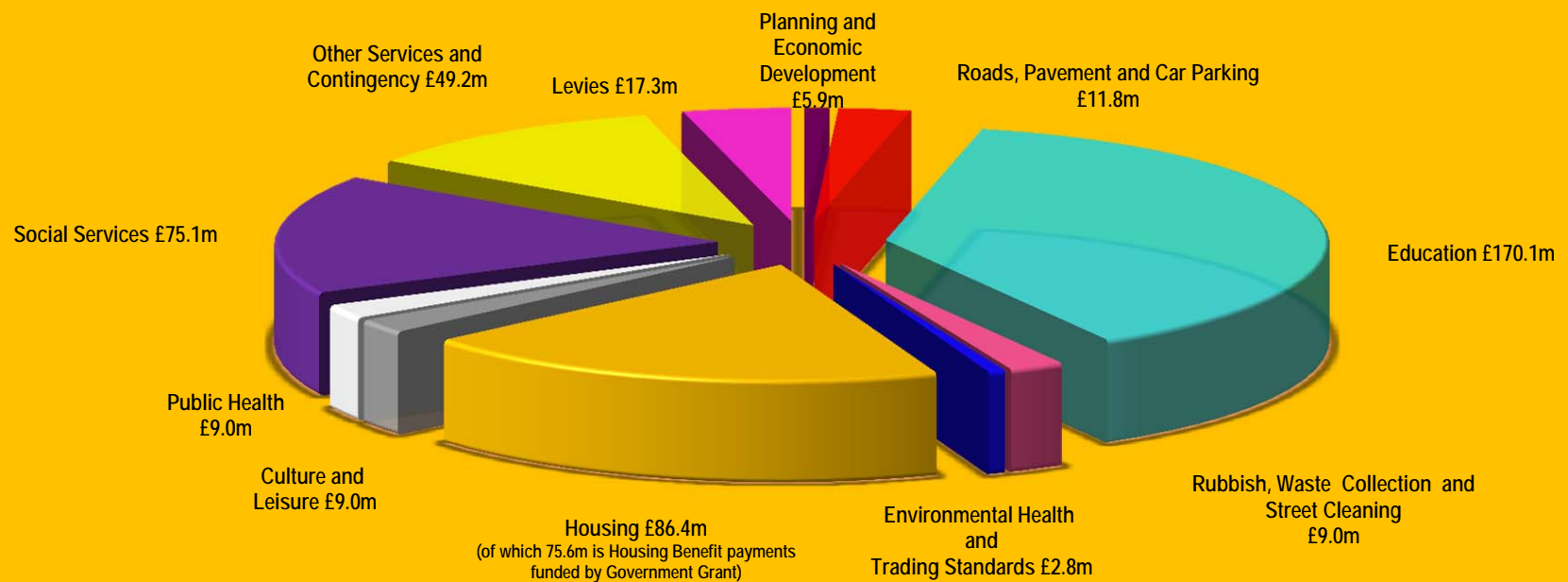
2018/2019 Council Tax Per Property Band					2019/2020 Council Tax Per Property Band				
2018/2019 87,346					2018/2019 88,636				
<b>COUNCIL TAX BASE</b>									
Band A 1,105.37	under £40,000	Band E 2,026.52	£88,001 - £120,000		Band A 1,152.44	under £40,000	Band E 2,112.81	£88,001 - £120,000	
Band B 1,289.60	£40,001 - £52,000	Band F 2,394.97	£120,001 - £160,000		Band B 1,344.51	£40,001 - £52,000	Band F 2,496.95	£120,001 - £160,000	
Band C 1,473.84	£52,001 - £68,000	Band G 2,763.43	£160,001 - £320,000		Band C 1,536.59	£52,001 - £68,000	Band G 2,881.10	£160,001 - £320,000	
Band D 1,658.06	£68,001 - £88,000	Band H 3,316.12	over £320,000		Band D 1,728.66	£68,001 - £88,000	Band H 3,457.32	over £320,000	
£		£			£		£		

# BREAKDOWN OF NET EXPENDITURE

## Where the cash comes from ...



## ... and where it goes



## SUMMARY OF BUDGETS

Activity	2018/19 Original Budget	Virements	Inflation Uplift	Change in CSSA Recharges	Budget Pressures	Budget Savings	2019/20 Original Budget
A3000B Public Health Total	(1,650,640)	165,580	(10)	(165,580)			(1,650,650)
A4000B Childrens Total	41,421,968	(810,886)	459,870	(308,010)	500,000	(1,065,000)	40,197,942
A4600B Adults Total	52,622,926	5,620,917	(123,710)	(160,280)	772,000	(2,469,000)	56,262,853
A5000B Neighbourhoods Total	16,990,802	(4,650)	(279,780)	662,410	1,062,000	(3,732,000)	14,698,782
A5500B Regeneration Programme Delivery Total	1,481,490	(301,020)	22,540	(22,910)		0	1,180,100
A7000B oneSource Shared Total	1,964,359	14,115	239,760	763,020	200,000	(392,000)	2,789,254
A8000B oneSource Non-Shared LBH Total	(304,853)	189,305	(13,750)	(192,730)	865,000	(499,000)	43,972
A9000B Chief Operating Officer Total	9,662,372	123,550	146,900	(327,510)	341,000	(922,000)	9,024,312
A9001B Section 151 Total (Corporate Budgets)	32,121,600	(8,794,011)	1,435,950	(579,580)	9,861,330	(2,455,000)	31,590,289
Service Expenditure	154,310,024	(3,797,100)	1,887,770	(331,170)	13,601,330	(11,534,000)	154,136,854
A5550C Contingency Total	1,000,000	0	0	0	0	0	1,000,000
Havering's Own Expenditure	155,310,024	(3,797,100)	1,887,770	(331,170)	13,601,330	(11,534,000)	155,136,854
A5720E Levies Counting as Hav Exp Total	16,609,095	1,164,062	0	0	0	0	17,773,157
A40110 General Grant	(11,990,898)	(1,525,495)	0	0	0	0	(13,516,393)
Total Expenditure	159,928,221	(4,158,533)	1,887,770	(331,170)	13,601,330	(11,534,000)	159,393,618

## 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.

## **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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# **PUBLIC HEALTH**

Public Health General Fund Summary  
which includes the following services:

Public Health

## 2019-2020 BUDGET PUBLIC HEALTH

Activity	2018/19 Original Budget	Virements	Inflation Uplift	Change in CSSA Recharges	Budget Pressures	Budget Savings	2019/20 Original Budget
<b>A3105E PH - Non Commissioned Services - Grant</b>	<b>(10,935,000)</b>	<b>289,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(10,646,000)</b>
<b>A3105E PH - Non Commissioned Services</b>	<b>9,284,360</b>	<b>(123,420)</b>	<b>(10)</b>	<b>(165,580)</b>	<b>0</b>	<b>0</b>	<b>8,995,350</b>
<b>A3100C Public Health Total</b>	<b>(1,650,640)</b>	<b>165,580</b>	<b>(10)</b>	<b>(165,580)</b>	<b>0</b>	<b>0</b>	<b>(1,650,650)</b>
<b>A3000B Public Health Total</b>	<b>(1,650,640)</b>	<b>165,580</b>	<b>(10)</b>	<b>(165,580)</b>	<b>0</b>	<b>0</b>	<b>(1,650,650)</b>

# CHILDREN'S

Children's General Fund Summary  
which includes the following services:

Learning and Achievement  
Children's Services  
Safeguarding - Quality and Assurance

## 2019-2020 BUDGET CHILDREN'S SERVICES

Activity	2018/19 Original Budget	Virements	Inflation Uplift	Change in CSSA Recharges	Budget Pressures	Budget Savings	2019/20 Original Budget
A4107E Education Finance Support Quality and Assurance	(1,142,584)	(50,340)	6,680	(15,170)	0	0	(1,201,414)
A4109E Adult Education	435,460	(43,480)	7,920	(349,400)	0	0	50,500
A4110E Learning & Achievement Management Team	(23,690)	164,980	3,120	23,250	0	0	167,660
A4113E Governing Body Support	23,370	(890)	450	460	0	0	23,390
A4114E HIAS Management	22,720	0	0	(2,390)	0	0	20,330
A4116E HIAS Development Leadership Quality and Assurance	440,244	(14,080)	7,140	(3,480)	0	0	429,824
A4117E Quality and Assurance	150,620	(11,310)	2,240	(6,310)	0	0	135,240
A4118E Alternative Provision including LAC education	7,010	0	0	4,900	0	0	11,910
A4119E Schools Provision and Commissioning	597,615	(25,590)	6,080	(420)	0	(20,000)	557,685
A4120E Traded Services	536,124	(372,470)	22,050	(66,540)	0	0	119,164
A4135E SEN	2,243,960	589,710	0	8,500	0	(50,000)	2,792,170
A4137E Psychology Service	7,300	(40)	0	(7,240)	0	0	20
A4138E Special Educational Needs and Disabilities	1,582,986	20,984	32,400	138,260	0	0	1,774,630
A4156E Personnel Quality and Assurance	558,958	(21,340)	1,870	21,920	0	0	561,408
A4158E Capital Charges	(13,440)	0	0	0	0	0	(13,440)
A4163E Borough Catering	(91,903)	55,530	76,890	(129,990)	0	0	(89,473)
A4166E 14-19 Strategy	37,050	602,950	0	170	0	0	640,170
A4210E Children With Disabilities	3,102,162	450,000	0	24,780	0	0	3,576,942
A4221E Parents in Partnership	88,700	(2,620)	1,400	(5,280)	0	0	82,200
A4100C Learning & Achievement Total	8,562,662	1,341,994	168,240	(363,980)	0	(70,000)	9,638,916
A2165E My Place Centres	547,120	(18,380)	450	(8,250)	0	(180,000)	340,940
A4206E Attendance, Behaviour and Traveller Support Service - CORE	236,750	(13,090)	6,650	200	0	0	230,510
A4215E Multi Agency Service Hub and Assessment	2,788,030	(95,830)	48,680	(104,440)	0	0	2,636,440
A4216E Intervention and Support	5,322,754	482,640	79,740	480,240	0	0	6,365,374

## 2019-2020 BUDGET CHILDREN'S SERVICES

Activity	2018/19 Original Budget	Virements	Inflation Uplift	Change in CSSA Recharges	Budget Pressures	Budget Savings	2019/20 Original Budget
A4225E Existing Placements	8,277,750	114,220	0	(49,280)	0	(375,000)	7,967,690
A4230E Leaving Care Service	694,556	650,990	0	(37,160)	0	0	1,308,386
A4236E Adoption	506,120	(13,490)	7,170	156,410	0	0	656,210
A4237E Fostering	1,402,375	(44,050)	22,970	(20,340)	0	0	1,360,955
A4238E Permanent Placement Allowances	1,215,956	651,000	0	40,470	0	0	1,907,426
A4240E Transition, Participation, Leaving Care & Contact	779,400	(14,510)	12,640	(9,520)	0	0	768,010
A4245E Youth Offending	431,738	(20,440)	10,530	(28,240)	0	0	393,588
A4260E Early Help	2,568,241	(742,090)	39,230	(43,560)	0	(440,000)	1,381,821
A4270E Children's Social Services Other	6,371,612	(3,215,250)	42,120	(259,320)	500,000	0	3,439,162
A4280E UASC & Asylum Seekers	355,770	100,000	0	11,300	0	0	467,070
A4286E Children's Services - Other	(19,940)	0	0	0	0	0	(19,940)
A4200C Children's Services Total	31,478,232	(2,178,280)	270,180	128,510	500,000	(995,000)	29,203,642
A4265E Safeguarding Unit	896,792	(27,640)	14,030	(740)	0	0	882,442
A4291E Quality and Assurance - Adults	140,559	(4,260)	2,170	(1,240)	0	0	137,229
A4292E Learning and Development	343,723	(10,020)	5,250	(3,240)	0	0	335,713
A4250C Safeguarding - Quality and Assurance Total	1,381,074	(41,920)	21,450	(5,220)	0	0	1,355,384
A4000B Children's Total	41,421,968	(878,206)	459,870	(240,690)	500,000	(1,065,000)	40,197,942

# ADULTS

Adults General Fund Summary  
which includes the following services:

Adult Services

## 2019-2020 BUDGET ADULTS

Activity	2018/19 Original Budget	Virements	Inflation Uplift	Change in CSSA Recharges	Budget Pressures	Budget Savings	2019/20 Original Budget
<b>A4600E Transforming Health and Social Care</b>	<b>158,350</b>	<b>(158,350)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>A4605E Adult Services Business Management</b>	<b>1,759,100</b>	<b>(44,910)</b>	<b>20,900</b>	<b>(171,450)</b>	<b>0</b>	<b>0</b>	<b>1,563,640</b>
<b>A4620E Strategy and Commissioning</b>	<b>3,735,868</b>	<b>(264,000)</b>	<b>0</b>	<b>(23,960)</b>	<b>0</b>	<b>0</b>	<b>3,447,908</b>
<b>A4621E Mental Health - Section 75</b>	<b>1,513,490</b>	<b>(57,330)</b>	<b>28,620</b>	<b>70</b>	<b>0</b>	<b>0</b>	<b>1,484,850</b>
<b>A4622E Mental Health - Non Section 75</b>	<b>1,417,630</b>	<b>4,170</b>	<b>(4,700)</b>	<b>2,260</b>	<b>0</b>	<b>0</b>	<b>1,419,360</b>
<b>A4630E Adult Community Team</b>	<b>20,269,267</b>	<b>1,301,884</b>	<b>(198,400)</b>	<b>316,020</b>	<b>0</b>	<b>0</b>	<b>21,688,771</b>
<b>A4635E Adult Safeguarding</b>	<b>829,290</b>	<b>(20,180)</b>	<b>10,250</b>	<b>(9,050)</b>	<b>0</b>	<b>0</b>	<b>810,310</b>
<b>A4640E Prevention</b>	<b>1,096,749</b>	<b>(810,079)</b>	<b>(20)</b>	<b>(173,150)</b>	<b>0</b>	<b>0</b>	<b>113,500</b>
<b>A4645E Hospital Discharge</b>	<b>228,740</b>	<b>(74,866)</b>	<b>12,340</b>	<b>(12,940)</b>	<b>0</b>	<b>0</b>	<b>153,274</b>
<b>A4650E Learning Disabilities</b>	<b>20,857,626</b>	<b>530,810</b>	<b>(670)</b>	<b>(135,680)</b>	<b>0</b>	<b>0</b>	<b>21,252,086</b>
<b>A4660E Health &amp; Social Care Other</b>	<b>752,666</b>	<b>5,213,768</b>	<b>7,970</b>	<b>52,980</b>	<b>772,000</b>	<b>(2,469,000)</b>	<b>4,330,384</b>
<b>A4671E Disabled Adult Services-Other</b>	<b>4,150</b>	<b>0</b>	<b>0</b>	<b>(5,380)</b>	<b>0</b>	<b>0</b>	<b>(1,230)</b>
<b>A4600C Adult Services Total</b>	<b>52,622,926</b>	<b>5,620,917</b>	<b>(123,710)</b>	<b>(160,280)</b>	<b>772,000</b>	<b>(2,469,000)</b>	<b>56,262,853</b>
<b>A4600B Adults Total</b>	<b>52,622,926</b>	<b>5,620,917</b>	<b>(123,710)</b>	<b>(160,280)</b>	<b>772,000</b>	<b>(2,469,000)</b>	<b>56,262,853</b>



# NEIGHBOURHOODS

Neighbourhoods General Fund Summary  
which includes the following services:

Environment  
Registrars, Cemeteries and Crematoriums  
Planning  
Business Support - Neighbourhoods

## 2019-2020 BUDGET NEIGHBOURHOODS

Activity	2018/19 Original Budget	Virements	Inflation Uplift	Change in CSSA Recharges	Budget Pressures	Budget Savings	2019/20 Original Budget
<b>A2390E Public Realm</b>	<b>10,427,789</b>	<b>(477,440)</b>	<b>62,900</b>	<b>(195,790)</b>	<b>400,000</b>	<b>(450,000)</b>	<b>9,767,459</b>
<b>A2391E Parking, Highways &amp; transport</b>	<b>(34,315)</b>	<b>200,350</b>	<b>(75,330)</b>	<b>949,880</b>	<b>0</b>	<b>(3,080,000)</b>	<b>(2,039,415)</b>
<b>A2392E Enforcement</b>	<b>1,209,430</b>	<b>72,350</b>	<b>14,810</b>	<b>59,110</b>	<b>0</b>	<b>(20,000)</b>	<b>1,335,700</b>
<b>A2393E Public Protection</b>	<b>2,413,485</b>	<b>(363,170)</b>	<b>23,710</b>	<b>(55,860)</b>	<b>0</b>	<b>0</b>	<b>2,018,165</b>
<b>A2394E Divisional Overheads</b>	<b>(44,070)</b>	<b>499,710</b>	<b>3,190</b>	<b>(3,320)</b>	<b>0</b>	<b>0</b>	<b>455,510</b>
<b>A2300C Environment Total</b>	<b>13,972,319</b>	<b>(68,200)</b>	<b>29,280</b>	<b>754,020</b>	<b>400,000</b>	<b>(3,550,000)</b>	<b>11,537,419</b>
<b>A2710E Births Deaths &amp; Marriages</b>	<b>412,780</b>	<b>(21,500)</b>	<b>(8,950)</b>	<b>(50,940)</b>	<b>0</b>	<b>(120,000)</b>	<b>211,390</b>
<b>A2720E Crematorium &amp; Cemeteries</b>	<b>(2,452,090)</b>	<b>22,780</b>	<b>(114,810)</b>	<b>(13,380)</b>	<b>0</b>	<b>(12,000)</b>	<b>(2,569,500)</b>
<b>A2350C Registrars, Cemeteries and Crematoriums Total</b>	<b>(2,039,310)</b>	<b>1,280</b>	<b>(123,760)</b>	<b>(64,320)</b>	<b>0</b>	<b>(132,000)</b>	<b>(2,358,110)</b>
<b>A2820E Development Planning</b>	<b>744,060</b>	<b>(37,180)</b>	<b>10,390</b>	<b>4,060</b>	<b>0</b>	<b>(50,000)</b>	<b>671,330</b>
<b>A2830E Development Control Service</b>	<b>681,078</b>	<b>(139,780)</b>	<b>(18,420)</b>	<b>(78,020)</b>	<b>0</b>	<b>0</b>	<b>444,858</b>
<b>A5930E Local Land Charges</b>	<b>(267,030)</b>	<b>80,090</b>	<b>(7,730)</b>	<b>(12,450)</b>	<b>0</b>	<b>0</b>	<b>(207,120)</b>
<b>A2860C Planning Total</b>	<b>1,158,108</b>	<b>(96,870)</b>	<b>(15,760)</b>	<b>(86,410)</b>	<b>0</b>	<b>(50,000)</b>	<b>909,068</b>
<b>A2910E Business Support</b>	<b>690,488</b>	<b>(10,920)</b>	<b>7,190</b>	<b>122,760</b>	<b>0</b>	<b>0</b>	<b>809,518</b>
<b>A2900C Business Support - Neighbourhoods Total</b>	<b>690,488</b>	<b>(10,920)</b>	<b>7,190</b>	<b>122,760</b>	<b>0</b>	<b>0</b>	<b>809,518</b>
<b>A5000B Neighbourhoods Total</b>	<b>13,781,605</b>	<b>(174,710)</b>	<b>(103,050)</b>	<b>726,050</b>	<b>400,000</b>	<b>(3,732,000)</b>	<b>10,897,895</b>

# HOUSING SERVICES

Housing Services General Fund Summary  
which includes the following services:

Housing Services

## 2019-2020 BUDGET HOUSING SERVICES

Activity	2018/19 Original Budget	Virements	Inflation Uplift	Change in CSSA Recharges	Budget Pressures	Budget Savings	2019/20 Original Budget
<b>A4386E Housing Demand Service</b>	<b>3,818,947</b>	<b>170,060</b>	<b>(176,730)</b>	<b>(51,610)</b>	<b>662,000</b>	<b>0</b>	<b>4,422,667</b>
<b>A4388E Property &amp; Land Services</b>	<b>(609,750)</b>	<b>0</b>	<b>0</b>	<b>(12,030)</b>	<b>0</b>	<b>0</b>	<b>(621,780)</b>
<b>A4300C Housing Services Total</b>	<b>3,209,197</b>	<b>170,060</b>	<b>(176,730)</b>	<b>(63,640)</b>	<b>662,000</b>	<b>0</b>	<b>3,800,887</b>

# **REGENERATION PROGRAMME DELIVERY**

Regeneration Programme Delivery General Fund Summary  
which includes the following services:

Regeneration

## 2019-2020 BUDGET REGENERATION PROGRAMME DELIVERY

Activity	2018/19 Original Budget	Virements	Inflation Uplift	Change in CSSA Recharges	Budget Pressures	Budget Savings	2019/20 Original Budget
A2510E Economic Regeneration	4,080	0	0	19,040	0	0	23,120
A2530E Housing Development Company	3,500	0	0	(490)	0	0	3,010
A2550E Housing Zone	4,430	(240,000)	0	(3,810)	0	0	(239,380)
A2560E Regeneration	1,299,900	(34,700)	22,560	(45,970)	0	0	1,241,790
A2570E Economic Development	169,580	(26,320)	(20)	8,320	0	0	151,560
A2850C Regeneration Total	1,481,490	(301,020)	22,540	(22,910)	0	0	1,180,100
A5500B Regeneration Programme Delivery Total	1,481,490	(301,020)	22,540	(22,910)	0	0	1,180,100

# **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
- os Strategic and Operational Human Resources

## 2019-2020 BUDGET oneSource SHARED

Activity	2018/19 Original Budget	Virements	Inflation Uplift	Change in CSSA Recharges	Budget Pressures	Budget Savings	2019/20 Original Budget
A7110E oS Audit, Risk, Insurance & Fraud	317,080	80,080	6,350	(226,830)	0	0	176,680
A7120E oS Corporate & Operational Finance	287,984	128,527	49,070	(387,480)	0	0	78,101
A7130E oS Procurement	(3,003)	90,013	6,630	(93,640)	0	0	0
A7100C oS Finance Total	602,061	298,620	62,050	(707,950)	0	0	254,781
A7210E oS Business Services	740	(249,960)	2,390	471,830	0	(225,000)	0
A7200C oS Business Services Total	740	(249,960)	2,390	471,830	0	(225,000)	0
A7320E oS Council Tax and Benefits	1,362,033	44,410	21,980	(127,730)	0	0	1,300,693
A7330E oS Debt Management & Recovery	(46,030)	(170)	(4,640)	(5,570)	0	(67,000)	(123,410)
A7340E oS NNDR	241,270	(5,410)	2,750	2,560	0	0	241,170
A7350E oS Transactional Services	(15,495)	9,330	30,790	6,650	0	0	31,275
A7390E oS Exchequer & Transactional Management	375,380	(13,330)	6,770	234,330	0	(100,000)	503,150
A7300C oS Exchequer & Transactional Services Total	1,917,158	34,830	57,650	110,240	0	(167,000)	1,952,878
A7520E oS Legal	(9,240)	22,720	18,780	(232,250)	200,000	0	10
A7500C oS Legal & Governance Total	(9,240)	22,720	18,780	(232,250)	200,000	0	10
A7610E oS ICT Management	(729,730)	49,240	8,390	672,110	0	0	10
A7620E oS Support Centre	0	(255,740)	0	255,750	0	0	10
A7630E oS Application and Development	(14,250)	(12,900)	33,090	(5,930)	0	0	10
A7640E oS Commercial Services	(1,270)	(5,400)	2,730	4,020	0	0	80
A7650E oS Programmes and Projects	(4,620)	38,050	9,960	(43,390)	0	0	0
A7660E oS Unified Communications	10	40	0	(80)	0	0	(30)
A7600C oS ICT Services Total	(749,860)	(186,710)	54,170	882,480	0	0	80
A7710E oS Facilities Management	(1,790)	162,980	3,720	(164,910)	0	0	0
A7740E oS Property	516,310	(22,910)	11,280	(23,310)	0	0	481,370
A7750E oS Health & Safety	118,760	66,520	8,910	(75,780)	0	0	118,410



## 2019-2020 BUDGET oneSource SHARED

Activity	2018/19 Original Budget	Virements	Inflation Uplift	Change in CSSA Recharges	Budget Pressures	Budget Savings	2019/20 Original Budget
<b>A7770E oS Asset Management Support</b>	<b>(402,350)</b>	<b>(176,895)</b>	<b>2,680</b>	<b>576,570</b>	<b>0</b>	<b>0</b>	<b>5</b>
<b>A7700C oS Asset Management Services Total</b>	<b>230,930</b>	<b>29,695</b>	<b>26,590</b>	<b>312,570</b>	<b>0</b>	<b>0</b>	<b>599,785</b>
<b>A7810E oS Strategic &amp; Operational HR</b>	<b>(27,430)</b>	<b>64,920</b>	<b>18,130</b>	<b>(73,900)</b>	<b>0</b>	<b>0</b>	<b>(18,280)</b>
<b>A7800C oS Strategic &amp; Operational HR Total</b>	<b>(27,430)</b>	<b>64,920</b>	<b>18,130</b>	<b>(73,900)</b>	<b>0</b>	<b>0</b>	<b>(18,280)</b>
<b>A7000B oneSource Shared Total</b>	<b>1,964,359</b>	<b>14,115</b>	<b>239,760</b>	<b>763,020</b>	<b>200,000</b>	<b>(392,000)</b>	<b>2,789,254</b>

# **oneSource NON-SHARED LBH**

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

Exchequer Services  
Business Services  
Technical and Transport  
Asset Management  
Strategic Human Resources & Occupational Development  
Legal and Democratic Services  
ICT Services

## 2019-2020 BUDGET oneSource NON-SHARED

Activity	2018/19 Original Budget	Virements	Inflation Uplift	Change in CSSA Recharges	Budget Pressures	Budget Savings	2019/20 Original Budget
A5210E Revenues Subsidy	(18,110)	0	0	4,030	250,000	0	235,920
A5220E Revenues Administration	18,320	(340)	170	(2,530)	0	0	15,620
A5240E Exchequer Services Income	(1,205,480)	0	(43,970)	260	0	0	(1,249,190)
A5410E Shared Services	(3,130)	960	(12,930)	53,370	0	0	38,270
A5200C Exchequer Services Total	(1,208,400)	620	(56,730)	55,130	250,000	0	(959,380)
A5230E Business Improvements	1,110	(190)	100	0	0	0	1,020
A5350C Business Services Total	1,110	(190)	100	0	0	0	1,020
A5810E Education Asset Management	418,763	(19,700)	4,050	(2,100)	0	0	401,013
A5820E Technical Services	40,800	226,230	20,800	(572,280)	300,000	0	15,550
A5860E Transport Accounts	245,400	(30,090)	23,530	(50,130)	0	(50,000)	138,710
A5890E General Asset Management	0	203095	3,560	(206,300)	0	0	355
A5650C Technical and Transport Services Total	704,963	379,535	51,940	(830,810)	300,000	(50,000)	555,628
A5830E Campus Services	(153,960)	(353,310)	7,910	780,150	0	(50,000)	230,790
A5835E Corporate Landlord	(5,280)	50,270	6,450	(51,440)	0	0	0
A5840E Property & Land Holdings	(2,430,760)	(29,530)	(59,490)	(8,650)	0	(200,000)	(2,728,430)
A5845E Romford Market	(97,740)	16,690	4,740	(8,520)	50,000	0	(34,830)
A5870E Corporate Safety & Facilities	331,800	(73,710)	1,890	(6,120)	0	0	253,860
A5800C Asset Management Total	(2,355,940)	(389,590)	(38,500)	705,420	50,000	(250,000)	(2,278,610)
A5360E People And Change Transformation	(10)	0	0	10	0	0	0
A5880E People & Change	4,844	(11,470)	6,020	43,450	0	(35,000)	7,844
A5850C Strategic Human Resources & Organisational Development Total	4,834	(11,470)	6,020	43,460	0	(35,000)	7,844
A5910E Election Services	488,390	(9,490)	4,740	(27,510)	100,000	0	556,130
A5920E Democratic Services	1,956,100	42,880	14,790	(109,550)	165,000	0	2,069,220
A5940E CCTV & Mobile Patrol	7,650	(5,320)	0	470	0	0	2,800

## 2019-2020 BUDGET oneSource NON-SHARED

Activity	2018/19 Original Budget	Virements	Inflation Uplift	Change in CSSA Recharges	Budget Pressures	Budget Savings	2019/20 Original Budget
<b>A5900C Legal &amp; Democratic Services Total</b>	<b>2,452,140</b>	<b>28,070</b>	<b>19,530</b>	<b>(136,590)</b>	<b>265,000</b>	<b>0</b>	<b>2,628,150</b>
<b>A5960E Commercial Services</b>	<b>96,440</b>	<b>182,330</b>	<b>3,890</b>	<b>(29,340)</b>	<b>0</b>	<b>(164,000)</b>	<b>89,320</b>
<b>A5950C ICT Services Total</b>	<b>96,440</b>	<b>182,330</b>	<b>3,890</b>	<b>(29,340)</b>	<b>0</b>	<b>(164,000)</b>	<b>89,320</b>
<b>A8000B oneSource Non-Shared LBH Total</b>	<b>(304,853)</b>	<b>189,305</b>	<b>(13,750)</b>	<b>(192,730)</b>	<b>865,000</b>	<b>(499,000)</b>	<b>43,972</b>

# CHIEF OPERATING OFFICER

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

Customer and Communications  
Policy, Performance and Community  
Joint Commissioning Unit  
Business and Performance  
Transformation Agenda

## 2019-2020 BUDGET CHIEF OPERATING OFFICER

Activity	2018/19 Original Budget	Virements	Inflation Uplift	Change in CSSA Recharges	Budget Pressures	Budget Savings	2019/20 Original Budget
A2110E Arts Services	298,455	(6,070)	(3,350)	(32,680)	0	(3,000)	253,355
A2120E Indoor Sports & Recreation	(863,120)	(114,810)	(19,660)	12,760	0	0	(984,830)
A2130E Queen's Theatre	338,290	0	0	(2,830)	0	(100,000)	235,460
A2145E Social Halls & Community Centres	(21,530)	150	(1,330)	(13,930)	0	(10,000)	(46,640)
A2150E Sports Development & Outdoor Centres	186,660	180	1,110	(5,420)	0	(3,000)	179,530
A2155E Supervision Management & Support	107,820	108,990	3,050	(37,020)	0	0	182,840
A2160E Health and Wellbeing	125,950	(6,110)	3,100	(7,790)	0	0	115,150
A2170E Youth Facilitation	3,910	0	0	13,490	0	0	17,400
A2180E Policy, Marketing and Administration	245,990	(6,620)	3,360	(17,700)	0	0	225,030
A2185E Library Service	2,189,620	130,480	15,410	18,840	0	0	2,354,350
A2190E Music Services	117,560	(47,560)	(290)	2,740	0	(117,000)	(44,550)
A2210E Customer Services	2,307,000	(163,510)	49,600	26,600	0	(90,000)	2,129,690
A2410E Communications	74,430	289,880	8,750	(267,010)	341,000	(19,000)	428,050
A4205E Youth Service	4,870	0	0	(1,270)	0	0	3,600
A2100C Customer and Communications Total	5,115,905	185,000	59,750	(311,220)	341,000	(342,000)	5,048,435
A2650E Employment and Skills	0	171,530	2,920	8,840	0	0	183,290
A2810E Corporate Policy and Community	22,838	(7,978)	0	(6,410)	0	0	8,450
A2840E Emergency Planning	506,819	31,980	5,420	(14,460)	0	(70,000)	459,759
A4427E Complaints, Information & Communication	40,130	1,010	0	3,330	0	0	44,470
A4449E SC & L Management	562,386	(17,980)	9,520	(13,700)	0	(32,000)	508,226
A4460E Performance and Policy CAH	803,280	(165,360)	10,640	(48,470)	0	(72,000)	528,090
A4465E Policy & Performance C&R	115,402	(9,362)	4,270	121,530	0	(110,000)	121,840
A4470E Technical Development and Support Systems	340,426	22,190	6,420	(10,810)	0	(66,000)	292,226
A2600C Policy, Performance and Community Total	2,391,281	26,030	39,190	39,850	0	(350,000)	2,146,351

## 2019-2020 BUDGET CHIEF OPERATING OFFICER

Activity	2018/19 Original Budget	Virements	Inflation Uplift	Change in CSSA Recharges	Budget Pressures	Budget Savings	2019/20 Original Budget
<b>A3165E Joint Commissioning Unit</b>	<b>1,460,296</b>	<b>469,510</b>	<b>47,960</b>	<b>(85,600)</b>	<b>0</b>	<b>(230,000)</b>	<b>1,662,166</b>
<b>A3170E Children Learning &amp; Achievement and Public Health Commissioning</b>	<b>657,910</b>	<b>(555,140)</b>	<b>0</b>	<b>(31,530)</b>	<b>0</b>	<b>0</b>	<b>71,240</b>
<b>A3150C Joint Commissioning Unit Total</b>	<b>2,118,206</b>	<b>(85,630)</b>	<b>47,960</b>	<b>(117,130)</b>	<b>0</b>	<b>(230,000)</b>	<b>1,733,406</b>
<b>A4410E Drug &amp; Alcohol Action Team (DAAT)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>21,600</b>	<b>0</b>	<b>0</b>	<b>21,600</b>
<b>A4400C Business &amp; Performance Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>21,600</b>	<b>0</b>	<b>0</b>	<b>21,600</b>
<b>A5310E Transformation Management</b>	<b>36,970</b>	<b>(1,850)</b>	<b>0</b>	<b>39,400</b>	<b>0</b>	<b>0</b>	<b>74,520</b>
<b>A5330E Internal Shared Services Transformation</b>	<b>10</b>	<b>0</b>	<b>0</b>	<b>(10)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>A5300C Transformation Agenda Total</b>	<b>36,980</b>	<b>(1,850)</b>	<b>0</b>	<b>39,390</b>	<b>0</b>	<b>0</b>	<b>74,520</b>
<b>A9000B Chief Operating Officer Total</b>	<b>9,662,372</b>	<b>123,550</b>	<b>146,900</b>	<b>(327,510)</b>	<b>341,000</b>	<b>(922,000)</b>	<b>9,024,312</b>

# **SECTION 151 CORPORATE BUDGETS**

Section 151 General Fund Summary  
which includes the following services:

Corporate Financial Matters



## 2019-2020 BUDGET SECTION 151 (Corporate Budgets)

Activity	2018/19 Original Budget	Virements	Inflation Uplift	Change in CSSA Recharges	Budget Pressures	Budget Savings	2019/20 Original Budget
A5110E Finance	(156,820)	104,000	(1,580)	60	0	0	(54,340)
A5510E Insurance Trading Account	0	0	0	51,690	0	(50,000)	1,690
A5520E Corporate Management Team	450,310	480,810	31,120	(158,800)	0	0	803,440
A5530E Consolidated Revenue Adjustment	789,308	(70)	0	(2,610)	2,112,000	(651,000)	2,247,628
A5540E Corporate Financial Transactions	12,146,171	5,640	10	(150,160)	(264,670)	0	11,736,991
A5550E Corporate Subscriptions	466,795	(23,340)	0	(3,950)	0	0	439,505
A5560E Judicial Matters	195,680	0	0	(1,630)	0	0	194,050
A5570E Savings & Provisions	18,230,156	(9,361,051)	1,406,400	(314,180)	8,014,000	(1,754,000)	16,221,325
A5500C Corporate Financial Matters Total	32,121,600	(8,794,011)	1,435,950	(579,580)	9,861,330	(2,455,000)	31,590,289
A9001B Section 151 (Corporate Budgets) Total	32,121,600	(8,794,011)	1,435,950	(579,580)	9,861,330	(2,455,000)	31,590,289

# **DSG LEARNING AND ACHIEVEMENT**

DSG Learning and Achievement Summary  
which includes the following services:

DSG Learning and Achievement

## 2019-2020 BUDGET DSG LEARNING AND ACHIEVEMENT SERVICE

Activity	2018/19 Original Budget	Virements	Inflation Uplift	Change in CSSA Recharges	Budget Pressures	Budget Savings	2019/20 Original Budget
<b>A4101E Primary</b>	<b>73,624,550</b>	<b>(5,333,196)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>68,291,354</b>
<b>A4102E Secondary</b>	<b>5,873,373</b>	<b>(5,873,373)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>A4103E Special</b>	<b>3,565,010</b>	<b>43,333</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,608,343</b>
<b>A4104E ISB Other</b>	<b>(116,668,631)</b>	<b>7,700,255</b>	<b>0</b>	<b>50</b>	<b>0</b>	<b>0</b>	<b>(108,968,326)</b>
<b>A4141E Education Finance Support Quality and Assurance - DSG</b>	<b>7,915,408</b>	<b>(21,942)</b>	<b>0</b>	<b>(28,040)</b>	<b>0</b>	<b>0</b>	<b>7,865,426</b>
<b>A4142E HIAS Development Leadership Quality and Assurance - DSG</b>	<b>595,011</b>	<b>81,705</b>	<b>0</b>	<b>(14,310)</b>	<b>0</b>	<b>0</b>	<b>662,406</b>
<b>A4143E Alternative Provision including LAC education - DSG</b>	<b>1,504,250</b>	<b>(4,360)</b>	<b>0</b>	<b>1,940</b>	<b>0</b>	<b>0</b>	<b>1,501,830</b>
<b>A4144E Schools Provision and Commissioning - DSG</b>	<b>13,501,388</b>	<b>3,493,778</b>	<b>0</b>	<b>430</b>	<b>0</b>	<b>0</b>	<b>16,995,596</b>
<b>A4145E SEN - DSG</b>	<b>6,693,949</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>6,693,949</b>
<b>A4146E Special Educational Needs and Disabilities - DSG</b>	<b>1,592,935</b>	<b>0</b>	<b>0</b>	<b>(19,040)</b>	<b>0</b>	<b>0</b>	<b>1,573,895</b>
<b>A4147E Personnel Quality and Assurance - DSG</b>	<b>479,050</b>	<b>5,336</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>484,386</b>
<b>A4149E Education Asset Management - DSG</b>	<b>87,490</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>87,490</b>
<b>A4154E Education Inclusions and Admissions - DSG</b>	<b>556,210</b>	<b>0</b>	<b>0</b>	<b>14,180</b>	<b>0</b>	<b>0</b>	<b>570,390</b>
<b>A4159E Attendance, Behaviour and Traveller Support Service - DSG</b>	<b>680,007</b>	<b>(24,216)</b>	<b>0</b>	<b>(22,530)</b>	<b>0</b>	<b>0</b>	<b>633,261</b>
<b>A4150C DSG Learning &amp; Achievement Service Total</b>	<b>0</b>	<b>67,320</b>	<b>0</b>	<b>(67,320)</b>	<b>0</b>	<b>0</b>	<b>0</b>

# HOUSING REVENUE ACCOUNT

Summary

## 2019-2020 BUDGET HRA SERVICE

Activity	2018/19 Original Budget	Virements	Inflation Uplift	Change in CSSA Recharges	Budget Pressures	Budget Savings	2019/20 Original Budget
<b>A4881E Head Of Service</b>	<b>20,683,660</b>	<b>5,480</b>	<b>0</b>	<b>103,840</b>	<b>0</b>	<b>0</b>	<b>20,792,980</b>
<b>A4882E Housing Demand Service</b>	<b>948,450</b>	<b>(18,340)</b>	<b>0</b>	<b>(19,720)</b>	<b>0</b>	<b>0</b>	<b>910,390</b>
<b>A4883E Rent Accounting &amp; Financial Transactions</b>	<b>(45,322,000)</b>	<b>(1,175,120)</b>	<b>0</b>	<b>(26,860)</b>	<b>0</b>	<b>0</b>	<b>(46,523,980)</b>
<b>A4884E GF Service Support Costs</b>	<b>2,420,770</b>	<b>625,240</b>	<b>0</b>	<b>367,050</b>	<b>0</b>	<b>0</b>	<b>3,413,060</b>
<b>A4886E Capital Projects</b>	<b>691,390</b>	<b>(17,280)</b>	<b>0</b>	<b>(14,000)</b>	<b>0</b>	<b>0</b>	<b>660,110</b>
<b>A4889E Property &amp; Land Services</b>	<b>985,090</b>	<b>(123,850)</b>	<b>0</b>	<b>80,400</b>	<b>0</b>	<b>0</b>	<b>941,640</b>
<b>A4890E Empty Homes</b>	<b>1,099,030</b>	<b>199,770</b>	<b>0</b>	<b>(8,970)</b>	<b>0</b>	<b>0</b>	<b>1,289,830</b>
<b>A4891E Tenancy Sustainment Services</b>	<b>5,278,730</b>	<b>(71,900)</b>	<b>0</b>	<b>25,350</b>	<b>0</b>	<b>0</b>	<b>5,232,180</b>
<b>A4892E Maintenance</b>	<b>8,041,140</b>	<b>336,340</b>	<b>0</b>	<b>(51,830)</b>	<b>0</b>	<b>0</b>	<b>8,325,650</b>
<b>A4893E Community &amp; Support Services</b>	<b>5,173,740</b>	<b>(91,510)</b>	<b>0</b>	<b>(124,090)</b>	<b>0</b>	<b>0</b>	<b>4,958,140</b>
<b>A4800C Housing (HRA) Total</b>	<b>0</b>	<b>(331,170)</b>	<b>0</b>	<b>331,170</b>	<b>0</b>	<b>0</b>	<b>0</b>

## LIST OF USEFUL WEB LINKS

Please find below links to web pages on Havering's website that you may also find useful.

### Web Links:

[MEDIUM TERM FINANCIAL STRATEGY 2019-20 - SCHEDULE OF SAVINGS \(Appendix B\) Council 27 February 2019](#)

[MEDIUM TERM FINANCIAL STRATEGY 2018-19 - SCHEDULE OF SAVINGS \(Appendix A\) Cabinet 7th February 2018](#)

[MEDIUM TERM FINANCIAL STRATEGY 2017-18 - SCHEDULE OF SAVINGS \(Item 94\) Cabinet 8th February 2017](#)

[COUNCIL TAX 2019-2020](#)

[HOUSING REVENUE ACCOUNT BUDGET 2019-20 \(HRA 1\) Council 27 February 2019](#)

[TREASURY MANAGEMENT STRATEGY STATEMENT 2019-20 \(TMSS 1-9\) Council 27 February 2019](#)

[FEES AND CHARGES 2019-20 SCHEDULE \(Appendix C\) Council 27 February 2019](#)

[CAPITAL PROGRAMME STRATEGY 2019-20 \(Capital Strategy 1\) Council 27 February 2019](#)