

# APPENDIX F

## HRA BASE BUDGET 2017-18 BY DIVISION

HOUSING REVENUE ACCOUNT	2016-17 £'000	Inflation £'000	Commitment £'000	Financing £'000	Rents & Service Ch. £'000	Savings £'000	Redist. £'000	2017-18 £'000
Customer Experience	3,574	24	–	–	–	(285)	–	3,313
Central Services/Exchequer Services	177,035	636	909	–	(12,986)	(2,308)	–	163,286
Communities	9,475	16	–	–	–	(1,024)	–	8,467
Resident Services	38,823	357	–	–	–	(750)	–	38,430
Asset Management	56,675	943	–	–	–	(1,750)	–	55,868
Modernisation	1,313	–	–	–	–	–	–	1,313
<b>TOTAL EXPENDITURE</b>	<b>286,895</b>	<b>1,976</b>	<b>909</b>	<b>–</b>	<b>(12,986)</b>	<b>(6,117)</b>	<b>–</b>	<b>270,677</b>
Customer Experience	(1,040)	–	–	–	–	–	–	(1,040)
Central Services/Exchequer Services	(241,641)	–	2,337	–	14,884	(829)	–	(225,249)
Communities	(16,256)	–	–	–	–	–	–	(16,256)
Resident Services	(14,287)	–	–	–	–	–	–	(14,287)
Asset Management	(6,865)	(38)	–	–	–	–	–	(6,903)
Modernisation	(6,806)	–	–	–	(136)	–	–	(6,942)
<b>TOTAL INCOME</b>	<b>(286,895)</b>	<b>(38)</b>	<b>2,337</b>	<b>–</b>	<b>14,748</b>	<b>(829)</b>	<b>–</b>	<b>(270,677)</b>
Customer Experience	2,534	24	–	–	–	(285)	–	2,273
Central Services/Exchequer Services	(64,606)	636	3,246	–	1,898	(3,137)	–	(61,963)
Communities	(6,781)	16	–	–	–	(1,024)	–	(7,789)
Resident Services	24,536	357	–	–	–	(750)	–	24,143
Asset Management	49,810	905	–	–	–	(1,750)	–	48,965
Modernisation	(5,493)	–	–	–	(136)	–	–	(5,629)
<b>NET EXPENDITURE</b>	<b>0</b>	<b>1,938</b>	<b>3,246</b>	<b>–</b>	<b>1,762</b>	<b>(6,946)</b>	<b>–</b>	<b>0</b>

<b>CUSTOMER EXPERIENCE</b>	<b>2016-17</b>	<b>Inflation</b>	<b>Commitment</b>	<b>Financing</b>	<b>Rents &amp; Service Ch.</b>	<b>Savings</b>	<b>Redist.</b>	<b>2017-18</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
My Southwark Homeowners	<b>1,483</b>	10	–	–	–	–	–	<b>1,493</b>
My Southwark Service Points	<b>362</b>	3	–	–	–	(215)	–	<b>150</b>
Housing Solutions	<b>1,729</b>	11	–	–	–	(70)	–	<b>1,670</b>
<b>TOTAL EXPENDITURE</b>	<b>3,574</b>	<b>24</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>(285)</b>	<b>–</b>	<b>3,313</b>
My Southwark Homeowners	<b>(965)</b>	–	–	–	–	–	–	<b>(965)</b>
My Southwark Service Points	<b>–</b>	–	–	–	–	–	–	<b>–</b>
Housing Solutions	<b>(75)</b>	–	–	–	–	–	–	<b>(75)</b>
<b>TOTAL INCOME</b>	<b>(1,040)</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>(1,040)</b>
<b>My Southwark Homeowners</b>	<b>518</b>	<b>10</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>528</b>
<b>My Southwark Service Points</b>	<b>362</b>	<b>3</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>(215)</b>	<b>–</b>	<b>150</b>
<b>Housing Solutions</b>	<b>1,654</b>	<b>11</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>(70)</b>	<b>–</b>	<b>1,595</b>
<b>NET EXPENDITURE</b>	<b>2,534</b>	<b>24</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>(285)</b>	<b>–</b>	<b>2,273</b>

<b>CENTRAL SERVICES/ EXCHEQUER SERVICES</b>	<b>2016-17 £'000</b>	<b>Inflation £'000</b>	<b>Commitment £'000</b>	<b>Financing £'000</b>	<b>Rents &amp; Service Ch. £'000</b>	<b>Savings £'000</b>	<b>Redist. £'000</b>	<b>2017-18 £'000</b>
Heating Account	11,198	—	—	—	—	(1,000)	—	10,198
Water Charges	13,354	—	—	—	(12,986)	—	—	368
Dwelling Rent Income	—	—	—	—	—	—	—	—
Regeneration Major Projects	7,400	—	—	—	—	—	—	7,400
Depreciation	53,000	—	—	—	—	—	—	53,000
Financing Costs	33,555	—	—	—	—	—	—	33,555
Contingency Reserve	2,020	6	—	—	—	—	—	2,026
Corporate Support Costs	19,577	571	475	—	—	—	—	20,623
Contribution to Inv. Programme	24,852	—	—	—	—	(1,108)	—	23,744
Exchequer Services	12,079	59	434	—	—	(200)	—	12,372
<b>TOTAL EXPENDITURE</b>	<b>177,035</b>	<b>636</b>	<b>909</b>	<b>—</b>	<b>(12,986)</b>	<b>(2,308)</b>	<b>—</b>	<b>163,286</b>
Heating Account	—	—	—	—	—	—	—	—
Water Charges	(2,337)	—	2,337	—	—	—	—	—
Dwelling Rent Income	(205,744)	—	—	—	15,626	—	—	(190,118)
Regeneration Major Projects	—	—	—	—	—	—	—	—
Depreciation	—	—	—	—	—	—	—	—
Financing Costs	(236)	—	—	—	—	—	—	(236)
Contingency Reserve	6,301	—	—	—	—	(624)	—	5,677
Corporate Support Costs	(530)	—	—	—	—	—	—	(530)
Contribution to Inv. Programme	—	—	—	—	—	—	—	—
Exchequer Services	(39,095)	—	—	—	(742)	(205)	—	(40,042)
<b>TOTAL INCOME</b>	<b>(241,641)</b>	<b>—</b>	<b>2,337</b>	<b>—</b>	<b>14,884</b>	<b>(829)</b>	<b>—</b>	<b>(225,249)</b>
<b>Heating Account</b>	<b>11,198</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>(1,000)</b>	<b>—</b>	<b>10,198</b>
<b>Water Charges</b>	<b>11,017</b>	<b>—</b>	<b>2,337</b>	<b>—</b>	<b>(12,986)</b>	<b>—</b>	<b>—</b>	<b>368</b>
<b>Dwelling Rent Income</b>	<b>(205,744)</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>15,626</b>	<b>—</b>	<b>—</b>	<b>(190,118)</b>
<b>Regeneration Major Projects</b>	<b>7,400</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>7,400</b>
<b>Depreciation</b>	<b>53,000</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>53,000</b>
<b>Financing Costs</b>	<b>33,319</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>33,319</b>
<b>Contingency Reserve</b>	<b>8,321</b>	<b>6</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>(624)</b>	<b>—</b>	<b>7,703</b>
<b>Corporate Support Costs</b>	<b>19,047</b>	<b>571</b>	<b>475</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>20,093</b>
<b>Contribution to Inv. Programme</b>	<b>24,852</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>(1,108)</b>	<b>—</b>	<b>23,744</b>
<b>Exchequer Services</b>	<b>(27,016)</b>	<b>59</b>	<b>434</b>	<b>—</b>	<b>(742)</b>	<b>(405)</b>	<b>—</b>	<b>(27,670)</b>
<b>NET EXPENDITURE</b>	<b>(64,606)</b>	<b>636</b>	<b>3,246</b>	<b>—</b>	<b>1,898</b>	<b>(3,137)</b>	<b>—</b>	<b>(61,963)</b>

<b>COMMUNITIES</b>	<b>2016-17</b>	<b>Inflation</b>	<b>Commitment</b>	<b>Financing</b>	<b>Rents &amp; Service Ch.</b>	<b>Savings</b>	<b>Redist.</b>	<b>2017-18</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
Tenant Management Organisations	<b>7,411</b>	6	–	–	–	(324)	–	<b>7,093</b>
Resident Involvement	<b>2,064</b>	10	–	–	–	(700)	–	<b>1,374</b>
<b>TOTAL EXPENDITURE</b>	<b>9,475</b>	<b>16</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>(1,024)</b>	<b>–</b>	<b>8,467</b>
Tenant Management Organisations	<b>(16,192)</b>	–	–	–	–	–	–	<b>(16,192)</b>
Resident Involvement	<b>(64)</b>	–	–	–	–	–	–	<b>(64)</b>
<b>TOTAL INCOME</b>	<b>(16,256)</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>(16,256)</b>
Tenant Management Organisations	<b>(8,781)</b>	6	–	–	–	(324)	–	<b>(9,099)</b>
Resident Involvement	<b>2,000</b>	10	–	–	–	(700)	–	<b>1,310</b>
<b>NET EXPENDITURE</b>	<b>(6,781)</b>	<b>16</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>(1,024)</b>	<b>–</b>	<b>(7,789)</b>

<b>RESIDENT SERVICES</b>	<b>2016-17</b>	<b>Inflation</b>	<b>Commitment</b>	<b>Financing</b>	<b>Rents &amp; Service Ch.</b>	<b>Savings</b>	<b>Redist.</b>	<b>2017-18</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
Supported Housing	6,550	19	–	–	–	(425)	–	6,144
Estate Cleaning	11,538	265	–	–	–	–	–	11,803
Refuse Collection	1,307	–	–	–	–	–	–	1,307
Pest Control	1,240	–	–	–	–	–	–	1,240
Grounds Maintenance	2,113	–	–	–	–	–	–	2,113
Other Environment Services	1,546	–	–	–	–	–	–	1,546
Tenancy Management	5,994	47	–	–	–	–	–	6,041
Investigations and Support	7,511	16	–	–	–	–	–	7,527
Strategy and Performance	1,024	10	–	–	–	(325)	–	709
<b>TOTAL EXPENDITURE</b>	<b>38,823</b>	<b>357</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>(750)</b>	<b>–</b>	<b>38,430</b>
Supported Housing	(13,106)	–	–	–	–	–	–	(13,106)
Estate Cleaning	–	–	–	–	–	–	–	–
Refuse Collection	–	–	–	–	–	–	–	–
Pest Control	–	–	–	–	–	–	–	–
Grounds Maintenance	–	–	–	–	–	–	–	–
Other Environment Services	–	–	–	–	–	–	–	–
Tenancy Management	(1,140)	–	–	–	–	–	–	(1,140)
Investigations and Support	(41)	–	–	–	–	–	–	(41)
Strategy and Performance	–	–	–	–	–	–	–	–
<b>TOTAL INCOME</b>	<b>(14,287)</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>(14,287)</b>
<b>Supported Housing</b>	<b>(6,556)</b>	<b>19</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>(425)</b>	<b>–</b>	<b>(6,962)</b>
<b>Estate Cleaning</b>	<b>11,538</b>	<b>265</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>11,803</b>
<b>Refuse Collection</b>	<b>1,307</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>1,307</b>
<b>Pest Control</b>	<b>1,240</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>1,240</b>
<b>Grounds and Garden Maintenance</b>	<b>2,113</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>2,113</b>
<b>Other Environment Services</b>	<b>1,546</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>1,546</b>
<b>Tenancy Management</b>	<b>4,854</b>	<b>47</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>4,901</b>
<b>Investigations and Support</b>	<b>7,470</b>	<b>16</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>7,486</b>
<b>Strategy and Performance</b>	<b>1,024</b>	<b>10</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>(325)</b>	<b>–</b>	<b>709</b>
<b>NET EXPENDITURE</b>	<b>24,536</b>	<b>357</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>(750)</b>	<b>–</b>	<b>24,143</b>

<b>ASSET MANAGEMENT</b>	<b>2016-17</b>	<b>Inflation</b>	<b>Commitment</b>	<b>Financing</b>	<b>Rents &amp; Service Ch.</b>	<b>Savings</b>	<b>Redist.</b>	<b>2017-18</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
Investment and Asset Management	4,026	36	–	–	–	–	–	4,062
Engineering Services	21,808	282	–	–	–	(275)	–	21,815
Reactive and Planned Maintenance	30,427	622	–	–	–	(1,475)	–	29,574
Regeneration and Delivery	414	3	–	–	–	–	–	417
<b>TOTAL EXPENDITURE</b>	<b>56,675</b>	<b>943</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>(1,750)</b>	<b>–</b>	<b>55,868</b>
Investment and Asset Management	(2,653)	(26)	–	–	–	–	–	(2,679)
Engineering Services	(1,067)	(11)	–	–	–	–	–	(1,078)
Reactive and Planned Maintenance	(3,071)	(1)	–	–	–	–	–	(3,072)
Regeneration and Delivery	(74)	–	–	–	–	–	–	(74)
<b>TOTAL INCOME</b>	<b>(6,865)</b>	<b>(38)</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>(6,903)</b>
Investment and Asset Management	1,373	10	–	–	–	–	–	1,383
Engineering Services	20,741	271	–	–	–	(275)	–	20,737
Reactive and Planned Maintenance	27,356	621	–	–	–	(1,475)	–	26,502
Regeneration and Delivery	340	3	–	–	–	–	–	343
<b>NET EXPENDITURE</b>	<b>49,810</b>	<b>905</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>(1,750)</b>	<b>–</b>	<b>48,965</b>

<b>MODERNISATION</b>	<b>2016-17</b>	<b>Inflation</b>	<b>Commitment</b>	<b>Financing</b>	<b>Rents &amp; Service Ch.</b>	<b>Savings</b>	<b>Redist.</b>	<b>2017-18</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
Commercial Properties	1,313	–	–	–	–	–	–	1,313
<b>TOTAL EXPENDITURE</b>	<b>1,313</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>1,313</b>
Commercial Properties	(6,806)	–	–	–	(136)	–	–	(6,942)
<b>TOTAL INCOME</b>	<b>(6,806)</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>(136)</b>	<b>–</b>	<b>–</b>	<b>(6,942)</b>
<b>Commercial Properties</b>	<b>(5,493)</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>(136)</b>	<b>–</b>	<b>–</b>	<b>(5,629)</b>
<b>NET EXPENDITURE</b>	<b>(5,493)</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>(136)</b>	<b>–</b>	<b>–</b>	<b>(5,629)</b>