

Service Area	Corporate and Democratic Core
HRA charge 2010/11	£1,106,000
Total cost to the Council	£11,371,817
Service provided	Chief Executive's office Corporate Management Democratic Representation
Basis on which total costs are derived	Salary costs, office costs and SLAs from other depts. (incl. Facilities Management; Legal; Performance & Strategy; Property)
Basis of allocation between GF and HRA	Proportion of total expenditure funded by grants (i.e. excludes proportion funded by Council Tax) (82.3%) Then, of this: <ul style="list-style-type: none"> • CE and Corporate Management – HRA expenditure as % of Total Gross Revenue Expenditure (20.8%) • Democratic Representation – amount of Cabinet Member time spent on Housing issues (1 full-time Member, 4 others which have cross-departmental role) x HRA as a proportion of gross housing expenditure (15.25%)
Method by which charge is monitored within the Council	Charge is made on budget allocation;
Means by which it is charged into the HRA	Recharge to HRA code from GF
Legality/accordance with current accounting practice	SeRCOP allows local authorities to charge a proportion of CDC costs to the HRA
Reasonableness	The recharge methodology appears reasonable but could be tested by adopted an alternative marginal basis.
Accuracy	Charge is made on budget allocation and so does not reflect the actual cost of the service
Consistency	N/A
Other issues	N/A

Service Area	SCRs: Legal Services
HRA charge 2010/11	£633,007
Total cost to the Council	£2,298,812
Service provided	Legal support to Housing Dept
Basis on which total costs are derived	Includes: <ul style="list-style-type: none"> • Trading account for case work • Director's office • Costs for SLAs from other depts.
Basis of allocation between GF and HRA	The majority of costs are based on an analysis of time spent on housing work (£522k)
Method by which charge is monitored within the Council	<ul style="list-style-type: none"> • In 2010/11 SCRs calculated as at month 9 forecasts and adjusted against actual at year end • This year SCR monitor is being developed with monthly forecast update – to be introduced for qtr 2.
Means by which it is charged into the HRA	Recharges from GF to HRA code
Legality/accordance with current accounting practice	SeRCOP states that "an apportionment of all support service costs and some overheads are to be included within total cost".
Reasonableness	Charging on the basis of actual cases is a reasonable approach.
Accuracy	Where SCRs were calculated at month 9 in 2010/11, this may misstate the end year figure. This approach is being revised in 2011/12.
Consistency	N/A
Other issues	N/A

Service Area	Human Resources
HRA charge 2010/11	£307,745
Total cost to the Council	£3,365,485 (tbc)
Service provided	HR support to Housing Department
Basis on which total costs are derived	Total costs of HR function within the Council
Basis of allocation between GF and HRA	Number of full-time employees (FTEs) within housing as a proportion of Council's FTEs (14.56%)
Method by which charge is monitored within the Council	<ul style="list-style-type: none"> • In 2010/11 SCRs calculated as at month 9 forecasts and adjusted against actual at year end • This year SCR monitor is being developed with monthly forecast update – to be introduced for qtr 2.
Means by which it is charged into the HRA	Recharge from GF to HRA code
Legality/accordance with current accounting practice	SeRCOP states that "an apportionment of all support service costs and some overheads are to be included within total cost".
Reasonableness	<ul style="list-style-type: none"> • Costs are relevant to Housing • Allocation is reasonable as these are people related costs
Accuracy	Where SCRs were calculated at month 9 in 2010/11, this may misstate the end year figure. This approach is being revised in 2011/12.
Consistency	N/A
Other issues	N/A

Service Area	Marketing and Communications
HRA charge 2010/11	£378,017
Total cost to the Council	£1,591,701 (tbc)
Service provided	<ul style="list-style-type: none"> • Press and marketing management, including staff salaries and publication of "Southwark Life" • Individual housing campaigns agreed at start of year and monitored against an agreed budget
Basis on which total costs are derived	Staff salaries and cost of publications
Basis of allocation between GF and HRA	HRA expenditure as % of Total Gross Revenue Expenditure (22.65%)
Method by which charge is monitored within the Council	<ul style="list-style-type: none"> • In 2010/11 SCRs calculated as at month 9 forecasts and adjusted against actual at year end • This year SCR monitor is being developed with monthly forecast update – to be introduced for qtr 2.
Means by which it is charged into the HRA	Recharge from GF to HRA code
Legality/accordance with current accounting practice	SeRCOP states that "an apportionment of all support service costs and some overheads are to be included within total cost".
Reasonableness	Allocation of the basis of Gross Expenditure is reasonable
Accuracy	Where SCRs were calculated at month 9 in 2010/11, this may misstate the end year figure. This approach is being revised in 2011/12.
Consistency	N/A
Other issues	N/A

Service Area	Customer Services including One Stop Shops
HRA charge 2010/11	£7,058,781
Total cost to the Council	£14,944,957 (tbc)
Service provided	Customer Service Centres including one-stop shops and call centres
Basis on which total costs are derived	<ul style="list-style-type: none"> • "Complaints" – Gross Expenditure (22.65%) • One stop shops and call centres - % of housing related calls and enquiries
Basis of allocation between GF and HRA	<ul style="list-style-type: none"> • "complaints " – Gross Expenditure (22.65%) • Housing proportion of Customer Service Centre (CSC) One Stop Shop (OSS) calls (57.64%) • Housing proportion of CSC calls excluding OSS (46.66%)
Method by which charge is monitored within the Council	<ul style="list-style-type: none"> • In 2010/11 SCRs calculated as at month 9 forecasts and adjusted against actual at year end • This year SCR monitor is being developed with monthly forecast update – to be introduced for qtr 2.
Means by which it is charged into the HRA	Recharge from GF to HRA code
Legality/accordance with current accounting practice	SeRCOP states that "an apportionment of all support service costs and some overheads are to be included within total cost".
Reasonableness	Allocation on the basis of proportion of enquiries relating to Housing is reasonable
Accuracy	<ul style="list-style-type: none"> • This is a large expenditure area and SCR contribution rests on the accuracy of allocating call by Department – there are a large number of miscellaneous calls which are pro-rated • Where SCRs were calculated at month 9 in 2010/11, this may misstate the end year figure. This approach is being revised in 2011/12.
Consistency	N/A
Other issues	N/A

Service Area	DCE's office
HRA charge 2010/11	£74,901 (tbc)
Total cost to the Council	£210,307 (tbc)
Service provided	Deputy Chief Executive, office and overheads
Basis on which total costs are derived	Salaries and departmental overheads
Basis of allocation between GF and HRA	Amount of DCE expenditure already charged to HRA as a proportion of the overall DCE cost
Method by which charge is monitored within the Council	<ul style="list-style-type: none"> • In 2010/11 SCRs calculated as at month 9 forecasts and adjusted against actual at year end • This year SCR monitor is being developed with monthly forecast update – to be introduced for qtr 2.
Means by which it is charged into the HRA	Recharge from GF to HRA code
Legality/accordance with current accounting practice	SeRCOP states that "an apportionment of all support service costs and some overheads are to be included within total cost".
Reasonableness	The method of allocation is reasonable
Accuracy	Where SCRs were calculated at month 9 in 2010/11, this may misstate the end year figure. This approach is being revised in 2011/12
Consistency	N/A
Other issues	N/A

Service Area	Improvement and Development
HRA charge 2010/11	£1,240,865
Total cost to the Council	tbc
Service provided	We understand that this is wrongly named and actually represents capital charges – on this basis this should not be part of the SCRs.
Basis on which total costs are derived	
Basis of allocation between GF and HRA	
Method by which charge is monitored within the Council	
Means by which it is charged into the HRA	
Legality/accordance with current accounting practice	
Reasonableness	
Accuracy	
Consistency	
Other issues	

Service Area	IT Services
HRA charge 2010/11	£1,492,086
Total cost to the Council	£10,551,365 (tbc)
Service provided	IT infrastructure, maintenance and support
Basis on which total costs are derived	Salary costs and overheads; 3 rd party IT charges (e.g. printers, telephones)
Basis of allocation between GF and HRA	Proportion of IT users within housing
Method by which charge is monitored within the Council	<ul style="list-style-type: none"> • In 2010/11 SCRs calculated as at month 9 forecasts and adjusted against actual at year end • This year SCR monitor is being developed with monthly forecast update – to be introduced for qtr 2.
Means by which it is charged into the HRA	Recharge from GF to HRA code
Legality/accordance with current accounting practice	SeRCOP states that "an apportionment of all support service costs and some overheads are to be included within total cost".
Reasonableness	The basis of the recharge calculation broadly reflects IT requirements and is therefore reasonable
Accuracy	Where SCRs were calculated at month 9 in 2010/11, this may misstate the end year figure. This approach is being revised in 2011/12.
Consistency	N/A
Other issues	N/A

Service Area	Corporate Procurement
HRA charge 2010/11	£54,163 (tbc)
Total cost to the Council	£367,199 (tbc)
Service provided	Corporate support on procurement
Basis on which total costs are derived	Salaries and overheads
Basis of allocation between GF and HRA	Number of FTEs within housing as proportion of total FTEs in the Council (14.75%)
Method by which charge is monitored within the Council	<ul style="list-style-type: none"> • In 2010/11 SCRs calculated as at month 9 forecasts and adjusted against actual at year end • This year SCR monitor is being developed with monthly forecast update – to be introduced for qtr 2.
Means by which it is charged into the HRA	Recharge from GF to HRA code
Legality/accordance with current accounting practice	SeRCOP states that "an apportionment of all support service costs and some overheads are to be included within total cost".
Reasonableness	It could be argued that Gross Expenditure is a better basis for calculation
Accuracy	Where SCRs were calculated at month 9 in 2010/11, this may misstate the end year figure. This approach is being revised in 2011/12.
Consistency	N/A
Other issues	N/A

Service Area	CfM Site Operations
HRA charge 2010/11	£93,656 (tbc)
Total cost to the Council	£634,938 (tbc)
Service provided	Facilities Management
Basis on which total costs are derived	Salaries and overheads
Basis of allocation between GF and HRA	Number of FTEs within housing as proportion of total FTEs in the Council (14.75%)
Method by which charge is monitored within the Council	<ul style="list-style-type: none"> • In 2010/11 SCRs calculated as at month 9 forecasts and adjusted against actual at year end • This year SCR monitor is being developed with monthly forecast update – to be introduced for qtr 2.
Means by which it is charged into the HRA	Recharge from GF to HRA code
Legality/accordance with current accounting practice	SeRCOP states that "an apportionment of all support service costs and some overheads are to be included within total cost".
Reasonableness	It could be argued that Gross Expenditure is a better basis for calculation
Accuracy	Where SCRs were calculated at month 9 in 2010/11, this may misstate the end year figure. This approach is being revised in 2011/12.
Consistency	N/A
Other issues	N/A

Service Area	Corporate Finance Services
HRA charge 2010/11	£1,356,358 (tbc)
Total cost to the Council	£7,109,805 (tbc)
Service provided	Finance Services including budgeting and financial planning, audit and risk, Chief Accountant and Finance Director's office, SAP helpdesk
Basis on which total costs are derived	Salaries and overheads
Basis of allocation between GF and HRA	Primarily Gross Expenditure (23.01%)
Method by which charge is monitored within the Council	<ul style="list-style-type: none"> • In 2010/11 SCRs calculated as at month 9 forecasts and issues identified re underspend against actual at year end • This year SCR monitor is being developed with monthly forecast update – to be introduced for qtr 2.
Means by which it is charged into the HRA	Recharge from GF to HRA code
Legality/accordance with current accounting practice	SeRCOP states that "an apportionment of all support service costs and some overheads are to be included within total cost".
Reasonableness	Charging Finance costs on the basis of gross expenditure seems reasonable as the largest department requires the most financial management.
Accuracy	Where SCRs were calculated at month 9 in 2010/11, this may misstate the end year figure. This approach is being revised in 2011/12.
Consistency	N/A
Other issues	N/A

Service Area	Housing Finance
HRA charge 2010/11	£676,572 (tbc)
Total cost to the Council	£676,572 (tbc)
Service provided	HRA and housing management finance
Basis on which total costs are derived	Salaries and overheads
Basis of allocation between GF and HRA	100% charged to HRA as housing related costs
Method by which charge is monitored within the Council	<ul style="list-style-type: none"> • In 2010/11 SCRs calculated as at month 9 forecasts and adjusted against actual at year end • This year SCR monitor is being developed with monthly forecast update – to be introduced for qtr 2.
Means by which it is charged into the HRA	Recharge from GF to HRA code
Legality/accordance with current accounting practice	SeRCOP states that "an apportionment of all support service costs and some overheads are to be included within total cost".
Reasonableness	Reasonable as these are housing related costs
Accuracy	Where SCRs were calculated at month 9 in 2010/11, this may misstate the end year figure. This approach is being revised in 2011/12.
Consistency	N/A
Other issues	N/A

Service Area	Transfers into F&R
HRA charge 2010/11	£59,873 (tbc)
Total cost to the Council	£514,418 (tbc)
Service provided	Departmental SLA charges into F&R
Basis on which total costs are derived	SLA recharges allocated to F&R
Basis of allocation between GF and HRA	Amount of F&R expenditure already charged to HRA as a proportion of the overall F&R cost
Method by which charge is monitored within the Council	<ul style="list-style-type: none"> • In 2010/11 SCRs calculated as at month 9 forecasts and adjusted against actual at year end • This year SCR monitor is being developed with monthly forecast update – to be introduced for qtr 2.
Means by which it is charged into the HRA	Recharge from GF to HRA code
Legality/accordance with current accounting practice	SeRCOP states that "an apportionment of all support service costs and some overheads are to be included within total cost".
Reasonableness	The method of allocation is reasonable.
Accuracy	Where SCRs were calculated at month 9 in 2010/11, this may misstate the end year figure. This approach is being revised in 2011/12.
Consistency	N/A
Other issues	N/A

Service Area	Insurance
HRA charge 2010/11	£1,109,269
Total cost to the Council	£4,250,487
Service provided	<ul style="list-style-type: none"> • All risks insurance • General insurance • Liability insurance • Insurance Administration • Insurance for HRA property
Basis on which total costs are derived	<ul style="list-style-type: none"> • Premiums and actual claims • Largest item is "Liability insurance" (£3.049m)
Basis of allocation between GF and HRA	<p>Liability insurance, the largest budget, is apportioned on the number of claims attributable to Housing as a proportion of overall claims</p> <p>The next largest, HRA Property insurance, is 100% HRA</p>
Method by which charge is monitored within the Council	<ul style="list-style-type: none"> • In 2010/11 SCRs calculated as at month 9 forecasts and issues identified re underspend against actual at year end • This year SCR monitor is being developed with monthly forecast update – to be introduced for qtr 2.
Means by which it is charged into the HRA	Recharge from GF to HRA code
Legality/accordance with current accounting practice	SeRCOP states that "an apportionment of all support service costs and some overheads are to be included within total cost".
Reasonableness	It is reasonable to apportion costs on the basis of actual claims.
Accuracy	Costs are calculated against budget figures rather than actuals which means in 2010/11 the Council had to fund an overspend on this budget from reserves
Consistency	N/A
Other issues	N/A

Service Area	Accommodation at 160 Tooley Street
HRA charge 2010/11	£1,592,133
Total cost to the Council	£11,158,431 (tbc)
Service provided	Accommodation for housing staff at Tooley St
Basis on which total costs are derived	Total accommodation costs at Tooley St
Basis of allocation between GF and HRA	Proportion of workstations allocated to housing staff
Method by which charge is monitored within the Council	<ul style="list-style-type: none"> • In 2010/11 SCRs calculated as at month 9 forecasts and adjusted against actual at year end • This year SCR monitor is being developed with monthly forecast update – to be introduced for qtr 2.
Means by which it is charged into the HRA	Recharge from GF to HRA code
Legality/accordance with current accounting practice	SeRCOP states that "an apportionment of all support service costs and some overheads are to be included within total cost".
Reasonableness	Reasonable as it reflects the proportion of Tooley St utilised by Housing
Accuracy	Where SCRs were calculated at month 9 in 2010/11, this may misstate the end year figure. This approach is being revised in 2011/12.
Consistency	N/A
Other issues	N/A

Service Area	Estate cleaning
HRA charge 2010/11	£10, 548,428
Total cost to the Council	£10, 548,428
Service provided	<ul style="list-style-type: none"> • Cleaning of all communal areas outside flats • Contract defined by inputs e.g. no. of visits and outputs e.g. quality of finish • Fly-tipping & graffiti removal are within contract • Only additions may be e.g. charges for garage clearance or void clearance
Basis on which total costs are derived	<ul style="list-style-type: none"> • Direct staff time attributed through timesheets to housing estates • Direct supervision costs • Other overheads allocated based on a split of direct FTE posts attributed to housing estates
Basis of allocation between GF and HRA	<ul style="list-style-type: none"> • Separate GF code for Housing direct staff and materials • Split of management overheads
Method by which charge is monitored within the Council	<ul style="list-style-type: none"> • Quarterly budget monitoring • Budget based on pricing of original DICE specification (2003?), with annual indexation • Subject to variation when estates move in/out of HRA – e.g. through demolition, or TMO • Service has been subject to recent House Mark benchmarking report
Means by which it is charged into the HRA	<ul style="list-style-type: none"> • Transfers into HRA code • Can disaggregate estate/block costs for leasehold charges
Legality/accordance with current accounting practice	Reflects costs associated with housing provided under Part II of the Housing Act 1985
Reasonableness	All costs charged are associated with time spent on HRA properties
Accuracy	Costs reflect contract costs and the SCS has improved its processes for allocating costs to estates for recharging leaseholders.
Consistency	Same approach applied to grounds maintenance
Other issues	Housing client side have agreed a system of rectification notices and financial penalties for non-performance under cleaning contract with Southwark Cleaning Services; but this is not in place yet.

Service Area	Grounds maintenance
HRA charge 2010/11	£1,953,611
Total cost to the Council	£1,953,611
Service provided	Maintenance of the grounds of housing estates including grass cutting, maintenance of shrub beds, weeding
Basis on which total costs are derived	<ul style="list-style-type: none"> • Direct staff time attributed through timesheets to housing estates • Direct supervision costs • Other overheads allocated based on a split of direct FTE posts attributed to housing estates
Basis of allocation between GF and HRA	<ul style="list-style-type: none"> • Separate GF code for Housing direct staff and materials • Split of management overheads
Method by which charge is monitored within the Council	<ul style="list-style-type: none"> • Quarterly budget monitoring • Budget based on pricing of original DICE specification (2003), with annual indexation • Subject to variation when estates move in/out of HRA – e.g. through demolition, or TMO
Means by which it is charged into the HRA	<ul style="list-style-type: none"> • Transfers into HRA code • Can disaggregate estate costs for leasehold charges
Legality/accordance with current accounting practice	Reflects costs associated with housing provided under Part II of the Housing Act 1985, including land acquired for these purposes
Reasonableness	All costs charged are associated with time spent on HRA properties
Accuracy	Costs reflect contract costs and the SCS has improved its processes for allocating costs to estates for recharging leaseholders.
Consistency	Same approach applied to estate cleaning
Other issues	N/A

Service Area	Pest control
HRA charge 2010/11	£1,107,471
Total cost to the Council	£1,107,471
Service provided	Block treatments (for over 10% infestation) plus re-active service (free to Council tenants but charged to others)
Basis on which total costs are derived	<ul style="list-style-type: none"> • Budget set in 2007 at £1.2m • Now reduced to £1.1m (cost savings achieved by reducing number of technicians from 27 to 24)
Basis of allocation between GF and HRA	<ul style="list-style-type: none"> • Separate GF code for Housing direct staff and materials
Method by which charge is monitored within the Council	<ul style="list-style-type: none"> • Quarterly budget monitoring
Means by which it is charged into the HRA	<ul style="list-style-type: none"> • Transfers into HRA code • Can disaggregate estate costs for leasehold charges
Legality/accordance with current accounting practice	Reflects costs associated with housing provided under Part II of the Housing Act 1985
Reasonableness	Costs are in accordance with agreed budget for services on housing estates
Accuracy	Costs reflect contract costs and the SCS has improved its processes for allocating costs to estates for recharging leaseholders
Consistency	Services provided to non-Council tenants will be charged for
Other issues	N/A

Service Area	Refuse storage and collection
HRA charge 2010/11	£1,099,098
Total cost to the Council	£1,099,098
Service provided	<p>Services in excess of the standard Veolia provision in the borough got waste collection e.g.</p> <ul style="list-style-type: none"> • Provision and maintenance of refuse containers (e.g. Eurobins) • Black refuse sack delivery (2 per week to 11,655 properties) • Multi-level collections – door-to-door on larger blocks where hoppers have been locked for safety reasons • Plus there may be additional collections where requested by Estate Managers because bin stores are too small for volume of rubbish
Basis on which total costs are derived	<p>Unit rates (original costs 2001) indexed totalling:</p> <ul style="list-style-type: none"> • Refuse containers c. £560k • Multi-level collection £340k • Refuse sacks £190k
Basis of allocation between GF and HRA	<ul style="list-style-type: none"> • Separate GF code for Housing
Method by which charge is monitored within the Council	<ul style="list-style-type: none"> • Quarterly budget monitoring <p>Southwark Cleaning Services client the service; breakdown of cost allocation provided; service monitored against contract specification</p>
Means by which it is charged into the HRA	<ul style="list-style-type: none"> • Transfers into HRA code • Can disaggregate estate/block costs for leasehold charges
Legality/accordance with current accounting practice	Reflects costs associated with housing provided under Part II of the Housing Act 1985
Reasonableness	All costs charged are associated with HRA properties and are for services in excess of the standard waste collection provision under the Veolia contract
Accuracy	Costs reflect contract costs, and are identified by estate
Consistency	Charge would be applied to non-Council estates in receipt of additional services
Other issues	The provision of black refuse sacks could be seen as a non-essential service

Service Area	Community Wardens
HRA charge 2010/11	£357,434
Total cost to the Council	£3,341,502
Service provided	<ul style="list-style-type: none"> • Warden patrols on housing estates between 09.00 and 22.30, 7 days per week • Response team 7 days per week • Problem solving team dealing with crime and ASB • (plus support from Control room; Area Manager x2 and Snr Manager x1)
Basis on which total costs are derived	Salaries and overheads
Basis of allocation between GF and HRA	Historic budget
Method by which charge is monitored within the Council	<ul style="list-style-type: none"> • Quarterly budget monitoring
Means by which it is charged into the HRA	Budget allocation charged to HRA
Legality/accordance with current accounting practice	Reflects costs associated with housing provided under Part II of the Housing Act 1985, including land acquired for these purposes
Reasonableness	It is reasonable to charge for services on Council estates which support the landlord function
Accuracy	The charge is based on a budget allocation and does not reflect the actual cost of the service
Consistency	This service is delivered by the Council to the town centre areas and Council estates. It should be charged for if it were to extend to other non-Council estates.
Other issues	N/A

Service Area	Enforcement
HRA charge 2010/11	£470,667 (reduced to £370k in 2011/12)
Total cost to the Council	£1.2m
Service provided	<ul style="list-style-type: none"> • Respond on a reactive basis to "enviro-crime" reports (e.g. large scale fly-tipping on housing estates) • Planned estate operations (e.g. patrolling estates in response to issues raised by housing office such as waste, graffiti, fly-tipping) • Stray dog service (pick-up, deliver to kennels, re-homing – 80% of strays from LBS properties)
Basis on which total costs are derived	<ul style="list-style-type: none"> • Budget includes staff, equipment and legal budget. • Team of 6 officers, 1 supervisor, 1 team leader (+ overtime for weekends/late evenings).
Basis of allocation between GF and HRA	<ul style="list-style-type: none"> • Service covers whole borough – public realm and council housing estates. • Service to housing defined within a Service Level Agreement.
Method by which charge is monitored within the Council	<ul style="list-style-type: none"> • Quarterly budget monitoring
Means by which it is charged into the HRA	Budget allocation charged to HRA
Legality/accordance with current accounting practice	Reflects costs associated with housing provided under Part II of the Housing Act 1985, including land acquired for these purposes
Reasonableness	It is reasonable to charge for services on Council estates which support the landlord function
Accuracy	The charge is based on a budget allocation and does not reflect the actual cost of the service
Consistency	The service is not provided to other social landlords who would be charged for.
Other issues	N/A

Service Area	Noise Reduction
HRA charge 2010/11	£211,988
Total cost to the Council	£1.2m
Service provided	Respond on a reactive basis to complaints of noise nuisance
Basis on which total costs are derived	Cost of providing 7 days per week service (Mon-Thurs 6am-midnight; weekends 6am-2.30am)
Basis of allocation between GF and HRA	<ul style="list-style-type: none"> • HRA cost represents a historic budget • Real cost based on time allocated to housing is estimated to be £465k
Method by which charge is monitored within the Council	<ul style="list-style-type: none"> • Quarterly budget monitoring
Means by which it is charged into the HRA	Budget allocation charged to HRA
Legality/accordance with current accounting practice	This is assumed to reflect costs associated with housing provided under Part II of the Housing Act 1985. However as this is primarily a responsive service to call-outs from individuals it is difficult to differentiate this service from that offered to the wider Southwark population
Reasonableness	The same service if offered to residents regardless of tenure and so it does not seem reasonable to identify a separate charge for the HRA
Accuracy	The charge is based on a budget allocation and does not reflect the actual cost of the service
Consistency	See comment under "Reasonableness"
Other issues	N/A

Service Area	Southwark Anti-Social Behaviour Unit (SASBU)
HRA charge 2010/11	£770,136
Total cost to the Council	£1,002,773
Service provided	<ul style="list-style-type: none"> • Action Housing ASB requests • Domestic violence referral service • Risk assessment for victims and witnesses • Manage estate action • Deal with rough sleeping issues on housing estates
Basis on which total costs are derived	Salaries, overheads, legal costs
Basis of allocation between GF and HRA	<ul style="list-style-type: none"> • HRA cost represents a historic budget • Real cost based on time allocated to housing is estimated to be £849k
Method by which charge is monitored within the Council	<ul style="list-style-type: none"> • Quarterly budget monitoring
Means by which it is charged into the HRA	Budget allocation charged to HRA
Legality/accordance with current accounting practice	Reflects costs associated with housing provided under Part II of the Housing Act 1985
Reasonableness	It is reasonable to charge for services on Council estates which support the landlord function
Accuracy	The charge is based on a budget allocation and does not reflect the actual cost of the service
Consistency	The same services are not delivered to non-Council estates
Other issues	N/A

Service Area	CCTV
HRA charge 2010/11	£107,162
Total cost to the Council	£780k
Service provided	<ul style="list-style-type: none"> Monitoring of 120 estate cameras through central control room (service monitors 120 out of 300 estate cameras – others are "self-recording" or linked to a concierge) Project manage repairs Audit network (50% in 2010/11)
Basis on which total costs are derived	Monitoring c. 287 cameras (120 housing; 167 public realm) 24 hour CCTV monitoring
Basis of allocation between GF and HRA	<ul style="list-style-type: none"> Reflects charge for monitoring and download of housing cameras charged at 50% of the cost of public realm cameras Technical support on camera inspections and repairs Audit costs
Method by which charge is monitored within the Council	<ul style="list-style-type: none"> Quarterly budget monitoring
Means by which it is charged into the HRA	Charged to HRA budget
Legality/accordance with current accounting practice	Reflects costs associated with housing provided under Part II of the Housing Act 1985, including land acquired for these purposes
Reasonableness	It is reasonable to charge for services on Council estates which support the landlord function
Accuracy	The charge is based on a budget allocation and does not reflect the actual cost of the service
Consistency	This service is delivered by the Council to the town centre areas and Council estates. It should be charged for if it were to extend to other non-Council estates
Other issues	N/A

Service Area	Tree Maintenance
HRA charge 2010/11	£360,680; reduced to £317,087 in 2011/12
Total cost to the Council	£360,680
Service provided	Maintenance of trees on HRA land; service provided by Environment & Leisure under an SLA with Housing and charged directly to HRA
Basis on which total costs are derived	Cost of works and fees incurred on HRA land
Basis of allocation between GF and HRA	Direct charge to the HRA
Method by which charge is monitored within the Council	<ul style="list-style-type: none"> • Quarterly budget monitoring
Means by which it is charged into the HRA	Direct charge to HRA
Legality/accordance with current accounting practice	Reflects costs associated with housing provided under Part II of the Housing Act 1985, including land acquired for these purposes
Reasonableness	This is a charge for services to maintain trees on HRA land so it is reasonable to recharge.
Accuracy	The cost reflects actual costs of works and fees to HRA land
Consistency	Yes - if this service was offered to non-Council estates it would be charged for.
Other issues	N/A

Service Area	Estate parking
HRA charge 2010/11	£522,446; reduced to £150,000 in 2011/12 due to contract review – subject to Business Case approval
Total cost to the Council	£522,446
Service provided	Parking control on housing estates, including clamping and towing away – delivered through contractor
Basis on which total costs are derived	<ul style="list-style-type: none"> • Total cost of service including client costs within Environment and Leisure • New contract terms have been negotiated in 2011/12 which deliver significant reductions in cost reflecting the income generated by parking enforcement
Basis of allocation between GF and HRA	Direct charge to HRA
Method by which charge is monitored within the Council	<ul style="list-style-type: none"> • Quarterly budget monitoring • Recent contract review and revised Business Case awaiting approval
Means by which it is charged into the HRA	Direct charge to the HRA
Legality/accordance with current accounting practice	Reflects costs associated with housing provided under Part II of the Housing Act 1985, including land acquired for these purposes
Reasonableness	This is a charge for parking control services on HRA estates so it is reasonable to recharge.
Accuracy	The cost reflects contract costs but appears high for 2010/11. The reduction in the budget in 2011/12 indicates a much more effective approach to contract management and a charge based on a defined SLA.
Consistency	Yes - if this service was offered to non-Council estates it would be charged for.
Other issues	N/A

Service Area	Abandoned vehicles
HRA charge 2010/11	£137,409; budget reduced to £124,668 in 2011/12
Total cost to the Council	£137,409
Service provided	Removal of untaxed cars from housing estates to car pound; DVLA search; unclaimed cars scrapped after 28 days – staff based within Environment and Leisure – SLA with Housing
Basis on which total costs are derived	<ul style="list-style-type: none"> • 50 reserved spaces in the car pound over 1 year at £4.50 per space per day = £82,125 (4.50 x 50 x 365days) • Staff costs £55,000
Basis of allocation between GF and HRA	Direct charge to the HRA
Method by which charge is monitored within the Council	<ul style="list-style-type: none"> • Quarterly budget monitoring
Means by which it is charged into the HRA	Direct charge to the HRA
Legality/accordance with current accounting practice	Reflects costs associated with housing provided under Part II of the Housing Act 1985, including land acquired for these purposes
Reasonableness	This is a charge for the removal of abandoned cars from Housing estate and so is reasonable. Environment & Leisure also remove untaxed cars from the public Highway but not from other (non-Council) housing estates.
Accuracy	Charge reflects actual cost of car pound spaces and staff time
Consistency	If this service was offered to non-Council estates it would be charged for.
Other issues	In the first quarter 2011/12 only five cars were removed from Council estates. The Council may wish to review the VfM aspects of this service, in particular the number of spaces reserved in the car pound.

Service Area	Energy management
HRA charge 2010/11	£258,409
Total cost to the Council	£258,409
Service provided	<ul style="list-style-type: none"> • Provision of Energy Performance Certificates (EPCs) by external contractor for HRA properties on re-letting or sale (statutory requirement) • Management of energy accounts for HRA properties
Basis on which total costs are derived	<ul style="list-style-type: none"> • EPCs - £140k budget for an assumed turnover of properties • Management of energy accounts – staff salaries and overheads
Basis of allocation between GF and HRA	Direct HRA charge although budget is managed within Environment
Method by which charge is monitored within the Council	<ul style="list-style-type: none"> • Quarterly budget monitoring
Means by which it is charged into the HRA	Direct HRA charge
Legality/accordance with current accounting practice	Reflects costs associated with housing provided under Part II of the Housing Act 1985
Reasonableness	This is reasonable as it is a cost for services relating to the Council landlord function
Accuracy	EPCs are charged on a unit basis; and energy account management reflects staff time on HRA accounts. Therefore these costs are accurate.
Consistency	N/A
Other issues	N/A

Service Area	Garden maintenance
HRA charge 2010/11	£108,920
Total cost to the Council	£108,920
Service provided	<ul style="list-style-type: none"> • Assistance with gardening for elderly or disabled tenants • Service is delivered by Walworth Garden Farm (WGF)
Basis on which total costs are derived	Contract with WGF based on unit rates for services; contract managed within Environment on the basis of tenant referrals from Housing Management
Basis of allocation between GF and HRA	Direct charge to the HRA
Method by which charge is monitored within the Council	Quarterly budget monitoring
Means by which it is charged into the HRA	Direct charge to the HRA
Legality/accordance with current accounting practice	Reflects costs associated with housing provided under Part II of the Housing Act 1985
Reasonableness	This is reasonable as it is a support function to tenants which contributes to the council's landlord function.
Accuracy	The cost reflects contract costs with WGF.
Consistency	This service is only offered to Council tenants
Other issues	N/A

Service Area	Temporary accommodation
HRA charge 2010/11	£556,183
Total cost to the Council	£1.275m
Service provided	<ul style="list-style-type: none"> • Temporary accommodation due to e.g. homeless, disputes, fire • Service reflects costs of management, placement, monitoring and moving on
Basis on which total costs are derived	<ul style="list-style-type: none"> • Total cost of staff over 3 teams
Basis of allocation between GF and HRA	<ul style="list-style-type: none"> • HRA costs reflect costs associated with HRA property: estate voids (c. 200 p.a.) and hostels (722 bed spaces in 21 hostels) • GF costs reflect bed and breakfast accommodation and Private Sector Leasing • Split calculated on unit numbers
Method by which charge is monitored within the Council	Quarterly budget monitoring
Means by which it is charged into the HRA	Recharge to HRA budget
Legality/accordance with current accounting practice	Reflects costs associated with housing provided under Part II of the Housing Act 1985
Reasonableness	The charge reflects costs associated with the Council's landlord function and is reasonable
Accuracy	The costs represents time spent on HRA activities
Consistency	N/A
Other issues	N/A

Service Area	Tenancy support
HRA charge 2010/11	£348,657
Total cost to the Council	£348,657
Service provided	Advice and support provided by SUSTAIN team to HRA tenants in particular to manage rent arrears, financial hardship, ASB.
Basis on which total costs are derived	Team of 8 staff
Basis of allocation between GF and HRA	100% of team costs charged as team work full-time on HRA cases
Method by which charge is monitored within the Council	Quarterly budget monitoring
Means by which it is charged into the HRA	Charged directly to its own cost centre within the HRA
Legality/accordance with current accounting practice	Reflects costs associated with housing provided under Part II of the Housing Act 1985
Reasonableness	Tenancy support services are a landlord function and so should be charged to the HRA
Accuracy	The costs represent a discrete team delivering this function and so are accurate
Consistency	N/A
Other issues	N/A

Service Area	Disabled adaptations
HRA charge 2010/11	£82,423
Total cost to the Council	£82,423
Service provided	<ul style="list-style-type: none"> • Minor adaptations to Council homes following referral from Social Care Services or hospital Occupational Therapist • Minor adaptations are low cost (less than £1,000) and include e.g. lever taps, external grab rails, altering door thresholds
Basis on which total costs are derived	Budget allowance within HRA
Basis of allocation between GF and HRA	Direct charge to the HRA
Method by which charge is monitored within the Council	Quarterly budget monitoring
Means by which it is charged into the HRA	Charged directly to HRA
Legality/accordance with current accounting practice	Reflects costs associated with housing provided under Part II of the Housing Act 1985
Reasonableness	As these costs are for minor works to HRA properties in support of the Council's landlord function they are reasonable
Accuracy	The costs reflect actual works undertaken and so are accurate
Consistency	N/A
Other issues	N/A

Service Area	Property services
HRA charge 2010/11	£733,493
Total cost to the Council	£733,493
Service provided	Property services including Right-to-Buy (RTB) valuations, commercial lettings and disposals; plus management of all HRA commercial property accounts.
Basis on which total costs are derived	The service is provided by the in-house Property Team and charged on a time-charge basis based on agreed hourly rates; commercial property account management is undertaken for a 5% fee.
Basis of allocation between GF and HRA	Direct charge to the HRA
Method by which charge is monitored within the Council	Quarterly budget monitoring
Means by which it is charged into the HRA	Direct charge to the HRA
Legality/accordance with current accounting practice	Reflects costs associated with housing and other assets provided under Part II of the Housing Act 1985
Reasonableness	As these costs reflect services in relation to HRA assets it is reasonable to charge them to the HRA
Accuracy	The costs reflect time charged on defined projects at an agreed hourly rate.
Consistency	N/A
Other issues	N/A

Service Area	Regeneration
HRA charge 2010/11	£1,539,656
Total cost to the Council	£3,162,084
Service provided	Services relating to the regeneration of Elephant & Castle (E&C) and Aylesbury Estate including masterplanning, procurement and demolition
Basis on which total costs are derived	Total annual cost for E&C and Aylesbury
Basis of allocation between GF and HRA	<ul style="list-style-type: none"> • E&C: capped annual budget of £250k; in 2010/11 this was increased by £81k to cover some of the demolition costs of the Heygate Estate • Aylesbury: allocation of actual costs for staff team, master planning, consultancy support and procurement of developers
Method by which charge is monitored within the Council	Quarterly budget monitoring
Means by which it is charged into the HRA	Charged from GF into HRA code
Legality/accordance with current accounting practice	Reflects costs associated with housing provided under Part II of the Housing Act 1985
Reasonableness	These costs relate to HRA property and land which is being disposed of for development. Whilst it remains in the HRA, costs associated with it is a reasonable charge to the HRA. Where projects such as E&C contain non-HRA land, an appropriate apportionment should be made.
Accuracy	<ul style="list-style-type: none"> • The E&C HRA budget has been fixed at £250k since 2003; it should reflect actual costs rather than a budget sum; in 2010/11 it is less than the full costs of Heygate security and demolition. • The Aylesbury budget has historically received some NDC funding which will now cease; however costs are reducing and so the budget should decrease.
Consistency	N/A
Other issues	N/A

Separate forms are not included for plays, areas, estate lighting and sheltered housing as these are discussed in more detail in the main report.

