

CROYDON COUNCIL

DRAFT REVENUE BUDGET AND CAPITAL PROGRAMME

2021/22

REVENUE BUDGET SUMMARY

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REVENUE BUDGET SUMMARY
GENERAL FUND SUMMARY

DESCRIPTION	ORIGINAL BUDGET 2020/21 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2021/22 (D) £000's	% CHANGE (E)
		Inflation (B) £000's	Other (C) £000's		
SERVICE BUDGETS					
Children, Families and Education	102,965	-	12,705	115,670	12
Health, Wellbeing and Adults	133,737	-	9,632	143,368	7
Place	62,117	-	(298)	61,819	(0)
Resources	8,657	-	22,119	30,776	256
Contribution to Provision for Doubtful Debts	180	-	820	1,000	456
Carbon Credits	255	-	(255)		(100)
Apprentice Levy	600	-	(600)		(100)
NET COST OF SERVICES	308,510	-	44,123	352,633	14
Core Grants	(33,033)	-	(2,908)	(35,941)	9
Corporate Held Service Budgets	8,097	-	397	8,494	5
Other Corporate Items	(3,992)	-	(84)	(4,076)	2
Contingency	4,398	-	3,253	7,652	74
Levies from Other Bodies					
Environment Agency	295	-	5	300	2
Lee Valley Regional Park Authority	423	-	5	428	1
London Boroughs Grants Committee	298	-	15	313	5
London Pensions Fund Authority	458	-	5	463	1
London Local Gold	-	-	30	30	-
Interest and Investment Income	(11,318)	-	3,163	(8,155)	(28)
Interest Payable	25,154	-	6,202	31,356	25
Sub Total	(9,220)	-	10,083	864	(109)
NET OPERATING EXPENDITURE	299,290	-	54,206	353,497	18
APPROPRIATIONS	-	-	-	-	-
Contributions to / (from) Earmarked Reserves	-	-	(7,000)	(7,000)	-
Provision for Repayment of External Loans	7,243	-	3,553	10,796	49
Depreciation	(28,548)	-	(1,959)	(30,507)	
REFCUS	(3,806)	-	(768)	(4,574)	(27)
Deferred / Intangible Charges Written Off	(1,907)	-	(886)	(2,793)	-
Capitalisation	-	-	(50,000)	(50,000)	-
Contribution to / (from) General Balances	5,000	-	5,000	10,000	100
Sub Total	(22,018)	-	(52,060)	(74,078)	236
BUDGET REQUIREMENT	277,272	-	2,146	279,419	0
FINANCED BY					
Revenue Support Grant	14,127	-	78	14,205	1
Collection Fund surplus / (deficit)	(1,121)	-	(3,433)	(4,554)	306
Business Rates Top Up Grant	34,192	-	-	34,192	-
Business Rates Income	37,348	-	134	37,482	0
Council Tax - Band D Equivalent	192,726	-	5,368	198,094	3
TOTAL FINANCING	277,272	-	2,147	279,419	0.77
COUNCIL TAX SUMMARY	Total Council tax 2020-21 £000's	Band D Equivalent £.pp	2020/21 Band D Equivalent £.pp	Total Council tax 2021-22 £000's	Change Band D Equivalent %
London Borough of Croydon	175,882	1,325.12	1,354.02	175,943	1.99%
Adult Social Care Levy	16,845	126.91	170.47	22,151	3.00%
Sub Total	192,727	1,452.03	1,524.49	198,094	
Greater London Authority	44,075	332.07	363.66	47,254	9.50%
TOTAL	236,801	1,784.10	1,888.15	245,347	5.83%

REVENUE BUDGET SUMMARY
SUBJECTIVE ANALYSIS

DESCRIPTION	ORIGINAL BUDGET 2020/21 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2021/22 (D) £000's	% CHANGE (E)
		Inflation	Other		
		(B) £000's	(C) £000's		
EXPENDITURE					
Employees	174,708	-	3,219	177,928	2
Premises related expenditure	45,609	-	5,555	51,164	12
Supplies and Services	62,231	-	9,524	71,755	15
Third Party Payments	214,667	-	14,626	229,293	7
Transfer Payments	361,240	-	18,997	380,237	5
Transport related expenditure	11,826	-	(822)	11,004	(7)
Capital Charges	28,548	-	1,959	30,507	7
Intangible Charges	1,907	-	1,128	3,035	59
REFCUS	3,806	-	768	4,574	20
Corporate support services bought in	(6,705)	-	-	(6,705)	-
Recharges from other services	31,512	-	1,983	33,494	6
TOTAL EXPENDITURE	929,349	-	56,937	986,286	6
INCOME					
Government Grants	(427,188)	-	(19,694)	(446,882)	5
Other Grants, reimbursements and contributions	(33,153)	1,000	289	(31,864)	(4)
Customer and Client Receipts	(106,255)	(1,000)	(2,847)	(110,102)	4
Interest Receivable	(28)	-	-	(28)	-
Recharges to other services	(54,215)	-	9,438	(44,777)	(17)
TOTAL INCOME	(620,839)	-	(12,814)	(633,653)	2
NET EXPENDITURE	308,510	-	44,123	352,633	14

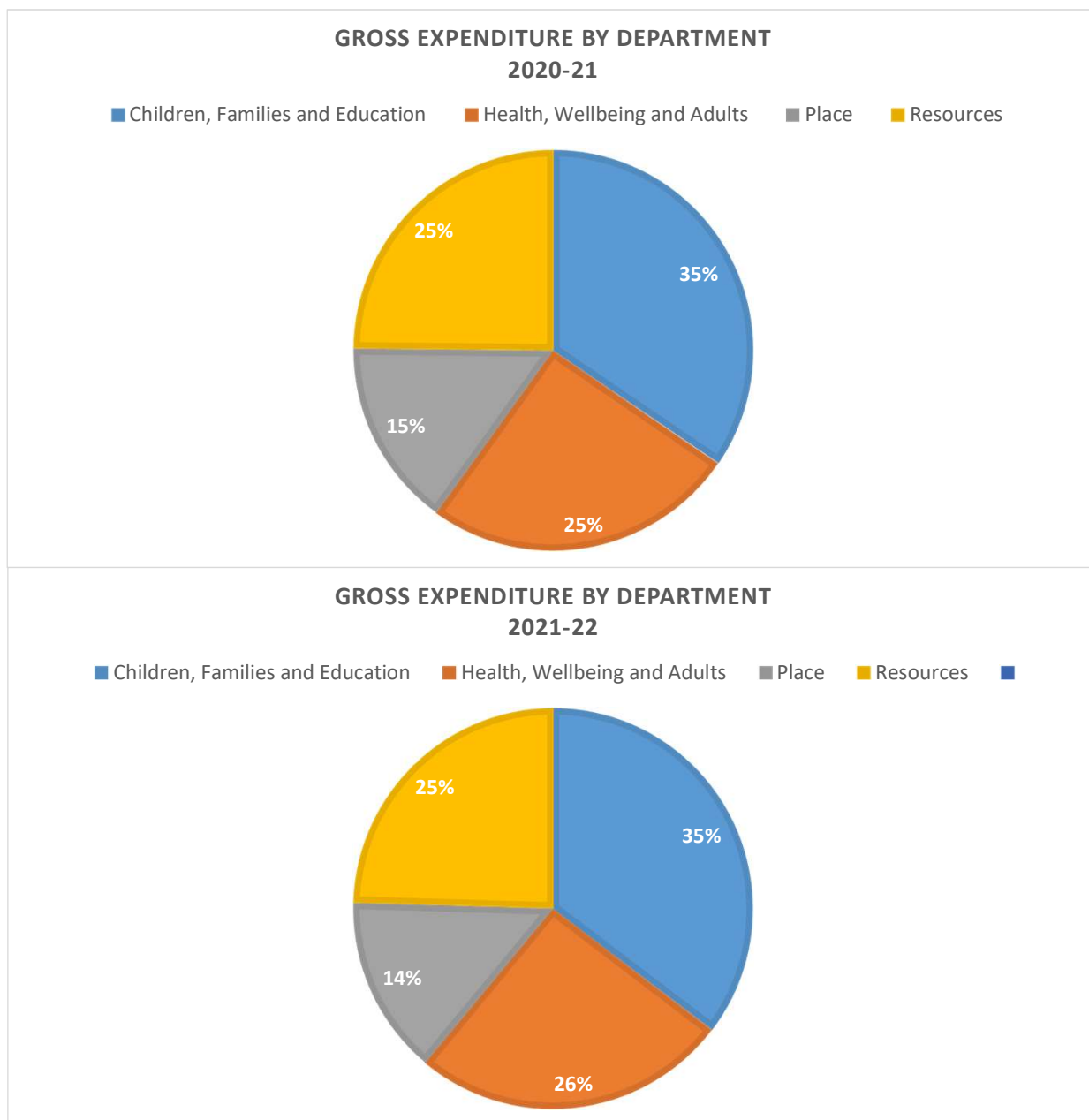
STAFF ESTABLISHMENT NUMBERS

DESCRIPTION	ORIGINAL BUDGET 2020/21	ORIGINAL BUDGET 2021/22	CHANGE IN 2021/22
	FTE STAFF	FTE STAFF	FTE STAFF
Health, Wellbeing and Adults	883.7	882.5	(1.2)
Children, Families and Education	691.6	980.6	289.0
Place	1,078.5	870.0	(208.5)
Resources	920.7	645.1	(275.6)
TOTAL FTE STAFF	3,574.4	3,378.1	(196.3)

REVENUE BUDGET SUMMARY

DEPARTMENTAL GROSS EXPENDITURE

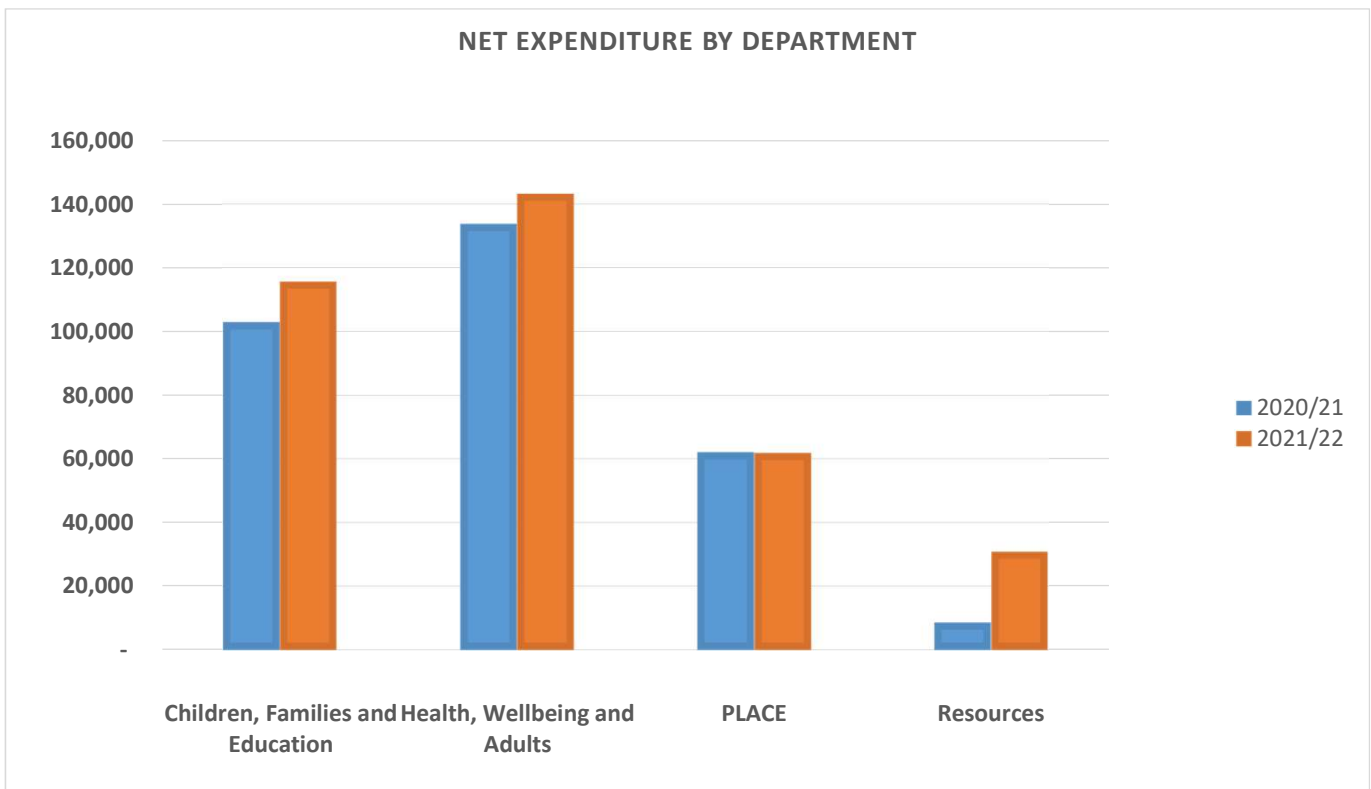
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		Inflation (B) £000's	Other (C) £000's		
SERVICE BUDGETS					
Children, Families and Education	320,492	-	27,915	348,406	9
Health, Wellbeing and Adults	236,160	-	16,803	252,963	7
Place	141,086	-	1,066	142,152	1
Resources	230,576	-	11,188	241,764	5
Contribution to Provision for Doubtful Debts	180	-	820	1,000	456
Carbon Credits	255	-	(255)	-	(100)
Apprentice Levy	600	-	(600)	-	(100)
GROSS DEPARTMENTAL COST OF SERVICE	929,349	-	56,937	986,286	6



REVENUE BUDGET SUMMARY

DEPARTMENTAL NET EXPENDITURE

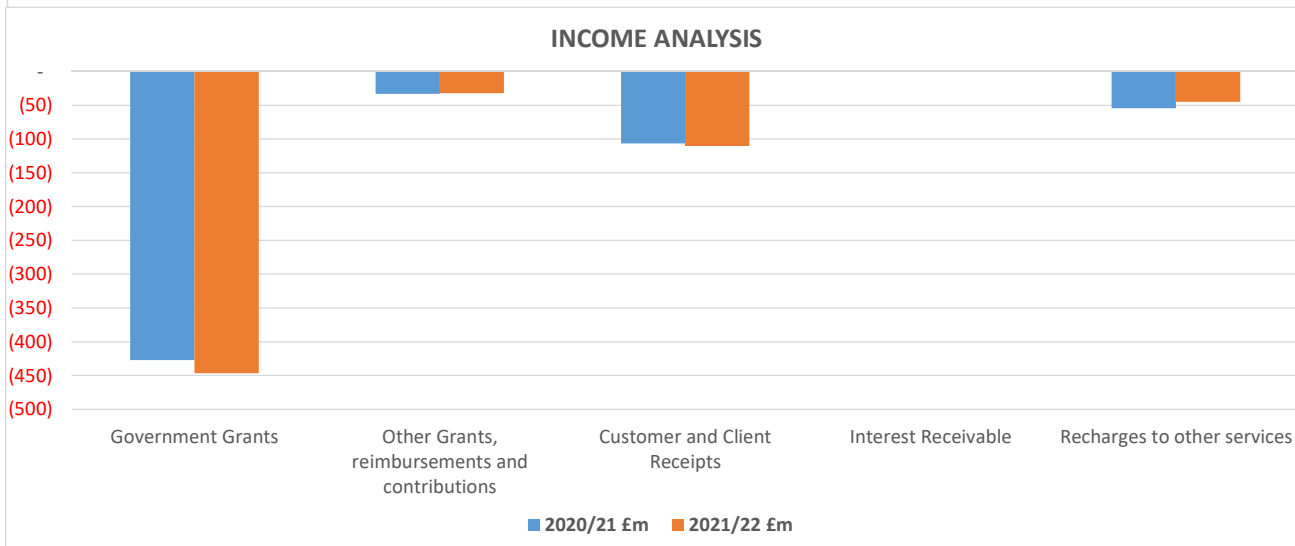
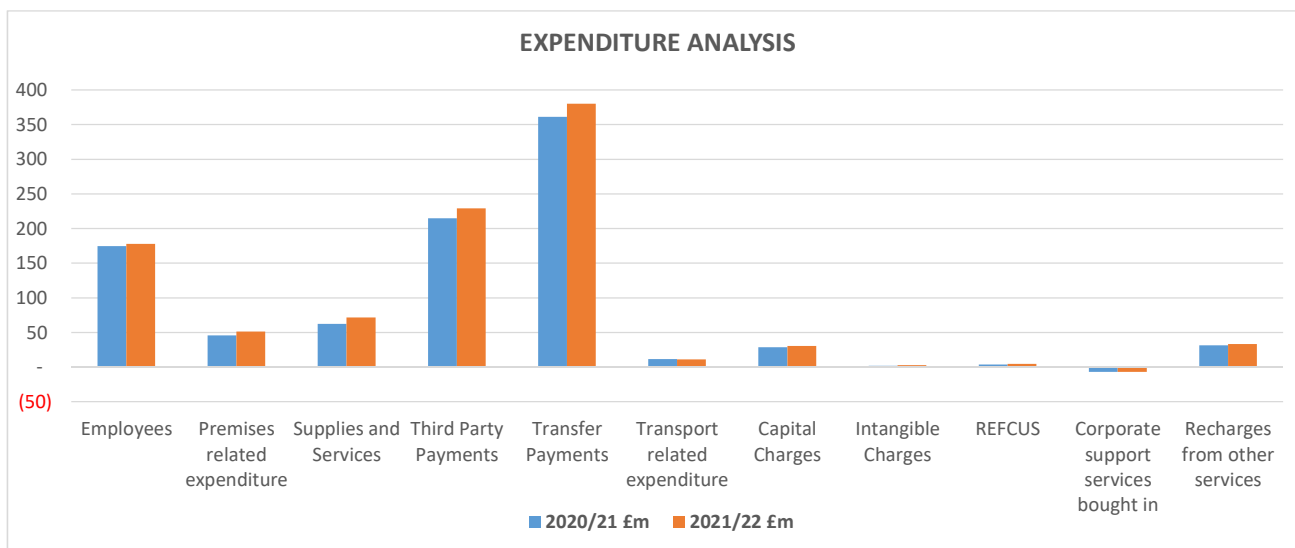
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SERVICE BUDGETS					
Children, Families and Education	102,965	-	12,705	115,670	12
Health, Wellbeing and Adults	133,737	-	9,632	143,369	7
PLACE	62,117	-	(298)	61,818	(0)
Resources	8,657	-	22,119	30,776	256
Contribution to Provision for Doubtful Debts	180	-	820	1,000	n/a
Carbon Credits	255	-	(255)	-	-
Apprentice Levy	600	-	(600)	-	n/a
NET COST OF SERVICES	308,510	-	44,123	352,633	14



REVENUE BUDGET SUMMARY

ANALYSIS OF INCOME AND EXPENDITURE

DESCRIPTION	ORIGINAL BUDGET 2020/21 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2021/22 (D) £000's	% CHANGE (E)
		Inflation (B) £000's	Other (C) £000's		
EXPENDITURE					
Employees	174,708	-	3,219	177,928	2
Premises related expenditure	45,609	-	5,555	51,164	12
Supplies and Services	62,231	-	9,524	71,755	15
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Transfer Payments	361,240	-	18,997	380,237	5
Transport related expenditure	11,826	-	(822)	11,004	(7)
Capital Charges	28,548	-	1,959	30,507	7
Intangible Charges	1,907	-	1,128	3,035	59
REFCUS	3,806	-	768	4,574	20
Corporate support services bought in	(6,705)	-	-	(6,705)	-
Recharges from other services	31,512	-	1,983	33,494	6
TOTAL EXPENDITURE	929,349	-	56,937	986,286	6
INCOME					
Government Grants	(427,188)	-	(19,694)	(446,882)	5
Other Grants, reimbursements and contributions	(33,153)	1,000	289	(31,864)	(4)
Customer and Client Receipts	(106,255)	(1,000)	(2,847)	(110,102)	4
Interest Receivable	(28)	-	-	(28)	-
Recharges to other services	(54,215)	-	9,438	(44,777)	(17)
TOTAL INCOME	(620,839)	-	(12,814)	(633,653)	2
NET EXPENDITURE	308,510	-	44,122	352,633	14



Children, Families & Education

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KEY SERVICE TARGETS / PRIORITIES FOR 2021/22

The service transformation that lifted children's services from an inadequate Ofsted rating to good in March 2020 was underpinned by significant investment. The Children, Families and Education department must now review how we deliver children's social care and education in Croydon to reduce the cost of services and live within the council's available resources.

The changes across education and children's social care aim to sustain the service offer to children, families and schools at reduced cost, whilst continuing to meet statutory responsibilities. We will retain the commitment to the following values that guide us:

- Putting children at the centre of all that we do
- Building and sustaining trusting relationships
- Doing things *with* children and their families not *to* them and enabling independence
- Working with the whole family, the school and community
- Making the journey of the child and family as simple as possible
- Delivering services as early as possible

The following principles will guide the delivery of this commitment:

- We will support families to keep children and young people safely at home, and make sound decisions to bring children into our care when we need to
- We will develop local provision so more children with Special Education Needs and Disabilities attend Croydon schools, keeping close to their friends and community and relieving the pressure on the Dedicated Schools Grant
- We will get the best possible value for the Croydon pound for placements and packages of care for children and young people, commissioning for cost and quality
- We will continuously challenge ourselves to improve efficiency and reduce the cost of services, improving the business systems and processes needed to enable us to understand our spend and accurately benchmark ourselves against others locally, regionally and nationally

FINANCIAL PERFORMANCE

COST CENTRE: C1200N

DESCRIPTION	ORIGINAL BUDGET 2020/21 £000	FORECAST 2020/21 £000	ORIGINAL BUDGET 2021/22 £000	% CHANGE %
Employees	49,512	56,741	56,014	13
Premises related expenditure	163	129	161	(1)
Supplies and Services	5,749	7,491	4,760	(17)
Third Party Payments	73,977	66,656	82,669	12
Transfer Payments	164,795	38,462	178,759	8
Transport related expenditure	48	185	47	(2)
Capital Charges	7,675	7,675	9,334	22
Intangible Charges	-	-	-	n/a
REFCUS	-	-	-	n/a
Corporate support services bought in	11,116	11,116	8,725	(22)
Recharges from other services	7,456	9,556	7,937	6
TOTAL EXPENDITURE	320,491	198,012	348,406	76
Government Grants	(210,255)	(60,785)	(224,662)	7
Other Grants, reimbursements and contributions	(1,344)	(1,009)	(1,469)	9
Customer and Client Receipts	(1,135)	(2,434)	(953)	(16)
Interest Receivable	-	-	-	n/a
Recharges to other services	(4,793)	(5,338)	(5,653)	18
TOTAL INCOME	(217,527)	(69,565)	(232,737)	235

NET EXPENDITURE	102,964	128,447	115,669	(10)
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Contributions to / (from) Reserves	-	-	-	n/a
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CURRENT BUDGET	105,683
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TOTAL VARIANCE FROM BUDGET- Over/(Under)	22,764
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TOP FINANCIAL RISKS 2021/22

The number of unaccompanied asylum seeking children (UASC) / 'care leavers looked after' arriving within the borough and remaining in Croydon's care (above the the National Transfer Scheme rate of 0.07% of the borough's child population), as a consequence of the location of the Home Office, places substantial additional financial pressures on the Council in order to deliver its statutory obligations. Whilst the numbers of UASC are decreasing, direct and indirect service provision costs are not decreasing at the same rate. The Council is continuing to engage in positive dialogue with various government departments to mitigate this financial burden.

Croydon's Children's Services were rated as good in February 2020, an outcome achieved through the successful implementation and delivery of the Children's Services Improvement Plan accompanied by the allocation of significant additional resources. Planned and structured reduction or withdrawal of this investment may pose some risk to the continued development of our intervention capacity alongside keeping pace with competitive recruitment and retention packages and managing demand in relation to children in child protection, care proceedings, children in care and UASC continue to rise. This may well continue until we have embedded the early help provision.

Further, increasing population with complex learning needs and parental expectations leads to rising demand and financial pressure on Special Educational Needs fixed budgets including pressure on High Needs Dedicated Schools Grant (DSG) budget, which can't be funded from General Fund reserves. Local Authorities with a DSG deficit are required to submit a DSG Management Plan to the Department for Education. Progress against this plan is reported to both the School Forum and the General Purposes and Audit Committee.

The expected closure of a maintained secondary school with a deficit balances, mainly incurred as a consequence of falling rolls and prohibitive maintenance costs, will require close monitoring and challenge to ensure that only essential expenditure is incurred for the duration of operation in order to contain that projected deficit balance.

CABINET MEMBER	Cllr Alisa Flemming	Cabinet Member for Children, Young People and Learning
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DEPARTMENT MANAGEMENT TEAM

NAME	TITLE	TEL. EX.
Deborah Jones	Interim Executive Director of Children, Families & Education	60531
Roisin Madden	Interim Director of Children's Social Care	64852
Shelley Davies	Interim Director of Education	88414
Vacant	Director of Quality, Performance and Improvement	
Kerry Crichlow	Programme Director Children's Improvement Department	64802

COST CENTRE	DIVISION
C1210P	Children's Social Care
C1220P	Education
C1245P	Children Families and Education Directorate
C1215P	Dedicated Schools Grant (DSG)
C1205P	Quality, Performance and Improvement

MOVEMENT IN SERVICE NET EXPENDITURE

FORECAST 2020/21 £000's	DIVISION	ORIGINAL BUDGET 2020/21 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2021/22 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
108,639	Children's Social Care	82,595	-	8,291	90,886	10
10,594	Education	11,363	-	2,706	14,069	24
8,786	Children Families and Education Directorate	9,006	-	1,726	10,732	19
-	Dedicated Schools Grant (DSG)	-	-	-	-	n/a
428	Quality, Performance and Improvement	-	-	(18)	(18)	n/a
128,447	TOTAL NET SPEND	102,964	-	12,705	115,669	12

STAFF ESTABLISHMENT NUMBERS

DIVISION	ORIGINAL BUDGET 2020/21 FTE STAFF	ORIGINAL BUDGET 2021/22 FTE STAFF	CHANGE IN FTE FTE STAFF
	Children's Social Care	501.6	630.6
Education	186.5	333.0	146.5
Children Families and Education Directorate	3.5	8.0	4.5
Dedicated Schools Grant (DSG)	-	-	-
Quality, Performance and Improvement	-	9.0	9.0
TOTAL FTE STAFF	691.6	980.6	289.0

STAFF ESTABLISHMENT NUMBERS - REASONS FOR VARIATIONS

Children's Social Care staffing has increased by 128 FTE. This is due to realignment of teams and additional staff required to meet demand.

Education staffing has increased by 146.5 FTE due to the internal transfer of support staff from another Department and bringing schools' traded services into the Council.

Children Families and Education Directorate staffing has increased by 4.5 FTE due to a realignment of staffing budgets.

Quality, Performance and Improvement is a newly created Directorate with posts being transferred from services within Children Social Care Directorate.

FORECAST 2020/21 £000's	DESCRIPTION	ORIGINAL BUDGET 2020/21 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2021/22 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
56,741	Employees	49,512	-	6,502	56,014	13
129	Premises related expenditure	163	-	(2)	161	(1)
7,491	Supplies and Services	5,749	-	(989)	4,760	(17)
66,656	Third Party Payments	73,977	-	8,692	82,669	12
38,462	Transfer Payments	164,795	-	13,964	178,759	8
185	Transport related expenditure	48	-	(1)	47	(2)
9,556	Recharges from other services	7,456	-	481	7,937	6
179,221	TOTAL EXPENDITURE	301,700	-	28,647	330,347	9
(60,785)	Government Grants	(210,255)	-	(14,407)	(224,662)	7
(1,009)	Other Grants, reimbursements and contributions	(1,344)	-	(125)	(1,469)	9
(2,434)	Customer and Client Receipts	(1,135)	-	182	(953)	(16)
-	Interest Receivable	-	-	-	-	n/a
(5,338)	Recharges to other services	(4,793)	-	(860)	(5,653)	18
(69,565)	TOTAL INCOME	(217,527)	-	(15,210)	(232,737)	7
109,656	NET CONTROLLABLE COST	84,173	-	13,437	97,610	16
7,675	Capital Charges	7,675	-	1,659	9,334	22
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
11,116	Corporate support services bought in	11,116	-	(2,391)	8,725	(22)
18,791	TOTAL UNCONTROLLABLE COST	18,791	-	(732)	18,059	(4)
128,447	NET COST OF SERVICE	102,964	-	12,705	115,669	12
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
128,447	TOTAL NET EXPENDITURE	102,964	-	12,705	115,669	12
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
Strategic budget - agreed pressures / service demands						20,433
Strategic budget - agreed additional income / savings						(9,433)
Other resource changes						1,705
TOTAL OTHER VARIATIONS IN RESOURCE						12,705

SERVICE DESCRIPTION

Children's Social Care and Early Help fulfils the council's statutory responsibilities to support children in need of help and protection. The legislative framework, of the Children Act 1989, largely defines the functions and responsibilities of the service.

The Early Help service focuses on supporting children and families within a preventative model, aimed at providing the right support at the right time at an early point. Children's Social Care will support children and families using a formal child protection framework or, if required, through instituting care proceedings under the Children Act 1989.

Our focus is upon supporting families to remain together wherever possible, in recognition that children are best brought up within their birth families. If children need to be removed from their birth families, in order to protect them, the service focuses upon ensuring alternative permanent care for children at the earliest possible point and through family connected carers if possible.

The service works closely with other divisions within the council such as Housing, Gateway and Adults, in order to ensure a joined up approach to service delivery and to support families in a holistic way.

MOVEMENT IN NET EXPENDITURE

COST CENTRE	SERVICE	ORIGINAL BUDGET 2020/21	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2021/22	% CHANGE (E) %
		(A) £000's	Inflation (B) £000's	Other (C) £000's	(D) £000's	
C1210Q	Quality Assurance and Safeguarding	2,339	-	280	2,619	12
C1212Q	Children's Social Care Directorate	10,831	-	(4,165)	6,666	(38)
C1214Q	Social Work with Families	10,427	-	977	11,404	9
C1216Q	Social Work with Children Looked After and Care Leavers	30,320	-	8,320	38,640	27
C1218Q	Advice, Support and Intervention	5,984	-	2,145	8,129	36
C1221Q	0-25 Children with Disabilities and Transition Service	14,520	-	6,038	20,558	42
C1260Q	Adolescent Services	1,477	-	(781)	696	(53)
C1262Q	Asylum Seekers	5,546	-	(4,808)	738	(87)
C1264Q	Systemic and Clinical Practice	849	-	(145)	704	(17)
C1268Q	Children's Workforce Development	302	-	430	732	142
	TOTAL NET SPEND	82,595	-	8,291	90,886	10

STAFF ESTABLISHMENT NUMBERS

SERVICE	ORIGINAL BUDGET 2020/21	ORIGINAL BUDGET 2021/22	CHANGE IN FTE
	FTE STAFF	FTE STAFF	FTE STAFF
Quality Assurance and Safeguarding	36.5	39.0	2.5
Children's Social Care Directorate	16.0	20.0	4.0
Social Work with Families and Youth Offending Service	91.0	147.9	56.9
Social Work with Children Looked After and Care Leavers	76.5	85.0	8.5
Advice, Support and Intervention	67.6	151.7	84.1
0-25 Children with Disabilities and Transition Service	82.5	85.0	2.5
Adolescent Services	67.0	13.0	(54.0)
Asylum Seekers	54.5	67.0	12.5
Systemic and Clinical Practice	10.0	9.0	(1.0)
Children's Workforce Development	-	13.0	13.0
TOTAL FTE STAFF	501.6	630.6	129.0

COST CENTRE: C1210P

FORECAST 2020/21 £000's	DESCRIPTION	ORIGINAL BUDGET 2020/21 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2021/22 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
44,236	Employees	34,474	-	5,202	39,676	15
62	Premises related expenditure	84	-	(2)	82	(2)
3,203	Supplies and Services	1,793	-	350	2,143	20
62,473	Third Party Payments	56,351	-	8,729	65,080	15
8,271	Transfer Payments	3,238	-	-	3,238	-
173	Transport related expenditure	22	-	-	22	-
7,606	Recharges from other services	4,386	-	299	4,685	7
126,024	TOTAL EXPENDITURE	100,348	-	14,578	114,926	15
(22,005)	Government Grants	(22,569)	-	(649)	(23,218)	3
(1,066)	Other Grants, reimbursements and contributions	(881)	-	(125)	(1,006)	14
(264)	Customer and Client Receipts	(226)	-	-	(226)	-
-	Interest Receivable	-	-	-	-	n/a
(3,803)	Recharges to other services	(3,829)	-	(23)	(3,852)	1
(27,137)	TOTAL INCOME	(27,505)	-	(797)	(28,302)	3
98,887	NET CONTROLLABLE COST	72,843	-	13,781	86,624	19
72	Capital Charges	72	-	(3)	69	(4)
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
9,680	Corporate support services bought in	9,680	-	(5,487)	4,193	(57)
9,752	TOTAL UNCONTROLLABLE COST	9,752	-	(5,490)	4,262	(56)
108,639	NET COST OF SERVICE	82,595	-	8,291	90,886	10
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
108,639	TOTAL NET EXPENDITURE	82,595	-	8,291	90,886	10
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						18,516
<u>Strategic budget - agreed additional income / savings</u>						
						(5,801)
<u>Other resource changes</u>						
						(4,424)
TOTAL OTHER VARIATIONS IN RESOURCE						8,291

COST CENTRE: C1210Q

FORECAST 2020/21 £000's	DESCRIPTION	ORIGINAL BUDGET 2020/21 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2021/22 (D) £000's	% CHANGE € %
			Inflation (B) £000's	* Other (C) £000's		
3,035	Employees	2,478	-	222	2,700	9
2	Premises related expenditure	6	-	-	6	-
227	Supplies and Services	190	-	-	190	-
254	Third Party Payments	189	-	37	226	20
-	Transfer Payments	-	-	-	-	n/a
1	Transport related expenditure	1	-	-	1	-
102	Recharges from other services	54	-	-	54	-
3,621	TOTAL EXPENDITURE	2,918	-	259	3,177	n/a
-	Government Grants	-	-	-	-	n/a
(89)	Other Grants, reimbursements and contributions	(90)	-	-	(90)	-
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
(489)	Recharges to other services	(489)	-	21	(468)	(4)
(578)	TOTAL INCOME	(579)	-	21	(558)	n/a
3,043	NET CONTROLLABLE COST	2,339	-	280	2,619	n/a
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
-	TOTAL UNCONTROLLABLE COST	-	-	-	-	n/a
3,043	NET COST OF SERVICE	2,339	-	280	2,619	n/a
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
3,043	TOTAL NET EXPENDITURE	2,339	-	280	2,619	12
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
Realignment of budgets where other funding sources have ceased						100
						100
<u>Strategic budget - agreed additional income / savings</u>						
Staffing Review						(213)
						(213)
<u>Other resource changes</u>						
In year budget realignment						(65)
Pension increment						111
Transfer of 1 FTE Complaints and FOI Officer from Quality, Performance and Improvement Directorate (CFE 5.3)						52
Transfer of 2 FTE Service Managers from Quality, Performance and Improvement Directorate (CFE 5.3)						184
Transfer of 2 FTE Information Officers from Quality, Performance and Improvement Directorate (CFE 5.3)						92
Centralisation of staff training budgets						(2)
Movement in internal recharges						21
						393
TOTAL OTHER VARIATIONS IN RESOURCE						280

COST CENTRE: C1212Q

FORECAST 2020/21 £000's	DESCRIPTION	ORIGINAL BUDGET 2020/21 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2021/22 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
1,440	Employees	685	-	432	1,117	63
-	Premises related expenditure	6	-	(2)	4	(33)
713	Supplies and Services	237	-	95	332	40
39	Third Party Payments	520	-	(500)	20	(96)
10	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
2,604	Recharges from other services	2,515	-	-	2,515	-
4,806	TOTAL EXPENDITURE	3,963	-	25	3,988	1
-	Government Grants	(278)	-	278	-	(100)
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(55)	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
(875)	Recharges to other services	(799)	-	22	(777)	(3)
(930)	TOTAL INCOME	(1,077)	-	300	(777)	(28)
3,876	NET CONTROLLABLE COST	2,886	-	325	3,211	11
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
7,945	Corporate support services bought in	7,945	-	(4,490)	3,455	(57)
7,945	TOTAL UNCONTROLLABLE COST	7,945	-	(4,490)	3,455	(57)
11,821	NET COST OF SERVICE	10,831	-	(4,165)	6,666	(38)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
11,821	TOTAL NET EXPENDITURE	10,831	-	(4,165)	6,666	(38)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
Realignment of budgets where other funding sources have ceased						245
						245
<u>Strategic budget - agreed additional income / savings</u>						
Release of one off investment / full year effect of savings from 2020/21						(84)
						(84)
<u>Other resource changes</u>						
In year budget realignment						(233)
Pension increment						45
Transfer of running costs from Access, Support and Intervention (CFE 1.7)						81
Transfer 1 FTE Head of Service from Children's Workforce Development (CFE 1.12)						96
Transfer 1 FTE Director to Children, Families and Education (CFE 3.2)						(151)
Transfer Business Support Children's Payment Hub from Resources (RED 1.3)						421
Centralisation of staff training budgets						(93)
Movement in corporate charges and internal recharges						(4,492)
						(4,326)
TOTAL OTHER VARIATIONS IN RESOURCE						(4,165)

COST CENTRE: C1214Q

FORECAST 2020/21 £000's	DESCRIPTION	ORIGINAL BUDGET 2020/21 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2021/22 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
9,665	Employees	8,857	-	646	9,503	7
4	Premises related expenditure	4	-	-	4	-
91	Supplies and Services	54	-	25	79	46
2,386	Third Party Payments	2,175	-	157	2,332	7
-	Transfer Payments	75	-	-	75	-
12	Transport related expenditure	-	-	-	-	n/a
214	Recharges from other services	61	-	158	219	259
12,372	TOTAL EXPENDITURE	11,226	-	986	12,212	9
(437)	Government Grants	(437)	-	-	(437)	-
(261)	Other Grants, reimbursements and contributions	(262)	-	-	(262)	-
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
(160)	Recharges to other services	(160)	-	-	(160)	-
(858)	TOTAL INCOME	(859)	-	-	(859)	-
11,514	NET CONTROLLABLE COST	10,367	-	986	11,353	10
60	Capital Charges	60	-	(9)	51	(15)
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
60	TOTAL UNCONTROLLABLE COST	60	-	(9)	51	(15)
11,574	NET COST OF SERVICE	10,427	-	977	11,404	9
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
11,574	TOTAL NET EXPENDITURE	10,427	-	977	11,404	9
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
Release of one off investment / full year effect of savings from 2020/21						(160)
Staffing Review						(463)
						(623)
<u>Other resource changes</u>						
In year budget realignment						1,189
Pension increment						398
Transfer of 1 FTE Social Worker to Children's Workforce Development (CFE 1.12)						(58)
Transfer budget from Children, Families and Education Directorate to fund 1 FTE Service Manager (CFE 3.2)						96
Centralisation of staff training budgets						(16)
Movement in capital charges						(9)
						1,600
TOTAL OTHER VARIATIONS IN RESOURCE						977

COST CENTRE: C1218Q

FORECAST 2020/21 £000's	DESCRIPTION	ORIGINAL BUDGET 2020/21 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2021/22 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
9,700	Employees	7,331	-	2,025	9,356	28
41	Premises related expenditure	60	-	-	60	-
155	Supplies and Services	308	-	56	364	18
125	Third Party Payments	230	-	(10)	220	(4)
-	Transfer Payments	-	-	-	-	n/a
11	Transport related expenditure	11	-	-	11	-
87	Recharges from other services	29	-	2	31	7
10,119	TOTAL EXPENDITURE	7,969	-	2,073	10,042	26
(1,091)	Government Grants	(1,091)	-	63	(1,028)	(6)
(1)	Other Grants, reimbursements and contributions	(29)	-	-	(29)	-
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
(835)	Recharges to other services	(865)	-	9	(856)	(1)
(1,927)	TOTAL INCOME	(1,985)	-	72	(1,913)	(4)
8,192	NET CONTROLLABLE COST	5,984	-	2,145	8,129	36
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
-	TOTAL UNCONTROLLABLE COST	-	-	-	-	n/a
8,192	NET COST OF SERVICE	5,984	-	2,145	8,129	36
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
8,192	TOTAL NET EXPENDITURE	5,984	-	2,145	8,129	36
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
Realignment of budgets where other funding sources have ceased						857
						857
<u>Strategic budget - agreed additional income / savings</u>						
Reconfiguration of Early Help Services						(424)
Release of one off investment / full year effect of savings from 2020/21						(185)
						(609)
<u>Other resource changes</u>						
In year budget realignment						1,314
Pension increment						396
Transfer of running costs to Children's Social Care Directorate (CFE 1.4)						(81)
Transfer of budget from 0-25 Children with Disabilities and Transition Service to fund 5 FTE (CFE 1.8)						367
Transfer of running costs to Early Years General Fund (CFE 2.8)						(52)
Centralisation of staff training budgets						(46)
Movement in internal recharges						(1)
						1,897
TOTAL OTHER VARIATIONS IN RESOURCE						2,145

CHILDREN, FAMILIES & EDUCATION
CHILDREN'S SOCIAL CARE
SOCIAL WORK WITH CHILDREN LOOKED AFTER AND CARE LEAVERS

SERVICE SUBJECTIVE SUMMARY

COST CENTRE: C1216Q

FORECAST 2020/21 £000's	DESCRIPTION	ORIGINAL BUDGET 2020/21 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2021/22 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
8,123	Employees	5,365	-	1,245	6,610	23
2	Premises related expenditure	-	-	-	-	n/a
432	Supplies and Services	79	-	7	86	9
32,504	Third Party Payments	26,267	-	7,209	33,476	27
22	Transfer Payments	36	-	-	36	-
67	Transport related expenditure	-	-	-	-	n/a
227	Recharges from other services	8	-	-	8	-
41,376	TOTAL EXPENDITURE	31,755	-	8,461	40,216	27
(2,204)	Government Grants	(416)	-	-	(416)	-
(2)	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
(1,019)	Recharges to other services	(1,019)	-	(141)	(1,160)	14
(3,225)	TOTAL INCOME	(1,435)	-	(141)	(1,576)	10
38,151	NET CONTROLLABLE COST	30,320	-	8,320	38,640	27
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
-	TOTAL UNCONTROLLABLE COST	-	-	-	-	n/a
38,151	NET COST OF SERVICE	30,320	-	8,320	38,640	27
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
38,151	TOTAL NET EXPENDITURE	30,320	-	8,320	38,640	27
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
Children Looked after Placements - fund demographic and cost pressures						8,431
Leaving Care - fund demographic and cost pressures						2,031
						10,462
<u>Strategic budget - agreed additional income / savings</u>						
Cease Family Group Conference Service						(203)
Release of one off investment / full year effect of savings from 2020/21						(288)
Review of Children Looked after Placements						(794)
						(1,285)
<u>Other resource changes</u>						
In year budget realignment						(1,168)
Pension increment						256
Transfer of Pause Team (5 FTE) from Access, Support and Intervention (CFE 1.7)						288
Transfer of Family Group Conference Team (4 FTE) from Access, Support and Intervention (CFE 1.7)						203
Transfer of 1 FTE Social Worker to Children's Workforce Development (CFE 1.12)						(58)
Transfer funding to Asylum Seekers (CFE 1.10)						(220)
Centralisation of staff training budgets						(17)
Movement in internal recharges						(141)
						(857)
TOTAL OTHER VARIATIONS IN RESOURCE						8,320

COST CENTRE: C1221Q

FORECAST 2020/21 £000's	DESCRIPTION	ORIGINAL BUDGET 2020/21 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2021/22 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
4,699	Employees	4,298	-	228	4,526	5
5	Premises related expenditure	3	-	-	3	-
243	Supplies and Services	29	-	6	35	21
12,356	Third Party Payments	8,237	-	5,716	13,953	69
8,239	Transfer Payments	3,049	-	-	3,049	-
17	Transport related expenditure	10	-	-	10	-
310	Recharges from other services	6	-	10	16	167
25,869	TOTAL EXPENDITURE	15,632	-	5,960	21,592	n/a
-	Government Grants	-	-	-	-	n/a
(342)	Other Grants, reimbursements and contributions	(500)	-	-	(500)	-
(209)	Customer and Client Receipts	(226)	-	-	(226)	-
-	Interest Receivable	-	-	-	-	n/a
(326)	Recharges to other services	(398)	-	72	(326)	(18)
(877)	TOTAL INCOME	(1,124)	-	72	(1,052)	n/a
24,992	NET CONTROLLABLE COST	14,508	-	6,032	20,540	n/a
12	Capital Charges	12	-	6	18	50
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
12	TOTAL UNCONTROLLABLE COST	12	-	6	18	n/a
25,004	NET COST OF SERVICE	14,520	-	6,038	20,558	n/a
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
25,004	TOTAL NET EXPENDITURE	14,520	-	6,038	20,558	42
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
Children with Disabilities - fund demographic and cost pressures						6,477
						6,477
<u>Strategic budget - agreed additional income / savings</u>						
Review of Children with Disabilities care packages						(384)
Release of one off investment / full year effect of savings from 2020/21						(26)
						(410)
<u>Other resource changes</u>						
In year budget realignment						140
Pension increment						198
Transfer of budget to Access, Support and Intervention to fund 5 FTE (CFE 1.7)						(367)
Centralisation of staff training budgets						(6)
Movement in capital charges						6
						(29)
TOTAL OTHER VARIATIONS IN RESOURCE						6,038

COST CENTRE: C1260Q

FORECAST 2020/21 £000's	DESCRIPTION	ORIGINAL BUDGET 2020/21 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2021/22 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
2,366	Employees	1,404	-	(678)	726	(48)
-	- Premises related expenditure	-	-	-	-	n/a
51	Supplies and Services	112	-	(112)	-	(100)
74	Third Party Payments	60	-	15	75	25
-	- Transfer Payments	-	-	-	-	n/a
19	Transport related expenditure	-	-	-	-	n/a
7	Recharges from other services	-	-	-	-	n/a
2,517	TOTAL EXPENDITURE	1,576	-	(775)	801	(49)
-	- Government Grants	-	-	-	-	n/a
-	- Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	- Customer and Client Receipts	-	-	-	-	n/a
-	- Interest Receivable	-	-	-	-	n/a
(99)	Recharges to other services	(99)	-	(6)	(105)	6
(99)	TOTAL INCOME	(99)	-	(6)	(105)	6
2,418	NET CONTROLLABLE COST	1,477	-	(781)	696	(53)
-	- Capital Charges	-	-	-	-	n/a
-	- Intangible Charges	-	-	-	-	n/a
-	- REFCUS	-	-	-	-	n/a
-	- Corporate support services bought in	-	-	-	-	n/a
-	TOTAL UNCONTROLLABLE COST	-	-	-	-	n/a
2,418	NET COST OF SERVICE	1,477	-	(781)	696	(53)
-	- Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	- Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	- Financing of Capital Expenditure	-	-	-	-	n/a
-	- Provision for Repayment of External Loans	-	-	-	-	n/a
-	- Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
2,418	TOTAL NET EXPENDITURE	1,477	-	(781)	696	(53)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						-
<u>Strategic budget - agreed additional income / savings</u>						(1,608)
Reconfiguration of Adolescent Services						(1,608)
<u>Other resource changes</u>						827
In year budget realignment						866
Pension increment						165
Transfer of 1 FTE Social Worker to Children's Workforce Development (CFE 1.12)						(58)
Transfer of 3 FTE CE/Missing posts to Quality, Performance and Improvement Directorate (CFE 5.3)						(140)
Movement in internal recharges						(6)
TOTAL OTHER VARIATIONS IN RESOURCE						(781)

COST CENTRE: C1262Q

FORECAST 2020/21 £000's	DESCRIPTION	ORIGINAL BUDGET 2020/21 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2021/22 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
3,479	Employees	3,024	-	725	3,749	24
3	Premises related expenditure	-	-	-	-	n/a
1,090	Supplies and Services	632	-	220	852	35
14,736	Third Party Payments	18,673	-	(3,895)	14,778	(21)
-	Transfer Payments	78	-	-	78	-
45	Transport related expenditure	-	-	-	-	n/a
4,047	Recharges from other services	1,707	-	129	1,836	8
23,400	TOTAL EXPENDITURE	24,114	-	(2,821)	21,293	(12)
(18,229)	Government Grants	(20,303)	-	(990)	(21,293)	5
(218)	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
-	Recharges to other services	-	-	-	-	n/a
(18,447)	TOTAL INCOME	(20,303)	-	(990)	(21,293)	5
4,953	NET CONTROLLABLE COST	3,811	-	(3,811)	-	(100)
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
1,735	Corporate support services bought in	1,735	-	(997)	738	(57)
1,735	TOTAL UNCONTROLLABLE COST	1,735	-	(997)	738	(57)
6,688	NET COST OF SERVICE	5,546	-	(4,808)	738	(87)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
6,688	TOTAL NET EXPENDITURE	5,546	-	(4,808)	738	(87)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
Realignment of budgets where other funding sources have ceased						375
						375
<u>Strategic budget - agreed additional income / savings</u>						
Review Support for Young People where Appeal Rights Exhausted						(295)
						(295)
<u>Other resource changes</u>						
In year budget realignment						(4,407)
Pension increment						167
Transfer from Social work with Children Looked After (CFE 1.6)						220
Movement in corporate charges and internal recharges						(868)
						(4,888)
TOTAL OTHER VARIATIONS IN RESOURCE						(4,808)

COST CENTRE: C1264Q

FORECAST 2020/21 £000's	DESCRIPTION	ORIGINAL BUDGET 2020/21 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2021/22 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
491	Employees	700	-	(73)	627	(10)
-	- Premises related expenditure	-	-	-	-	n/a
198	Supplies and Services	149	-	53	202	36
-	- Third Party Payments	-	-	-	-	n/a
-	- Transfer Payments	-	-	-	-	n/a
-	- Transport related expenditure	-	-	-	-	n/a
4	Recharges from other services	-	-	-	-	n/a
693	TOTAL EXPENDITURE	849	-	(20)	829	(2)
-	- Government Grants	-	-	-	-	n/a
(125)	Other Grants, reimbursements and contributions	-	-	(125)	(125)	n/a
-	- Customer and Client Receipts	-	-	-	-	n/a
-	- Interest Receivable	-	-	-	-	n/a
-	- Recharges to other services	-	-	-	-	n/a
(125)	TOTAL INCOME	-	-	(125)	(125)	n/a
568	NET CONTROLLABLE COST	849	-	(145)	704	(17)
-	- Capital Charges	-	-	-	-	n/a
-	- Intangible Charges	-	-	-	-	n/a
-	- REFUS	-	-	-	-	n/a
-	- Corporate support services bought in	-	-	-	-	n/a
-	TOTAL UNCONTROLLABLE COST	-	-	-	-	n/a
568	NET COST OF SERVICE	849	-	(145)	704	(17)
-	- Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	- Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	- Financing of Capital Expenditure	-	-	-	-	n/a
-	- Provision for Repayment of External Loans	-	-	-	-	n/a
-	- Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
568	TOTAL NET EXPENDITURE	849	-	(145)	704	(17)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
Embed Systemic Practice Model						(272)
Staffing Review						(64)
						(336)
<u>Other resource changes</u>						
In year budget realignment						149
Pension increment						42
						191
TOTAL OTHER VARIATIONS IN RESOURCE						(145)

COST CENTRE: C1268Q

FORECAST 2020/21 £000's	DESCRIPTION	ORIGINAL BUDGET 2020/21 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2021/22 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
1,238	Employees	332	-	430	762	130
5	Premises related expenditure	5	-	-	5	-
3	Supplies and Services	3	-	-	3	-
-	- Third Party Payments	-	-	-	-	n/a
-	- Transfer Payments	-	-	-	-	n/a
-	- Transport related expenditure	-	-	-	-	n/a
5	Recharges from other services	6	-	-	6	-
1,251	TOTAL EXPENDITURE	346	-	430	776	124
(44)	Government Grants	(44)	-	-	(44)	-
(28)	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	- Customer and Client Receipts	-	-	-	-	n/a
-	- Interest Receivable	-	-	-	-	n/a
-	- Recharges to other services	-	-	-	-	n/a
(72)	TOTAL INCOME	(44)	-	-	(44)	-
1,179	NET CONTROLLABLE COST	302	-	430	732	142
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
-	TOTAL UNCONTROLLABLE COST	-	-	-	-	n/a
1,179	NET COST OF SERVICE	302	-	430	732	142
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	- Financing of Capital Expenditure	-	-	-	-	n/a
-	- Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
1,179	TOTAL NET EXPENDITURE	302	-	430	732	142
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
Release of one off investment / full year effect of savings from 2020/21						(294)
Staffing Review						(44)
						(338)
<u>Other resource changes</u>						
In year budget realignment						407
Pension increment						31
Transfer 1 FTE Head of Service to Children's Social Care Directorate (CFE 1.4)						(96)
Transfer of 5 FTE Social Worker posts from various (CFE 1.5, 1.6, 1.7, 1.8, 1.9)						290
Transfer of 3 FTE Practice Improvement Officers from Quality, Performance and Improvement Directorate (CFE 5.3)						192
Centralisation of staff training budgets						(56)
						768
TOTAL OTHER VARIATIONS IN RESOURCE						430

SERVICE DESCRIPTION

School Place Planning, Admissions and Early Years Education The service has responsibility for ensuring there are sufficient school places for every child in Croydon, implementing transparent policies and arrangements to ensure each child is allocated an appropriate place at a local school and supporting parents and carers to ensure their child's safe journey to school, in designated areas across the borough. The School Places Team is responsible for forecasting pupil demand and securing the right levels of capital funding to support changes to the school estate. They work closely with the School Delivery team in the Place Department, commissioning it to deliver expansions and improvements to meet an exceptional increase in demand for places. The sufficiency Team ensures that there are sufficient childcare places in Croydon (so far as is reasonably practicable) for working parents or parents/carers who are studying or training for employment. The Team assesses the supply of formal childcare from private day nurseries, pre-schools, schools with nursery provision, childminders (funded childminders are accredited to deliver the free entitlement on behalf of the local authority), out of school clubs and holiday clubs to secure sufficient early years education places for three and four year olds, as well as disadvantaged two year olds.

Education Commissioning & Post-16 Participation The service has responsibility for the delivery of statutory functions including Not in Education, Employment, or Training (NEET) tracking and support, 16-19 student places and standards in schools, school governance and the commissioning of a range of education services such as alternative provision, pupil tracking and monitoring, education management systems. The service also delivers a wide range of traded services to schools, including: IT, HR, finance, educational psychology, school improvement, CPD, safeguarding, governance & clerking, teacher recruitment, plus facilitating sales of wider council services to schools, e.g. pensions, occupational health and insurance. Management of the Education and SPOC business support hubs.

Education Standards, Safeguarding and Inclusion The Schools Standards Service consists of the team who ensure the Council meets its statutory duties. They devise, in consultation with external partners, the key strategic school improvement priorities for the Borough and monitor progress towards them. Where schools are causing significant concern the team is responsible for exercising the Council's statutory powers of intervention. The team focuses on key themes to improve the quality of education and learning provision in Croydon identified by outcomes for children and young people in the Borough. These include improving service delivery, raising all standards, narrowing the gap for identified vulnerable groups, enriching the curriculum and building learning communities. Functions include the local authority statutory functions in relation to intervention in underperforming schools; the Virtual School for looked after children; Standing Advisory Council for Religious Education (SACRE) and Croydon Music and Arts; the Fair Access Panel; children excluded from school and statutory education welfare. A key role is to provide educational input in to the Multi-Agency Safeguarding Hub and the Local Children Safeguarding Board.

25 SEND Service The aim of the service is to provide for children with Special Educational Needs and Disabilities to allow them to achieve independence and employment, whenever possible, in or near their local community so that they can live fulfilled lives and be active contributors to Croydon's future

MOVEMENT IN NET EXPENDITURE

COST CENTRE	SERVICE	ORIGINAL BUDGET 2020/21	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2021/22	% CHANGE (E)
		(A) £000's	Inflation (B) £000's	Other (C) £000's	(D) £000's	
C1235Q	Education Directorate	1,347	-	3,092	4,439	230
C1240Q	School Place Planning and Admissions	108	-	(55)	53	(51)
C1241Q	Education Commissioning & Post-16 Participation	4,179	-	(469)	3,710	(11)
C1242Q	Standards Safeguarding	1,515	-	(210)	1,305	(14)
C1219Q	0-25 SEND Service Special Education General Fund	700	-	1,056	1,756	151
C1281Q	Early Years	3,318	-	(732)	2,586	(22)
C1267Q	Pupil Premium and Looked After Children	122	-	67	189	55
C1266Q	Music Centre	53	-	(53)	-	(100)
C1280Q	Early Years Schools	21	-	10	31	48
	TOTAL NET SPEND	11,363	-	2,706	14,069	22

STAFF ESTABLISHMENT NUMBERS

SERVICE	ORIGINAL BUDGET 2020/21	ORIGINAL BUDGET 2021/22	CHANGE IN FTE
	FTE STAFF	FTE STAFF	FTE STAFF
Education Directorate	1.0	-	(1.0)
School Place Planning and Admissions	28.2	19.5	(8.7)
Education Commissioning & Post-16 Participation	9.6	138.3	128.7
Standards Safeguarding	20.8	15.3	(5.5)
0-25 SEND Service Special Education General Fund	8.8	10.3	1.5
0-25 SEND Service DSG Block	75.5	80.0	4.5
Early Years General Fund	-	25.7	25.7
Early Years Schools	4.0	4.0	-
Pupil Premium And LAC	19.0	24.0	5.0
Music Centre	19.6	15.9	(3.7)
TOTAL FTE STAFF	186.5	333.0	146.5

COST CENTRE: C1220P

FORECAST 2020/21 £000's	DESCRIPTION	ORIGINAL BUDGET 2020/21 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2021/22 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
11,337	Employees	10,465	-	193	10,658	2
68	Premises related expenditure	77	-	-	77	-
4,241	Supplies and Services	3,410	-	(280)	3,130	(8)
3,904	Third Party Payments	4,974	-	(1,001)	3,973	(20)
30,191	Transfer Payments	30,653	-	2,152	32,805	7
11	Transport related expenditure	6	-	(1)	5	(17)
1,900	Recharges from other services	1,738	-	7	1,745	0
51,653	TOTAL EXPENDITURE	51,323	-	1,070	52,393	2
(38,780)	Government Grants	(39,950)	-	(782)	(40,732)	2
57	Other Grants, reimbursements and contributions	(76)	-	-	(76)	-
(2,170)	Customer and Client Receipts	(909)	-	182	(727)	(20)
-	Interest Receivable	-	-	-	-	n/a
(1,535)	Recharges to other services	(394)	-	(837)	(1,231)	212
(42,428)	TOTAL INCOME	(41,329)	-	(1,437)	(42,766)	3
9,225	NET CONTROLLABLE COST	9,994	-	(367)	9,627	(4)
3	Capital Charges	3	-	-	3	-
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
1,366	Corporate support services bought in	1,366	-	3,073	4,439	225
1,369	TOTAL UNCONTROLLABLE COST	1,369	-	3,073	4,442	224
10,594	NET COST OF SERVICE	11,363	-	2,706	14,069	24
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
10,594	TOTAL NET EXPENDITURE	11,363	-	2,706	14,069	24
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						1,219
<u>Strategic budget - agreed additional income / savings</u>						
						(2,142)
<u>Other resource changes</u>						
						3,629
TOTAL OTHER VARIATIONS IN RESOURCE						2,706

COST CENTRE: C1235Q

FORECAST 2020/21 £000's	DESCRIPTION	ORIGINAL BUDGET 2020/21 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2021/22 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
-	Employees	163	-	(163)	-	(100)
-	Premises related expenditure	-	-	-	-	n/a
-	Supplies and Services	-	-	-	-	n/a
-	Third Party Payments	-	-	-	-	n/a
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
-	Recharges from other services	-	-	-	-	n/a
-	TOTAL EXPENDITURE	163	-	(163)	-	(100)
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Customer and Client Receipts	(182)	-	182	-	(100)
-	Interest Receivable	-	-	-	-	n/a
-	Recharges to other services	-	-	-	-	n/a
-	TOTAL INCOME	(182)	-	182	-	(100)
-	NET CONTROLLABLE COST	(19)	-	19	-	(100)
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
1,366	Corporate support services bought in	1,366	-	3,073	4,439	225
1,366	TOTAL UNCONTROLLABLE COST	1,366	-	3,073	4,439	225
1,366	NET COST OF SERVICE	1,347	-	3,092	4,439	230
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
1,366	TOTAL NET EXPENDITURE	1,347	-	3,092	4,439	230
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
						-
<u>Other resource changes</u>						
In year budget realignment						182
Transfer of 1 FTE Director to Children, Families and Education Directorate (CFE 3.2)						(163)
Movement in corporate charges						3,073
						3,092
TOTAL OTHER VARIATIONS IN RESOURCE						3,092

COST CENTRE: C1240Q

FORECAST 2020/21 £000's	DESCRIPTION	ORIGINAL BUDGET 2020/21 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2021/22 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
983	Employees	1,027	-	(70)	957	(7)
-	- Premises related expenditure	6	-	-	6	-
62	Supplies and Services	81	-	15	96	19
201	Third Party Payments	261	-	-	261	-
-	- Transfer Payments	-	-	-	-	n/a
-	- Transport related expenditure	-	-	-	-	n/a
91	Recharges from other services	89	-	-	89	-
1,337	TOTAL EXPENDITURE	1,464	-	(55)	1,409	(4)
(998)	Government Grants	(998)	-	-	(998)	-
-	- Other Grants, reimbursements and contributions	-	-	-	-	n/a
(85)	Customer and Client Receipts	(151)	-	-	(151)	-
-	- Interest Receivable	-	-	-	-	n/a
(207)	Recharges to other services	(207)	-	-	(207)	-
(1,290)	TOTAL INCOME	(1,356)	-	-	(1,356)	-
47	NET CONTROLLABLE COST	108	-	(55)	53	(51)
-	- Capital Charges	-	-	-	-	n/a
-	- Intangible Charges	-	-	-	-	n/a
-	- REFCUS	-	-	-	-	n/a
-	- Corporate support services bought in	-	-	-	-	n/a
-	TOTAL UNCONTROLLABLE COST	-	-	-	-	n/a
47	NET COST OF SERVICE	108	-	(55)	53	(51)
-	- Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	- Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	- Financing of Capital Expenditure	-	-	-	-	n/a
-	- Provision for Repayment of External Loans	-	-	-	-	n/a
-	- Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
47	TOTAL NET EXPENDITURE	108	-	(55)	53	(51)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
Reduce Non-Statutory Education Functions						(62)
Staffing Review						(75)
						(137)
<u>Other resource changes</u>						
In year budget realignment						36
Pension increment						48
Centralisation of staff training budgets						(2)
						82
TOTAL OTHER VARIATIONS IN RESOURCE						(55)

COST CENTRE: C1241Q

FORECAST 2020/21 £000's	DESCRIPTION	ORIGINAL BUDGET 2020/21 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2021/22 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
6,062	Employees	3,403	-	157	3,560	5
-	- Premises related expenditure	-	-	-	-	n/a
353	Supplies and Services	795	-	211	1,006	27
-	- Third Party Payments	-	-	-	-	n/a
-	- Transfer Payments	-	-	-	-	n/a
4	Transport related expenditure	-	-	-	-	n/a
698	Recharges from other services	-	-	-	-	n/a
7,117	TOTAL EXPENDITURE	4,198	-	368	4,566	9
-	- Government Grants	-	-	-	-	n/a
-	- Other Grants, reimbursements and contributions	-	-	-	-	n/a
(1,707)	Customer and Client Receipts	(19)	-	-	(19)	-
-	- Interest Receivable	-	-	-	-	n/a
(1,441)	Recharges to other services	-	-	(837)	(837)	n/a
(3,148)	TOTAL INCOME	(19)	-	(837)	(856)	4,405
3,969	NET CONTROLLABLE COST	4,179	-	(469)	3,710	(11)
-	- Capital Charges	-	-	-	-	n/a
-	- Intangible Charges	-	-	-	-	n/a
-	- REFCUS	-	-	-	-	n/a
-	- Corporate support services bought in	-	-	-	-	n/a
-	TOTAL UNCONTROLLABLE COST	-	-	-	-	n/a
3,969	NET COST OF SERVICE	4,179	-	(469)	3,710	(11)
-	- Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	- Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	- Financing of Capital Expenditure	-	-	-	-	n/a
-	- Provision for Repayment of External Loans	-	-	-	-	n/a
-	- Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
3,969	TOTAL NET EXPENDITURE	4,179	-	(469)	3,710	(11)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
Reduce Non-Statutory Education Functions						(430)
Staffing Review						(143)
						(573)
<u>Other resource changes</u>						
In year budget realignment						10
Pension increment						95
Centralisation of staff training budgets						(1)
						104
TOTAL OTHER VARIATIONS IN RESOURCE						(469)

COST CENTRE: C1242Q

FORECAST 2020/21 £000's	DESCRIPTION	ORIGINAL BUDGET 2020/21 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2021/22 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
97	Employees	2,329	-	(210)	2,119	(9)
-	- Premises related expenditure	1	-	-	1	-
2,539	Supplies and Services	719	-	-	719	-
995	Third Party Payments	1,537	-	-	1,537	-
4,067	Transfer Payments	3,395	-	-	3,395	-
-	- Transport related expenditure	-	-	-	-	n/a
332	Recharges from other services	54	-	-	54	-
8,030	TOTAL EXPENDITURE	8,035	-	(210)	7,825	(3)
(6,348)	Government Grants	(6,244)	-	-	(6,244)	-
57	Other Grants, reimbursements and contributions	(22)	-	-	(22)	-
(5)	Customer and Client Receipts	(67)	-	-	(67)	-
-	- Interest Receivable	-	-	-	-	n/a
(126)	Recharges to other services	(187)	-	-	(187)	-
(6,422)	TOTAL INCOME	(6,520)	-	-	(6,520)	-
1,608	NET CONTROLLABLE COST	1,515	-	(210)	1,305	(14)
-	- Capital Charges	-	-	-	-	n/a
-	- Intangible Charges	-	-	-	-	n/a
-	- REFCUS	-	-	-	-	n/a
-	- Corporate support services bought in	-	-	-	-	n/a
-	TOTAL UNCONTROLLABLE COST	-	-	-	-	n/a
1,608	NET COST OF SERVICE	1,515	-	(210)	1,305	(14)
-	- Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	- Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	- Financing of Capital Expenditure	-	-	-	-	n/a
-	- Provision for Repayment of External Loans	-	-	-	-	n/a
-	- Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
1,608	TOTAL NET EXPENDITURE	1,515	-	(210)	1,305	(14)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
Reduce Non-Statutory Education Functions						(163)
Staffing Review						(151)
						(314)
<u>Other resource changes</u>						
In year budget realignment						47
Pension increment						60
Centralisation of staff training budgets						(3)
						104
TOTAL OTHER VARIATIONS IN RESOURCE						(210)

COST CENTRE: C1219Q

FORECAST 2020/21 £000's	DESCRIPTION	ORIGINAL BUDGET 2020/21 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2021/22 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
729	Employees	494	-	33	527	7
-	- Premises related expenditure	(8)	-	-	(8)	-
147	Supplies and Services	73	-	19	92	26
48	Third Party Payments	57	-	-	57	-
(918)	Transfer Payments	-	-	1,030	1,030	n/a
-	- Transport related expenditure	-	-	-	-	n/a
(223)	Recharges from other services	379	-	(26)	353	(7)
(217)	TOTAL EXPENDITURE	995	-	1,056	2,051	106
459	Government Grants	(295)	-	-	(295)	-
-	- Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	- Customer and Client Receipts	-	-	-	-	n/a
-	- Interest Receivable	-	-	-	-	n/a
292	Recharges to other services	-	-	-	-	n/a
751	TOTAL INCOME	(295)	-	-	(295)	-
534	NET CONTROLLABLE COST	700	-	1,056	1,756	151
-	- Capital Charges	-	-	-	-	n/a
-	- Intangible Charges	-	-	-	-	n/a
-	- REFCUS	-	-	-	-	n/a
-	- Corporate support services bought in	-	-	-	-	n/a
-	TOTAL UNCONTROLLABLE COST	-	-	-	-	n/a
534	NET COST OF SERVICE	700	-	1,056	1,756	151
-	- Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	- Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	- Financing of Capital Expenditure	-	-	-	-	n/a
-	- Provision for Repayment of External Loans	-	-	-	-	n/a
-	- Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
534	TOTAL NET EXPENDITURE	700	-	1,056	1,756	151
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
SEND Strategy - support inclusion and access to local provision						866
						866
<u>Strategic budget - agreed additional income / savings</u>						
						-
<u>Other resource changes</u>						
In year budget realignment						29
Pension increment						23
Transfer pension increment from 0-25 SEND Service DSG Block (CFE 4.4)						164
Centralisation of staff training budgets						(26)
						190
TOTAL OTHER VARIATIONS IN RESOURCE						1,056

COST CENTRE: C1281Q

FORECAST 2020/21 £000's	DESCRIPTION	ORIGINAL BUDGET 2020/21 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2021/22 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
875	Employees	699	-	388	1,087	56
18	Premises related expenditure	-	-	-	-	n/a
37	Supplies and Services	613	-	(491)	122	(80)
1,919	Third Party Payments	2,378	-	(1,001)	1,377	(42)
-	Transfer Payments	-	-	-	-	n/a
0	Transport related expenditure	1	-	(1)	-	(100)
0	Recharges from other services	-	-	-	-	n/a
2,850	TOTAL EXPENDITURE	3,691	-	(1,105)	2,586	(30)
-	Government Grants	(373)	-	373	-	(100)
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
-	Recharges to other services	-	-	-	-	n/a
-	TOTAL INCOME	(373)	-	373	-	(100)
2,850	NET CONTROLLABLE COST	3,318	-	(732)	2,586	(22)
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
-	TOTAL UNCONTROLLABLE COST	-	-	-	-	n/a
2,850	NET COST OF SERVICE	3,318	-	(732)	2,586	(22)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
2,850	TOTAL NET EXPENDITURE	3,318	-	(732)	2,586	(22)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
Realignment of Budgets where other funding sources have ceased						353
						353
<u>Strategic budget - agreed additional income / savings</u>						
Review Children's Centres Delivery Model						(910)
Early Learning Collaboration Contract						(82)
						(992)
<u>Other resource changes</u>						
In year budget realignment						(250)
Pension increment						105
Transfer of running costs from Access, Support and Intervention (CFE 1.7)						52
						(93)
TOTAL OTHER VARIATIONS IN RESOURCE						(732)

COST CENTRE: C1267Q

FORECAST 2020/21 £000's	DESCRIPTION	ORIGINAL BUDGET 2020/21 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2021/22 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
1,369	Employees	1,109	-	67	1,176	6
8	Premises related expenditure	-	-	-	-	n/a
156	Supplies and Services	12	-	-	12	-
-	Third Party Payments	-	-	-	-	n/a
367	Transfer Payments	583	-	-	583	-
1	Transport related expenditure	3	-	-	3	-
388	Recharges from other services	591	-	-	591	-
2,289	TOTAL EXPENDITURE	2,298	-	67	2,365	3
(2,047)	Government Grants	(2,176)	-	-	(2,176)	-
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
(53)	Recharges to other services	-	-	-	-	n/a
(2,100)	TOTAL INCOME	(2,176)	-	-	(2,176)	-
189	NET CONTROLLABLE COST	122	-	67	189	55
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
-	TOTAL UNCONTROLLABLE COST	-	-	-	-	n/a
189	NET COST OF SERVICE	122	-	67	189	55
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
189	TOTAL NET EXPENDITURE	122	-	67	189	55
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
						-
<u>Other resource changes</u>						
In year budget realignment						23
Pension increment						44
						67
TOTAL OTHER VARIATIONS IN RESOURCE						67

COST CENTRE: C1266Q

FORECAST 2020/21 £000's	DESCRIPTION	ORIGINAL BUDGET 2020/21 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2021/22 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
1,064	Employees	1,093	-	(19)	1,074	(2)
42	Premises related expenditure	78	-	-	78	-
135	Supplies and Services	305	-	(34)	271	(11)
-	- Third Party Payments	-	-	-	-	n/a
-	- Transfer Payments	-	-	-	-	n/a
5	Transport related expenditure	1	-	-	1	-
19	Recharges from other services	30	-	-	30	-
1,265	TOTAL EXPENDITURE	1,507	-	(53)	1,454	(4)
(892)	Government Grants	(910)	-	-	(910)	-
-	- Other Grants, reimbursements and contributions	(54)	-	-	(54)	-
(373)	Customer and Client Receipts	(490)	-	-	(490)	-
-	- Interest Receivable	-	-	-	-	n/a
-	- Recharges to other services	-	-	-	-	n/a
(1,265)	TOTAL INCOME	(1,454)	-	-	(1,454)	-
-	NET CONTROLLABLE COST	53	-	(53)	-	(100)
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
-	TOTAL UNCONTROLLABLE COST	-	-	-	-	n/a
-	NET COST OF SERVICE	53	-	(53)	-	(100)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	- Financing of Capital Expenditure	-	-	-	-	n/a
-	- Provision for Repayment of External Loans	-	-	-	-	n/a
-	- Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
-	TOTAL NET EXPENDITURE	53	-	(53)	-	(100)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						-
<u>Strategic budget - agreed additional income / savings</u>						(126)
Croydon Music & Arts (CMA)						(126)
<u>Other resource changes</u>						
In year budget realignment						21
Pension increment						52
						73
TOTAL OTHER VARIATIONS IN RESOURCE						(53)

COST CENTRE: C1280Q

FORECAST 2020/21 £000's	DESCRIPTION	ORIGINAL BUDGET 2020/21 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2021/22 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
158	Employees	148	-	10	158	7
-	- Premises related expenditure	-	-	-	-	n/a
812	Supplies and Services	812	-	-	812	-
741	Third Party Payments	741	-	-	741	-
26,675	Transfer Payments	26,675	-	1,122	27,797	4
1	Transport related expenditure	1	-	-	1	-
595	Recharges from other services	595	-	33	628	6
28,982	TOTAL EXPENDITURE	28,972	-	1,165	30,137	4
(28,954)	Government Grants	(28,954)	-	(1,155)	(30,109)	4
-	- Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	- Customer and Client Receipts	-	-	-	-	n/a
-	- Interest Receivable	-	-	-	-	n/a
-	- Recharges to other services	-	-	-	-	n/a
(28,954)	TOTAL INCOME	(28,954)	-	(1,155)	(30,109)	4
28	NET CONTROLLABLE COST	18	-	10	28	56
3	Capital Charges	3	-	-	3	-
-	- Intangible Charges	-	-	-	-	n/a
-	- REFCUS	-	-	-	-	n/a
-	- Corporate support services bought in	-	-	-	-	n/a
3	TOTAL UNCONTROLLABLE COST	3	-	-	3	-
31	NET COST OF SERVICE	21	-	10	31	48
-	- Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	- Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	- Financing of Capital Expenditure	-	-	-	-	n/a
-	- Provision for Repayment of External Loans	-	-	-	-	n/a
-	- Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
31	TOTAL NET EXPENDITURE	21	-	10	31	48
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						-
<u>Strategic budget - agreed additional income / savings</u>						-
<u>Other resource changes</u>						-
In year budget realignment						3
Pension increment						7
DSG: Grant allocation						1,155
DSG: Grant allocation						(1,155)
						10
TOTAL OTHER VARIATIONS IN RESOURCE						10

SERVICE DESCRIPTION

This cost centre is used to charge all administration costs relating to the Directorate, including capital charges for the school budgets.

MOVEMENT IN NET EXPENDITURE

COST CENTRE	SERVICE	ORIGINAL BUDGET 2020/21 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2021/22 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
C1245P	Children, Families & Education Directorate	9,006	-	1,726	10,732	19
	TOTAL NET SPEND	9,006	-	1,726	10,732	19

STAFF ESTABLISHMENT NUMBERS

SERVICE	ORIGINAL BUDGET 2020/21 FTE STAFF	ORIGINAL BUDGET 2021/22 FTE STAFF	CHANGE IN FTE
Children, Families & Education Directorate	3.5	8.0	4.5
TOTAL FTE STAFF	3.5	8.0	4.5

COST CENTRE: C1245P

FORECAST 2020/21 £000's	DESCRIPTION	ORIGINAL BUDGET 2020/21 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2021/22 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
764	Employees	970	-	(67)	903	(7)
-	- Premises related expenditure	1	-	-	1	-
42	Supplies and Services	48	-	6	54	13
279	Third Party Payments	309	-	139	448	45
-	- Transfer Payments	-	-	-	-	n/a
1	Transport related expenditure	1	-	-	1	-
30	Recharges from other services	7	-	-	7	-
1,116	TOTAL EXPENDITURE	1,336	-	78	1,414	6
-	- Government Grants	-	-	-	-	n/a
-	- Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	- Customer and Client Receipts	-	-	-	-	n/a
-	- Interest Receivable	-	-	-	-	n/a
-	- Recharges to other services	-	-	-	-	n/a
-	TOTAL INCOME	-	-	-	-	n/a
1,116	NET CONTROLLABLE COST	1,336	-	78	1,414	6
7,600	Capital Charges	7,600	-	1,662	9,262	22
-	- Intangible Charges	-	-	-	-	n/a
-	- REFCUS	-	-	-	-	n/a
70	Corporate support services bought in	70	-	(14)	56	(20)
7,670	TOTAL UNCONTROLLABLE COST	7,670	-	1,648	9,318	21
8,786	NET COST OF SERVICE	9,006	-	1,726	10,732	19
-	- Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	- Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	- Financing of Capital Expenditure	-	-	-	-	n/a
-	- Provision for Repayment of External Loans	-	-	-	-	n/a
-	- Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
8,786	TOTAL NET EXPENDITURE	9,006	-	1,726	10,732	19
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
Realigning of Budgets from 2020/21						444
						444
<u>Strategic budget - agreed additional income / savings</u>						
Release of one off investment / full year effect of savings from 2020/21						(300)
						(300)
<u>Other resource changes</u>						
In year budget realignment						(465)
Pension increment						41
Transfer of 1 FTE Director from Children's Social Care Directorate (CFE 1.4)						151
Transfer of 1 FTE Director from Education Directorate (CFE 2.3)						163
Transfer of 1 FTE Director from Quality, Performance and Improvement Directorate (CFE 5.3)						154
Transfer budget to Social Work with Families and Youth Offending Service to fund 1 FTE Service Manager (CFE 1.5)						(96)
Centralisation of staff training budgets						(14)
Movement in corporate and capital charges						1,648
						1,582
TOTAL OTHER VARIATIONS IN RESOURCE						1,726

SERVICE DESCRIPTION

1) The main funding for schools is the Dedicated Schools Grant (DSG) from the Department for Education (DfE) via the Education and Skills Funding Agency (ESFA). This funding is broken down into 4 main blocks:
 i) Early Years block – this includes funding for 2, 3 and 4 year olds in nursery schools, nursery classes and private, voluntary and independent institutions (PVI) and childminders. It also includes funding for some early years central services
 ii) Schools block – this includes funding for primary and secondary schools/academies and Growth Funding for items such as expansions and bulge classes. Note most funding for academies is passed directly to the academies by the Education and Skills Funding Agency (ESFA).
 iii) High Needs block – this includes the funding for the education of all Croydon responsible children and young adults with high needs from birth until age 25.
 Other funding streams from the ESFA include:
 - Pupil Premium funding for 5 to 16 year olds in mainstream schools
 - post 16 pupils bursary funding
 iv) Central Schools Services Block – this funds education services carried out by the LA and covers historic commitments such as admissions and schools forum.

2) Education establishments are broken down into the following categories and numbers:
 i) PVI - currently 227 (note settings close and open throughout the year)
 ii) Child minders – currently 131 (note child minders join and leave throughout the year)
 iii) Nursery and early years centres - 5
 iv) Primary Schools – 87 (32 Maintained, 53 Academies and 2 free schools)
 v) Secondary Schools – 22 (5 Maintained and 17 Academies)
 vi) Special Schools - 5 schools (1 setting is included within PRU's)
 vii) Pupil Referral Units (PRUs) - 2 PRUs (Previously 4 Amalgamated into 1 and counted in 1 within special schools)
 viii) All Through Schools – 1 (1 Academy)
 Note numbers above are projected as at December 2020 and are subject to change due to academy conversions.

3) All schools and PRUs have fully delegated staffing powers. Some staff who work in schools are purchased through service agreements. Some schools are now providing provision outside of the school day either directly or through the services of another organisation

4) DSG that is retained to fund LA provided services is shown on the relevant division's page of the budget book.

MOVEMENT IN NET EXPENDITURE

COST CENTRE	SERVICE	ORIGINAL BUDGET 2020/21 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2021/22 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
C1215P	Dedicated Schools Grant - Primary and Secondary	84,481	-	6,555	91,036	8
C1215P	Dedicated Schools Grant - Growth	1,735	-	-	1,735	-
C1215P	Dedicated Schools Grant - Central Schools Services Block	5,831	-	215	6,046	4
C1220Q	Dedicated Schools Grant - High Needs	61,601	-	6,043	67,644	10
C1280Q	Dedicated Schools Grant - Early Years	28,954	-	1,155	30,109	4
C1200N	Dedicated Schools Grant after ESFA recoupment & deductions	(182,602)	-	(13,968)	(196,570)	8
	TOTAL NET SPEND	-	-	-	-	n/a

STAFF ESTABLISHMENT NUMBERS

SERVICE	ORIGINAL BUDGET 2020/21 FTE STAFF	ORIGINAL BUDGET 2021/22 FTE STAFF	CHANGE IN FTE STAFF
The budgets are delegated information on staffing levels are held at school level	N/A	N/A	N/A
TOTAL FTE STAFF	-	-	-

COST CENTRE: C1215P

FORECAST 2020/21 £000's	DESCRIPTION	ORIGINAL BUDGET 2020/21 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2021/22 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
-	Schools					
-	Primary	64,488	-	5,004	69,492	8
-	Secondary	19,993	-	1,551	21,544	8
-	Central	1,735	-	-	1,735	-
-	Central Schools Services Block	5,831	-	215	6,046	4
-		-			-	
-	TOTAL EXPENDITURE	92,047	-	6,770	98,817	7
-						
-	Dedicated Schools Grant - Primary and Secondary	(84,481)	-	(6,555)	(91,036)	8
-	Dedicated Schools Grant - Growth	(1,735)	-	-	(1,735)	-
-	Dedicated Schools Grant - Central Schools Services Block	(5,831)	-	(215)	(6,046)	4
-		-	-	-	-	n/a
-	TOTAL INCOME	(92,047)	-	(6,770)	(98,817)	7
-						
-	NET EXPENDITURE	-	-	-	-	n/a

COST CENTRE: C1215P

FORECAST 2020/21 £000's	DESCRIPTION	ORIGINAL BUDGET 2020/21 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2021/22 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
-	Employees	-	-	-	-	n/a
-	Premises related expenditure	-	-	-	-	n/a
-	Supplies and Services	-	-	-	-	n/a
-	Third Party Payments	-	-	-	-	n/a
-	Transfer Payments	92,047	-	6,770	98,817	7
-	Transport related expenditure	-	-	-	-	n/a
-	Recharges from other services	-	-	-	-	n/a
-	TOTAL EXPENDITURE	92,047	-	6,770	98,817	7
-	Government Grants	(92,047)	-	(6,770)	(98,817)	7
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
-	Recharges to other services	-	-	-	-	n/a
-	TOTAL INCOME	(92,047)	-	(6,770)	(98,817)	7
-	NET CONTROLLABLE COST	-	-	-	-	n/a
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
-	TOTAL UNCONTROLLABLE COST	-	-	-	-	n/a
-	NET COST OF SERVICE	-	-	-	-	n/a
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
-	TOTAL NET EXPENDITURE	-	-	-	-	n/a
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
						-
<u>Other resource changes</u>						
						-
TOTAL OTHER VARIATIONS IN RESOURCE						-

COST CENTRE: C1220Q

FORECAST 2020/21 £000's	DESCRIPTION	ORIGINAL BUDGET 2020/21 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2021/22 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
3,528	Employees	3,603	-	164	3,767	5
1	Premises related expenditure	1	-	-	1	-
19,320	Supplies and Services	498	-	-	498	-
5,077	Third Party Payments	12,343	-	825	13,168	7
29,951	Transfer Payments	38,857	-	5,042	43,899	13
(7)	Transport related expenditure	19	-	-	19	-
2,213	Recharges from other services	1,325	-	175	1,500	13
60,083	TOTAL EXPENDITURE	56,646	-	6,206	62,852	11
(54,390)	Government Grants	(55,689)	-	(6,206)	(61,895)	11
(262)	Other Grants, reimbursements and contributions	(387)	-	-	(387)	-
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
(656)	Recharges to other services	(570)	-	-	(570)	-
(55,308)	TOTAL INCOME	(56,646)	-	(6,206)	(62,852)	11
4,775	NET CONTROLLABLE COST	-	-	-	-	n/a
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
-	TOTAL UNCONTROLLABLE COST	-	-	-	-	n/a
4,775	NET COST OF SERVICE	-	-	-	-	n/a
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
4,775	TOTAL NET EXPENDITURE	-	-	-	-	n/a
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
						-
Other resource changes						
DSG: Uplifts for SEND provision						5,005
DSG: Allocation of TPG, TPECG and pensions supplementary fund						1,037
Agreed Permanent virement: Pensions Adjustment						164
DSG: Grant allocation						(6,042)
Budget Re-alignment - Pension Adjustment (CFE 2.7)						(164)
						-
TOTAL OTHER VARIATIONS IN RESOURCE						-

SERVICE DESCRIPTION

The Quality, Performance and Improvement division is responsible for driving the continuous improvement of services through the development and implementation of performance management, business intelligence, quality assurance, practice improvement and workforce development across the children, young people and education department.

The division will work across the department to ensure consistency and compliance in processes to drive efficiencies and promote the council's corporate competencies and values.

The division will lead on children's commissioning and procurement across the department, working closely with service leads to ensure best value is obtained from public money and that commissioned services deliver excellent outcomes for the resources available, now and in the future.

MOVEMENT IN NET EXPENDITURE

COST CENTRE	SERVICE	ORIGINAL BUDGET 2020/21 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2021/22 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
C1270Q	Quality, Performance and Improvement Directorate	-	-	(18)	(18)	n/a
	TOTAL NET SPEND	-	-	(18)	(18)	n/a

STAFF ESTABLISHMENT NUMBERS

SERVICE	ORIGINAL BUDGET 2020/21 FTE STAFF	ORIGINAL BUDGET 2021/22 FTE STAFF	CHANGE IN FTE
Quality, Performance and Improvement Directorate	-	9.0	9.0
TOTAL FTE STAFF	-	9.0	9.0

COST CENTRE: C1205P

FORECAST 2020/21 £000's	DESCRIPTION	ORIGINAL BUDGET 2020/21 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2021/22 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
404	Employees	-	-	1,010	1,010	n/a
-	- Premises related expenditure	-	-	-	-	n/a
5	Supplies and Services	-	-	(1,065)	(1,065)	n/a
-	- Third Party Payments	-	-	-	-	n/a
-	- Transfer Payments	-	-	-	-	n/a
-	- Transport related expenditure	-	-	-	-	n/a
19	Recharges from other services	-	-	-	-	n/a
428	TOTAL EXPENDITURE	-	-	(55)	(55)	n/a
-	- Government Grants	-	-	-	-	n/a
-	- Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	- Customer and Client Receipts	-	-	-	-	n/a
-	- Interest Receivable	-	-	-	-	n/a
-	- Recharges to other services	-	-	-	-	n/a
-	TOTAL INCOME	-	-	-	-	n/a
428	NET CONTROLLABLE COST	-	-	(55)	(55)	n/a
-	- Capital Charges	-	-	-	-	n/a
-	- Intangible Charges	-	-	-	-	n/a
-	- REFCUS	-	-	-	-	n/a
-	- Corporate support services bought in	-	-	37	37	n/a
-	TOTAL UNCONTROLLABLE COST	-	-	37	37	n/a
428	NET COST OF SERVICE	-	-	(18)	(18)	n/a
-	- Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	- Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	- Financing of Capital Expenditure	-	-	-	-	n/a
-	- Provision for Repayment of External Loans	-	-	-	-	n/a
-	- Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
428	TOTAL NET EXPENDITURE	-	-	(18)	(18)	n/a
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						254
<u>Strategic budget - agreed additional income / savings</u>						
						(1,190)
<u>Other resource changes</u>						
						918
TOTAL OTHER VARIATIONS IN RESOURCE						(18)

COST CENTRE: C1270Q

FORECAST 2020/21 £000's	DESCRIPTION	ORIGINAL BUDGET 2020/21 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2021/22 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
404	Employees	-	-	1,010	1,010	n/a
-	Premises related expenditure	-	-	-	-	n/a
5	Supplies and Services	-	-	(1,065)	(1,065)	n/a
-	Third Party Payments	-	-	-	-	n/a
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
19	Recharges from other services	-	-	-	-	n/a
428	TOTAL EXPENDITURE	-	-	(55)	(55)	n/a
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
-	Recharges to other services	-	-	-	-	n/a
-	TOTAL INCOME	-	-	-	-	n/a
428	NET CONTROLLABLE COST	-	-	(55)	(55)	n/a
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	37	37	n/a
-	TOTAL UNCONTROLLABLE COST	-	-	37	37	n/a
428	NET COST OF SERVICE	-	-	(18)	(18)	n/a
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
428	TOTAL NET EXPENDITURE	-	-	(18)	(18)	n/a
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
Realignment of Budgets where other funding sources have ceased						254
						254
<u>Strategic budget - agreed additional income / savings</u>						
Improve Practice System Efficiency						(1,065)
Release of one off investment / full year effect of savings from 2020/21						(125)
						(1,190)
<u>Other resource changes</u>						
In year budget realignment						1,398
Pension increment						17
Transfer of 1 FTE Complaints and FOI Officer to Quality Assurance and Safeguarding (CFE 1.3)						(52)
Transfer of 2 FTE Service Managers to Quality Assurance and Safeguarding (CFE 1.3)						(184)
Transfer of 2 FTE Information Officers to Quality Assurance and Safeguarding (CFE 1.3)						(92)
Transfer of 3 FTE CE/Missing posts from Adolescent Services (CFE 1.9)						140
Transfer of 3 FTE Practice Improvement Officers to Children's Workforce Development (CFE 1.12)						(192)
Transfer 1 FTE Director to Children, Families and Education Directorate (CFE 3.2)						(154)
Movement in corporate charges						37
						918
TOTAL OTHER VARIATIONS IN RESOURCE						(18)

Health, Wellbeing & Adults

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KEY SERVICE TARGETS / PRIORITIES FOR 2021/22

Key service targets/priorities for 21/22

The Health Wellbeing and Adults Department comprises of Gateway, Housing, Adult Social Care, Public Health and Integration and Innovation Divisions. Our primary focus is to support our residents to live healthy and fulfilling lives. We do this through a range of preventative measures to reduce poverty, inequality, social isolation and increase the resilience of individuals and communities. We work in collaboration with a range of statutory and non-statutory partners. A core part of our work is to keep residents safe and protect vulnerable adults from all forms of abuse. Our aim is to ensure people's finances are maximised and their housing, care and support needs are met with our support where this is needed. We will continue to innovate and integrate services where this makes sense for residents and continue our long term ambition to reduce inequalities across the Borough. Our biggest asset is our committed workforce and we will continue to invest in them to deliver high quality services.

A difference in the coming year and over the course of the medium term financial strategy (MTFS) will be the work we undertake to bring our spending in or below the London Average or ensure we can provide services to the most vulnerable but within the budgets available to us. The MTFS sets out in more detail how this will be achieved.

FINANCIAL PERFORMANCE

COST CENTRE: C1400N

DESCRIPTION	ORIGINAL BUDGET 2020/21 £000	FORECAST 2020/21 £000	ORIGINAL BUDGET 2021/22 £000	% % CHANGE %
Employees	40,372	42,354	41,178	2
Premises related expenditure	30,912	24,310	35,235	14
Supplies and Services	4,264	7,736	5,152	21
Third Party Payments	112,544	147,228	121,716	8
Transfer Payments	16,133	26,404	21,166	31
Transport related expenditure	126	38	119	(6)
Capital Charges	308	308	603	96
Intangible Charges	17		17	-
REFCUS	2,900	2,900	2,900	-
Corporate support services bought in	11,136	11,136	6,914	(38)
Recharges from other services	17,448	15,415	17,963	3
TOTAL EXPENDITURE	236,160	277,829	252,963	(9)
Government Grants	(27,466)	(28,928)	(30,867)	12
Other Grants, reimbursements and contributions	(21,853)	(27,298)	(21,912)	0
Customer and Client Receipts	(46,354)	(52,215)	(48,627)	5
Interest Receivable	-			n/a
Recharges to other services	(6,750)	(7,698)	(8,188)	21
TOTAL INCOME	(102,423)	(116,139)	(109,594)	(6)
NET EXPENDITURE	133,737	161,689	143,368	(11)
Contributions to / (from) Reserves	-	-	-	n/a
CURRENT BUDGET		135,679		
TOTAL VARIANCE FROM BUDGET- Over/(Under)		26,010		

TOP FINANCIAL RISKS 2021/22

Immediate and long term effects of Covid on demand and on the provider market

Non-achievement of adult social care transformation and efficiencies due to complex interdependencies

Market sustainability

- Increased costs to prevent provider failure
- Increased costs for re-provision of services following provider withdrawal from the market or provider failure
- current and future provision of long-term supported housing and for short-term provision for people with support needs

Demand

- Demand led pressures increases the financial commitment significantly
- Increase in demand for services by people previously funded by the NHS for Continuing Health Care or Transforming Care
- Increase of people funding their own care depleting resources and coming under national thresholds
- Increase in demand for homelessness services as stay on evictions ends

CABINET MEMBER

Cllr Janet Campbell	Cabinet Member for Families, Health & Social Care
Cllr Jane Avis	Cabinet Member for Homes and Gateway Services
Cllr Hamida Ali	Cabinet Member for Safer Croydon & Communities
Cllr Oliver Lewis	Cabinet Member for Culture, Leisure & Sport

DEPARTMENT MANAGEMENT TEAM

NAME	TITLE	TEL. EX.
Guy Van Dichele	Executive Director Health, Wellbeing & Adults Department	50193
Annette McPartland	Director - Operations	13344
Rachel Soni	Director - Integration and Innovation	61640
Rachel Flowers	Director - Public Health	65596
Julia Pitt	Director of Gateway Services	62173
Yvonne Murray	Director of Housing Assessments & Solutions	61576

COST CENTRE	DIVISION
C1410P	Adult Social Care And All-Age Disability
C1662P	Public Health
C1250P	Gateway Services
C1420P	Housing Assessment & Solutions

MOVEMENT IN SERVICE NET EXPENDITURE

FORECAST 2020/21 £000's	DIVISION	ORIGINAL BUDGET 2020/21 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2021/22 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
120,340	Adult Social Care And All-Age Disability	98,028	-	16,314	114,342	17
(1,040)	Public Health	-	-	-	-	n/a
28,414	Gateway Services	27,753	-	(4,455)	23,298	(16)
10,039	Housing Assessment & Solutions	7,898	-	(2,170)	5,728	(27)
-	Gateway, Strategy & Engagement Directorate	58	-	(58)	-	(100)
157,753	TOTAL NET SPEND	133,737	-	9,631	143,368	7

STAFF ESTABLISHMENT NUMBERS

DIVISION	ORIGINAL BUDGET 2020/21 FTE STAFF	ORIGINAL BUDGET 2021/22 FTE STAFF	CHANGE IN FTE FTE STAFF
Adult Social Care and All-Age Disability (AAD)	539.7	576.0	36.3
Public Health	20.9	23.9	3.0
Gateway Services	242.2	205.0	(37.2)
Housing Assessment & Solutions	80.8	77.5	(3.3)
TOTAL FTE STAFF	883.7	882.5	(1.2)

STAFF ESTABLISHMENT NUMBERS - REASONS FOR VARIATIONS

Adult Social Care - 15% staff savings (43.11) FTE, transfer of business support teams 51.5 FTE and balance of staff following insourcing 27.91 FTE

Public Health - Improving information 3 FTE

GATEWAY -37 2020/21 savings and 15% staff savings

HOUSING -3.3 deleted vacancies 15% staff savings

FORECAST 2020/21 £000's	DESCRIPTION	ORIGINAL BUDGET 2020/21 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2021/22 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
42,354	Employees	40,372	-	806	41,178	2
24,310	Premises related expenditure	30,912	-	4,323	35,235	14
7,736	Supplies and Services	4,264	-	888	5,152	21
147,228	Third Party Payments	112,544	-	9,172	121,716	8
26,404	Transfer Payments	16,133	-	5,033	21,166	31
38	Transport related expenditure	126	-	(7)	119	(6)
15,415	Recharges from other services	17,448	-	515	17,963	3
263,485	TOTAL EXPENDITURE	221,799	-	20,730	242,529	9
(28,928)	Government Grants	(27,466)	-	(3,401)	(30,867)	12
(27,298)	Other Grants, reimbursements and contributions	(21,853)	-	(59)	(21,912)	0
(52,215)	Customer and Client Receipts	(46,354)	-	(2,273)	(48,627)	5
-	Interest Receivable	-	-	-	-	n/a
(7,698)	Recharges to other services	(6,750)	-	(1,438)	(8,188)	21
(116,139)	TOTAL INCOME	(102,423)	-	(7,171)	(109,594)	7
147,345	NET CONTROLLABLE COST	119,376	-	13,559	132,934	11
308	Capital Charges	308	-	295	603	96
(3,937)	Intangible Charges	17	-	-	17	-
2,900	REFCUS	2,900	-	-	2,900	-
11,136	Corporate support services bought in	11,136	-	(4,222)	6,914	(38)
10,407	TOTAL UNCONTROLLABLE COST	14,361	-	(3,927)	10,434	(27)
157,752	NET COST OF SERVICE	133,737	-	9,632	143,368	7
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
157,752	TOTAL NET EXPENDITURE	133,737	-	9,632	143,368	7
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
Strategic budget - agreed pressures / service demands						29,252
Strategic budget - agreed additional income / savings						(17,494)
Other resource changes						(2,126)
TOTAL OTHER VARIATIONS IN RESOURCE						9,632

SERVICE DESCRIPTION

The Adult Social Care undertakes the Councils statutory social services functions. It provides for the requirements under The Care Act 2014 and other legislation such as the Mental Health Act. Providing both universal services such as information, advice, advocacy and assessment as well as more specialist personalised services in accordance with individuals assessed needs and improved outcomes for both individuals and their carers. The Council coordinates the safeguarding of vulnerable adults alongside the Police and NHS. Care and support will be provided either directly from Council Services or through Council commissioned services with other independent and voluntary sector agencies. The Division also works closely with other parts of the Council such as Children's, Housing, Gateway and Public Health as well as partners such as the NHS to deliver integrated care and support where possible. A major element of health and social care is integration this has been delivered through the ICN+model.

Our priority is to support residents and their families with care and support needs to provide services for the most vulnerable. This has to be done within the available budget.

MOVEMENT IN NET EXPENDITURE

COST CENTRE	SERVICE	ORIGINAL BUDGET 2020/21 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2021/22 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
C1410Q	Adult Social Care And All-Age Disability Directorate	9,262	-	1,940	11,202	21
C1412Q	Adult Safeguarding And Quality Assurance	2,879	-	(97)	2,782	(3)
C1415Q	Service Compliance	1,647	-	(116)	1,531	(7)
C1416Q	25-65 Disability	39,833	-	9,580	49,413	24
C1420Q	Innovation and Change	1,656	-	147	1,803	9
C1430Q	Adult Mental Health Social Care	8,920	-	485	9,405	5
C1431Q	Provider Services	6,789	-	283	7,072	4
C1432Q	OBC Commissioning	6,437	-	(543)	5,894	(8)
C1433Q	OBC Provider Services - Social Care	20,605	-	4,635	25,240	22
	TOTAL NET SPEND	98,028	-	16,314	114,342	67

STAFF ESTABLISHMENT NUMBERS

SERVICE	ORIGINAL BUDGET 2020/21 FTE STAFF	ORIGINAL BUDGET 2021/22 FTE STAFF	CHANGE IN FTE
Adult Social Care And All-Age Disability Directorate	11.0	6.8	(4.2)
Adult Safeguarding And Quality Assurance	39.0	39.0	-
Service Compliance	8.8	46.4	37.6
25-65 Disability	74.4	58.4	(16.0)
Innovation and Change	12.6	11.0	(1.6)
Adult Mental Health Social Care	64.5	64.5	-
Provider Services	81.7	217.6	135.9
OBC Commissioning	34.0	-	(34.0)
OBC Provider Services - Social Care	213.7	132.3	(81.4)
TOTAL FTE STAFF	539.7	576.0	36.3

COST CENTRE: C1410P

FORECAST 2020/21 £000's	DESCRIPTION	ORIGINAL BUDGET 2020/21 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2021/22 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
25,550	Employees	23,983	-	1,578	25,561	7
158	Premises related expenditure	(80)	-	200	120	(250)
4,659	Supplies and Services	1,730	-	1,757	3,487	102
105,204	Third Party Payments	82,536	-	11,146	93,682	14
26,313	Transfer Payments	16,062	-	5,004	21,066	31
(15)	Transport related expenditure	67	-	-	67	-
6,411	Recharges from other services	8,364	-	(135)	8,229	(2)
168,280	TOTAL EXPENDITURE	132,662	-	19,550	152,212	15
(1,023)	Government Grants	(1,044)	-	-	(1,044)	-
(26,738)	Other Grants, reimbursements and contributions	(21,455)	-	(124)	(21,579)	1
(19,492)	Customer and Client Receipts	(16,592)	-	-	(16,592)	-
-	Interest Receivable	-	-	-	-	n/a
(4,961)	Recharges to other services	(3,771)	-	(108)	(3,879)	3
(52,214)	TOTAL INCOME	(42,862)	-	(232)	(43,094)	1
116,066	NET CONTROLLABLE COST	89,800	-	19,318	109,118	22
107	Capital Charges	107	-	145	252	136
(3,954)	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
8,121	Corporate support services bought in	8,121	-	(3,149)	4,972	(39)
4,274	TOTAL UNCONTROLLABLE COST	8,228	-	(3,004)	5,224	(37)
120,340	NET COST OF SERVICE	98,028	-	16,314	114,342	17
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
120,340	TOTAL NET EXPENDITURE	98,028	-	16,314	114,342	17
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						28,940
<u>Strategic budget - agreed additional income / savings</u>						
						(10,718)
<u>Other resource changes</u>						
						(1,908)
TOTAL OTHER VARIATIONS IN RESOURCE						16,314

COST CENTRE: C1410Q

FORECAST 2020/21 £000's	DESCRIPTION	ORIGINAL BUDGET 2020/21 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2021/22 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
914	Employees	633	-	268	901	42
0	Premises related expenditure	-	-	-	-	n/a
208	Supplies and Services	(2,049)	-	2,202	153	(107)
18,946	Third Party Payments	2,937	-	2,563	5,500	87
-	Transfer Payments	-	-	-	-	n/a
0	Transport related expenditure	-	-	-	-	n/a
52	Recharges from other services	-	-	56	56	n/a
20,121	TOTAL EXPENDITURE	1,521	-	5,089	6,610	335
(107)	Government Grants	-	-	-	-	n/a
(8,892)	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(24)	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
(380)	Recharges to other services	(380)	-	-	(380)	-
(9,403)	TOTAL INCOME	(380)	-	-	(380)	-
10,718	NET CONTROLLABLE COST	1,141	-	5,089	6,230	446
-	Capital Charges	-	-	-	-	n/a
(3,954)	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
8,121	Corporate support services bought in	8,121	-	(3,149)	4,972	(39)
4,167	TOTAL UNCONTROLLABLE COST	8,121	-	(3,149)	4,972	(39)
14,885	NET COST OF SERVICE	9,262	-	1,940	11,202	21
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
14,885	TOTAL NET EXPENDITURE	9,262	-	1,940	11,202	21
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
Growth to fund current Activity						5,323
						5,323
<u>Strategic budget - agreed additional income / savings</u>						
						-
<u>Other resource changes</u>						
Pension increment						23
Additional budget gap from Directorate to Legal - HWA 1.5						(127)
Additional budget gap support from Directorate to Care Act - HWA 1.5						(130)
Corporate services bought in						(3,149)
						(3,383)
TOTAL OTHER VARIATIONS IN RESOURCE						1,940

COST CENTRE: C1412Q

FORECAST 2020/21 £000's	DESCRIPTION	ORIGINAL BUDGET 2020/21 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2021/22 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
2,448	Employees	1,802	-	629	2,431	35
-	- Premises related expenditure	1	-	-	1	-
377	Supplies and Services	1,105	-	(726)	379	(66)
16	Third Party Payments	-	-	-	-	n/a
-	- Transfer Payments	-	-	-	-	n/a
(58)	Transport related expenditure	3	-	-	3	-
241	Recharges from other services	58	-	-	58	-
3,024	TOTAL EXPENDITURE	2,969	-	(97)	2,872	(3)
-	- Government Grants	-	-	-	-	n/a
(63)	Other Grants, reimbursements and contributions	(90)	-	-	(90)	-
-	- Customer and Client Receipts	-	-	-	-	n/a
-	- Interest Receivable	-	-	-	-	n/a
-	- Recharges to other services	-	-	-	-	n/a
(63)	TOTAL INCOME	(90)	-	-	(90)	-
2,961	NET CONTROLLABLE COST	2,879	-	(97)	2,782	(3)
-	- Capital Charges	-	-	-	-	n/a
-	- Intangible Charges	-	-	-	-	n/a
-	- REFCUS	-	-	-	-	n/a
-	- Corporate support services bought in	-	-	-	-	n/a
-	TOTAL UNCONTROLLABLE COST	-	-	-	-	n/a
2,961	NET COST OF SERVICE	2,879	-	(97)	2,782	(3)
-	- Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	- Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	- Financing of Capital Expenditure	-	-	-	-	n/a
-	- Provision for Repayment of External Loans	-	-	-	-	n/a
-	- Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
2,961	TOTAL NET EXPENDITURE	2,879	-	(97)	2,782	(3)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						-
<u>Strategic budget - agreed additional income / savings</u>						(179)
Staffing review						(179)
<u>Other resource changes</u>						
Pension increment						152
Agreed Permanent virement salaries 20/21						656
Agreed Permanent virement supplies and services 20/21						(726)
						82
TOTAL OTHER VARIATIONS IN RESOURCE						(97)

COST CENTRE: C1415Q

FORECAST 2020/21 £000's	DESCRIPTION	ORIGINAL BUDGET 2020/21 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2021/22 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
1,951	Employees	1,618	-	(11)	1,607	(1)
-	Premises related expenditure	-	-	-	-	n/a
610	Supplies and Services	462	-	6	468	1
489	Third Party Payments	146	-	-	146	-
4	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
42	Recharges from other services	73	-	127	200	174
3,096	TOTAL EXPENDITURE	2,299	-	122	2,421	5
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	(150)	-	130	(20)	(87)
(200)	Customer and Client Receipts	(108)	-	-	(108)	-
-	Interest Receivable	-	-	-	-	n/a
(1,246)	Recharges to other services	(394)	-	(368)	(762)	93
(1,446)	TOTAL INCOME	(652)	-	(238)	(890)	37
1,650	NET CONTROLLABLE COST	1,647	-	(116)	1,531	(7)
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
-	TOTAL UNCONTROLLABLE COST	-	-	-	-	n/a
1,650	NET COST OF SERVICE	1,647	-	(116)	1,531	(7)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
1,650	TOTAL NET EXPENDITURE	1,647	-	(116)	1,531	(7)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
Staffing review						(409)
						(409)
<u>Other resource changes</u>						
Pension increment						103
Additional budget gap from Directorate to Legal - HWA 1.3						127
Additional budget gap support from Directorate - HWA 1.3						130
Virement Budget Realignment for the Absorption of Business Support and Interpreting from Resources - RED 1.3						(67)
						293
TOTAL OTHER VARIATIONS IN RESOURCE						(116)

COST CENTRE: C1416Q

FORECAST 2020/21 £000's	DESCRIPTION	ORIGINAL BUDGET 2020/21 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2021/22 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
2,733	Employees	2,975	-	(490)	2,485	(16)
-	Premises related expenditure	-	-	-	-	n/a
40	Supplies and Services	11	-	-	11	-
34,522	Third Party Payments	31,345	-	5,136	36,481	16
22,584	Transfer Payments	14,179	-	5,024	19,203	35
6	Transport related expenditure	4	-	-	4	-
117	Recharges from other services	206	-	(90)	116	(44)
60,002	TOTAL EXPENDITURE	48,720	-	9,580	58,300	20
(851)	Government Grants	(979)	-	-	(979)	-
(2,638)	Other Grants, reimbursements and contributions	(3,362)	-	-	(3,362)	-
(4,909)	Customer and Client Receipts	(4,546)	-	-	(4,546)	-
-	Interest Receivable	-	-	-	-	n/a
-	Recharges to other services	-	-	-	-	n/a
(8,398)	TOTAL INCOME	(8,887)	-	-	(8,887)	-
51,604	NET CONTROLLABLE COST	39,833	-	9,580	49,413	24
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
-	TOTAL UNCONTROLLABLE COST	-	-	-	-	n/a
51,604	NET COST OF SERVICE	39,833	-	9,580	49,413	24
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
51,604	TOTAL NET EXPENDITURE	39,833	-	9,580	49,413	24
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
Growth to fund current activity level						11,658
Growth to fund projected demographic and cost pressures						2,884
						14,542
<u>Strategic budget - agreed additional income / savings</u>						
Baseline Savings - 5% Disabilities Operational Budget						(3,015)
Stretch Savings - 2.5% Disabilities Operational Budget						(1,367)
Staffing review						(698)
						(5,080)
<u>Other resource changes</u>						
Pension increment						145
Virement budget realignment of salary from Day Services - HWA 1.9						63
Virement reduction in internal charge to Day Services - HWA 1.9						(90)
						118
TOTAL OTHER VARIATIONS IN RESOURCE						9,580

COST CENTRE: C1420Q

FORECAST 2020/21 £000's	DESCRIPTION	ORIGINAL BUDGET 2020/21 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2021/22 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
743	Employees	73	-	60	133	82
-	- Premises related expenditure	-	-	-	-	n/a
(16)	Supplies and Services	1,462	-	116	1,578	8
519	Third Party Payments	(75)	-	(29)	(104)	39
-	- Transfer Payments	196	-	-	196	-
-	- Transport related expenditure	-	-	-	-	n/a
5,559	Recharges from other services	7,317	-	-	7,317	-
6,805	TOTAL EXPENDITURE	8,973	-	147	9,120	2
-	- Government Grants	-	-	-	-	n/a
(5,432)	Other Grants, reimbursements and contributions	(7,317)	-	-	(7,317)	-
-	- Customer and Client Receipts	-	-	-	-	n/a
-	- Interest Receivable	-	-	-	-	n/a
-	- Recharges to other services	-	-	-	-	n/a
(5,432)	TOTAL INCOME	(7,317)	-	-	(7,317)	-
1,373	NET CONTROLLABLE COST	1,656	-	147	1,803	9
-	- Capital Charges	-	-	-	-	n/a
-	- Intangible Charges	-	-	-	-	n/a
-	- REFCUS	-	-	-	-	n/a
-	- Corporate support services bought in	-	-	-	-	n/a
-	TOTAL UNCONTROLLABLE COST	-	-	-	-	n/a
1,373	NET COST OF SERVICE	1,656	-	147	1,803	9
-	- Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	- Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	- Financing of Capital Expenditure	-	-	-	-	n/a
-	- Provision for Repayment of External Loans	-	-	-	-	n/a
-	- Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
1,373	TOTAL NET EXPENDITURE	1,656	-	147	1,803	9
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
Growth Progression Team						360
						360
<u>Strategic budget - agreed additional income / savings</u>						
Staffing review						(250)
<u>Other resource changes</u>						
Pension increment						37
						37
TOTAL OTHER VARIATIONS IN RESOURCE						147

COST CENTRE: C1430Q

FORECAST 2020/21 £000's	DESCRIPTION	ORIGINAL BUDGET 2020/21 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2021/22 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
2,735	Employees	3,004	-	132	3,136	4
-	- Premises related expenditure	-	-	-	-	n/a
31	Supplies and Services	16	-	-	16	-
7,853	Third Party Payments	7,785	-	275	8,060	4
1,384	Transfer Payments	743	-	(174)	569	(23)
2	Transport related expenditure	26	-	-	26	-
75	Recharges from other services	10	-	2	12	17
12,080	TOTAL EXPENDITURE	11,584	-	235	11,819	2
(65)	Government Grants	(65)	-	-	(65)	-
(1,936)	Other Grants, reimbursements and contributions	(1,169)	-	-	(1,169)	-
(304)	Customer and Client Receipts	(507)	-	-	(507)	-
-	Interest Receivable	-	-	-	-	n/a
(682)	Recharges to other services	(923)	-	250	(673)	(27)
(2,987)	TOTAL INCOME	(2,664)	-	250	(2,414)	(9)
9,093	NET CONTROLLABLE COST	8,920	-	485	9,405	5
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
-	TOTAL UNCONTROLLABLE COST	-	-	-	-	n/a
9,093	NET COST OF SERVICE	8,920	-	485	9,405	5
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	- Financing of Capital Expenditure	-	-	-	-	n/a
-	- Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
9,093	TOTAL NET EXPENDITURE	8,920	-	485	9,405	5
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
Growth to fund current activity level						599
Growth to fund projected demographic and cost pressures						438
						1,037
<u>Strategic budget - agreed additional income / savings</u>						
Baseline Savings - 5% Mental Health Operational Budget						(459)
Stretch Savings - 2.5% Mental Health Operational Budget						(225)
						(684)
<u>Other resource changes</u>						
Pension increment						132
						132
TOTAL OTHER VARIATIONS IN RESOURCE						485

COST CENTRE: C1431Q

FORECAST 2020/21 £000's	DESCRIPTION	ORIGINAL BUDGET 2020/21 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2021/22 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
7,043	Employees	6,591	-	1,127	7,718	17
150	Premises related expenditure	(81)	-	200	119	(247)
71	Supplies and Services	(557)	-	100	(457)	(18)
3,432	Third Party Payments	2,492	-	(1,069)	1,423	(43)
1	Transfer Payments	-	-	-	-	n/a
10	Transport related expenditure	10	-	-	10	-
320	Recharges from other services	696	-	(230)	466	(33)
11,027	TOTAL EXPENDITURE	9,151	-	128	9,279	1
-	Government Grants	-	-	-	-	n/a
(661)	Other Grants, reimbursements and contributions	(75)	-	-	(75)	-
(2,749)	Customer and Client Receipts	(1,299)	-	-	(1,299)	-
-	Interest Receivable	-	-	-	-	n/a
(1,118)	Recharges to other services	(1,059)	-	10	(1,049)	(1)
(4,528)	TOTAL INCOME	(2,433)	-	10	(2,423)	(0)
6,499	NET CONTROLLABLE COST	6,718	-	138	6,856	2
71	Capital Charges	71	-	145	216	204
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
71	TOTAL UNCONTROLLABLE COST	71	-	145	216	204
6,570	NET COST OF SERVICE	6,789	-	283	7,072	4
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
6,570	TOTAL NET EXPENDITURE	6,789	-	283	7,072	4
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
<u>Strategic budget - agreed additional income / savings</u>						
Staffing review						(200)
						(200)
<u>Other resource changes</u>						
Pension increment						311
Depreciation -Asset revaluation						145
Virement Budget Realignment of salaries to 25-65 - HWA 1.6						(63)
Virement Reduction of internal charge from 25-65 - HWA 1.6						90
						483
TOTAL OTHER VARIATIONS IN RESOURCE						283

COST CENTRE: C1432Q

FORECAST 2020/21 £000's	DESCRIPTION	ORIGINAL BUDGET 2020/21 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2021/22 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
-	Employees	-	-	-	-	n/a
6	Premises related expenditure	-	-	-	-	n/a
3,265	Supplies and Services	1,215	-	57	1,272	5
8,335	Third Party Payments	7,987	-	(346)	7,641	(4)
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
1	Recharges from other services	-	-	-	-	n/a
11,607	TOTAL EXPENDITURE	9,202	-	(289)	8,913	(3)
-	Government Grants	-	-	-	-	n/a
(1,824)	Other Grants, reimbursements and contributions	-	-	(254)	(254)	n/a
(2,549)	Customer and Client Receipts	(2,776)	-	-	(2,776)	-
-	Interest Receivable	-	-	-	-	n/a
(535)	Recharges to other services	(15)	-	-	(15)	-
(4,908)	TOTAL INCOME	(2,791)	-	(254)	(3,045)	9
6,699	NET CONTROLLABLE COST	6,411	-	(543)	5,868	(8)
26	Capital Charges	26	-	-	26	-
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
26	TOTAL UNCONTROLLABLE COST	26	-	-	26	-
6,725	NET COST OF SERVICE	6,437	-	(543)	5,894	(8)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
6,725	TOTAL NET EXPENDITURE	6,437	-	(543)	5,894	(8)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
Growth to fund contract cost inflation						254
Growth to fund demographic and inflation in future years						57
						311
<u>Strategic budget - agreed additional income / savings</u>						
Review of Contracts - OBC Commissioning, Working Age Adults						(600)
Review of Contracts - Older People						(254)
						(854)
<u>Other resource changes</u>						
						-
TOTAL OTHER VARIATIONS IN RESOURCE						(543)

COST CENTRE: C1433Q

FORECAST 2020/21 £000's	DESCRIPTION	ORIGINAL BUDGET 2020/21 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2021/22 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
6,983	Employees	7,287	-	(137)	7,150	(2)
2	Premises related expenditure	-	-	-	-	n/a
72	Supplies and Services	65	-	2	67	3
31,092	Third Party Payments	29,919	-	4,616	34,535	15
2,340	Transfer Payments	944	-	154	1,098	16
24	Transport related expenditure	24	-	-	24	-
4	Recharges from other services	4	-	-	4	-
40,517	TOTAL EXPENDITURE	38,243	-	4,635	42,878	12
-	Government Grants	-	-	-	-	n/a
(5,292)	Other Grants, reimbursements and contributions	(9,292)	-	-	(9,292)	-
(8,758)	Customer and Client Receipts	(7,356)	-	-	(7,356)	-
-	Interest Receivable	-	-	-	-	n/a
(1,000)	Recharges to other services	(1,000)	-	-	(1,000)	-
(15,050)	TOTAL INCOME	(17,648)	-	-	(17,648)	-
25,467	NET CONTROLLABLE COST	20,595	-	4,635	25,230	23
10	Capital Charges	10	-	-	10	-
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
10	TOTAL UNCONTROLLABLE COST	10	-	-	10	-
25,477	NET COST OF SERVICE	20,605	-	4,635	25,240	22
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
25,477	TOTAL NET EXPENDITURE	20,605	-	4,635	25,240	22
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
Growth to fund current Activity						5,468
Growth to fund projected Demographic and Cost Pressures						1,899
Removal of One-Off Health Funding						4,000
Reduction in Growth						(4,000)
						7,367
<u>Strategic budget - agreed additional income / savings</u>						
Baseline Savings - 5% Older People Operational Budget						(1,908)
Stretch Savings - 2.5% Older People Operational Budget						(691)
Staffing review						(463)
						(3,062)
<u>Other resource changes</u>						
Pension increment						330
						330
TOTAL OTHER VARIATIONS IN RESOURCE						4,635

SERVICE DESCRIPTION

The Director of Public Health, a statutory appointment, and her team are required to provide a range of statutory responsibilities and, as such, have a specialist skill set- all the senior team are considered equivalent, by the Royal Colleges and GMC, to medical consultants in hospital settings. Public health is funded by a ring-fenced grant to provide a range of services detailed below.

The public health specialists provide public health advice and expertise to commissioners of health care for Croydon residents, across the integrated care system including SW London, and providing information and advice to other agencies such as Public Health England and NHS England. Since January 2020 there has been focus on the direct and indirect impact of the Covid pandemic. This work has been augmented by additional funding from Government around Outbreak control plans- which are separately identified

The core ring-fence funding ensures that specialist advice ensures that the health of our residents are protected through vaccination and immunisation, health screening and emergency planning. The Director is also responsible to ensure that a range of services are commissioned which include Health visiting & School nursing (public health nursing), sexual health services, drug and alcohol services, obesity prevention and management (including child measurement) and NHS Health Checks. These functions are funded by the Public Health Grant.

Public health management covers core staffing and operating costs for the division.

In addition to the core services and core team the public health ring-fence has been used to fund a range of Croydon Council services that contribute to the health and wellbeing of the people of Croydon.

Public Health Contracts and Funding covers the following areas:

- ~ Sexual and reproductive health covers a range of mandatory public health services, most of which are provided through the NHS
- ~ Health protection covers services to protect the health of the population including environmental health
- ~ Behaviour change covers both mandatory and non-mandatory services to support individuals lead healthier lifestyles. They are delivered by a range of external and internal providers.
- ~ Children's public health services covers mainly mandatory services most of which are delivered by external NHS providers.
- ~ Targeted public health projects are mainly non-mandatory services many of which are delivered by internal council providers but also through the Third Sector and the NHS.
- ~ Substance misuse services covers prevention and harm reduction, mainly delivered by external providers
- ~ Wider determinants covers projects to improve health by addressing economic and social factors impacting health (e.g. housing, income, education). They are mainly delivered by internal council services however also the wider integration agenda.

MOVEMENT IN NET EXPENDITURE

COST CENTRE	SERVICE	ORIGINAL BUDGET 2020/21 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2021/22 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
C1691Q	Public Health Management	(17,345)	-	(1,013)	(18,358)	6
C1692Q	Public Health Contracts And Funding	17,345	-	1,013	18,358	6
	TOTAL NET SPEND	-	-	-	-	n/a

STAFF ESTABLISHMENT NUMBERS

SERVICE	ORIGINAL BUDGET 2020/21 FTE STAFF	ORIGINAL BUDGET 2021/22 FTE STAFF	CHANGE IN FTE FTE STAFF
Public Health Management	20.9	23.9	3.0
Public Health Contracts And Funding	-	-	-
TOTAL FTE STAFF	20.9	23.9	3.0

COST CENTRE: C1662P

FORECAST 2020/21 £000's	DESCRIPTION	ORIGINAL BUDGET 2020/21 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2021/22 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
1,386	Employees	1,386	-	434	1,820	31
-	- Premises related expenditure	-	-	-	-	n/a
521	Supplies and Services	1,561	-	(907)	654	(58)
8,798	Third Party Payments	8,798	-	804	9,602	9
-	- Transfer Payments	-	-	-	-	n/a
-	- Transport related expenditure	-	-	-	-	n/a
9,137	Recharges from other services	9,137	-	612	9,749	7
19,842	TOTAL EXPENDITURE	20,882	-	943	21,825	5
(21,420)	Government Grants	(21,420)	-	(1,008)	(22,428)	5
(65)	Other Grants, reimbursements and contributions	(65)	-	65	-	(100)
-	- Customer and Client Receipts	-	-	-	-	n/a
-	- Interest Receivable	-	-	-	-	n/a
-	- Recharges to other services	-	-	-	-	n/a
(21,485)	TOTAL INCOME	(21,485)	-	(943)	(22,428)	4
(1,643)	NET CONTROLLABLE COST	(603)	-	-	(603)	-
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
603	Corporate support services bought in	603	-	-	603	-
603	TOTAL UNCONTROLLABLE COST	603	-	-	603	-
(1,040)	NET COST OF SERVICE	-	-	-	-	n/a
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	- Financing of Capital Expenditure	-	-	-	-	n/a
-	- Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
(1,040)	TOTAL NET EXPENDITURE	-	-	-	-	n/a
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						-
<u>Strategic budget - agreed additional income / savings</u>						-
<u>Other resource changes</u>						-
TOTAL OTHER VARIATIONS IN RESOURCE						-

COST CENTRE: C1695Q

FORECAST 2020/21 £000's	DESCRIPTION	ORIGINAL BUDGET 2020/21 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2021/22 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
1,386	Employees	1,227	-	373	1,600	30
	Premises related expenditure		-	-		n/a
521	Supplies and Services	1,561	-	(907)	654	(58)
-	- Third Party Payments	-	-	-	-	n/a
-	- Transfer Payments	-	-	-	-	n/a
-	- Transport related expenditure	-	-	-	-	n/a
639	Recharges from other services	639	-	(17)	622	(3)
2,546	TOTAL EXPENDITURE	3,427	-	(551)	2,876	(16)
(21,420)	Government Grants	(21,420)	-	(462)	(21,882)	2
45	Other Grants, reimbursements and contributions	45	-	-	45	-
-	- Customer and Client Receipts	-	-	-	-	n/a
-	- Interest Receivable	-	-	-	-	n/a
-	- Recharges to other services	-	-	-	-	n/a
(21,375)	TOTAL INCOME	(21,375)	-	(462)	(21,837)	2
(18,829)	NET CONTROLLABLE COST	(17,948)	-	(1,013)	(18,961)	6
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
603	Corporate support services bought in	603	-	-	603	-
603	TOTAL UNCONTROLLABLE COST	603	-	-	603	-
(18,226)	NET COST OF SERVICE	(17,345)	-	(1,013)	(18,358)	6
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	- Financing of Capital Expenditure	-	-	-	-	n/a
-	- Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
(18,226)	TOTAL NET EXPENDITURE	(17,345)	-	(1,013)	(18,358)	6
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
						-
<u>Other resource changes</u>						
Recharge staffing re-alignment						(17)
NHS Agenda for Change Uplift						550
Employee budget amalgamation (HW 2.4)						159
Additional salary adjustment increase of 3 fte						214
Realignment of contingency						(1,457)
Additional budget allocation 20/21 from Department of Public Health						(462)
						(1,013)
TOTAL OTHER VARIATIONS IN RESOURCE						(1,013)

COST CENTRE: C1692Q

FORECAST 2020/21 £000's	DESCRIPTION	ORIGINAL BUDGET 2020/21 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2021/22 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
-	Employees	159	-	61	220	38
-	Premises related expenditure	-	-	-	-	n/a
-	Supplies and Services	-	-	20	20	n/a
8,798	Third Party Payments	8,798	-	784	9,582	9
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
8,498	Recharges from other services	8,498	-	629	9,127	7
17,296	TOTAL EXPENDITURE	17,455	-	1,494	18,949	9
-	Government Grants	-	-	(481)	(481)	n/a
(110)	Other Grants, reimbursements and contributions	(110)	-	-	(110)	-
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
-	Recharges to other services	-	-	-	-	n/a
(110)	TOTAL INCOME	(110)	-	(481)	(591)	437
17,186	NET CONTROLLABLE COST	17,345	-	1,013	18,358	6
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
-	TOTAL UNCONTROLLABLE COST	-	-	-	-	n/a
17,186	NET COST OF SERVICE	17,345	-	1,013	18,358	6
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
17,186	TOTAL NET EXPENDITURE	17,345	-	1,013	18,358	6
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
						-
<u>Other resource changes</u>						
Rough sleeping grant from Department of Public Health						(481)
Employee budget amalgamation (HW 2.3)						(159)
Rough sleeping grant funded activities						481
Pre-Exposure Prophylaxis (PrEp) activities						101
Budget to support locality based approach						202
Detox and rehab placements						300
Increase need in post suicide prevention and mental wellbeing						250
Provision for additional staffing to support ongoing health protection						220
Increase in children's public health						79
Increase in NHS Health Checks to reduce backlog						20
						1,013
TOTAL OTHER VARIATIONS IN RESOURCE						1,013

SERVICE DESCRIPTION

The Gateway Services Division comprises of 3 services areas. These include:

Gateway Delivery (Enablement and Welfare and Gateway Service Improvement) - responsible for financial stability and housing sustainability for residents during points of crisis and working with them to establish sustainable longer term solutions. The service supports over 42,000 residents per annum. This service is critical in shaping the councils response to welfare reforms, including Universal credit, Benefit cap, Local Housing Allowance freeze. The service also supports with collecting rent from various emergency and temporary accommodation schemes supporting housing budgets, financial assessment for adult social care supporting ASC budgets, maximising the income of Croydon residents and optimising contributions for care. In addition, the service provides support for people with No Recourse to Public Funds.

Bereavement & Registrars - The services work closely with Gateway Delivery and participate in Tell us once. The service is responsible for the Statutory Funerals, Public Mortuary, over 300 burials, 1,800 cremations and maintenance of 3 cemeteries, 1 crematorium and the provision of our registration services including birth, deaths, marriages and citizenship. Combined, the services generate over £3m per year in income.

Resident Access (was Contact Centre & Access Croydon)

A service which provides a single customer point of contact, wherever possible resolving enquiries at the first point of contact. Provides the Contact Centre, Access Croydon and front door for referrals into Adult Social Care, to provide interventions to prevent the need for care assessments. Leads on early intervention/ prevention initiatives in the community working alongside with the third sector, pushing the Gateway approach out into the community/localities/food stops/ information and advice/ managing demand and street homelessness.

MOVEMENT IN NET EXPENDITURE

COST CENTRE	SERVICE	ORIGINAL BUDGET 2020/21 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2021/22 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
C1248Q	Enablement And Welfare	23,326	-	(3,662)	19,664	(16)
C1252Q	Bereavement And Registrars	(779)	-	(82)	(861)	11
C1256Q	Gateway Services Directorate	17	-	62	79	365
C1259Q	Gateway Service Improvement	4,383	-	(4,141)	242	(94)
C1618Q	Resident Access	806	-	3,368	4,174	418
	TOTAL NET SPEND	27,753	-	(4,455)	23,298	(16)

STAFF ESTABLISHMENT NUMBERS

SERVICE	ORIGINAL BUDGET 2020/21	ORIGINAL BUDGET 2021/22	CHANGE IN
	FTE STAFF	FTE STAFF	FTE STAFF
Enablement And Welfare	95.4	81.4	(14.0)
Bereavement And Registrars	35.8	36.8	1.0
Gateway Services Directorate	1.0	3.0	2.0
Gateway Service Improvement	35.4	1.0	(34.4)
Resident Access	74.7	82.8	8.1
TOTAL FTE STAFF	242.2	205.0	(37.2)

COST CENTRE: C1250P

FORECAST 2020/21 £000's	DESCRIPTION	ORIGINAL BUDGET 2020/21 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2021/22 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
10,937	Employees	10,071	-	(996)	9,075	(10)
7	Premises related expenditure	55	-	-	55	-
1,094	Supplies and Services	901	-	(336)	565	(37)
20,605	Third Party Payments	20,592	-	(2,730)	17,862	(13)
88	Transfer Payments	71	-	29	100	41
48	Transport related expenditure	56	-	(6)	50	(11)
(82)	Recharges from other services	3	-	-	3	-
32,697	TOTAL EXPENDITURE	31,749	-	(4,039)	27,710	(13)
(926)	Government Grants	(257)	-	95	(162)	(37)
(96)	Other Grants, reimbursements and contributions	(63)	-	-	(63)	-
(3,376)	Customer and Client Receipts	(3,801)	-	-	(3,801)	-
-	Interest Receivable	-	-	-	-	n/a
(752)	Recharges to other services	(742)	-	(10)	(752)	1
(5,150)	TOTAL INCOME	(4,863)	-	85	(4,778)	(2)
27,547	NET CONTROLLABLE COST	26,886	-	(3,954)	22,932	(15)
124	Capital Charges	124	-	40	164	32
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
743	Corporate support services bought in	743	-	(541)	202	(73)
867	TOTAL UNCONTROLLABLE COST	867	-	(501)	366	(58)
28,414	NET COST OF SERVICE	27,753	-	(4,455)	23,298	(16)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
28,414	TOTAL NET EXPENDITURE	27,753	-	(4,455)	23,298	(16)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						311
<u>Strategic budget - agreed additional income / savings</u>						
						(4,804)
<u>Other resource changes</u>						
						38
TOTAL OTHER VARIATIONS IN RESOURCE						(4,455)

COST CENTRE: C1248Q

FORECAST 2020/21 £000's	DESCRIPTION	ORIGINAL BUDGET 2020/21 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2021/22 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
4,890	Employees	4,067	-	(135)	3,932	(3)
(7)	Premises related expenditure	-	-	-	-	n/a
626	Supplies and Services	505	-	(336)	169	(67)
17,141	Third Party Payments	17,828	-	(2,730)	15,098	(15)
88	Transfer Payments	71	-	29	100	41
	Transport related expenditure	10	-	(6)	4	(60)
(43)	Recharges from other services	15	-	-	15	-
22,695	TOTAL EXPENDITURE	22,496	-	(3,178)	19,318	(14)
(177)	Government Grants	(162)	-	-	(162)	-
(42)	Other Grants, reimbursements and contributions	(50)	-	-	(50)	-
(222)	Customer and Client Receipts	(212)	-	-	(212)	-
-	Interest Receivable	-	-	-	-	n/a
(393)	Recharges to other services	(393)	-	38	(355)	(10)
(834)	TOTAL INCOME	(817)	-	38	(779)	(5)
21,861	NET CONTROLLABLE COST	21,679	-	(3,140)	18,539	(14)
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
1,647	Corporate support services bought in	1,647	-	(522)	1,125	(32)
1,647	TOTAL UNCONTROLLABLE COST	1,647	-	(522)	1,125	(32)
23,508	NET COST OF SERVICE	23,326	-	(3,662)	19,664	(16)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
23,508	TOTAL NET EXPENDITURE	23,326	-	(3,662)	19,664	(16)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
HWA Gro 05 Permanently fund team of 7 income officers						311
						311
<u>Strategic budget - agreed additional income / savings</u>						
HWA Sav 01 Reduction of Welfare Rights						(442)
HWA Sav 13 Reduction in Placements and Accommodation NRPF Budget						(200)
HWA Sav 15 Croydon Discretionary Support - Reduction in service						(285)
HWA Sav 16 Croydon Discretionary Support - Deletion of service						(235)
HWA Sav 18 Restructure in Gateway Services (split with HW 3.6)						(60)
HWA Sav 23 Staffing Review (Split across HWA 1.4; 1.5; 1.6; 1.7; 1.9; 1.11 3.6; 3.7; 4.3; 4.4; 4.6)						(208)
HWA Sav 24 Savings on TfL freedom Pass due to reduction in usage						(2,375)
						(3,805)
<u>Other resource changes</u>						
Pension increment						189
Movement in corporate charges (SeRCOP) and Internal Recharges						(522)
Staffing Alignment within Directorate (HW 3.6 & HW 3.7)						165
						(168)
TOTAL OTHER VARIATIONS IN RESOURCE						(3,662)

COST CENTRE: C1252Q

FORECAST 2020/21 £000's	DESCRIPTION	ORIGINAL BUDGET 2020/21 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2021/22 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
1,607	Employees	1,563	-	73	1,636	5
14	Premises related expenditure	53	-	-	53	-
448	Supplies and Services	379	-	-	379	-
-	- Third Party Payments	-	-	-	-	n/a
-	- Transfer Payments	-	-	-	-	n/a
48	Transport related expenditure	44	-	-	44	-
17	Recharges from other services	8	-	-	8	-
2,134	TOTAL EXPENDITURE	2,047	-	73	2,120	4
-	- Government Grants	-	-	-	-	n/a
(51)	- Other Grants, reimbursements and contributions	-	-	-	-	n/a
(3,154)	- Customer and Client Receipts	(3,589)	-	-	(3,589)	-
-	- Interest Receivable	-	-	-	-	n/a
-	- Recharges to other services	-	-	-	-	n/a
(3,205)	TOTAL INCOME	(3,589)	-	-	(3,589)	-
(1,071)	NET CONTROLLABLE COST	(1,542)	-	73	(1,469)	(5)
124	Capital Charges	124	-	40	164	32
-	- Intangible Charges	-	-	-	-	n/a
-	- REFCUS	-	-	-	-	n/a
639	Corporate support services bought in	639	-	(195)	444	(31)
763	TOTAL UNCONTROLLABLE COST	763	-	(155)	608	(20)
(308)	NET COST OF SERVICE	(779)	-	(82)	(861)	11
-	- Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	- Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	- Financing of Capital Expenditure	-	-	-	-	n/a
-	- Provision for Repayment of External Loans	-	-	-	-	n/a
-	- Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
(308)	TOTAL NET EXPENDITURE	(779)	-	(82)	(861)	11
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
						-
<u>Other resource changes</u>						
Pension increment						73
Increase of capital charges						40
Movement in corporate charges (SeRCOP) and Internal Recharges						(195)
						(82)
TOTAL OTHER VARIATIONS IN RESOURCE						(82)

COST CENTRE: C1256Q

FORECAST 2020/21 £000's	DESCRIPTION	ORIGINAL BUDGET 2020/21 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2021/22 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
141	Employees	127	-	117	244	92
-	- Premises related expenditure	-	-	-	-	n/a
-	- Supplies and Services	-	-	-	-	n/a
-	- Third Party Payments	-	-	-	-	n/a
-	- Transfer Payments	-	-	-	-	n/a
-	- Transport related expenditure	-	-	-	-	n/a
1	Recharges from other services	-	-	-	-	n/a
142	TOTAL EXPENDITURE	127	-	117	244	92
-	- Government Grants	-	-	-	-	n/a
-	- Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	- Customer and Client Receipts	-	-	-	-	n/a
-	- Interest Receivable	-	-	-	-	n/a
(129)	Recharges to other services	(129)	-	(48)	(177)	37
(129)	TOTAL INCOME	(129)	-	(48)	(177)	37
13	NET CONTROLLABLE COST	(2)	-	69	67	(3,450)
-	- Capital Charges	-	-	-	-	n/a
-	- Intangible Charges	-	-	-	-	n/a
-	- REFCUS	-	-	-	-	n/a
19	Corporate support services bought in	19	-	(7)	12	(37)
19	TOTAL UNCONTROLLABLE COST	19	-	(7)	12	(37)
32	NET COST OF SERVICE	17	-	62	79	365
-	- Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	- Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	- Financing of Capital Expenditure	-	-	-	-	n/a
-	- Provision for Repayment of External Loans	-	-	-	-	n/a
-	- Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
32	TOTAL NET EXPENDITURE	17	-	62	79	365
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
						-
<u>Other resource changes</u>						
Staffing Alignment - Executive Support budget (HW 5.3)						63
Pension increment						6
Movement in corporate charges (SeRCOP) and Internal Recharges						(7)
						62
TOTAL OTHER VARIATIONS IN RESOURCE						62

HEALTH, WELLBEING & ADULTS
GATEWAY SERVICES
GATEWAY SERVICE IMPROVEMENT SUMMARY

SERVICE SUBJECTIVE SUMMARY

COST CENTRE: C1259Q

FORECAST 2020/21 £000's	DESCRIPTION	ORIGINAL BUDGET 2020/21 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2021/22 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
820	Employees	1,618	-	(1,502)	116	(93)
-	- Premises related expenditure	-	-	-	-	n/a
18	Supplies and Services	2	-	-	2	-
-	- Third Party Payments	2,764	-	(2,763)	1	(100)
-	- Transfer Payments	-	-	-	-	n/a
-	- Transport related expenditure	2	-	-	2	-
(41)	Recharges from other services	(20)	-	20	-	(100)
797	TOTAL EXPENDITURE	4,366	-	(4,245)	121	(97)
(29)	Government Grants	(95)	-	95	-	(100)
-	- Other Grants, reimbursements and contributions	(13)	-	-	(13)	-
-	- Customer and Client Receipts	-	-	-	-	n/a
-	- Interest Receivable	-	-	-	-	n/a
-	- Recharges to other services	(73)	-	73	-	(100)
(29)	TOTAL INCOME	(181)	-	168	(13)	(93)
768	NET CONTROLLABLE COST	4,185	-	(4,077)	108	(97)
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
198	Corporate support services bought in	198	-	(64)	134	(32)
198	TOTAL UNCONTROLLABLE COST	198	-	(64)	134	(32)
966	NET COST OF SERVICE	4,383	-	(4,141)	242	(94)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	- Financing of Capital Expenditure	-	-	-	-	n/a
-	- Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
966	TOTAL NET EXPENDITURE	4,383	-	(4,141)	242	(94)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
Strategic budget - agreed additional income / savings						
HWA Sav 18 Restructure in Gateway Services (split with HW 3.3)						(54)
HWA Sav 23 Staffing Review (Split across HWA 1.4; 1.5; 1.6; 1.7; 1.9; 1.11 3.3; 3.7; 4.3; 4.4; 4.6)						(738)
						(792)
<u>Other resource changes</u>						
Pension increment						75
Movement in corporate charges (SeRCOP) and Internal Recharges						(64)
Staffing alignment within directorate (HW 3.3 & HW 3.7)						(190)
Movement of Homelessness to Resident Access (HW 3.7)						(3,170)
						(3,349)
TOTAL OTHER VARIATIONS IN RESOURCE						(4,141)

COST CENTRE: C1618Q

FORECAST 2020/21 £000's	DESCRIPTION	ORIGINAL BUDGET 2020/21 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2021/22 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
3,479	Employees	2,696	-	451	3,147	17
-	- Premises related expenditure	2	-	-	2	-
2	Supplies and Services	15	-	-	15	-
3,464	Third Party Payments	-	-	2,763	2,763	n/a
-	- Transfer Payments	-	-	-	-	n/a
-	- Transport related expenditure	-	-	-	-	n/a
(16)	Recharges from other services	-	-	(20)	(20)	n/a
6,929	TOTAL EXPENDITURE	2,713	-	3,194	5,907	118
(720)	Government Grants	-	-	-	-	n/a
(3)	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	- Customer and Client Receipts	-	-	-	-	n/a
-	- Interest Receivable	-	-	-	-	n/a
(230)	Recharges to other services	(147)	-	(73)	(220)	50
(953)	TOTAL INCOME	(147)	-	(73)	(220)	50
5,976	NET CONTROLLABLE COST	2,566	-	3,121	5,687	122
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
(1,760)	Corporate support services bought in	(1,760)	-	247	(1,513)	(14)
(1,760)	TOTAL UNCONTROLLABLE COST	(1,760)	-	247	(1,513)	(14)
4,216	NET COST OF SERVICE	806	-	3,368	4,174	418
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	- Financing of Capital Expenditure	-	-	-	-	n/a
-	- Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
4,216	TOTAL NET EXPENDITURE	806	-	3,368	4,174	418
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
HWA Sav 17 Contact centre and Access Croydon- Reduction in line management						(87)
HWA Sav 23 Staffing Review (Split across HWA 1.4; 1.5; 1.6; 1.7; 1.9; 1.11 3.3; 3.6; 4.3; 4.4; 4.6)						(120)
						(207)
<u>Other resource changes</u>						
Minor staffing adjustment						(7)
Movement in Corporate Charges (SeRCOP) & Internal Recharges						247
Pension increment						140
Staffing Alignment within Directorate (HW 3.3 & HW 3.7)						25
Movement of Homelessness from Gateway Service Improvement (HW 3.6)						3,170
						3,575
TOTAL OTHER VARIATIONS IN RESOURCE						3,368

SERVICE DESCRIPTION

The Housing Assessment & Solutions includes the following sections:

Emergency Accommodation
Carries out the council statutory function under the homeless reduction act. Their duties include the prevention of homelessness and where that is not possible finding alternative solutions and accommodation for homeless residents. The service also provides emergency accommodation for homeless households until longer term accommodation can be found. The service takes over 3,000 application per year

Housing Renewal
Responsible for the Staying Put Home Improvement Agency which enables older, vulnerable people and people with disabilities to stay in their own homes. This can be through repairs, adaptations, re-ablement, hospital discharge, gardening and handyperson services.

Temporary Accommodation and Housing Solutions
Responsible for the housing and transfer registers, and allocation of social housing (including registered social landlords). It promotes home ownership (right to buy and social home buy). It provides and manages temporary accommodation and facilitates access to the private sector to prevent and discharge the council's homelessness duty, providing subsequent support to landlords and tenants to sustain tenancies.

MOVEMENT IN NET EXPENDITURE

COST CENTRE	SERVICE	ORIGINAL BUDGET 2020/21 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2021/22 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
C1258Q	Emergency Accommodation	5,394	-	(2,942)	2,452	(55)
C1440Q	Housing Renewal	-	-	(47)	(47)	n/a
C1446Q	Housing Needs Directorate	3,361	-	(322)	3,039	(10)
C1448Q	Temporary Accommodation And Housing Solutions	(753)	-	1,141	388	(152)
C1464Q	Garage Commercial And Miscellaneous Properties Income	(104)	-	-	(104)	-
TOTAL NET SPEND		7,898	-	(2,170)	5,728	(27)

STAFF ESTABLISHMENT NUMBERS

SERVICE	ORIGINAL BUDGET 2020/21	ORIGINAL BUDGET 2021/22	CHANGE IN FTE
	FTE STAFF	FTE STAFF	FTE STAFF
Emergency Accommodation	47.6	48.6	1.1
Housing Renewal	14.5	13.2	(1.3)
Service Development	-	-	-
Housing Needs Directorate	0.2	0.2	-
Temporary Accommodation and Housing Solutions	18.6	15.5	(3.1)
Garage Commercial And Miscellaneous Properties Income	-	-	-
TOTAL FTE STAFF	80.8	77.5	(3.3)

COST CENTRE: C1420P

FORECAST 2020/21 £000's	DESCRIPTION	ORIGINAL BUDGET 2020/21 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2021/22 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
4,481	Employees	4,829	-	(108)	4,721	(2)
24,145	Premises related expenditure	30,937	-	4,123	35,060	13
1,462	Supplies and Services	72	-	374	446	519
12,621	Third Party Payments	618	-	(48)	570	(8)
3	Transfer Payments	-	-	-	-	n/a
5	Transport related expenditure	3	-	(1)	2	(33)
(51)	Recharges from other services	(56)	-	38	(18)	(68)
42,666	TOTAL EXPENDITURE	36,403	-	4,378	40,781	12
(5,559)	Government Grants	(4,745)	-	(2,488)	(7,233)	52
(399)	Other Grants, reimbursements and contributions	(270)	-	-	(270)	-
(29,347)	Customer and Client Receipts	(25,961)	-	(2,273)	(28,234)	9
-	Interest Receivable	-	-	-	-	n/a
(1,985)	Recharges to other services	(2,192)	-	(1,365)	(3,557)	62
(37,290)	TOTAL INCOME	(33,168)	-	(6,126)	(39,294)	18
5,376	NET CONTROLLABLE COST	3,235	-	(1,748)	1,487	(54)
77	Capital Charges	77	-	110	187	143
17	Intangible Charges	17	-	-	17	-
2,900	REFCUS	2,900	-	-	2,900	-
1,669	Corporate support services bought in	1,669	-	(532)	1,137	(32)
4,663	TOTAL UNCONTROLLABLE COST	4,663	-	(422)	4,241	(9)
10,039	NET COST OF SERVICE	7,898	-	(2,170)	5,728	(27)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
10,039	TOTAL NET EXPENDITURE	7,898	-	(2,170)	5,728	(27)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
						(1,972)
<u>Other resource changes</u>						
						(198)
TOTAL OTHER VARIATIONS IN RESOURCE						(2,170)

COST CENTRE: C1258Q

FORECAST 2020/21 £000's	DESCRIPTION	ORIGINAL BUDGET 2020/21 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2021/22 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
3,078	Employees	3,083	-	300	3,383	10
12,481	Premises related expenditure	9,666	-	(138)	9,528	(1)
1,249	Supplies and Services	282	-	3	285	1
10	Third Party Payments	16	-	-	16	-
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	1	-	(1)	-	(100)
20	Recharges from other services	20	-	-	20	-
16,838	TOTAL EXPENDITURE	13,068	-	164	13,232	1
(1,192)	Government Grants	(402)	-	(2,854)	(3,256)	710
(182)	Other Grants, reimbursements and contributions	-	-	(47)	(47)	n/a
(8,818)	Customer and Client Receipts	(6,727)	-	-	(6,727)	-
-	Interest Receivable	-	-	-	-	n/a
(1,333)	Recharges to other services	(1,461)	-	85	(1,376)	(6)
(11,525)	TOTAL INCOME	(8,590)	-	(2,816)	(11,406)	33
5,313	NET CONTROLLABLE COST	4,478	-	(2,652)	1,826	(59)
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
916	Corporate support services bought in	916	-	(290)	626	(32)
916	TOTAL UNCONTROLLABLE COST	916	-	(290)	626	(32)
6,229	NET COST OF SERVICE	5,394	-	(2,942)	2,452	(55)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
6,229	TOTAL NET EXPENDITURE	5,394	-	(2,942)	2,452	(55)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
HWA Sav 23 Staffing Review (Split across HWA 1.4; 1.5; 1.6; 1.7; 1.9; 1.11 3.3; 3.6; 3.7; 4.4; 4.6)						(159)
						(159)
<u>Other resource changes</u>						
Accommodation budget alignment (HW 4.6)						300
Homelessness Prevention Grant alignment (HW 4.6)						(2,854)
Housing Head of Service Restructure Virement						(36)
Movement of Housing Supply Management Team from Temporary Accommodation (HW 4.6)						(57)
Movement in corporate charges (SeRCOP) and Internal Recharges						(290)
Pension increment						154
						(2,783)
TOTAL OTHER VARIATIONS IN RESOURCE						(2,942)

COST CENTRE: C1440Q

FORECAST 2020/21 £000's	DESCRIPTION	ORIGINAL BUDGET 2020/21 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2021/22 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
692	Employees	682	-	(61)	621	(9)
-	- Premises related expenditure	-	-	-	-	n/a
6	Supplies and Services	6	-	31	37	517
212	Third Party Payments	212	-	-	212	-
-	- Transfer Payments	-	-	-	-	n/a
3	Transport related expenditure	2	-	-	2	-
12	Recharges from other services	8	-	-	8	-
925	TOTAL EXPENDITURE	910	-	(30)	880	(3)
-	- Government Grants	-	-	-	-	n/a
(216)	Other Grants, reimbursements and contributions	(223)	-	-	(223)	-
(247)	Customer and Client Receipts	(273)	-	-	(273)	-
-	- Interest Receivable	-	-	-	-	n/a
(485)	Recharges to other services	(414)	-	(17)	(431)	4
(948)	TOTAL INCOME	(910)	-	(17)	(927)	2
(23)	NET CONTROLLABLE COST	-	-	(47)	(47)	n/a
-	- Capital Charges	-	-	-	-	n/a
-	- Intangible Charges	-	-	-	-	n/a
-	- REFCUS	-	-	-	-	n/a
-	- Corporate support services bought in	-	-	-	-	n/a
-	TOTAL UNCONTROLLABLE COST	-	-	-	-	n/a
(23)	NET COST OF SERVICE	-	-	(47)	(47)	n/a
-	- Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	- Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	- Financing of Capital Expenditure	-	-	-	-	n/a
-	- Provision for Repayment of External Loans	-	-	-	-	n/a
-	- Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
(23)	TOTAL NET EXPENDITURE	-	-	(47)	(47)	n/a
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
HWA Sav 23 Staffing Review (Split across HWA 1.4; 1.5; 1.6; 1.7; 1.9; 1.11 3.3; 3.6; 3.7; 4.3; 4.6)						(57)
						(57)
<u>Other resource changes</u>						
Pension increment						32
Housing Head of Service Restructure Virement						(22)
						10
TOTAL OTHER VARIATIONS IN RESOURCE						(47)

COST CENTRE: C1446Q

FORECAST 2020/21 £000's	DESCRIPTION	ORIGINAL BUDGET 2020/21 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2021/22 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
25	Employees	23	-	(23)	-	(100)
-	- Premises related expenditure	-	-	(579)	(579)	n/a
3	Supplies and Services	(388)	-	388	-	(100)
12	Third Party Payments	-	-	-	-	n/a
-	- Transfer Payments	-	-	-	-	n/a
-	- Transport related expenditure	-	-	-	-	n/a
-	- Recharges from other services	-	-	24	24	n/a
40	TOTAL EXPENDITURE	(365)	-	(190)	(555)	52
-	- Government Grants	-	-	-	-	n/a
-	- Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	- Customer and Client Receipts	-	-	-	-	n/a
-	- Interest Receivable	-	-	-	-	n/a
(21)	Recharges to other services	(21)	-	-	(21)	-
(21)	TOTAL INCOME	(21)	-	-	(21)	-
19	NET CONTROLLABLE COST	(386)	-	(190)	(576)	49
77	Capital Charges	77	-	110	187	143
17	Intangible Charges	17	-	-	17	-
2,900	REFCUS	2,900	-	-	2,900	-
753	Corporate support services bought in	753	-	(242)	511	(32)
3,747	TOTAL UNCONTROLLABLE COST	3,747	-	(132)	3,615	(4)
3,766	NET COST OF SERVICE	3,361	-	(322)	3,039	(10)
-	- Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	- Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	- Financing of Capital Expenditure	-	-	-	-	n/a
-	- Provision for Repayment of External Loans	-	-	-	-	n/a
-	- Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
3,766	TOTAL NET EXPENDITURE	3,361	-	(322)	3,039	(10)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
						-
<u>Other resource changes</u>						
Pension increment						1
Increase of Capital Charges						110
Movement in corporate charges (SeRCOP) and Internal Recharges						(242)
Correction of Public Health funding (HW 4.6)						388
Removal of Homelessness Prevention Grant growth (HWA 4.6)						(579)
						(322)
TOTAL OTHER VARIATIONS IN RESOURCE						(322)

HEALTH, WELLBEING & ADULTS
HOUSING NEED
TEMPORARY ACCOMMODATION AND HOUSING SOLUTIONS

SERVICE SUBJECTIVE SUMMARY

COST CENTRE: C1448Q

FORECAST 2020/21 £000's	DESCRIPTION	ORIGINAL BUDGET 2020/21 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2021/22 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
686	Employees	1,041	-	(324)	717	(31)
11,653	Premises related expenditure	21,193	-	4,840	26,033	23
196	Supplies and Services	135	-	(48)	87	(36)
12,387	Third Party Payments	390	-	(48)	342	(12)
-	- Transfer Payments	-	-	-	-	n/a
2	Transport related expenditure	-	-	-	-	n/a
(83)	Recharges from other services	(85)	-	14	(71)	(16)
24,841	TOTAL EXPENDITURE	22,674	-	4,434	27,108	20
(4,367)	Government Grants	(4,343)	-	366	(3,977)	(8)
(1)	Other Grants, reimbursements and contributions	(47)	-	47	-	(100)
(20,168)	Customer and Client Receipts	(18,741)	-	(2,273)	(21,014)	12
-	- Interest Receivable	-	-	-	-	n/a
(146)	Recharges to other services	(296)	-	(1,433)	(1,729)	484
(24,682)	TOTAL INCOME	(23,427)	-	(3,293)	(26,720)	14
159	NET CONTROLLABLE COST	(753)	-	1,141	388	(152)
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
-	TOTAL UNCONTROLLABLE COST	-	-	-	-	n/a
159	NET COST OF SERVICE	(753)	-	1,141	388	(152)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	- Financing of Capital Expenditure	-	-	-	-	n/a
-	- Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
159	TOTAL NET EXPENDITURE	(753)	-	1,141	388	(152)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
<u>Strategic budget - agreed additional income / savings</u>						
HWA Sav 23 Staffing Review (Split across HWA 1.4; 1.5; 1.6; 1.7; 1.9; 1.11 3.3; 3.6; 3.7; 4.3; 4.4)						(77)
HWA Sav 25 Increase in budgeted income from Homelessness Prevention Grant						(1,679)
						(1,756)
<u>Other resource changes</u>						
Pension increment						37
Correction of Public Health funding (HW 4.5)						(388)
Accommodation budget alignment (HW 4.3)						(300)
Homelessness Prevention Grant alignment (HW 4.3)						2,854
Housing Head of Service Restructure Virement						58
Movement of Housing Supply Management Team to Emergency Accommodation (HW 4.3)						57
Increase in homelessness grant funding from new Homelessness Prevention Grant (HWA 4.5)						579
						2,897
TOTAL OTHER VARIATIONS IN RESOURCE						1,141

HEALTH, WELLBEING & ADULTS
HOUSING ASSESSMENT & SOLUTIONS
GARAGE COMMERCIAL AND MISCELLANEOUS PROPERTIES INCOME

SERVICE SUBJECTIVE SUMMARY

COST CENTRE: C1464Q

FORECAST 2020/21 £000's	DESCRIPTION	ORIGINAL BUDGET 2020/21 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2021/22 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
-	Employees	-	-	-	-	n/a
11	Premises related expenditure	78	-	-	78	-
8	Supplies and Services	37	-	-	37	-
-	Third Party Payments	-	-	-	-	n/a
3	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
-	Recharges from other services	1	-	-	1	-
22	TOTAL EXPENDITURE	116	-	-	116	-
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(114)	Customer and Client Receipts	(220)	-	-	(220)	-
-	Interest Receivable	-	-	-	-	n/a
-	Recharges to other services	-	-	-	-	n/a
(114)	TOTAL INCOME	(220)	-	-	(220)	-
(92)	NET CONTROLLABLE COST	(104)	-	-	(104)	-
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
-	TOTAL UNCONTROLLABLE COST	-	-	-	-	n/a
(92)	NET COST OF SERVICE	(104)	-	-	(104)	-
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
(92)	TOTAL NET EXPENDITURE	(104)	-	-	(104)	-
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						-
<u>Strategic budget - agreed additional income / savings</u>						-
<u>Other resource changes</u>						-
TOTAL OTHER VARIATIONS IN RESOURCE						-

SERVICE DESCRIPTION

The Gateway, Strategy & Engagement Directorate was deleted in 2020/21

MOVEMENT IN NET EXPENDITURE

COST CENTRE	SERVICE	ORIGINAL BUDGET 2020/21 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2021/22 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
C1254Q	Gateway, Strategy & Engagement management	58	-	(58)	-	(100)
	TOTAL NET SPEND	58	-	(58)	-	(100)

STAFF ESTABLISHMENT NUMBERS

SERVICE	ORIGINAL BUDGET 2020/21 FTE STAFF	ORIGINAL BUDGET 2021/22 FTE STAFF	CHANGE IN FTE
Gateway, Strategy & Engagement management	2.0	-	(2.0)
TOTAL FTE STAFF	2.0	-	(2.0)

COST CENTRE: C1260P

FORECAST 2020/21 £000's	DESCRIPTION	ORIGINAL BUDGET 2020/21 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2021/22 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
-	Employees	103	-	(103)	-	(100)
-	Premises related expenditure	-	-	-	-	n/a
-	Supplies and Services	-	-	-	-	n/a
-	Third Party Payments	-	-	-	-	n/a
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
-	Recharges from other services	-	-	-	-	n/a
-	TOTAL EXPENDITURE	103	-	(103)	-	(100)
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
-	Recharges to other services	(45)	-	45	-	(100)
-	TOTAL INCOME	(45)	-	45	-	(100)
-	NET CONTROLLABLE COST	58	-	(58)	-	(100)
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
-	TOTAL UNCONTROLLABLE COST	-	-	-	-	n/a
-	NET COST OF SERVICE	58	-	(58)	-	(100)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
-	TOTAL NET EXPENDITURE	58	-	(58)	-	(100)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
						-
<u>Other resource changes</u>						
						(58)
TOTAL OTHER VARIATIONS IN RESOURCE						(58)

COST CENTRE: C1254Q

FORECAST 2020/21 £000's	DESCRIPTION	ORIGINAL BUDGET 2020/21 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2021/22 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
-	Employees	103	-	(103)	-	(100)
-	Premises related expenditure	-	-	-	-	n/a
-	Supplies and Services	-	-	-	-	n/a
-	Third Party Payments	-	-	-	-	n/a
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
-	Recharges from other services	-	-	-	-	n/a
-	TOTAL EXPENDITURE	103	-	(103)	-	(100)
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
-	Recharges to other services	(45)	-	45	-	(100)
-	TOTAL INCOME	(45)	-	45	-	(100)
-	NET CONTROLLABLE COST	58	-	(58)	-	(100)
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
-	TOTAL UNCONTROLLABLE COST	-	-	-	-	n/a
-	NET COST OF SERVICE	58	-	(58)	-	(100)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
-	TOTAL NET EXPENDITURE	58	-	(58)	-	(100)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
						-
<u>Other resource changes</u>						
Staffing Alignment - Executive Support budget moved to Gateway Directorate (HW 3.5)						(63)
Pension increment						5
						(58)
TOTAL OTHER VARIATIONS IN RESOURCE						(58)

PLACE

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KEY SERVICE TARGETS / PRIORITIES FOR 2020/21

Across all areas is the cross cutting theme to better manage demand and promote more efficient and targeted service delivery. The priorities are to:

- 1) Increase the supply of appropriate homes in the borough through the Council's Development Company and by working in partnership with developers and registered providers - key projects will be Taberner House, College Green & Fairfield all d quick-win smaller sites packages.
- 2) Creating district centres that are vibrant, well-used places where people and businesses want to be - delivering key initiatives in Thornton Heath, Ashburton, South Norwood, and New Addington plus developing new initiatives in areas such as Norbury, and Purley.
- 3) Deliver joined-up licensing and hands on enforcement activity on and off our estates which keeps the streets clean and people safe including licensing private landlords to ensure that residents can be assured of minimum standards of rented accommodation.
- 4) Deliver high quality Planning and Building Control services which respond quickly and appropriately to meet the needs of developers and homeowners.
- 5) Use our statutory powers to enable growth, development and investment as well as use them to retain heritage assets and preserve the uniqueness of the borough.
- 6) Work with regional and central government around devolution deals to unlock investment and growth, particularly through the Croydon Growth Zone.
- 7) Deliver key projects in the metropolitan centre, working with partners including Transport for London, Croydon Local Partnership, the Metropolitan Police, Croydon BID and others to ensure the centre remains a safe, usable and a vibrant destination for visitors which is attractive to investors now and in the future.
- 8) Drive out improvements, efficiencies and added value from our waste, recycling, green spaces, leisure and highways contracts exploring new service models and ways of working.
- 9) Deliver a job brokerage service which links unemployed and under-employed residents into the jobs created through regeneration, investment and growth.

FINANCIAL PERFORMANCE

COST CENTRE: C1100N

DESCRIPTION	ORIGINAL 2020/21 £000	FORECAST 2020/21 £000	BUDGET 2021/22 £000	% CHANGE %
Employees	44,278	43,251	42,015	(5)
Premises related expenditure	14,351	15,149	15,588	9
Supplies and Services	39,265	41,779	42,328	8
Third Party Payments	6,145	6,207	5,844	(5)
Transfer Payments	271	441	271	-
Transport related expenditure	11,602	8,820	10,820	(7)
Capital Charges	19,268	18,837	19,213	(0)
Intangible Charges	224	224	274	22
REFCUS	330	330	1,098	233
Corporate support services bought in	(1,197)	(1,197)	(1,690)	41
Recharges from other services	6,549	6,575	6,391	(2)
TOTAL EXPENDITURE	141,084	140,416	142,150	1
Government Grants	(6,207)	(6,863)	(8,744)	41
Other Grants, reimbursements and contributions	(3,537)	(9,394)	(3,997)	13
Customer and Client Receipts	(54,367)	(33,313)	(54,797)	1
Interest Receivable	-	-	-	n/a
Recharges to other services	(14,858)	(13,067)	(12,795)	(14)
TOTAL INCOME	(78,969)	(62,637)	(80,333)	28
NET EXPENDITURE	62,116	77,779	61,818	(21)
Contributions to / (from) Reserves	-	(4)	-	(100)
CURRENT BUDGET		64,391		
TOTAL VARIANCE FROM BUDGET- Over/(Under)		13,384		

TOP FINANCIAL RISKS 2020/21

- 1) The Place department generates significant levels of income, particularly within the Planning and Strategic Transport division and Public Realm division. These are sensitive to changes in external conditions which can be difficult to predict and shortfalls in income could result in budget pressures.
- 2) The Homes and Social Investment directorate also has a target to deliver investment income, which brings significant risks as this is dependent on investment opportunities outside of the control of the Council.
- 3) Croydon Council is a member of the South London Waste Partnership, which contracts with Veolia and Viridor to provide waste collection and disposal services. As the population of the Borough grows, this creates additional costs pressures due to the costs of disposal. This has received growth of £2.5m in the 2020/2021 financial year to cover this demand increase.
- 4) The Place department includes the provision of SEN Transport, which is a demand led service providing transport for adults, young people and children. It is difficult to predict the future demand for services which has resulted in unbudgeted cost pressures to manage. This has received growth of £2m in the 2020/2021 financial year to cover this demand increase.

CABINET MEMBER

Councillor Stuart King (Job Share)	Cabinet Member for Environment, Transport and Regeneration
Councillor Alison Butler	Cabinet Member for Homes and Gateway Services
Councillor Stuart Collins	Cabinet Member for Clean Green Croydon
Councillor Hamida Ali	Cabinet Member for Safer Croydon and Communities
Councillor Paul Scott (Job Share)	Cabinet Member for Environment, Transport and
Councillor Manju Shahul-Hameed	Cabinet Member for Economy and Jobs
Councillor Oliver Lewis	Cabinet Member for Culture, Leisure & Sport
Councillor Alisa Flemming	Cabinet Member for Children, Young People & Learning

DEPARTMENT MANAGEMENT TEAM

NAME	TITLE	TEL. EX.
Shifa Mustafa	Executive Director of Place (Directorate & Development)	47575
Steve Iles	Director - Public Realm	52821
Stephen Tate	Director - Growth, Employment and Regeneration and Growth Zone	46446
Paula Murray	Director - Croydon Culture	47117
Heather Cheesbrough	Director - Planning & Strategic Transport	65599
Sarah Hayward	Director - Violence Reduction Network	62176
Ozay Ali (interim)	Director - Homes and Social Investment	62296

COST CENTRE	DIVISION
C1100P	Place Directorate
C1110P	Public Realm
C1160P	Growth Employment and Regeneration
C1114P	Croydon Culture
C1116P	Croydon Growth Zone
C1120P	Planning
C1150P	Homes And Social Investment
C1130P	Violence Reduction Network

MOVEMENT IN SERVICE NET EXPENDITURE

FORECAST 2020/21 £000's	DIVISION	ORIGINAL BUDGET 2020/21 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2021/22 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
358	Place Directorate	514	-	(681)	(167)	(132)
55,447	Public Realm	47,151	-	(10,805)	36,346	(23)
2,802	Growth Employment and Regeneration	2,851	-	(1,397)	1,454	(49)
9,645	Croydon Culture	10,241	-	972	11,213	9
40	Croydon Growth Zone	10	-	30	40	300
1,767	Planning	1,768	-	(872)	896	(49)
4,976	Homes And Social Investment	(2,825)	-	12,930	10,105	(458)
2,740	Violence Reduction Network	2,406	-	(475)	1,931	(20)
77,775	TOTAL NET SPEND	62,116	-	(298)	61,818	(0)

STAFF ESTABLISHMENT NUMBERS

DIVISION	ORIGINAL BUDGET 2020/21	ORIGINAL BUDGET 2021/22	CHANGE IN FTE
	FTE STAFF	FTE STAFF	FTE STAFF
Place Directorate	7.0	15.6	8.6
Public Realm	572.8	465.6	(107.2)
Growth Employment and Regeneration	108.2	83.3	(24.9)
Croydon Culture	89.5	77.7	(11.8)
Croydon Growth Zone	9.2	8.0	(1.2)
Planning	117.1	105.5	(11.6)
Homes And Social Investment	89.0	75.6	(13.4)
Violence Reduction Network	85.7	38.7	(47.0)
TOTAL FTE STAFF	1,078.5	870.0	(208.5)

STAFF ESTABLISHMENT NUMBERS - REASONS FOR VARIATIONS

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FORECAST 2020/21 £000's	DESCRIPTION	ORIGINAL BUDGET 2020/21 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2021/22 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
43,251	Employees	44,278	-	(2,263)	42,015	(5)
15,149	Premises related expenditure	14,351	-	1,237	15,588	9
41,779	Supplies and Services	39,265	-	3,063	42,328	8
6,207	Third Party Payments	6,145	-	(301)	5,844	(5)
441	Transfer Payments	271	-	-	271	-
8,820	Transport related expenditure	11,602	-	(782)	10,820	(7)
6,575	Recharges from other services	6,549	-	(158)	6,391	(2)
122,222	TOTAL EXPENDITURE	122,459	-	796	123,255	1
(6,863)	Government Grants	(6,207)	-	(2,537)	(8,744)	41
(9,394)	Other Grants, reimbursements and contributions	(3,537)	-	(460)	(3,997)	13
(33,313)	Customer and Client Receipts	(54,367)	-	(430)	(54,797)	1
-	Interest Receivable	-	-	-	-	n/a
(13,067)	Recharges to other services	(14,858)	-	2,063	(12,795)	(14)
(62,637)	TOTAL INCOME	(78,969)	-	(1,364)	(80,333)	2
59,585	NET CONTROLLABLE COST	43,491	-	(568)	42,923	(1)
18,837	Capital Charges	19,268	-	(55)	19,213	(0)
224	Intangible Charges	224	-	50	274	22
330	REFCUS	330	-	768	1,098	233
(1,197)	Corporate support services bought in	(1,197)	-	(493)	(1,690)	41
18,194	TOTAL UNCONTROLLABLE COST	18,625	-	270	18,895	1
77,779	NET COST OF SERVICE	62,116	-	(298)	61,818	(0)
(4)	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
(4)	TOTAL APPROPRIATIONS	-	-	-	-	n/a
77,775	TOTAL NET EXPENDITURE	62,116	-	(298)	61,818	(0)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
Strategic budget - agreed pressures / service demands						10,102
Strategic budget - agreed additional income / savings						(12,759)
Other resource changes						2,359
TOTAL OTHER VARIATIONS IN RESOURCE						(298)

SERVICE DESCRIPTION

The Directorate comprises of the Executive Director associated costs and Development Brick by Brick (BxB).

Directorate is used to charge all administration costs relating to the Place department, such as insurance, legal and training costs, and pension costs relating to past employees. These costs are apportioned between the Place Divisions at the end of the financial year through Interdepartmental charges.

Development BxB Division maximises the Council's ability to act as a developer and generate a financial return to the Council through its relationship with Brick-by-Brick Ltd. Supports the identification and exploration of development opportunities that exist across the borough. Ensures that businesses and residents are able to benefit from regeneration, growth and investment in the borough.

MOVEMENT IN NET EXPENDITURE

COST CENTRE	SERVICE	ORIGINAL BUDGET 2020/21 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2021/22 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
C1100P	Place Directorate	514	-	(681)	(167)	(132)
C1106Q	Development BxB	-	-	-	-	n/a
C1107Q	Design & Feasibility	-	-	-	-	n/a
C1126Q	Development BxB Directorate	-	-	-	-	n/a
	TOTAL NET SPEND	514	-	(681)	(167)	(132)

STAFF ESTABLISHMENT NUMBERS

SERVICE	ORIGINAL BUDGET 2020/21	ORIGINAL BUDGET 2021/22	CHANGE IN
	FTE STAFF	FTE STAFF	FTE STAFF
Place Directorate	7.0	15.6	8.6
Development	-	-	-
Design & Feasibility	-	-	-
Development Directorate	-	-	-
TOTAL FTE STAFF	7.0	15.6	8.6

COST CENTRE: C1100P

FORECAST 2020/21 £000's	DESCRIPTION	ORIGINAL BUDGET 2020/21 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2021/22 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
1,026	Employees	972	-	(151)	821	(16)
(119)	Premises related expenditure	(155)	-	-	(155)	-
86	Supplies and Services	55	-	2	57	4
-	Third Party Payments	224	-	(43)	181	(19)
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
6	Recharges from other services	59	-	-	59	-
999	TOTAL EXPENDITURE	1,155	-	(192)	963	(17)
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
(698)	Recharges to other services	(698)	-	-	(698)	-
(698)	TOTAL INCOME	(698)	-	-	(698)	-
301	NET CONTROLLABLE COST	457	-	(192)	265	(42)
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
57	Corporate support services bought in	57	-	(489)	(432)	(858)
57	TOTAL UNCONTROLLABLE COST	57	-	(489)	(432)	(858)
358	NET COST OF SERVICE	514	-	(681)	(167)	(132)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
358	TOTAL NET EXPENDITURE	514	-	(681)	(167)	(132)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						(9)
<u>Strategic budget - agreed additional income / savings</u>						
						(174)
<u>Other resource changes</u>						
						(498)
TOTAL OTHER VARIATIONS IN RESOURCE						(681)

COST CENTRE: C1100Q

FORECAST 2020/21 £000's	DESCRIPTION	ORIGINAL BUDGET 2020/21 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2021/22 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
1,026	Employees	972	-	(151)	821	(16)
(119)	Premises related expenditure	(155)	-	-	(155)	-
86	Supplies and Services	55	-	2	57	4
-	Third Party Payments	224	-	(43)	181	(19)
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
6	Recharges from other services	59	-	-	59	-
999	TOTAL EXPENDITURE	1,155	-	(192)	963	(17)
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
(698)	Recharges to other services	(698)	-	-	(698)	-
(698)	TOTAL INCOME	(698)	-	-	(698)	-
301	NET CONTROLLABLE COST	457	-	(192)	265	(42)
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
57	Corporate support services bought in	57	-	(489)	(432)	(858)
57	TOTAL UNCONTROLLABLE COST	57	-	(489)	(432)	(858)
358	NET COST OF SERVICE	514	-	(681)	(167)	(132)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
358	TOTAL NET EXPENDITURE	514	-	(681)	(167)	(132)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
Cumulative minor variations.						(9)
						(9)
<u>Strategic budget - agreed additional income / savings</u>						
Savings -15% Immediate Measures Staffing Savings						(183)
Cumulative minor variations.						9
						(174)
<u>Other resource changes</u>						
Pension increment						22
Movement in corporate charges and internal recharges						(489)
Transfer of Salary Establishment Business Support- PL						(4)
Centralisation of staff training budgets						(27)
						(498)
TOTAL OTHER VARIATIONS IN RESOURCE						(681)

COST CENTRE: C1106Q

FORECAST 2020/21 £000's	DESCRIPTION	ORIGINAL BUDGET 2020/21 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2021/22 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
-	Employees	-	-	-	-	n/a
-	Premises related expenditure	-	-	-	-	n/a
-	Supplies and Services	-	-	-	-	n/a
-	Third Party Payments	-	-	-	-	n/a
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
-	Recharges from other services	-	-	-	-	n/a
-	TOTAL EXPENDITURE	-	-	-	-	n/a
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
-	Recharges to other services	-	-	-	-	n/a
-	TOTAL INCOME	-	-	-	-	n/a
-	NET CONTROLLABLE COST	-	-	-	-	n/a
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
-	TOTAL UNCONTROLLABLE COST	-	-	-	-	n/a
-	NET COST OF SERVICE	-	-	-	-	n/a
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
-	TOTAL NET EXPENDITURE	-	-	-	-	n/a
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						-
<u>Strategic budget - agreed additional income / savings</u>						-
<u>Other resource changes</u>						-
TOTAL OTHER VARIATIONS IN RESOURCE						-

COST CENTRE: C1107Q

FORECAST 2020/21 £000's	DESCRIPTION	ORIGINAL BUDGET 2020/21 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2021/22 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
-	Employees	-	-	-	-	n/a
-	Premises related expenditure	-	-	-	-	n/a
-	Supplies and Services	-	-	-	-	n/a
-	Third Party Payments	-	-	-	-	n/a
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
-	Recharges from other services	-	-	-	-	n/a
-	TOTAL EXPENDITURE	-	-	-	-	n/a
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
-	Recharges to other services	-	-	-	-	n/a
-	TOTAL INCOME	-	-	-	-	n/a
-	NET CONTROLLABLE COST	-	-	-	-	n/a
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
-	TOTAL UNCONTROLLABLE COST	-	-	-	-	n/a
-	NET COST OF SERVICE	-	-	-	-	n/a
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
-	TOTAL NET EXPENDITURE	-	-	-	-	n/a
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						-
<u>Strategic budget - agreed additional income / savings</u>						-
<u>Other resource changes</u>						-
TOTAL OTHER VARIATIONS IN RESOURCE						-

COST CENTRE: C1126Q

FORECAST 2020/21 £000's	DESCRIPTION	ORIGINAL BUDGET 2020/21 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2021/22 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
-	Employees	-	-	-	-	n/a
-	Premises related expenditure	-	-	-	-	n/a
-	Supplies and Services	-	-	-	-	n/a
-	Third Party Payments	-	-	-	-	n/a
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
-	Recharges from other services	-	-	-	-	n/a
-	TOTAL EXPENDITURE	-	-	-	-	n/a
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
-	Recharges to other services	-	-	-	-	n/a
-	TOTAL INCOME	-	-	-	-	n/a
-	NET CONTROLLABLE COST	-	-	-	-	n/a
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
-	TOTAL UNCONTROLLABLE COST	-	-	-	-	n/a
-	NET COST OF SERVICE	-	-	-	-	n/a
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
-	TOTAL NET EXPENDITURE	-	-	-	-	n/a
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						-
<u>Strategic budget - agreed additional income / savings</u>						-
<u>Other resource changes</u>						-
TOTAL OTHER VARIATIONS IN RESOURCE						-

The **Public Realm Division** is made up of Highways, Parking Services, Environment and Waste management, Environmental Health, Trading Standards & Licensing, Neighbourhood Services and Independent Travel Services.

Highways - Highways Services ensure the safety of highway users by delivering maintenance to carriageways, footways, public footpaths, street lighting and highway structures, drainage and flood management. The Service fulfils the statutory obligation to provide the role of Traffic Manager and, as a consequence, monitor all highway related works across the borough to coordinate and minimise the delay and disruption to road users. The Service is also responsible for the implementation of highway improvements, provides a road safety service which covers both preventative measures such as educational and physical measures on the highway and provides assistance to the School Travel Planning team.

Parking services - Parking Services are responsible for ensuring the free movement of traffic and availability of parking around the Borough. This includes on-street parking spaces, car parks and various parking permits. The Parking team is also responsible for enforcement of parking regulations and Blue Badges. Parking Services are improving the environment (air quality) for residents by introducing emissions based permits and paid for parking. The School Streets scheme is improving the environment (air quality and safety) around schools and is improving punctuality while increasing the number of children who walk to school.

Environmental services - This department has two core functions Environmental Services and Grounds Maintenance. The Environmental Services team oversee the management of street services as part of the South London Waste Partnership (SLWP) contracts. The SLWP was formed in 2003 between the boroughs of Croydon, Kingston, Merton, and Sutton and has a proven record of providing improved and more cost-effective waste management services through the procurement of complex waste disposal treatment, both household and commercial waste and recycling. The SLWP operate the Household Reuse and Recycling Centre and street cleansing contracts. The Green Spaces grounds maintenance team oversee and manage the green spaces contract, they are responsible for the maintenance of all of the borough's parks and green spaces including management and maintenance of open countryside.

Environmental Health, Trading Standards and Licensing Team - The Environmental Health Service includes the food safety, health and safety, public events safety, pollution control and private sector housing functions, which covers the regulation of housing standards & conditions in the private rented sector and also the issuing of licenses and enforcement in respect of HMO's and other privately rented properties (when there is a selective licensing scheme.). The Food Team ensures that food sold, offered and stored for sale and entering the borough is wholesome, fit for human consumption and properly labelled and described. This requires the regular, risk based inspection of food premises throughout the borough. Health and Safety secures the health, safety and welfare of people in those work places where the local authority is the designated enforcement agency. The team also conduct annual legionella assessments. Public Events Safety incorporates the Council's responsibility to issue and monitor the General Safety Certificate at Selhurst Park Stadium and to manage the SAG process in respect of public events (including large scale music events) in the borough. Pollution Control deals with a range of environmental pollution matters including air quality/pollution, contaminated land and nuisance, for example noise (ie. noisy neighbours) and odour pollution.

Trading Standards ensure that Croydon residents and businesses are protected from illegal and unfair trade practices, including business scams and door step crime. They also deal extensively with counterfeit products and product safety matters (unsafe products) and the sale of age restricted products, such as knives.

The Licensing Service process applications and issue licences for a wide range of licensable activities, such as the sale of alcohol, providing entertainment facilities, selling hot food at night, premises where gambling takes place, street trading (including markets), special treatments premises, scrap metal dealers, licensed sex establishments, animal welfare premises (such as pet shops, kennels & catteries) and highways licenses for skips, scaffolds & hoardings etc. The Service also visit premises to ensure compliance with the terms of licenses and any conditions attached to them. The team generates income from all licenses processed. In addition, the Service progresses contested applications through the committee process and is responsible for drafting and publishing policy in respect of licensing matters.

Neighbourhood Services - This department is split into 5 key teams of uniformed officers focussing on the environmental crime, low level Anti Social Behaviour, highway offences, licensing enforcement and unauthorised encampments. The service also has a senior Environmental Enforcement Team which leads on more complex cases. The service carries out joint patrols and operations with Police and other agencies.

Whilst the service is largely 'essential but non statutory', it has two statutory function in the Abandon Vehicle Service (AVS) and the Dog Warden.

Independent Travel Service - Creating a single integrated travel service for eligible children and adults, reducing reliance on statutory services and increasing longer term independence

MOVEMENT IN NET EXPENDITURE

COST CENTRE	SERVICE	ORIGINAL BUDGET 2020/21	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2021/22	% CHANGE (E)
		(A) £000's	Inflation (B) £000's	Other (C) £000's	(D) £000's	
C1102Q	Parking Infrastructure	-	-	-	-	n/a
C1103Q	Highways	12,121	-	(1,044)	11,077	(9)
C1104Q	Waste - Environmental Services	32,991	-	(1,203)	31,788	(4)
C1120Q	Parking	(16,274)	-	(8,120)	(24,394)	50
C1121Q	Environmental Health, Trading Standards and Licensing	(1,038)	-	1,784	746	(172)
C1122Q	Violence Reduction Network Management	-	-	-	-	n/a
C1123Q	Licensing	(342)	-	108	(234)	(32)
C1124Q	Neighbourhood Operations	1,723	-	(193)	1,530	(11)
C1129Q	Community Safety Management	-	-	-	-	n/a
C1245Q	Independent Travel Service	12,795	-	(783)	12,012	(6)
C1678Q	Croydon Transport Service	537	-	(524)	13	(98)
C1112Q	Public Realm Management	4,638	-	(830)	3,808	(18)
	TOTAL NET SPEND	47,151	-	(10,805)	36,346	(23)

STAFF ESTABLISHMENT NUMBERS

SERVICE	ORIGINAL BUDGET 2020/21	ORIGINAL BUDGET 2021/22	CHANGE IN
	FTE STAFF	FTE STAFF	FTE STAFF
Highways	79.0	48.0	(31.0)
Waste - Environmental Services	109.0	90.0	(19.0)
Parking	112.0	107.8	(4.2)
Environmental Health, Trading Standards and Licensing	67.9	73.9	6.0
Violence Reduction Network Management	81.7	38.7	(43.0)
Licensing	9.0	-	(9.0)
Neighbourhood Operations	53.6	29.0	(24.6)
Community Safety Management	-	-	-
Independent Travel Service	49.6	68.2	18.6
Croydon Transport Service Summary	10.0	10.0	-
Public Realm Management	1.0	-	(1.0)
TOTAL FTE STAFF	572.8	465.6	(107.2)

COST CENTRE: C1110P

FORECAST 2020/21 £000's	DESCRIPTION	ORIGINAL BUDGET 2020/21 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2021/22 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
19,921	Employees	20,736	-	(584)	20,152	(3)
2,638	Premises related expenditure	1,832	-	134	1,966	7
34,880	Supplies and Services	32,434	-	748	33,182	2
4,160	Third Party Payments	3,942	-	(190)	3,752	(5)
441	Transfer Payments	271	-	-	271	-
8,601	Transport related expenditure	11,313	-	(749)	10,564	(7)
1,417	Recharges from other services	884	-	(190)	694	(21)
72,058	TOTAL EXPENDITURE	71,412	-	(831)	70,581	(1)
(67)	Government Grants	-	-	-	-	n/a
(6,762)	Other Grants, reimbursements and contributions	(2,170)	-	(655)	(2,825)	30
(20,897)	Customer and Client Receipts	(33,444)	-	(7,140)	(40,584)	21
-	Interest Receivable	-	-	-	-	n/a
(4,064)	Recharges to other services	(4,261)	-	315	(3,946)	(7)
(31,790)	TOTAL INCOME	(39,875)	-	(7,480)	(47,355)	19
RECHARGES INCOME WITHIN GENERAL FUND						
40,268	NET CONTROLLABLE COST	31,537	-	(8,311)	23,226	(26)
10,580	Capital Charges	11,011	-	(1,207)	9,804	(11)
224	Intangible Charges	224	-	50	274	22
-	REFCUS	-	-	768	768	n/a
4,379	Corporate support services bought in	4,379	-	(2,105)	2,274	(48)
15,183	TOTAL UNCONTROLLABLE COST	15,614	-	(2,494)	13,120	(16)
55,451	NET COST OF SERVICE	47,151	-	(10,805)	36,346	(23)
(4)	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
(4)	TOTAL APPROPRIATIONS	-	-	-	-	n/a
55,447	TOTAL NET EXPENDITURE	47,151	-	(10,805)	36,346	(23)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
Active Lives PH Funding						281
Highways Maintenance Growth						400
						681
<u>Strategic budget - agreed additional income / savings</u>						
ANPR camera enforcement						(5,025)
Parking Charges Increases						(3,014)
15% Immediate Measures Staffing Savings						(92)
Public Realm - Staffing Review						(270)
15% Immediate Measures Staffing Savings						(1,706)
Re-introduce Bulky Waste charges						(307)
Reviewing provision of Household Reuse & Recycling Centres (HRRC's)						(11)
15% Immediate Measures Staffing Savings						(365)
Providers' Savings Proposals						(166)
Cease Specialist Nursery Transport						(113)
						(9,938)
<u>Other resource changes</u>						
						(1,548)
TOTAL OTHER VARIATIONS IN RESOURCE						(10,805)

COST CENTRE: C1103Q

FORECAST 2020/21 £000's	DESCRIPTION	ORIGINAL BUDGET 2020/21 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2021/22 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
3,082	Employees	3,753	-	(1,016)	2,737	(27)
1,300	Premises related expenditure	1,124	-	-	1,124	-
1,599	Supplies and Services	1,421	-	1,053	2,474	74
3,727	Third Party Payments	3,292	-	(190)	3,102	(6)
-	- Transfer Payments	-	-	-	-	n/a
27	Transport related expenditure	-	-	-	-	n/a
9	Recharges from other services	117	-	(109)	8	(93)
9,744	TOTAL EXPENDITURE	9,707	-	(262)	9,445	(3)
-	Government Grants	-	-	-	-	n/a
(2,306)	Other Grants, reimbursements and contributions	(1,629)	-	(755)	(2,384)	46
(1,310)	Customer and Client Receipts	(1,456)	-	81	(1,375)	(6)
-	Interest Receivable	-	-	-	-	n/a
(1,160)	Recharges to other services	(1,854)	-	208	(1,646)	(11)
(4,776)	TOTAL INCOME	(4,939)	-	(466)	(5,405)	9
4,968	NET CONTROLLABLE COST	4,768	-	(728)	4,040	(15)
7,207	Capital Charges	7,207	-	(330)	6,877	(5)
146	Intangible Charges	146	-	14	160	10
-	- REFUCUS	-	-	-	-	n/a
-	- Corporate support services bought in	-	-	-	-	n/a
7,353	TOTAL UNCONTROLLABLE COST	7,353	-	(316)	7,037	(4)
12,321	NET COST OF SERVICE	12,121	-	(1,044)	11,077	(9)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	- Financing of Capital Expenditure	-	-	-	-	n/a
-	- Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
12,321	TOTAL NET EXPENDITURE	12,121	-	(1,044)	11,077	(9)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
Highways Maintenance Growth						400
						400
<u>Strategic budget - agreed additional income / savings</u>						
Providers' Savings Proposals						(166)
Public Realm - Staffing Review						(270)
15% Immediate Measures Staffing Savings						(918)
						(1,354)
<u>Other resource changes</u>						
Centralisation of staff training budgets						(4)
Increase in Employers Pension						230
Additional income from new working practices and efficiencies.						(389)
Additional recharges to TFL funded schemes.						(124)
Revised Capital Charges to Growth Zone Funding						364
Reduction in staff costing related to Growth Zone Work						(364)
Movement in Coring expenditure						425
Movement in Coring Income						(425)
Additional FM Conway system costs						145
Revised Capital Charges to Highways - maintenance programme						31
Cumulative minor variations.						21
						(90)
TOTAL OTHER VARIATIONS IN RESOURCE						(1,044)

COST CENTRE: C1104Q

FORECAST 2020/21 £000's	DESCRIPTION	ORIGINAL BUDGET 2020/21 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2021/22 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
4,117	Employees	4,076	-	(309)	3,767	(8)
1,091	Premises related expenditure	147	-	130	277	88
31,186	Supplies and Services	29,741	-	(230)	29,511	(1)
185	Third Party Payments	185	-	-	185	-
-	Transfer Payments	-	-	-	-	n/a
51	Transport related expenditure	97	-	(53)	44	(55)
124	Recharges from other services	186	-	(81)	105	(44)
36,754	TOTAL EXPENDITURE	34,432	-	(543)	33,889	(2)
-	Government Grants	-	-	-	-	n/a
(27)	Other Grants, reimbursements and contributions	(7)	-	-	(7)	-
(2,928)	Customer and Client Receipts	(3,139)	-	(217)	(3,356)	7
-	Interest Receivable	-	-	-	-	n/a
(1,863)	Recharges to other services	(1,708)	-	(188)	(1,896)	11
(4,818)	TOTAL INCOME	(4,854)	-	(405)	(5,259)	8
31,936	NET CONTROLLABLE COST	29,578	-	(948)	28,630	(3)
3,368	Capital Charges	3,368	-	(1,023)	2,345	(30)
45	Intangible Charges	45	-	-	45	-
-	REFCUS	-	-	768	768	n/a
-	Corporate support services bought in	-	-	-	-	n/a
3,413	TOTAL UNCONTROLLABLE COST	3,413	-	(255)	3,158	(7)
35,349	NET COST OF SERVICE	32,991	-	(1,203)	31,788	(4)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
35,349	TOTAL NET EXPENDITURE	32,991	-	(1,203)	31,788	(4)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
Merge Parks & Green Spaces						(369)
Re-introduce Bulky Waste charges						(307)
Reviewing provision of Household Reuse & Recycling Centres (HRRC's)						(11)
15% Immediate Measures Staffing Savings						(365)
						(1,052)
<u>Other resource changes</u>						
Increase in Employers Pension						154
Centralisation of staff training budgets						(5)
Movement in Capital Charges & REFCUS						(255)
Transfer of Salary Budget (1 fte) to Licensing Events Team PL 2.7						(45)
						(151)
TOTAL OTHER VARIATIONS IN RESOURCE						(1,203)

COST CENTRE: C1120Q

FORECAST 2020/21 £000's	DESCRIPTION	ORIGINAL BUDGET 2020/21 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2021/22 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
4,258	Employees	5,350	-	24	5,374	0
20	Premises related expenditure	189	-	-	189	-
1,507	Supplies and Services	1,222	-	-	1,222	-
18	Third Party Payments	187	-	-	187	-
170	Transfer Payments	-	-	-	-	n/a
79	Transport related expenditure	68	-	200	268	294
-	Recharges from other services	7	-	-	7	-
6,052	TOTAL EXPENDITURE	7,023	-	224	7,247	3
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(15,969)	Customer and Client Receipts	(23,728)	-	(8,489)	(32,217)	36
-	Interest Receivable	-	-	-	-	n/a
-	Recharges to other services	-	-	-	-	n/a
(15,969)	TOTAL INCOME	(23,728)	-	(8,489)	(32,217)	36
(9,917)	NET CONTROLLABLE COST	(16,705)	-	(8,265)	(24,970)	49
-	Capital Charges	431	-	145	576	34
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
-	TOTAL UNCONTROLLABLE COST	431	-	145	576	34
(9,917)	NET COST OF SERVICE	(16,274)	-	(8,120)	(24,394)	50
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
(9,917)	TOTAL NET EXPENDITURE	(16,274)	-	(8,120)	(24,394)	50
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
15% Immediate Measures Staffing Savings						(419)
ANPR camera enforcement						(5,025)
Parking Charges Increases						(3,014)
						(8,458)
<u>Other resource changes</u>						
Increase in Employers Pension						193
Revised Capital Charges						145
						338
TOTAL OTHER VARIATIONS IN RESOURCE						(8,120)

COST CENTRE: C1121Q

FORECAST 2020/21 £000's	DESCRIPTION	ORIGINAL BUDGET 2020/21 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2021/22 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
3,555	Employees	3,198	-	39	3,237	1
63	Premises related expenditure	108	-	(1)	107	(1)
328	Supplies and Services	154	-	(51)	103	(33)
-	- Third Party Payments	10	-	-	10	-
-	- Transfer Payments	-	-	-	-	n/a
5	Transport related expenditure	-	-	-	-	n/a
219	Recharges from other services	47	-	-	47	-
4,170	TOTAL EXPENDITURE	3,517	-	(13)	3,504	(0)
(67)	Government Grants	-	-	-	-	n/a
(4,155)	Other Grants, reimbursements and contributions	(138)	-	-	(138)	-
-	- Customer and Client Receipts	(4,015)	-	1,480	(2,535)	(37)
-	- Interest Receivable	-	-	-	-	n/a
(532)	Recharges to other services	(428)	-	281	(147)	(66)
(4,754)	TOTAL INCOME	(4,581)	-	1,761	(2,820)	(38)
(584)	NET CONTROLLABLE COST	(1,064)	-	1,748	684	(164)
-	- Capital Charges	-	-	-	-	n/a
26	Intangible Charges	26	-	36	62	138
-	- REFCUS	-	-	-	-	n/a
-	- Corporate support services bought in	-	-	-	-	n/a
26	TOTAL UNCONTROLLABLE COST	26	-	36	62	138
(558)	NET COST OF SERVICE	(1,038)	-	1,784	746	(172)
(4)	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	- Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	- Financing of Capital Expenditure	-	-	-	-	n/a
-	- Provision for Repayment of External Loans	-	-	-	-	n/a
-	- Contribution to / (from) General Balances	-	-	-	-	n/a
(4)	TOTAL APPROPRIATIONS	-	-	-	-	n/a
(562)	TOTAL NET EXPENDITURE	(1,038)	-	1,784	746	(172)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
Active Lives PH Funding						281
						281
<u>Strategic budget - agreed additional income / savings</u>						
Revised Landlord Licensing Scheme						1,500
15% Immediate Measures Staffing Savings						(92)
Night Time Noise Reduction Service						(85)
						1,323
<u>Other resource changes</u>						
Transfer of budgets from C1123Q Licensing Summary PL 2.9						(108)
Increase in Employers Pension						172
Centralisation of staff training budgets						(18)
Movement in Intangible Charges						36
Increase in HMO Licence Income						(20)
Transfer of Salary Budget (1 fte) from Waste to Events Team PL 2.5						45
Transfer of Salary Budget from Neighbour Operations - PL 2.10 rationalisation of budgets						53
Minor Variations						20
						180
TOTAL OTHER VARIATIONS IN RESOURCE						1,784

COST CENTRE: C1123Q

FORECAST 2020/21 £000's	DESCRIPTION	ORIGINAL BUDGET 2020/21 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2021/22 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
469	Employees	343	-	108	451	31
40	Premises related expenditure	50	-	(5)	45	(10)
40	Supplies and Services	40	-	-	40	-
139	Third Party Payments	126	-	-	126	-
-	- Transfer Payments	-	-	-	-	n/a
-	- Transport related expenditure	1	-	-	1	-
27	Recharges from other services	6	-	-	6	-
715	TOTAL EXPENDITURE	566	-	103	669	18
-	- Government Grants	-	-	-	-	n/a
-	- Other Grants, reimbursements and contributions	-	-	-	-	n/a
(639)	Customer and Client Receipts	(908)	-	5	(903)	(1)
-	- Interest Receivable	-	-	-	-	n/a
-	- Recharges to other services	-	-	-	-	n/a
(639)	TOTAL INCOME	(908)	-	5	(903)	(1)
76	NET CONTROLLABLE COST	(342)	-	108	(234)	(32)
-	- Capital Charges	-	-	-	-	n/a
-	- Intangible Charges	-	-	-	-	n/a
-	- REFCUS	-	-	-	-	n/a
-	- Corporate support services bought in	-	-	-	-	n/a
-	TOTAL UNCONTROLLABLE COST	-	-	-	-	n/a
76	NET COST OF SERVICE	(342)	-	108	(234)	(32)
-	- Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	- Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	- Financing of Capital Expenditure	-	-	-	-	n/a
-	- Provision for Repayment of External Loans	-	-	-	-	n/a
-	- Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
76	TOTAL NET EXPENDITURE	(342)	-	108	(234)	(32)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
						-
<u>Other resource changes</u>						
Transfer of budgets to C1121Q Environmental Health, Trading Standards and Licensing PL 2.7						108
						108
TOTAL OTHER VARIATIONS IN RESOURCE						108

COST CENTRE: C1124Q

FORECAST 2020/21 £000's	DESCRIPTION	ORIGINAL BUDGET 2020/21 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2021/22 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
1,505	Employees	1,643	-	(169)	1,474	(10)
56	Premises related expenditure	113	-	-	113	-
123	Supplies and Services	93	-	(25)	68	(27)
17	Third Party Payments	38	-	-	38	-
-	Transfer Payments	-	-	-	-	n/a
5	Transport related expenditure	3	-	-	3	-
55	Recharges from other services	123	-	-	123	-
1,761	TOTAL EXPENDITURE	2,013	-	(194)	1,819	(10)
	Government Grants	-	-	-	-	n/a
(1)	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(51)	Customer and Client Receipts	(198)	-	-	(198)	-
-	Interest Receivable	-	-	-	-	n/a
(119)	Recharges to other services	(97)	-	-	(97)	-
(171)	TOTAL INCOME	(295)	-	-	(295)	-
1,590	NET CONTROLLABLE COST	1,718	-	(194)	1,524	(11)
5	Capital Charges	5	-	1	6	20
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
5	TOTAL UNCONTROLLABLE COST	5	-	1	6	20
1,595	NET COST OF SERVICE	1,723	-	(193)	1,530	(11)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
1,595	TOTAL NET EXPENDITURE	1,723	-	(193)	1,530	(11)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
15% Immediate Measures Staffing Savings						(284)
						(284)
<u>Other resource changes</u>						
Increase in Employers Pension						69
Transfer of budget from Violence Reduction Network for Neighbourhood Operations Manager post (PL 8.4)						71
Transfer of budget to Environment Health (PL 2.10) rationalisation of budgets						(53)
Minor Variations						4
						91
TOTAL OTHER VARIATIONS IN RESOURCE						(193)

COST CENTRE: C1245Q

FORECAST 2020/21 £000's	DESCRIPTION	ORIGINAL BUDGET 2020/21 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2021/22 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
2,250	Employees	1,702	-	692	2,394	41
68	Premises related expenditure	101	-	10	111	10
94	Supplies and Services	40	-	5	45	13
70	Third Party Payments	100	-	-	100	-
271	Transfer Payments	271	-	-	271	-
8,434	Transport related expenditure	11,144	-	(896)	10,248	(8)
605	Recharges from other services	-	-	-	-	n/a
11,792	TOTAL EXPENDITURE	13,358	-	(189)	13,169	(1)
-	Government Grants	-	-	-	-	n/a
(273)	Other Grants, reimbursements and contributions	(396)	-	100	(296)	(25)
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
(121)	Recharges to other services	(174)	-	14	(160)	(8)
(394)	TOTAL INCOME	(570)	-	114	(456)	(20)
11,398	NET CONTROLLABLE COST	12,788	-	(75)	12,713	(1)
7	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	7	-	-	7	-
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	(708)	(708)	n/a
7	TOTAL UNCONTROLLABLE COST	7	-	(708)	(701)	(10,114)
11,405	NET COST OF SERVICE	12,795	-	(783)	12,012	(6)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
11,405	TOTAL NET EXPENDITURE	12,795	-	(783)	12,012	(6)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
<u>Strategic budget - agreed additional income / savings</u>						
Cease Specialist Nursery Transport						(113)
<u>Other resource changes</u>						
Reduce Grants Funding						14
Centralisation of staff training budgets						(12)
Increase in Employers Pension						68
Transfer of budgets To C1678Q CROYDON TRANSPORT SERVICE (CTS) (PL.2.13) staff budgets.						(18)
Movement Procurement - Sercop Income						(708)
Cumulative minor variations.						(14)
						(670)
TOTAL OTHER VARIATIONS IN RESOURCE						(783)

COST CENTRE: C1678Q

FORECAST 2020/21 £000's	DESCRIPTION	ORIGINAL BUDGET 2020/21 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2021/22 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
572	Employees	530	-	37	567	7
-	Premises related expenditure	-	-	-	-	n/a
3	Supplies and Services	3	-	-	3	-
4	Third Party Payments	4	-	-	4	-
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
(20)	Recharges from other services	-	-	-	-	n/a
559	TOTAL EXPENDITURE	537	-	37	574	7
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
-	Recharges to other services	-	-	-	-	n/a
-	TOTAL INCOME	-	-	-	-	n/a
559	NET CONTROLLABLE COST	537	-	37	574	7
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	(561)	(561)	n/a
-	TOTAL UNCONTROLLABLE COST	-	-	(561)	(561)	n/a
559	NET COST OF SERVICE	537	-	(524)	13	(98)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
559	TOTAL NET EXPENDITURE	537	-	(524)	13	(98)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
						-
<u>Other resource changes</u>						
Increase in Employers Pension						24
Centralisation of staff training budgets						(5)
Transfer of budgets From C1245Q INDEPENDENT TRAVEL SERVICE (PL2.12) staff budgets.						18
Movement Procurement - Sercop Income						(561)
						(524)
TOTAL OTHER VARIATIONS IN RESOURCE						(524)

COST CENTRE: C1112Q

FORECAST 2020/21 £000's	DESCRIPTION	ORIGINAL BUDGET 2020/21 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2021/22 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
113	Employees	141	-	10	151	7
-	- Premises related expenditure	-	-	-	-	n/a
-	- Supplies and Services	(280)	-	(4)	(284)	1
-	- Third Party Payments	-	-	-	-	n/a
-	- Transfer Payments	-	-	-	-	n/a
-	- Transport related expenditure	-	-	-	-	n/a
398	Recharges from other services	398	-	-	398	-
511	TOTAL EXPENDITURE	259	-	6	265	2
-	- Government Grants	-	-	-	-	n/a
-	- Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	- Customer and Client Receipts	-	-	-	-	n/a
-	- Interest Receivable	-	-	-	-	n/a
(269)	Recharges to other services	-	-	-	-	n/a
(269)	TOTAL INCOME	-	-	-	-	n/a
242	NET CONTROLLABLE COST	259	-	6	265	2
-	- Capital Charges	-	-	-	-	n/a
-	- Intangible Charges	-	-	-	-	n/a
-	- REFCUS	-	-	-	-	n/a
4,379	Corporate support services bought in	4,379	-	(836)	3,543	(19)
4,379	TOTAL UNCONTROLLABLE COST	4,379	-	(836)	3,543	(19)
4,621	NET COST OF SERVICE	4,638	-	(830)	3,808	(18)
-	- Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	- Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	- Financing of Capital Expenditure	-	-	-	-	n/a
-	- Provision for Repayment of External Loans	-	-	-	-	n/a
-	- Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
4,621	TOTAL NET EXPENDITURE	4,638	-	(830)	3,808	(18)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
						-
<u>Other resource changes</u>						
Increase in Employers Pension						6
Movement in Corporate support services bought in						(836)
						(830)
TOTAL OTHER VARIATIONS IN RESOURCE						(830)

SERVICE DESCRIPTION

The Growth, Employment and Regneration division creates the conditions for sustainable economic growth in the borough, developing an environment that encourages business to invest in our district centres and to employ local people.

The services in the division encompass the following functions:

Employment and Investment - positioning the borough for growth by creating policy and practice that generates investment and collaboration, creating new jobs in the borough through inward investment and by supporting and working with our existing businesses base;

Employment and Skills - linking our unemployed residents into jobs created by regeneration and growth through Croydon Works and other pathways to work initiatives;

Adult Learning - helping our residents move into better paid jobs and out of poverty through bespoke training and support packages, ensuring that our residents have the right skills for employment and life through CALAT (Croydon Adult Learning and Training), ensuring that our schools and colleges are equipping their students with the skills and attitudes that employers want. In 2021/22 there will be a review of the capital charges CALAT incurs for using Council properties, which could result in an increase or decrease to those charges made.

Regeneration and Partnerships - local programming of activities in order to generate interest and kick-start socio-economic development and regeneration programmes in district centres and high streets;

MOVEMENT IN NET EXPENDITURE

COST CENTRE	SERVICE	ORIGINAL BUDGET 2020/21 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2021/22 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
C1105Q	Employment & Investment	1,348	-	(937)	411	(70)
C1234Q	Adult Learning	(245)	-	63	(182)	(26)
C1130Q	Employment & Skills Delivery	242	-	(90)	152	(37)
C1115Q	Regeneration & Partnership	844	-	(112)	732	(13)
C1127Q	District Centres and Regeneration Directorate	662	-	(321)	341	(48)
						n/a
	TOTAL NET SPEND	2,851	-	(1,397)	1,454	(49)

STAFF ESTABLISHMENT NUMBERS

SERVICE	ORIGINAL BUDGET 2020/21	ORIGINAL BUDGET 2021/22	CHANGE IN
	FTE STAFF	FTE STAFF	FTE STAFF
Employment & Investment	12.4	7.0	(5.4)
Adult Learning	66.8	62.8	(4.0)
Employment & Skills Delivery	14.4	5.4	(9.0)
Regeneration & Partnership	13.6	7.1	-
District Centres and Regeneration Directorate	1.0	1.0	-
TOTAL FTE STAFF	108.2	83.3	(18.4)

COST CENTRE: C1160P

FORECAST 2020/21 £000's	DESCRIPTION	ORIGINAL BUDGET 2020/21 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2021/22 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
5,835	Employees	5,793	-	(764)	5,029	(13)
21	Premises related expenditure	34	-	-	34	-
2,352	Supplies and Services	2,479	-	2,487	4,966	100
-	Third Party Payments	14	-	(4)	10	(29)
-	Transfer Payments	-	-	-	-	n/a
1	Transport related expenditure	3	-	-	3	-
1,023	Recharges from other services	1,012	-	55	1,067	5
9,232	TOTAL EXPENDITURE	9,335	-	1,774	11,109	19
(6,549)	Government Grants	(6,107)	-	(2,537)	(8,644)	42
(54)	Other Grants, reimbursements and contributions	(29)	-	-	(29)	-
(489)	Customer and Client Receipts	(1,003)	-	-	(1,003)	-
-	Interest Receivable	-	-	-	-	n/a
(1,293)	Recharges to other services	(1,300)	-	367	(933)	(28)
(8,385)	TOTAL INCOME	(8,439)	-	(2,170)	(10,609)	26
847	NET CONTROLLABLE COST	896	-	(396)	500	(44)
493	Capital Charges	493	-	(20)	473	(4)
-	Intangible Charges	-	-	-	-	n/a
330	REFCUS	330	-	-	330	-
1,132	Corporate support services bought in	1,132	-	(981)	151	(87)
1,955	TOTAL UNCONTROLLABLE COST	1,955	-	(1,001)	954	(51)
2,802	NET COST OF SERVICE	2,851	-	(1,397)	1,454	(49)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
2,802	TOTAL NET EXPENDITURE	2,851	-	(1,397)	1,454	(49)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
						(578)
<u>Other resource changes</u>						
						(819)
TOTAL OTHER VARIATIONS IN RESOURCE						(1,397)

COST CENTRE: C1105Q

FORECAST 2020/21 £000's	DESCRIPTION	ORIGINAL BUDGET 2020/21 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2021/22 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
583	Employees	639	-	(243)	396	(38)
-	- Premises related expenditure	-	-	-	-	n/a
107	Supplies and Services	107	-	(50)	57	(47)
-	- Third Party Payments	4	-	-	4	-
-	- Transfer Payments	-	-	-	-	n/a
1	Transport related expenditure	1	-	-	1	-
-	- Recharges from other services	(5)	-	5	-	(100)
691	TOTAL EXPENDITURE	746	-	(288)	458	(39)
-	- Government Grants	-	-	-	-	n/a
-	- Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	- Customer and Client Receipts	-	-	-	-	n/a
-	- Interest Receivable	-	-	-	-	n/a
(47)	Recharges to other services	(61)	-	14	(47)	(23)
(47)	TOTAL INCOME	(61)	-	14	(47)	(23)
644	NET CONTROLLABLE COST	685	-	(274)	411	(40)
-	- Capital Charges	-	-	-	-	n/a
-	- Intangible Charges	-	-	-	-	n/a
-	- REFCUS	-	-	-	-	n/a
663	Corporate support services bought in	663	-	(663)	-	(100)
663	TOTAL UNCONTROLLABLE COST	663	-	(663)	-	(100)
1,307	NET COST OF SERVICE	1,348	-	(937)	411	(70)
-	- Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	- Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	- Financing of Capital Expenditure	-	-	-	-	n/a
-	- Provision for Repayment of External Loans	-	-	-	-	n/a
-	- Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
1,307	TOTAL NET EXPENDITURE	1,348	-	(937)	411	(70)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
Economic Development Team Streamlined services						(158)
15% immediate measures staff saving						(99)
Changes to membership subscription						(50)
						(307)
<u>Other resource changes</u>						
Pension increment						14
Centralisation of SERCOP charges to Directorate in Growth Employment and Investment						(663)
Changes to recharge services						19
						(630)
TOTAL OTHER VARIATIONS IN RESOURCE						(937)

COST CENTRE: C1234Q

FORECAST 2020/21 £000's	DESCRIPTION	ORIGINAL BUDGET 2020/21 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2021/22 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
3,491	Employees	3,356	-	77	3,433	2
20	Premises related expenditure	34	-	-	34	-
286	Supplies and Services	436	-	-	436	-
-	- Third Party Payments	-	-	-	-	n/a
-	- Transfer Payments	-	-	-	-	n/a
-	- Transport related expenditure	2	-	-	2	-
992	Recharges from other services	987	-	-	987	-
4,789	TOTAL EXPENDITURE	4,815	-	77	4,892	2
(4,495)	Government Grants	(4,053)	-	-	(4,053)	-
-	- Other Grants, reimbursements and contributions	(29)	-	-	(29)	-
(489)	Customer and Client Receipts	(1,003)	-	-	(1,003)	-
-	- Interest Receivable	-	-	-	-	n/a
(468)	Recharges to other services	(468)	-	-	(468)	-
(5,452)	TOTAL INCOME	(5,553)	-	-	(5,553)	-
(663)	NET CONTROLLABLE COST	(738)	-	77	(661)	(10)
493	Capital Charges	493	-	(20)	473	(4)
-	- Intangible Charges	-	-	-	-	n/a
-	- REFCUS	-	-	-	-	n/a
-	- Corporate support services bought in	-	-	6	6	n/a
493	TOTAL UNCONTROLLABLE COST	493	-	(14)	479	(3)
(170)	NET COST OF SERVICE	(245)	-	63	(182)	(26)
-	- Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	- Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	- Financing of Capital Expenditure	-	-	-	-	n/a
-	- Provision for Repayment of External Loans	-	-	-	-	n/a
-	- Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
(170)	TOTAL NET EXPENDITURE	(245)	-	63	(182)	(26)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
						-
<u>Other resource changes</u>						
Pension increment						94
Centralisation of training budgets						(17)
Revised capital charges						(20)
Revised Sercop charges						6
						63
TOTAL OTHER VARIATIONS IN RESOURCE						63

COST CENTRE: C1130Q

FORECAST 2020/21 £000's	DESCRIPTION	ORIGINAL BUDGET 2020/21 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2021/22 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
703	Employees	746	-	(388)	358	(52)
-	- Premises related expenditure	-	-	-	-	n/a
1,902	Supplies and Services	1,906	-	2,475	4,381	130
-	- Third Party Payments	4	-	-	4	-
-	- Transfer Payments	-	-	-	-	n/a
-	- Transport related expenditure	-	-	-	-	n/a
1	Recharges from other services	-	-	-	-	n/a
2,606	TOTAL EXPENDITURE	2,656	-	2,087	4,743	79
(2,054)	Government Grants	(2,054)	-	(2,537)	(4,591)	124
(54)	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	- Customer and Client Receipts	-	-	-	-	n/a
-	- Interest Receivable	-	-	-	-	n/a
(360)	Recharges to other services	(360)	-	360	-	(100)
(2,468)	TOTAL INCOME	(2,414)	-	(2,177)	(4,591)	90
138	NET CONTROLLABLE COST	242	-	(90)	152	(37)
-	- Capital Charges	-	-	-	-	n/a
-	- Intangible Charges	-	-	-	-	n/a
-	- REFCUS	-	-	-	-	n/a
-	- Corporate support services bought in	-	-	-	-	n/a
-	TOTAL UNCONTROLLABLE COST	-	-	-	-	n/a
138	NET COST OF SERVICE	242	-	(90)	152	(37)
-	- Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	- Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	- Financing of Capital Expenditure	-	-	-	-	n/a
-	- Provision for Repayment of External Loans	-	-	-	-	n/a
-	- Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
138	TOTAL NET EXPENDITURE	242	-	(90)	152	(37)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
Economy & Jobs - Remove pressure from general fund						(66)
15% Immediate Measures Staffing Savings						(52)
						(118)
<u>Other resource changes</u>						
Agreed Permanent Virements 2019/20 salary changes - Pension deficit uplift from 16% to 26.1%						28
						28
TOTAL OTHER VARIATIONS IN RESOURCE						(90)

COST CENTRE: C1115Q

FORECAST 2020/21 £000's	DESCRIPTION	ORIGINAL BUDGET 2020/21 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2021/22 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
891	Employees	894	-	(218)	676	(24)
1	Premises related expenditure	-	-	-	-	n/a
57	Supplies and Services	27	-	63	90	233
-	Third Party Payments	-	-	-	-	n/a
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
4	Recharges from other services	4	-	50	54	1,250
953	TOTAL EXPENDITURE	925	-	(105)	820	(11)
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
(418)	Recharges to other services	(411)	-	(7)	(418)	2
(418)	TOTAL INCOME	(411)	-	(7)	(418)	2
535	NET CONTROLLABLE COST	514	-	(112)	402	(22)
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
330	REFCUS	330	-	-	330	-
-	Corporate support services bought in	-	-	-	-	n/a
330	TOTAL UNCONTROLLABLE COST	330	-	-	330	-
865	NET COST OF SERVICE	844	-	(112)	732	(13)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
865	TOTAL NET EXPENDITURE	844	-	(112)	732	(13)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
Savings -15% Immediate Measures Staffing Savings						(153)
						(153)
<u>Other resource changes</u>						
Pension increment						41
						41
TOTAL OTHER VARIATIONS IN RESOURCE						(112)

COST CENTRE: C1127Q

FORECAST 2020/21 £000's	DESCRIPTION	ORIGINAL BUDGET 2020/21 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2021/22 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
167	Employees	158	-	8	166	5
-	- Premises related expenditure	-	-	-	-	n/a
-	- Supplies and Services	3	-	(1)	2	(33)
-	- Third Party Payments	6	-	(4)	2	(67)
-	- Transfer Payments	-	-	-	-	n/a
-	- Transport related expenditure	-	-	-	-	n/a
26	Recharges from other services	26	-	-	26	-
193	TOTAL EXPENDITURE	193	-	3	196	2
-	- Government Grants	-	-	-	-	n/a
-	- Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	- Customer and Client Receipts	-	-	-	-	n/a
-	- Interest Receivable	-	-	-	-	n/a
-	- Recharges to other services	-	-	-	-	n/a
-	TOTAL INCOME	-	-	-	-	n/a
193	NET CONTROLLABLE COST	193	-	3	196	2
-	- Capital Charges	-	-	-	-	n/a
-	- Intangible Charges	-	-	-	-	n/a
-	- REFCUS	-	-	-	-	n/a
469	Corporate support services bought in	469	-	(324)	145	(69)
469	TOTAL UNCONTROLLABLE COST	469	-	(324)	145	(69)
662	NET COST OF SERVICE	662	-	(321)	341	(48)
-	- Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	- Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	- Financing of Capital Expenditure	-	-	-	-	n/a
-	- Provision for Repayment of External Loans	-	-	-	-	n/a
-	- Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
662	TOTAL NET EXPENDITURE	662	-	(321)	341	(48)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
						-
<u>Other resource changes</u>						
Pension increment						7
Movement in corporate charges and internal recharges						(324)
Centralisation of staff training budgets						(4)
						(321)
TOTAL OTHER VARIATIONS IN RESOURCE						(321)

SERVICE DESCRIPTION

The Culture Division covers:

- libraries, museum and archives
- culture and the arts
- leisure centres, sports and physical activities
- parks, green spaces and allotments

Croydon's cultural offer is an important part of the borough's regeneration, we have placed culture at the heart of regeneration with the refurbishment of the Fairfield Halls, Croydon's largest cultural venue - we will continue to work with BH Live, promoters, artists and producers to ensure that Fairfield Halls delivers an exciting, varied and inclusive cultural programme.

We have an established and growing cultural calendar of events with Pride and Mela just two of the major events that take place in Croydon; our cultural calendar will continue to build over the coming years peaking in 2023 when we will be London's Borough of Culture. We are committed to building the capacity of our cultural sector partners to deliver a great offer for Croydon and to bring in national programming and producing partners to work with us in the run up to 2023.

We are firmly establishing libraries as key community venues connecting communities and providing information, cultural activities and other services and work with a wide range of partners to support Croydon's heritage.

We are in the process of re-accreditation and refresh for our Museum and Archives services set against the developing and changing role of the Croydon Clocktower as a more integrated cultural, learning and community hub. Alternative approaches to reaching audiences will be explored during social distancing restrictions.

We are committed to ensuring our parks and open spaces are sustainable and can be enjoyed by current and future generations, this includes investing in our allotments. We are working with partners to get our communities more active to improve their health and wellbeing - we are investing in sport and leisure facilities and working closely with our sporting partners on initiatives and facilities.

MOVEMENT IN NET EXPENDITURE

COST CENTRE	SERVICE	ORIGINAL BUDGET 2020/21 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2021/22 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
C1128Q	Active Lifestyle	3,651	-	(130)	3,521	(4)
C1238Q	Libraries	4,064	-	161	4,225	4
C1239Q	Museums and Culture	1,524	-	518	2,042	34
C1667Q	Culture Growth	1,002	-	423	1,425	42
	TOTAL NET SPEND	10,241	-	972	11,213	77

STAFF ESTABLISHMENT NUMBERS

SERVICE	ORIGINAL BUDGET 2020/21	ORIGINAL BUDGET 2021/22	CHANGE IN
	FTE STAFF	FTE STAFF	FTE STAFF
Active Lifestyle	9.0	6.0	(3.0)
Libraries	69.4	63.7	(5.7)
Museums and Culture	7.1	7.0	(0.1)
Culture Growth	4.0	1.0	(3.0)
TOTAL FTE STAFF	89.5	77.7	(11.8)

COST CENTRE: C1114P

FORECAST 2020/21 £000's	DESCRIPTION	ORIGINAL BUDGET 2020/21 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2021/22 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
3,028	Employees	3,298	-	(193)	3,105	(6)
229	Premises related expenditure	404	-	-	404	-
1,198	Supplies and Services	2,050	-	(100)	1,950	(5)
1,323	Third Party Payments	1,695	-	-	1,695	-
-	- Transfer Payments	-	-	-	-	n/a
2	Transport related expenditure	4	-	-	4	-
15	Recharges from other services	81	-	-	81	-
5,795	TOTAL EXPENDITURE	7,532	-	(293)	7,239	(4)
-	- Government Grants	-	-	-	-	n/a
(1,083)	Other Grants, reimbursements and contributions	(1,318)	-	195	(1,123)	(15)
(126)	Customer and Client Receipts	(88)	-	9	(79)	(10)
-	- Interest Receivable	-	-	-	-	n/a
(148)	Recharges to other services	(1,092)	-	-	(1,092)	-
(1,357)	TOTAL INCOME	(2,498)	-	204	(2,294)	(8)
4,438	NET CONTROLLABLE COST	5,034	-	(89)	4,945	(2)
4,458	Capital Charges	4,458	-	646	5,104	14
-	- Intangible Charges	-	-	-	-	n/a
-	- REFCUS	-	-	-	-	n/a
749	Corporate support services bought in	749	-	415	1,164	55
5,207	TOTAL UNCONTROLLABLE COST	5,207	-	1,061	6,268	20
9,645	NET COST OF SERVICE	10,241	-	972	11,213	9
-	- Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	- Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	- Financing of Capital Expenditure	-	-	-	-	n/a
-	- Provision for Repayment of External Loans	-	-	-	-	n/a
-	- Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
9,645	TOTAL NET EXPENDITURE	10,241	-	972	11,213	9
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						146
<u>Strategic budget - agreed additional income / savings</u>						
						(377)
<u>Other resource changes</u>						
						1,203
TOTAL OTHER VARIATIONS IN RESOURCE						972

COST CENTRE: C1128Q

FORECAST 2020/21 £000's	DESCRIPTION	ORIGINAL BUDGET 2020/21 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2021/22 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
505	Employees	633	-	(189)	444	(30)
16	Premises related expenditure	51	-	-	51	-
63	Supplies and Services	30	-	-	30	-
923	Third Party Payments	1,067	-	-	1,067	-
-	Transfer Payments	-	-	-	-	n/a
1	Transport related expenditure	1	-	-	1	-
-	Recharges from other services	-	-	-	-	n/a
1,508	TOTAL EXPENDITURE	1,782	-	(189)	1,593	(11)
-	Government Grants	-	-	-	-	n/a
(273)	Other Grants, reimbursements and contributions	(403)	-	137	(266)	(34)
(85)	Customer and Client Receipts	(30)	-	-	(30)	-
-	Interest Receivable	-	-	-	-	n/a
(148)	Recharges to other services	(165)	-	-	(165)	-
(506)	TOTAL INCOME	(598)	-	137	(461)	(23)
1,002	NET CONTROLLABLE COST	1,184	-	(52)	1,132	(4)
2,467	Capital Charges	2,467	-	(78)	2,389	(3)
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
2,467	TOTAL UNCONTROLLABLE COST	2,467	-	(78)	2,389	(3)
3,469	NET COST OF SERVICE	3,651	-	(130)	3,521	(4)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
3,469	TOTAL NET EXPENDITURE	3,651	-	(130)	3,521	(4)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
Public health funding						137
						137
<u>Strategic budget - agreed additional income / savings</u>						
15% immediate measures staffing savings						(215)
						(215)
<u>Other resource changes</u>						
Centralisation of training budget						(5)
Transfer of staff to parks						(39)
Minor variation						(8)
						(52)
TOTAL OTHER VARIATIONS IN RESOURCE						(130)

COST CENTRE: C1238Q

FORECAST 2020/21 £000's	DESCRIPTION	ORIGINAL BUDGET 2020/21 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2021/22 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
2,120	Employees	2,117	-	4	2,121	0
213	Premises related expenditure	353	-	-	353	-
611	Supplies and Services	817	-	-	817	-
28	Third Party Payments	40	-	-	40	-
-	Transfer Payments	-	-	-	-	n/a
1	Transport related expenditure	3	-	-	3	-
15	Recharges from other services	28	-	-	28	-
2,988	TOTAL EXPENDITURE	3,358	-	4	3,362	0
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(41)	Customer and Client Receipts	(51)	-	9	(42)	(18)
-	Interest Receivable	-	-	-	-	n/a
-	Recharges to other services	-	-	-	-	n/a
(41)	TOTAL INCOME	(51)	-	9	(42)	(18)
2,947	NET CONTROLLABLE COST	3,307	-	13	3,320	0
757	Capital Charges	757	-	148	905	20
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
757	TOTAL UNCONTROLLABLE COST	757	-	148	905	20
3,704	NET COST OF SERVICE	4,064	-	161	4,225	4
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
3,704	TOTAL NET EXPENDITURE	4,064	-	161	4,225	4
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
Closure of libraries buildings						9
						9
<u>Strategic budget - agreed additional income / savings</u>						
15% immediate measures staffing savings						(89)
						(89)
<u>Other resource changes</u>						
Revised capital charges						148
Pension increment						103
Centralisation of staff training budget						(10)
						241
TOTAL OTHER VARIATIONS IN RESOURCE						161

COST CENTRE: C1239Q

FORECAST 2020/21 £000's	DESCRIPTION	ORIGINAL BUDGET 2020/21 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2021/22 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
259	Employees	263	-	(16)	247	(6)
-	- Premises related expenditure	-	-	-	-	n/a
9	Supplies and Services	39	-	-	39	-
-	- Third Party Payments	-	-	-	-	n/a
-	- Transfer Payments	-	-	-	-	n/a
-	- Transport related expenditure	-	-	-	-	n/a
-	- Recharges from other services	-	-	-	-	n/a
268	TOTAL EXPENDITURE	302	-	(16)	286	(5)
-	- Government Grants	-	-	-	-	n/a
-	- Other Grants, reimbursements and contributions	(5)	-	(42)	(47)	840
-	- Customer and Client Receipts	(7)	-	-	(7)	-
-	- Interest Receivable	-	-	-	-	n/a
-	- Recharges to other services	-	-	-	-	n/a
-	TOTAL INCOME	(12)	-	(42)	(54)	350
268	NET CONTROLLABLE COST	290	-	(58)	232	(20)
1,234	Capital Charges	1,234	-	576	1,810	47
-	- Intangible Charges	-	-	-	-	n/a
-	- REFCUS	-	-	-	-	n/a
-	- Corporate support services bought in	-	-	-	-	n/a
1,234	TOTAL UNCONTROLLABLE COST	1,234	-	576	1,810	47
1,502	NET COST OF SERVICE	1,524	-	518	2,042	34
-	- Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	- Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	- Financing of Capital Expenditure	-	-	-	-	n/a
-	- Provision for Repayment of External Loans	-	-	-	-	n/a
-	- Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
1,502	TOTAL NET EXPENDITURE	1,524	-	518	2,042	34
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
Combining posts across museums and libraries						(73)
						(73)
<u>Other resource changes</u>						
Changes in capital charges						576
Pension increment						15
						591
TOTAL OTHER VARIATIONS IN RESOURCE						518

COST CENTRE: C1667Q

FORECAST 2020/21 £000's	DESCRIPTION	ORIGINAL BUDGET 2020/21 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2021/22 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
144	Employees	285	-	8	293	3
-	- Premises related expenditure	-	-	-	-	n/a
515	Supplies and Services	1,164	-	(100)	1,064	(9)
372	Third Party Payments	588	-	-	588	-
-	- Transfer Payments	-	-	-	-	n/a
-	- Transport related expenditure	-	-	-	-	n/a
-	- Recharges from other services	53	-	-	53	-
1,031	TOTAL EXPENDITURE	2,090	-	(92)	1,998	(4)
-	- Government Grants	-	-	-	-	n/a
(810)	Other Grants, reimbursements and contributions	(910)	-	100	(810)	(11)
-	- Customer and Client Receipts	-	-	-	-	n/a
-	- Interest Receivable	-	-	-	-	n/a
-	- Recharges to other services	(927)	-	-	(927)	-
(810)	TOTAL INCOME	(1,837)	-	100	(1,737)	(5)
221	NET CONTROLLABLE COST	253	-	8	261	3
-	- Capital Charges	-	-	-	-	n/a
-	- Intangible Charges	-	-	-	-	n/a
-	- REFCUS	-	-	-	-	n/a
749	Corporate support services bought in	749	-	415	1,164	55
749	TOTAL UNCONTROLLABLE COST	749	-	415	1,164	55
970	NET COST OF SERVICE	1,002	-	423	1,425	42
-	- Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	- Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	- Financing of Capital Expenditure	-	-	-	-	n/a
-	- Provision for Repayment of External Loans	-	-	-	-	n/a
-	- Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
970	TOTAL NET EXPENDITURE	1,002	-	423	1,425	42
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
						-
<u>Other resource changes</u>						
Changes to SERCOP charges						415
Pension increment						8
						423
TOTAL OTHER VARIATIONS IN RESOURCE						423

SERVICE DESCRIPTION

The Growth Zone programme management team are responsible for the design, development and delivery of the Growth Zone programme.

In 2020/21 the programme will focus on feasibility and design of transport and public realm schemes, managing construction related traffic, developing smart city projects, implementing meanwhile and culture projects as part of the agreed programme approved by Cabinet in October 2018.

MOVEMENT IN NET EXPENDITURE

COST CENTRE	SERVICE	ORIGINAL BUDGET 2020/21 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2021/22 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
C1668Q	Croydon Growth Zone	10	-	30	40	300
	TOTAL NET SPEND	10	-	30	40	300

STAFF ESTABLISHMENT NUMBERS

SERVICE	ORIGINAL BUDGET 2020/21 FTE STAFF	ORIGINAL BUDGET 2021/22 FTE STAFF	CHANGE IN FTE
Croydon Growth Zone	9.2	8.0	(1.2)
TOTAL FTE STAFF	9.2	8.0	(1.2)

COST CENTRE: C1116P

FORECAST 2020/21 £000's	DESCRIPTION	ORIGINAL BUDGET 2020/21 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2021/22 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
588	Employees	657	-	(23)	634	(4)
-	- Premises related expenditure	-	-	-	-	n/a
-	- Supplies and Services	-	-	-	-	n/a
-	- Third Party Payments	-	-	-	-	n/a
-	- Transfer Payments	-	-	-	-	n/a
-	- Transport related expenditure	-	-	-	-	n/a
-	- Recharges from other services	-	-	-	-	n/a
588	TOTAL EXPENDITURE	657	-	(23)	634	(4)
-	- Government Grants	-	-	-	-	n/a
-	- Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	- Customer and Client Receipts	-	-	-	-	n/a
-	- Interest Receivable	-	-	-	-	n/a
(548)	Recharges to other services	(647)	-	53	(594)	(8)
(548)	TOTAL INCOME	(647)	-	53	(594)	(8)
40	NET CONTROLLABLE COST	10	-	30	40	300
-	- Capital Charges	-	-	-	-	n/a
-	- Intangible Charges	-	-	-	-	n/a
-	- REFCUS	-	-	-	-	n/a
-	- Corporate support services bought in	-	-	-	-	n/a
-	TOTAL UNCONTROLLABLE COST	-	-	-	-	n/a
40	NET COST OF SERVICE	10	-	30	40	300
-	- Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	- Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	- Financing of Capital Expenditure	-	-	-	-	n/a
-	- Provision for Repayment of External Loans	-	-	-	-	n/a
-	- Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
40	TOTAL NET EXPENDITURE	10	-	30	40	300
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
						-
<u>Other resource changes</u>						
Pension increment						30
						30
TOTAL OTHER VARIATIONS IN RESOURCE						30

SERVICE DESCRIPTION

The Planning & Strategic Transport Division comprises Building Control, Development Management, Spatial Planning and Transport.

Building Control is a statutory service to regulate the built environment for the protection of the public through the implementation and enforcement of Building Regulations and other legislation. The service aims to promote an accessible, healthy, safe and sustainable built environment within Croydon through provision of a customer focused service that offers value for money, and that is efficient, effective, and equitable.

Development management processes applications for planning permission relating to all development types from householder extensions to large commercial or housing developments. A range of pre-application enquiry processes are also available to assist applicants. The service responds to appeals to the Planning Inspectorate against decisions to refuse planning permission or in relation to a condition on a planning permission and also investigates, and remedies where necessary, allegations about breaches of planning control.

The Spatial Planning Service provides the functions of place making and plan making, which combined provide the council's spatial planning strategy over twenty years. Plan Making primarily carry out the analysis and interpretation of evidence to support the preparation of Croydon's Local Plan principally through the Strategic Policies, site allocations, designations and detailed development management policies. Plan Making are also responsible for the Council's Infrastructure Delivery Plan (IDP) Community Infrastructure Levy (Charging Schedule and collection and assignment), Section 106 collection and assignment, providing observations on developments to Development Management and the Council's planning research and monitoring function. Place making provides qualitative inputs into the plan making processes regarding design and local distinctiveness. Undertake site appraisals, briefs, feasibility studies and area based master plans. Provide design observations on developments to Development Management. Place making are responsible for the Council's statutory obligations regarding conservation and heritage, as well as providing advice and supporting projects in this field. Place making also undertake a number of income generation commission, particularly related to the design of public realm.

The Strategic Transport Service is responsible for developing transport policy and translating local priorities and regional policies into delivery plans and programmes. The Service is also delivering much of the Growth Zone Transport Infrastructure e.g. leading on the renewal/redevelopment of West Croydon Station; working with Network Rail to upgrade the Brighton Mainline and provide a new and bigger East Croydon Station; working with TfL to improve the Fiveways intersection of the A23/A232; and delivering a network of cycling and walking routes. The Service also: develops the Plan to implement the Mayor's Transport Strategy within Croydon (The Local Implementation Plan (LIP)); provides transport advice to the planning authority on development plan and master plan making and advises the Development Management Service and Planning Committee(s) on the transport implications of development proposals; bids for funds through the LIP drawing funding from TfL, CIL, S106 and the Capital Programme to improve transport and infrastructure in Croydon; and runs a programme to deliver electric vehicle charging points and encourage the take-up of electric vehicles.

MOVEMENT IN NET EXPENDITURE

COST CENTRE	SERVICE	ORIGINAL BUDGET 2020/21 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2021/22 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
C1108Q	Building Control	(27)	-	(2)	(29)	7
C1109Q	Development Management	878	-	(866)	12	(99)
C1110Q	Spatial Planning	659	-	(31)	628	(5)
C1111Q	Transport	258	-	27	285	10
TOTAL NET SPEND		1,768	-	(872)	896	(49)

STAFF ESTABLISHMENT NUMBERS

SERVICE	ORIGINAL BUDGET 2020/21	ORIGINAL BUDGET 2021/22	CHANGE IN FTE
	FTE STAFF	FTE STAFF	FTE STAFF
Building Control	22.0	21.0	(1.0)
Development Management	59.0	52.0	(7.0)
Spatial Planning	26.0	22.5	(3.5)
Transport	10.1	10.0	(0.1)
TOTAL FTE STAFF	117.1	105.5	(11.6)

COST CENTRE: C1120P

FORECAST 2020/21 £000's	DESCRIPTION	ORIGINAL BUDGET 2020/21 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2021/22 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
5,810	Employees	6,197	-	(225)	5,972	(4)
-	- Premises related expenditure	-	-	-	-	n/a
1,059	Supplies and Services	354	-	2	356	1
26	Third Party Payments	-	-	-	-	n/a
-	- Transfer Payments	-	-	-	-	n/a
10	Transport related expenditure	9	-	-	9	-
1,700	Recharges from other services	1,713	-	(3)	1,710	(0)
8,605	TOTAL EXPENDITURE	8,273	-	(226)	8,047	(3)
-	- Government Grants	-	-	-	-	n/a
(940)	- Other Grants, reimbursements and contributions	-	-	-	-	n/a
(4,809)	Customer and Client Receipts	(5,282)	-	152	(5,130)	(3)
-	- Interest Receivable	-	-	-	-	n/a
(1,982)	Recharges to other services	(2,116)	-	(1)	(2,117)	0
(7,731)	TOTAL INCOME	(7,398)	-	151	(7,247)	(2)
874	NET CONTROLLABLE COST	875	-	(75)	800	(9)
6	Capital Charges	6	-	-	6	-
-	- Intangible Charges	-	-	-	-	n/a
-	- REFUCUS	-	-	-	-	n/a
887	Corporate support services bought in	887	-	(797)	90	(90)
893	TOTAL UNCONTROLLABLE COST	893	-	(797)	96	(89)
1,767	NET COST OF SERVICE	1,768	-	(872)	896	(49)
-	- Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	- Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	- Financing of Capital Expenditure	-	-	-	-	n/a
-	- Provision for Repayment of External Loans	-	-	-	-	n/a
-	- Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
1,767	TOTAL NET EXPENDITURE	1,768	-	(872)	896	(49)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
						(344)
<u>Other resource changes</u>						
						(528)
TOTAL OTHER VARIATIONS IN RESOURCE						(872)

COST CENTRE: C1108Q

FORECAST 2020/21 £000's	DESCRIPTION	ORIGINAL BUDGET 2020/21 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2021/22 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
1,001	Employees	1,241	-	(2)	1,239	(0)
-	- Premises related expenditure	-	-	-	-	n/a
31	Supplies and Services	88	-	-	88	-
-	- Third Party Payments	-	-	-	-	n/a
-	- Transfer Payments	-	-	-	-	n/a
8	Transport related expenditure	2	-	-	2	-
1,134	Recharges from other services	1,133	-	-	1,133	-
2,174	TOTAL EXPENDITURE	2,464	-	(2)	2,462	(0)
-	- Government Grants	-	-	-	-	n/a
-	- Other Grants, reimbursements and contributions	-	-	-	-	n/a
(1,010)	Customer and Client Receipts	(1,358)	-	-	(1,358)	-
-	- Interest Receivable	-	-	-	-	n/a
(1,133)	Recharges to other services	(1,133)	-	-	(1,133)	-
(2,143)	TOTAL INCOME	(2,491)	-	-	(2,491)	-
31	NET CONTROLLABLE COST	(27)	-	(2)	(29)	7
-	- Capital Charges	-	-	-	-	n/a
-	- Intangible Charges	-	-	-	-	n/a
-	- REFCUS	-	-	-	-	n/a
-	- Corporate support services bought in	-	-	-	-	n/a
-	TOTAL UNCONTROLLABLE COST	-	-	-	-	n/a
31	NET COST OF SERVICE	(27)	-	(2)	(29)	7
-	- Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	- Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	- Financing of Capital Expenditure	-	-	-	-	n/a
-	- Provision for Repayment of External Loans	-	-	-	-	n/a
-	- Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
31	TOTAL NET EXPENDITURE	(27)	-	(2)	(29)	7
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
Savings -15% Immediate Measures Staffing Savings						(57)
						(57)
<u>Other resource changes</u>						
Pension increment						58
Centralisation of staff training budgets						(3)
						55
TOTAL OTHER VARIATIONS IN RESOURCE						(2)

COST CENTRE: C1109Q

FORECAST 2020/21 £000's	DESCRIPTION	ORIGINAL BUDGET 2020/21 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2021/22 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
2,978	Employees	3,143	-	(218)	2,925	(7)
-	- Premises related expenditure	-	-	-	-	n/a
112	Supplies and Services	189	-	-	189	-
-	- Third Party Payments	-	-	-	-	n/a
-	- Transfer Payments	-	-	-	-	n/a
2	Transport related expenditure	7	-	-	7	-
555	Recharges from other services	574	-	(3)	571	(1)
3,647	TOTAL EXPENDITURE	3,913	-	(221)	3,692	(6)
-	- Government Grants	-	-	-	-	n/a
(28)	- Other Grants, reimbursements and contributions	-	-	-	-	n/a
(3,662)	Customer and Client Receipts	(3,872)	-	152	(3,720)	(4)
-	- Interest Receivable	-	-	-	-	n/a
-	- Recharges to other services	(50)	-	-	(50)	-
(3,690)	TOTAL INCOME	(3,922)	-	152	(3,770)	(4)
(43)	NET CONTROLLABLE COST	(9)	-	(69)	(78)	767
-	- Capital Charges	-	-	-	-	n/a
-	- Intangible Charges	-	-	-	-	n/a
-	- REFCUS	-	-	-	-	n/a
887	Corporate support services bought in	887	-	(797)	90	(90)
887	TOTAL UNCONTROLLABLE COST	887	-	(797)	90	(90)
844	NET COST OF SERVICE	878	-	(866)	12	(99)
-	- Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	- Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	- Financing of Capital Expenditure	-	-	-	-	n/a
-	- Provision for Repayment of External Loans	-	-	-	-	n/a
-	- Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
844	TOTAL NET EXPENDITURE	878	-	(866)	12	(99)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
Savings -15% Immediate Measures Staffing Savings						(201)
						(201)
<u>Other resource changes</u>						
Pension increment						145
Movement in corporate charges and internal recharges						(797)
Centralisation of staff training budgets						(13)
						(665)
TOTAL OTHER VARIATIONS IN RESOURCE						(866)

COST CENTRE: C1110Q

FORECAST 2020/21 £000's	DESCRIPTION	ORIGINAL BUDGET 2020/21 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2021/22 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
1,285	Employees	1,200	-	(31)	1,169	(3)
-	- Premises related expenditure	-	-	-	-	n/a
916	Supplies and Services	12	-	-	12	-
26	Third Party Payments	-	-	-	-	n/a
-	- Transfer Payments	-	-	-	-	n/a
-	- Transport related expenditure	-	-	-	-	n/a
3	Recharges from other services	-	-	-	-	n/a
2,230	TOTAL EXPENDITURE	1,212	-	(31)	1,181	(3)
-	- Government Grants	-	-	-	-	n/a
(912)	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(137)	Customer and Client Receipts	(52)	-	-	(52)	-
-	- Interest Receivable	-	-	-	-	n/a
(448)	Recharges to other services	(507)	-	-	(507)	-
(1,497)	TOTAL INCOME	(559)	-	-	(559)	-
733	NET CONTROLLABLE COST	653	-	(31)	622	(5)
6	Capital Charges	6	-	-	6	-
-	- Intangible Charges	-	-	-	-	n/a
-	- REFCUS	-	-	-	-	n/a
-	- Corporate support services bought in	-	-	-	-	n/a
6	TOTAL UNCONTROLLABLE COST	6	-	-	6	-
739	NET COST OF SERVICE	659	-	(31)	628	(5)
-	- Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	- Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	- Financing of Capital Expenditure	-	-	-	-	n/a
-	- Provision for Repayment of External Loans	-	-	-	-	n/a
-	- Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
739	TOTAL NET EXPENDITURE	659	-	(31)	628	(5)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
Savings -15% Immediate Measures Staffing Savings						(86)
						(86)
<u>Other resource changes</u>						
Pension increment						61
Centralisation of staff training budgets						(6)
						55
TOTAL OTHER VARIATIONS IN RESOURCE						(31)

COST CENTRE: C1111Q

FORECAST 2020/21 £000's	DESCRIPTION	ORIGINAL BUDGET 2020/21 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2021/22 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
546	Employees	613	-	26	639	4
-	- Premises related expenditure	-	-	-	-	n/a
-	- Supplies and Services	65	-	2	67	3
-	- Third Party Payments	-	-	-	-	n/a
-	- Transfer Payments	-	-	-	-	n/a
-	- Transport related expenditure	-	-	-	-	n/a
8	Recharges from other services	6	-	-	6	-
554	TOTAL EXPENDITURE	684	-	28	712	4
-	- Government Grants	-	-	-	-	n/a
-	- Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	- Customer and Client Receipts	-	-	-	-	n/a
-	- Interest Receivable	-	-	-	-	n/a
(401)	Recharges to other services	(426)	-	(1)	(427)	0
(401)	TOTAL INCOME	(426)	-	(1)	(427)	0
153	NET CONTROLLABLE COST	258	-	27	285	10
-	- Capital Charges	-	-	-	-	n/a
-	- Intangible Charges	-	-	-	-	n/a
-	- REFCUS	-	-	-	-	n/a
-	- Corporate support services bought in	-	-	-	-	n/a
-	TOTAL UNCONTROLLABLE COST	-	-	-	-	n/a
153	NET COST OF SERVICE	258	-	27	285	10
-	- Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	- Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	- Financing of Capital Expenditure	-	-	-	-	n/a
-	- Provision for Repayment of External Loans	-	-	-	-	n/a
-	- Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
153	TOTAL NET EXPENDITURE	258	-	27	285	10
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
						-
<u>Other resource changes</u>						
Pension increment						27
Other minor changes						2
Centralisation of staff training budgets						(2)
						27
TOTAL OTHER VARIATIONS IN RESOURCE						27

SERVICE DESCRIPTION

The division is made up the service areas as below;

Repairs
The Responsive repairs service carries out day to day repairs to all Council homes and communal works to blocks. This includes general building, gas servicing and gas breakdowns to domestic and commercial boilers, electrical works and repair and refurbishment works to properties that are void and are being re-let. The service is also responsible for all Health and Safety compliance in Council homes including fire safety and asbestos management. Through the Building services team are also responsible for management and delivery of planned cyclical electrical and mechanical works.

Facilities Management
Managing an integrated Facilities Management service combining a professional in-house team and specialist partnering FM contractors for the corporate estate including corporate responsibility for Health & Safety consultant services and management of energy and utilities.

Asset Management and Estates
An in house professional Estates and Asset management service to provide commercial property advice to the wider Council and is responsible for the asset and accommodation strategy, ensuring that all corporate assets are utilised effectively, fit for purpose and to maximise income and investment opportunities.

Capital Delivery for Homes & School
Delivering schools, leisure, regeneration and corporate capital programmes; supporting Adults services in accommodating vulnerable residents and Children, Families & Education department to deliver the necessary additional school places through our schools delivery programme.

Special Projects
Support the delivery of affordable housing development and the management of the Council's group companies

Assets & Involvement
Delivering asset management, stock condition surveying, capital programme and financial planning for c.13,500 HRA homes and c.1,100 blocks. Repairs performance and commercial activities. Leading engagement with residents and leaseholders through a variety of groups, panels and surveys to ensure a robust feedback from tenants.

MOVEMENT IN NET EXPENDITURE

COST CENTRE	SERVICE	ORIGINAL BUDGET 2020/21 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2021/22 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
C1600Q	Facilities Management	6,265	-	(4,789)	1,476	(76)
C1610Q	Asset Management and Estates	(9,129)	-	17,559	8,430	(192)
C1114Q	Capital Delivery for Homes and Schools	39	-	27	66	69
C1131Q	Homes and Social Investment Directorate	-	-	133	133	n/a
	TOTAL NET SPEND	(2,825)	-	12,930	10,105	(458)

STAFF ESTABLISHMENT NUMBERS

SERVICE	ORIGINAL BUDGET 2020/21	ORIGINAL BUDGET 2021/22	CHANGE IN
	FTE STAFF	FTE STAFF	FTE STAFF
Facilities Management	83.0	68.6	(14.4)
Asset Management and Estates	6.0	6.0	-
Capital Delivery for Homes and Schools Directorate	-	-	-
	-	1.0	1.0
TOTAL FTE STAFF	89.0	75.6	(13.4)

COST CENTRE: C1150P

FORECAST 2020/21 £000's	DESCRIPTION	ORIGINAL BUDGET 2020/21 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2021/22 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
4,092	Employees	4,084	-	(114)	3,970	(3)
12,370	Premises related expenditure	12,228	-	1,103	13,331	9
1,378	Supplies and Services	1,443	-	(31)	1,412	(2)
429	Third Party Payments	30	-	(30)	-	(100)
-	Transfer Payments	-	-	-	-	n/a
206	Transport related expenditure	273	-	(33)	240	(12)
2,209	Recharges from other services	2,585	-	(20)	2,565	(1)
20,684	TOTAL EXPENDITURE	20,642	-	875	21,517	4
-	Government Grants	-	-	-	-	n/a
(37)	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(6,991)	Customer and Client Receipts	(14,452)	-	6,478	(7,974)	(45)
-	Interest Receivable	-	-	-	-	n/a
(2,969)	Recharges to other services	(3,304)	-	1,412	(1,892)	(43)
(9,997)	TOTAL INCOME	(17,756)	-	7,890	(9,866)	(44)
10,687	NET CONTROLLABLE COST	2,886	-	8,765	11,651	304
3,300	Capital Charges	3,300	-	284	3,584	9
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
(9,011)	Corporate support services bought in	(9,011)	-	3,881	(5,130)	(43)
(5,711)	TOTAL UNCONTROLLABLE COST	(5,711)	-	4,165	(1,546)	(73)
4,976	NET COST OF SERVICE	(2,825)	-	12,930	10,105	(458)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
4,976	TOTAL NET EXPENDITURE	(2,825)	-	12,930	10,105	(458)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
Strategic budget - agreed pressures / service demands						
						9,202
Strategic budget - agreed additional income / savings						
						(706)
Other resource changes						
						4,434
TOTAL OTHER VARIATIONS IN RESOURCE						12,930

COST CENTRE: C1600Q

FORECAST 2020/21 £000's	DESCRIPTION	ORIGINAL BUDGET 2020/21 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2021/22 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
2,980	Employees	3,020	-	(233)	2,787	(8)
7,564	Premises related expenditure	7,452	-	(73)	7,379	(1)
954	Supplies and Services	1,040	-	(95)	945	(9)
-	Third Party Payments	-	-	-	-	n/a
-	Transfer Payments	-	-	-	-	n/a
205	Transport related expenditure	273	-	(33)	240	(12)
146	Recharges from other services	131	-	(20)	111	(15)
11,849	TOTAL EXPENDITURE	11,916	-	(454)	11,462	(4)
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(83)	Customer and Client Receipts	(97)	-	-	(97)	-
-	Interest Receivable	-	-	-	-	n/a
(2,574)	Recharges to other services	(2,670)	-	1,391	(1,279)	(52)
(2,657)	TOTAL INCOME	(2,767)	-	1,391	(1,376)	(50)
9,192	NET CONTROLLABLE COST	9,149	-	937	10,086	10
2,481	Capital Charges	2,481	-	42	2,523	2
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
(5,365)	Corporate support services bought in	(5,365)	-	(5,768)	(11,133)	108
(2,884)	TOTAL UNCONTROLLABLE COST	(2,884)	-	(5,726)	(8,610)	199
6,308	NET COST OF SERVICE	6,265	-	(4,789)	1,476	(76)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
6,308	TOTAL NET EXPENDITURE	6,265	-	(4,789)	1,476	(76)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
Unachievable FM Staff Savings						100
Reduction of recharges of revenue costs to capital						1,360
						1,460
<u>Strategic budget - agreed additional income / savings</u>						
Savings on Facilities Management						(333)
15% Immediate Measures Staffing Savings						(247)
						(580)
<u>Other resource changes</u>						
Increase in Employers Pension						150
Transfer from Insurance and Risk (see RED)						73
Transfer of Budget to Homes and Social Investment Directorate (see PL 7.6)						(133)
Centralisation of Staff Training						(28)
Increase in Capital Charges						42
Increase in Corporate						(5,768)
Other Minor Variations						(5)
						(5,669)
TOTAL OTHER VARIATIONS IN RESOURCE						(4,789)

COST CENTRE: C1610Q

FORECAST 2020/21 £000's	DESCRIPTION	ORIGINAL BUDGET 2020/21 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2021/22 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
405	Employees	445	-	(20)	425	(4)
4,782	Premises related expenditure	4,776	-	1,176	5,952	25
412	Supplies and Services	403	-	64	467	16
-	Third Party Payments	30	-	(30)	-	(100)
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
2,054	Recharges from other services	2,445	-	-	2,445	-
7,653	TOTAL EXPENDITURE	8,098	-	1,190	9,288	15
-	Government Grants	-	-	-	-	n/a
(37)	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(6,476)	Customer and Client Receipts	(14,355)	-	6,478	(7,877)	(45)
-	Interest Receivable	-	-	-	-	n/a
(45)	Recharges to other services	(45)	-	-	(45)	-
(6,558)	TOTAL INCOME	(14,400)	-	6,478	(7,922)	(45)
1,095	NET CONTROLLABLE COST	(6,302)	-	7,668	1,366	i
819	Capital Charges	819	-	242	1,061	30
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
(3,646)	Corporate support services bought in	(3,646)	-	9,649	6,003	(265)
(2,827)	TOTAL UNCONTROLLABLE COST	(2,827)	-	9,891	7,064	(350)
(1,732)	NET COST OF SERVICE	(9,129)	-	17,559	8,430	(192)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
(1,732)	TOTAL NET EXPENDITURE	(9,129)	-	17,559	8,430	(192)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
Investment Property Income Decline						6,445
Landlords Rent Growth						1,297
						7,742
<u>Strategic budget - agreed additional income / savings</u>						
Savings on Building Closures / Disposals						(126)
						(126)
<u>Other resource changes</u>						
Transfer from Business Support (RED 1.3)						31
Increase in Employers Pension						21
Increase in Capital Charges						242
Reduction in Corporate Support Services bought in						9,649
						9,943
TOTAL OTHER VARIATIONS IN RESOURCE						17,559

COST CENTRE: C1114Q

FORECAST #REF! £000's	DESCRIPTION	ORIGINAL BUDGET #REF! (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET #REF! (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
393	Employees	619	-	6	625	1
-	- Premises related expenditure	-	-	-	-	n/a
12	Supplies and Services	-	-	-	-	n/a
-	- Third Party Payments	-	-	-	-	n/a
-	- Transfer Payments	-	-	-	-	n/a
1	Transport related expenditure	-	-	-	-	n/a
9	Recharges from other services	9	-	-	9	-
415	TOTAL EXPENDITURE	628	-	6	634	1
-	- Government Grants	-	-	-	-	n/a
-	- Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	- Customer and Client Receipts	-	-	-	-	n/a
-	- Interest Receivable	-	-	-	-	n/a
(350)	Recharges to other services	(589)	-	21	(568)	(4)
(350)	TOTAL INCOME	(589)	-	21	(568)	(4)
65	NET CONTROLLABLE COST	39	-	27	66	69
-	- Capital Charges	-	-	-	-	n/a
-	- Intangible Charges	-	-	-	-	n/a
-	- REFCUS	-	-	-	-	n/a
-	- Corporate support services bought in	-	-	-	-	n/a
-	TOTAL UNCONTROLLABLE COST	-	-	-	-	n/a
65	NET COST OF SERVICE	39	-	27	66	69
-	- Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	- Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	- Financing of Capital Expenditure	-	-	-	-	n/a
-	- Provision for Repayment of External Loans	-	-	-	-	n/a
-	- Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
65	TOTAL NET EXPENDITURE	39	-	27	66	69
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
						-
<u>Other resource changes</u>						
Pension increment						27
						27
TOTAL OTHER VARIATIONS IN RESOURCE						27

COST CENTRE: C1131Q

FORECAST 2020/21 £000's	DESCRIPTION	ORIGINAL BUDGET 2020/21 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2021/22 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
314	Employees	-	-	133	133	n/a
24	Premises related expenditure	-	-	-	-	n/a
-	Supplies and Services	-	-	-	-	n/a
429	Third Party Payments	-	-	-	-	n/a
	Transfer Payments	-	-	-	-	n/a
	Transport related expenditure	-	-	-	-	n/a
	Recharges from other services	-	-	-	-	n/a
767	TOTAL EXPENDITURE	-	-	133	133	n/a
	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(432)	Customer and Client Receipts	-	-	-	-	n/a
	Interest Receivable	-	-	-	-	n/a
	Recharges to other services	-	-	-	-	n/a
(432)	TOTAL INCOME	-	-	-	-	n/a
335	NET CONTROLLABLE COST	-	-	133	133	n/a
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
-	TOTAL UNCONTROLLABLE COST	-	-	-	-	n/a
335	NET COST OF SERVICE	-	-	133	133	n/a
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
335	TOTAL NET EXPENDITURE	-	-	133	133	n/a
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
						-
<u>Other resource changes</u>						
Transfer of Budget from Facilities Management (see PL 7.3)						133
						133
TOTAL OTHER VARIATIONS IN RESOURCE						133

SERVICE DESCRIPTION

This is a new division transferred from Public Realm

The Violence Reduction Network (VRN) was created at the beginning of October 2019. It encompasses a range of operational services as well as policy and analytic capacities to be able to look strategically at the causes of violence in the borough and develop intervention that prevent violence. The use of data on a population basis is what's commonly called a public health approach to reducing violence. The operational services are Anti-Social Behaviour, Prevent, Domestic Abuse and CCTV. There are then two small teams which provide strategic policy support and data, intelligence and analysis to help respond to violence and reduce it in the borough. They also provide practical support on some operational issues and co-ordinate governance of the work. In addition there is a performance and intelligence team which will provide the analytic underpinning of our approach to reducing violence.

The VRN approach recognises that reducing violence is a whole borough responsibility. The council can play a leading role, but core to the approach will be bringing a range of partner together o develop and test ideas to reduce violence. Partners including other statutory partners like health, the police and schools, as well as businesses, community organisations and individuals in the borough.

MOVEMENT IN NET EXPENDITURE

COST CENTRE	SERVICE	ORIGINAL BUDGET 2020/21 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2021/22 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
C1122Q	Partnership and Intelligence Support	2,406	-	(475)	1,931	(20)
	TOTAL NET SPEND	2,406	-	(475)	1,931	(20)

STAFF ESTABLISHMENT NUMBERS

SERVICE	ORIGINAL BUDGET 2020/21 FTE STAFF	ORIGINAL BUDGET 2021/22 FTE STAFF	CHANGE IN FTE STAFF
Violence Reduction Network Management	4.0	-	(4.0)
Partnership and Intelligence Support	81.7	38.7	(43.0)
TOTAL FTE STAFF	85.7	38.7	(47.0)

COST CENTRE: C1130P

FORECAST 2020/21 £000's	DESCRIPTION	ORIGINAL BUDGET 2020/21 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2021/22 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
2,951	Employees	2,541	-	(209)	2,332	(8)
10	Premises related expenditure	8	-	-	8	-
826	Supplies and Services	450	-	(45)	405	(10)
269	Third Party Payments	240	-	(34)	206	(14)
-	- Transfer Payments	-	-	-	-	n/a
-	- Transport related expenditure	-	-	-	-	n/a
205	Recharges from other services	215	-	-	215	-
4,261	TOTAL EXPENDITURE	3,454	-	(288)	3,166	(8)
(247)	Government Grants	(100)	-	-	(100)	-
(518)	Other Grants, reimbursements and contributions	(20)	-	-	(20)	-
(1)	Customer and Client Receipts	(98)	-	71	(27)	(72)
-	Interest Receivable	-	-	-	-	n/a
(1,365)	Recharges to other services	(1,440)	-	(83)	(1,523)	6
(2,131)	TOTAL INCOME	(1,658)	-	(12)	(1,670)	1
2,130	NET CONTROLLABLE COST	1,796	-	(300)	1,496	(17)
-	Capital Charges	-	-	242	242	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
610	Corporate support services bought in	610	-	(417)	193	(68)
610	TOTAL UNCONTROLLABLE COST	610	-	(175)	435	(29)
2,740	NET COST OF SERVICE	2,406	-	(475)	1,931	(20)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	- Financing of Capital Expenditure	-	-	-	-	n/a
-	- Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
2,740	TOTAL NET EXPENDITURE	2,406	-	(475)	1,931	(20)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
Violence Reduction Management - Sufficient Revenue Costs						82
						82
<u>Strategic budget - agreed additional income / savings</u>						
Reduce the Antisocial Behaviour Team						(80)
Reduce Functions and Team in the Violence Reduction Unit						(204)
15% Immediate Measures Staffing Savings						(358)
						(642)
<u>Other resource changes</u>						
Transfer of budget to C1124Q for Neighbourhood Operations Manager post (PL 2.10) rationalisation of budgets						(71)
Removal of historical budget						(11)
Transfer of SERCOP charges to Public Realm Directorate (centralisation of SERCOP)						(417)
Revised Depreciation						242
Increase in Employers Pension						356
Centralised of staff training budgets						(22)
Minor Variations						8
Transfer of budgets to C1122Q VIOLENCE REDUCTION NETWORK MANAGEMENT PL 8.4						-
						85
TOTAL OTHER VARIATIONS IN RESOURCE						(475)

COST CENTRE: C1122Q

FORECAST 2020/21 £000's	DESCRIPTION	ORIGINAL BUDGET 2020/21 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2021/22 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
2,951	Employees	2,541	-	(209)	2,332	(8)
10	Premises related expenditure	8	-	-	8	-
826	Supplies and Services	450	-	(45)	405	(10)
269	Third Party Payments	240	-	(34)	206	(14)
-	- Transfer Payments	-	-	-	-	n/a
-	- Transport related expenditure	-	-	-	-	n/a
205	Recharges from other services	215	-	-	215	-
4,261	TOTAL EXPENDITURE	3,454	-	(288)	3,166	(8)
(247)	Government Grants	(100)	-	-	(100)	-
(518)	Other Grants, reimbursements and contributions	(20)	-	-	(20)	-
(1)	Customer and Client Receipts	(98)	-	71	(27)	(72)
-	Interest Receivable	-	-	-	-	n/a
(1,365)	Recharges to other services	(1,440)	-	(83)	(1,523)	6
(2,131)	TOTAL INCOME	(1,658)	-	(12)	(1,670)	1
2,130	NET CONTROLLABLE COST	1,796	-	(300)	1,496	(17)
-	Capital Charges	-	-	242	242	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
610	Corporate support services bought in	610	-	(417)	193	(68)
610	TOTAL UNCONTROLLABLE COST	610	-	(175)	435	(29)
2,740	NET COST OF SERVICE	2,406	-	(475)	1,931	(20)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	- Financing of Capital Expenditure	-	-	-	-	n/a
-	- Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
2,740	TOTAL NET EXPENDITURE	2,406	-	(475)	1,931	(20)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
Growth Resilience Team - to cover insufficient revenue costs						82
						82
<u>Strategic budget - agreed additional income / savings</u>						
Reduction of Anti-Social Behaviour Team						(80)
Reduction of Functions and Team in the VRN						(204)
15% Immediate Measures Staffing Savings						(358)
						(642)
<u>Other resource changes</u>						
Transfer of budget to Neighbourhood Operations Manager post (PL 2.10)						(71)
Removal of historical budget						(11)
Movement in Corporate support services bought in						(417)
Revised Depreciation						242
Increase in Employers Pension						356
Centralised of staff training budgets						(22)
Minor Variations						8
						85
TOTAL OTHER VARIATIONS IN RESOURCE						(475)

RESOURCES

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KEY SERVICE TARGETS / PRIORITIES FOR 2021/22

The Resources Department is an integral part of Croydon Council and supports the full spectrum of service activity across the council. In particular, the Resources Department plays a key role in providing enabling services to the rest of the council and ensuring we deliver Value for Money services. The key priorities for 2021/22 are to;

- Deliver and monitor the Medium Term Financial Strategy (MTFS)
- Continue to enhance the digital performance for Croydon
- Lead on the review of the Resources function, and how it can best support the Council
- Ensure we have excellent performance management arrangements in place for the delivery of our Renewal Plan

FINANCIAL PERFORMANCE

COST CENTRE: C1600N

DESCRIPTION	ORIGINAL 2020/21 £000	FORECAST 2020/21 £000	BUDGET 2021/22 £000	% CHANGE %
Employees	39,945	40,758	38,119	(5)
Premises related expenditure	183	6,038	180	(2)
Supplies and Services	12,774	19,988	19,356	52
Third Party Payments	21,746	12,241	18,824	(13)
Transfer Payments	180,040	172,898	180,040	-
Transport related expenditure	50	368	18	(64)
Capital Charges	1,297	1,297	1,357	5
Intangible Charges	1,666	1,666	2,744	65
REFCUS	576	576	576	-
Corporate support services bought in	(27,760)	(27,760)	(20,654)	(26)
Recharges from other services	59	1,808	1,204	1,941
TOTAL EXPENDITURE	230,576	229,878	241,764	5
Government Grants	(183,260)	(177,907)	(182,609)	(0)
Other Grants, reimbursements and contributions	(6,419)	(3,331)	(4,486)	(30)
Customer and Client Receipts	(4,398)	(3,408)	(5,724)	30
Interest Receivable	(28)	-	(28)	-
Recharges to other services	(27,814)	(29,902)	(18,141)	(35)
TOTAL INCOME	(221,919)	(214,548)	(210,988)	(2)
NET EXPENDITURE	8,657	15,329	30,776	101
Contributions to / (from) Reserves	-	(68)	-	(100)
CURRENT BUDGET		13,461		
TOTAL VARIANCE FROM BUDGET- Over/(Under)		1,800		

TOP FINANCIAL RISKS 2021/22

1. Delivery of savings targets for 2021/22
2. Maintaining a balanced budget
2. Capacity to support improvement across the organisation

CABINET MEMBER		
	Councillor Stuart King	Cabinet Member for Croydon Renewal
	Councillor Callton Young	Cabinet Member for Resources and Financial Governance
	Councillor Hamida Ali	Leader of the Council
	Councillor David Wood	Cabinet Member for Communities Safety and Resilience

DEPARTMENT MANAGEMENT TEAM

NAME	TITLE	TEL. EX.
Jaqueline Harris-Baker	Executive Director of Resources	61848
Neil Williams	Chief Digital Officer	64682
Rachel Soni	Interim Director of Commissioning & Procurement	63138
Sue Moorman	Director of Human Resources	60881
Lisa Taylor	Director of Finance, Investment and Risk and Section 151 Officer	61438
Doutimi Aseh	Interim Director of Law and Monitoring Officer	62328
Gavin Handford	Director Policy & Partnership	47507

COST CENTRE	DIVISION
C1605P	Facilities Management And Support Services
C1610P	Commissioning And Procurement
C1620P	Human Resources
C1655P	Resources Directorate
C1665P	Finance Investment And Risk
C1670P	Croydon Digital Services
C1675P	Law And Governance
C1675P	Policy and Partnerships

MOVEMENT IN SERVICE NET EXPENDITURE

FORECAST 2020/21 £000's	DIVISION	ORIGINAL BUDGET 2020/21 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2021/22 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
(4,798)	Facilities Management And Support Services	(4,544)	-	4,802	258	(106)
6,696	Commissioning And Procurement	5,838	-	2,646	8,484	45
2,092	Human Resources	2,061	-	(1,870)	191	(91)
(1,707)	Resources Directorate	(1,716)	-	1,543	(173)	(90)
8,812	Finance Investment And Risk	2,823	-	8,062	10,885	286
572	Digital And IT	456	-	(50)	406	(11)
2,247	Law And Governance	2,364	-	4,783	7,147	202
-	Strategy And Partnerships	1,375	-	2,203	3,578	160
13,914	TOTAL NET SPEND	8,657	-	22,119	30,776	256

STAFF ESTABLISHMENT NUMBERS

DIVISION	ORIGINAL BUDGET 2020/21 FTE STAFF	ORIGINAL BUDGET 2021/22 FTE STAFF	CHANGE IN FTE FTE STAFF
	Facilities Management And Support Services	179.6	-
Commissioning And Procurement	123.3	95.9	(27.5)
Human Resources	88.8	87.5	(1.3)
Resources Directorate	8.0	8.0	-
Finance Investment And Risk	270.3	244.3	(26.0)
Croydon Digital Services	130.6	101.9	(28.7)
Law & Governance	75.5	66.0	(9.5)
Policy and Partnerships	44.5	41.5	(3.0)
TOTAL FTE STAFF	920.7	645.1	(275.6)

STAFF ESTABLISHMENT NUMBERS - REASONS FOR VARIATIONS

15% Immediate Measures Savings
 21-22 Budget Staffing Saving
 Revenue and Benefits Vacant Positions Savings
 Disaggregation of Business Support to departments

FORECAST 2020/21 £000's	DESCRIPTION	ORIGINAL BUDGET 2020/21 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2021/22 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
40,758	Employees	39,945	-	(1,826)	38,119	(5)
6,038	Premises related expenditure	183	-	(3)	180	(2)
19,988	Supplies and Services	12,774	-	6,582	19,356	52
12,241	Third Party Payments	21,746	-	(2,922)	18,824	(13)
172,898	Transfer Payments	180,040	-	-	180,040	-
368	Transport related expenditure	50	-	(32)	18	(64)
1,808	Recharges from other services	59	-	1,145	1,204	1,941
254,099	TOTAL EXPENDITURE	254,797	-	2,944	257,741	1
(177,907)	Government Grants	(183,260)	-	651	(182,609)	(0)
(3,331)	Other Grants, reimbursements and contributions	(6,419)	1,000	933	(4,486)	(30)
(3,408)	Customer and Client Receipts	(4,398)	(1,000)	(326)	(5,724)	30
-	Interest Receivable	(28)	-	-	(28)	-
(29,902)	Recharges to other services	(27,814)	-	9,673	(18,141)	(35)
(214,548)	TOTAL INCOME	(221,919)	-	10,931	(210,988)	(5)
39,550	NET CONTROLLABLE COST	32,878	-	13,875	46,753	42
1,297	Capital Charges	1,297	-	60	1,357	5
1,666	Intangible Charges	1,666	-	1,078	2,744	65
576	REFCUS	576	-	-	576	-
(27,760)	Corporate support services bought in	(27,760)	-	7,106	(20,654)	(26)
(24,221)	TOTAL UNCONTROLLABLE COST	(24,221)	-	8,244	(15,977)	(34)
15,329	NET COST OF SERVICE	8,657	-	22,119	30,776	256
(68)	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
(68)	TOTAL APPROPRIATIONS	-	-	-	-	n/a
15,261	TOTAL NET EXPENDITURE	8,657	-	22,119	30,776	256
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
Strategic budget - agreed pressures / service demands						13,585
Strategic budget - agreed additional income / savings						(4,982)
Other resource changes						13,516
TOTAL OTHER VARIATIONS IN RESOURCE						22,119

SERVICE DESCRIPTION

Divisional Overview of Services

The division is made up the service areas as below;

To provide a cost effective administrative, business, and management support functions across the Council to support the efficient and effective delivery of Council services.

MOVEMENT IN NET EXPENDITURE

COST CENTRE	SERVICE	ORIGINAL BUDGET 2020/21 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2021/22 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
C1624Q	Business Support	886	-	(886)	-	(100)
C1670Q	Customer Services Directorate	(5,430)	-	5,688	258	(105)
	TOTAL NET SPEND	(4,544)	-	4,802	258	(106)

STAFF ESTABLISHMENT NUMBERS

SERVICE	ORIGINAL BUDGET 2020/21 FTE STAFF	ORIGINAL BUDGET 2021/22 FTE STAFF	CHANGE IN FTE STAFF
Business Support	179.6	-	(179.6)
Customer Services Directorate	-	-	-
TOTAL FTE STAFF	179.6	-	(179.6)

COST CENTRE: C1605P

FORECAST 2020/21 £000's	DESCRIPTION	ORIGINAL BUDGET 2020/21 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2021/22 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
15	Employees	1,285	-	(1,285)	-	(100)
-	- Premises related expenditure	-	-	-	-	n/a
-	- Supplies and Services	13	-	(13)	-	(100)
-	- Third Party Payments	-	-	-	-	n/a
-	- Transfer Payments	-	-	-	-	n/a
-	- Transport related expenditure	10	-	(10)	-	(100)
-	- Recharges from other services	-	-	-	-	n/a
15	TOTAL EXPENDITURE	1,308	-	(1,308)	-	(100)
-	- Government Grants	-	-	-	-	n/a
-	- Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	- Customer and Client Receipts	-	-	-	-	n/a
-	- Interest Receivable	-	-	-	-	n/a
(273)	Recharges to other services	(1,312)	-	1,312	-	(100)
(273)	TOTAL INCOME	(1,312)	-	1,312	-	(100)
(258)	NET CONTROLLABLE COST	(4)	-	4	-	(100)
-	- Capital Charges	-	-	-	-	n/a
-	- Intangible Charges	-	-	-	-	n/a
-	- REFCUS	-	-	-	-	n/a
(4,540)	Corporate support services bought in	(4,540)	-	4,798	258	(106)
(4,540)	TOTAL UNCONTROLLABLE COST	(4,540)	-	4,798	258	(106)
(4,798)	NET COST OF SERVICE	(4,544)	-	4,802	258	(106)
-	- Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	- Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	- Financing of Capital Expenditure	-	-	-	-	n/a
-	- Provision for Repayment of External Loans	-	-	-	-	n/a
-	- Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
(4,798)	TOTAL NET EXPENDITURE	(4,544)	-	4,802	258	(106)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
						-
<u>Other resource changes</u>						
						4,802
TOTAL OTHER VARIATIONS IN RESOURCE						4,802

COST CENTRE: C1624Q

FORECAST 2020/21 £000's	DESCRIPTION	ORIGINAL BUDGET 2020/21 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2021/22 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
15	Employees	1,285		(1,285)	-	(100)
	Premises related expenditure				-	n/a
	Supplies and Services	13		(13)	-	(100)
	Third Party Payments				-	n/a
	Transfer Payments				-	n/a
	Transport related expenditure	10		(10)	-	(100)
	Recharges from other services				-	n/a
15	TOTAL EXPENDITURE	1,308	-	(1,308)	-	(100)
	Government Grants				-	n/a
	Other Grants, reimbursements and contributions				-	n/a
	Customer and Client Receipts				-	n/a
	Interest Receivable				-	n/a
(15)	Recharges to other services	(1,054)		1,054	-	(100)
(15)	TOTAL INCOME	(1,054)	-	1,054	-	(100)
-	NET CONTROLLABLE COST	254	-	(254)	-	(100)
	Capital Charges	-			-	n/a
	Intangible Charges	-			-	n/a
	REFCUS	-			-	n/a
632	Corporate support services bought in	632		(632)	-	(100)
632	TOTAL UNCONTROLLABLE COST	632	-	(632)	-	(100)
632	NET COST OF SERVICE	886	-	(886)	-	(100)
	Contributions to / (from) Earmarked Reserves	-			-	n/a
	Contributions to / (from) Capital Reserves:				-	n/a
	Financing of Capital Expenditure	-			-	n/a
	Provision for Repayment of External Loans	-			-	n/a
	Contribution to / (from) General Balances	-			-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
632	TOTAL NET EXPENDITURE	886	-	(886)	-	(100)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
						-
<u>Other resource changes</u>						
Transfer of Business Support Budgets to Asset Management (PL 7.4)						(31)
Transfer of Business Support Budgets to Childrens (CFE 1.4)						(421)
Transfer of Business Support Budgets to Childrens (CFE 2.5)						101
Transfer of Business Support Budgets to Adults (HWA 1.5)						67
Transfer of Business Support Budgets to Place (PL 1.3)						30
Corporate Services Bought in						(632)
						(886)
TOTAL OTHER VARIATIONS IN RESOURCE						(886)

COST CENTRE: C1670Q

FORECAST 2020/21 £000's	DESCRIPTION	ORIGINAL BUDGET 2020/21 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2021/22 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
	Employees	-			-	n/a
	Premises related expenditure	-			-	n/a
	Supplies and Services	-			-	n/a
	Third Party Payments	-			-	n/a
	Transfer Payments	-			-	n/a
	Transport related expenditure	-			-	n/a
	Recharges from other services	-			-	n/a
-	TOTAL EXPENDITURE	-	-	-	-	n/a
	Government Grants	-			-	n/a
	Other Grants, reimbursements and contributions	-			-	n/a
	Customer and Client Receipts	-			-	n/a
	Interest Receivable	-			-	n/a
(258)	Recharges to other services	(258)		258	-	(100)
(258)	TOTAL INCOME	(258)	-	258	-	(100)
(258)	NET CONTROLLABLE COST	(258)	-	258	-	(100)
	Capital Charges	-			-	n/a
	Intangible Charges	-			-	n/a
	REFCUS	-			-	n/a
(5,172)	Corporate support services bought in	(5,172)		5,430	258	(105)
(5,172)	TOTAL UNCONTROLLABLE COST	(5,172)	-	5,430	258	(105)
(5,430)	NET COST OF SERVICE	(5,430)	-	5,688	258	(105)
	Contributions to / (from) Earmarked Reserves	-			-	n/a
	Contributions to / (from) Capital Reserves:	-			-	n/a
	Financing of Capital Expenditure	-			-	n/a
	Provision for Repayment of External Loans	-			-	n/a
	Contribution to / (from) General Balances	-			-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
(5,430)	TOTAL NET EXPENDITURE	(5,430)	-	5,688	258	(105)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
						-
<u>Other resource changes</u>						
Transfer of Budget to Chief Executive (RED 4.4)						258
Corporate Services bought in						5,430
						5,688
TOTAL OTHER VARIATIONS IN RESOURCE						5,688

SERVICE DESCRIPTION

The Commissioning and Procurement Division is a hub of corporate, enabling, operational and commercial services including:

- Being the professional lead for commissioning, procurement and contract management driving excellence in what we do across the organisation
- Leading the procurement governance, including compliance with procurement regulations and ensuring value for money on commissioned spend
- Leading the commissioning of services, including children and adults services
- Delivering a strong brokerage, placements and contract management function, with an emphasis on improving quality and delivering value for money
- Leading integrated commissioning with partners
- Supporting the identification and assessment of need, through the provision of qualitative and quantitative data and information including the maintenance of the Council's observatory
- Leading the council's performance function
- Delivering a strong insight function which supports the organisation to make informed decisions
- Put in place performance analysis and improvement frameworks to drive service quality and accountability, including robust contract performance management.
- Leading the Business Intelligence Programme
- Delivering a high quality operational and commercial community equipment service, which continues to grow

MOVEMENT IN NET EXPENDITURE

COST CENTRE	SERVICE	ORIGINAL BUDGET 2020/21	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2021/22	% CHANGE (E) %
		(A)	Inflation (B)	Other (C)	(D)	
		£000's	£000's	£000's	£000's	
C1282Q	Children And Maternity Integrated Commissioning	1,922	-	(1,182)	740	(61)
C1462Q	Older People Commissioning And Brokerage Staffing	1,041	-	(43)	998	(4)
C1626Q	C & P Directorate	(4,189)	-	3,684	(505)	(88)
C1632Q	Corporate Planning	-	-	-	-	n/a
C1674Q	C & P Corporate	1,032	-	(1,020)	12	(99)
C1676Q	C & P Place And Resources	1,386	-	2,918	4,304	211
C1680Q	C & P Children Families And Learning	600	-	(588)	12	(98)
C1682Q	C & P Adults Health And Housing	4,046	-	(1,123)	2,923	(28)
C1684Q	Voluntary Sector	-	-	-	-	n/a
	TOTAL NET SPEND	5,838	-	2,646	8,484	45

STAFF ESTABLISHMENT NUMBERS

SERVICE	ORIGINAL BUDGET 2020/21	ORIGINAL BUDGET 2021/22	CHANGE IN FTE
	FTE STAFF	FTE STAFF	FTE STAFF
Children And Maternity Integrated Commissioning	2.8	-	(2.8)
Older People Commissioning And Brokerage Staffing	31.6	20.6	(11.0)
C & P Directorate	1.0	1.0	-
Corporate Planning	-	-	-
C & P Corporate	10.0	9.0	(1.0)
C & P Place And Resources	27.0	15.5	(11.5)
C & P Children Families And Learning	29.4	20.0	(9.4)
C & P Adults Health And Housing	21.5	29.8	8.3
Voluntary Sector	-	-	-
TOTAL FTE STAFF	123.3	95.9	(27.5)

COST CENTRE: C1610P

FORECAST 2020/21 £000's	DESCRIPTION	ORIGINAL BUDGET 2020/21 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2021/22 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
6,216	Employees	11,367	-	(5,294)	6,073	(47)
6,020	Premises related expenditure	165	-	-	165	-
(1,955)	Supplies and Services	(2,904)	-	3,324	420	(114)
6,797	Third Party Payments	13,340	-	1,777	15,117	13
-	Transfer Payments	-	-	-	-	n/a
358	Transport related expenditure	4	-	3	7	75
1,522	Recharges from other services	15	-	1,116	1,131	7,440
18,958	TOTAL EXPENDITURE	21,987	-	926	22,913	4
(2,869)	Government Grants	(3,595)	-	726	(2,869)	(20)
1,247	Other Grants, reimbursements and contributions	(340)	-	177	(163)	(52)
93	Customer and Client Receipts	(520)	-	(21)	(541)	4
-	Interest Receivable	(28)	-	-	(28)	-
(8,516)	Recharges to other services	(9,490)	-	1,303	(8,187)	(14)
(10,045)	TOTAL INCOME	(13,973)	-	2,185	(11,788)	(16)
8,913	NET CONTROLLABLE COST	8,014	-	3,111	11,125	39
1,297	Capital Charges	1,297	-	60	1,357	5
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
(3,473)	Corporate support services bought in	(3,473)	-	(525)	(3,998)	15
(2,176)	TOTAL UNCONTROLLABLE COST	(2,176)	-	(465)	(2,641)	21
6,737	NET COST OF SERVICE	5,838	-	2,646	8,484	45
(41)	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
(41)	TOTAL APPROPRIATIONS	-	-	-	-	n/a
6,696	TOTAL NET EXPENDITURE	5,838	-	2,646	8,484	45
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						3,918
<u>Strategic budget - agreed additional income / savings</u>						
						(1,325)
<u>Other resource changes</u>						
						53
TOTAL OTHER VARIATIONS IN RESOURCE						2,646

COST CENTRE: C1282Q

FORECAST 2020/21 £000's	DESCRIPTION	ORIGINAL BUDGET 2020/21 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2021/22 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
6	Employees	199	-	(199)	-	(100)
-	- Premises related expenditure	-	-	-	-	n/a
-	- Supplies and Services	5	-	(5)	-	(100)
4,749	Third Party Payments	7,473	-	(13)	7,460	(0)
-	- Transfer Payments	-	-	-	-	n/a
(6)	- Transport related expenditure	-	-	-	-	n/a
661	Recharges from other services	-	-	150	150	n/a
5,410	TOTAL EXPENDITURE	7,677	-	(67)	7,610	(1)
	Government Grants	-	-	-	-	n/a
2,200	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	- Customer and Client Receipts	(54)	-	54	-	(100)
-	- Interest Receivable	-	-	-	-	n/a
(6,870)	Recharges to other services	(6,833)	-	(37)	(6,870)	1
(4,670)	TOTAL INCOME	(6,887)	-	17	(6,870)	(0)
740	NET CONTROLLABLE COST	790	-	(50)	740	(1)
	Capital Charges	-	-	-	-	n/a
	Intangible Charges	-	-	-	-	n/a
	REFCUS	-	-	-	-	n/a
	Corporate support services bought in	1,132	-	(1,132)	-	(100)
-	TOTAL UNCONTROLLABLE COST	1,132	-	(1,132)	-	(100)
740	NET COST OF SERVICE	1,922	-	(1,182)	740	(61)
	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
	Financing of Capital Expenditure	-	-	-	-	n/a
	Provision for Repayment of External Loans	-	-	-	-	n/a
	Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
740	TOTAL NET EXPENDITURE	1,922	-	(1,182)	740	(61)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
						-
<u>Other resource changes</u>						
Budget moved from CMIC 2.3 to 2.8						(50)
Corporate support services bought in						(1,132)
						(1,182)
TOTAL OTHER VARIATIONS IN RESOURCE						(1,182)

**RESOURCES
COMMISSIONING AND PROCUREMENT
OLDER PEOPLE COMMISSIONING AND BROKERAGE STAFFING**

SERVICE SUBJECTIVE SUMMARY

COST CENTRE: C1462Q

FORECAST 2020/21 £000's	DESCRIPTION	ORIGINAL BUDGET 2020/21 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2021/22 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
1,091	Employees	1,185	-	(193)	992	(16)
-	- Premises related expenditure	-	-	-	-	n/a
31	Supplies and Services	1	-	-	1	-
-	- Third Party Payments	2	-	-	2	-
-	- Transfer Payments	-	-	-	-	n/a
-	- Transport related expenditure	3	-	-	3	-
-	- Recharges from other services	-	-	-	-	n/a
1,122	TOTAL EXPENDITURE	1,191	-	(193)	998	(16)
-	- Government Grants	-	-	-	-	n/a
-	- Other Grants, reimbursements and contributions	(115)	-	115	-	(100)
-	- Customer and Client Receipts	-	-	-	-	n/a
-	- Interest Receivable	-	-	-	-	n/a
(114)	Recharges to other services	(35)	-	35	-	(100)
(114)	TOTAL INCOME	(150)	-	150	-	(100)
1,008	NET CONTROLLABLE COST	1,041	-	(43)	998	(4)
	Capital Charges	-	-	-	-	n/a
	Intangible Charges	-	-	-	-	n/a
	REFCUS	-	-	-	-	n/a
	Corporate support services bought in	-	-	-	-	n/a
-	TOTAL UNCONTROLLABLE COST	-	-	-	-	n/a
1,008	NET COST OF SERVICE	1,041	-	(43)	998	(4)
	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
	Financing of Capital Expenditure	-	-	-	-	n/a
	Provision for Repayment of External Loans	-	-	-	-	n/a
	Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
1,008	TOTAL NET EXPENDITURE	1,041	-	(43)	998	(4)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
15% Immediate Measures Staffing Savings						(27)
						(27)
<u>Other resource changes</u>						
Reduction of income budget						(70)
Increase in Employers Pension						54
						(16)
TOTAL OTHER VARIATIONS IN RESOURCE						(43)

COST CENTRE: C1626Q

FORECAST 2020/21 £000's	DESCRIPTION	ORIGINAL BUDGET 2020/21 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2021/22 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
231	Employees	799	-	(186)	613	(23)
4	Premises related expenditure	-	-	-	-	n/a
(167)	Supplies and Services	5	-	(4)	1	(80)
-	Third Party Payments	-	-	-	-	n/a
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
29	Recharges from other services	15	-	(1)	14	(7)
97	TOTAL EXPENDITURE	819	-	(191)	628	(23)
	Government Grants	-	-	-	-	n/a
(164)	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Customer and Client Receipts	(403)	-	(75)	(478)	19
-	Interest Receivable	-	-	-	-	n/a
-	Recharges to other services	-	-	-	-	n/a
(164)	TOTAL INCOME	(403)	-	(75)	(478)	19
(67)	NET CONTROLLABLE COST	416	-	(266)	150	(64)
	Capital Charges	-	-	-	-	n/a
	Intangible Charges	-	-	-	-	n/a
	REFCUS	-	-	-	-	n/a
(3,473)	Corporate support services bought in	(4,605)	-	3,950	(655)	(86)
(3,473)	TOTAL UNCONTROLLABLE COST	(4,605)	-	3,950	(655)	(86)
(3,540)	NET COST OF SERVICE	(4,189)	-	3,684	(505)	(88)
	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
	Financing of Capital Expenditure	-	-	-	-	n/a
	Provision for Repayment of External Loans	-	-	-	-	n/a
	Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
(3,540)	TOTAL NET EXPENDITURE	(4,189)	-	3,684	(505)	(88)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
Croydon Equipment Service Pension Cost Shortfall						308
						308
<u>Strategic budget - agreed additional income / savings</u>						
<u>Community Equipment Service Income Generation</u>						(75)
15% Immediate Measures Staffing Savings						(105)
						(180)
<u>Other resource changes</u>						
Corporate support services bought in						3,950
Increase in Employers Pension						9
Budget transfer to RED 2.7						(141)
Budget transfer to RED 2.7						(150)
Budget transfer to RED 2.9						(115)
Budget transfer to RED 2.9						(160)
Budget transfer to RED 2.9						100
Budget transfer to RED 2.8						(15)
Budget transfer to RED 2.6						(12)
Budget transfer to RED 2.8						27
Transfer of Budget from Resources Directorate 4.4						100
Other minor variations						(37)
						3,556
TOTAL OTHER VARIATIONS IN RESOURCE						3,684

COST CENTRE: C1674Q

FORECAST 2020/21 £000's	DESCRIPTION	ORIGINAL BUDGET 2020/21 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2021/22 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
824	Employees	931		(285)	646	(31)
-	- Premises related expenditure	-		-	-	n/a
249	Supplies and Services	109		(38)	71	(35)
-	- Third Party Payments	185		(19)	166	(10)
-	- Transfer Payments	-		-	-	n/a
-	- Transport related expenditure	-		-	-	n/a
-	- Recharges from other services	-		-	-	n/a
1,073	TOTAL EXPENDITURE	1,225	-	(342)	883	(28)
-	- Government Grants	-		-	-	n/a
-	- Other Grants, reimbursements and contributions	-		-	-	n/a
-	- Customer and Client Receipts	-		-	-	n/a
-	- Interest Receivable	-		-	-	n/a
(193)	Recharges to other services	(193)		193	-	(100)
(193)	TOTAL INCOME	(193)	-	193	-	(100)
880	NET CONTROLLABLE COST	1,032	-	(149)	883	(14)
	Capital Charges	-		-	-	n/a
	Intangible Charges	-		-	-	n/a
	REFCUS	-		-	-	n/a
	Corporate support services bought in	-		(871)	(871)	n/a
-	TOTAL UNCONTROLLABLE COST	-	-	(871)	(871)	n/a
880	NET COST OF SERVICE	1,032	-	(1,020)	12	(99)
	Contributions to / (from) Earmarked Reserves	-		-	-	n/a
	Contributions to / (from) Capital Reserves:	-		-	-	n/a
	Financing of Capital Expenditure	-		-	-	n/a
	Provision for Repayment of External Loans	-		-	-	n/a
	Contribution to / (from) General Balances	-		-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
880	TOTAL NET EXPENDITURE	1,032	-	(1,020)	12	(99)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
15% Immediate Measures Staffing Savings						(76)
Review of staffing portfolio across C&P services						(75)
						(151)
<u>Other resource changes</u>						
Budget transfer to Directorate RED 2.5						(69)
Increase in Employers Pension						59
Corporate support services bought in						(871)
Budget transfer from Directorate RED 2.5						12
						(869)
TOTAL OTHER VARIATIONS IN RESOURCE						(1,020)

COST CENTRE: C1676Q

FORECAST 2020/21 £000's	DESCRIPTION	ORIGINAL BUDGET 2020/21 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2021/22 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
980	Employees	1,608		(527)	1,081	(33)
6,013	Premises related expenditure	165		-	165	-
(2,186)	Supplies and Services	(3,319)		3,560	241	(107)
-	Third Party Payments	5,608		-	5,608	-
-	Transfer Payments	-		-	-	n/a
-	Transport related expenditure	1		-	1	-
47	Recharges from other services	-		-	-	n/a
4,854	TOTAL EXPENDITURE	4,063	-	3,033	7,096	75
(2,869)	Government Grants	(2,869)		-	(2,869)	-
-	Other Grants, reimbursements and contributions	-		-	-	n/a
(75)	Customer and Client Receipts	(63)		-	(63)	-
-	Interest Receivable	(28)		-	(28)	-
(381)	Recharges to other services	(1,014)		495	(519)	(49)
(3,325)	TOTAL INCOME	(3,974)	-	495	(3,479)	(12)
1,529	NET CONTROLLABLE COST	89	-	3,528	3,617	3,964
1,297	Capital Charges	1,297		60	1,357	5
-	Intangible Charges	-		-	-	n/a
-	REFCUS	-		-	-	n/a
-	Corporate support services bought in	-		(670)	(670)	n/a
1,297	TOTAL UNCONTROLLABLE COST	1,297	-	(610)	687	(47)
2,826	NET COST OF SERVICE	1,386	-	2,918	4,304	211
(41)	Contributions to / (from) Earmarked Reserves	-			-	n/a
	Contributions to / (from) Capital Reserves:					n/a
	Financing of Capital Expenditure	-			-	n/a
	Provision for Repayment of External Loans	-			-	n/a
	Contribution to / (from) General Balances	-			-	n/a
(41)	TOTAL APPROPRIATIONS	-	-	-	-	n/a
2,785	TOTAL NET EXPENDITURE	1,386	-	2,918	4,304	211
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
Agency rebate internal model						3,610
						3,610
<u>Strategic budget - agreed additional income / savings</u>						
15% Immediate Measures Staffing Savings						(246)
Review of staffing portfolio across C&P services						(107)
						(353)
<u>Other resource changes</u>						
Increase in Employers Pension						62
Transfer of SCLP employee pension (from RED 2.8 to RED 2.7)						28
Reduction of Income budget						(48)
Budget transfer from Directorate (RED 2.5)						141
Corporate support services bought in						(670)
Budget transfer from Directorate (RED 2.5)						150
Centralisation of Staff Training						(1)
Other Minor Variations						(1)
						(339)
TOTAL OTHER VARIATIONS IN RESOURCE						2,918

COST CENTRE: C1680Q

FORECAST 2020/21 £000's	DESCRIPTION	ORIGINAL BUDGET 2020/21 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2021/22 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
1,330	Employees	1,370		(466)	904	(34)
3	Premises related expenditure	-		-	-	n/a
60	Supplies and Services	294		(264)	30	(90)
-	Third Party Payments	72		(72)	-	(100)
-	Transfer Payments	-		-	-	n/a
362	Transport related expenditure	-		3	3	n/a
(197)	Recharges from other services	-		-	-	n/a
1,558	TOTAL EXPENDITURE	1,736	-	(799)	937	(46)
	Government Grants	(726)		726	-	(100)
(789)	Other Grants, reimbursements and contributions	(225)		62	(163)	(28)
168	Customer and Client Receipts	-		-	-	n/a
-	Interest Receivable	-		-	-	n/a
(277)	Recharges to other services	(185)		68	(117)	(37)
(898)	TOTAL INCOME	(1,136)	-	856	(280)	(75)
660	NET CONTROLLABLE COST	600	-	57	657	10
	Capital Charges	-		-	-	n/a
	Intangible Charges	-		-	-	n/a
	REFCUS	-		-	-	n/a
	Corporate support services bought in	-		(645)	(645)	n/a
-	TOTAL UNCONTROLLABLE COST	-	-	(645)	(645)	n/a
660	NET COST OF SERVICE	600	-	(588)	12	(98)
	Contributions to / (from) Earmarked Reserves	-		-	-	n/a
	Contributions to / (from) Capital Reserves:	-		-	-	n/a
	Financing of Capital Expenditure	-		-	-	n/a
	Provision for Repayment of External Loans	-		-	-	n/a
	Contribution to / (from) General Balances	-		-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
660	TOTAL NET EXPENDITURE	600	-	(588)	12	(98)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
15% Immediate Measures Staffing Savings						(106)
Review of staffing portfolio across C&P services						(70)
						(176)
<u>Other resource changes</u>						
Budget transfer to Directorate (RED 2.5)						27
Increase in Employers Pension						67
Transfer of SCLP employee pension (from RED 2.8 to RED 2.7)						(28)
Reduction of Income budget						105
Corporate support services bought in						(645)
Transfer from CMIC (RED 2.3)						50
Budget transfer from Directorate (RED 2.5)						15
Centralisation of Staff Training						(3)
						(412)
TOTAL OTHER VARIATIONS IN RESOURCE						(588)

COST CENTRE: C1682Q

FORECAST 2020/21 £000's	DESCRIPTION	ORIGINAL BUDGET 2020/21 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2021/22 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
1,754	Employees	5,275		(3,438)	1,837	(65)
-	- Premises related expenditure	-		-	-	n/a
58	Supplies and Services	1		75	76	7,500
2,048	Third Party Payments	-		1,881	1,881	n/a
-	- Transfer Payments	-		-	-	n/a
2	Transport related expenditure	-		-	-	n/a
982	Recharges from other services	-		967	967	n/a
4,844	TOTAL EXPENDITURE	5,276	-	(515)	4,761	(10)
-	- Government Grants	-			-	n/a
-	- Other Grants, reimbursements and contributions	-			-	n/a
-	- Customer and Client Receipts	-			-	n/a
-	- Interest Receivable	-			-	n/a
(681)	Recharges to other services	(1,230)		549	(681)	(45)
(681)	TOTAL INCOME	(1,230)	-	549	(681)	(45)
4,163	NET CONTROLLABLE COST	4,046	-	34	4,080	1
	Capital Charges	-			-	n/a
	Intangible Charges	-			-	n/a
	REFCUS	-			-	n/a
	Corporate support services bought in	-		(1,157)	(1,157)	n/a
-	TOTAL UNCONTROLLABLE COST	-	-	(1,157)	(1,157)	n/a
4,163	NET COST OF SERVICE	4,046	-	(1,123)	2,923	(28)
	Contributions to / (from) Earmarked Reserves	-			-	n/a
	Contributions to / (from) Capital Reserves:	-			-	n/a
	Financing of Capital Expenditure	-			-	n/a
	Provision for Repayment of External Loans	-			-	n/a
	Contribution to / (from) General Balances	-			-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
4,163	TOTAL NET EXPENDITURE	4,046	-	(1,123)	2,923	(28)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
15% Immediate Measures Staffing Savings						(215)
Review of staffing portfolio across C&P services						(223)
HWA contract reductions						
						(438)
<u>Other resource changes</u>						
Increase in Employers Pension						81
Reduction of Income budget						(32)
Transfer of budget (from RED 8.4 to RED 2.9)						249
Budget Transfer from Directorate RED 2.5						160
Budget Transfer from Directorate RED 2.5						115
Corporate support services bought in						(1,157)
Centralisation of Staff Training						(1)
Budget Transfer from Directorate RED 2.5						(100)
						(685)
TOTAL OTHER VARIATIONS IN RESOURCE						(1,123)

SERVICE DESCRIPTION

The Human Resources Division provides a range of services designed to support the organisation through supporting a workforce that is sustainable, skilled and well-led and allows talent to flourish. The work of the division involves the determination of people strategy, HR policy, pay and reward, recruitment and selection, workforce monitoring and planning, organisational change, organisational learning and development and employee relations.

Through the Finance and HR service centre the division provides HR management information, payroll services and establishment control, the administration of the Croydon local government pension scheme; Provision of support to the One Oracle system; Delivery of the Payroll service.

MOVEMENT IN NET EXPENDITURE

COST CENTRE	SERVICE	ORIGINAL BUDGET 2020/21 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2021/22 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
C1612Q	HR And Finance Service Centre	3,153	-	(3,153)	-	(100)
C1648Q	HR Consultancy Summary	963	-	(963)	-	(100)
C1650Q	Health And Wellbeing	205	-	(205)	-	(100)
C1652Q	Director Of Human Resources	(4,348)	-	4,308	(40)	(99)
C1902Q	Learning And Organisational Development	1,760	-	(1,529)	231	(87)
C1960Q	Recruitment Resourcing	328	-	(328)	-	
	TOTAL NET SPEND	2,061	-	(1,870)	191	(91)

STAFF ESTABLISHMENT NUMBERS

SERVICE	ORIGINAL BUDGET 2020/21	ORIGINAL BUDGET 2021/22	CHANGE IN
	FTE STAFF	FTE STAFF	FTE STAFF
HR and Finance Service Centre	47.7	46.7	(1.0)
HR Consultancy	18.0	21.7	3.7
Health and Wellbeing	-	-	-
Director of Human Resources	1.0	1.0	-
Recruitment Resourcing	9.2	8.2	(1.0)
Learning & Organisational Development	13.0	10.0	(3.0)
TOTAL FTE STAFF	88.8	87.5	(1.3)

COST CENTRE: C1620P

FORECAST 2020/21 £000's	DESCRIPTION	ORIGINAL BUDGET 2020/21 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2021/22 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
5,910	Employees	5,043	-	851	5,894	17
7	Premises related expenditure	11	-	(5)	6	(45)
2,164	Supplies and Services	1,634	-	(94)	1,540	(6)
-	Third Party Payments	1	-	(1)	-	(100)
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
4	Recharges from other services	(1)	-	1	-	(100)
8,085	TOTAL EXPENDITURE	6,688	-	752	7,440	11
-	Government Grants	-	-	-	-	n/a
(1,466)	Other Grants, reimbursements and contributions	(1,246)	-	(108)	(1,354)	9
(229)	Customer and Client Receipts	(273)	-	10	(263)	(4)
-	Interest Receivable	-	-	-	-	n/a
(1,579)	Recharges to other services	(389)	-	145	(244)	(37)
(3,274)	TOTAL INCOME	(1,908)	-	47	(1,861)	(2)
4,811	NET CONTROLLABLE COST	4,780	-	799	5,579	17
-	Capital Charges	-	-	-	-	n/a
1,067	Intangible Charges	1,067	-	857	1,924	80
-	REFCUS	-	-	-	-	n/a
(3,786)	Corporate support services bought in	(3,786)	-	(3,526)	(7,312)	93
(2,719)	TOTAL UNCONTROLLABLE COST	(2,719)	-	(2,669)	(5,388)	98
2,092	NET COST OF SERVICE	2,061	-	(1,870)	191	(91)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
2,092	TOTAL NET EXPENDITURE	2,061	-	(1,870)	191	(91)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						253
<u>Strategic budget - agreed additional income / savings</u>						
						(451)
<u>Other resource changes</u>						
						(1,672)
TOTAL OTHER VARIATIONS IN RESOURCE						(1,870)

COST CENTRE: C1612Q

FORECAST 2020/21 £000's	DESCRIPTION	ORIGINAL BUDGET 2020/21 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2021/22 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
3,110	Employees	2,231	-	324	2,555	15
-	- Premises related expenditure	-	-	-	-	n/a
1,573	Supplies and Services	1,063	-	(112)	951	(11)
-	- Third Party Payments	-	-	-	-	n/a
-	- Transfer Payments	-	-	-	-	n/a
-	- Transport related expenditure	-	-	-	-	n/a
(3)	Recharges from other services	-	-	-	-	n/a
4,680	TOTAL EXPENDITURE	3,294	-	212	3,506	6
-	- Government Grants	-	-	-	-	n/a
(1,405)	Other Grants, reimbursements and contributions	(1,161)	-	(103)	(1,264)	9
(63)	Customer and Client Receipts	(47)	-	(3)	(50)	6
-	Interest Receivable	-	-	-	-	n/a
(1,107)	Recharges to other services	-	-	-	-	n/a
(2,575)	TOTAL INCOME	(1,208)	-	(106)	(1,314)	9
2,105	NET CONTROLLABLE COST	2,086	-	106	2,192	5
-	- Capital Charges	-	-	-	-	n/a
1,067	Intangible Charges	1,067	-	857	1,924	80
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	(4,116)	(4,116)	n/a
1,067	TOTAL UNCONTROLLABLE COST	1,067	-	(3,259)	(2,192)	(305)
3,172	NET COST OF SERVICE	3,153	-	(3,153)	-	(100)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
3,172	TOTAL NET EXPENDITURE	3,153	-	(3,153)	-	(100)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						-
<u>Strategic budget - agreed additional income / savings</u>						-
<u>Other resource changes</u>						-
Increase in Employers Pension						106
Increase in Capital Charges						857
Corporate support services bought in						(4,116)
						(3,153)
TOTAL OTHER VARIATIONS IN RESOURCE						(3,153)

COST CENTRE: C1648Q

FORECAST 2020/21 £000's	DESCRIPTION	ORIGINAL BUDGET 2020/21 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2021/22 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
1,368	Employees	1,044	-	340	1,384	33
	Premises related expenditure				-	n/a
35	Supplies and Services	32			32	-
-	Third Party Payments				-	n/a
	Transfer Payments				-	n/a
	Transport related expenditure				-	n/a
7	Recharges from other services				-	n/a
1,410	TOTAL EXPENDITURE	1,076	-	340	1,416	32
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(25)	Customer and Client Receipts	(25)	-	25	-	(100)
-	Interest Receivable	-	-	-	-	n/a
(304)	Recharges to other services	(88)	-	-	(88)	-
(329)	TOTAL INCOME	(113)	-	25	(88)	(22)
1,081	NET CONTROLLABLE COST	963	-	365	1,328	38
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	(1,328)	(1,328)	n/a
-	TOTAL UNCONTROLLABLE COST	-	-	(1,328)	(1,328)	n/a
1,081	NET COST OF SERVICE	963	-	(963)	-	(100)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
1,081	TOTAL NET EXPENDITURE	963	-	(963)	-	(100)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
Additional HR Capacity to Support Organisational Change						253
						253
<u>Strategic budget - agreed additional income / savings</u>						
						-
<u>Other resource changes</u>						
Increase in Employers Pension						52
Budget Transferred from Directorate (RED 4.4)						60
Corporate support services bought in						(1,328)
						(1,216)
TOTAL OTHER VARIATIONS IN RESOURCE						(963)

COST CENTRE: C1650Q

FORECAST 2020/21 £000's	DESCRIPTION	ORIGINAL BUDGET 2020/21 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2021/22 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
-	Employees	164	-	(164)	-	(100)
322	Premises related expenditure	-	-	-	-	n/a
-	Supplies and Services	170	-	189	359	111
-	Third Party Payments	-	-	-	-	n/a
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
-	Recharges from other services	-	-	-	-	n/a
322	TOTAL EXPENDITURE	334	-	25	359	7
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(83)	Customer and Client Receipts	(129)	-	13	(116)	(10)
-	Interest Receivable	-	-	-	-	n/a
(7)	Recharges to other services	-	-	-	-	n/a
(90)	TOTAL INCOME	(129)	-	13	(116)	(10)
232	NET CONTROLLABLE COST	205	-	38	243	19
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	(243)	(243)	n/a
-	TOTAL UNCONTROLLABLE COST	-	-	(243)	(243)	n/a
232	NET COST OF SERVICE	205	-	(205)	-	(100)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
232	TOTAL NET EXPENDITURE	205	-	(205)	-	(100)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						-
<u>Strategic budget - agreed additional income / savings</u>						-
<u>Other resource changes</u>						-
Increase in Employers Pension						8
Transfer of budget from Directorate (RED 4.4)						30
Corporate support services bought in						(243)
						(205)
TOTAL OTHER VARIATIONS IN RESOURCE						(205)

COST CENTRE: C1652Q

FORECAST 2020/21 £000's	DESCRIPTION	ORIGINAL BUDGET 2020/21 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2021/22 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
135	Employees	164	-	(27)	137	(16)
-	- Premises related expenditure	-	-	-	-	n/a
36	Supplies and Services	1	-	(1)	-	(100)
-	- Third Party Payments	1	-	(1)	-	(100)
-	- Transfer Payments	-	-	-	-	n/a
-	- Transport related expenditure	-	-	-	-	n/a
-	- Recharges from other services	-	-	-	-	n/a
171	TOTAL EXPENDITURE	166	-	(29)	137	(17)
-	- Government Grants	-	-	-	-	n/a
(15)	- Other Grants, reimbursements and contributions	(15)	-	(5)	(20)	33
-	- Customer and Client Receipts	-	-	-	-	n/a
-	- Interest Receivable	-	-	-	-	n/a
-	- Recharges to other services	-	-	-	-	n/a
(15)	TOTAL INCOME	(15)	-	(5)	(20)	33
156	NET CONTROLLABLE COST	151	-	(34)	117	(23)
-	- Capital Charges	-	-	-	-	n/a
-	- Intangible Charges	-	-	-	-	n/a
-	- REFCUS	-	-	-	-	n/a
(4,499)	- Corporate support services bought in	(4,499)	-	4,342	(157)	(97)
(4,499)	TOTAL UNCONTROLLABLE COST	(4,499)	-	4,342	(157)	(97)
(4,343)	NET COST OF SERVICE	(4,348)	-	4,308	(40)	(99)
-	- Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	- Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	- Financing of Capital Expenditure	-	-	-	-	n/a
-	- Provision for Repayment of External Loans	-	-	-	-	n/a
-	- Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
(4,343)	TOTAL NET EXPENDITURE	(4,348)	-	4,308	(40)	(99)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
						-
<u>Other resource changes</u>						
Increase in Employers Pension						6
Centralisation of Staff Training						(40)
Corporate support services bought in						4,342
						4,308
TOTAL OTHER VARIATIONS IN RESOURCE						4,308

COST CENTRE: C1902Q

FORECAST 2020/21 £000's	DESCRIPTION	ORIGINAL BUDGET 2020/21 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2021/22 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
883	Employees	1,041	-	362	1,403	35
7	Premises related expenditure	11	-	(5)	6	(45)
61	Supplies and Services	101	-	(37)	64	(37)
-	Third Party Payments	-	-	-	-	n/a
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
-	Recharges from other services	-	-	-	-	n/a
951	TOTAL EXPENDITURE	1,153	-	320	1,473	28
-	Government Grants	-	-	-	-	n/a
(46)	Other Grants, reimbursements and contributions	(70)	-	-	(70)	-
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
(53)	Recharges to other services	(36)	-	-	(36)	-
(99)	TOTAL INCOME	(106)	-	-	(106)	-
852	NET CONTROLLABLE COST	1,047	-	320	1,367	31
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
713	Corporate support services bought in	713	-	(1,849)	(1,136)	(259)
713	TOTAL UNCONTROLLABLE COST	713	-	(1,849)	(1,136)	(259)
1,565	NET COST OF SERVICE	1,760	-	(1,529)	231	(87)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
1,565	TOTAL NET EXPENDITURE	1,760	-	(1,529)	231	(87)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
Deletion of L&D manager post						(80)
Consolidation of Training Spend						(200)
15% Immediate Measures Staffing Savings						(83)
						(363)
<u>Other resource changes</u>						
Increase in Employers Pension						38
Centralisation of Staff Training						645
Corporate support services bought in						(1,849)
						(1,166)
TOTAL OTHER VARIATIONS IN RESOURCE						(1,529)

COST CENTRE: C1960Q

FORECAST 2020/21 £000's	DESCRIPTION	ORIGINAL BUDGET 2020/21 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2021/22 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
414	Employees	399	-	16	415	4
	Premises related expenditure				-	n/a
137	Supplies and Services	267		(133)	134	(50)
	Third Party Payments				-	n/a
	Transfer Payments				-	n/a
-	Transport related expenditure				-	n/a
-	Recharges from other services	(1)		1	-	(100)
551	TOTAL EXPENDITURE	665	-	(116)	549	(17)
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(58)	Customer and Client Receipts	(72)		(25)	(97)	35
-	Interest Receivable				-	n/a
(108)	Recharges to other services	(265)		145	(120)	(55)
(166)	TOTAL INCOME	(337)	-	120	(217)	(36)
385	NET CONTROLLABLE COST	328	-	4	332	1
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	(332)	(332)	n/a
-	TOTAL UNCONTROLLABLE COST	-	-	(332)	(332)	n/a
385	NET COST OF SERVICE	328	-	(328)	-	(100)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
385	TOTAL NET EXPENDITURE	328	-	(328)	-	(100)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
15% Immediate Measures Staffing Savings						(88)
						(88)
<u>Other resource changes</u>						
Increase in Employers Pension						20
Transfer of Budget from Directorate (RED 4.4)						22
Transfer of Post from C & P (RED 2.7)						50
Corporate support services bought in						(332)
						(240)
TOTAL OTHER VARIATIONS IN RESOURCE						(328)

SERVICE DESCRIPTION

This budget holds the costs of the Chief Executive and the Director of Resources together with other associated support costs

MOVEMENT IN NET EXPENDITURE

COST CENTRE	SERVICE	ORIGINAL BUDGET 2020/21 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2021/22 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
C1688Q	Resources Directorate	261	-	(116)	145	(44)
C1904Q	Chief Executive	(1,977)	-	1,659	(318)	(84)
TOTAL NET SPEND		(1,716)	-	1,543	(173)	(90)

STAFF ESTABLISHMENT NUMBERS

SERVICE	ORIGINAL BUDGET 2020/21	ORIGINAL BUDGET 2021/22	CHANGE IN FTE
	FTE STAFF	FTE STAFF	FTE STAFF
Resources Directorate	4.0	4.0	-
Chief Executive	4.0	4.0	-
TOTAL FTE STAFF	8.0	8.0	-

COST CENTRE: C1655P

FORECAST 2020/21 £000's	DESCRIPTION	ORIGINAL BUDGET 2020/21 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2021/22 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
1,415	Employees	750	-	111	861	15
-	- Premises related expenditure	-	-	-	-	n/a
37	Supplies and Services	867	-	(581)	286	(67)
-	- Third Party Payments	-	-	-	-	n/a
-	- Transfer Payments	-	-	-	-	n/a
-	- Transport related expenditure	-	-	-	-	n/a
176	Recharges from other services	-	-	-	-	n/a
1,628	TOTAL EXPENDITURE	1,617	-	(470)	1,147	(29)
-	- Government Grants	-	-	-	-	n/a
(40)	Other Grants, reimbursements and contributions	(40)	-	40	-	(100)
(85)	Customer and Client Receipts	(376)	-	-	(376)	-
-	- Interest Receivable	-	-	-	-	n/a
(3,114)	Recharges to other services	(2,917)	-	2,302	(615)	(79)
(3,239)	TOTAL INCOME	(3,333)	-	2,342	(991)	(70)
(1,611)	NET CONTROLLABLE COST	(1,716)	-	1,872	156	(109)
-	- Capital Charges	-	-	-	-	n/a
-	- Intangible Charges	-	-	-	-	n/a
-	- REFCUS	-	-	-	-	n/a
-	- Corporate support services bought in	-	-	(329)	(329)	n/a
-	TOTAL UNCONTROLLABLE COST	-	-	(329)	(329)	n/a
(1,611)	NET COST OF SERVICE	(1,716)	-	1,543	(173)	(90)
(96)	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	- Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	- Financing of Capital Expenditure	-	-	-	-	n/a
-	- Provision for Repayment of External Loans	-	-	-	-	n/a
-	- Contribution to / (from) General Balances	-	-	-	-	n/a
(96)	TOTAL APPROPRIATIONS	-	-	-	-	n/a
(1,707)	TOTAL NET EXPENDITURE	(1,716)	-	1,543	(173)	(90)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
<u>Strategic budget - agreed additional income / savings</u>						2,500
<u>Other resource changes</u>						-
TOTAL OTHER VARIATIONS IN RESOURCE						1,543

COST CENTRE: C1688Q

FORECAST 2020/21 £000's	DESCRIPTION	ORIGINAL BUDGET 2020/21 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2021/22 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
445	Employees	361	-	61	422	17
	Premises related expenditure	-	-	-	-	n/a
18	Supplies and Services	-	-	-	-	n/a
	Third Party Payments	-	-	-	-	n/a
	Transfer Payments	-	-	-	-	n/a
	Transport related expenditure	-	-	-	-	n/a
176	Recharges from other services	-	-	-	-	n/a
639	TOTAL EXPENDITURE	361	-	61	422	17
	Government Grants	-	-	-	-	n/a
(40)	Other Grants, reimbursements and contributions	(40)	-	40	-	(100)
	Customer and Client Receipts	-	-	-	-	n/a
	Interest Receivable	-	-	-	-	n/a
(60)	Recharges to other services	(60)	-	60	-	(100)
(100)	TOTAL INCOME	(100)	-	100	-	(100)
539	NET CONTROLLABLE COST	261	-	161	422	62
	Capital Charges	-	-	-	-	n/a
	Intangible Charges	-	-	-	-	n/a
	REFCUS	-	-	-	-	n/a
	Corporate support services bought in	-	-	(277)	(277)	n/a
-	TOTAL UNCONTROLLABLE COST	-	-	(277)	(277)	n/a
539	NET COST OF SERVICE	261	-	(116)	145	(44)
	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
	Financing of Capital Expenditure	-	-	-	-	n/a
	Provision for Repayment of External Loans	-	-	-	-	n/a
	Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
539	TOTAL NET EXPENDITURE	261	-	(116)	145	(44)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
						-
<u>Other resource changes</u>						
Increase in Employers Pension						16
Transfer of Budget to Financial Services (RED 5.9)						100
Centralisation of Staff Training						(15)
Transfer of Budget from Chief Executive (RED 4.4)						60
Corporate Services bought in						(277)
						(116)
TOTAL OTHER VARIATIONS IN RESOURCE						(116)

COST CENTRE: C1904Q

FORECAST 2020/21 £000's	DESCRIPTION	ORIGINAL BUDGET 2020/21 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2021/22 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
970	Employees	389		50	439	13
	Premises related expenditure	-			-	n/a
19	Supplies and Services	867		(581)	286	(67)
	Third Party Payments	-			-	n/a
	Transfer Payments	-			-	n/a
	Transport related expenditure	-			-	n/a
	Recharges from other services	-			-	n/a
989	TOTAL EXPENDITURE	1,256	-	(531)	725	(42)
	Government Grants	-			-	n/a
	Other Grants, reimbursements and contributions	-			-	n/a
(85)	Customer and Client Receipts	(376)			(376)	-
	Interest Receivable	-			-	n/a
(3,054)	Recharges to other services	(2,857)		2,242	(615)	(78)
(3,139)	TOTAL INCOME	(3,233)	-	2,242	(991)	(69)
(2,150)	NET CONTROLLABLE COST	(1,977)	-	1,711	(266)	(87)
-	Capital Charges	-			-	n/a
-	Intangible Charges	-			-	n/a
-	REFCUS	-			-	n/a
-	Corporate support services bought in	-		(52)	(52)	n/a
-	TOTAL UNCONTROLLABLE COST	-	-	(52)	(52)	n/a
(2,150)	NET COST OF SERVICE	(1,977)	-	1,659	(318)	(84)
(96)	Contributions to / (from) Earmarked Reserves	-			-	n/a
	Contributions to / (from) Capital Reserves:	-			-	n/a
	Financing of Capital Expenditure	-			-	n/a
	Provision for Repayment of External Loans	-			-	n/a
	Contribution to / (from) General Balances	-			-	n/a
(96)	TOTAL APPROPRIATIONS	-	-	-	-	n/a
(2,246)	TOTAL NET EXPENDITURE	(1,977)	-	1,659	(318)	(84)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
Unachieved 20/21 Saving - Recharges to HRA						2,000
Unachieved 20/21 Saving - Recharges to Capital						500
						2,500
<u>Strategic budget - agreed additional income / savings</u>						
						-
<u>Other resource changes</u>						
Increase in Employers Pension						18
Transfer of Budget to Recruitment (RED 3.8)						(22)
Transfer of Budget to HR Consultancy (RED 3.4)						(60)
Transfer of Budget to Communications and Engagement (RED 6.3)						(51)
Transfer of Budget to Strategy and Partnerships (RED 8.3)						(76)
Transfer of Budget to Health and Wellbeing (RED 3.5)						(30)
Transfer of Budget to C & P Directorate 2.5						(100)
Transfer of Budget to Financial Services (RED 5.9)						(150)
Corporate support services bought in						(52)
Transfer of Budget from FM Support Services (RED 1.4)						(258)
Transfer of Budget to Resources Directorate (RED 4.3)						(60)
						(841)
TOTAL OTHER VARIATIONS IN RESOURCE						1,659

SERVICE DESCRIPTION

The Finance, Investment and Risk Division consists of 6 teams;

- The Finance team provides strategic financial support to the organisation. Key functions of the team include financial planning; ensuring the robustness of the Council's annual budget (revenue and capital); Preparation of the accounts within statutory deadlines; Robust and detailed in-year financial monitoring of spend against budget and trends for the Council's delivery of its annual budget and Medium Term Financial Strategy. They are also key to the council's financial recovery and delivery of improvement plans.
- The Internal Audit and Governance Team provides advice and support to the organisation on matters of good governance. It includes the Council's internal audit service which gives assurance on the effectiveness of risk management, internal control and governance.
- The Insurance and Risk team support the council's Risk Management and Insurance framework. The team are currently responsible for the Coroners Service which manages the multi borough partnership overseeing the South London Coroners service
- The Treasury and Pensions service provides the cash management function for the authority; and Investment and administration of the Croydon Pension Fund.
- The Revenues, Benefits, Income and Debt team are responsible for a number of functions including the administration of claims for Housing Benefits. The collection of council tax and business rates and sundry debt from customers. The payment of suppliers and the cash and control function as well as the maintenance of the Land Charges and street naming functions.
- The Corporate Anti-Fraud Team investigates allegations of fraud committed against the Council by members of the public, staff, Members, contractors or other parties. Where appropriate it seeks the application of sanctions and uses proceeds of crime legislation to recover funds

MOVEMENT IN NET EXPENDITURE

COST CENTRE	SERVICE	ORIGINAL BUDGET 2020/21 (A)	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2021/22 (D)	% CHANGE (E)
		£000's	Inflation (B) £000's	Other (C) £000's	£000's	%
C1604Q	INTERNAL AUDIT AND GOVERNANCE TEAM	623	-	(623)	-	(100)
C1606Q	INSURANCE RISK AND CPO SUMMARY	1,004	-	(1,004)	-	(100)
C1608Q	TREASURY AND PENSIONS	221	-	(221)	-	(100)
C1614Q	REVENUE AND BENEFITS	4,314	-	2,266	6,580	53
C1642Q	CORONERS	350	-	316	666	90
C1686Q	HOUSING BENEFITS	-	-	-	-	n/a
C1910Q	FINANCIAL SERVICES	(3,966)	-	7,605	3,639	(192)
C1920Q	CORPORATE ANTI-FRAUD	277	-	(277)	-	(100)
	TOTAL NET SPEND	2,823	-	8,062	10,885	286

STAFF ESTABLISHMENT NUMBERS

SERVICE	ORIGINAL BUDGET 2020/21 FTE STAFF	ORIGINAL BUDGET 2021/22 FTE STAFF	CHANGE IN FTE STAFF
Governance Team	1.4	1.4	-
Insurance Risk And CPO	9.0	4.4	(4.6)
Treasury And Pensions	8.7	4.7	(4.0)
Revenue And Benefits	195.0	177.4	(17.6)
Housing Benefits	-	-	-
Finance	46.8	47.0	0.2
Corporate Anti-Fraud	9.4	9.4	-
TOTAL FTE STAFF	270.3	244.3	(26.0)

COST CENTRE: C1665P

FORECAST 2020/21 £000's	DESCRIPTION	ORIGINAL BUDGET 2020/21 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2021/22 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
11,955	Employees	8,384	-	4,427	12,811	53
-	Premises related expenditure	-	-	-	-	n/a
7,558	Supplies and Services	6,155	-	178	6,333	3
965	Third Party Payments	868	-	(1)	867	(0)
172,898	Transfer Payments	180,040	-	-	180,040	-
2	Transport related expenditure	2	-	(1)	1	(50)
85	Recharges from other services	22	-	-	22	-
193,463	TOTAL EXPENDITURE	195,471	-	4,603	200,074	2
(174,439)	Government Grants	(179,665)	-	(75)	(179,740)	0
(2,120)	Other Grants, reimbursements and contributions	(4,793)	1,000	824	(2,969)	(38)
(2,844)	Customer and Client Receipts	(3,140)	(1,000)	(211)	(4,351)	39
-	Interest Receivable	-	-	-	-	n/a
(2,315)	Recharges to other services	(2,117)	-	(80)	(2,197)	4
(181,719)	TOTAL INCOME	(189,715)	-	458	(189,257)	(0)
11,745	NET CONTROLLABLE COST	5,756	-	5,061	10,817	88
-	Capital Charges	-	-	-	-	n/a
27	Intangible Charges	27	-	-	27	-
-	REFCUS	-	-	-	-	n/a
(2,960)	Corporate support services bought in	(2,960)	-	3,001	41	(101)
(2,933)	TOTAL UNCONTROLLABLE COST	(2,933)	-	3,001	68	(102)
8,812	NET COST OF SERVICE	2,823	-	8,062	10,885	286
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
8,812	TOTAL NET EXPENDITURE	2,823	-	8,062	10,885	286
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						1,518
<u>Strategic budget - agreed additional income / savings</u>						
						(217)
<u>Other resource changes</u>						
						6,761
TOTAL OTHER VARIATIONS IN RESOURCE						8,062

COST CENTRE: C1604Q

FORECAST 2020/21 £000's	DESCRIPTION	ORIGINAL BUDGET 2020/21 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2021/22 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
97	Employees	78	-	4	82	5
-	- Premises related expenditure	-	-	-	-	n/a
2,268	Supplies and Services	597	-	-	597	-
-	- Third Party Payments	-	-	-	-	n/a
-	- Transfer Payments	-	-	-	-	n/a
-	- Transport related expenditure	-	-	-	-	n/a
-	- Recharges from other services	-	-	-	-	n/a
2,365	TOTAL EXPENDITURE	675	-	4	679	1
-	- Government Grants	-	-	-	-	n/a
-	- Other Grants, reimbursements and contributions	-	-	-	-	n/a
(1,620)	Customer and Client Receipts	(52)	-	-	(52)	-
-	- Interest Receivable	-	-	-	-	n/a
-	- Recharges to other services	-	-	-	-	n/a
(1,620)	TOTAL INCOME	(52)	-	-	(52)	-
745	NET CONTROLLABLE COST	623	-	4	627	1
-	- Capital Charges	-	-	-	-	n/a
-	- Intangible Charges	-	-	-	-	n/a
-	- REFCUS	-	-	-	-	n/a
-	- Corporate support services bought in	-	-	(627)	(627)	n/a
-	TOTAL UNCONTROLLABLE COST	-	-	(627)	(627)	n/a
745	NET COST OF SERVICE	623	-	(623)	-	(100)
-	- Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	- Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	- Financing of Capital Expenditure	-	-	-	-	n/a
-	- Provision for Repayment of External Loans	-	-	-	-	n/a
-	- Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
745	TOTAL NET EXPENDITURE	623	-	(623)	-	(100)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
						-
<u>Other resource changes</u>						
Increase in Employers Pension						4
Corporate support services bought in						(627)
						(623)
TOTAL OTHER VARIATIONS IN RESOURCE						(623)

COST CENTRE: C1606Q

FORECAST 2020/21 £000's	DESCRIPTION	ORIGINAL BUDGET 2020/21 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2021/22 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
356	Employees	573	-	(239)	334	(42)
-	- Premises related expenditure	-	-	-	-	n/a
2,119	Supplies and Services	2,388	-	(69)	2,319	(3)
-	- Third Party Payments	2	-	(2)	-	(100)
-	- Transfer Payments	-	-	-	-	n/a
-	- Transport related expenditure	2	-	(1)	1	(50)
12	Recharges from other services	-	-	-	-	n/a
2,487	TOTAL EXPENDITURE	2,965	-	(311)	2,654	(10)
-	- Government Grants	-	-	-	-	n/a
(94)	Other Grants, reimbursements and contributions	(65)	-	(37)	(102)	57
(376)	Customer and Client Receipts	(690)	-	35	(655)	(5)
-	- Interest Receivable	-	-	-	-	n/a
(1,270)	Recharges to other services	(1,206)	-	2	(1,204)	(0)
(1,740)	TOTAL INCOME	(1,961)	-	-	(1,961)	-
747	NET CONTROLLABLE COST	1,004	-	(311)	693	(31)
-	- Capital Charges	-	-	-	-	n/a
-	- Intangible Charges	-	-	-	-	n/a
-	- REFCUS	-	-	-	-	n/a
-	- Corporate support services bought in	-	-	(693)	(693)	n/a
-	TOTAL UNCONTROLLABLE COST	-	-	(693)	(693)	n/a
747	NET COST OF SERVICE	1,004	-	(1,004)	-	(100)
-	- Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	- Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	- Financing of Capital Expenditure	-	-	-	-	n/a
-	- Provision for Repayment of External Loans	-	-	-	-	n/a
-	- Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
747	TOTAL NET EXPENDITURE	1,004	-	(1,004)	-	(100)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
RES Sav 41 15% Immediate Measures Staffing Savings						(33)
						(33)
<u>Other resource changes</u>						
Increase in Employers Pension						27
Corporate support services bought in						(693)
Transfer to Facilities Management in Place see PL 7.3						(73)
Transfer of Resilient team to see PL 8.4						(232)
						(971)
TOTAL OTHER VARIATIONS IN RESOURCE						(1,004)

COST CENTRE: C1608Q

FORECAST 2020/21 £000's	DESCRIPTION	ORIGINAL BUDGET 2020/21 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2021/22 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
500	Employees	667	-	(169)	498	(25)
-	- Premises related expenditure	-	-	-	-	n/a
85	Supplies and Services	78	-	-	78	-
-	- Third Party Payments	-	-	-	-	n/a
-	- Transfer Payments	-	-	-	-	n/a
-	- Transport related expenditure	-	-	-	-	n/a
-	- Recharges from other services	-	-	-	-	n/a
585	TOTAL EXPENDITURE	745	-	(169)	576	(23)
-	- Government Grants	-	-	-	-	n/a
(377)	Other Grants, reimbursements and contributions	(512)	-	187	(325)	(37)
-	- Customer and Client Receipts	-	-	-	-	n/a
-	- Interest Receivable	-	-	-	-	n/a
(12)	Recharges to other services	(12)	-	-	(12)	-
(389)	TOTAL INCOME	(524)	-	187	(337)	(36)
195	NET CONTROLLABLE COST	221	-	18	239	8
-	- Capital Charges	-	-	-	-	n/a
-	- Intangible Charges	-	-	-	-	n/a
-	- REFCUS	-	-	-	-	n/a
-	- Corporate support services bought in	-	-	(239)	(239)	n/a
-	TOTAL UNCONTROLLABLE COST	-	-	(239)	(239)	n/a
195	NET COST OF SERVICE	221	-	(221)	-	(100)
-	- Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	- Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	- Financing of Capital Expenditure	-	-	-	-	n/a
-	- Provision for Repayment of External Loans	-	-	-	-	n/a
-	- Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
195	TOTAL NET EXPENDITURE	221	-	(221)	-	(100)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
						-
<u>Other resource changes</u>						
Increase in Employers Pension						18
Corporate support services bought in						(239)
						(221)
TOTAL OTHER VARIATIONS IN RESOURCE						(221)

COST CENTRE: C1614Q

FORECAST 2020/21 £000's	DESCRIPTION	ORIGINAL BUDGET 2020/21 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2021/22 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
7,588	Employees	7,379	-	56	7,435	1
	Premises related expenditure	-	-	-	-	n/a
1,344	Supplies and Services	1,535	-	247	1,782	16
465	Third Party Payments	516	-	1	517	0
-	Transfer Payments	-	-	-	-	n/a
2	Transport related expenditure	-	-	-	-	n/a
72	Recharges from other services	22	-	-	22	-
9,471	TOTAL EXPENDITURE	9,452	-	304	9,756	3
(71)	Government Grants	-	-	(75)	(75)	n/a
(1,423)	Other Grants, reimbursements and contributions	(2,244)	1,000	714	(530)	(76)
(791)	Customer and Client Receipts	(2,342)	(1,000)	(261)	(3,603)	54
	Interest Receivable	-	-	-	-	n/a
(700)	Recharges to other services	(579)	-	-	(579)	-
(2,985)	TOTAL INCOME	(5,165)	-	378	(4,787)	(7)
6,486	NET CONTROLLABLE COST	4,287	-	682	4,969	16
27	Capital Charges	-	-	-	-	(100)
-	Intangible Charges	27	-	-	27	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	1,584	1,584	n/a
27	TOTAL UNCONTROLLABLE COST	27	-	1,584	1,611	5,867
6,513	NET COST OF SERVICE	4,314	-	2,266	6,580	53
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
6,513	TOTAL NET EXPENDITURE	4,314	-	2,266	6,580	53
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
RES Gro 14 Removal of Gateway Income Virement Pressure						218
RES Gro 13 Growth to remove unachievable parking permits saving						300
						518
<u>Strategic budget - agreed additional income / savings</u>						
RES Sav 38 Automation Of Revenue Processes						(50)
RES Sav 40 ICT savings						(10)
RES Sav 41 15% Immediate Measures Staffing Savings						(124)
						(184)
<u>Other resource changes</u>						
Increase in Employers Pension						350
Centralisation of Staff Training						(2)
Corporate support services bought in						1,584
						1,932
TOTAL OTHER VARIATIONS IN RESOURCE						2,266

COST CENTRE: C1642Q

FORECAST 2020/21 £000's	DESCRIPTION	ORIGINAL BUDGET 2020/21 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2021/22 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
	- Employees	-	-	-	-	n/a
	- Premises related expenditure	-	-	-	-	n/a
	- Supplies and Services	-	-	-	-	n/a
500	Third Party Payments	350	-	-	350	-
	- Transfer Payments	-	-	-	-	n/a
	- Transport related expenditure	-	-	-	-	n/a
	- Recharges from other services	-	-	-	-	n/a
500	TOTAL EXPENDITURE	350	-	-	350	-
	- Government Grants	-	-	-	-	n/a
	- Other Grants, reimbursements and contributions	-	-	-	-	n/a
	- Customer and Client Receipts	-	-	-	-	n/a
	- Interest Receivable	-	-	-	-	n/a
	- Recharges to other services	-	-	-	-	n/a
	- TOTAL INCOME	-	-	-	-	n/a
500	NET CONTROLLABLE COST	350	-	-	350	-
	- Capital Charges	-	-	-	-	n/a
	- Intangible Charges	-	-	-	-	n/a
	- REFCUS	-	-	-	-	n/a
	- Corporate support services bought in	-	-	316	316	n/a
	- TOTAL UNCONTROLLABLE COST	-	-	316	316	n/a
500	NET COST OF SERVICE	350	-	316	666	90
	- Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
	- Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
	- Financing of Capital Expenditure	-	-	-	-	n/a
	- Provision for Repayment of External Loans	-	-	-	-	n/a
	- Contribution to / (from) General Balances	-	-	-	-	n/a
	- TOTAL APPROPRIATIONS	-	-	-	-	n/a
500	TOTAL NET EXPENDITURE	350	-	316	666	90
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
						-
<u>Other resource changes</u>						
Corporate support services bought in						316
						316
TOTAL OTHER VARIATIONS IN RESOURCE						316

COST CENTRE: C1686Q

FORECAST 2020/21 £000's	DESCRIPTION	ORIGINAL BUDGET 2020/21 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2021/22 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
	Employees	-			-	n/a
1,470	Premises related expenditure	-			-	n/a
	Supplies and Services	1,470			1,470	-
	Third Party Payments	-			-	n/a
172,898	Transfer Payments	180,040			180,040	-
	Transport related expenditure	-			-	n/a
	Recharges from other services	-			-	n/a
174,368	TOTAL EXPENDITURE	181,510	-	-	181,510	-
(174,368)	Government Grants	(179,665)			(179,665)	-
	Other Grants, reimbursements and contributions	(1,845)			(1,845)	-
	Customer and Client Receipts	-			-	n/a
	Interest Receivable	-			-	n/a
	Recharges to other services	-			-	n/a
(174,368)	TOTAL INCOME	(181,510)	-	-	(181,510)	-
-	NET CONTROLLABLE COST	-	-	-	-	n/a
	Capital Charges	-			-	n/a
	Intangible Charges	-			-	n/a
	REFCUS	-			-	n/a
	Corporate support services bought in	-			-	n/a
-	TOTAL UNCONTROLLABLE COST	-	-	-	-	n/a
-	NET COST OF SERVICE	-	-	-	-	n/a
	Contributions to / (from) Earmarked Reserves	-			-	n/a
	Contributions to / (from) Capital Reserves:	-			-	n/a
	Financing of Capital Expenditure	-			-	n/a
	Provision for Repayment of External Loans	-			-	n/a
	Contribution to / (from) General Balances	-			-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
-	TOTAL NET EXPENDITURE	-	-	-	-	n/a
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
						-
<u>Other resource changes</u>						
						-
TOTAL OTHER VARIATIONS IN RESOURCE						-

COST CENTRE: C1910Q

FORECAST 2020/21 £000's	DESCRIPTION	ORIGINAL BUDGET 2020/21 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2021/22 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
2,892	Employees	(802)		4,745	3,943	(592)
-	- Premises related expenditure	-			-	n/a
238	Supplies and Services	53			53	-
-	- Third Party Payments	-			-	n/a
-	- Transfer Payments	-			-	n/a
-	- Transport related expenditure	-			-	n/a
-	- Recharges from other services	-			-	n/a
3,130	TOTAL EXPENDITURE	(749)	-	4,745	3,996	(634)
	Government Grants	-			-	n/a
(126)	Other Grants, reimbursements and contributions	(37)		(40)	(77)	108
(30)	Customer and Client Receipts	-			-	n/a
-	- Interest Receivable	-			-	n/a
(220)	Recharges to other services	(220)		(60)	(280)	27
(376)	TOTAL INCOME	(257)	-	(100)	(357)	39
-						
2,754	NET CONTROLLABLE COST	(1,006)	-	4,645	3,639	(462)
	Capital Charges	-			-	n/a
	Intangible Charges	-			-	n/a
	REFCUS	-			-	n/a
(2,960)	Corporate support services bought in	(2,960)		2,960	-	(100)
(2,960)	TOTAL UNCONTROLLABLE COST	(2,960)	-	2,960	-	(100)
(206)	NET COST OF SERVICE	(3,966)	-	7,605	3,639	(192)
	Contributions to / (from) Earmarked Reserves	-			-	n/a
	Contributions to / (from) Capital Reserves:					
	Financing of Capital Expenditure	-			-	n/a
	Provision for Repayment of External Loans	-			-	n/a
	Contribution to / (from) General Balances	-			-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
(206)	TOTAL NET EXPENDITURE	(3,966)	-	7,605	3,639	(192)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
RES Gro 05 Build resilience for the finance team						1,000
						1,000
<u>Strategic budget - agreed additional income / savings</u>						
						-
<u>Other resource changes</u>						
Increase in Employers Pension						125
Corporate support services bought in						2,960
Centralisation of Staff Training						(30)
Transfer of Budget from Resources Directorate (RED 4.3)						(100)
Transfer of Budget from Resources Directorate (RED 4.4)						150
Pension Assets transfer to corporate						3,500
						6,605
TOTAL OTHER VARIATIONS IN RESOURCE						7,605

COST CENTRE: C1920Q

FORECAST 2020/21 £000's	DESCRIPTION	ORIGINAL BUDGET 2020/21 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2021/22 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
521	Employees	489	-	30	519	6
-	Premises related expenditure	-	-	-	-	n/a
34	Supplies and Services	34	-	-	34	-
-	Third Party Payments	-	-	-	-	n/a
-	Transfer Payments	-	-	-	-	n/a
0	Transport related expenditure	-	-	-	-	n/a
1	Recharges from other services	-	-	-	-	n/a
557	TOTAL EXPENDITURE	523	-	30	553	6
-	Government Grants	-	-	-	-	n/a
(100)	Other Grants, reimbursements and contributions	(90)	-	-	(90)	-
(27)	Customer and Client Receipts	(56)	-	15	(41)	(27)
-	Interest Receivable	-	-	-	-	n/a
(114)	Recharges to other services	(100)	-	(22)	(122)	22
(241)	TOTAL INCOME	(246)	-	(7)	(253)	3
316	NET CONTROLLABLE COST	277	-	23	300	8
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	(300)	(300)	n/a
-	TOTAL UNCONTROLLABLE COST	-	-	(300)	(300)	n/a
316	NET COST OF SERVICE	277	-	(277)	-	(100)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
316	TOTAL NET EXPENDITURE	277	-	(277)	-	(100)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
						-
<u>Other resource changes</u>						
Corporate support services bought in						(300)
Increase in Employers Pension						23
						(277)
TOTAL OTHER VARIATIONS IN RESOURCE						(277)

SERVICE DESCRIPTION

The Croydon Digital Service's purpose is to lead the digital transformation of the council and borough, launching a unifying Digital Strategy for Croydon in 2019/20 and a roadmap of deliverables, with a focus on 3 strategic goals of:

Digital Council – Optimising how the council uses digital design, data and technology to work efficiently, collaborate, make informed decisions, adapt and innovate.

Digital Services - Transforming the relationship between residents and the council by providing online services so good people prefer to use them and can do so unaided.

Digital Borough - Maximising opportunities for digital, data and technology to enhance quality of life and economic growth in our borough.

Collaboration and Data - Digital tools will be used to collaborate with organisations across all sectors, make Croydon's data open and share digital assets for the public good.

The service delivers on these objectives by operating and transforming a wide range of digital, data and technology services that enable the council to operate and to deliver on the Corporate Plan. It does this through a broad portfolio of in-house and external project delivery, and outsourced technology services partnerships with multiple ICT and digital specialist vendors; and by operating spend controls and quality assurance processes to ensure all new or renewed digital and technology services meet the Government Digital Service Standard. It also works externally, collaborating with and facilitating the Croydon tech sector community to co-design and co-deliver the digital place agenda.

The Communications and Engagement service work to secure Croydon's reputation both locally and nationally as a fantastic place to live, work, learn and visit.

MOVEMENT IN NET EXPENDITURE

COST CENTRE	SERVICE	ORIGINAL BUDGET 2020/21 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2021/22 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
C1616Q	Communications And Engagement	984	-	(991)	(7)	(101)
C1620Q	Transformation	(11,437)	-	11,437	-	-
C1622Q	Information Communication Technology	10,909	-	(10,496)	413	-
	TOTAL NET SPEND	456	-	(50)	406	(101)

STAFF ESTABLISHMENT NUMBERS

SERVICE	ORIGINAL BUDGET 2020/21	ORIGINAL BUDGET 2021/22	CHANGE IN FTE
	FTE STAFF	FTE STAFF	FTE STAFF
Communications And Engagement	20.6	13.1	(7.5)
Transformation	-	-	-
Information Communication Technology	110.0	88.8	(21.2)
TOTAL FTE STAFF	130.6	101.9	(28.7)

COST CENTRE: C1670P

FORECAST 2020/21 £000's	DESCRIPTION	ORIGINAL BUDGET 2020/21 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2021/22 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
8,036	Employees	6,946	-	(686)	6,260	(10)
-	- Premises related expenditure	-	-	-	-	n/a
9,836	Supplies and Services	4,543	-	4,413	8,956	97
9	Third Party Payments	5,034	-	(5,023)	11	(100)
-	- Transfer Payments	-	-	-	-	n/a
-	- Transport related expenditure	-	-	-	-	n/a
14	Recharges from other services	-	-	-	-	n/a
17,896	TOTAL EXPENDITURE	16,523	-	(1,296)	15,227	(8)
(111)	Government Grants	-	-	-	-	n/a
(3)	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(322)	Customer and Client Receipts	(76)	-	(104)	(180)	79
-	- Interest Receivable	-	-	-	-	n/a
(7,342)	Recharges to other services	(6,445)	-	4,438	(2,007)	(68)
(7,778)	TOTAL INCOME	(6,521)	-	4,334	(2,187)	(66)
10,118	NET CONTROLLABLE COST	10,002	-	3,038	13,040	30
-	- Capital Charges	-	-	-	-	n/a
572	Intangible Charges	572	-	221	793	39
-	- REFCUS	-	-	-	-	n/a
(10,118)	Corporate support services bought in	(10,118)	-	(3,309)	(13,427)	33
(9,546)	TOTAL UNCONTROLLABLE COST	(9,546)	-	(3,088)	(12,634)	32
572	NET COST OF SERVICE	456	-	(50)	406	(11)
-	- Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	- Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	- Financing of Capital Expenditure	-	-	-	-	n/a
-	- Provision for Repayment of External Loans	-	-	-	-	n/a
-	- Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
572	TOTAL NET EXPENDITURE	456	-	(50)	406	(11)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						4,054
<u>Strategic budget - agreed additional income / savings</u>						
						(1,347)
<u>Other resource changes</u>						
						(2,757)
TOTAL OTHER VARIATIONS IN RESOURCE						(50)

COST CENTRE: C1616Q

FORECAST 2020/21 £000's	DESCRIPTION	ORIGINAL BUDGET 2020/21 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2021/22 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
1,058	Employees	1,192	-	(298)	894	(25)
-	- Premises related expenditure	-	-	-	-	n/a
285	Supplies and Services	179	-	(95)	84	(53)
9	Third Party Payments	11	-	-	11	-
-	- Transfer Payments	-	-	-	-	n/a
-	- Transport related expenditure	-	-	-	-	n/a
22	Recharges from other services	-	-	-	-	n/a
1,374	TOTAL EXPENDITURE	1,382	-	(393)	989	(28)
-	- Government Grants	-	-	-	-	n/a
-	- Other Grants, reimbursements and contributions	-	-	-	-	n/a
(28)	Customer and Client Receipts	(70)	-	-	(70)	-
-	- Interest Receivable	-	-	-	-	n/a
(333)	Recharges to other services	(328)	-	44	(284)	(13)
(362)	TOTAL INCOME	(398)	-	44	(354)	(11)
1,013	NET CONTROLLABLE COST	984	-	(349)	635	(35)
-	- Capital Charges	-	-	-	-	n/a
-	- Intangible Charges	-	-	-	-	n/a
-	- REFCUS	-	-	-	-	n/a
-	- Corporate support services bought in	-	-	(642)	(642)	n/a
-	TOTAL UNCONTROLLABLE COST	-	-	(642)	(642)	n/a
1,013	NET COST OF SERVICE	984	-	(991)	(7)	(101)
-	- Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	- Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	- Financing of Capital Expenditure	-	-	-	-	n/a
-	- Provision for Repayment of External Loans	-	-	-	-	n/a
-	- Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
1,013	TOTAL NET EXPENDITURE	984	-	(991)	(7)	(101)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
<u>Strategic budget - agreed additional income / savings</u>						
RES Sav 29 Stop Your Croydon publication						(50)
RES Sav 13 Reduce Comms to stat min						(218)
RES Sav 27 Remove campaigns budget and stop campaigns						(50)
RES Sav 41 15% Immediate Measures Staffing Savings						(129)
						(447)
<u>Other resource changes</u>						
Centralisation of Staff Training						(7)
Budget from Resources Directorate to reduce recharge to capital (RED 4.4)						51
Corporate support services bought in						(642)
Increase in Employers Pension						54
						(544)
TOTAL OTHER VARIATIONS IN RESOURCE						(991)

COST CENTRE: C1620Q

FORECAST 2020/21 £000's	DESCRIPTION	ORIGINAL BUDGET 2020/21 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2021/22 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
36	Employees	-	-	-	-	n/a
	Premises related expenditure	-	-	-	-	n/a
30	Supplies and Services	-	-	-	-	n/a
	Third Party Payments	-	-	-	-	n/a
	Transfer Payments	-	-	-	-	n/a
	Transport related expenditure	-	-	-	-	n/a
(15)	Recharges from other services	-	-	-	-	n/a
51	TOTAL EXPENDITURE	-	-	-	-	n/a
(111)	Government Grants	-	-	-	-	n/a
	Other Grants, reimbursements and contributions	-	-	-	-	n/a
	Customer and Client Receipts	-	-	-	-	n/a
	Interest Receivable	-	-	-	-	n/a
(21)	Recharges to other services	-	-	-	-	n/a
(132)	TOTAL INCOME	-	-	-	-	n/a
(81)	NET CONTROLLABLE COST	-	-	-	-	n/a
29	Capital Charges	-	-	-	-	n/a
	Intangible Charges	29	-	-	29	-
	REFCUS	-	-	-	-	n/a
(11,466)	Corporate support services bought in	(11,466)	-	11,437	(29)	(100)
(11,437)	TOTAL UNCONTROLLABLE COST	(11,437)	-	11,437	-	(100)
(11,518)	NET COST OF SERVICE	(11,437)	-	11,437	-	(100)
	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
	Financing of Capital Expenditure	-	-	-	-	n/a
	Provision for Repayment of External Loans	-	-	-	-	n/a
	Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
(11,518)	TOTAL NET EXPENDITURE	(11,437)	-	11,437	-	(100)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
						-
<u>Other resource changes</u>						
Corporate support services bought in						11,437
						11,437
TOTAL OTHER VARIATIONS IN RESOURCE						11,437

COST CENTRE: C1622Q

FORECAST 2020/21 £000's	DESCRIPTION	ORIGINAL BUDGET 2020/21 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2021/22 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
6,942	Employees	5,754		(388)	5,366	(7)
	Premises related expenditure	-			-	n/a
9,522	Supplies and Services	4,364		4,508	8,872	103
	Third Party Payments	5,023		(5,023)	-	(100)
	Transfer Payments	-			-	n/a
	Transport related expenditure	-			-	n/a
7	Recharges from other services	-			-	n/a
16,471	TOTAL EXPENDITURE	15,141	-	(903)	14,238	(6)
	Government Grants	-			-	n/a
(3)	Other Grants, reimbursements and contributions	-			-	n/a
(293)	Customer and Client Receipts	(6)		(104)	(110)	1,733
	Interest Receivable	-			-	n/a
(6,987)	Recharges to other services	(6,117)		4,394	(1,723)	(72)
(7,284)	TOTAL INCOME	(6,123)	-	4,290	(1,833)	(70)
9,187	NET CONTROLLABLE COST	9,018	-	3,387	12,405	38
	Capital Charges	-			-	(100)
543	Intangible Charges	543		221	764	n/a
	REFCUS	-			-	n/a
1,348	Corporate support services bought in	1,348		(14,104)	(12,756)	(1,046)
1,891	TOTAL UNCONTROLLABLE COST	1,891	-	(13,883)	(11,992)	(734)
11,078	NET COST OF SERVICE	10,909	-	(10,496)	413	(96)
	Contributions to / (from) Earmarked Reserves	-			-	n/a
	Contributions to / (from) Capital Reserves:	-			-	n/a
	Financing of Capital Expenditure	-			-	n/a
	Provision for Repayment of External Loans	-			-	n/a
	Contribution to / (from) General Balances	-			-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
11,078	TOTAL NET EXPENDITURE	10,909	-	(10,496)	413	(96)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
RES Gro 04 Correction of reliance on capital funding for BAU works. Option 1						4,054
						4,054
<u>Strategic budget - agreed additional income / savings</u>						
REV Sav 26 Reduce to stat min with invest to save model for funding projects						(175)
RES Sav 24 CDS Reduction in IT contract costs due to LBC smaller workforce						(50)
RES Sav 23 Extensions or procurements of core IT contracts etc						(340)
RES Sav 25 Rent out LBC capacity to Brent						(72)
RES Sav 41 15% Immediate Measures Staffing Savings						(263)
RES Sav 41 15% Immediate Measures Staffing Savings						(900)
<u>Other resource changes</u>						
Centralisation of Staff Training						(35)
Corporate support services bought in						(14,104)
Intangible Charges						221
Increase in Employers Pension						268
						(13,650)
TOTAL OTHER VARIATIONS IN RESOURCE						(10,496)

SERVICE DESCRIPTION

Croydon Legal Services (CLS), forming part of the Law and Governance Division, is structured across three main teams:

Litigation and Corporate Legal dealing with litigation, housing and corporate governance.
Commercial and Property Legal dealing with commercial, property, planning and internal legal support to major projects.
Social Care and Education Legal dealing with child protection, adult social care and education.

A new contract for specified external services commenced on 1 January 2018 for five years, establishing a strategic partnering arrangement with a single legal provider. A legal business manager has contract management responsibility for the contract, providing dedicated support to instructing officers and a gatekeeping role to ensure the cost effectiveness of legal services from the strategic partner.

The Division also includes the Mayoral Office service. This service provides a full range of private office services to enable the Mayor to carry out and achieve their core duties. This service includes time and diary management, providing information and coordinating briefings, correspondence handling, managing casework and community visits and supporting key meetings.

Democratic Services & Scrutiny is responsible for the management and delivery of the council's formal decision making meetings. The service also leads on the management and delivering school admission appeals and programme manages the delivery of recommendations arising from Croydon's recent Governance Review.

The Electoral Services team maintains the register of electors and organises the running of elections and referenda and the Civic Events Fund.

MOVEMENT IN NET EXPENDITURE

COST CENTRE	SERVICE	ORIGINAL BUDGET 2020/21 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2021/22 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
C1636Q	Democratic	2,663	-	1,119	3,782	42
C1638Q	Electoral	613	-	1,803	2,416	294
C1646Q	Leaders Office	157	-	11	168	7
C1690Q	Civic Event Fund	31	-	(13)	18	(42)
C1950Q	Legal Business Management	539	-	162	701	30
C1952Q	Litigation And Corporate Legal	(395)	-	610	215	(154)
C1954Q	Commercial And Property Legal	(563)	-	329	(234)	(58)
C1956Q	Social Care And Education Legal	(1,049)	-	1,130	81	(108)
C1951Q	Information Management	368	-	(368)	-	(100)
	TOTAL NET SPEND	2,364	-	4,783	7,147	202

STAFF ESTABLISHMENT NUMBERS

SERVICE	ORIGINAL BUDGET 2020/21	ORIGINAL BUDGET 2021/22	CHANGE IN FTE
	FTE STAFF	FTE STAFF	FTE STAFF
Democratic	9.5	9.5	-
Electoral	5.0	5.0	-
Leaders Office	3.0	3.0	-
Legal Business Management	12.0	8.0	(4.0)
Litigation And Corporate Legal	10.0	9.4	(0.6)
Commercial And Property Legal	7.2	7.2	-
Social Care And Education Legal	18.8	17.9	(0.9)
Information Management	10.0	6.0	(4.0)
TOTAL FTE STAFF	75.5	66.0	(9.5)

COST CENTRE: C1675P

FORECAST 2020/21 £000's	DESCRIPTION	ORIGINAL BUDGET 2020/21 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2021/22 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
4,171	Employees	3,847	-	(166)	3,681	(4)
11	Premises related expenditure	7	-	2	9	29
2,151	Supplies and Services	2,396	-	(645)	1,751	(27)
-	Third Party Payments	156	-	649	805	416
-	Transfer Payments	-	-	-	-	n/a
8	Transport related expenditure	34	-	(24)	10	(71)
57	Recharges from other services	23	-	28	51	122
6,398	TOTAL EXPENDITURE	6,463	-	(156)	6,307	(2)
(44)	Government Grants	-	-	-	-	n/a
(285)	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(21)	Customer and Client Receipts	(13)	-	-	(13)	-
-	Interest Receivable	-	-	-	-	n/a
(4,145)	Recharges to other services	(4,296)	-	-	(4,296)	-
(4,495)	TOTAL INCOME	(4,309)	-	-	(4,309)	-
1,903	NET CONTROLLABLE COST	2,154	-	(156)	1,998	(7)
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
210	Corporate support services bought in	210	-	4,939	5,149	2,352
210	TOTAL UNCONTROLLABLE COST	210	-	4,939	5,149	2,352
2,113	NET COST OF SERVICE	2,364	-	4,783	7,147	202
134	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
134	TOTAL APPROPRIATIONS	-	-	-	-	n/a
2,247	TOTAL NET EXPENDITURE	2,364	-	4,783	7,147	202
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						650
<u>Strategic budget - agreed additional income / savings</u>						
						(953)
<u>Other resource changes</u>						
						5,086
TOTAL OTHER VARIATIONS IN RESOURCE						4,783

COST CENTRE: C1636Q

FORECAST 2020/21 £000's	DESCRIPTION	ORIGINAL BUDGET 2020/21 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2021/22 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
673	Employees	622		19	641	3
4	Premises related expenditure	6			6	-
1,732	Supplies and Services	1,952		(553)	1,399	(28)
	Third Party Payments	-			-	n/a
	Transfer Payments	-			-	n/a
2	Transport related expenditure	6			6	-
11	Recharges from other services	12			12	-
2,422	TOTAL EXPENDITURE	2,598	-	(534)	2,064	(21)
	Government Grants	-			-	n/a
	Other Grants, reimbursements and contributions	-			-	n/a
(10)	Customer and Client Receipts	(13)			(13)	-
	Interest Receivable	-			-	n/a
(132)	Recharges to other services	(132)			(132)	-
(142)	TOTAL INCOME	(145)	-	-	(145)	-
2,280	NET CONTROLLABLE COST	2,453	-	(534)	1,919	(22)
	Capital Charges	-			-	n/a
	Intangible Charges	-			-	n/a
	REFCUS	-			-	n/a
210	Corporate support services bought in	210		1,653	1,863	787
210	TOTAL UNCONTROLLABLE COST	210	-	1,653	1,863	787
2,490	NET COST OF SERVICE	2,663	-	1,119	3,782	42
	Contributions to / (from) Earmarked Reserves	-			-	n/a
	Contributions to / (from) Capital Reserves:	-			-	n/a
	Financing of Capital Expenditure	-			-	n/a
	Provision for Repayment of External Loans	-			-	n/a
	Contribution to / (from) General Balances	-			-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
2,490	TOTAL NET EXPENDITURE	2,663	-	1,119	3,782	42
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
Governance Review Implementation						
						-
<u>Strategic budget - agreed additional income / savings</u>						
Deliver governance Review in cost neutral way						(250)
Scale back members special responsibility allowances						(303)
						(553)
<u>Other resource changes</u>						
Employers Pension Increase						23
Corporate Services bought in						1,653
Centralisation of Staff Training						(4)
						1,672
TOTAL OTHER VARIATIONS IN RESOURCE						1,119

COST CENTRE: C1638Q

FORECAST 2020/21 £000's	DESCRIPTION	ORIGINAL BUDGET 2020/21 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2021/22 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
290	Employees	266	-	30	296	11
7	Premises related expenditure	1	-	2	3	200
213	Supplies and Services	191	-	(52)	139	(27)
-	Third Party Payments	155	-	650	805	419
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
9	Recharges from other services	-	-	27	27	n/a
519	TOTAL EXPENDITURE	613	-	657	1,270	107
(44)	Government Grants	-	-	-	-	n/a
(32)	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
-	Recharges to other services	-	-	-	-	n/a
(76)	TOTAL INCOME	-	-	-	-	n/a
443	NET CONTROLLABLE COST	613	-	657	1,270	107
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	1,146	1,146	n/a
-	TOTAL UNCONTROLLABLE COST	-	-	1,146	1,146	n/a
443	NET COST OF SERVICE	613	-	1,803	2,416	294
134	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
134	TOTAL APPROPRIATIONS	-	-	-	-	n/a
577	TOTAL NET EXPENDITURE	613	-	1,803	2,416	294
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
Cost of Directly Elected Mayor Referendum						650
						650
<u>Strategic budget - agreed additional income / savings</u>						
						-
<u>Other resource changes</u>						
Employers Pension Increase						12
Corporate support services bought in						1,146
Centralisation of Staff Training						(2)
Transfer of Budget to Mayoral (RED 7.5)						(3)
						1,153
TOTAL OTHER VARIATIONS IN RESOURCE						1,803

COST CENTRE: C1646Q

FORECAST 2020/21 £000's	DESCRIPTION	ORIGINAL BUDGET 2020/21 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2021/22 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
173	Employees	106	-	(25)	81	(24)
-	- Premises related expenditure	-	-	-	-	n/a
12	Supplies and Services	24	-	(20)	4	(83)
-	- Third Party Payments	-	-	-	-	n/a
-	- Transfer Payments	-	-	-	-	n/a
6	Transport related expenditure	27	-	(24)	3	(89)
3	Recharges from other services	-	-	1	1	n/a
194	TOTAL EXPENDITURE	157	-	(68)	89	(43)
-	- Government Grants	-	-	-	-	n/a
(1)	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	- Customer and Client Receipts	-	-	-	-	n/a
-	- Interest Receivable	-	-	-	-	n/a
-	- Recharges to other services	-	-	-	-	n/a
(1)	TOTAL INCOME	-	-	-	-	n/a
193	NET CONTROLLABLE COST	157	-	(68)	89	(43)
-	- Capital Charges	-	-	-	-	n/a
-	- Intangible Charges	-	-	-	-	n/a
-	- REFCUS	-	-	-	-	n/a
-	- Corporate support services bought in	-	-	79	79	n/a
-	TOTAL UNCONTROLLABLE COST	-	-	79	79	n/a
193	NET COST OF SERVICE	157	-	11	168	7
-	- Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	- Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	- Financing of Capital Expenditure	-	-	-	-	n/a
-	- Provision for Repayment of External Loans	-	-	-	-	n/a
-	- Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
193	TOTAL NET EXPENDITURE	157	-	11	168	7
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
Reduce staffing in Mayor's Office						(77)
						(77)
<u>Other resource changes</u>						
Increase in Employers Pension						6
Corporate support services bought in						79
Transfer of Budget from Electoral (RED 7.4)						3
						88
TOTAL OTHER VARIATIONS IN RESOURCE						11

COST CENTRE: C1690Q

FORECAST 2020/21 £000's	DESCRIPTION	ORIGINAL BUDGET 2020/21 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2021/22 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
-	Employees	-	-	-	-	n/a
-	Premises related expenditure	-	-	-	-	n/a
5	Supplies and Services	30	-	(20)	10	(67)
-	Third Party Payments	1	-	(1)	-	(100)
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
-	Recharges from other services	-	-	-	-	n/a
5	TOTAL EXPENDITURE	31	-	(21)	10	(68)
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
-	Recharges to other services	-	-	-	-	n/a
-	TOTAL INCOME	-	-	-	-	n/a
5	NET CONTROLLABLE COST	31	-	(21)	10	(68)
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	8	8	n/a
-	TOTAL UNCONTROLLABLE COST	-	-	8	8	n/a
5	NET COST OF SERVICE	31	-	(13)	18	(42)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
5	TOTAL NET EXPENDITURE	31	-	(13)	18	(42)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
Reduce staffing in Mayor's Office						(21)
						(21)
<u>Other resource changes</u>						
Corporate services bought in						8
						8
TOTAL OTHER VARIATIONS IN RESOURCE						(13)

COST CENTRE: C1950Q

FORECAST 2020/21 £000's	DESCRIPTION	ORIGINAL BUDGET 2020/21 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2021/22 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
531	Employees	330	-	(116)	214	(35)
-	- Premises related expenditure	-	-	-	-	n/a
155	Supplies and Services	197	-	-	197	-
-	- Third Party Payments	-	-	-	-	n/a
-	- Transfer Payments	-	-	-	-	n/a
-	- Transport related expenditure	1	-	-	1	-
-	- Recharges from other services	11	-	-	11	-
686	TOTAL EXPENDITURE	539	-	(116)	423	(22)
-	- Government Grants	-	-	-	-	n/a
-	- Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	- Customer and Client Receipts	-	-	-	-	n/a
-	- Interest Receivable	-	-	-	-	n/a
-	- Recharges to other services	-	-	-	-	n/a
-	TOTAL INCOME	-	-	-	-	n/a
686	NET CONTROLLABLE COST	539	-	(116)	423	(22)
-	- Capital Charges	-	-	-	-	n/a
-	- Intangible Charges	-	-	-	-	n/a
-	- REFCUS	-	-	-	-	n/a
-	- Corporate support services bought in	-	-	278	278	n/a
-	TOTAL UNCONTROLLABLE COST	-	-	278	278	n/a
686	NET COST OF SERVICE	539	-	162	701	30
-	- Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	- Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	- Financing of Capital Expenditure	-	-	-	-	n/a
-	- Provision for Repayment of External Loans	-	-	-	-	n/a
-	- Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
686	TOTAL NET EXPENDITURE	539	-	162	701	30
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
15% Immediate Measures Staffing Savings						(109)
						(109)
<u>Other resource changes</u>						
Employers Pension Increase						26
Corporate Services bought in						278
Centralisation of Staff Training						(33)
						271
TOTAL OTHER VARIATIONS IN RESOURCE						162

COST CENTRE: C1952Q

FORECAST 2020/21 £000's	DESCRIPTION	ORIGINAL BUDGET 2020/21 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2021/22 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
677	Employees	689	-	(7)	682	(1)
-	- Premises related expenditure	-	-	-	-	n/a
-	- Supplies and Services	-	-	-	-	n/a
-	- Third Party Payments	-	-	-	-	n/a
-	- Transfer Payments	-	-	-	-	n/a
-	- Transport related expenditure	-	-	-	-	n/a
4	Recharges from other services	-	-	-	-	n/a
681	TOTAL EXPENDITURE	689	-	(7)	682	(1)
-	- Government Grants	-	-	-	-	n/a
-	- Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	- Customer and Client Receipts	-	-	-	-	n/a
-	- Interest Receivable	-	-	-	-	n/a
(835)	Recharges to other services	(1,084)	-	-	(1,084)	-
(835)	TOTAL INCOME	(1,084)	-	-	(1,084)	-
(154)	NET CONTROLLABLE COST	(395)	-	(7)	(402)	2
-	- Capital Charges	-	-	-	-	n/a
-	- Intangible Charges	-	-	-	-	n/a
-	- REFCUS	-	-	-	-	n/a
-	- Corporate support services bought in	-	-	617	617	n/a
-	TOTAL UNCONTROLLABLE COST	-	-	617	617	n/a
(154)	NET COST OF SERVICE	(395)	-	610	215	(154)
-	- Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	- Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	- Financing of Capital Expenditure	-	-	-	-	n/a
-	- Provision for Repayment of External Loans	-	-	-	-	n/a
-	- Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
(154)	TOTAL NET EXPENDITURE	(395)	-	610	215	(154)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
15% Immediate Measures Staffing Savings						(37)
						(37)
<u>Other resource changes</u>						
Employers Pension Increase						30
Corporate support services bought in						617
						647
TOTAL OTHER VARIATIONS IN RESOURCE						610

COST CENTRE: C1954Q

FORECAST 2020/21 £000's	DESCRIPTION	ORIGINAL BUDGET 2020/21 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2021/22 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
383	Employees	330	-	16	346	5
-	- Premises related expenditure	-	-	-	-	n/a
3	Supplies and Services	-	-	-	-	n/a
-	- Third Party Payments	-	-	-	-	n/a
-	- Transfer Payments	-	-	-	-	n/a
-	- Transport related expenditure	-	-	-	-	n/a
-	- Recharges from other services	-	-	-	-	n/a
386	TOTAL EXPENDITURE	330	-	16	346	5
-	- Government Grants	-	-	-	-	n/a
(252)	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	- Customer and Client Receipts	-	-	-	-	n/a
-	- Interest Receivable	-	-	-	-	n/a
(378)	Recharges to other services	(893)	-	-	(893)	-
(630)	TOTAL INCOME	(893)	-	-	(893)	-
(244)	NET CONTROLLABLE COST	(563)	-	16	(547)	(3)
-	- Capital Charges	-	-	-	-	n/a
-	- Intangible Charges	-	-	-	-	n/a
-	- REFCUS	-	-	-	-	n/a
-	- Corporate support services bought in	-	-	313	313	n/a
-	TOTAL UNCONTROLLABLE COST	-	-	313	313	n/a
(244)	NET COST OF SERVICE	(563)	-	329	(234)	(58)
-	- Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	- Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	- Financing of Capital Expenditure	-	-	-	-	n/a
-	- Provision for Repayment of External Loans	-	-	-	-	n/a
-	- Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
(244)	TOTAL NET EXPENDITURE	(563)	-	329	(234)	(58)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
						-
<u>Other resource changes</u>						
Employers Pension Increase						16
Corporate Services Bought In						313
						329
TOTAL OTHER VARIATIONS IN RESOURCE						329

COST CENTRE: C1956Q

FORECAST 2020/21 £000's	DESCRIPTION	ORIGINAL BUDGET 2020/21 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2021/22 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
1,229	Employees	1,138	-	54	1,192	5
-	- Premises related expenditure	-	-	-	-	n/a
-	- Supplies and Services	-	-	-	-	n/a
-	- Third Party Payments	-	-	-	-	n/a
-	- Transfer Payments	-	-	-	-	n/a
-	- Transport related expenditure	-	-	-	-	n/a
-	- Recharges from other services	-	-	-	-	n/a
1,229	TOTAL EXPENDITURE	1,138	-	54	1,192	5
-	- Government Grants	-	-	-	-	n/a
-	- Other Grants, reimbursements and contributions	-	-	-	-	n/a
(11)	- Customer and Client Receipts	-	-	-	-	n/a
-	- Interest Receivable	-	-	-	-	n/a
(2,800)	- Recharges to other services	(2,187)	-	-	(2,187)	-
(2,811)	TOTAL INCOME	(2,187)	-	-	(2,187)	-
(1,582)	NET CONTROLLABLE COST	(1,049)	-	54	(995)	(5)
-	- Capital Charges	-	-	-	-	n/a
-	- Intangible Charges	-	-	-	-	n/a
-	- REFCUS	-	-	-	-	n/a
-	- Corporate support services bought in	-	-	1,076	1,076	n/a
-	TOTAL UNCONTROLLABLE COST	-	-	1,076	1,076	n/a
(1,582)	NET COST OF SERVICE	(1,049)	-	1,130	81	(108)
-	- Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	- Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	- Financing of Capital Expenditure	-	-	-	-	n/a
-	- Provision for Repayment of External Loans	-	-	-	-	n/a
-	- Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
(1,582)	TOTAL NET EXPENDITURE	(1,049)	-	1,130	81	(108)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
						-
<u>Other resource changes</u>						
Increase in Employers Pension						54
Corporate Services bought in						1,076
						1,130
TOTAL OTHER VARIATIONS IN RESOURCE						1,130

COST CENTRE: C1951Q

FORECAST 2020/21 £000's	DESCRIPTION	ORIGINAL BUDGET 2020/21 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2021/22 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
215	Employees	366	-	(137)	229	(37)
-	- Premises related expenditure	-	-	-	-	n/a
31	Supplies and Services	2	-	-	2	-
-	- Third Party Payments	-	-	-	-	n/a
-	- Transfer Payments	-	-	-	-	n/a
-	- Transport related expenditure	-	-	-	-	n/a
30	Recharges from other services	-	-	-	-	n/a
276	TOTAL EXPENDITURE	368	-	(137)	231	(37)
-	- Government Grants	-	-	-	-	n/a
-	- Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	- Customer and Client Receipts	-	-	-	-	n/a
-	- Interest Receivable	-	-	-	-	n/a
-	- Recharges to other services	-	-	-	-	n/a
-	TOTAL INCOME	-	-	-	-	n/a
276	NET CONTROLLABLE COST	368	-	(137)	231	(37)
-	- Capital Charges	-	-	-	-	n/a
-	- Intangible Charges	-	-	-	-	n/a
-	- REFCUS	-	-	-	-	n/a
-	- Corporate support services bought in	-	-	(231)	(231)	n/a
-	TOTAL UNCONTROLLABLE COST	-	-	(231)	(231)	n/a
276	NET COST OF SERVICE	368	-	(368)	-	(100)
-	- Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	- Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	- Financing of Capital Expenditure	-	-	-	-	n/a
-	- Provision for Repayment of External Loans	-	-	-	-	n/a
-	- Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
276	TOTAL NET EXPENDITURE	368	-	(368)	-	(100)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
15% Immediate Measures Staffing Savings						(156)
						(156)
<u>Other resource changes</u>						
Increase in Employers Pension						19
Corporate support services bought in						(231)
						(212)
TOTAL OTHER VARIATIONS IN RESOURCE						(368)

SERVICE DESCRIPTION

The Policy and Partnership areas comprises of 3 service areas:

The Communities and Policy team support the council in achieving its vision through strategic planning, policy development and its relationships with strategic partners and voluntary and community sector groups. The team also manages a range of grant programmes delivering against corporate priorities.

The Business Intelligence, Performance & Improvement service provides the following key functions:
 Performance delivering statutory performance returns for children's, adults, education & housing services & Children's and Adults performance reporting functions
 Business intelligence triangulation of data across multiple systems to understand demand, costs and service performance. Live dashboard reporting
 Corporate, Resources and Place performance reporting function
 Business insight supporting evidence based decision making & strategic planning

The Corporate Programme Office is a new service, responsible for the coordination, management and reporting of the Council's programme and project delivery. The team provides a key assurance function for the organisation, enabling it to prioritise delivery and take effective action to enable delivery.

MOVEMENT IN NET EXPENDITURE

COST CENTRE	SERVICE	ORIGINAL BUDGET 2020/21 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2021/22 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
C1900Q	Communities And Policy	190	-	3,457	3,647	1,819
C1672Q	Performance and Insight	1,185	-	(1,254)	(69)	(106)
TOTAL NET SPEND		1,375	-	2,203	3,578	160

STAFF ESTABLISHMENT NUMBERS

SERVICE	ORIGINAL BUDGET 2020/21	ORIGINAL BUDGET 2021/22	CHANGE IN FTE
	FTE STAFF	FTE STAFF	FTE STAFF
Communities And Policy	15.0	20.0	5.0
Performance and Insight	29.5	21.5	(8.0)
TOTAL FTE STAFF	44.5	41.5	(3.0)

COST CENTRE: C1900P

FORECAST 2020/21 £000's	DESCRIPTION	ORIGINAL BUDGET 2020/21 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2021/22 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
3,040	Employees	2,323	-	216	2,539	9
-	- Premises related expenditure	-	-	-	-	n/a
197	Supplies and Services	70	-	-	70	-
4,470	Third Party Payments	2,347	-	(323)	2,024	(14)
-	- Transfer Payments	-	-	-	-	n/a
-	- Transport related expenditure	-	-	-	-	n/a
(51)	Recharges from other services	-	-	-	-	n/a
7,656	TOTAL EXPENDITURE	4,740	-	(107)	4,633	(2)
(444)	Government Grants	-	-	-	-	n/a
(664)	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	- Customer and Client Receipts	-	-	-	-	n/a
-	- Interest Receivable	-	-	-	-	n/a
(2,618)	Recharges to other services	(848)	-	253	(595)	(30)
(3,726)	TOTAL INCOME	(848)	-	253	(595)	(30)
3,930	NET CONTROLLABLE COST	3,892	-	146	4,038	4
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
576	REFCUS	576	-	-	576	-
(3,093)	Corporate support services bought in	(3,093)	-	2,057	(1,036)	(67)
(2,517)	TOTAL UNCONTROLLABLE COST	(2,517)	-	2,057	(460)	(82)
1,413	NET COST OF SERVICE	1,375	-	2,203	3,578	160
(65)	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	- Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	- Financing of Capital Expenditure	-	-	-	-	n/a
-	- Provision for Repayment of External Loans	-	-	-	-	n/a
-	- Contribution to / (from) General Balances	-	-	-	-	n/a
(65)	TOTAL APPROPRIATIONS	-	-	-	-	n/a
1,348	TOTAL NET EXPENDITURE	1,375	-	2,203	3,578	160
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						692
<u>Strategic budget - agreed additional income / savings</u>						
						(689)
<u>Other resource changes</u>						
						2,200
TOTAL OTHER VARIATIONS IN RESOURCE						2,203

COST CENTRE: C1900Q

FORECAST 2020/21 £000's	DESCRIPTION	ORIGINAL BUDGET 2020/21 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2021/22 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
1,462	Employees	862	-	307	1,169	36
-	- Premises related expenditure	-	-	-	-	n/a
136	Supplies and Services	16	-	-	16	-
4,470	Third Party Payments	2,347	-	(323)	2,024	(14)
-	- Transfer Payments	-	-	-	-	n/a
-	- Transport related expenditure	-	-	-	-	n/a
60	Recharges from other services	-	-	-	-	n/a
6,128	TOTAL EXPENDITURE	3,225	-	(16)	3,209	(0)
(444)	Government Grants	-	-	-	-	n/a
(664)	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	- Customer and Client Receipts	-	-	-	-	n/a
-	- Interest Receivable	-	-	-	-	n/a
(2,163)	Recharges to other services	(518)	-	38	(480)	(7)
(3,271)	TOTAL INCOME	(518)	-	38	(480)	(7)
2,857	NET CONTROLLABLE COST	2,707	-	22	2,729	1
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
576	REFCUS	576	-	-	576	-
(3,093)	Corporate support services bought in	(3,093)	-	3,435	342	(111)
(2,517)	TOTAL UNCONTROLLABLE COST	(2,517)	-	3,435	918	(136)
340	NET COST OF SERVICE	190	-	3,457	3,647	1,819
(65)	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	- Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	- Financing of Capital Expenditure	-	-	-	-	n/a
-	- Provision for Repayment of External Loans	-	-	-	-	n/a
-	- Contribution to / (from) General Balances	-	-	-	-	n/a
(65)	TOTAL APPROPRIATIONS	-	-	-	-	n/a
275	TOTAL NET EXPENDITURE	190	-	3,457	3,647	1,819
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
Corporate PMO						480
						480
<u>Strategic budget - agreed additional income / savings</u>						
VCS Small Grants						(100)
Rent Subsidy						(244)
Policy Team Reduction						(110)
Communities Team Reduction						(123)
15% Immediate Measures Staffing Savings						-
						(577)
<u>Other resource changes</u>						
Increase in Employers Pension						43
Corporate support services bought in						3,435
Transfer of Budget from Chief Executive (RED 4.4)						76
						3,554
TOTAL OTHER VARIATIONS IN RESOURCE						3,457

COST CENTRE: C1672Q

FORECAST 2020/21 £000's	DESCRIPTION	ORIGINAL BUDGET 2020/21 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2021/22 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
1,578	Employees	1,461		(91)	1,370	(6)
-	- Premises related expenditure	-		-	-	n/a
61	Supplies and Services	54		-	54	-
-	- Third Party Payments	-		-	-	n/a
-	- Transfer Payments	-		-	-	n/a
-	- Transport related expenditure	-		-	-	n/a
(111)	Recharges from other services	-		-	-	n/a
1,528	TOTAL EXPENDITURE	1,515	-	(91)	1,424	(6)
-	- Government Grants	-		-	-	n/a
-	- Other Grants, reimbursements and contributions	-		-	-	n/a
-	- Customer and Client Receipts	-		-	-	n/a
-	- Interest Receivable	-		-	-	n/a
(455)	Recharges to other services	(330)		215	(115)	(65)
(455)	TOTAL INCOME	(330)	-	215	(115)	(65)
1,073	NET CONTROLLABLE COST	1,185	-	124	1,309	10
	Capital Charges	-			-	n/a
	Intangible Charges	-			-	n/a
	REFCUS	-			-	n/a
	Corporate support services bought in	-		(1,378)	(1,378)	n/a
-	TOTAL UNCONTROLLABLE COST	-	-	(1,378)	(1,378)	n/a
1,073	NET COST OF SERVICE	1,185	-	(1,254)	(69)	(106)
-	- Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	- Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	- Financing of Capital Expenditure	-	-	-	-	n/a
-	- Provision for Repayment of External Loans	-	-	-	-	n/a
-	- Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
1,073	TOTAL NET EXPENDITURE	1,185	-	(1,254)	(69)	(106)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
Business Intelligence Team - permanent resource						212
						212
<u>Strategic budget - agreed additional income / savings</u>						
15% Immediate Measures Staffing Savings						(65)
Business intelligence						(47)
						(112)
<u>Other resource changes</u>						
Increase in Employers Pension						69
Reduction of Income Budgets						(147)
Transfer of budget (from RED 8.4 to RED 2.9)						(249)
Budget transfer from C & P Directorate (RED 2.5)						365
Increase Corporate support services bought in						(1,378)
Other minor variations						(14)
						(1,354)
TOTAL OTHER VARIATIONS IN RESOURCE						(1,254)

HOUSING REVENUE ACCOUNT

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KEY SERVICE TARGETS / PRIORITIES FOR 2021/22

Croydon's Housing Strategy sets out the following key priorities (funded both from the General Fund and the Housing Revenue Account):

- 1) Maximise the supply of affordable housing, meet housing need and reduce the number of households in temporary accommodation
- 2) Promote independent living for vulnerable people
- 3) Improve housing conditions to ensure a decent home for all and maintain the Decent Homes Standard for council Housing
- 4) Promote better and fair access to housing services
- 5) Develop sustainable communities

FINANCIAL PERFORMANCE

COST CENTRE: C2000M

DESCRIPTION	ORIGINAL 2020/21 £000	FORECAST 2020/21 £000	BUDGET 2021/22 £000	% CHANGE %
Employees	13,976	13,418	15,162	13
Premises related expenditure	18,904	17,635	17,740	1
Supplies and Services	2,510	2,679	3,081	15
Third Party Payments	406	327	363	11
Transfer Payments	156	789	656	(17)
Transport related expenditure	30	34	44	29
Capital Charges	35,776	35,776	35,824	0
Intangible Charges	59	59	122	107
REFCUS	180	180	180	-
Corporate support services bought in	6,705	6,705	6,705	-
Recharges from other services	9,348	10,801	8,988	(17)
TOTAL EXPENDITURE	88,050	88,403	88,865	1
Government Grants	-	-	-	n/a
Other Grants, reimbursements and contributions	(209)	(179)	(185)	3
Customer and Client Receipts	(85,771)	(87,981)	(86,591)	(2)
Interest Receivable	-	-	-	n/a
Recharges to other services	(2,071)	(1,788)	(2,089)	17
TOTAL INCOME	(88,051)	(89,948)	(88,865)	(1)
NET EXPENDITURE	(1)	(1,545)	-	(100)
Contributions to / (from) Reserves	-	-	-	n/a
CURRENT BUDGET	-	-	-	-
TOTAL VARIANCE FROM BUDGET- Over/(Under)	-	(1,545)	-	-

TOP FINANCIAL RISKS 2020/21

- 1) Outcome of Government consultations impacting on use of receipts from Right to Buy sales and Social Housing green papers
- 2) Water collection charges court case ongoing with potential claims for overpaid rates dating back to 2002. LBC retains a provision of £3.03m

CABINET MEMBER

Councillor Jane Avis

Deputy Leader

DEPARTMENT MANAGEMENT TEAM

NAME	TITLE	TEL. EX.
Guy Van Dichele	Executive Director of Health, Wellbeing and Adults	50193
Shifa Mustafa	Executive Director of Place	47575
Ozay Ali	Interim Director - Homes and Social Investment	47446
Yvonne Murray	Director - Housing Assessments & Solutions	61576
Steve Iles	Director - Public Realm (Safety - HRA only)	52821

COST CENTRE	DIVISION
C2200N	Housing Assessment and Solutions
C2100N	Home and Social Investment
C2400N	Directorate & Centralised Costs - HRA

MOVEMENT IN SERVICE NET EXPENDITURE

FORECAST 2020/21 £000's	DIVISION	ORIGINAL BUDGET 2020/21 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2021/22 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
(68,243)	Housing Assessment and Solutions	(67,877)	-	674	(67,203)	1
17,183	Homes and Social Investment	17,851	-	845	18,696	5
49,515	Directorate & Centralised Costs - HRA	50,026	-	(1,519)	48,507	(3)
(1,545)	TOTAL NET SPEND	-	-	-	-	-

STAFF ESTABLISHMENT NUMBERS

DIVISION	ORIGINAL BUDGET 2020/21 FTE STAFF	ORIGINAL BUDGET 2021/22 FTE STAFF	CHANGE IN FTE FTE STAFF
Housing Assessment and Solutions	180.5	185.3	4.8
Homes and Social Investment	111.4	111.6	0.2
Directorate & Centralised Costs - HRA	2.0	3.0	1.0
TOTAL FTE STAFF	293.9	299.9	6.0

FORECAST 2020/21 £000's	DESCRIPTION	ORIGINAL BUDGET 2020/21 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2021/22 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
13,418	Employees	13,977	-	1,184	15,162	8
17,635	Premises related expenditure	18,904	-	(1,163)	17,740	(6)
2,679	Supplies and Services	2,510	-	571	3,081	23
327	Third Party Payments	406	-	(43)	363	(11)
789	Transfer Payments	156	-	500	656	321
34	Transport related expenditure	30	-	14	44	47
10,801	Recharges from other services	9,348	-	(360)	8,988	(4)
45,683	TOTAL EXPENDITURE	45,331	-	703	46,034	2
-	Government Grants	-	-	-	-	n/a
(179)	Other Grants, reimbursements and contributions	(209)	-	24	(185)	(11)
(87,981)	Customer and Client Receipts	(85,771)	-	(820)	(86,591)	1
-	Interest Receivable	-	-	-	-	n/a
(1,788)	Recharges to other services	(2,071)	-	(18)	(2,089)	1
(89,948)	TOTAL INCOME	(88,051)	-	(814)	(88,865)	1
(44,265)	NET CONTROLLABLE COST	(42,720)	-	(111)	(42,831)	0
35,776	Capital Charges	35,776	-	48	35,824	0
59	Intangible Charges	59	-	63	122	107
180	REFCUS	180	-	-	180	-
6,705	Corporate support services bought in	6,705	-	-	6,705	-
42,720	TOTAL UNCONTROLLABLE COST	42,720	-	111	42,831	0
(1,545)	NET COST OF SERVICE	-	-	-	-	n/a
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
(1,545)	TOTAL NET EXPENDITURE	-	-	-	-	n/a
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
Strategic budget - agreed pressures / service demands						2,846
Strategic budget - agreed additional income / savings						(2,846)
Other resource changes						-
TOTAL OTHER VARIATIONS IN RESOURCE						-

SERVICE DESCRIPTION

The HRA Housing Assessment and Solutions Service is made up of the following sections: Service Development , Income and Lettings, Tenancy and Neighbourhood Services, Housing Solutions and Housing Renewals.

Income to the Housing Revenue Account

Income to the Housing Revenue Account derives from four main sources:

- 1) Rental income due from the letting of dwelling and garages met by tenants and direct credits for rent rebates.
- 2) Service charges due to tenants for caretaking and grounds maintenance
- 3) Recharges of energy costs from communal heating schemes
- 4) Service charges to Leaseholders

Service Development

A leaseholder service is responsible for collecting service charges and payments for major works from leaseholders. Collates performance management information on all housing management services and reports regularly to resident scrutiny panel. The Legal team take legal proceedings for tenancy breaches including: rent arrears, anti-social behaviour, disrepair and unauthorised occupants. Housing standards undertake occupancy checks and tenancy audits. Sustainable communities promote youth involvement, access to work, digital inclusion, money management, outreach work and community development. It collates performance management information on all housing management services and reports regular to resident scrutiny panel.

Income and Lettings

Responsible for rent collection (collection of £77m annually). It provides welfare and debt advice for Council tenants and signs up new tenants and lets Council garages. This part of the Housing Revenue Account budget includes those costs that relate to the general management of the landlord service together with the administration of tenancy applications, rent collection and accounting. This part of the Housing Revenue Account budget includes those costs that relate to the general management of the landlord service together with the administration of tenancy applications, rent collection and accounting.

Tenancy and Neighbourhood Services

Responsible for tenancy services including enforcement of conditions of tenancy and changes to tenancies. It tackles anti-social behaviour and carries out regular estate inspections. It promotes resident participation and runs a caretaking service. This part of the Housing Revenue Account includes any expenditure which relates only to specific estates rather than the general housing stock. This includes services such as Caretaking and grounds maintenance. The income from the charges made for central heating is credited directly to income and the full cost of the standard space water heating provided will be recovered from tenants.

Housing Solutions

Responsible for the housing and transfer registers, and allocation of social housing (including registered social landlords). It promotes home ownership (right to buy and social home buy). It provides and manages temporary accommodation and facilitates access to the private sector to prevent and discharge the council's homelessness duty, providing subsequent support to landlords and tenants to sustain tenancies.

Housing Renewal

Responsible for the Major Adaptations Unit and for providing adaptations to council homes to enable older and disabled people to stay in their own homes. A Home Safety service is provided for council tenants with young children to prevent accidents in the home. Also includes the Empty Property Service which assists with returning vacant homes to use, where possible by the council for homeless persons, by providing grant assistance, advice or enforcement

MOVEMENT IN NET EXPENDITURE

COST CENTRE	SERVICE	ORIGINAL BUDGET 2020/21 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2021/22 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
C2420P	Housing Assessment and Solutions	(67,876)	-	674	(67,202)	(1)
	TOTAL NET SPEND	(67,876)	-	674	(67,202)	(1)

STAFF ESTABLISHMENT NUMBERS

SERVICE	ORIGINAL BUDGET 2020/21	ORIGINAL BUDGET 2021/22	CHANGE IN
	FTE STAFF	FTE STAFF	FTE STAFF
Housing Assessment and Solutions - HRA	180.5	185.3	4.8
TOTAL FTE STAFF	180.5	185.3	4.8

COST CENTRE: C2420P

FORECAST 2020/21 £000's	DESCRIPTION	ORIGINAL BUDGET 2020/21 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2021/22 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
7,036	Employees	6,917		328	7,245	5
4,572	Premises related expenditure	5,509		(1,163)	4,346	(21)
1,918	Supplies and Services	1,441		364	1,805	25
323	Third Party Payments	279		(46)	233	(16)
789	Transfer Payments	156		500	656	321
21	Transport related expenditure	14		3	17	21
5,487	Recharges from other services	4,023		1,502	5,525	37
20,146	TOTAL EXPENDITURE	18,339	-	1,488	19,827	8
-	Government Grants	-	-	-	-	n/a
(173)	Other Grants, reimbursements and contributions	(209)	-	24	(185)	(11)
(87,981)	Customer and Client Receipts	(85,771)	-	(820)	(86,591)	1
-	Interest Receivable	-	-	-	-	n/a
(235)	Recharges to other services	(235)	-	(18)	(253)	8
(88,389)	TOTAL INCOME	(86,215)	-	(814)	(87,029)	1
(68,243)	NET CONTROLLABLE COST	(67,876)	-	674	(67,202)	0
	Capital Charges	-			-	n/a
	Intangible Charges	-			-	n/a
	REFCUS	-			-	n/a
	Corporate support services bought in	-			-	n/a
-	TOTAL UNCONTROLLABLE COST	-	-	-	-	n/a
(68,243)	NET COST OF SERVICE	(67,876)	-	674	(67,202)	0
	Contributions to / (from) Earmarked Reserves	-			-	n/a
	Contributions to / (from) Capital Reserves:	-			-	n/a
	Financing of Capital Expenditure	-			-	n/a
	Provision for Repayment of External Loans	-			-	n/a
	Contribution to / (from) General Balances	-			-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
(68,243)	TOTAL NET EXPENDITURE	(67,876)	-	674	(67,202)	0
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
Pension deficit and staffing increment funding						588
Reduction in Garage and Commercial property rent due to unachieved savings						118
Increase in electricity costs for the communal areas						319
Discretionary Housing Payments for HRA tenants						500
						1,525
<u>Strategic budget - agreed additional income / savings</u>						
Increase in rental income and service charges of 1.5%						(839)
Heating charges increase of 1.5%						(7)
						(846)
<u>Other resource changes</u>						
Centralisation of Learning and Development (HRA 3.2)						(5)
						(5)
TOTAL OTHER VARIATIONS IN RESOURCE						674

SERVICE DESCRIPTION

The HRA elements of the Place department include the following services:

Homes and Social Investment:

The repairs and maintenance service is responsible for repairs and cyclical maintenance of the Council's housing stock. The service responds to around 65,000 repair requests each year. The repairs service is delivered through a long term partnering contract.

The assets and involvement service is responsible for the council's housing asset management plan, for developing the annual capital programme of planned investment in council homes and for ensuring that tenants and leaseholders are informed and consulted on the priorities for the HRA and works to their homes.

The capital delivery for homes and schools service focuses on delivering major capital works to HRA properties such as energy efficiency, kitchens and bathrooms and security programmes.

Future delivery of affordable housing into the HRA.

Safety-HRA (Managed under Public Realm- Community Safety):

This includes the Safety team for the HRA that contributes to the Council's Neighbourhood Safety team.

MOVEMENT IN NET EXPENDITURE

COST CENTRE	SERVICE	ORIGINAL BUDGET 2020/21 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2021/22 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
C2125P	Homes and Social Investment	16,459	-	786	17,245	5
C2130P	Safety - HRA	1,392	-	59	1,451	4
	TOTAL NET SPEND	17,851	-	845	18,696	9

STAFF ESTABLISHMENT NUMBERS

SERVICE	ORIGINAL BUDGET 2020/21 FTE STAFF	ORIGINAL BUDGET 2021/22 FTE STAFF	CHANGE IN FTE
Homes and Social Investment	94.2	94.4	0.2
Safety - HRA	17.2	17.2	-
TOTAL FTE STAFF	111.4	111.6	0.2

COST CENTRE: C2100N

FORECAST 2020/21 £000's	DESCRIPTION	ORIGINAL BUDGET 2020/21 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2021/22 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
5,009	Employees	5,734	-	519	6,253	9
11,902	Premises related expenditure	12,234	-	-	12,234	-
679	Supplies and Services	673	-	207	880	31
4	Third Party Payments	23	-	3	26	13
-	Transfer Payments	-	-	-	-	n/a
13	Transport related expenditure	16	-	11	27	69
1,092	Recharges from other services	964	-	105	1,069	11
18,699	TOTAL EXPENDITURE	19,644	-	845	20,489	4
-	Government Grants	-	-	-	-	n/a
(6)	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
(1,510)	Recharges to other services	(1,793)	-	-	(1,793)	-
(1,516)	TOTAL INCOME	(1,793)	-	-	(1,793)	-
17,183	NET CONTROLLABLE COST	17,851	-	845	18,696	5
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
-	TOTAL UNCONTROLLABLE COST	-	-	-	-	n/a
17,183	NET COST OF SERVICE	17,851	-	845	18,696	5
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
17,183	TOTAL NET EXPENDITURE	17,851	-	845	18,696	5
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
Strategic budget - agreed pressures / service demands						850
Strategic budget - agreed additional income / savings						-
Other resource changes						(5)
TOTAL OTHER VARIATIONS IN RESOURCE						845

COST CENTRE: C2125P

FORECAST 2020/21 £000's	DESCRIPTION	ORIGINAL BUDGET 2020/21 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2021/22 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
4,286	Employees	4,968		460	5,428	9
11,902	Premises related expenditure	12,234			12,234	-
663	Supplies and Services	655	-	207	862	32
4	Third Party Payments	23	-	3	26	13
-	Transfer Payments	-	-	-	-	n/a
8	Transport related expenditure	10	-	11	21	110
491	Recharges from other services	362	-	105	467	29
17,354	TOTAL EXPENDITURE	18,252	-	786	19,038	4
-	Government Grants	-	-	-	-	n/a
(6)	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
(1,510)	Recharges to other services	(1,793)	-	-	(1,793)	-
(1,516)	TOTAL INCOME	(1,793)	-	-	(1,793)	-
15,838	NET CONTROLLABLE COST	16,459	-	786	17,245	5
	Capital Charges	-			-	n/a
	Intangible Charges	-			-	n/a
	REFCUS	-			-	n/a
	Corporate support services bought in	-			-	n/a
-	TOTAL UNCONTROLLABLE COST	-	-	-	-	n/a
15,838	NET COST OF SERVICE	16,459	-	786	17,245	5
	Contributions to / (from) Earmarked Reserves	-			-	n/a
	Contributions to / (from) Capital Reserves:	-			-	n/a
	Financing of Capital Expenditure	-			-	n/a
	Provision for Repayment of External Loans	-			-	n/a
	Contribution to / (from) General Balances	-			-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
15,838	TOTAL NET EXPENDITURE	16,459	-	786	17,245	5
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
Pension deficit and staffing increment funding						441
Growth for legal budget regarding claims for disrepairs						350
						791
<u>Strategic budget - agreed additional income / savings</u>						
						-
<u>Other resource changes</u>						
Savings relating to the learning and service development (HRA 3.2)						(5)
						(5)
TOTAL OTHER VARIATIONS IN RESOURCE						786

COST CENTRE: C2130P

FORECAST 2020/21 £000's	DESCRIPTION	ORIGINAL BUDGET 2020/21 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2021/22 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
723	Employees	766		59	825	8
-	- Premises related expenditure	-	-	-	-	n/a
16	Supplies and Services	18	-	-	18	-
-	- Third Party Payments	-	-	-	-	n/a
-	- Transfer Payments	-	-	-	-	n/a
5	Transport related expenditure	6	-	-	6	-
601	Recharges from other services	602	-	-	602	-
1,345	TOTAL EXPENDITURE	1,392	-	59	1,451	4
-	- Government Grants	-	-	-	-	n/a
-	- Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	- Customer and Client Receipts	-	-	-	-	n/a
-	- Interest Receivable	-	-	-	-	n/a
-	- Recharges to other services	-	-	-	-	n/a
-	TOTAL INCOME	-	-	-	-	n/a
1,345	NET CONTROLLABLE COST	1,392	-	59	1,451	4
	Capital Charges	-			-	n/a
	Intangible Charges	-			-	n/a
	REFCUS	-			-	n/a
	Corporate support services bought in	-			-	n/a
-	TOTAL UNCONTROLLABLE COST	-	-	-	-	n/a
1,345	NET COST OF SERVICE	1,392	-	59	1,451	4
	Contributions to / (from) Earmarked Reserves	-			-	n/a
	Contributions to / (from) Capital Reserves:	-			-	n/a
	Financing of Capital Expenditure	-			-	n/a
	Provision for Repayment of External Loans	-			-	n/a
	Contribution to / (from) General Balances	-			-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
1,345	TOTAL NET EXPENDITURE	1,392	-	59	1,451	4
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
Pension deficit and staffing increment funding						59
						59
<u>Strategic budget - agreed additional income / savings</u>						
						-
<u>Other resource changes</u>						
						-
TOTAL OTHER VARIATIONS IN RESOURCE						59

SERVICE DESCRIPTION

The Directorate and Centralised budgets are used to fund the following items within the HRA:

- Capital charges relating to the HRA asset base (i.e. depreciation, impairment, etc)
- Servicing of HRA debt transferred to the council (including interest, debt repayments, etc)
- Revenue contributions to the funding of the capital programme
- SERCOP charge and other central recharges

MOVEMENT IN NET EXPENDITURE

COST CENTRE	SERVICE	ORIGINAL BUDGET 2020/21 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2021/22 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
C2400N &	Directorate & Centralised Costs	50,026	-	(1,519)	48,508	(3)
	TOTAL NET SPEND	50,026	-	(1,519)	48,508	(3)

STAFF ESTABLISHMENT NUMBERS

SERVICE	ORIGINAL BUDGET 2020/21 FTE STAFF	ORIGINAL BUDGET 2021/22 FTE STAFF	CHANGE IN FTE
	FTE STAFF	FTE STAFF	FTE STAFF
Directorate & Centralised Costs	2.0	3.0	1.0
TOTAL FTE STAFF	2.0	3.0	1.0

COST CENTRE: C2400N

FORECAST 2020/21 £000's	DESCRIPTION	ORIGINAL BUDGET 2020/21 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2021/22 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
1,373	Employees	1,327		337	1,664	25
1,161	Premises related expenditure	1,161	-		1,161	-
82	Supplies and Services	396	-	-	396	-
-	Third Party Payments	104	-	-	104	-
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
4,222	Recharges from other services	4,361	-	(1,967)	2,394	(45)
6,838	TOTAL EXPENDITURE	7,349	-	(1,630)	5,719	(22)
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
(43)	Recharges to other services	(43)	-	-	(43)	-
(43)	TOTAL INCOME	(43)	-	-	(43)	-
6,795	NET CONTROLLABLE COST	7,306	-	(1,630)	5,676	(22)
35,776	Capital Charges	35,776	-	48	35,824	0
59	Intangible Charges	59	-	63	122	107
180	REFCUS	180	-	-	180	-
6,705	Corporate support services bought in	6,705	-	-	6,705	-
42,720	TOTAL UNCONTROLLABLE COST	42,720	-	111	42,831	0
49,515	NET COST OF SERVICE	50,026	-	(1,519)	48,507	(3)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
49,515	TOTAL NET EXPENDITURE	50,026	-	(1,519)	48,507	(3)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
Pension deficit and staffing increment funding						63
Provision for 2% pay award for all HRA staff						274
Review and uplift of staffing recharges for the Anti-fraud team						23
Increase in Capital charges						111
						471
<u>Strategic budget - agreed additional income / savings</u>						
Reduction in HRA recharges budget following review of costs borne by General Fund						(2,000)
						(2,000)
<u>Other resource changes</u>						
Recharges for Learning & Development to General Fund (HRA 1.2 and 2.3)						10
						10
TOTAL OTHER VARIATIONS IN RESOURCE						(1,519)

CAPITAL PROGRAMME

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FUNDING	CP1
DETAILED PROGRAMME	CP2

Capital Programme Funding 2021/21 to 2022/23

	Budget	Budget	Budget 2023/24	Total MTFS budget
	2021/22	2022/23		
	£000s	£000s	£000s	£000s
Borrowing	36,497	10,687	5,722	52,906
Borrowing - GZ	4,000	0	0	7,500
S106	771	-	-	771
CIL	6,800	6,800	6,800	20,400
School Condition Allocation	4,145	3,300	3,000	10,445
Special Provision Capital Funding	897	152	355	1,404
Basic Need Funding	640	78	-	718
ESFA	5,003	-	-	5,003
Other grant - DFG	2,400	2,400	2,400	7,200
Other grant - Football Foundation				0
Other grant - London Marathon				0
Other Grant - ORCS	300	-	-	300
Historic England	374	511	74	959
Other grants - GLA	701	250	-	951
Total Funding	62,528	24,178	18,351	105,057
MHCLG capitalisation direction	50,000	25,000	5,000	80,000
Total General Fund Funding after Capitalisation	112,528	49,178	23,351	185,057
Major Repairs Allowance	13,668	21,209	21,209	54,924
HRA - Revenue Contribution	8,186	1,742	1,742	14,484
HRA - Use Of Reserves	19,805	4,000	4,000	27,805
GLA Funding of BxB Properties	8,500	0	0	8500
Borrowing BxB Properties	31,327	0	0	29675
HRA FUNDING	81,486	26,951	26,951	135,388
Overall Funding Requirement	194,014	76,129	50,302	320,445

Description	Budget	Budget	Budget	Total Budget
	2021/22	2022/23	2023/24	2021/24
	£000s	£000s	£000s	£000s
DFG	2,400	2,400	2,400	7,200
Empty Homes Grants	500	-	-	500
Bereavement Services - burial land	600			600
Bereavement services – crematorium	465	-	-	465
Health, Wellbeing and Adults	3,965	2,400	2,400	8,765
Education – Fire Safety Works	1,200	300	-	1,500
Education – Fixed term expansion	260	34	-	294
Education – Major Maintenance	2,945	3,000	3,000	8,945
Education – Permanent Expansion	180	44	-	224
Education – Special Educational Needs	8,892	352	555	9,799
Education – other	200	-	-	200
Children, Families and Education Sub Total	13,677	3,730	3,555	20,962
Asset Management	155	-	-	155
Clocktower chillers	462	-	-	462
Corporate Property	2,000	2,000	2,000	6,000
Feasibility Fund	330	330	330	990
Fieldway Cluster (Timebridge community centre)	121	-	-	121
Grounds Maintenance Insourced Equipment	1,200	-	-	1,200
Leisure centre invest to save	140	70	-	210
Libraries Investment	1,610	-	-	1,610
Measures to mitigate travellers	73	73	73	219
Museum archives	100	-	-	100
Parking	475	475	-	950
Play equipment	815	-	-	815
Safety - Digital Upgrade of CCTV	655	-	-	655
SEN Transport	1,275	-	-	1,275
Signing	112	-	-	112
South Norwood Regeneration	53	849	74	976
Waste and Recycling	1,558	-	-	1,558
Waste and Recycling - Don't Mess with Croydon	768	-	-	768
Place sub-total	11,902	3,797	2,477	18,176
ICT Refresh & Transformation	6,200	6,200	6,200	18,600
People ICT Programme	1,521	-	-	1,521
Uniform ICT upgrade	-	-	3,719	3,719
Finance and HR System	400	-	-	400
Resources sub-total	8,121	6,200	9,919	24,240
Highways	17,231	8,051	0	25,282
Electric Vehicle Charging Points	500	-	-	500
Growth Zone	4,000	0	0	7,500
Asset management - Stubbs mead	3,132	-	-	3,132
Total	24,863	8,051	0	32,914
General Fund	62,528	24,178	18,351	105,057
MHCLG capitalisation direction	50,000	25,000	5,000	80,000
Total Including Capitalisation	112,528	49,178	23,351	185,057
Major Repairs and Improvements Programme	26,771	26,771	26,771	80,313
Special Transfer Payments	180	180	180	540
BxB Properties Acquired	54,535	0	0	54,535
HRA Total	81,486	26,951	26,951	135,388
Capital Programme Total	194,014	76,129	50,302	320,445