

# **CROYDON COUNCIL**

## **REVENUE BUDGET AND CAPITAL PROGRAMME**

**2025/26**

## REVENUE BUDGET SUMMARY

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<b>HRA</b>	HRAS0 - HRA 2.2-C2400D
<b>CAPITAL</b>	CP0 - CP02

# REVENUE BUDGET SUMMARY

# GENERAL FUND SUMMARY

DESCRIPTION	ORIGINAL BUDGET 2024/25 (A) £000's	Other (C) £000's	ORIGINAL BUDGET 2025/26 (D) £000's	% CHANGE (E)
SERVICE BUDGETS				
CHILDREN, YOUNG PEOPLE AND EDUCATION	98,192	50,579	148,771	52%
ADULT SOCIAL CARE AND HEALTH	141,458	24,404	165,862	17%
HOUSING	23,793	14,024	38,245	61%
SUSTAINABLE COMMUNITIES REGEN & ECONOMIC RECOVERY	73,031	2,006	75,037	3%
RESOURCES	36,346	(19,016)	17,330	-52%
ASSISTANT CHIEF EXECUTIVE	43,698	(22,682)	21,016	-52%
<b>NET COST OF SERVICES</b>	<b>416,518</b>	<b>49,315</b>	<b>466,261</b>	<b>12%</b>
Contribution to Provision for Doubtful Debts	1,000		550	-45%
Core and Social Care Grants	(43,929)	(14,975)	(58,904)	34%
Business Rates - Compensation grant	(16,063)		(15,832)	-1%
Corporate Held Service Budgets	18,947	54,962	73,909	290%
Contingency	5,000	-	5,000	0%
Levies from Other Bodies				
Environment Agency	332	8	340	2%
Lee Valley Regional Park Authority	345	8	353	2%
London Boroughs Grants Committee	315	20	335	6%
London Pensions Fund Authority	481	8	489	2%
London Local Gold	29	2	31	7%
Interest and Investment Income	(2,660)	(393)	(3,053)	15%
Interest Payable	34,302	13,820	48,122	40%
<b>Sub Total</b>	<b>(1,901)</b>	<b>53,460</b>	<b>51,340</b>	<b>-2801%</b>
<b>NET OPERATING EXPENDITURE</b>	<b>414,617</b>	<b>102,775</b>	<b>517,601</b>	<b>25%</b>
APPROPRIATIONS				
Contributions to / (from) Earmarked Reserves			(1,249)	
Provision for Repayment of External Loans	27,440	(795)	26,645	-3%
Depreciation	(26,151)	-	(26,151)	0%
REFCUS	(11,549)	11,549		-100%
Deferred / Intangible Charges Written Off	(5,090)	-	(5,090)	0%
Capitalisaiton	(38,000)	(98,000)	(136,000)	258%
Contribution to / (from) General Balances	-			
<b>Sub Total</b>	<b>(53,350)</b>	<b>(87,246)</b>	<b>(141,845)</b>	<b>166%</b>
<b>BUDGET REQUIREMENT</b>	<b>361,267</b>	<b>15,529</b>	<b>375,755</b>	<b>4%</b>
<b>FINANCED BY</b>				
Revenue Support Grant	17,818	-	18,208	2%
Collection Fund surplus / (deficit)	1,798	-	(1,249)	-169%
Business Rates Top Up Grant	38,146	-	38,353	1%
Business Rates Income	43,744	-	45,013	3%
Council Tax - Band D Equivalent	259,761	-	275,430	6%
<b>TOTAL FINANCING</b>	<b>361,267</b>	<b>-</b>	<b>375,755</b>	<b>4%</b>
<b>COUNCIL TAX SUMMARY</b>	<b>Total Council tax 2024/25 £000's</b>	<b>2025/26 Band D Equivalent £.pp</b>	<b>Total Council tax 2025/26 £000's</b>	<b>Change Band D Equivalent %</b>
London Borough of Croydon	225,059	1,698.97	235,137	3.5%
Adult Social Care Levy	34,701	291.13	40,293	15.0%
<b>Sub Total</b>	<b>259,761</b>	<b>1,990.10</b>	<b>275,430</b>	<b>5.0%</b>
Greater London Authority	64,601	490.38	67,869	4.0%
<b>TOTAL</b>	<b>324,361</b>	<b>2,480.48</b>	<b>343,299</b>	<b>4.8%</b>

## REVENUE BUDGET SUMMARY

## SUBJECTIVE ANALYSIS

DESCRIPTION	ORIGINAL		ORIGINAL	% CHANGE (E)
	BUDGET 2024/25 (A)	Other (C)	BUDGET 2025/26 (D)	
	£000's	£000's	£000's	
EXPENDITURE				
Employees	206,532	15,142	221,674	7
Premises related expenditure	68,140	(40,905)	27,235	(60)
Supplies and Services	75,724	1,185	76,909	2
Third Party Payments	248,239	28,072	276,311	11
Transfer Payments	361,735	64,789	426,952	18
Transport related expenditure	14,121	8,984	23,105	64
Capital Charges	26,151	-	26,151	-
Intangible Charges	5,090	-	5,090	-
REFCUS	11,549	(11,549)	-	(100)
Corporate support services bought in	(2,399)	(6,567)	(8,966)	274
Recharges from other services	35,839	25,880	61,719	72
<b>TOTAL EXPENDITURE</b>	<b>1,050,721</b>	<b>85,031</b>	<b>1,136,180</b>	<b>8</b>
INCOME				
Government Grants	(445,169)	(9,602)	(454,771)	2
Other Grants, reimbursements and contributions	(35,191)	2,510	(32,681)	(7)
Customer and Client Receipts	(113,464)	(4,523)	(117,987)	4
Interest Receivable	(28)	28	-	(100)
Recharges to other services	(40,351)	(24,129)	(64,480)	60
Correction				
<b>TOTAL INCOME</b>	<b>(634,203)</b>	<b>(35,716)</b>	<b>(669,919)</b>	<b>6</b>
<b>NET EXPENDITURE</b>	<b>416,518</b>	<b>49,315</b>	<b>466,261</b>	<b>12</b>

## STAFF ESTABLISHMENT NUMBERS

DESCRIPTION	ORIGINAL BUDGET 2024/25 FTE STAFF	ORIGINAL BUDGET 2025/26 FTE STAFF	CHANGE IN 2025/26 FTE STAFF
CHILDREN, YOUNG PEOPLE AND EDUCATION	752.0	777.0	25.0
ADULT SOCIAL CARE AND HEALTH	734.0	736.0	2.0
HOUSING	149.3	173.1	23.8
SUSTAINABLE COMMUNITIES REGEN & ECONOMIC RECOVERY	714.8	719.5	4.7
RESOURCES	451.0	447.0	(4.0)
ASSISTANT CHIEF EXECUTIVE	272.2	294.8	22.6
<b>TOTAL FTE STAFF</b>	<b>3,073.3</b>	<b>3,147.4</b>	<b>74.1</b>

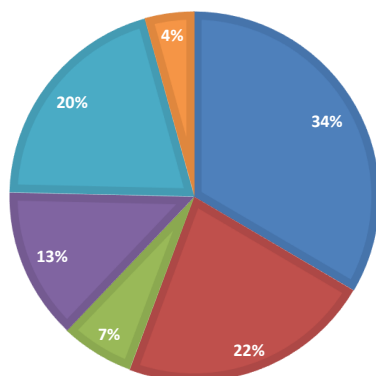
## REVENUE BUDGET SUMMARY

## DEPARTMENTAL GROSS EXPENDITURE

DESCRIPTION	ORIGINAL BUDGET 2024/25 (A) £000's		ORIGINAL BUDGET 2025/26 £000's	% CHANGE (E)
		Other (C) £000's		
SERVICE BUDGETS				
CHILDREN, YOUNG PEOPLE AND EDUCATION	351,571	51,273	402,843	15
ADULT SOCIAL CARE AND HEALTH	233,273	31,914	265,187	14
HOUSING	67,413	20,978	88,391	31
SUSTAINABLE COMMUNITIES REGEN & ECONOMIC RECOVERY	139,591	21,961	161,552	16
RESOURCES	213,632	(17,766)	195,866	(8)
ASSISTANT CHIEF EXECUTIVE	45,241	(22,901)	22,340	(51)
<b>GROSS DEPARTMENTAL COST OF SERVICE</b>	<b>1,050,721</b>	<b>85,459</b>	<b>1,136,180</b>	<b>8</b>

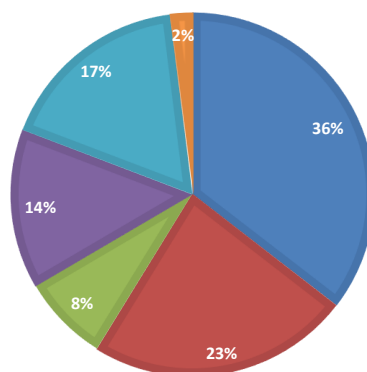
**GROSS EXPENDITURE BY DEPARTMENT  
2024-25**

■ CHILDREN, YOUNG PEOPLE AND EDUCATION  
 ■ ADULT SOCIAL CARE AND HEALTH  
 ■ HOUSING  
 ■ SUSTAINABLE COMMUNITIES REGEN & ECONOMIC RECOVERY  
 ■ RESOURCES  
 ■ ASSISTANT CHIEF EXECUTIVE



**GROSS EXPENDITURE BY DEPARTMENT  
2025-26**

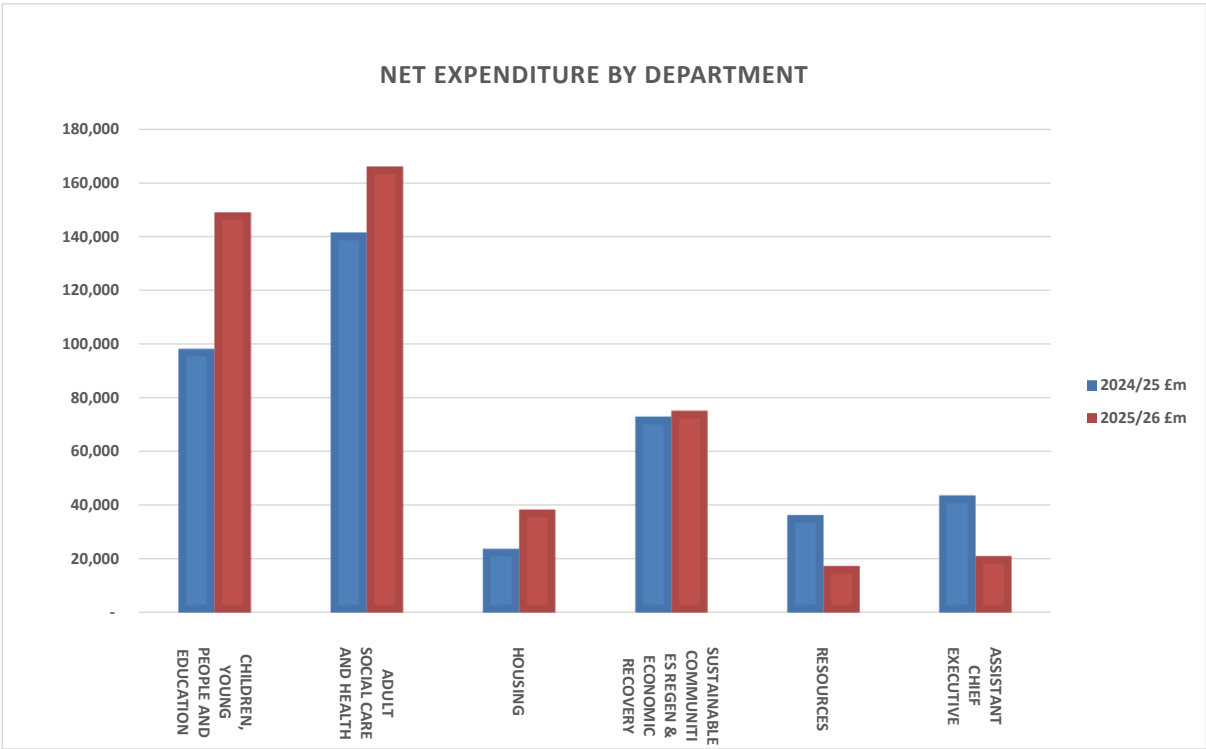
■ CHILDREN, YOUNG PEOPLE AND EDUCATION  
 ■ ADULT SOCIAL CARE AND HEALTH  
 ■ HOUSING  
 ■ SUSTAINABLE COMMUNITIES REGEN & ECONOMIC RECOVERY  
 ■ RESOURCES  
 ■ ASSISTANT CHIEF EXECUTIVE



REVENUE BUDGET SUMMARY

DEPARTMENTAL NET EXPENDITURE

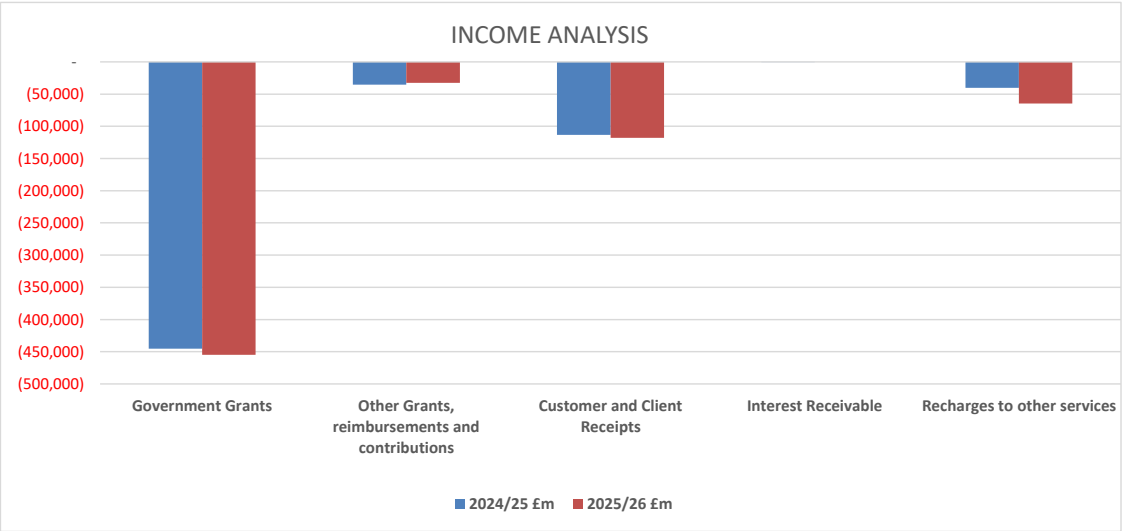
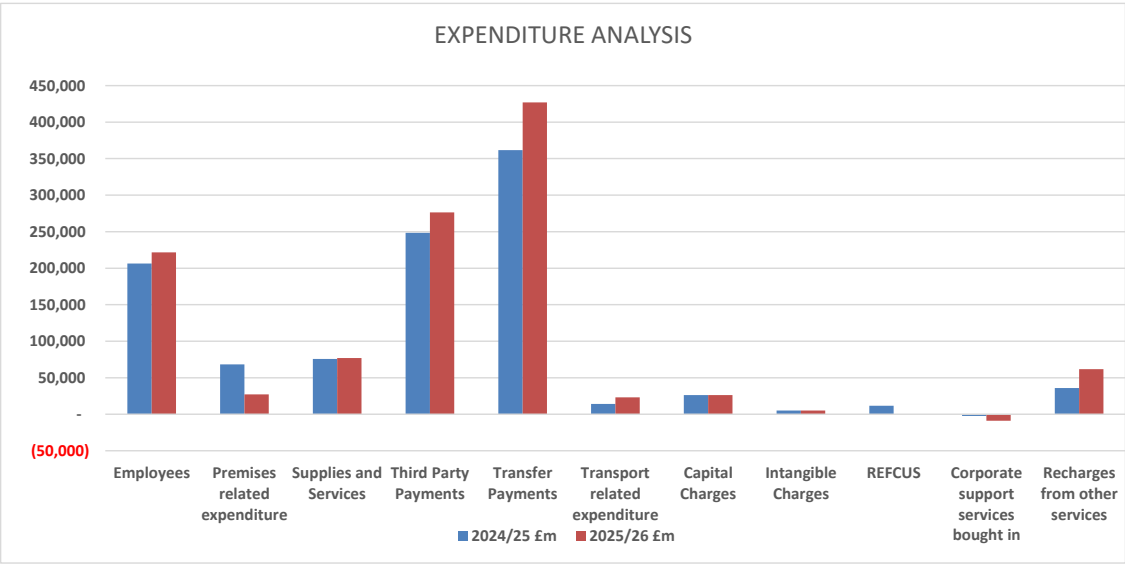
DESCRIPTION	ORIGINAL BUDGET 2024/25 (A) £000's	Other (C) £000's	ORIGINAL BUDGET 2025/26 (D) £000's	% CHANGE (E)
SERVICE BUDGETS				
CHILDREN, YOUNG PEOPLE AND EDUCATION	98,192	50,577	148,771	52
ADULT SOCIAL CARE AND HEALTH	141,458	24,404	165,862	17
HOUSING	23,793	14,024	38,245	61
SUSTAINABLE COMMUNITIES REGEN & ECONOMIC RECOVERY	73,031	2,006	75,037	3
RESOURCES	36,346	(19,016)	17,330	(52)
ASSISTANT CHIEF EXECUTIVE	43,698	(22,682)	21,016	(52)
NET COST OF SERVICES	416,518	49,313	466,261	12



REVENUE BUDGET SUMMARY

ANALYSIS OF INCOME AND EXPENDITURE

DESCRIPTION	ORIGINAL BUDGET 2024/25 (A) £000's	Other (C) £000's	ORIGINAL BUDGET 2025/26 (D) £000's	% CHANGE (E)
EXPENDITURE				
Employees	206,532	15,142	221,674	7
Premises related expenditure	68,140	(40,905)	27,235	(60)
Supplies and Services	75,724	1,185	76,909	2
Third Party Payments	248,239	28,072	276,311	11
Transfer Payments	361,735	64,789	426,952	18
Transport related expenditure	14,121	8,984	23,105	64
Capital Charges	26,151	-	26,151	-
Intangible Charges	5,090	-	5,090	-
REFCUS	11,549	(11,549)	-	(100)
Corporate support services bought in	(2,399)	(6,567)	(8,966)	274
Recharges from other services	35,839	25,880	61,719	72
TOTAL EXPENDITURE	1,050,721	85,031	1,136,180	8
INCOME			-	
Government Grants	(445,169)	(9,602)	(454,771)	2
Other Grants, reimbursements and contributions	(35,191)	2,510	(32,681)	(7)
Customer and Client Receipts	(113,464)	(4,523)	(117,987)	4
Interest Receivable	(28)	28	-	(100)
Recharges to other services	(40,351)	(24,129)	(64,480)	60
TOTAL INCOME	(634,203)	(35,716)	(669,919)	6
NET EXPENDITURE	416,518	49,315	466,261	12



## TOTAL ASSISTANT CHIEF EXECUTIVE

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## TOTAL ASSISTANT CHIEF EXECUTIVE

### KEY SERVICE TARGETS / PRIORITIES FOR 2025/26

The Assistant Chief Executive (ACE) Directorate provides corporate enabling and support functions to services across the organisation. This includes management of the council's technology infrastructure, human resources, policy, performance, communications and customer relationships as well as the organisation's overarching transformation strategies.

1. Croydon Digital Service
2. Policy, Performance and Programme
3. People Services (HR)
4. Transformation - Development and delivery of a new Transformation Strategy

The ACE Directorate leads and enables improvement and transformation across the organisation, with a particular focus on driving the delivery of the Mayor's Business Plan, council Transformation Plan and IAP Exit Strategy. Services within ACE provide professional advice and expert capacity to services across the council as well as shaping the strategic direction of the organisation.

Key priorities for 25/26 include:

- Oversee the delivery of the Future Croydon Transformation Plan
- Managing the delivery and reporting of the Mayor's Business Plan
- Lead the delivery of the Improvement and Assurance Panel's Exit Strategy
- Development of new communication and data strategies
- Drive the delivery of the Council's Equality Strategy commitments
- Improve the council's customer service offer for residents
- Continue the roll-out of new end user devices and enabling technology

### FINANCIAL PERFORMANCE

#### COST CENTRE: C1500D

DESCRIPTION	ORIGINAL BUDGET 2024/25 £000	FORECAST 2024/25 £000	ORIGINAL BUDGET 2025/26 £000	% CHANGE %
Employees	18,873	19,679	20,858	11
Premises related expenditure	30	176	102	240
Supplies and Services	9,279	9,207	9,472	2
Third Party Payments	13,448	13,695	14,778	10
Transfer Payments	-	-	-	n/a
Transport related expenditure	23	48	23	-
Capital Charges	189	189	189	-
Intangible Charges	3,345	3,345	3,345	-
REFCUS	-	-	-	n/a
Corporate support services bought in	-	(22,255)	(26,483)	n/a
Recharges from other services	54	117	56	4
<b>TOTAL EXPENDITURE</b>	<b>45,241</b>	<b>24,201</b>	<b>22,340</b>	<b>(8)</b>
Government Grants	-	(236)	-	n/a
Other Grants, reimbursements and contributions	(104)	(508)	(104)	-
Customer and Client Receipts	(291)	(296)	(307)	5
Interest Receivable	-	-	-	n/a
Recharges to other services	(1,148)	(1,905)	(913)	(20)
<b>TOTAL INCOME</b>	<b>(1,543)</b>	<b>(2,945)</b>	<b>(1,324)</b>	<b>(55)</b>

<b>TOTAL NET EXPENDITURE</b>	<b>43,698</b>	<b>21,257</b>	<b>21,016</b>	<b>(1)</b>
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Contributions to / (from) Reserves	-	(136)	-	(100)
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<b>CURRENT BUDGET 2024/25</b>	<b>22,200</b>
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<b>TOTAL VARIANCE FROM BUDGET- Over/(Under)</b>	<b>(1,080)</b>
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### TOP FINANCIAL RISKS 2025/26

Key Risks for the Service Include:

1. Capacity and capability to deliver business as usual whilst transforming.
2. Delivering the business process improvements required to improve efficiency.
3. Identifying the right IT solutions to improve automation.
4. Staff welfare and wellbeing

## CABINET MEMBER

Cllr Andy Stranack, Cllr Jason Cummings

## DEPARTMENT MANAGEMENT TEAM

NAME	TITLE	TEL. EX.
Elaine Jackson	Interim Assistant Chief Executive	-
Dean Shoesmith	Chief People Officer	-
Carol Squires	Interim Director of Policy, Programmes & Performance	-
Paul Golland	Interim Chief Digital Officer	-
Sharon Godman	Director of Transformation	-
		-

DIVISION CODE	DIVISION
C1505E	ASSISTANT CHIEF EXECUTIVE DIRECTORATE SUMMARY
C1510E	CROYDON DIGITAL SERVICES
C1520E	CHIEF PEOPLE OFFICER DIVISION
C1530E	POLICY, PROGRAMMES AND PERFORMANCE
C1535E	ELECTIONS

## MOVEMENT IN SERVICE NET EXPENDITURE

FORECAST 2024/25 £000's	DIVISION	ORIGINAL BUDGET 2024/25 (A) £000's	Other (C) £000's	ORIGINAL BUDGET 2025/26 (D) £000's	% CHANGE (E) %
16,360	C1505E : ASSISTANT CHIEF EXECUTIVE DIRECTORATE SUMMARY	16,757	(1,418)	15,339	(8)
2,032	C1510E : CROYDON DIGITAL SERVICES	17,598	(13,517)	4,081	(77)
407	C1520E : CHIEF PEOPLE OFFICER DIVISION	3,824	(4,039)	-215	(106)
1,972	C1530E : POLICY, PROGRAMMES AND PERFORMANCE	5,169	(3,708)	1,461	(72)
350	C1535E : ELECTIONS	350	-	350	-
21,120	TOTAL NET EXPENDITURE	43,698	-22,682	21,016	(52)

## STAFF ESTABLISHMENT NUMBERS

DIVISION	ORIGINAL BUDGET 2024/25 FTE STAFF	ORIGINAL BUDGET 2025/26 FTE STAFF	CHANGE IN FTE FTE STAFF
C1505E : ASSISTANT CHIEF EXECUTIVE DIRECTORATE SUMMARY	68.1	80.4	12.3
C1510E : CROYDON DIGITAL SERVICES	94.5	109.0	14.5
C1520E : CHIEF PEOPLE OFFICER DIVISION	44.1	44.9	0.8
C1530E : POLICY, PROGRAMMES AND PERFORMANCE	65.5	60.5	(5.0)
C1535E : ELECTIONS	-	-	-
TOTAL FTE STAFF	272.2	294.8	22.6

## STAFF ESTABLISHMENT NUMBERS - REASONS FOR VARIATIONS

## C1505E : ASSISTANT CHIEF EXECUTIVE DIRECTORATE SUMMARY

CONCESSIONARY TRAVEL SERVICES Increase 1 FTE utilising 2023 MTFS (revised) Increase in the Croydon contribution to the TfL freedom pass scheme for additional staff to manage this (0.20) fte in year re-alignment.

CROYDON CONTACT CENTRE 1 FTE Correction of 24/25 incorrect figures due to addition of Member Enquires position

ASSISTANT CHIEF EXECUTIVE DIRECTORATE 10.5 FTE relating to Transformation Team Growth 2025-29 GRO ACE 002 Transfer of corporate transformation team from transformation to base budget

## C1530E : POLICY, PROGRAMMES AND PERFORMANCE

BUSINESS INTELLIGENCE & PERFORMANCE TEAM (2FTE) removal of Public Health funded posts - directly charge to PH

POLICY AND EQUALITIES TEAM MTFS Saving - Deletion of (2 FTE) 2025-29 SAV ACE 002 Restructure of Strategy and Policy service

COMMUNICATIONS AND ENGAGEMENT TEAM (1FTE) removal of Public Health funded posts - directly charge to PH

## C1510E : CROYDON DIGITAL AND RESIDENT ACCESS

SERVICE DELIVERY TEAMS EUS Littlefish contract budget moved to staffing 7.5 FTE and 7 FTE Capita contract Services now performed in house.

## C1520E : CHIEF PEOPLE OFFICER DIVISION

LEARNING AND ORGANISATIONAL DEVELOPMENT (0.8) Additional post due to restructure finalisation)

FORECAST 2024/25 £000's	DESCRIPTION	ORIGINAL BUDGET 2024/25 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2025/26 (D) £000's	% CHANGE (E) %
19,679	Employees	18,873	1,985	20,858	11
176	Premises related expenditure	30	72	102	240
9,207	Supplies and Services	9,279	193	9,472	2
13,695	Third Party Payments	13,448	1,330	14,778	10
-	Transfer Payments	-	-	-	n/a
48	Transport related expenditure	23	-	23	-
117	Recharges from other services	54	2	56	4
42,922	<b>TOTAL CONTROLLABLE EXPENDITURE</b>	41,707	3,582	45,289	9
(236)	Government Grants	-	-	-	n/a
(508)	Other Grants, reimbursements and contributions	(104)	-	(104)	-
(296)	Customer and Client Receipts	(291)	(16)	(307)	5
-	Interest Receivable	-	-	-	n/a
(1,905)	Recharges to other services	(1,148)	235	(913)	(20)
(2,945)	<b>TOTAL CONTROLLABLE INCOME</b>	(1,543)	219	(1,324)	(14)
39,978	<b>NET CONTROLLABLE COST</b>	40,164	3,801	43,965	9
189	Capital Charges	189	-	189	-
3,345	Intangible Charges	3,345	-	3,345	-
-	REFCUS	-	-	-	n/a
(22,255)	Corporate support services bought in	-	(26,483)	(26,483)	n/a
(18,721)	<b>TOTAL NON-CONTROLLABLE EXPENDITURE</b>	3,534	(26,483)	(22,949)	(749)
21,257	<b>NET COST OF SERVICE</b>	43,698	(22,682)	21,016	(52)
(136)	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
(136)	<b>TOTAL APPROPRIATIONS</b>	-	-	-	n/a
21,120	<b>TOTAL NET EXPENDITURE</b>	43,698	(22,682)	21,016	(52)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>					£000's
Strategic budget - agreed pressures / service demands					3,741
Strategic budget - agreed additional income / savings					(1,032)
Other resource changes					(25,391)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>					<b>(22,682)</b>

**SERVICE DESCRIPTION**

The Human Resources and Organisational Division, led by the Chief People Officer, provides a range of services designed to support the council through supporting a workforce that is sustainable, skilled and well-led, allowing talent to flourish.

The work of the division involves the implementation of the of people and cultural transformation strategy (2022 -2026, refreshed 2025 to 2028 and to be subsumed in the Future Croydon transformation strategy) workforce equality, diversity and inclusion, H R policy and procedures, pay and reward, recruitment and selection, workforce monitoring and planning, organisational change, organisational learning and development and employee relations.

The division also provides HR management information, payroll services and establishment control, provision of support to the Oracle Fusion system, and delivery of the Payroll service. There key focus for the coming year is to develop Oracle Fusion to promote efficiency and effectiveness in the service, and user friendly systems for managers and staff to use.

**MOVEMENT IN NET EXPENDITURE**

SERVICE CODE	SERVICE NAME	ORIGINAL BUDGET 2024/25 (A) £000's	Other (C) £000's	ORIGINAL BUDGET 2025/26 (D) £000's	% CHANGE (E) %
C1528F	CHIEF PEOPLE OFFICER SUMMARY	80	(88)	(8)	(110)
C1523F	HEAD OF BUSINESS PARTNERING	1,333	(1,422)	(89)	(107)
C1521F	HEAD OF OPERATIONS	1,277	(1,451)	(174)	(114)
C1555F	HEAD OF WORKFORCE	1,134	(1,078)	56	(95)
		-	-	-	
		-	-	-	
	<b>TOTAL NET EXPENDITURE</b>	3,824	(4,039)	(215)	(106)

**STAFF ESTABLISHMENT NUMBERS**

SERVICE	ORIGINAL BUDGET 2024/25 FTE STAFF	ORIGINAL BUDGET 2025/26 FTE STAFF	CHANGE IN FTE
			FTE STAFF
CHIEF PEOPLE OFFICER SUMMARY	1.0	1.0	-
HEAD OF BUSINESS PARTNERING	16.0	16.0	-
HEAD OF OPERATIONS	21.1	19.9	(1.2)
HEAD OF WORKFORCE	6.0	8.0	2.0
<b>TOTAL FTE STAFF</b>	44.1	44.9	0.8

FORECAST 2024/25 £000's	DESCRIPTION	ORIGINAL BUDGET 2024/25 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2025/26 (D) £000's	% CHANGE (E) %
3,565	Employees	3,667	(70)	3,597	(2)
-	Premises related expenditure	-	-	-	n/a
588	Supplies and Services	537	20	557	4
-	Third Party Payments	-	-	-	n/a
-	Transfer Payments	-	-	-	n/a
-	Transport related expenditure	-	-	-	n/a
20	Recharges from other services	-	-	-	n/a
4,173	<b>TOTAL CONTROLLABLE EXPENDITURE</b>	4,204	(50)	4,154	n/a
-	Government Grants	-	-	-	n/a
(70)	Other Grants, reimbursements and contributions	(74)	-	(74)	-
(154)	Customer and Client Receipts	(164)	-	(164)	-
-	Interest Receivable	-	-	-	n/a
(118)	Recharges to other services	(142)	19	(123)	(13)
(342)	<b>TOTAL CONTROLLABLE INCOME</b>	(380)	19	(361)	n/a
3,831	<b>NET CONTROLLABLE COST</b>	3,824	(31)	3,793	n/a
-	Capital Charges	-	-	-	n/a
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
(3,424)	Corporate support services bought in	-	(4,008)	(4,008)	n/a
(3,424)	<b>TOTAL NON-CONTROLLABLE EXPENDITURE</b>	-	(4,008)	(4,008)	n/a
407	<b>NET COST OF SERVICE</b>	3,824	(4,039)	(215)	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
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	n/a
407	<b>TOTAL NET EXPENDITURE</b>	3,824	(4,039)	(215)	(106)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>					£000's
<u>Strategic budget - agreed pressures / service demands</u>					
					-
<u>Strategic budget - agreed additional income / savings</u>					
2024-28 SAV ACE 002 Human Resources - Transformation					(35)
2025-29 SAV ACE 003 Redesign of the HR & OD function					(50)
2025-29 SAV ACE 005 Recruitment drag periods of staffing vacancy					(99)
					(184)
<u>Other resource changes</u>					
Contract/ Non Pay Inflation					-
Pay Award 2024-25					94
National Insurance Changes					59
Movement in Corporate Recharges (for SERCOP)					(4,008)
Chief People Officer Restructure Budget Realignment					-
					(3,855)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>					<b>(4,039)</b>

**SERVICE: C1528F : CHIEF PEOPLE OFFICER SUMMARY**

FORECAST 2024/25 £000's	DESCRIPTION	ORIGINAL BUDGET 2024/25 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2025/26 (D) £000's	% CHANGE (E) %
322	Employees	80	76	156	95
-	Premises related expenditure	-	-	-	n/a
7	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
329	<b>TOTAL CONTROLLABLE EXPENDITURE</b>	80	76	156	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
-	<b>TOTAL CONTROLLABLE INCOME</b>	-	-	-	n/a
329	<b>NET CONTROLLABLE COST</b>	80	76	156	n/a
-	Capital Charges	-	-	-	n/a
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
(72)	Corporate support services bought in	-	(164)	(164)	n/a
(72)	<b>TOTAL NON-CONTROLLABLE EXPENDITURE</b>	-	(164)	(164)	n/a
257	<b>NET COST OF SERVICE</b>	80	(88)	(8)	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
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	n/a
257	<b>TOTAL NET EXPENDITURE</b>	80	(88)	(8)	(110)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>					£000's
<u>Strategic budget - agreed pressures / service demands</u>					
					-
<u>Strategic budget - agreed additional income / savings</u>					
					-
<u>Other resource changes</u>					
Contract/ Non Pay Inflation					4
Pay Award 2024-25					3
National Insurance Changes					(164)
Movement in Corporate Recharges (for SERCOP)					69
Chief People Officer Restructure Budget Realignment					
					(88)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>					<b>(88)</b>

**SERVICE: C1523F : HEAD OF BUSINESS PARTNERING**

FORECAST 2024/25 £000's	DESCRIPTION	ORIGINAL BUDGET 2024/25 (A) £000's		ORIGINAL BUDGET 2025/26 (D) £000's	% CHANGE (E) %
			* Other (C) £000's		
1,167	Employees	1,227	(165)	1,062	(13)
-	Premises related expenditure	-	-	-	n/a
135	Supplies and Services	128	-	128	-
-	Third Party Payments	-	-	-	n/a
-	Transfer Payments	-	-	-	n/a
-	Transport related expenditure	-	-	-	n/a
16	Recharges from other services	-	-	-	n/a
1,318	<b>TOTAL CONTROLLABLE EXPENDITURE</b>	1,355	(165)	1,190	n/a
-	Government Grants	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	n/a
-	Interest Receivable	-	-	-	n/a
(22)	Recharges to other services	(22)	-	(22)	-
(22)	<b>TOTAL CONTROLLABLE INCOME</b>	(22)	-	(22)	n/a
1,296	<b>NET CONTROLLABLE COST</b>	1,333	(165)	1,168	n/a
-	Capital Charges	-	-	-	n/a
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
(1,192)	Corporate support services bought in	-	(1,257)	(1,257)	n/a
(1,192)	<b>TOTAL NON-CONTROLLABLE EXPENDITURE</b>	-	(1,257)	(1,257)	n/a
104	<b>NET COST OF SERVICE</b>	1,333	(1,422)	(89)	(107)
-	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
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	n/a
104	<b>TOTAL NET EXPENDITURE</b>	1,333	(1,422)	(89)	(107)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>					£000's
<u>Strategic budget - agreed pressures / service demands</u>					
					-
<u>Strategic budget - agreed additional income / savings</u>					
2025-29 SAV ACE 005 Recruitment drag periods of staffing vacancy					(36)
					(36)
<u>Other resource changes</u>					
Contract/ Non Pay Inflation					35
Pay Award 2024-25					21
National Insurance Changes					(1,257)
Movement in Corporate Recharges (for SERCOP)					(185)
Chief People Officer Restructure Budget Realignment					
					(1,386)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>					<b>(1,422)</b>

**SERVICE: C1521F : HEAD OF OPERATIONS**

FORECAST 2024/25 £000's	DESCRIPTION	ORIGINAL BUDGET 2024/25 (A) £000's		ORIGINAL BUDGET 2025/26 (D) £000's	% CHANGE (E) %
			* Other (C) £000's		
1,223	Employees	1,261	(83)	1,178	(7)
-	Premises related expenditure	-	-	-	n/a
370	Supplies and Services	374	20	394	5
-	Third Party Payments	-	-	-	n/a
-	Transfer Payments	-	-	-	n/a
-	Transport related expenditure	-	-	-	n/a
2	Recharges from other services	-	-	-	n/a
1,595	<b>TOTAL CONTROLLABLE EXPENDITURE</b>	1,635	(63)	1,572	n/a
-	Government Grants	-	-	-	n/a
(70)	Other Grants, reimbursements and contributions	(74)	-	(74)	-
(154)	Customer and Client Receipts	(164)	-	(164)	-
-	Interest Receivable	-	-	-	n/a
(96)	Recharges to other services	(120)	19	(101)	(16)
(320)	<b>TOTAL CONTROLLABLE INCOME</b>	(358)	19	(339)	n/a
1,275	<b>NET CONTROLLABLE COST</b>	1,277	(44)	1,233	n/a
-	Capital Charges	-	-	-	n/a
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
(1,144)	Corporate support services bought in	-	(1,407)	(1,407)	n/a
(1,144)	<b>TOTAL NON-CONTROLLABLE EXPENDITURE</b>	-	(1,407)	(1,407)	n/a
131	<b>NET COST OF SERVICE</b>	1,277	(1,451)	(174)	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
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	n/a
131	<b>TOTAL NET EXPENDITURE</b>	1,277	(1,451)	(174)	(114)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>					£000's
<u>Strategic budget - agreed pressures / service demands</u>					
					-
<u>Strategic budget - agreed additional income / savings</u>					
2024-28 SAV ACE 002 Human Resources - Transformation					(35)
2025-29 SAV ACE 003 Redesign of the HR & OD function					(50)
2025-29 SAV ACE 005 Recruitment drag periods of staffing vacancy					(50)
					(135)
<u>Other resource changes</u>					
Contract/ Non Pay Inflation					40
Pay Award 2024-25					24
National Insurance Changes					(1,407)
Movement in Corporate Recharges (for SERCOP)					27
Chief People Officer Restructure Budget Realignment					
					(1,316)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>					<b>(1,451)</b>



**SERVICE: C1555F : HEAD OF WORKFORCE**

FORECAST 2024/25 £000's	DESCRIPTION	ORIGINAL BUDGET 2024/25 (A) £000's		ORIGINAL BUDGET 2025/26 (D) £000's	% CHANGE (E) %
			* Other (C) £000's		
853	Employees	1,099	102	<b>1,201</b>	9
-	Premises related expenditure	-	-	-	n/a
76	Supplies and Services	35	-	<b>35</b>	-
-	Third Party Payments	-	-	-	n/a
-	Transfer Payments	-	-	-	n/a
-	Transport related expenditure	-	-	-	n/a
2	Recharges from other services	-	-	-	n/a
931	<b>TOTAL CONTROLLABLE EXPENDITURE</b>	1,134	102	<b>1,236</b>	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
-	<b>TOTAL CONTROLLABLE INCOME</b>	-	-	-	n/a
931	<b>NET CONTROLLABLE COST</b>	1,134	102	<b>1,236</b>	n/a
-	Capital Charges	-	-	-	n/a
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
(1,016)	Corporate support services bought in	-	(1,180)	(1,180)	n/a
(1,016)	<b>TOTAL NON-CONTROLLABLE EXPENDITURE</b>	-	(1,180)	(1,180)	n/a
(85)	<b>NET COST OF SERVICE</b>	1,134	(1,078)	<b>56</b>	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
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	n/a
(85)	<b>TOTAL NET EXPENDITURE</b>	1,134	(1,078)	<b>56</b>	(95)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>					£000's
<u>Strategic budget - agreed pressures / service demands</u>					
					-
<u>Strategic budget - agreed additional income / savings</u>					
2025-29 SAV ACE 005 Recruitment drag periods of staffing vacancy					(13)
					(13)
<u>Other resource changes</u>					
Contract/ Non Pay Inflation					15
Pay Award 2024-25					11
National Insurance Changes					(1,180)
Movement in Corporate Recharges (for SERCOP)					89
Chief People Officer Restructure Budget Realignment					
					(1,065)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>					<b>(1,078)</b>

**SERVICE DESCRIPTION**

<p>Policy, Programmes &amp; Performance provides a range of key corporate functions and services. Our key focus is on improvement and coordination, to support the Council to deliver better outcomes.                      The Division provides the following services supporting residents:</p> <p><b>Executive Mayor's Office</b>                      Supports the Elected Mayor and their Cabinet in their roles, including engagement and case work, and coordinating briefings and facilitating effective political decision making.</p> <p><b>Electoral Services</b>                      Provides the statutory electoral registration service, ensuring that residents are able to exercise their democratic right to vote. The team is responsible for implementing significant changes as a result of the Elections Act 2022 and leads the delivery of GLA and General elections and local by-elections.</p> <p><b>Civic Mayors Office</b>                      Provides support to the Civic Mayor of Croydon, to deliver their civic duties and champion Croydon and its communities.</p> <p>Policy, Programmes &amp; Performance also provides a range of corporate services across the organisation:</p> <p><b>Business Intelligence &amp; Performance</b>                      Capturing data from across the organisation and from external sources, analysing this to provide knowledge and insight that supports effective decision making and service delivery.</p> <p><b>Communications &amp; Engagement</b>                      Coordinating and delivering communications activities and campaigns to a wide range of internal and external stakeholders, to secure Croydon's reputation both locally and nationally as a fantastic place to live, work, learn and visit.</p> <p><b>Programme Management Office</b>                      Developing, managing and delivering an organisational change programme, supporting the MTFS and Croydon renewal plan, and supporting effective project and programme delivery and assurance across the Council.</p> <p><b>Strategy &amp; Policy</b>                      Developing and coordinating the organisation's corporate strategy and policy, ensuring that there is clarity and focus on key priorities and deliverables aligned to our statutory duties and the democratic mandate of the Administration. Supporting work on equality, diversity and inclusion and coordinating the delivery of the Council's Equality Strategy. The service also provides expert advice, insight and partnership working with the voluntary, community &amp; faith sector, including supporting VCS funding and commissioning</p>
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**MOVEMENT IN NET EXPENDITURE**

SERVICE CODE	SERVICE NAME	ORIGINAL BUDGET 2024/25 (A) £000's	Other (C) £000's	ORIGINAL BUDGET 2025/26 (D) £000's	% CHANGE (E) %
C1534F	STRATEGY AND POLICY	1,787	(904)	883	(51)
C1536F	COMMUNITY AND VOLUNTARY SECTOR	-	-	-	n/a
C1532F	PROGRAMMES AND PERFORMANCE	1,756	(1,881)	(125)	(107)
C1552F	COMMUNICATIONS AND ENGAGEMENT	975	(1,062)	(87)	(109)
C1559F	ELECTIONS SERVICE	651	139	790	21
	<b>TOTAL NET EXPENDITURE</b>	5,169	(3,708)	1,461	(72)

**STAFF ESTABLISHMENT NUMBERS**

SERVICE	ORIGINAL BUDGET 2024/25 FTE STAFF	ORIGINAL BUDGET 2025/26 FTE STAFF	CHANGE IN FTE
STRATEGY AND POLICY	19.5	17.5	(2.0)
COMMUNITY AND VOLUNTARY SECTOR			-
PROGRAMMES AND PERFORMANCE	25.5	23.5	(2.0)
COMMUNICATIONS AND ENGAGEMENT	14.5	13.5	(1.0)
ELECTIONS SERVICE	6.0	6.0	-
<b>TOTAL FTE STAFF</b>	65.5	60.5	(5.0)

FORECAST 2024/25 £000's	DESCRIPTION	ORIGINAL BUDGET 2024/25 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2025/26 (D) £000's	% CHANGE (E) %
4,235	Employees	4,649	(255)	4,394	(5)
37	Premises related expenditure	2	-	2	-
436	Supplies and Services	283	6	289	2
665	Third Party Payments	736	(17)	719	(2)
-	Transfer Payments	-	-	-	n/a
7	Transport related expenditure	5	-	5	-
43	Recharges from other services	45	-	45	-
5,423	<b>TOTAL CONTROLLABLE EXPENDITURE</b>	5,720	(266)	5,454	n/a
-	Government Grants	-	-	-	n/a
(3)	Other Grants, reimbursements and contributions	-	-	-	n/a
(10)	Customer and Client Receipts	(10)	(16)	(26)	160
-	Interest Receivable	-	-	-	n/a
(397)	Recharges to other services	(541)	216	(325)	(40)
(410)	<b>TOTAL CONTROLLABLE INCOME</b>	(551)	200	(351)	n/a
5,013	<b>NET CONTROLLABLE COST</b>	5,169	(66)	5,103	n/a
-	Capital Charges	-	-	-	n/a
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
(2,957)	Corporate support services bought in	-	(3,642)	(3,642)	n/a
(2,957)	<b>TOTAL NON-CONTROLLABLE EXPENDITURE</b>	-	(3,642)	(3,642)	n/a
2,056	<b>NET COST OF SERVICE</b>	5,169	(3,708)	1,461	n/a
(84)	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
(84)	<b>TOTAL APPROPRIATIONS</b>	-	-	-	n/a
1,972	<b>TOTAL NET EXPENDITURE</b>	5,169	(3,708)	1,461	(72)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>					£000's
<u>Strategic budget - agreed pressures / service demands</u>					
					-
<u>Strategic budget - agreed additional income / savings</u>					
2024-28 SAV ACE 001 Fees and charges including film office income generation					(16)
2025-29 SAV ACE 002 Restructure of Strategy and Policy service					(150)
2025-29 SAV ACE 005 Recruitment drag periods of staffing vacancy					(114)
					(280)
<u>Other resource changes</u>					
Contract/ Non Pay Inflation					-
Pay Award 2024-25					131
National Insurance Changes					83
Movement in Corporate Recharges (for SERCOP)					(3,642)
Minor Budget Realingsments					-
					(3,428)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>					<b>(3,708)</b>

## SERVICE: C1534F : STRATEGY AND POLICY

FORECAST 2024/25 £000's	DESCRIPTION	ORIGINAL BUDGET 2024/25 (A) £000's		ORIGINAL BUDGET 2025/26 (D) £000's	% CHANGE (E) %
			* Other (C) £000's		
1,278	Employees	1,345	(102)	1,243	(8)
-	Premises related expenditure	-	-	-	n/a
52	Supplies and Services	25	-	25	-
665	Third Party Payments	736	(17)	719	(2)
-	Transfer Payments	-	-	-	n/a
7	Transport related expenditure	5	-	5	-
(4)	Recharges from other services	1	-	1	-
1,998	<b>TOTAL CONTROLLABLE EXPENDITURE</b>	2,112	(119)	1,993	n/a
-	Government Grants	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	n/a
-	Interest Receivable	-	-	-	n/a
(338)	Recharges to other services	(325)	-	(325)	-
(338)	<b>TOTAL CONTROLLABLE INCOME</b>	(325)	-	(325)	n/a
1,660	<b>NET CONTROLLABLE COST</b>	1,787	(119)	1,668	n/a
-	Capital Charges	-	-	-	n/a
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
(634)	Corporate support services bought in	-	(785)	(785)	n/a
(634)	<b>TOTAL NON-CONTROLLABLE EXPENDITURE</b>	-	(785)	(785)	n/a
1,026	<b>NET COST OF SERVICE</b>	1,787	(904)	883	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
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	n/a
1,026	<b>TOTAL NET EXPENDITURE</b>	1,787	(904)	883	(51)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>					£000's
<u>Strategic budget - agreed pressures / service demands</u>					
					-
<u>Strategic budget - agreed additional income / savings</u>					
2025-29 SAV ACE 002 Restructure of Strategy and Policy service					(150)
2025-29 SAV ACE 005 Recruitment drag periods of staffing vacancy					(33)
					(183)
<u>Other resource changes</u>					
Contract/ Non Pay Inflation					39
Pay Award 2024-25					25
National Insurance Changes					(785)
Movement in Corporate Recharges (for SERCOP)					
					(721)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>					(904)

## SERVICE: C1536F : COMMUNITY AND VOLUNTARY SECTOR

FORECAST 2024/25 £000's	DESCRIPTION	ORIGINAL BUDGET 2024/25 (A) £000's		ORIGINAL BUDGET 2025/26 (D) £000's	% CHANGE (E) %
			* 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
-	<b>TOTAL CONTROLLABLE EXPENDITURE</b>	-	-	-	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
-	<b>TOTAL CONTROLLABLE INCOME</b>	-	-	-	n/a
-	<b>NET CONTROLLABLE COST</b>	-	-	-	n/a
-	Capital Charges	-	-	-	n/a
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
-	Corporate support services bought in	-	-	-	n/a
-	<b>TOTAL NON-CONTROLLABLE EXPENDITURE</b>	-	-	-	n/a
-	<b>NET COST OF SERVICE</b>	-	-	-	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
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	n/a
-	<b>TOTAL NET EXPENDITURE</b>	-	-	-	n/a
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>					£000's
<u>Strategic budget - agreed pressures / service demands</u>					
					-
<u>Strategic budget - agreed additional income / savings</u>					
2025-29 SAV ACE 005 Recruitment drag periods of staffing vacancy					
					-
<u>Other resource changes</u>					
Contract/ Non Pay Inflation					
Pay Award 2024-25					
National Insurance Changes					
Movement in Corporate Recharges (for SERCOP)					
					-
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>					-

## SERVICE: C1532F : PROGRAMMES AND PERFORMANCE

FORECAST 2024/25 £000's	DESCRIPTION	ORIGINAL BUDGET 2024/25 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2025/26 (D) £000's	% CHANGE (E) %
1,711	Employees	1,849	(115)	1,734	(6)
-	Premises related expenditure	-	-	-	n/a
70	Supplies and Services	57	6	63	11
-	Third Party Payments	-	-	-	n/a
-	Transfer Payments	-	-	-	n/a
-	Transport related expenditure	-	-	-	n/a
3	Recharges from other services	-	-	-	n/a
1,784	<b>TOTAL CONTROLLABLE EXPENDITURE</b>	1,906	(109)	1,797	n/a
-	Government Grants	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	n/a
-	Interest Receivable	-	-	-	n/a
(59)	Recharges to other services	(150)	150	-	(100)
(59)	<b>TOTAL CONTROLLABLE INCOME</b>	(150)	150	-	n/a
1,725	<b>NET CONTROLLABLE COST</b>	1,756	41	1,797	n/a
-	Capital Charges	-	-	-	n/a
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
(1,573)	Corporate support services bought in	-	(1,922)	(1,922)	n/a
(1,573)	<b>TOTAL NON-CONTROLLABLE EXPENDITURE</b>	-	(1,922)	(1,922)	n/a
152	<b>NET COST OF SERVICE</b>	1,756	(1,881)	(125)	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
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	n/a
152	<b>TOTAL NET EXPENDITURE</b>	1,756	(1,881)	(125)	(107)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>					£000's
<u>Strategic budget - agreed pressures / service demands</u>					
					-
<u>Strategic budget - agreed additional income / savings</u>					
2025-29 SAV ACE 005 Recruitment drag periods of staffing vacancy					(44)
					(44)
<u>Other resource changes</u>					
Contract/ Non Pay Inflation					52
Pay Award 2024-25					33
National Insurance Changes					(1,922)
Movement in Corporate Recharges (for SERCOP)					
					(1,837)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>					<b>(1,881)</b>

SERVICE: **C1552F : COMMUNICATIONS AND ENGAGEMENT**

FORECAST 2024/25 £000's	DESCRIPTION	ORIGINAL BUDGET 2024/25 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2025/26 (D) £000's	% CHANGE (E) %
873	Employees	1,021	(46)	975	(5)
33	Premises related expenditure	-	-	-	n/a
84	Supplies and Services	30	-	30	-
-	- Third Party Payments	-	-	-	n/a
-	- Transfer Payments	-	-	-	n/a
-	- Transport related expenditure	-	-	-	n/a
-	- Recharges from other services	-	-	-	n/a
990	<b>TOTAL CONTROLLABLE EXPENDITURE</b>	1,051	(46)	1,005	n/a
-	- Government Grants	-	-	-	n/a
-	- Other Grants, reimbursements and contributions	-	-	-	n/a
(10)	Customer and Client Receipts	(10)	(16)	(26)	160
-	- Interest Receivable	-	-	-	n/a
-	- Recharges to other services	(66)	66	-	(100)
(10)	<b>TOTAL CONTROLLABLE INCOME</b>	(76)	50	(26)	n/a
980	<b>NET CONTROLLABLE COST</b>	975	4	979	n/a
-	- Capital Charges	-	-	-	n/a
-	- Intangible Charges	-	-	-	n/a
-	- REFCUS	-	-	-	n/a
(873)	Corporate support services bought in	-	(1,066)	(1,066)	n/a
(873)	<b>TOTAL NON-CONTROLLABLE EXPENDITURE</b>	-	(1,066)	(1,066)	n/a
107	<b>NET COST OF SERVICE</b>	975	(1,062)	(87)	n/a
(84)	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
(84)	<b>TOTAL APPROPRIATIONS</b>	-	-	-	n/a
23	<b>TOTAL NET EXPENDITURE</b>	975	(1,062)	(87)	(109)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>					£000's
<u>Strategic budget - agreed pressures / service demands</u>					
					-
<u>Strategic budget - agreed additional income / savings</u>					
2025-29 SAV ACE 005 Recruitment drag periods of staffing vacancy					(26)
2024-28 SAV ACE 001 Fees and charges including film office income generation					(16)
					(42)
<u>Other resource changes</u>					
Contract/ Non Pay Inflation					28
Pay Award 2024-25					18
National Insurance Changes					(1,066)
Movement in Corporate Recharges (for SERCOP)					
					(1,020)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>					<b>(1,062)</b>

DIRECTORATE: **C1500D : ASSISTANT CHIEF EXECUTIVE**      **SERVICE SUBJECTIVE SUMMARY**  
DIVISION: **C1530E : POLICY, PROGRAMMES AND PERFORMANCE**

SERVICE: **C1559F : ELECTIONS SERVICE**

FORECAST 2024/25 £000's	DESCRIPTION	ORIGINAL BUDGET 2024/25 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2025/26 (D) £000's	% CHANGE (E) %
373	Employees	434	8	442	2
4	Premises related expenditure	2	-	2	-
230	Supplies and Services	171	-	171	-
-	Third Party Payments	-	-	-	n/a
-	Transfer Payments	-	-	-	n/a
-	Transport related expenditure	-	-	-	n/a
44	Recharges from other services	44	-	44	-
651	<b>TOTAL CONTROLLABLE EXPENDITURE</b>	651	8	659	n/a
(3)	Government Grants	-	-	-	n/a
(3)	Other Grants, reimbursements and contributions	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	n/a
-	Interest Receivable	-	-	-	n/a
-	Recharges to other services	-	-	-	n/a
(3)	<b>TOTAL CONTROLLABLE INCOME</b>	-	-	-	n/a
648	<b>NET CONTROLLABLE COST</b>	651	8	659	n/a
-	Capital Charges	-	-	-	n/a
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
123	Corporate support services bought in	-	131	131	n/a
123	<b>TOTAL NON-CONTROLLABLE EXPENDITURE</b>	-	131	131	n/a
771	<b>NET COST OF SERVICE</b>	651	139	790	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
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	n/a
771	<b>TOTAL NET EXPENDITURE</b>	651	139	790	21
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>					£000's
<u>Strategic budget - agreed pressures / service demands</u>					
					-
<u>Strategic budget - agreed additional income / savings</u>					
2025-29 SAV ACE 005 Recruitment drag periods of staffing vacancy					(11)
					(11)
<u>Other resource changes</u>					
Contract/ Non Pay Inflation					
Pay Award 2024-25					12
National Insurance Changes					7
Movement in Corporate Recharges (for SERCOP)					131
					150
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>					<b>139</b>



**SERVICE DESCRIPTION**

Central Management team for the Directorate which consists of Budgets for the Assistant Chief Executive and their support team. The Budget allows the Assistant Chief Executive to deliver on their key Directorate Priorities.

The Structure of the Directorate Divisions is made up of the following responsibilities

1. Concessionary Travel
2. Resident Contact
3. Transformation - Development and delivery of a new Transformation Strategy

**Concessionary Travel**

Freedom Passes  
Blue Badge

**Resident Access**

Access Croydon – Customer access to Council services face-to-face  
Council Call Centre – The central first point of contact all for all Customer access to Council services via telephone.  
Customer Complaints

**Transformation Management Office**

The Transformation service oversees the delivery of the Future Croydon Transformation Plan. The TMO from 2025-26 will focus on ensuring delivery of the Croydon Target Operating Model initiatives and realisation of the expected benefits from these initiatives and all other Future Croydon initiatives. For 2025-26 the service will be supported by an external delivery partner.

**MOVEMENT IN NET EXPENDITURE**

SERVICE CODE	SERVICE NAME	ORIGINAL BUDGET 2024/25 (A) £000's	Other (C) £000's	ORIGINAL BUDGET 2025/26 (D) £000's	% CHANGE (E) %
C1510F	ASSISTANT CHIEF EXECUTIVE DIRECTORATE	780	89	869	11
C1518F	RESIDENT CONTACT	2,455	(2,664)	(209)	(109)
C1516F	CONCESSIONARY TRAVEL	13,522	1,157	14,679	9
				-	
				-	
				-	
				-	
				-	
				-	
				-	
				-	
	<b>TOTAL NET EXPENDITURE</b>	16,757	(1,418)	15,339	(8)

**STAFF ESTABLISHMENT NUMBERS**

SERVICE	ORIGINAL BUDGET 2024/25 FTE STAFF	ORIGINAL BUDGET 2025/26 FTE STAFF	CHANGE IN FTE STAFF
ACE DIRECTORATE	6.0	16.5	10.5
RESIDENT CONTACT	53.9	54.9	1.0
CONCESSIONARY TRAVEL	8.2	9.0	0.8
TRANSFORMATION			-
<b>TOTAL FTE STAFF</b>	68.1	80.4	12.3

ACF 3 2-C1505F

## SERVICE: C1516F : CONCESSIONARY TRAVEL

FORECAST 2024/25 £000's	DESCRIPTION	ORIGINAL BUDGET 2024/25 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2025/26 (D) £000's	% CHANGE (E) %
428	Employees	426	49	475	12
-	Premises related expenditure	-	-	-	n/a
7	Supplies and Services	6	-	6	-
13,030	Third Party Payments	13,111	978	14,089	7
-	Transfer Payments	-	-	-	n/a
41	Transport related expenditure	18	-	18	-
6	Recharges from other services	6	-	6	-
13,512	<b>TOTAL CONTROLLABLE EXPENDITURE</b>	13,567	1,027	14,594	n/a
-	Government Grants	-	-	-	n/a
(435)	Other Grants, reimbursements and contributions	-	-	-	n/a
(60)	Customer and Client Receipts	(45)	-	(45)	-
-	Interest Receivable	-	-	-	n/a
-	Recharges to other services	-	-	-	n/a
(495)	<b>TOTAL CONTROLLABLE INCOME</b>	(45)	-	(45)	n/a
13,017	<b>NET CONTROLLABLE COST</b>	13,522	1,027	14,549	n/a
-	Capital Charges	-	-	-	n/a
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
120	Corporate support services bought in	-	130	130	n/a
120	<b>TOTAL NON-CONTROLLABLE EXPENDITURE</b>	-	130	130	n/a
13,137	<b>NET COST OF SERVICE</b>	13,522	1,157	14,679	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
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	n/a
13,137	<b>TOTAL NET EXPENDITURE</b>	13,522	1,157	14,679	9
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>					£000's
<u>Strategic budget - agreed pressures / service demands</u>					
2023 MTFS (revised) Increase in the Croydon contribution to the TfL freedom pass scheme					1,018
					1,018
<u>Strategic budget - agreed additional income / savings</u>					
2025-29 SAV ACE 005 Recruitment drag periods of staffing vacancy					(17)
					(17)
<u>Other resource changes</u>					
Contract/ Non Pay Inflation					17
Pay Award 2024-25					9
National Insurance Changes					130
Movement in Corporate Recharges (for SERCOP)					
					156
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>					<b>1,157</b>

## SERVICE: C1518F : RESIDENT CONTACT

FORECAST 2024/25 £000's	DESCRIPTION	ORIGINAL BUDGET 2024/25 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2025/26 (D) £000's	% CHANGE (E) %
2,729	Employees	2,594	63	2,657	2
-	Premises related expenditure	-	-	-	n/a
10	Supplies and Services	8	-	8	-
-	Third Party Payments	-	-	-	n/a
-	Transfer Payments	-	-	-	n/a
-	Transport related expenditure	-	-	-	n/a
2	Recharges from other services	3	-	3	-
2,741	<b>TOTAL CONTROLLABLE EXPENDITURE</b>	2,605	63	2,668	n/a
-	Government Grants	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	n/a
-	Interest Receivable	-	-	-	n/a
(187)	Recharges to other services	(150)	-	(150)	-
(187)	<b>TOTAL CONTROLLABLE INCOME</b>	(150)	-	(150)	n/a
2,554	<b>NET CONTROLLABLE COST</b>	2,455	63	2,518	n/a
-	Capital Charges	-	-	-	n/a
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
(2,199)	Corporate support services bought in	-	(2,727)	(2,727)	n/a
(2,199)	<b>TOTAL NON-CONTROLLABLE EXPENDITURE</b>	-	(2,727)	(2,727)	n/a
355	<b>NET COST OF SERVICE</b>	2,455	(2,664)	(209)	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
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	n/a
355	<b>TOTAL NET EXPENDITURE</b>	2,455	(2,664)	(209)	(109)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>					£000's
<u>Strategic budget - agreed pressures / service demands</u>					
					-
<u>Strategic budget - agreed additional income / savings</u>					
2025-29 SAV ACE 005 Recruitment drag periods of staffing vacancy					(104)
					(104)
<u>Other resource changes</u>					
Contract/ Non Pay Inflation					110
Pay Award 2024-25					57
National Insurance Changes					(2,727)
Movement in Corporate Recharges (for SERCOP)					
					(2,560)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>					<b>(2,664)</b>

## SERVICE: C1510F : ASSISTANT CHIEF EXECUTIVE DIRECTORATE

FORECAST 2024/25 £000's	DESCRIPTION	ORIGINAL BUDGET 2024/25 (A) £000's		ORIGINAL BUDGET 2025/26 (D) £000's	% CHANGE (E) %
			* Other (C) £000's		
853	Employees	741	1,120	1,861	151
-	Premises related expenditure	-	-	-	n/a
15	Supplies and Services	39	(9)	30	(23)
-	Third Party Payments	-	(180)	(180)	n/a
-	Transfer Payments	-	-	-	n/a
-	Transport related expenditure	-	-	-	n/a
10	Recharges from other services	-	2	2	n/a
878	<b>TOTAL CONTROLLABLE EXPENDITURE</b>	780	933	1,713	n/a
-	Government Grants	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	n/a
-	Interest Receivable	-	-	-	n/a
0	Recharges to other services	-	-	-	n/a
0	<b>TOTAL CONTROLLABLE INCOME</b>	-	-	-	n/a
878	<b>NET CONTROLLABLE COST</b>	780	933	1,713	n/a
-	Capital Charges	-	-	-	n/a
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
1,989	Corporate support services bought in	-	(844)	(844)	n/a
1,989	<b>TOTAL NON-CONTROLLABLE EXPENDITURE</b>	-	(844)	(844)	n/a
2,867	<b>NET COST OF SERVICE</b>	780	89	869	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
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	n/a
2,867	<b>TOTAL NET EXPENDITURE</b>	780	89	869	11
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>					£000's
<u>Strategic budget - agreed pressures / service demands</u>					
2025-29 GRO ACE 002 Transfer of corporate transformation team from transformation to base budget					1,100
					1,100
<u>Strategic budget - agreed additional income / savings</u>					
2025-29 SAV ACE 001 Review of contracts					(180)
2025-29 SAV ACE 005 Recruitment drag periods of staffing vacancy					(11)
					(191)
<u>Other resource changes</u>					
Contract/ Non Pay Inflation					12
Pay Award 2024-25					10
National Insurance Changes					(844)
Movement in Corporate Recharges (for SERCOP)					2
Minor Budget Realingsments					
					(820)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>					<b>89</b>

**SERVICE DESCRIPTION**

The Croydon Digital Service provides a digital infrastructure for the other services within the Council. The division consists of:-	
Corporate Technology	
Data Centres – Hosting services for all Council applications and the platforms they operate via.	
Voice and Data Networking – Both fixed and mobile telephony, Internet and WAN and LAN services.	
Information and Cyber Security	
End User Computing – Laptop and desktop computers.	
Information Management – Freedom of Information and Data Protection.	
Digital Services	
Council website and its contents.	
CRM - Low code application enabling forms for Customer access to Council services via the Internet.	
Corporate Applications	
The support and maintenance of Council computer applications including but not limited to:	
My Resources.	
Social Care, Adults and Children's.	
Housing.	
Education	
Sustainable Communities, such as planning, highways, waste and GIS.	

**MOVEMENT IN NET EXPENDITURE**

SERVICE CODE	SERVICE NAME	ORIGINAL BUDGET 2024/25 (A) £000's	Other (C) £000's	ORIGINAL BUDGET 2025/26 (D) £000's	% CHANGE (E) %
<b>C1512F</b>	DIGITAL OPERATIONS	17,598	(13,517)	4,081	(77)
	<b>TOTAL NET EXPENDITURE</b>	17,598	(13,517)	4,081	(77)

**STAFF ESTABLISHMENT NUMBERS**

SERVICE	ORIGINAL BUDGET 2024/25 FTE STAFF	ORIGINAL BUDGET 2025/26 FTE STAFF	CHANGE IN FTE FTE STAFF
DIGITAL OPERATIONS	94.5	109.0	14.5
<b>TOTAL FTE STAFF</b>	94.5	109.0	14.5

FORECAST 2024/25 £000's	DESCRIPTION	ORIGINAL BUDGET 2024/25 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2025/26 (D) £000's	% CHANGE (E) %
7,822	Employees	6,796	1,078	7,874	16
10	Premises related expenditure	28	72	100	257
7,759	Supplies and Services	8,406	176	8,582	2
-	Third Party Payments	(749)	549	(200)	(73)
-	Transfer Payments	-	-	-	n/a
-	Transport related expenditure	-	-	-	n/a
18	Recharges from other services	-	-	-	n/a
15,609	<b>TOTAL CONTROLLABLE EXPENDITURE</b>	14,481	1,875	16,356	n/a
-	Government Grants	-	-	-	n/a
-	Other Grants, reimbursements and contributions	(30)	-	(30)	-
(72)	Customer and Client Receipts	(72)	-	(72)	-
-	Interest Receivable	-	-	-	n/a
(1,203)	Recharges to other services	(315)	-	(315)	-
(1,275)	<b>TOTAL CONTROLLABLE INCOME</b>	(417)	-	(417)	n/a
14,334	<b>NET CONTROLLABLE COST</b>	14,064	1,875	15,939	n/a
189	Capital Charges	189	-	189	-
3,345	Intangible Charges	3,345	-	3,345	-
-	REFCUS	-	-	-	n/a
(15,784)	Corporate support services bought in	-	(15,392)	(15,392)	n/a
(12,250)	<b>TOTAL NON-CONTROLLABLE EXPENDITURE</b>	3,534	(15,392)	(11,858)	n/a
2,084	<b>NET COST OF SERVICE</b>	17,598	(13,517)	4,081	n/a
(52)	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
(52)	<b>TOTAL APPROPRIATIONS</b>	-	-	-	n/a
2,032	<b>TOTAL NET EXPENDITURE</b>	17,598	(13,517)	4,081	(77)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>					£000's
<u>Strategic budget - agreed pressures / service demands</u>					
2025-29 GRO ACE 001 Oracle finance system improvements - changes to licence, support and archiving costs					348
2025-29 GRO ACE 003 Design and deploy file transfer platform					30
2025-29 GRO ACE 004 Cyber security upgrade					1,245
					1,623
<u>Strategic budget - agreed additional income / savings</u>					
2025-29 SAV ACE 005 Recruitment drag periods of staffing vacancy					(206)
2025-29 SAV ACE 006 Public Switched Telephone Network (PSTN) review - cancel telephone lines					(50)
					(256)
<u>Other resource changes</u>					
Contract/ Non Pay Inflation					172
Pay Award 2024-25					219
National Insurance Changes					117
Movement in Corporate Recharges (for SERCOP)					(15,392)
					(14,884)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>					<b>(13,517)</b>

**SERVICE: C1512F : DIGITAL OPERATIONS**

FORECAST 2024/25 £000's	DESCRIPTION	ORIGINAL BUDGET 2024/25 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2025/26 (D) £000's	% CHANGE (E) %
7,822	Employees	6,796	1,078	<b>7,874</b>	16
10	Premises related expenditure	28	72	<b>100</b>	257
7,759	Supplies and Services	8,406	176	<b>8,582</b>	2
-	Third Party Payments	(749)	549	<b>(200)</b>	(73)
-	Transfer Payments	-	-	-	n/a
-	Transport related expenditure	-	-	-	n/a
18	Recharges from other services	-	-	-	n/a
15,609	<b>TOTAL CONTROLLABLE EXPENDITURE</b>	14,481	1,875	<b>16,356</b>	n/a
-	Government Grants	-	-	-	n/a
-	Other Grants, reimbursements and contributions	(30)	-	<b>(30)</b>	-
(72)	Customer and Client Receipts	(72)	-	<b>(72)</b>	-
-	Interest Receivable	-	-	-	n/a
(1,203)	Recharges to other services	(315)	-	<b>(315)</b>	-
(1,275)	<b>TOTAL CONTROLLABLE INCOME</b>	(417)	-	<b>(417)</b>	n/a
14,334	<b>NET CONTROLLABLE COST</b>	14,064	1,875	<b>15,939</b>	n/a
189	Capital Charges	189	-	<b>189</b>	-
3,345	Intangible Charges	3,345	-	<b>3,345</b>	-
-	REFCUS	-	-	-	n/a
(15,784)	Corporate support services bought in	-	(15,392)	<b>(15,392)</b>	n/a
(12,250)	<b>TOTAL NON-CONTROLLABLE EXPENDITURE</b>	3,534	(15,392)	<b>(11,858)</b>	n/a
2,084	<b>NET COST OF SERVICE</b>	17,598	(13,517)	<b>4,081</b>	n/a
(52)	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
(52)	<b>TOTAL APPROPRIATIONS</b>	-	-	-	n/a
2,032	<b>TOTAL NET EXPENDITURE</b>	17,598	(13,517)	<b>4,081</b>	(77)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>					£000's
<u>Strategic budget - agreed pressures / service demands</u>					
2025-29 GRO ACE 001 Oracle finance system improvements - changes to licence, support and archiving costs					348
2025-29 GRO ACE 003 Design and deploy file transfer platform					30
2025-29 GRO ACE 004 Cyber security upgrade					1,245
					1,623
<u>Strategic budget - agreed additional income / savings</u>					
2025-29 SAV ACE 005 Recruitment drag periods of staffing vacancy					(206)
2025-29 SAV ACE 006 Public Switched Telephone Network (PSTN) review - cancel telephone lines					(50)
					(256)
<u>Other resource changes</u>					
Contract/ Non Pay Inflation					172
Pay Award 2024-25					219
National Insurance Changes					117
Movement in Corporate Recharges (for SERCOP)					(15,392)
					(14,884)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>					<b>(13,517)</b>





FORECAST 2024/25 £000's	DESCRIPTION	ORIGINAL BUDGET 2024/25 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2025/26 (D) £000's	% CHANGE (E) %
47	Employees	-	-	-	n/a
129	Premises related expenditure	-	-	-	n/a
392	Supplies and Services	-	-	-	n/a
-	- Third Party Payments	350	-	350	-
-	- Transfer Payments	-	-	-	n/a
-	- Transport related expenditure	-	-	-	n/a
18	Recharges from other services	-	-	-	n/a
586	<b>TOTAL CONTROLLABLE EXPENDITURE</b>	350	-	350	n/a
(236)	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
(236)	<b>TOTAL CONTROLLABLE INCOME</b>	-	-	-	n/a
350	<b>NET CONTROLLABLE COST</b>	350	-	350	n/a
-	Capital Charges	-	-	-	n/a
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
-	Corporate support services bought in	-	-	-	n/a
-	<b>TOTAL NON-CONTROLLABLE EXPENDITURE</b>	-	-	-	n/a
350	<b>NET COST OF SERVICE</b>	350	-	350	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
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	n/a
350	<b>TOTAL NET EXPENDITURE</b>	350	-	350	-
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>					£000's
<u>Strategic budget - agreed pressures / service demands</u>					
					-
<u>Strategic budget - agreed additional income / savings</u>					
					-
<u>Other resource changes</u>					
					-
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>					-

**SERVICE: C1558F : LOCAL EXTERNAL ELECTIONS SUMMARY**

FORECAST 2024/25 £000's	DESCRIPTION	ORIGINAL BUDGET 2024/25 (A) £000's		ORIGINAL BUDGET 2025/26 (D) £000's	% CHANGE (E) %
			* Other (C) £000's		
47	Employees	-	-	-	n/a
129	Premises related expenditure	-	-	-	n/a
392	Supplies and Services	-	-	-	n/a
-	Third Party Payments	350	-	350	-
-	Transfer Payments	-	-	-	n/a
-	Transport related expenditure	-	-	-	n/a
18	Recharges from other services	-	-	-	n/a
586	<b>TOTAL CONTROLLABLE EXPENDITURE</b>	350	-	350	n/a
(236)	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
(236)	<b>TOTAL CONTROLLABLE INCOME</b>	-	-	-	n/a
350	<b>NET CONTROLLABLE COST</b>	350	-	350	n/a
-	Capital Charges	-	-	-	n/a
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
-	Corporate support services bought in	-	-	-	n/a
-	<b>TOTAL NON-CONTROLLABLE EXPENDITURE</b>	-	-	-	n/a
350	<b>NET COST OF SERVICE</b>	350	-	350	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
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	n/a
350	<b>TOTAL NET EXPENDITURE</b>	350	-	350	-
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>					£000's
<u>Strategic budget - agreed pressures / service demands</u>					
					-
<u>Strategic budget - agreed additional income / savings</u>					
					-
<u>Other resource changes</u>					
					-
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>					-

# TOTAL ADULT SOCIAL CARE AND HEALTH

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## KEY SERVICE TARGETS / PRIORITIES FOR 2025/26

The Adult Social Care and Health Directorate, comprises of the Adult Social Care Operational Division, the Commissioning, Policy and Improvement Division and Public Health. Our biggest asset is our committed workforce; we will continue to invest in them to deliver high quality services.

Our vision is to, "enable people to live in a place they call home, with the people and things that they love and doing the things that matter to them in communities which look out for one another".

Our core priorities are to:

- Develop our Resident Voice, fulfil all our statutory responsibilities ensuring that our adults are supported and those at risk of abuse or neglect are safe.
- Deliver a balanced budget, achieving our savings targets, implementing strengths-based principles and processes, strong commissioning and market management; and moving activity and expenditure to the targets in our strategy.
- Ensure health and care integration is successful and proportionate, and that it aligns to the council's objectives for its budgets and our residents.
- Work in collaboration with a range of statutory and non-statutory partners to ensure people's finances are maximised, their housing, care and support needs are met; with our support where this is needed.
- Continue to improve and integrate services where this makes sense for residents and continue our long-term ambition to reduce inequalities across the Borough.
- To improve the health of the population and to reduce health inequalities.

The directorate has well developed plans for delivering its responsibilities within the Medium-Term Financial Strategy to put adult social care in Croydon on a sustainable footing whilst ensuring that people who need services receive them. The directorate is prepared for a Care Quality Commission inspection due during 2025. A new directorate strategy will be published in 2025. We have procured a strategic delivery partner to support delivery of the Adults Living Independently Transformation programme, which is part of the Future Croydon Transformation. Our market position statement and solid relationship with the provider market are well established, including developing the provider opportunities for the voluntary and community sector. Further, the directorate, along with its South West London Integrated Care System partners, remain aligned to the principles of integration.

## FINANCIAL PERFORMANCE

## COST CENTRE: C1400D

DESCRIPTION	ORIGINAL BUDGET 2024/25 £000	FORECAST 2024/25 £000	ORIGINAL BUDGET 2025/26 £000	% CHANGE %
Employees	40,939	43,217	46,095	13
Premises related expenditure	864	473	625	(28)
Supplies and Services	4,311	4,837	2,705	(37)
Third Party Payments	156,581	188,224	168,131	7
Transfer Payments	9,082	12,929	10,094	11
Transport related expenditure	106	48	88	(17)
Capital Charges	1,054	1,054	1,054	-
Intangible Charges	-	-	-	n/a
REFCUS	-	-	-	n/a
Corporate support services bought in	355	11,076	11,335	3,093
Recharges from other services	19,981	24,055	25,060	25
<b>TOTAL EXPENDITURE</b>	<b>233,273</b>	<b>285,912</b>	<b>265,187</b>	<b>(7)</b>
Government Grants	(33,337)	(36,155)	(37,486)	12
Other Grants, reimbursements and contributions	(22,970)	(23,205)	(22,030)	(4)
Customer and Client Receipts	(27,400)	(34,485)	(27,902)	2
Interest Receivable	(28)	-	-	(100)
Recharges to other services	(8,080)	(21,713)	(11,907)	47
<b>TOTAL INCOME</b>	<b>(91,815)</b>	<b>(115,557)</b>	<b>(99,325)</b>	<b>(14)</b>
<b>TOTAL NET EXPENDITURE</b>	<b>141,458</b>	<b>170,355</b>	<b>165,862</b>	<b>(3)</b>
Contributions to / (from) Reserves	-	(488)	-	(100)
<b>CURRENT BUDGET 2024/25</b>		<b>164,002</b>		
<b>TOTAL 2024/25 VARIANCE FROM BUDGET- Over/(Under)</b>		<b>5,865</b>		

## TOP FINANCIAL RISKS 2025/26

## Budget

- Hospital discharge pressures on the social care budget, health and social care workforce, and provider market.
- Increasing costs of new placements due to market pressures
- Increased costs for re-provision of services following provider withdrawal from the market or provider failure.

## Demand

- Continued increasing demand led pressures for home care.
- Increase in demand for services by people previously funded by the NHS for Continuing Health Care or Transforming Care, and the short term winter pressure.
- Increase of people funding their own care with depleting resources and coming under national thresholds

## DIRECTORATE SUMMARY

Cllr Yvette Hopley	
Cllr Margaret Bird	

NAME	TITLE	TEL. EX.
Annette McPartland	Corporate Director Adult Social Care and Health	21285
Simon Robson	Director - Operations	21299
Bianca Byrne	Director of Adults Strategic Commissioning, Policy & Improvement	21181

DIVISION CODE	DIVISION
C1405E	TOTAL ADULT SOCIAL CARE AND HEALTH DIRECTORATE SUMMARY
C1410E	ADULT SOCIAL CARE OPERATIONS
C1420E	ASCH COMMISSIONING POLICY AND IMROVEMENT

FORECAST 2024/25  £000's	DIVISION	ORIGINAL BUDGET 2024/25 (A) £000's		ORIGINAL BUDGET 2025/26 (D) £000's	% CHANGE (E) %
			Other (C) £000's		
2,444	C1405E : TOTAL ADULT SOCIAL CARE AND HEALTH DIRECTORATE	1,966	603	2,569	31
150,357	C1410E : ADULT SOCIAL CARE OPERATIONS	122,593	22,389	144,982	18
17,066	C1420E : ASCH COMMISSIONING POLICY AND IMPROVEMENT	16,899	1,412	18,311	8
-	C1450E : ADULT SOCIAL CARE AND HEALTH OBSOLETE CODES	0	0	0	n/a
-	C1540E : PUBLIC HEALTH	0	0	0	n/a
169,866	TOTAL NET EXPENDITURE	141,458	24,404	165,862	17.25

STAFF ESTABLISHMENT NUMBERS			
DIVISION	ORIGINAL BUDGET 2024/25 FTE STAFF	ORIGINAL BUDGET 2025/26 FTE STAFF	CHANGE IN FTE FTE STAFF
C1405E : TOTAL ADULT SOCIAL CARE AND HEALTH DIRECTORATE SUMMARY	7.0	10.0	3.0
C1410E : ADULT SOCIAL CARE OPERATIONS	631.3	628.3	(3.0)
C1420E : ASCH COMMISSIONING POLICY AND IMPROVEMENT	67.0	67.0	-
C1450E : ADULT SOCIAL CARE AND HEALTH OBSOLETE CODES	-	-	-
C1540E : PUBLIC HEALTH	28.7	30.7	2.0
<b>TOTAL FTE STAFF</b>	<b>734.0</b>	<b>736.0</b>	<b>2.0</b>

Transfer of Salary Budget (3 FTE) Professional Standards Team from Operations (ASCH 2.1) to Directorates (ASCH1.1).  
Correction of Public Health 2.0 FTE staff that had been included in ACE but are funded by Public Health

FORECAST 2024/25 £000's	DESCRIPTION	ORIGINAL BUDGET 2024/25 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2025/26 (D) £000's	% CHANGE (E) %
43,217	Employees	40,939	5,156	46,095	13
473	Premises related expenditure	864	(239)	625	(28)
4,837	Supplies and Services	4,311	(1,606)	2,705	(37)
188,224	Third Party Payments	156,581	11,550	168,131	7
12,929	Transfer Payments	9,082	1,012	10,094	11
48	Transport related expenditure	106	(18)	88	(17)
24,055	Recharges from other services	19,981	5,079	25,060	25
273,782	<b>TOTAL CONTROLLABLE EXPENDITURE</b>	231,864	20,934	252,798	9
(36,155)	Government Grants	(33,337)	(4,149)	(37,486)	12
(23,205)	Other Grants, reimbursements and contributions	(22,970)	940	(22,030)	(4)
(34,485)	Customer and Client Receipts	(27,400)	(502)	(27,902)	2
-	Interest Receivable	(28)	28	-	(100)
(21,713)	Recharges to other services	(8,080)	(3,827)	(11,907)	47
(115,557)	<b>TOTAL CONTROLLABLE INCOME</b>	(91,815)	(7,510)	(99,325)	8
158,224	<b>NET CONTROLLABLE COST</b>	140,049	13,424	153,473	10
1,054	Capital Charges	1,054	-	1,054	-
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
11,076	Corporate support services bought in	355	10,980	11,335	3,093
12,130	<b>TOTAL NON-CONTROLLABLE EXPENDITURE</b>	1,409	10,980	12,389	779
170,354	<b>NET COST OF SERVICE</b>	141,458	24,404	165,862	17
(488)	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
(488)	<b>TOTAL APPROPRIATIONS</b>	-	-	-	n/a
169,866	<b>TOTAL NET EXPENDITURE</b>	141,458	24,404	165,862	17
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>					£000's
Strategic budget - agreed pressures / service demands					5,960
Strategic budget - agreed additional income / savings					(4,525)
Other resource changes					22,969
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>					<b>24,404</b>

**SERVICE DESCRIPTION**

The Adult Social Care and Health Directorate undertakes the Council's 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 Directorate also works closely with other parts of the Council such as Children's and Housing as well as partners such as the NHS to deliver integrated care and support where possible.

As part of the Mayor's Business Plan and 2025/29 Medium Term Financial Strategy, a key objective will be to deliver, alongside a strategic delivery partner, the Adults Living Independently programme which enables Adult Social Care in Croydon to be on a sustainable footing whilst ensuring that people who need services receive them.

**MOVEMENT IN NET EXPENDITURE**

SERVICE CODE	SERVICE NAME	ORIGINAL BUDGET 2024/25 (A) £000's		ORIGINAL BUDGET 2025/26 (D) £000's	% CHANGE (E) %
			Other (C) £000's		
C1410F	ADULT SOCIAL CARE AND HEALTH DIRECTORATE	1,928	422	2,350	22
C1412F	CENTRAL LEARNING AND DEVELOPMENT	38	181	219	476
				-	
				-	
				-	
				-	
				-	
				-	
	<b>TOTAL NET EXPENDITURE</b>	1,966	603	2,569	31

**STAFF ESTABLISHMENT NUMBERS**

SERVICE	ORIGINAL BUDGET 2024/25 FTE STAFF	ORIGINAL BUDGET 2025/26 FTE STAFF	CHANGE IN FTE FTE STAFF
ADULT SOCIAL CARE AND HEALTH DIRECTORATE	7.0	7.0	-
CENTRAL LEARNING AND DEVELOPMENT	-	3.0	3.0
<b>TOTAL FTE STAFF</b>	7.0	10.0	3.0



FORECAST 2024/25 £000's	DESCRIPTION	ORIGINAL BUDGET 2024/25 (A) £000's		ORIGINAL BUDGET 2025/26 (D) £000's	% CHANGE (E) %
			* Other (C) £000's		
1,745	Employees	978	277	1,255	28
-	Premises related expenditure	-	-	-	n/a
336	Supplies and Services	123	(16)	107	(13)
379	Third Party Payments	630	-	630	-
-	Transfer Payments	-	-	-	n/a
0	Transport related expenditure	-	-	-	n/a
259	Recharges from other services	256	11	267	4
2,719	<b>TOTAL CONTROLLABLE EXPENDITURE</b>	1,987	272	2,259	n/a
(87)	Government Grants	-	-	-	n/a
(41)	Other Grants, reimbursements and contributions	(20)	-	(20)	-
(12)	Customer and Client Receipts	-	-	-	n/a
-	Interest Receivable	-	-	-	n/a
(380)	Recharges to other services	(1)	-	(1)	-
(520)	<b>TOTAL CONTROLLABLE INCOME</b>	(21)	-	(21)	n/a
2,199	<b>NET CONTROLLABLE COST</b>	1,966	272	2,238	n/a
-	Capital Charges	-	-	-	n/a
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
245	Corporate support services bought in	-	331	331	n/a
245	<b>TOTAL NON-CONTROLLABLE EXPENDITURE</b>	-	331	331	n/a
2,444	<b>NET COST OF SERVICE</b>	1,966	603	2,569	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
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	n/a
2,444	<b>TOTAL NET EXPENDITURE</b>	1,966	603	2,569	31
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>					£000's
<u>Strategic budget - agreed pressures / service demands</u>					
					-
<u>Strategic budget - agreed additional income / savings</u>					
<u>Other resource changes</u>					
					603
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>					<b>603</b>

SERVICE: **C1410F : ADULT SOCIAL CARE AND HEALTH DIRECTORATE**

FORECAST 2024/25 £000's	DESCRIPTION	ORIGINAL BUDGET 2024/25 (A) £000's		ORIGINAL BUDGET 2025/26 (D) £000's	% CHANGE (E) %
			* Other (C) £000's		
1,528	Employees	940	139	1,079	15
-	Premises related expenditure	-	-	-	n/a
300	Supplies and Services	123	(19)	104	(15)
379	Third Party Payments	630	-	630	-
-	Transfer Payments	-	-	-	n/a
0	Transport related expenditure	-	-	-	n/a
258	Recharges from other services	256	11	267	4
2,466	<b>TOTAL CONTROLLABLE EXPENDITURE</b>	1,949	131	2,080	n/a
(27)	Government Grants	-	-	-	n/a
-	Other Grants, reimbursements and contributions	(20)	-	(20)	-
(12)	Customer and Client Receipts	-	-	-	n/a
-	Interest Receivable	-	-	-	n/a
(380)	Recharges to other services	(1)	-	(1)	-
(419)	<b>TOTAL CONTROLLABLE INCOME</b>	(21)	-	(21)	n/a
2,048	<b>NET CONTROLLABLE COST</b>	1,928	131	2,059	n/a
-	Capital Charges	-	-	-	n/a
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
245	Corporate support services bought in	-	291	291	n/a
245	<b>TOTAL NON-CONTROLLABLE EXPENDITURE</b>	-	291	291	n/a
2,293	<b>NET COST OF SERVICE</b>	1,928	422	2,350	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
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	n/a
2,293	<b>TOTAL NET EXPENDITURE</b>	1,928	422	2,350	22
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>					£000's
<u>Strategic budget - agreed pressures / service demands</u>					
					-
<u>Strategic budget - agreed additional income / savings</u>					
					-
<u>Other resource changes</u>					
2024-25 Pay Award					30
2025-26 National Insurance Changes					19
Central Learning and Development (ACE)					38
Transfer of budgets from Adult Safeguarding (ASCH 2.9)					230
Transfer of budgets to Learning & Development (ASCH 1.3)					(178)
Movement in legal recharges					(8)
Movement in Corporate Recharges					291
					422
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>					<b>422</b>

DIRECTORATE: **C1400D : ADULT SOCIAL CARE AND HEALTH**      **SERVICE SUBJECTIVE SUMMARY**  
DIVISION: **C1405E : TOTAL ADULT SOCIAL CARE AND HEALTH**      **DIRECTORATE SUMMARY**

SERVICE: **C1412F : CENTRAL LEARNING AND DEVELOPMENT**

FORECAST 2024/25 £000's	DESCRIPTION	ORIGINAL BUDGET 2024/25 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2025/26 (D) £000's	% CHANGE (E) %
217	Employees	38	138	176	363
-	Premises related expenditure	-	-	-	n/a
36	Supplies and Services	-	3	3	n/a
-	Third Party Payments	-	-	-	n/a
-	Transfer Payments	-	-	-	n/a
-	Transport related expenditure	-	-	-	n/a
0	Recharges from other services	-	-	-	n/a
253	<b>TOTAL CONTROLLABLE EXPENDITURE</b>	38	141	179	n/a
(60)	Government Grants	-	-	-	n/a
(41)	Other Grants, reimbursements and contributions	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	n/a
-	Interest Receivable	-	-	-	n/a
-	Recharges to other services	-	-	-	n/a
(101)	<b>TOTAL CONTROLLABLE INCOME</b>	-	-	-	n/a
152	<b>NET CONTROLLABLE COST</b>	38	141	179	n/a
-	Capital Charges	-	-	-	n/a
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
-	Corporate support services bought in	-	40	40	n/a
-	<b>TOTAL NON-CONTROLLABLE EXPENDITURE</b>	-	40	40	n/a
152	<b>NET COST OF SERVICE</b>	38	181	219	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
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	n/a
152	<b>TOTAL NET EXPENDITURE</b>	38	181	219	476
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>					£000's
<u>Strategic budget - agreed pressures / service demands</u>					
					-
<u>Strategic budget - agreed additional income / savings</u>					
					-
<u>Other resource changes</u>					
2025-26 National Insurance Changes					1
Transfer of budgets from Directorates (ASCH 1.3)					140
Movement in Corporate Recharges					40
					181
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>					<b>181</b>

**SERVICE DESCRIPTION**

Social Care is an essential part of the fabric of our society and is a statutory duty of the council.

Social Care at its best enables and transforms peoples' lives whether they need support with mental health, because of physical disabilities, learning disabilities, or because they are becoming older and in need of additional support.

Social Care supports people to work, to socialise, to care and support family members and to play an active role in their communities and, when necessary, protects people to keep them safe from harm. To achieve this, we must target our offer and be precise in what we can affordably do for our residents and utilise peoples' strengths to maximise their independence. Where possible, we want to enable our residents to have their own front door, and to live in the borough and be connected to their communities.

**MOVEMENT IN NET EXPENDITURE**

SERVICE CODE	SERVICE NAME	ORIGINAL BUDGET 2024/25 (A) £000's	Other (C) £000's	ORIGINAL BUDGET 2025/26 (D) £000's	% CHANGE (E) %
<b>C1419F</b>	18-25 DISABILITY TRANSITIONS	11,467	1,000	<b>12,467</b>	9
<b>C1414F</b>	18-65 DISABILITY	54,069	4,652	<b>58,721</b>	9
<b>C1415F</b>	ADULT MENTAL HEALTH AND SUBSTANCE MISUSE	9,507	1,215	<b>10,722</b>	13
<b>C1416F</b>	PROVIDER SERVICES	9,350	3,585	<b>12,935</b>	38
<b>C1418F</b>	LOCALITIES	28,550	8,914	<b>37,464</b>	31
<b>C1422F</b>	BUSINESS COMPLIANCE & EARLY INTERVENTION	4,113	1,266	<b>5,379</b>	31
<b>C1426F</b>	ADULT SAFEGUARDING AND QUALITY ASSURANCE	3,021	628	<b>3,649</b>	21
<b>C1440F</b>	LIFE SERVICES	2,516	1,129	<b>3,645</b>	45
		-	-	-	
		-	-	-	
		-	-	-	
	<b>TOTAL NET EXPENDITURE</b>	<b>122,593</b>	<b>22,389</b>	<b>144,982</b>	<b>18</b>

**STAFF ESTABLISHMENT NUMBERS**

SERVICE	ORIGINAL BUDGET 2024/25 FTE STAFF	ORIGINAL BUDGET 2025/26 FTE STAFF	CHANGE IN FTE STAFF
18-25 DISABILITY TRANSITIONS	17.0	<b>17.0</b>	-
18-65 DISABILITY	64.0	<b>64.0</b>	-
ADULT MENTAL HEALTH AND SUBSTANCE MISUSE	67.2	<b>67.2</b>	-
PROVIDER SERVICES	222.0	<b>222.0</b>	-
LOCALITIES	72.4	<b>72.4</b>	-
BUSINESS COMPLIANCE & EARLY INTERVENTION	90.6	<b>90.6</b>	-
ADULT SAFEGUARDING AND QUALITY ASSURANCE	39.4	<b>36.4</b>	(3.0)
LIFE SERVICES	58.7	<b>58.7</b>	-
<b>TOTAL FTE STAFF</b>	<b>631.3</b>	<b>628.3</b>	<b>(3.0)</b>

ASCH 2.2-C1410E

**SERVICE: C1419F : 18-25 DISABILITY TRANSITIONS**

FORECAST 2024/25 £000's	DESCRIPTION	ORIGINAL BUDGET 2024/25 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2025/26 (D) £000's	% CHANGE (E) %
1,092	Employees	1,039	61	1,100	6
2	Premises related expenditure	-	-	-	n/a
111	Supplies and Services	-	-	-	n/a
7,864	Third Party Payments	8,628	509	9,137	6
2,447	Transfer Payments	2,044	160	2,204	8
6	Transport related expenditure	34	-	34	-
13	Recharges from other services	-	-	-	n/a
11,535	<b>TOTAL CONTROLLABLE EXPENDITURE</b>	11,745	730	12,475	n/a
-	Government Grants	11	(11)	-	(100)
(61)	Other Grants, reimbursements and contributions	-	-	-	n/a
(271)	Customer and Client Receipts	(239)	-	(239)	-
-	Interest Receivable	-	-	-	n/a
(94)	Recharges to other services	(59)	(35)	(94)	59
(426)	<b>TOTAL CONTROLLABLE INCOME</b>	(287)	(46)	(333)	n/a
11,109	<b>NET CONTROLLABLE COST</b>	11,458	684	12,142	n/a
9	Capital Charges	9	-	9	-
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
293	Corporate support services bought in	-	316	316	n/a
302	<b>TOTAL NON-CONTROLLABLE EXPENDITURE</b>	9	316	325	n/a
11,411	<b>NET COST OF SERVICE</b>	11,467	1,000	12,467	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
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	n/a
11,411	<b>TOTAL NET EXPENDITURE</b>	11,467	1,000	12,467	9
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>					£000's
<u>Strategic budget - agreed pressures / service demands</u>					
					-
<u>Strategic budget - agreed additional income / savings</u>					
2024-28 SAV ASCH 001 - Adults Living Independently Programme					(194)
					(194)
<u>Other resource changes</u>					
2024-25 Pay Award					39
2024-25 Contract/ Non Pay Inflation					828
2025-26 National Insurance Changes					22
Transfer of grant funding from Mental Health (ASCH 2.5)					(11)
Movement in Corporate Recharges					316
					1,194
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>					<b>1,000</b>

**SERVICE: C1414F : 18-65 DISABILITY**

FORECAST 2024/25 £000's	DESCRIPTION	ORIGINAL BUDGET 2024/25 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2025/26 (D) £000's	% CHANGE (E) %
4,066	Employees	4,043	223	4,266	6
-	Premises related expenditure	-	-	-	n/a
(7)	Supplies and Services	25	(14)	11	(56)
65,684	Third Party Payments	55,779	3,383	59,162	6
8,249	Transfer Payments	5,387	193	5,580	4
20	Transport related expenditure	11	-	11	-
24	Recharges from other services	26	-	26	-
78,036	<b>TOTAL CONTROLLABLE EXPENDITURE</b>	65,271	3,785	69,056	n/a
-	Government Grants	-	-	-	n/a
-	Other Grants, reimbursements and contributions	(2,640)	2,640	-	(100)
(6,257)	Customer and Client Receipts	(6,454)	-	(6,454)	-
-	Interest Receivable	-	-	-	n/a
(7,303)	Recharges to other services	(2,108)	(3,001)	(5,109)	142
(13,560)	<b>TOTAL CONTROLLABLE INCOME</b>	(11,202)	(361)	(11,563)	n/a
64,476	<b>NET CONTROLLABLE COST</b>	54,069	3,424	57,493	n/a
-	Capital Charges	-	-	-	n/a
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
1,137	Corporate support services bought in	-	1,228	1,228	n/a
1,137	<b>TOTAL NON-CONTROLLABLE EXPENDITURE</b>	-	1,228	1,228	n/a
65,613	<b>NET COST OF SERVICE</b>	54,069	4,652	58,721	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
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	n/a
65,613	<b>TOTAL NET EXPENDITURE</b>	54,069	4,652	58,721	9
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>					£000's
<u>Strategic budget - agreed pressures / service demands</u>					
					-
<u>Strategic budget - agreed additional income / savings</u>					
2024-28 SAV ASCH 001 - Adults Living Independently Programme					(1,062)
					(1,062)
<u>Other resource changes</u>					
2024-25 Pay Award					143
2024-25 Contract/ Non Pay Inflation					4,265
2025-26 National Insurance Changes					80
Movement in legal recharges					(2)
Movement in Corporate Recharges					1,228
					5,714
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>					4,652

**SERVICE: C1415F : ADULT MENTAL HEALTH AND SUBSTANCE MISUSE**

FORECAST 2024/25 £000's	DESCRIPTION	ORIGINAL BUDGET 2024/25 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2025/26 (D) £000's	% CHANGE (E) %
3,644	Employees	3,529	323	3,852	9
-	Premises related expenditure	-	-	-	n/a
45	Supplies and Services	16	-	16	-
13,772	Third Party Payments	9,600	1,692	11,292	18
92	Transfer Payments	132	10	142	8
1	Transport related expenditure	28	-	28	-
6	Recharges from other services	12	-	12	-
17,560	<b>TOTAL CONTROLLABLE EXPENDITURE</b>	13,317	2,025	15,342	n/a
(50)	Government Grants	(65)	11	(54)	(17)
(5,723)	Other Grants, reimbursements and contributions	(2,269)	(1,700)	(3,969)	75
(514)	Customer and Client Receipts	(508)	(300)	(808)	59
-	Interest Receivable	-	-	-	n/a
(1,248)	Recharges to other services	(968)	235	(733)	(24)
(7,535)	<b>TOTAL CONTROLLABLE INCOME</b>	(3,810)	(1,754)	(5,564)	n/a
10,025	<b>NET CONTROLLABLE COST</b>	9,507	271	9,778	n/a
-	Capital Charges	-	-	-	n/a
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
979	Corporate support services bought in	-	944	944	n/a
979	<b>TOTAL NON-CONTROLLABLE EXPENDITURE</b>	-	944	944	n/a
11,004	<b>NET COST OF SERVICE</b>	9,507	1,215	10,722	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
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	n/a
11,004	<b>TOTAL NET EXPENDITURE</b>	9,507	1,215	10,722	13
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>					£000's
<u>Strategic budget - agreed pressures / service demands</u>					
					-
<u>Strategic budget - agreed additional income / savings</u>					
2024-28 SAV ASCH 001 - Adults Living Independently Programme					(607)
					(607)
<u>Other resource changes</u>					
2024-25 Pay Award					89
2024-25 Contract/ Non Pay Inflation					717
2025-26 National Insurance Changes					61
Transfer of grant funding to 18-25 Disability (ASCH 2.3)					11
Movement in Corporate Recharges					944
					1,822
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>					<b>1,215</b>



**SERVICE: C1416F : PROVIDER SERVICES**

FORECAST 2024/25 £000's	DESCRIPTION	ORIGINAL BUDGET 2024/25 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2025/26 (D) £000's	% CHANGE (E) %
8,423	Employees	8,842	3,392	12,234	38
66	Premises related expenditure	147	(145)	2	(99)
73	Supplies and Services	(1)	16	15	(1,600)
3,901	Third Party Payments	4,033	(1,272)	2,761	(32)
42	Transfer Payments	42	117	159	279
1	Transport related expenditure	3	-	3	-
283	Recharges from other services	363	(10)	353	(3)
12,789	<b>TOTAL CONTROLLABLE EXPENDITURE</b>	13,429	2,098	15,527	n/a
-	Government Grants	-	-	-	n/a
(119)	Other Grants, reimbursements and contributions	(155)	-	(155)	-
(3,089)	Customer and Client Receipts	(3,204)	(202)	(3,406)	6
-	Interest Receivable	-	-	-	n/a
(1,242)	Recharges to other services	(879)	(1,043)	(1,922)	119
(4,450)	<b>TOTAL CONTROLLABLE INCOME</b>	(4,238)	(1,245)	(5,483)	n/a
8,339	<b>NET CONTROLLABLE COST</b>	9,191	853	10,044	n/a
159	Capital Charges	159	-	159	-
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
2,498	Corporate support services bought in	-	2,732	2,732	n/a
2,657	<b>TOTAL NON-CONTROLLABLE EXPENDITURE</b>	159	2,732	2,891	n/a
10,996	<b>NET COST OF SERVICE</b>	9,350	3,585	12,935	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
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	n/a
10,996	<b>TOTAL NET EXPENDITURE</b>	9,350	3,585	12,935	38
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>					£000's
<u>Strategic budget - agreed pressures / service demands</u>					
					-
<u>Strategic budget - agreed additional income / savings</u>					
					-
<u>Other resource changes</u>					
2024-25 Pay Award					507
2024-25 Contract/ Non Pay Inflation					106
2025-26 National Insurance Changes					240
Movement in Corporate Recharges					2,732
					3,585
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>					<b>3,585</b>

**SERVICE: C1418F : LOCALITIES**

FORECAST 2024/25 £000's	DESCRIPTION	ORIGINAL BUDGET 2024/25 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2025/26 (D) £000's	% CHANGE (E) %
5,273	Employees	5,013	291	5,304	6
-	Premises related expenditure	-	-	-	n/a
3,016	Supplies and Services	1,413	61	1,474	4
56,115	Third Party Payments	40,936	7,148	48,084	17
2,000	Transfer Payments	1,477	532	2,009	36
7	Transport related expenditure	24	(18)	6	(75)
10	Recharges from other services	3	1	4	33
66,422	<b>TOTAL CONTROLLABLE EXPENDITURE</b>	48,866	8,015	56,881	n/a
(15)	Government Grants	(15)	-	(15)	-
(3,200)	Other Grants, reimbursements and contributions	(4,177)	-	(4,177)	-
(17,182)	Customer and Client Receipts	(13,837)	-	(13,837)	-
-	Interest Receivable	-	-	-	n/a
(6,917)	Recharges to other services	(2,289)	(419)	(2,708)	18
(27,314)	<b>TOTAL CONTROLLABLE INCOME</b>	(20,318)	(419)	(20,737)	n/a
39,108	<b>NET CONTROLLABLE COST</b>	28,548	7,596	36,144	n/a
2	Capital Charges	2	-	2	-
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
1,390	Corporate support services bought in	-	1,318	1,318	n/a
1,392	<b>TOTAL NON-CONTROLLABLE EXPENDITURE</b>	2	1,318	1,320	n/a
40,500	<b>NET COST OF SERVICE</b>	28,550	8,914	37,464	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
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	n/a
40,500	<b>TOTAL NET EXPENDITURE</b>	28,550	8,914	37,464	31
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>					£000's
<u>Strategic budget - agreed pressures / service demands</u>					
2024-28 GRO ASCH 001 - Demographic and Activity Growth					5,220
					5,220
<u>Strategic budget - agreed additional income / savings</u>					
2024-28 SAV ASCH 001 - Adults Living Independently Programme					(2,137)
					(2,137)
<u>Other resource changes</u>					
2024-25 Pay Award					170
2024-25 Contract/ Non Pay Inflation					2,927
2025-26 National Insurance Changes					109
Transfer of budgets from OBC Commissioning (ASCH 3.7)					834
Transfer of budgets from Commissioning Policy & Improvement (ASCH 3.5)					19
Transfer of budgets from Integrated Contracts and Performance (ASCH 3.3)					454
Movement in Corporate Recharges					1,318
					5,831
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>					<b>8,914</b>

**SERVICE: C1422F : BUSINESS COMPLIANCE & EARLY INTERVENTION**

FORECAST 2024/25 £000's	DESCRIPTION	ORIGINAL BUDGET 2024/25 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2025/26 (D) £000's	% CHANGE (E) %
4,683	Employees	4,356	289	4,645	7
1	Premises related expenditure	-	-	-	n/a
427	Supplies and Services	403	-	403	-
19	Third Party Payments	146	3	149	2
99	Transfer Payments	-	-	-	n/a
0	Transport related expenditure	-	-	-	n/a
(15)	Recharges from other services	5	-	5	-
5,215	<b>TOTAL CONTROLLABLE EXPENDITURE</b>	4,910	292	5,202	n/a
(20)	Government Grants	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	n/a
(530)	Customer and Client Receipts	(287)	-	(287)	-
-	Interest Receivable	-	-	-	n/a
(689)	Recharges to other services	(510)	-	(510)	-
(1,239)	<b>TOTAL CONTROLLABLE INCOME</b>	(797)	-	(797)	n/a
3,976	<b>NET CONTROLLABLE COST</b>	4,113	292	4,405	n/a
-	Capital Charges	-	-	-	n/a
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
1,239	Corporate support services bought in	-	974	974	n/a
1,239	<b>TOTAL NON-CONTROLLABLE EXPENDITURE</b>	-	974	974	n/a
5,215	<b>NET COST OF SERVICE</b>	4,113	1,266	5,379	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
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	n/a
5,215	<b>TOTAL NET EXPENDITURE</b>	4,113	1,266	5,379	31
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>					£000's
<u>Strategic budget - agreed pressures / service demands</u>					
					-
<u>Strategic budget - agreed additional income / savings</u>					
					-
<u>Other resource changes</u>					
2024-25 Pay Award					192
2024-25 Contract/ Non Pay Inflation					3
2025-26 National Insurance Changes					97
Movement in Corporate Recharges					974
					1,266
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>					<b>1,266</b>

**SERVICE: C1426F : ADULT SAFEGUARDING AND QUALITY ASSURANCE**

FORECAST 2024/25 £000's	DESCRIPTION	ORIGINAL BUDGET 2024/25 (A) £000's		ORIGINAL BUDGET 2025/26 (D) £000's	% CHANGE (E) %
			* Other (C) £000's		
2,592	Employees	2,642	(100)	2,542	(4)
-	Premises related expenditure	1	-	1	-
293	Supplies and Services	407	(3)	404	(1)
12	Third Party Payments	-	-	-	n/a
-	Transfer Payments	-	-	-	n/a
1	Transport related expenditure	3	-	3	-
(54)	Recharges from other services	58	-	58	-
2,844	<b>TOTAL CONTROLLABLE EXPENDITURE</b>	3,111	(103)	3,008	n/a
(104)	Government Grants	-	-	-	n/a
(73)	Other Grants, reimbursements and contributions	(90)	-	(90)	-
-	Customer and Client Receipts	-	-	-	n/a
-	Interest Receivable	-	-	-	n/a
-	Recharges to other services	-	-	-	n/a
(177)	<b>TOTAL CONTROLLABLE INCOME</b>	(90)	-	(90)	n/a
2,667	<b>NET CONTROLLABLE COST</b>	3,021	(103)	2,918	n/a
-	Capital Charges	-	-	-	n/a
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
742	Corporate support services bought in	-	731	731	n/a
742	<b>TOTAL NON-CONTROLLABLE EXPENDITURE</b>	-	731	731	n/a
3,409	<b>NET COST OF SERVICE</b>	3,021	628	3,649	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
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	n/a
3,409	<b>TOTAL NET EXPENDITURE</b>	3,021	628	3,649	21
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>					£000's
<u>Strategic budget - agreed pressures / service demands</u>					
					-
<u>Strategic budget - agreed additional income / savings</u>					
					-
<u>Other resource changes</u>					
2024-25 Pay Award					79
2025-26 National Insurance Changes					48
Transfer of budgets to Adult Directorate (ASCH 1.3)					(230)
Movement in Corporate Recharges					731
					628
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>					<b>628</b>

**SERVICE: C1440F : LIFE SERVICES**

FORECAST 2024/25 £000's	DESCRIPTION	ORIGINAL BUDGET 2024/25 (A) £000's		ORIGINAL BUDGET 2025/26 (D) £000's	% CHANGE (E) %
			* Other (C) £000's		
3,329	Employees	3,051	198	3,249	6
2	Premises related expenditure	-	-	-	n/a
142	Supplies and Services	140	(140)	-	(100)
(40)	Third Party Payments	2	-	2	-
-	Transfer Payments	-	-	-	n/a
12	Transport related expenditure	-	-	-	n/a
3	Recharges from other services	1	140	141	14,000
3,447	<b>TOTAL CONTROLLABLE EXPENDITURE</b>	3,194	198	3,392	n/a
-	Government Grants	-	-	-	n/a
(415)	Other Grants, reimbursements and contributions	(660)	-	(660)	-
-	Customer and Client Receipts	-	-	-	n/a
-	Interest Receivable	-	-	-	n/a
(1,690)	Recharges to other services	(18)	-	(18)	-
(2,105)	<b>TOTAL CONTROLLABLE INCOME</b>	(678)	-	(678)	n/a
1,342	<b>NET CONTROLLABLE COST</b>	2,516	198	2,714	n/a
-	Capital Charges	-	-	-	n/a
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
867	Corporate support services bought in	-	931	931	n/a
867	<b>TOTAL NON-CONTROLLABLE EXPENDITURE</b>	-	931	931	n/a
2,209	<b>NET COST OF SERVICE</b>	2,516	1,129	3,645	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
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	n/a
2,209	<b>TOTAL NET EXPENDITURE</b>	2,516	1,129	3,645	45
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>					£000's
<u>Strategic budget - agreed pressures / service demands</u>					
					-
<u>Strategic budget - agreed additional income / savings</u>					
					-
<u>Other resource changes</u>					
2024-25 Pay Award					131
2025-26 National Insurance Changes					67
Movement in Corporate Recharges					931
					1,129
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>					<b>1,129</b>

**SERVICE DESCRIPTION**

The Commissioning, Policy & Improvement Division is responsible for:

- commissioning good quality and best value outcomes for residents requiring support;
- designing and embedding pathways for residents requiring support to ensure we are maximising their independence with every intervention;
- supporting the market in Croydon to deliver high quality care and support to our residents;
- developing strategies and policies that enable the Directorate and it's partners to deliver on our strategic ambitions;
- providing high quality project and programme management to deliver our transformation and improvement plans.

**MOVEMENT IN NET EXPENDITURE**

SERVICE CODE	SERVICE NAME	ORIGINAL BUDGET 2024/25 (A) £000's	Other (C) £000's	ORIGINAL BUDGET 2025/26 (D) £000's	% CHANGE (E) %
<b>C1432F</b>	INTEGRATED CONTRACTS AND PERFORMANCE	9,358	(694)	<b>8,664</b>	(7)
<b>C1417F</b>	OBC COMMISSIONING	7,317	447	<b>7,764</b>	6
<b>C1424F</b>	COMMUNITY EQUIPMENT SERVICE	(192)	497	<b>305</b>	(259)
<b>C1430F</b>	ADULT SOCIAL CARE IMPROVEMENT	416	1,162	<b>1,578</b>	279
<b>C1434F</b>	ONE CROYDON PMO	-	-	-	n/a
		-	-	-	
		-	-	-	
		-	-	-	
		-	-	-	
		-	-	-	
	<b>TOTAL NET EXPENDITURE</b>	16,899	1,412	<b>18,311</b>	8

**STAFF ESTABLISHMENT NUMBERS**

SERVICE	ORIGINAL BUDGET 2024/25 FTE STAFF	ORIGINAL BUDGET 2025/26 FTE STAFF	CHANGE IN FTE FTE STAFF
INTEGRATED CONTRACTS AND PERFORMANCE	20.0	<b>20.0</b>	-
OBC COMMISSIONING	30.0	<b>30.0</b>	-
COMMUNITY EQUIPMENT SERVICE	-	-	-
ADULT SOCIAL CARE IMPROVEMENT	17.0	<b>17.0</b>	-
ONE CROYDON PMO			-
<b>TOTAL FTE STAFF</b>	67.0	<b>67.0</b>	-

ASCH 3.2-C1420F

**SERVICE: C1432F : INTEGRATED CONTRACTS AND PERFORMANCE**

FORECAST 2024/25 £000's	DESCRIPTION	ORIGINAL BUDGET 2024/25 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2025/26 (D) £000's	% CHANGE (E) %
1,467	Employees	1,460	76	1,536	5
402	Premises related expenditure	716	(94)	622	(13)
48	Supplies and Services	58	(9)	49	(16)
8,433	Third Party Payments	8,395	(588)	7,807	(7)
-	Transfer Payments	-	-	-	n/a
-	Transport related expenditure	-	-	-	n/a
1,243	Recharges from other services	1,232	-	1,232	-
11,593	<b>TOTAL CONTROLLABLE EXPENDITURE</b>	11,861	(615)	11,246	n/a
(2,976)	Government Grants	(2,869)	(107)	(2,976)	4
-	Other Grants, reimbursements and contributions	-	-	-	n/a
(90)	Customer and Client Receipts	(63)	-	(63)	-
-	Interest Receivable	(28)	28	-	(100)
(361)	Recharges to other services	(427)	-	(427)	-
(3,427)	<b>TOTAL CONTROLLABLE INCOME</b>	(3,387)	(79)	(3,466)	n/a
8,165	<b>NET CONTROLLABLE COST</b>	8,474	(694)	7,780	n/a
884	Capital Charges	884	-	884	-
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
410	Corporate support services bought in	-	-	-	n/a
1,294	<b>TOTAL NON-CONTROLLABLE EXPENDITURE</b>	884	-	884	n/a
9,459	<b>NET COST OF SERVICE</b>	9,358	(694)	8,664	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
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	n/a
9,459	<b>TOTAL NET EXPENDITURE</b>	9,358	(694)	8,664	(7)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>					£000's
<u>Strategic budget - agreed pressures / service demands</u>					
					-
<u>Strategic budget - agreed additional income / savings</u>					
2024-28 SAV RES 007 Private Finance Initiative - premises contract refinancing					(520)
					(520)
<u>Other resource changes</u>					
2024-25 Pay Award					46
2024-25 Contract/ Non Pay Inflation					454
2025-26 National Insurance Changes					30
Transfer of budget to Localities (ASCH 2.7)					(454)
2024/25 Element - Private Finance Initiative - Premises Contract Refinancing (RES 7.3)					(241)
Movement in legal recharges					(9)
					(174)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>					<b>(694)</b>



## SERVICE: C1424F : COMMUNITY EQUIPMENT SERVICE

FORECAST 2024/25 £000's	DESCRIPTION	ORIGINAL BUDGET 2024/25 (A) £000's		ORIGINAL BUDGET 2025/26 (D) £000's	% CHANGE (E) %
			* Other (C) £000's		
100	Employees	308	(308)	-	(100)
-	Premises related expenditure	-	-	-	n/a
-	Supplies and Services	-	-	-	n/a
4,082	Third Party Payments	-	303	303	n/a
-	Transfer Payments	-	-	-	n/a
-	Transport related expenditure	-	-	-	n/a
502	Recharges from other services	-	502	502	n/a
4,684	<b>TOTAL CONTROLLABLE EXPENDITURE</b>	308	497	805	n/a
-	Government Grants	-	-	-	n/a
12	Other Grants, reimbursements and contributions	-	-	-	n/a
(4,232)	Customer and Client Receipts	(500)	-	(500)	-
-	Interest Receivable	-	-	-	n/a
-	Recharges to other services	-	-	-	n/a
(4,220)	<b>TOTAL CONTROLLABLE INCOME</b>	(500)	-	(500)	n/a
464	<b>NET CONTROLLABLE COST</b>	(192)	497	305	n/a
-	Capital Charges	-	-	-	n/a
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
85	Corporate support services bought in	-	-	-	n/a
85	<b>TOTAL NON-CONTROLLABLE EXPENDITURE</b>	-	-	-	n/a
549	<b>NET COST OF SERVICE</b>	(192)	497	305	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
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	n/a
549	<b>TOTAL NET EXPENDITURE</b>	(192)	497	305	(259)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>					£000's
<u>Strategic budget - agreed pressures / service demands</u>					
					-
<u>Strategic budget - agreed additional income / savings</u>					
2025-29 SAV ASCH 001 Croydon Community Equipment Service					(5)
					(5)
<u>Other resource changes</u>					
Movement in internal recharge budgets from Resources (RES 7.6)					338
Movement in internal recharge budgets from Resources (RES 7.9)					164
					502
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>					<b>497</b>

SERVICE: **C1430F : ADULT SOCIAL CARE IMPROVEMENT**

FORECAST 2024/25 £000's	DESCRIPTION	ORIGINAL BUDGET 2024/25 (A) £000's		ORIGINAL BUDGET 2025/26 (D) £000's	% CHANGE (E) %
			* Other (C) £000's		
1,372	Employees	1,285	(321)	964	(25)
-	Premises related expenditure	-	-	-	n/a
58	Supplies and Services	-	-	-	n/a
4,138	Third Party Payments	3,622	(301)	3,321	(8)
-	Transfer Payments	-	-	-	n/a
-	Transport related expenditure	-	-	-	n/a
1,664	Recharges from other services	1,661	1,380	3,041	83
7,232	<b>TOTAL CONTROLLABLE EXPENDITURE</b>	6,568	758	7,326	n/a
(6,131)	Government Grants	(5,412)	(719)	(6,131)	13
(114)	Other Grants, reimbursements and contributions	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	n/a
-	Interest Receivable	-	-	-	n/a
(740)	Recharges to other services	(740)	740	-	(100)
(6,985)	<b>TOTAL CONTROLLABLE INCOME</b>	(6,152)	21	(6,131)	n/a
248	<b>NET CONTROLLABLE COST</b>	416	779	1,195	n/a
-	Capital Charges	-	-	-	n/a
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
360	Corporate support services bought in	-	383	383	n/a
360	<b>TOTAL NON-CONTROLLABLE EXPENDITURE</b>	-	383	383	n/a
608	<b>NET COST OF SERVICE</b>	416	1,162	1,578	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
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	n/a
608	<b>TOTAL NET EXPENDITURE</b>	416	1,162	1,578	279
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>					£000's
<u>Strategic budget - agreed pressures / service demands</u>					
2025-26 GRO 001 Transfer of ASC Improvement Team from transformation					740
					740
<u>Strategic budget - agreed additional income / savings</u>					
					-
<u>Other resource changes</u>					
2024-25 Pay Award					21
2024-25 Contract/ Non-Pay Inflation					19
2025-26 National Insurance Changes					18
Transfer of budget to Localities (ASCH 2.7)					(19)
Movement in Corporate Recharges					383
					422
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>					<b>1,162</b>

SERVICE: **C1434F : ONE CROYDON PMO**

FORECAST 2024/25 £000's	DESCRIPTION	ORIGINAL BUDGET 2024/25 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2025/26 (D) £000's	% CHANGE (E) %
-	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
-	<b>TOTAL CONTROLLABLE EXPENDITURE</b>	-	-	-	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
-	<b>TOTAL CONTROLLABLE INCOME</b>	-	-	-	n/a
-	<b>NET CONTROLLABLE COST</b>	-	-	-	n/a
-	Capital Charges	-	-	-	n/a
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
-	Corporate support services bought in	-	-	-	n/a
-	<b>TOTAL NON-CONTROLLABLE EXPENDITURE</b>	-	-	-	n/a
-	<b>NET COST OF SERVICE</b>	-	-	-	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
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	n/a
-	<b>TOTAL NET EXPENDITURE</b>	-	-	-	n/a
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>					£000's
<u>Strategic budget - agreed pressures / service demands</u>					
					-
<u>Strategic budget - agreed additional income / savings</u>					
					-
<u>Other resource changes</u>					
					-
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>					-

## SERVICE: C1417F : OBC COMMISSIONING

FORECAST 2024/25 £000's	DESCRIPTION	ORIGINAL BUDGET 2024/25 (A) £000's		ORIGINAL BUDGET 2025/26 (D) £000's	% CHANGE (E) %
			* Other (C) £000's		
2,634	Employees	1,777	755	2,532	42
-	Premises related expenditure	-	-	-	n/a
118	Supplies and Services	126	-	126	-
8,378	Third Party Payments	8,615	(176)	8,439	(2)
-	Transfer Payments	-	-	-	n/a
0	Transport related expenditure	3	-	3	-
13,802	Recharges from other services	13,543	401	13,944	3
24,932	<b>TOTAL CONTROLLABLE EXPENDITURE</b>	24,064	980	25,044	n/a
(2,332)	Government Grants	(1,399)	(932)	(2,331)	67
(13,361)	Other Grants, reimbursements and contributions	(12,959)	-	(12,959)	-
(2,308)	Customer and Client Receipts	(2,308)	-	(2,308)	-
-	Interest Receivable	-	-	-	n/a
(958)	Recharges to other services	(81)	(304)	(385)	375
(18,959)	<b>TOTAL CONTROLLABLE INCOME</b>	(16,747)	(1,236)	(17,983)	n/a
5,973	<b>NET CONTROLLABLE COST</b>	7,317	(256)	7,061	n/a
-	Capital Charges	-	-	-	n/a
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
476	Corporate support services bought in	-	703	703	n/a
476	<b>TOTAL NON-CONTROLLABLE EXPENDITURE</b>	-	703	703	n/a
6,449	<b>NET COST OF SERVICE</b>	7,317	447	7,764	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
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	n/a
6,449	<b>TOTAL NET EXPENDITURE</b>	7,317	447	7,764	6
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>					£000's
<u>Strategic budget - agreed pressures / service demands</u>					
					-
<u>Strategic budget - agreed additional income / savings</u>					
					-
<u>Other resource changes</u>					
2024-25 Pay Award					61
2024-25 Contract/ Non-Pay Inflation					483
2025-26 National Insurance Changes					34
Transfer of budget to Localities (ASCH 2.7)					(834)
Movement in Corporate Recharges					703
					447
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>					<b>447</b>

**SERVICE DESCRIPTION**

Public Health is funded by a ring-fenced grant to provide a range of prescribed and non-prescribed functions to improve the health of the population and to reduce health inequalities. The spend to defined public health descriptors is certified to DHSC by a letter signed by the Section 151 Officer and the Director of Public Health
The Director of Public Health is a statutory appointment. The team have a specialist skill set. All the senior team are considered equivalent, by the Royal Colleges and GMC, to medical consultants in hospital settings.
The functions of the Public Health Team include: <ul style="list-style-type: none"> <li>Provision of specialist public health advice and expertise to commissioners of health care for Croydon residents, including Croydon council and across the integrated care system including SW London, and providing information and advice to other agencies such as Office of Health Improvement and Disparities, DHSC and NHS England.</li> <li>Commissioning of population health services including health visiting &amp; school nursing (public health nursing), sexual health services, drug and alcohol services, obesity prevention and management (including child measurement) and NHS Health Checks.</li> <li>Deliver the local authority role in health protection.</li> <li>Influence the wider system to address the wider determinants of health through a health in all policies approach (e.g. housing, income, education). They are mainly delivered by internal council services however also the wider integration agenda.</li> </ul>
In 22/23, in addition to the ring-fenced budget, income ring-fenced for substance misuse was received from OHID to deliver prescribed programmes for three years from April 2022 to March 2025. This has been extended for one more year in 25/26 in a slightly different format. In 24/25, an additional ring-fenced grant was received from OHID for Local Stop Smoking Services and Support to deliver a programme for 5 years from April 2024 to March 2029.
In December 2022 CMT agreed a presented 3-year public health budget which clearly identified where the public health ring-fence budget would be allocated, using a 3-year SLA for the period April 2023 to March 2026. The SLA will detail the public health outcomes that the monies will provide, which will also assist in the monitoring of this grant. Of note OHID may be undertaking more rigorous audit of public health ring-fence spend. Following the Public Health Peer review £2million of Public Health grant reserves has been allocated to developing a cross council prevention initiative in development for 2025 to be delivered over 3 years.
Public Health maintain Public Health reserves to offset financial risks. The main financial risks are: <ul style="list-style-type: none"> <li>Sexual Health - services are open access and all activity generated by our residents outside of our borough is paid for from the Public Health grant, it is challenging to predict the level of activity generated in any given year to enable accurate forecasting.</li> <li>Agenda for Change - many of the Public Health mandated functions include contracts with NHS organisations that are subject to</li> </ul>

**MOVEMENT IN NET EXPENDITURE**

SERVICE CODE	SERVICE NAME	ORIGINAL BUDGET 2024/25 (A) £000's	Other (C) £000's	ORIGINAL BUDGET 2025/26 (D) £000's	% CHANGE (E) %
C1545F	SEXUAL HEALTH - PUBLIC HEALTH	5,329	-	5,329	-
C1546F	HEALTHY BEHAVIOURS - PUBLIC HEALTH	1,650	114	1,764	7
C1543F	CHILDREN'S - PUBLIC HEALTH	7,094	600	7,694	8
C1544F	SUBSTANCE MISUSE AND MENTAL HEALTH - PUBLIC HEALTH	5,373	2,903	8,276	54
C1547F	PUBLIC HEALTH MANAGEMENT - PUBLIC HEALTH	(19,446)	(3,617)	(23,063)	19
C1548F	OBSOLETE PUBLIC HEALTH COST CENTRES	-	-	-	
	<b>TOTAL NET EXPENDITURE</b>	-	-	-	n/a

**STAFF ESTABLISHMENT NUMBERS**

SERVICE	ORIGINAL BUDGET 2024/25 FTE STAFF	ORIGINAL BUDGET 2025/26 FTE STAFF	CHANGE IN FTE STAFF
SEXUAL HEALTH - PUBLIC HEALTH	-	-	-
HEALTHY BEHAVIOURS - PUBLIC HEALTH	9.0	9.0	-
CHILDREN'S - PUBLIC HEALTH	-	-	-
SUBSTANCE MISUSE AND MENTAL HEALTH - PUBLIC HEALTH	-	-	-
PUBLIC HEALTH MANAGEMENT - PUBLIC HEALTH	19.7	21.7	2.0
OBSOLETE PUBLIC HEALTH COST CENTRES	-	-	-
<b>TOTAL FTE STAFF</b>	<b>28.7</b>	<b>30.7</b>	<b>2.0</b>

FORECAST 2024/25 £000's	DESCRIPTION	ORIGINAL BUDGET 2024/25 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2025/26 (D) £000's	% CHANGE € %
2,797	Employees	2,616	-	2,616	-
1	Premises related expenditure	-	-	-	n/a
176	Supplies and Services	1,601	(1,501)	100	(94)
15,485	Third Party Payments	16,195	849	17,044	5
-	Transfer Payments	-	-	-	n/a
-	Transport related expenditure	-	-	-	n/a
6,314	Recharges from other services	2,821	2,654	5,475	94
24,773	<b>TOTAL CONTROLLABLE EXPENDITURE</b>	23,233	2,002	25,235	n/a
(24,440)	Government Grants	(23,588)	(2,391)	(25,979)	10
(110)	Other Grants, reimbursements and contributions	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	n/a
-	Interest Receivable	-	-	-	n/a
(90)	Recharges to other services	-	-	-	n/a
(24,640)	<b>TOTAL CONTROLLABLE INCOME</b>	(23,588)	(2,391)	(25,979)	n/a
133	<b>NET CONTROLLABLE COST</b>	(355)	(389)	(744)	n/a
-	Capital Charges	-	-	-	n/a
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
355	Corporate support services bought in	355	389	744	110
355	<b>TOTAL NON-CONTROLLABLE EXPENDITURE</b>	355	389	744	n/a
488	<b>NET COST OF SERVICE</b>	-	-	-	n/a
(488)	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
(488)	<b>TOTAL APPROPRIATIONS</b>	-	-	-	n/a
-	<b>TOTAL NET EXPENDITURE</b>	-	-	-	n/a
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>					£000's
<u>Strategic budget - agreed pressures / service demands</u>					
					-
<u>Strategic budget - agreed additional income / savings</u>					
					-
<u>Other resource changes</u>					
					-
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>					-

**SERVICE: C1545F : SEXUAL HEALTH - PUBLIC HEALTH**

FORECAST 2024/25 £000's	DESCRIPTION	ORIGINAL BUDGET 2024/25 (A) £000's		ORIGINAL BUDGET 2025/26 (D) £000's	% CHANGE € %
			* Other (C) £000's		
-	Employees	-	-	-	n/a
-	Premises related expenditure	-	-	-	n/a
-	Supplies and Services	10	-	10	-
4,804	Third Party Payments	5,319	-	5,319	-
-	Transfer Payments	-	-	-	n/a
-	Transport related expenditure	-	-	-	n/a
-	Recharges from other services	-	-	-	n/a
4,804	<b>TOTAL CONTROLLABLE EXPENDITURE</b>	5,329	-	5,329	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
-	<b>TOTAL CONTROLLABLE INCOME</b>	-	-	-	n/a
4,804	<b>NET CONTROLLABLE COST</b>	5,329	-	5,329	n/a
-	Capital Charges	-	-	-	n/a
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
-	Corporate support services bought in	-	-	-	n/a
-	<b>TOTAL NON-CONTROLLABLE EXPENDITURE</b>	-	-	-	n/a
4,804	<b>NET COST OF SERVICE</b>	5,329	-	5,329	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
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	n/a
4,804	<b>TOTAL NET EXPENDITURE</b>	5,329	-	5,329	-
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>					£000's
<u>Strategic budget - agreed pressures / service demands</u>					
					-
<u>Strategic budget - agreed additional income / savings</u>					
					-
<u>Other resource changes</u>					
					-
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>					-

**SERVICE: C1546F : HEALTHY BEHAVIOURS - PUBLIC HEALTH**

FORECAST 2024/25 £000's	DESCRIPTION	ORIGINAL BUDGET 2024/25 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2025/26 (D) £000's	% CHANGE € %
327	Employees	390	-	390	-
1	Premises related expenditure	-	-	-	n/a
37	Supplies and Services	30	-	30	-
537	Third Party Payments	1,110	-	1,110	-
-	Transfer Payments	-	-	-	n/a
-	Transport related expenditure	-	-	-	n/a
244	Recharges from other services	120	-	120	-
1,146	<b>TOTAL CONTROLLABLE EXPENDITURE</b>	1,650	-	1,650	n/a
(306)	Government Grants	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	n/a
-	Interest Receivable	-	-	-	n/a
(90)	Recharges to other services	-	-	-	n/a
(396)	<b>TOTAL CONTROLLABLE INCOME</b>	-	-	-	n/a
750	<b>NET CONTROLLABLE COST</b>	1,650	-	1,650	n/a
-	Capital Charges	-	-	-	n/a
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
-	Corporate support services bought in	-	114	114	n/a
-	<b>TOTAL NON-CONTROLLABLE EXPENDITURE</b>	-	114	114	n/a
750	<b>NET COST OF SERVICE</b>	1,650	114	1,764	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
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	n/a
750	<b>TOTAL NET EXPENDITURE</b>	1,650	114	1,764	7
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>					£000's
<u>Strategic budget - agreed pressures / service demands</u>					
					-
<u>Strategic budget - agreed additional income / savings</u>					
					-
<u>Other resource changes</u>					
Movement in Corporate Recharges					114
					114
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>					<b>114</b>



**SERVICE: C1543F : CHILDREN'S - PUBLIC HEALTH**

FORECAST 2024/25 £000's	DESCRIPTION	ORIGINAL BUDGET 2024/25 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2025/26 (D) £000's	% CHANGE € %
-	Employees	-	-	-	n/a
-	Premises related expenditure	-	-	-	n/a
-	Supplies and Services	-	-	-	n/a
6,777	Third Party Payments	7,094	600	<b>7,694</b>	8
-	Transfer Payments	-	-	-	n/a
-	Transport related expenditure	-	-	-	n/a
325	Recharges from other services	-	-	-	n/a
7,102	<b>TOTAL CONTROLLABLE EXPENDITURE</b>	7,094	600	<b>7,694</b>	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
-	<b>TOTAL CONTROLLABLE INCOME</b>	-	-	-	n/a
7,102	<b>NET CONTROLLABLE COST</b>	7,094	600	<b>7,694</b>	n/a
-	Capital Charges	-	-	-	n/a
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
-	Corporate support services bought in	-	-	-	n/a
-	<b>TOTAL NON-CONTROLLABLE EXPENDITURE</b>	-	-	-	n/a
7,102	<b>NET COST OF SERVICE</b>	7,094	600	<b>7,694</b>	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
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	n/a
7,102	<b>TOTAL NET EXPENDITURE</b>	7,094	600	<b>7,694</b>	8
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>					£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 Public Health Management (ASCH 5.7)					600
					600
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>					<b>600</b>

**SERVICE: C1544F : SUBSTANCE MISUSE AND MENTAL HEALTH - PUBLIC HEALTH**

FORECAST 2024/25 £000's	DESCRIPTION	ORIGINAL BUDGET 2024/25 (A) £000's		ORIGINAL BUDGET 2025/26 (D) £000's	% CHANGE € %
			* Other (C) £000's		
352	Employees	-	-	-	n/a
-	Premises related expenditure	-	-	-	n/a
-	Supplies and Services	-	-	-	n/a
3,367	Third Party Payments	2,672	249	2,921	9
-	Transfer Payments	-	-	-	n/a
-	Transport related expenditure	-	-	-	n/a
5,745	Recharges from other services	2,701	2,654	5,355	98
9,464	<b>TOTAL CONTROLLABLE EXPENDITURE</b>	5,373	2,903	8,276	n/a
-	Government Grants	-	-	-	n/a
(110)	Other Grants, reimbursements and contributions	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	n/a
-	Interest Receivable	-	-	-	n/a
-	Recharges to other services	-	-	-	n/a
(110)	<b>TOTAL CONTROLLABLE INCOME</b>	-	-	-	n/a
9,354	<b>NET CONTROLLABLE COST</b>	5,373	2,903	8,276	n/a
-	Capital Charges	-	-	-	n/a
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
-	Corporate support services bought in	-	-	-	n/a
-	<b>TOTAL NON-CONTROLLABLE EXPENDITURE</b>	-	-	-	n/a
9,354	<b>NET COST OF SERVICE</b>	5,373	2,903	8,276	n/a
(488)	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
(488)	<b>TOTAL APPROPRIATIONS</b>	-	-	-	n/a
8,866	<b>TOTAL NET EXPENDITURE</b>	5,373	2,903	8,276	54
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>					£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 Public Health Management (ASCH 5.7)					2,903
					2,903
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>					<b>2,903</b>

**SERVICE: C1547F : PUBLIC HEALTH MANAGEMENT - PUBLIC HEALTH**

FORECAST 2024/25 £000's	DESCRIPTION	ORIGINAL BUDGET 2024/25 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2025/26 (D) £000's	% CHANGE € %
2,119	Employees	2,226	-	2,226	-
-	Premises related expenditure	-	-	-	n/a
138	Supplies and Services	1,561	(1,501)	60	(96)
-	Third Party Payments	-	-	-	n/a
-	Transfer Payments	-	-	-	n/a
-	Transport related expenditure	-	-	-	n/a
-	Recharges from other services	-	-	-	n/a
2,257	<b>TOTAL CONTROLLABLE EXPENDITURE</b>	3,787	(1,501)	2,286	n/a
(24,134)	Government Grants	(23,588)	(2,391)	(25,979)	10
-	Other Grants, reimbursements and contributions	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	n/a
-	Interest Receivable	-	-	-	n/a
-	Recharges to other services	-	-	-	n/a
(24,134)	<b>TOTAL CONTROLLABLE INCOME</b>	(23,588)	(2,391)	(25,979)	n/a
(21,877)	<b>NET CONTROLLABLE COST</b>	(19,801)	(3,892)	(23,693)	n/a
-	Capital Charges	-	-	-	n/a
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
355	Corporate support services bought in	355	275	630	77
355	<b>TOTAL NON-CONTROLLABLE EXPENDITURE</b>	355	275	630	n/a
(21,522)	<b>NET COST OF SERVICE</b>	(19,446)	(3,617)	(23,063)	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
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	n/a
(21,522)	<b>TOTAL NET EXPENDITURE</b>	(19,446)	(3,617)	(23,063)	19
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>					£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 Supplies and Services budget					2,002
Transfer of budget from Supplies & Services to Childrens Public Health (ASCH 5.5)					(600)
Transfer of budget from Supplies and Services to Substance Misuse (ASCH 5.6)					(2,903)
Increase in Public Health Grant Income 25-26					(2,391)
Movement in Corporate Recharges					275
					(3,617)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>					<b>(3,617)</b>

# TOTAL CHILDREN, YOUNG PEOPLE AND EDUCATION

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DIRECTORATE SUBJECTIVE SUMMARY	CYPES3
DIVISION AND SERVICE REVENUE BUDGETS	
DIVISION : CHILDREN, YOUNG PEOPLE AND EDUCATION	
DIVISION SUMMARY : CHILDREN, YOUNG PEOPLE AND EDUCATION	CYPE 1.1-C1205E
DIVISION : SERVICE SUBJECTIVE SUMMARY	CYPE 1.2-C1205E
SERVICE SUBJECTIVE SUMMARY : CHILDREN, YOUNG PEOPLE AND EDUCATION DIRECTORATE	CYPE 1.3-C1202F
DIVISION : CHILDREN'S SOCIAL CARE	
DIVISION SUMMARY : CHILDREN'S SOCIAL CARE	CYPE 2.1-C1210E
DIVISION : SERVICE SUBJECTIVE SUMMARY	CYPE 2.2-C1210E
SERVICE SUBJECTIVE SUMMARY : SPECIALIST SERVICES FOR CHILDREN AND YOUNG PEOPLE	CYPE 2.3-C1234F
SERVICE SUBJECTIVE SUMMARY : SOCIAL WORK WITH FAMILIES	CYPE 2.4-C1232F
SERVICE SUBJECTIVE SUMMARY : CHILDREN'S SOCIAL CARE DIRECTORATE	CYPE 2.5-C1236F
SERVICE SUBJECTIVE SUMMARY : CHILDREN IN CARE AND CARE EXPERIENCED YOUNG PEOPLE	CYPE 2.6-C1240F
SERVICE SUBJECTIVE SUMMARY : ACCESS SUPPORT AND INTERVENTION	CYPE 2.7-C1220F
SERVICE SUBJECTIVE SUMMARY : SYSTEMIC CLINICAL SERVICES AND WORKFORCE DEVELOPMENT	CYPE 2.8-C1260F
DIVISION : EDUCATION DIVISION	
DIVISION SUMMARY : EDUCATION DIVISION	CYPE 3.1-C1220E
DIVISION : SERVICE SUBJECTIVE SUMMARY	CYPE 3.2-C1220E
SERVICE SUBJECTIVE SUMMARY : EARLY YEARS TEAM AND CHILDREN CENTRES	CYPE 3.3-C1217F
SERVICE SUBJECTIVE SUMMARY : COMMISSIONING AND SERVICES TO SCHOOLS	CYPE 3.4-C1222F
SERVICE SUBJECTIVE SUMMARY : 0-25 SEND SERVICE SPECIAL EDUCATION GF	CYPE 3.5-C1210F
SERVICE SUBJECTIVE SUMMARY : ACCESS TO EDUCATION	CYPE 3.6-C1224F
SERVICE SUBJECTIVE SUMMARY : EDUCATION DIVISION SUMMARY	CYPE 3.7-C1205F
SERVICE SUBJECTIVE SUMMARY : 0-25 SEND SERVICE DSG BLOCK	CYPE 3.8-C1250F
SERVICE SUBJECTIVE SUMMARY : EARLY YEARS, SCHOOL PLACE PLANNING AND ADMISSIONS	CYPE 3.9-C1215F
SERVICE SUBJECTIVE SUMMARY : EARLY YEARS	CYPE 3.10-C1255F
DIVISION : QUALITY, COMMISSIONING AND PERFORMANCE IMPROVEMENT	
DIVISION SUMMARY : QUALITY, COMMISSIONING AND PERFORMANCE IMPROVEMENT	CYPE 4.1-C1230E
DIVISION : SERVICE SUBJECTIVE SUMMARY	CYPE 4.2-C1230E
SERVICE SUBJECTIVE SUMMARY : SAFEGUARDING AND QUALITY ASSURANCE CYPE	CYPE 4.3-C1270F
SERVICE SUBJECTIVE SUMMARY : QUALITY, COMMISSIONING AND PERFORMANCE IMPROVEMENT SUMMARY	CYPE 4.4-C1272F
SERVICE SUBJECTIVE SUMMARY : PERFORMANCE AND BUSINESS IMPROVEMENT	CYPE 4.5-C1275F
SERVICE SUBJECTIVE SUMMARY : CYPE INTEGRATED COMMISSIONING AND PROCUREMENT	CYPE 4.6-C1280F
SERVICE SUBJECTIVE SUMMARY : ASYLUM SEEKERS AND DISPLACED PEOPLE	CYPE 4.7-C1570F
DIVISION : SCHOOLS ISB	
DIVISION SUMMARY : SCHOOLS ISB	CYPE 5.1-C1240E
DIVISION : SERVICE SUBJECTIVE SUMMARY	CYPE 5.2-C1240E
DIVISION : SERVICE SUBJECTIVE SUMMARY	CYPE 5.3-C1243F
SERVICE SUBJECTIVE SUMMARY : NURSERY EDUCATION SUMMARY	CYPE 5.4-C1246F
SERVICE SUBJECTIVE SUMMARY : SPECIAL SCHOOLS	CYPE 5.5-C1247F
SERVICE SUBJECTIVE SUMMARY : SCHOOLS DEVOLVED SUMMARY	CYPE 5.6-C1248F
SERVICE SUBJECTIVE SUMMARY : PRIMARY SCHOOLS EDUCATION	CYPE 5.7-C1244F
SERVICE SUBJECTIVE SUMMARY : SECONDARY SCHOOLS EDUCATION	CYPE 5.8-C1245F
DIVISION : SCHOOLS ISB	
DIVISION SUMMARY : SCHOOLS ISB	CYPE 5.1-C1240E
DIVISION : SERVICE SUBJECTIVE SUMMARY	CYPE 5.2-C1240E

## KEY SERVICE TARGETS / PRIORITIES FOR 2025-26

Service developments across the Directorate in education, children's social care and quality, commissioning and performance improvement aim to sustain the service offer to children, families and schools at reduced cost, whilst continuing to meet statutory responsibilities. We will support families to keep children and young people safely at home and we will work with education providers to offer every child and young person an opportunity to develop, learn and be inspired. We are committed to the following values which guide us:

- Promoting equality and inclusion in the community and in our workforce
- We are one team – across the Directorate, the Council, with our partners and our community
- Listening to and acting on the voices of children and young people, and celebrating their achievements
- Tackling difficult issues together, across the Directorate and across the Council

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: C1200D

DESCRIPTION	ORIGINAL BUDGET 2024-25 £000	FORECAST 2024-25 £000	ORIGINAL BUDGET 2025-26 £000	% CHANGE %
Employees	64,965	76,050	68,582	6
Premises related expenditure	123	51	118	(4)
Supplies and Services	4,709	25,945	4,305	(9)
Third Party Payments	65,732	79,155	81,119	23
Transfer Payments	194,730	182,013	194,891	0
Transport related expenditure	62	(219)	66	6
Capital Charges	5,378	5,378	5,378	-
Intangible Charges	708	708	708	-
REFCUS	3,757	3,757	-	(100)
Corporate support services bought in	-	12,952	14,468	n/a
Recharges from other services	11,407	11,731	33,209	191
<b>TOTAL EXPENDITURE</b>	<b>351,571</b>	<b>397,521</b>	<b>402,845</b>	<b>1</b>
Government Grants	(238,663)	(249,125)	(239,392)	0
Other Grants, reimbursements and contributions	(3,648)	(3,738)	(4,011)	10
Customer and Client Receipts	(2,535)	(2,060)	(2,535)	-
Interest Receivable	-	-	-	n/a
Recharges to other services	(8,533)	(9,354)	(8,135)	(5)
<b>TOTAL INCOME</b>	<b>(253,379)</b>	<b>(264,277)</b>	<b>(254,072)</b>	<b>(4)</b>
<b>TOTAL NET EXPENDITURE</b>	<b>98,192</b>	<b>133,244</b>	<b>148,773</b>	<b>12</b>
Contributions to / (from) Reserves	-	(12)	-	(100)
<b>CURRENT BUDGET 2024/25</b>		<b>116,368</b>		
<b>TOTAL 2024/25 VARIANCE FROM BUDGET- Over/(Under)</b>		<b>16,864</b>		

## TOP FINANCIAL RISKS 2025-26

## Demand

- Challenges meeting the demand for placements and ensuring appropriate provision is available to meet the needs of young people.
- Managing social worker caseloads.
- Rising numbers of new Educational and Health Care Plans and increasing demands from schools for additional funding for children with complex needs is a risk to the High Needs Dedicated Schools Grant (DSG) budget.
- Continued delivery against Safety Valve programme, to reduce DSG deficit.
- Accelerated decisions on asylum applications results in increased numbers of newly recognised refugees seeking support from Council services including housing
- Hosting arrangements for Ukrainian refugees with Croydon residents break down, increasing applications for emergency and temporary housing in the borough

## Market pressures

- Sufficiency strategy to strengthen relationships with the care market and explore alternative placement solutions, including utilising Council-owned properties.
- Managing fee uplift negotiations with providers

## Savings targets

- Challenging savings targets on placement spend

CABINET MEMBER

Cllr Maria Gatland

## DIRECTORATE MANAGEMENT TEAM

NAME	TITLE	TEL. EX.
Stuart Collins	Corporate Director of Children, Young People and Education	24628
Róisín Madden	Director of Children's Social Care	24589
Shelley Davies	Director of Education	24331

DIVISION	DIVISION
C1205E	CHILDREN, YOUNG PEOPLE AND EDUCATION
C1210E	CHILDREN'S SOCIAL CARE
C1220E	EDUCATION DIVISION
C1230E	QUALITY, COMMISSIONING AND PERFORMANCE IMPROVEMENT
C1240E	SCHOOLS ISB

## MOVEMENT IN SERVICE NET EXPENDITURE

FORECAST 2024-25	DIVISION	ORIGINAL BUDGET 2024-25 (A)	Other (C)	ORIGINAL BUDGET 2025-26 (D)	% CHANGE (E)
£000's		£000's	£000's	£000's	%
470	C1205E : CHILDREN, YOUNG PEOPLE AND EDUCATION	-	-	-	n/a
103,067	C1210E : CHILDREN'S SOCIAL CARE	73,851	28,373	102,224	38
18,714	C1220E : EDUCATION DIVISION	16,571	19,870	36,441	120
10,045	C1230E : QUALITY, COMMISSIONING AND PERFORMANCE	7,770	2,336	10,106	30
-553	C1240E : SCHOOLS ISB	-	-	-	n/a
1,490	C1260E : CHILDREN, YOUNG PEOPLE AND EDUCATION SUSPENSE	-	-	-	n/a
4	C1280E : CHILDREN, YOUNG PEOPLE AND EDUCATION OBSOLETE	-	-	-	n/a
133,238	<b>TOTAL NET EXPENDITURE</b>	98,192	50,579	148,771	52

## STAFF ESTABLISHMENT NUMBERS

DIVISION	ORIGINAL BUDGET 2024-25 FTE STAFF	ORIGINAL BUDGET 2025-26 FTE STAFF	CHANGE IN FTE FTE STAFF
C1205E : CHILDREN, YOUNG PEOPLE AND EDUCATION	4.0	5.0	1.0
C1210E : CHILDREN'S SOCIAL CARE	643.0	642.0	(1.0)
C1220E : EDUCATION DIVISION	296.8	319.6	22.8
C1230E : QUALITY, COMMISSIONING AND PERFORMANCE IMPROVEMENT	105.0	130.0	25.0
<b>TOTAL FTE STAFF</b>	1,048.8	1,096.6	47.8

## STAFF ESTABLISHMENT NUMBERS - REASONS FOR VARIATIONS

Children, Young People and Education has increased by 1 FTE

Children's Social Care staffing has reduced by 1 FTE

Education has increased by 23 FTE due to the inclusion of Family Hubs funded staff employed on fixed term contracts

Quality, Commissioning and Performance Improvement staffing has increased by 25 FTE due to restructures across the division.

FORECAST 2024-25 £000's	DESCRIPTION	ORIGINAL BUDGET 2024-25 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2025-26 (D) £000's	% CHANGE (E) %
76,050	Employees	64,965	3,617	68,582	6
51	Premises related expenditure	123	(5)	118	(4)
25,945	Supplies and Services	4,709	(404)	4,305	(9)
79,155	Third Party Payments	65,732	15,387	81,119	23
182,013	Transfer Payments	194,730	161	194,891	0
(219)	Transport related expenditure	62	4	66	6
11,731	Recharges from other services	11,407	21,802	33,209	191
374,726	<b>TOTAL CONTROLLABLE EXPENDITURE</b>	341,728	40,562	382,290	12
(249,125)	Government Grants	(238,663)	(729)	(239,392)	0
(3,738)	Other Grants, reimbursements and contributions	(3,648)	(363)	(4,011)	10
(2,060)	Customer and Client Receipts	(2,535)	-	(2,535)	-
-	Interest Receivable	-	-	-	n/a
(9,354)	Recharges to other services	(8,533)	398	(8,135)	(5)
(264,277)	<b>TOTAL CONTROLLABLE INCOME</b>	(253,379)	(694)	(254,073)	0
110,449	<b>NET CONTROLLABLE COST</b>	88,349	39,868	128,217	45
5,378	Capital Charges	5,378	-	5,378	-
708	Intangible Charges	708	-	708	-
3,757	REFCUS	3,757	(3,757)	-	(100)
12,952	Corporate support services bought in	-	14,468	14,468	n/a
22,795	<b>TOTAL NON-CONTROLLABLE EXPENDITURE</b>	9,843	10,711	20,554	109
133,244	<b>NET COST OF SERVICE</b>	98,192	50,579	148,773	52
(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
(12)	<b>TOTAL APPROPRIATIONS</b>	-	-	-	n/a
133,232	<b>TOTAL NET EXPENDITURE</b>	98,192	50,579	148,773	52
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>					2
					£000's
Strategic budget - agreed pressures / service demands					15,693
Strategic budget - agreed additional income / savings					(3,734)
Other resource changes					38,620
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>					50,579

SERVICE DESCRIPTION

This cost centre is used to charge all staffing and administration costs relating to the Corporate Director.

MOVEMENT IN NET EXPENDITURE

SERVICE CODE	SERVICE NAME	ORIGINAL BUDGET 2024-25 (A) £000's	Other (C) £000's	ORIGINAL BUDGET 2025-26 (D) £000's	% CHANGE (E) %
C1202F	CHILDREN, YOUNG PEOPLE AND EDUCATION DIRECTORATE	-	-	-	n/a
	TOTAL NET EXPENDITURE	-	-	-	n/a

STAFF ESTABLISHMENT NUMBERS

SERVICE	ORIGINAL BUDGET 2024-25 FTE STAFF	ORIGINAL BUDGET 2025-26 FTE STAFF	CHANGE IN FTE FTE STAFF
CHILDREN, YOUNG PEOPLE AND EDUCATION DIRECTORATE	4.0	5.0	1.0
TOTAL FTE STAFF	4.0	5.0	1.0



FORECAST 2024-25 £000's	DESCRIPTION	ORIGINAL BUDGET 2024-25 (A) £000's		ORIGINAL BUDGET 2025-26 (D) £000's	% CHANGE (E) %
			* Other (C) £000's		
812	Employees	436	21	457	5
1	Premises related expenditure	1	-	1	-
54	Supplies and Services	54	-	54	-
6	Third Party Payments	34	(4)	30	(12)
-	Transfer Payments	-	-	-	n/a
1	Transport related expenditure	1	-	1	-
7	Recharges from other services	7	-	7	-
881	<b>TOTAL CONTROLLABLE EXPENDITURE</b>	533	17	550	n/a
-	Government Grants	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	n/a
-	Interest Receivable	-	-	-	n/a
(533)	Recharges to other services	(533)	(148)	(681)	28
(533)	<b>TOTAL CONTROLLABLE INCOME</b>	(533)	(148)	(681)	n/a
348	<b>NET CONTROLLABLE COST</b>	-	(131)	(131)	n/a
-	Capital Charges	-	-	-	n/a
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
122	Corporate support services bought in	-	131	131	n/a
122	<b>TOTAL NON-CONTROLLABLE EXPENDITURE</b>	-	131	131	n/a
470	<b>NET COST OF SERVICE</b>	-	-	-	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
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	n/a
470	<b>TOTAL NET EXPENDITURE</b>	-	-	-	n/a
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>					£000's
<u>Strategic budget - agreed pressures / service demands</u>					
					-
<u>Strategic budget - agreed additional income / savings</u>					
					-
<u>Other resource changes</u>					
					-
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>					-

SERVICE: C1202F : CHILDREN, YOUNG PEOPLE AND EDUCATION DIRECTORATE

FORECAST 2024-25 £000's	DESCRIPTION	ORIGINAL BUDGET 2024-25 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2025-26 (D) £000's	% CHANGE (E) %
812	Employees	436	21	457	5
1	Premises related expenditure	1	-	1	-
54	Supplies and Services	54	-	54	-
6	Third Party Payments	34	(4)	30	(12)
-	Transfer Payments	-	-	-	n/a
1	Transport related expenditure	1	-	1	-
7	Recharges from other services	7	-	7	-
881	<b>TOTAL CONTROLLABLE EXPENDITURE</b>	533	17	550	n/a
-	Government Grants	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	n/a
-	Interest Receivable	-	-	-	n/a
(533)	Recharges to other services	(533)	(148)	(681)	28
(533)	<b>TOTAL CONTROLLABLE INCOME</b>	(533)	(148)	(681)	n/a
348	<b>NET CONTROLLABLE COST</b>	-	(131)	(131)	n/a
-	Capital Charges	-	-	-	n/a
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
122	Corporate support services bought in	-	131	131	n/a
122	<b>TOTAL NON-CONTROLLABLE EXPENDITURE</b>	-	131	131	n/a
470	<b>NET COST OF SERVICE</b>	-	-	-	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
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	n/a
470	<b>TOTAL NET EXPENDITURE</b>	-	-	-	n/a
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>					£000's
<u>Strategic budget - agreed pressures / service demands</u>					
					-
<u>Strategic budget - agreed additional income / savings</u>					
					-
<u>Other resource changes</u>					
2024-25 pay award					10
2025-26 national insurance changes					7
Movement in internal recharges					(148)
Movement in corporate recharges					131
					-
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>					-

**SERVICE DESCRIPTION**

<p>Children's Social Care and Early Help fulfils the council's statutory responsibilities to support children in need of help and protection; children who are Looked After by the Council, and care experienced young people. The legislative framework, of the Children Act 1989, Social Work Act 2017 and Leaving Care Act 2000 largely define the functions and responsibilities of the service.</p> <p>The Early Help service focuses on supporting children and families to prevent the need for social care intervention. Children's Social Care will support children and families through social work services using the Child in Need, Child Protection, Children in Care &amp; Leaving Care frameworks including instituting care proceedings under the Children Act 1989.</p> <p>Our focus is upon supporting families to remain together wherever possible, in recognition that children are best brought up within their birth families or kinship network. 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.</p> <p>The service works closely with other divisions within the council such as Housing, Adults and Community Safety, in order to ensure a joined up approach to service delivery and to support families in a holistic way.</p>
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**MOVEMENT IN NET EXPENDITURE**

SERVICE CODE	SERVICE NAME	ORIGINAL BUDGET 2024-25 (A) £000's	Other (C) £000's	ORIGINAL BUDGET 2025-26 (D) £000's	% CHANGE (E) %
C1234F	SPECIALIST SERVICES FOR CHILDREN AND YOUNG PEOPLE	19,367	4,165	23,532	22
C1232F	SOCIAL WORK WITH FAMILIES	10,481	3,201	13,682	31
C1236F	CHILDREN'S SOCIAL CARE DIRECTORATE	2,661	303	2,964	11
C1240F	CHILDREN IN CARE AND CARE EXPERIENCED YOUNG PEOPLE	30,534	15,207	45,741	50
C1220F	ACCESS SUPPORT AND INTERVENTION	8,606	4,891	13,497	57
C1260F	SYSTEMIC CLINICAL SERVICES AND WORKFORCE DEVELOPMENT	2,202	606	2,808	28
		-	-	-	
		-	-	-	
		-	-	-	
	<b>TOTAL NET EXPENDITURE</b>	<b>73,851</b>	<b>28,373</b>	<b>102,224</b>	<b>38</b>

**STAFF ESTABLISHMENT NUMBERS**

SERVICE	ORIGINAL BUDGET 2024-25 FTE STAFF	ORIGINAL BUDGET 2025-26 FTE STAFF	CHANGE IN FTE FTE STAFF
SPECIALIST SERVICES FOR CHILDREN AND YOUNG PEOPLE	208.5	177.5	(31.0)
SOCIAL WORK WITH FAMILIES	124.5	127.0	2.5
CHILDREN'S SOCIAL CARE DIRECTORATE	1.0	1.0	-
CHILDREN IN CARE AND CARE EXPERIENCED YOUNG PEOPLE	130.0	102.5	(27.5)
ACCESS SUPPORT AND INTERVENTION	146.5	205.0	58.5
SYSTEMIC CLINICAL SERVICES AND WORKFORCE DEVELOPMENT	32.5	29.0	(3.5)
<b>TOTAL FTE STAFF</b>	<b>643.0</b>	<b>642.0</b>	<b>(1.0)</b>

CYPE 2.2-C1210E

**SERVICE: C1234F : SPECIALIST SERVICES FOR CHILDREN AND YOUNG PEOPLE**

FORECAST 2024-25 £000's	DESCRIPTION	ORIGINAL BUDGET 2024-25 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2025-26 (D) £000's	% CHANGE (E) %
13,871	Employees	12,611	(607)	12,004	(5)
32	Premises related expenditure	32	-	32	-
387	Supplies and Services	369	(77)	292	(21)
7,970	Third Party Payments	6,610	598	7,208	9
1,601	Transfer Payments	2,016	161	2,177	8
16	Transport related expenditure	13	(3)	10	(23)
533	Recharges from other services	557	(28)	529	(5)
24,410	<b>TOTAL CONTROLLABLE EXPENDITURE</b>	22,208	44	22,252	n/a
(636)	Government Grants	(538)	(25)	(563)	5
(286)	Other Grants, reimbursements and contributions	(633)	(6)	(639)	1
-	Customer and Client Receipts	-	-	-	n/a
-	Interest Receivable	-	-	-	n/a
(1,649)	Recharges to other services	(1,688)	670	(1,018)	(40)
(2,571)	<b>TOTAL CONTROLLABLE INCOME</b>	(2,859)	639	(2,220)	n/a
21,838	<b>NET CONTROLLABLE COST</b>	19,349	683	20,032	n/a
18	Capital Charges	18	-	18	-
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
3,080	Corporate support services bought in	-	3,482	3,482	n/a
3,098	<b>TOTAL NON-CONTROLLABLE EXPENDITURE</b>	18	3,482	3,500	n/a
24,936	<b>NET COST OF SERVICE</b>	19,367	4,165	23,532	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
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	n/a
24,936	<b>TOTAL NET EXPENDITURE</b>	19,367	4,165	23,532	22
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>					£000's
<u>Strategic budget - agreed pressures / service demands</u>					306
Children's Social Care demographic growth and market price pressures					
					306
<u>Strategic budget - agreed additional income / savings</u>					(11)
Increasing capacity and reducing respite costs at Calleydown					(127)
Review of youth engagement services					
					(138)
<u>Other resource changes</u>					691
2024-25 non-pay inflation					371
2024-25 pay award					249
2025-26 national insurance changes					233
Historic budget correction					3,482
Movement in corporate recharges					(61)
Movement in internal recharges					150
Realignment of recruitment and retention budget					(253)
Staffing budget realignment					67
Transfer budget for 1 FTE Social Worker from Children in Care and Care Experienced Young People (CYPE 2.6)					(932)
Transfer budget for 22 FTE service support posts to Access, Support and Intervention (CYPE 2.7)					
					3,997
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>					<b>4,165</b>

SERVICE: C1232F : SOCIAL WORK WITH FAMILIES

FORECAST 2024-25 £000's	DESCRIPTION	ORIGINAL BUDGET 2024-25 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2025-26 (D) £000's	% CHANGE (E) %
9,851	Employees	8,797	568	9,365	6
-	Premises related expenditure	-	-	-	n/a
27	Supplies and Services	27	-	27	-
2,153	Third Party Payments	1,899	121	2,020	6
75	Transfer Payments	75	-	75	-
-	Transport related expenditure	-	-	-	n/a
183	Recharges from other services	183	-	183	-
12,289	<b>TOTAL CONTROLLABLE EXPENDITURE</b>	10,981	689	11,670	n/a
-	Government Grants	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	n/a
-	Interest Receivable	-	-	-	n/a
(500)	Recharges to other services	(500)	-	(500)	-
(500)	<b>TOTAL CONTROLLABLE INCOME</b>	(500)	-	(500)	n/a
11,789	<b>NET CONTROLLABLE COST</b>	10,481	689	11,170	n/a
-	Capital Charges	-	-	-	n/a
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
1,954	Corporate support services bought in	-	2,512	2,512	n/a
1,954	<b>TOTAL NON-CONTROLLABLE EXPENDITURE</b>	-	2,512	2,512	n/a
13,743	<b>NET COST OF SERVICE</b>	10,481	3,201	13,682	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
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	n/a
13,743	<b>TOTAL NET EXPENDITURE</b>	10,481	3,201	13,682	31
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>					£000's
<u>Strategic budget - agreed pressures / service demands</u>					
					-
<u>Strategic budget - agreed additional income / savings</u>					
					-
<u>Other resource changes</u>					
2024-25 non-pay inflation					121
2024-25 pay award					254
2025-26 national insurance changes					152
Movement in corporate recharges					2,512
Realignment of recruitment and retention budget					(99)
Staffing budget realignment					844
Transfer budget for 11.5 FTE service support posts to Access, Support and Intervention (CYPE 2.7)					(583)
					3,201
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>					<b>3,201</b>

SERVICE: C1236F : CHILDREN'S SOCIAL CARE DIRECTORATE

FORECAST 2024-25 £000's	DESCRIPTION	ORIGINAL BUDGET 2024-25 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2025-26 (D) £000's	% CHANGE (E) %
105	Employees	(182)	362	180	(199)
-	Premises related expenditure	-	-	-	n/a
850	Supplies and Services	861	(40)	821	(5)
-	Third Party Payments	-	-	-	n/a
-	Transfer Payments	10	-	10	-
-	Transport related expenditure	-	-	-	n/a
2,032	Recharges from other services	1,989	(46)	1,943	(2)
2,987	<b>TOTAL CONTROLLABLE EXPENDITURE</b>	2,678	276	2,954	n/a
-	Government Grants	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	n/a
-	Interest Receivable	-	-	-	n/a
(17)	Recharges to other services	(17)	(1)	(18)	6
(17)	<b>TOTAL CONTROLLABLE INCOME</b>	(17)	(1)	(18)	n/a
2,970	<b>NET CONTROLLABLE COST</b>	2,661	275	2,936	n/a
-	Capital Charges	-	-	-	n/a
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
(49)	Corporate support services bought in	-	28	28	n/a
(49)	<b>TOTAL NON-CONTROLLABLE EXPENDITURE</b>	-	28	28	n/a
2,921	<b>NET COST OF SERVICE</b>	2,661	303	2,964	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
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	n/a
2,921	<b>TOTAL NET EXPENDITURE</b>	2,661	303	2,964	11
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>					£000's
<u>Strategic budget - agreed pressures / service demands</u>					
					-
<u>Strategic budget - agreed additional income / savings</u>					
					-
<u>Other resource changes</u>					
2024-25 pay award					59
2025-26 national insurance changes					2
Historic budget correction					356
Movement in corporate recharges					28
Movement in internal recharges					48
Reduction in legal demand					(153)
Staffing budget realignment					(37)
					303
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>					<b>303</b>

SERVICE: C1240F : CHILDREN IN CARE AND CARE EXPERIENCED YOUNG PEOPLE

FORECAST 2024-25 £000's	DESCRIPTION	ORIGINAL BUDGET 2024-25 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2025-26 (D) £000's	% CHANGE (E) %
8,488	Employees	8,289	(1,229)	7,060	(15)
0	Premises related expenditure	-	-	-	n/a
297	Supplies and Services	195	14	209	7
46,457	Third Party Payments	31,547	14,319	45,866	45
0	Transfer Payments	-	-	-	n/a
31	Transport related expenditure	12	6	18	50
4,783	Recharges from other services	4,636	(11)	4,625	(0)
60,057	<b>TOTAL CONTROLLABLE EXPENDITURE</b>	44,679	13,099	57,778	n/a
(11,806)	Government Grants	(11,669)	-	(11,669)	-
(560)	Other Grants, reimbursements and contributions	(125)	(400)	(525)	320
-	Customer and Client Receipts	-	-	-	n/a
-	Interest Receivable	-	-	-	n/a
(2,351)	Recharges to other services	(2,351)	84	(2,267)	(4)
(14,716)	<b>TOTAL CONTROLLABLE INCOME</b>	(14,145)	(316)	(14,461)	n/a
45,340	<b>NET CONTROLLABLE COST</b>	30,534	12,783	43,317	n/a
-	Capital Charges	-	-	-	n/a
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
2,333	Corporate support services bought in	-	2,424	2,424	n/a
2,333	<b>TOTAL NON-CONTROLLABLE EXPENDITURE</b>	-	2,424	2,424	n/a
47,673	<b>NET COST OF SERVICE</b>	30,534	15,207	45,741	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
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	n/a
47,673	<b>TOTAL NET EXPENDITURE</b>	30,534	15,207	45,741	50
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>					£000's
Strategic budget - agreed pressures / service demands					15,387
Children's Social Care demographic growth and market price pressures					
					15,387
Strategic budget - agreed additional income / savings					(131)
Calleydown – increasing capacity and reducing respite costs					(3,100)
Strategic delivery partner savings					
					(3,231)
Other resource changes					2,381
2024-25 non-pay inflation					222
2024-25 pay award					152
2025-26 national insurance changes					(589)
Historic budget correction					2,424
Movement in corporate recharges					64
Movement in internal recharges					(34)
Realignment of recruitment and retention budget					(894)
Staffing budget realignment					(67)
Transfer budget for 1 FTE Social Worker to Access, Support and Intervention (CYPE 2.3)					(608)
Transfer budget for 12 FTE service support posts to Access, Support and Intervention (CYPE 2.7)					
					3,051
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>					<b>15,207</b>



SERVICE: C1220F : ACCESS SUPPORT AND INTERVENTION

FORECAST 2024-25 £000's	DESCRIPTION	ORIGINAL BUDGET 2024-25 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2025-26 (D) £000's	% CHANGE (E) %
10,542	Employees	9,821	3,496	13,317	36
-	Premises related expenditure	-	-	-	n/a
50	Supplies and Services	46	153	199	333
291	Third Party Payments	272	12	284	4
-	Transfer Payments	-	-	-	n/a
-	Transport related expenditure	-	-	-	n/a
48	Recharges from other services	49	-	49	-
10,931	<b>TOTAL CONTROLLABLE EXPENDITURE</b>	10,188	3,661	13,849	n/a
(1,244)	Government Grants	(1,244)	(704)	(1,948)	57
(82)	Other Grants, reimbursements and contributions	(82)	-	(82)	-
-	Customer and Client Receipts	-	-	-	n/a
-	Interest Receivable	-	-	-	n/a
(173)	Recharges to other services	(256)	79	(177)	(31)
(1,499)	<b>TOTAL CONTROLLABLE INCOME</b>	(1,582)	(625)	(2,207)	n/a
9,432	<b>NET CONTROLLABLE COST</b>	8,606	3,036	11,642	n/a
-	Capital Charges	-	-	-	n/a
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
1,708	Corporate support services bought in	-	1,855	1,855	n/a
1,708	<b>TOTAL NON-CONTROLLABLE EXPENDITURE</b>	-	1,855	1,855	n/a
11,140	<b>NET COST OF SERVICE</b>	8,606	4,891	13,497	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
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	n/a
11,140	<b>TOTAL NET EXPENDITURE</b>	8,606	4,891	13,497	57
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>					£000's
<u>Strategic budget - agreed pressures / service demands</u>					
					-
<u>Strategic budget - agreed additional income / savings</u>					
					-
<u>Other resource changes</u>					
2024-25 non-pay inflation					12
2024-25 pay award					246
2025-26 national insurance changes					160
Movement in corporate recharges					1,855
Realignment of recruitment and retention budget					(17)
Staffing budget realignment					330
Transfer budget for 45.5 FTE service support posts from across the division (CYPE 2.3, 2.4, 2.6)					2,305
					4,891
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>					<b>4,891</b>

**SERVICE: C1260F : SYSTEMIC CLINICAL SERVICES AND WORKFORCE DEVELOPMENT**

FORECAST 2024-25 £000's	DESCRIPTION	ORIGINAL BUDGET 2024-25 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2025-26 (D) £000's	% CHANGE (E) %
2,398	Employees	2,205	(66)	2,139	(3)
6	Premises related expenditure	6	-	6	-
31	Supplies and Services	31	-	31	-
-	Third Party Payments	-	-	-	n/a
-	Transfer Payments	-	-	-	n/a
2	Transport related expenditure	2	-	2	-
18	Recharges from other services	3	-	3	-
2,455	<b>TOTAL CONTROLLABLE EXPENDITURE</b>	2,247	(66)	2,181	n/a
-	Government Grants	-	-	-	n/a
(387)	Other Grants, reimbursements and contributions	(45)	-	(45)	-
(35)	Customer and Client Receipts	-	-	-	n/a
-	Interest Receivable	-	-	-	n/a
-	Recharges to other services	-	-	-	n/a
(422)	<b>TOTAL CONTROLLABLE INCOME</b>	(45)	-	(45)	n/a
2,033	<b>NET CONTROLLABLE COST</b>	2,202	(66)	2,136	n/a
-	Capital Charges	-	-	-	n/a
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
619	Corporate support services bought in	-	672	672	n/a
619	<b>TOTAL NON-CONTROLLABLE EXPENDITURE</b>	-	672	672	n/a
2,652	<b>NET COST OF SERVICE</b>	2,202	606	2,808	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
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	n/a
2,652	<b>TOTAL NET EXPENDITURE</b>	2,202	606	2,808	28
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>					£000's
<u>Strategic budget - agreed pressures / service demands</u>					
					-
<u>Strategic budget - agreed additional income / savings</u>					
					-
<u>Other resource changes</u>					
2024-25 pay award					66
2025-26 national insurance changes					40
Movement in corporate recharges					672
Staffing budget realignment					10
Transfer budget for 3.5 FTE service support posts to Access, Support and Intervention (CYPE 2.7)					(182)
					606
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>					<b>606</b>

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. We will delivery against the Early Years reforms, which include childcare support for working parents and wraparound care.

**Early Years, Parenting and Parent Infant Partnership Service**

This team is also responsible for delivering the Children's Centre services.

**Education Services**

The service has responsibility for the delivery of our traded services and education partnership, 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. Functions include the local authority statutory functions in relation to intervention in underperforming schools; Standing Advisory Council for Religious Education (SACRE) . They devise, in consultation with external partners, the key strategic school improvement priorities, alongside The Croydon Education Partnership 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

**Access to Education**

This team ensures the Council meets its statutory duties, including leadership of the education of children looked after through the Virtual School. The team lead on attendance and exclusions which is a key National priority area. Functions include the local authority statutory functions in relation to the Primary and Secondary Inclusion Panels; children excluded from school and statutory education welfare. A key role is to provide educational input to the Multi-Agency Safeguarding Hub and the Local Children Safeguarding Board. The service delivers the statutory functions including Not in Education, Employment, or Training (NEET) tracking and support (under consultation),

**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. The service has undertaken various SEND strategies and has successfully embedded the locality model across the borough and into early years (An additional sum devolved to clusters of mainstream schools to support development of capacity for predictable needs, set at a level that can be sustained and generalised) We have developed additional capacity, through Enhanced Learning Provisions (ELPs) to support the needs of more children and young people within the Borough.

MOVEMENT IN NET EXPENDITURE

CODE	SERVICE NAME	ORIGINAL BUDGET 2024-25		ORIGINAL BUDGET 2025-26	% CHANGE (E) %
		(A)	Other	(D)	
		£000's	£000's	£000's	
C1217F	EARLY YEARS TEAM AND CHILDREN CENTRES	725	321	1,046	44
C1222F	COMMISSIONING AND SERVICES TO SCHOOLS	2,364	926	3,290	39
C1210F	0-25 SEND SERVICE SPECIAL EDUCATION GF	1,769	134	1,903	8
C1224F	ACCESS TO EDUCATION	1,008	161	1,169	16
C1205F	EDUCATION DIVISION SUMMARY	10,260	17,898	28,158	174
C1250F	0-25 SEND SERVICE DSG BLOCK	143	295	438	206
C1215F	EARLY YEARS, SCHOOL PLACE PLANNING AND ADMISSIONS	242	131	373	54
C1255F	EARLY YEARS	54	2	56	4
C1218F	FAMILY HUBS PROJECTS	6	2	8	33
		-	-	-	
	<b>TOTAL NET EXPENDITURE</b>	<b>16,571</b>	<b>19,863</b>	<b>36,441</b>	<b>120</b>

STAFF ESTABLISHMENT NUMBERS

SERVICE	ORIGINAL BUDGET 2024-25	ORIGINAL BUDGET 2025-26	CHANGE IN FTE
	FTE STAFF	FTE STAFF	FTE STAFF
EARLY YEARS TEAM AND CHILDREN CENTRES	40.4	41.1	0.7
COMMISSIONING AND SERVICES TO SCHOOLS	65.6	75.1	9.5
0-25 SEND SERVICE SPECIAL EDUCATION GF	19.6	14.6	(5.0)
ACCESS TO EDUCATION	48.3	54.6	6.3
EDUCATION DIVISION SUMMARY	1.0	10.9	9.9
0-25 SEND SERVICE DSG BLOCK	95.2	57.3	(37.9)
EARLY YEARS, SCHOOL PLACE PLANNING AND ADMISSIONS	18.0	19.0	1.0
EARLY YEARS	8.7	25.0	16.3
Family Hubs		22.0	22.0
<b>TOTAL FTE STAFF</b>	<b>296.8</b>	<b>319.6</b>	<b>22.8</b>

FORECAST 2024-25 £000's	DESCRIPTION	ORIGINAL BUDGET 2024-25 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2025-26 (D) £000's	% CHANGE (E) %
19,554	Employees	14,615	866	15,481	6
(2)	Premises related expenditure	70	-	70	-
23,347	Supplies and Services	2,204	-	2,204	-
20,065	Third Party Payments	23,174	5	23,179	0
99,069	Transfer Payments	111,361	-	111,361	-
(281)	Transport related expenditure	26	-	26	-
3,772	Recharges from other services	3,492	21,720	25,212	622
165,524	<b>TOTAL CONTROLLABLE EXPENDITURE</b>	154,942	22,591	177,533	n/a
(151,557)	Government Grants	(141,330)	-	(141,330)	-
(1,622)	Other Grants, reimbursements and contributions	(2,470)	-	(2,470)	-
(2,024)	Customer and Client Receipts	(2,535)	-	(2,535)	-
-	Interest Receivable	-	-	-	n/a
(2,518)	Recharges to other services	(1,861)	(130)	(1,991)	7
(157,721)	<b>TOTAL CONTROLLABLE INCOME</b>	(148,196)	(130)	(148,326)	n/a
7,803	<b>NET CONTROLLABLE COST</b>	6,746	22,461	29,207	n/a
5,360	Capital Charges	5,360	-	5,360	-
708	Intangible Charges	708	-	708	-
3,757	REFCUS	3,757	(3,757)	-	(100)
1,086	Corporate support services bought in	-	1,166	1,166	n/a
10,911	<b>TOTAL NON-CONTROLLABLE EXPENDITURE</b>	9,825	(2,591)	7,234	n/a
18,714	<b>NET COST OF SERVICE</b>	16,571	19,870	36,441	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
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	n/a
18,714	<b>TOTAL NET EXPENDITURE</b>	16,571	19,870	36,441	120
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>					£000's
<u>Strategic budget - agreed pressures / service demands</u>					
					-
<u>Strategic budget - agreed additional income / savings</u>					
					(132)
<u>Other resource changes</u>					
					20,000
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>					<b>19,868</b>

SERVICE: C1217F : EARLY YEARS TEAM AND CHILDREN CENTRES

FORECAST 2024-25 £000's	DESCRIPTION	ORIGINAL BUDGET 2024-25 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2025-26 (D) £000's	% CHANGE (E) %
1,307	Employees	1,619	155	1,774	10
69	Premises related expenditure	70	-	70	-
81	Supplies and Services	55	-	55	-
1,306	Third Party Payments	1,114	-	1,114	-
-	Transfer Payments	-	-	-	n/a
5	Transport related expenditure	3	-	3	-
8	Recharges from other services	-	-	-	n/a
2,776	<b>TOTAL CONTROLLABLE EXPENDITURE</b>	2,861	155	3,016	n/a
(50)	Government Grants	-	-	-	n/a
(1,462)	Other Grants, reimbursements and contributions	(1,636)	-	(1,636)	-
-	Customer and Client Receipts	-	-	-	n/a
-	Interest Receivable	-	-	-	n/a
(505)	Recharges to other services	(500)	-	(500)	-
(2,017)	<b>TOTAL CONTROLLABLE INCOME</b>	(2,136)	-	(2,136)	n/a
759	<b>NET CONTROLLABLE COST</b>	725	155	880	n/a
-	Capital Charges	-	-	-	n/a
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
157	Corporate support services bought in	-	166	166	n/a
157	<b>TOTAL NON-CONTROLLABLE EXPENDITURE</b>	-	166	166	n/a
916	<b>NET COST OF SERVICE</b>	725	321	1,046	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
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	n/a
916	<b>TOTAL NET EXPENDITURE</b>	725	321	1,046	44
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>					£000's
<u>Strategic budget - agreed pressures / service demands</u>					
					-
<u>Strategic budget - agreed additional income / savings</u>					
					-
<u>Other resource changes</u>					275
In year virements					(157)
Movement in corporate recharges					37
2025-26 National Insurance changes					166
Movement in corporate recharges					
					321
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>					<b>321</b>

SERVICE: C1222F : COMMISSIONING AND SERVICES TO SCHOOLS

FORECAST 2024-25 £000's	DESCRIPTION	ORIGINAL BUDGET 2024-25 (A) £000's		ORIGINAL BUDGET 2025-26 (D) £000's	% CHANGE (E) %
			* Other (C) £000's		
4,543	Employees	3,856	161	4,017	4
-	Premises related expenditure	1	-	1	-
428	Supplies and Services	989	-	989	-
1,560	Third Party Payments	553	-	553	-
(31)	Transfer Payments	-	-	-	n/a
6	Transport related expenditure	-	-	-	n/a
425	Recharges from other services	36	-	36	-
6,931	<b>TOTAL CONTROLLABLE EXPENDITURE</b>	5,435	161	5,596	n/a
(2,485)	Government Grants	(1,273)	-	(1,273)	-
3	Other Grants, reimbursements and contributions	(22)	-	(22)	-
(1,725)	Customer and Client Receipts	(1,248)	-	(1,248)	-
-	Interest Receivable	-	-	-	n/a
(300)	Recharges to other services	(528)	-	(528)	-
(4,506)	<b>TOTAL CONTROLLABLE INCOME</b>	(3,071)	-	(3,071)	n/a
2,425	<b>NET CONTROLLABLE COST</b>	2,364	161	2,525	n/a
-	Capital Charges	-	-	-	n/a
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
710	Corporate support services bought in	-	765	765	n/a
710	<b>TOTAL NON-CONTROLLABLE EXPENDITURE</b>	-	765	765	n/a
3,135	<b>NET COST OF SERVICE</b>	2,364	926	3,290	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
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	n/a
3,135	<b>TOTAL NET EXPENDITURE</b>	2,364	926	3,290	39
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>					£000's
<u>Strategic budget - agreed pressures / service demands</u>					
					-
<u>Strategic budget - agreed additional income / savings</u>					
					-
<u>Other resource changes</u>					817
In year virements					(710)
Movement in corporate recharges					54
2025-26 National Insurance changes					765
Movement in corporate recharges					
					926
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>					<b>926</b>

SERVICE: C1210F : 0-25 SEND SERVICE SPECIAL EDUCATION GF

FORECAST 2024-25 £000's	DESCRIPTION	ORIGINAL BUDGET 2024-25 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2025-26 (D) £000's	% CHANGE (E) %
1,016	Employees	664	58	722	9
0	Premises related expenditure	(8)	-	(8)	-
270	Supplies and Services	181	-	181	-
-	Third Party Payments	65	5	70	8
824	Transfer Payments	1,291	-	1,291	-
0	Transport related expenditure	-	-	-	n/a
473	Recharges from other services	353	-	353	-
2,583	<b>TOTAL CONTROLLABLE EXPENDITURE</b>	2,546	63	2,609	n/a
(342)	Government Grants	(352)	-	(352)	-
(130)	Other Grants, reimbursements and contributions	(425)	-	(425)	-
-	Customer and Client Receipts	-	-	-	n/a
-	Interest Receivable	-	-	-	n/a
(322)	Recharges to other services	-	-	-	n/a
(794)	<b>TOTAL CONTROLLABLE INCOME</b>	(777)	-	(777)	n/a
1,789	<b>NET CONTROLLABLE COST</b>	1,769	63	1,832	n/a
-	Capital Charges	-	-	-	n/a
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
67	Corporate support services bought in	-	71	71	n/a
67	<b>TOTAL NON-CONTROLLABLE EXPENDITURE</b>	-	71	71	n/a
1,856	<b>NET COST OF SERVICE</b>	1,769	134	1,903	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
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	n/a
1,856	<b>TOTAL NET EXPENDITURE</b>	1,769	134	1,903	8
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>					£000's
<u>Strategic budget - agreed pressures / service demands</u>					
					-
<u>Strategic budget - agreed additional income / savings</u>					
					-
<u>Other resource changes</u>					112
In year virements					(67)
Movement in corporate recharges					18
2025-26 National Insurance changes					71
Movement in corporate recharges					
					134
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>					<b>134</b>

SERVICE: C1224F : ACCESS TO EDUCATION

FORECAST 2024-25 £000's	DESCRIPTION	ORIGINAL BUDGET 2024-25 (A) £000's		ORIGINAL BUDGET 2025-26 (D) £000's	% CHANGE (E) %
			* Other (C) £000's		
3,467	Employees	2,497	161	2,658	6
(85)	Premises related expenditure	-	-	-	n/a
265	Supplies and Services	50	-	50	-
3	Third Party Payments	3	-	3	-
583	Transfer Payments	583	-	583	-
(300)	Transport related expenditure	3	-	3	-
(99)	Recharges from other services	609	-	609	-
3,834	<b>TOTAL CONTROLLABLE EXPENDITURE</b>	3,745	161	3,906	n/a
(2,542)	Government Grants	(2,626)	-	(2,626)	-
-	Other Grants, reimbursements and contributions	-	-	-	n/a
(70)	Customer and Client Receipts	(111)	-	(111)	-
-	Interest Receivable	-	-	-	n/a
(112)	Recharges to other services	-	-	-	n/a
(2,724)	<b>TOTAL CONTROLLABLE INCOME</b>	(2,737)	-	(2,737)	n/a
1,110	<b>NET CONTROLLABLE COST</b>	1,008	161	1,169	n/a
-	Capital Charges	-	-	-	n/a
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
-	Corporate support services bought in	-	-	-	n/a
-	<b>TOTAL NON-CONTROLLABLE EXPENDITURE</b>	-	-	-	n/a
1,110	<b>NET COST OF SERVICE</b>	1,008	161	1,169	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
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	n/a
1,110	<b>TOTAL NET EXPENDITURE</b>	1,008	161	1,169	16
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>					£000's
<u>Strategic budget - agreed pressures / service demands</u>					
					-
<u>Strategic budget - agreed additional income / savings</u>					
					-
<u>Other resource changes</u>					109
In year virements					52
2025-26 National Insurance changes					
					161
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>					<b>161</b>



SERVICE: C1205F : EDUCATION DIVISION SUMMARY

FORECAST 2024-25 £000's	DESCRIPTION	ORIGINAL BUDGET 2024-25 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2025-26 (D) £000's	% CHANGE (E) %
294	Employees	436	15	451	3
-	Premises related expenditure	-	-	-	n/a
169	Supplies and Services	30	-	30	-
92	Third Party Payments	6	-	6	-
-	Transfer Payments	-	-	-	n/a
-	Transport related expenditure	-	-	-	n/a
271	Recharges from other services	177	21,720	21,897	12,271
826	<b>TOTAL CONTROLLABLE EXPENDITURE</b>	649	21,735	22,384	n/a
(240)	Government Grants	(158)	-	(158)	-
-	Other Grants, reimbursements and contributions	-	-	-	n/a
(0)	Customer and Client Receipts	-	-	-	n/a
-	Interest Receivable	-	-	-	n/a
(56)	Recharges to other services	(56)	(130)	(186)	232
(296)	<b>TOTAL CONTROLLABLE INCOME</b>	(214)	(130)	(344)	n/a
529	<b>NET CONTROLLABLE COST</b>	435	21,605	22,040	n/a
5,360	Capital Charges	5,360	-	5,360	-
708	Intangible Charges	708	-	708	-
3,757	REFCUS	3,757	(3,757)	-	(100)
47	Corporate support services bought in	-	50	50	n/a
9,872	<b>TOTAL NON-CONTROLLABLE EXPENDITURE</b>	9,825	(3,707)	6,118	n/a
10,401	<b>NET COST OF SERVICE</b>	10,260	17,898	28,158	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
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	n/a
10,401	<b>TOTAL NET EXPENDITURE</b>	10,260	17,898	28,158	174
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>					£000's
<u>Strategic budget - agreed pressures / service demands</u>					
					-
<u>Strategic budget - agreed additional income / savings</u>					
Review of funding sources for staffing and review of the well-being team					(130)
					(130)
<u>Other resource changes</u>					
In year virements					56
Movement in corporate recharges					(5,360)
Movement in corporate recharges					(3,757)
Movement in corporate recharges					(708)
Movement in corporate recharges					(47)
2025-26 National Insurance changes					6
SEND Transport recharge					21,670
Movement in corporate recharges					5,360
Movement in corporate recharges					708
Movement in corporate recharges					50
Movement in internal recharges					(177)
Movement in internal recharges					227
					18,028
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>					<b>17,898</b>

SERVICE: **C1250F : 0-25 SEND SERVICE DSG BLOCK**

FORECAST 2024-25 £000's	DESCRIPTION	ORIGINAL BUDGET 2024-25 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2025-26 (D) £000's	% CHANGE (E) %
6,693	Employees	4,238	295	<b>4,533</b>	7
-	Premises related expenditure	1	-	<b>1</b>	-
21,741	Supplies and Services	739	-	<b>739</b>	-
14,361	Third Party Payments	18,998	-	<b>18,998</b>	-
45,920	Transfer Payments	57,713	-	<b>57,713</b>	-
6	Transport related expenditure	19	-	<b>19</b>	-
1,600	Recharges from other services	1,600	-	<b>1,600</b>	-
90,321	<b>TOTAL CONTROLLABLE EXPENDITURE</b>	83,308	295	<b>83,603</b>	n/a
(88,374)	Government Grants	(82,208)	-	<b>(82,208)</b>	-
(34)	Other Grants, reimbursements and contributions	(387)	-	<b>(387)</b>	-
(18)	Customer and Client Receipts	-	-	-	n/a
-	Interest Receivable	-	-	-	n/a
(1,015)	Recharges to other services	(570)	-	<b>(570)</b>	-
(89,440)	<b>TOTAL CONTROLLABLE INCOME</b>	(83,165)	-	<b>(83,165)</b>	n/a
881	<b>NET CONTROLLABLE COST</b>	143	295	<b>438</b>	n/a
-	Capital Charges	-	-	-	n/a
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
-	Corporate support services bought in	-	-	-	n/a
-	<b>TOTAL NON-CONTROLLABLE EXPENDITURE</b>	-	-	-	n/a
881	<b>NET COST OF SERVICE</b>	143	295	<b>438</b>	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
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	n/a
881	<b>TOTAL NET EXPENDITURE</b>	143	295	<b>438</b>	206
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>					£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 virements					198
2025-26 National Insurance changes					97
					295
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>					<b>295</b>

SERVICE: C1215F : EARLY YEARS, SCHOOL PLACE PLANNING AND ADMISSIONS

FORECAST 2024-25 £000's	DESCRIPTION	ORIGINAL BUDGET 2024-25 (A) £000's		ORIGINAL BUDGET 2025-26 (D) £000's	% CHANGE (E) %
			* Other (C) £000's		
988	Employees	1,087	19	1,106	2
14	Premises related expenditure	6	-	6	-
137	Supplies and Services	114	-	114	-
1	Third Party Payments	302	-	302	-
2,824	Transfer Payments	2,824	-	2,824	-
-	Transport related expenditure	-	-	-	n/a
466	Recharges from other services	89	-	89	-
4,430	<b>TOTAL CONTROLLABLE EXPENDITURE</b>	4,422	19	4,441	n/a
(3,822)	Government Grants	(2,797)	-	(2,797)	-
-	Other Grants, reimbursements and contributions	-	-	-	n/a
(151)	Customer and Client Receipts	(1,176)	-	(1,176)	-
-	Interest Receivable	-	-	-	n/a
(207)	Recharges to other services	(207)	-	(207)	-
(4,180)	<b>TOTAL CONTROLLABLE INCOME</b>	(4,180)	-	(4,180)	n/a
250	<b>NET CONTROLLABLE COST</b>	242	19	261	n/a
-	Capital Charges	-	-	-	n/a
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
105	Corporate support services bought in	-	112	112	n/a
105	<b>TOTAL NON-CONTROLLABLE EXPENDITURE</b>	-	112	112	n/a
355	<b>NET COST OF SERVICE</b>	242	131	373	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
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	n/a
355	<b>TOTAL NET EXPENDITURE</b>	242	131	373	54
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>					£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 virements					113
Movement in corporate recharges					(105)
2025-26 National Insurance changes					11
Movement in corporate recharges					112
					131
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>					<b>131</b>

SERVICE: C1255F : EARLY YEARS

FORECAST 2024-25 £000's	DESCRIPTION	ORIGINAL BUDGET 2024-25 (A) £000's		ORIGINAL BUDGET 2025-26 (D) £000's	% CHANGE (E) %
			* Other (C) £000's		
212	Employees	212	2	214	1
-	Premises related expenditure	-	-	-	n/a
46	Supplies and Services	46	-	46	-
609	Third Party Payments	609	-	609	-
48,950	Transfer Payments	48,950	-	48,950	-
1	Transport related expenditure	1	-	1	-
628	Recharges from other services	628	-	628	-
50,446	<b>TOTAL CONTROLLABLE EXPENDITURE</b>	50,446	2	50,448	n/a
(50,392)	Government Grants	(50,392)	-	(50,392)	-
-	Other Grants, reimbursements and contributions	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	n/a
-	Interest Receivable	-	-	-	n/a
-	Recharges to other services	-	-	-	n/a
(50,392)	<b>TOTAL CONTROLLABLE INCOME</b>	(50,392)	-	(50,392)	n/a
54	<b>NET CONTROLLABLE COST</b>	54	2	56	n/a
-	Capital Charges	-	-	-	n/a
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
-	Corporate support services bought in	-	-	-	n/a
-	<b>TOTAL NON-CONTROLLABLE EXPENDITURE</b>	-	-	-	n/a
54	<b>NET COST OF SERVICE</b>	54	2	56	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
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	n/a
54	<b>TOTAL NET EXPENDITURE</b>	54	2	56	4
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>					£000's
<u>Strategic budget - agreed pressures / service demands</u>					
					-
<u>Strategic budget - agreed additional income / savings</u>					
					-
<u>Other resource changes</u>					
2025-26 National Insurance changes					2
					2
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>					<b>2</b>

SERVICE: C1218F : FAMILY HUBS PROJECTS

FORECAST 2024-25 £000's	DESCRIPTION	ORIGINAL BUDGET 2024-25 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2025-26 (D) £000's	% CHANGE (E) %
1,034	Employees	6	-	6	-
-	Premises related expenditure	-	-	-	n/a
210	Supplies and Services	-	-	-	n/a
2,133	Third Party Payments	1,524	-	1,524	-
-	Transfer Payments	-	-	-	n/a
0	Transport related expenditure	-	-	-	n/a
0	Recharges from other services	-	-	-	n/a
3,378	<b>TOTAL CONTROLLABLE EXPENDITURE</b>	1,530	-	1,530	n/a
(3,311)	Government Grants	(1,524)	-	(1,524)	-
-	Other Grants, reimbursements and contributions	-	-	-	n/a
(60)	Customer and Client Receipts	-	-	-	n/a
-	Interest Receivable	-	-	-	n/a
-	Recharges to other services	-	-	-	n/a
(3,372)	<b>TOTAL CONTROLLABLE INCOME</b>	(1,524)	-	(1,524)	n/a
6	<b>NET CONTROLLABLE COST</b>	6	-	6	n/a
-	Capital Charges	-	-	-	n/a
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
2	Corporate support services bought in	-	2	2	n/a
2	<b>TOTAL NON-CONTROLLABLE EXPENDITURE</b>	-	2	2	n/a
8	<b>NET COST OF SERVICE</b>	6	2	8	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
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	n/a
8	<b>TOTAL NET EXPENDITURE</b>	6	2	8	33
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>					£000's
<u>Strategic budget - agreed pressures / service demands</u>					-
<u>Strategic budget - agreed additional income / savings</u>					-
<u>Other resource changes</u>					2
In year virements					(2)
Movement in corporate recharges					2
Movement in corporate recharges					2
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>					<b>2</b>

**SERVICE DESCRIPTION**

The Quality, Commissioning and Performance Improvement division is responsible for driving the continuous improvement of services through effective performance management, business intelligence, quality assurance and safeguarding, practice improvement and systems and payments processes across the children, young people and education directorate. The division also provides support to asylum seekers and displaced people include Ukrainian refugees supported under the Home for Ukraine scheme in Croydon.

The division will work across the directorate to support, challenge and enable front line practitioners across Education and Children's Social Care to deliver high quality, safe, cost-effective services that achieve the best outcomes for Children, Young People and their families, ensuring consistency and compliance with the council's corporate procedures, competencies and values.

The division will lead on children's integrated commissioning and procurement across the directorate, working closely with service leads and with health partners 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**

SERVICE CODE	SERVICE NAME	ORIGINAL BUDGET 2024-25 (A) £000's	Other (C) £000's	ORIGINAL BUDGET 2025-26 (D) £000's	% CHANGE (E) %
C1272F	IMPROVEMENT SUMMARY	499	(221)	278	(44)
C1280F	PROCUREMENT	1,028	136	1,164	13
C1270F	SAFEGUARDING AND QUALITY ASSURANCE CYPE	4,254	1,681	5,935	40
C1275F	PERFORMANCE AND BUSINESS IMPROVEMENT	1,989	520	2,509	26
C1570F	ASYLUM SEEKERS AND DISPLACED PEOPLE	-	220	220	n/a
<b>TOTAL NET EXPENDITURE</b>		<b>7,770</b>	<b>2,336</b>	<b>10,106</b>	<b>30</b>

**STAFF ESTABLISHMENT NUMBERS**

SERVICE	ORIGINAL BUDGET 2024-25	ORIGINAL BUDGET 2025-26	CHANGE IN FTE
	FTE STAFF	FTE STAFF	FTE STAFF
QUALITY, COMMISSIONING AND PERFORMANCE IMPROVEMENT SUMMARY	1.0	-	(1.0)
CYPE INTEGRATED COMMISSIONING AND PROCUREMENT	10.0	14.0	4.0
SAFEGUARDING AND QUALITY ASSURANCE CYPE	64.0	66.0	2.0
PERFORMANCE AND BUSINESS IMPROVEMENT	30.0	30.0	-
ASYLUM SEEKERS AND DISPLACED PEOPLE	-	20.0	20.0
<b>TOTAL FTE STAFF</b>	<b>105.0</b>	<b>130.0</b>	<b>25.0</b>

FORECAST 2024-25	DESCRIPTION	ORIGINAL BUDGET		ORIGINAL BUDGET	%
		2024-25 (A) £000's	* Other (C) £000's	2025-26 (D) £000's	CHANGE (E) %
8,938	Employees	8,373	206	8,579	2
14	Premises related expenditure	14	(5)	9	(36)
902	Supplies and Services	922	(454)	468	(49)
2,213	Third Party Payments	2,196	336	2,532	15
-	Transfer Payments	-	-	-	n/a
12	Transport related expenditure	8	1	9	13
354	Recharges from other services	491	167	658	34
12,434	TOTAL CONTROLLABLE EXPENDITURE	12,004	251	12,255	n/a
(2,614)	Government Grants	(2,614)	-	(2,614)	-
(247)	Other Grants, reimbursements and contributions	(293)	43	(250)	(15)
-	Customer and Client Receipts	-	-	-	n/a
-	Interest Receivable	-	-	-	n/a
(1,614)	Recharges to other services	(1,327)	(156)	(1,483)	12
(4,475)	TOTAL CONTROLLABLE INCOME	(4,234)	(113)	(4,347)	n/a
7,959	NET CONTROLLABLE COST	7,770	138	7,908	n/a
-	Capital Charges	-	-	-	n/a
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
2,099	Corporate support services bought in	-	2,198	2,198	n/a
2,099	TOTAL NON-CONTROLLABLE EXPENDITURE	-	2,198	2,198	n/a
10,058	NET COST OF SERVICE	7,770	2,336	10,106	n/a
(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
(12)	TOTAL APPROPRIATIONS	-	-	-	n/a
10,045	TOTAL NET EXPENDITURE	7,770	2,336	10,106	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>					
<u>Other resource changes</u>					
TOTAL OTHER VARIATIONS IN RESOURCE					2,336

DIRECTORATE: **C1200D : CHILDREN, YOUNG PEOPLE AND EDUCATION**      **SERVICE SUBJECTIVE SUMMARY**  
DIVISION: **C1230E : QUALITY, COMMISSIONING AND PERFORMANCE IMPROVEMENT**

SERVICE: **C1272F : QUALITY, COMMISSIONING AND PERFORMANCE IMPROVEMENT SUMMARY**

FORECAST 2024-25 £000's	DESCRIPTION	ORIGINAL BUDGET 2024-25 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2025-26 (D) £000's	% CHANGE (E) %
161	Employees	174	(174)	-	(100)
-	Premises related expenditure	-	-	-	n/a
42	Supplies and Services	147	(147)	-	(100)
-	Third Party Payments	-	-	-	n/a
-	Transfer Payments	-	-	-	n/a
-	Transport related expenditure	-	-	-	n/a
178	Recharges from other services	178	49	227	28
381	<b>TOTAL CONTROLLABLE EXPENDITURE</b>	499	(272)	227	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
-	<b>TOTAL CONTROLLABLE INCOME</b>	-	-	-	n/a
381	<b>NET CONTROLLABLE COST</b>	499	(272)	227	n/a
-	Capital Charges	-	-	-	n/a
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
48	Corporate support services bought in	-	51	51	n/a
48	<b>TOTAL NON-CONTROLLABLE EXPENDITURE</b>	-	51	51	n/a
429	<b>NET COST OF SERVICE</b>	499	(221)	278	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
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	n/a
429	<b>TOTAL NET EXPENDITURE</b>	499	(221)	278	(44)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>					£000's
<u>Strategic budget - agreed pressures / service demands</u>					
					-
<u>Strategic budget - agreed additional income / savings</u>					
Restructure of Quality, Commissioning and Performance Improvement					(150)
					(150)
<u>Other resource changes</u>					
2024-25 pay award					1
2025-26 national insurance changes					2
Movement in corporate recharges					51
Movement in internal recharges					49
Realignment of staffing budget					(117)
Transfer non-staffing budget to CYPE Integrated Commissioning and Procurement to correct historic income budget					(57)
					(71)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>					(221)



DIRECTORATE: **C1200D : CHILDREN, YOUNG PEOPLE AND EDUCATION SERVICE SUBJECTIVE SUMMARY**  
DIVISION: **C1230E : QUALITY, COMMISSIONING AND PERFORMANCE IMPROVEMENT**

SERVICE: **C1280F : CYPE INTEGRATED COMMISSIONING AND PROCUREMENT**

FORECAST 2024-25 £000's	DESCRIPTION	ORIGINAL BUDGET 2024-25 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2025-26 (D) £000's	% CHANGE (E) %
1,009	Employees	906	163	1,069	18
-	Premises related expenditure	-	-	-	n/a
5	Supplies and Services	38	(33)	5	(87)
1,434	Third Party Payments	1,409	117	1,526	8
-	Transfer Payments	-	-	-	n/a
3	Transport related expenditure	3	-	3	-
40	Recharges from other services	40	-	40	-
2,491	<b>TOTAL CONTROLLABLE EXPENDITURE</b>	2,396	247	2,643	n/a
-	Government Grants	-	-	-	n/a
(152)	Other Grants, reimbursements and contributions	(204)	43	(161)	(21)
-	Customer and Client Receipts	-	-	-	n/a
-	Interest Receivable	-	-	-	n/a
(1,435)	Recharges to other services	(1,164)	(154)	(1,318)	13
(1,587)	<b>TOTAL CONTROLLABLE INCOME</b>	(1,368)	(111)	(1,479)	n/a
904	<b>NET CONTROLLABLE COST</b>	1,028	136	1,164	n/a
-	Capital Charges	-	-	-	n/a
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
253	Corporate support services bought in	-	-	-	n/a
253	<b>TOTAL NON-CONTROLLABLE EXPENDITURE</b>	-	-	-	n/a
1,157	<b>NET COST OF SERVICE</b>	1,028	136	1,164	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
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	n/a
1,157	<b>TOTAL NET EXPENDITURE</b>	1,028	136	1,164	13
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>					£000's
<u>Strategic budget - agreed pressures / service demands</u>					
					-
<u>Strategic budget - agreed additional income / savings</u>					
					-
<u>Other resource changes</u>					
2024-25 non-pay inflation					46
2024-25 pay award					18
2025-26 national insurance changes					14
Realignment of staffing budget					1
Transfer non-staffing budget from Quality, Commissioning and Performance Improvement Director to correct historic income budget					57
					136
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>					<b>136</b>

SERVICE: **C1270F : SAFEGUARDING AND QUALITY ASSURANCE CYPE**

FORECAST 2024-25 £000's	DESCRIPTION	ORIGINAL BUDGET 2024-25 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2025-26 (D) £000's	% CHANGE (E) %
4,720	Employees	4,193	414	<b>4,607</b>	10
4	Premises related expenditure	4	-	<b>4</b>	-
116	Supplies and Services	142	(8)	<b>134</b>	(6)
115	Third Party Payments	128	10	<b>138</b>	8
-	Transfer Payments	-	-	-	n/a
7	Transport related expenditure	3	2	<b>5</b>	67
34	Recharges from other services	36	(1)	<b>35</b>	(3)
4,996	<b>TOTAL CONTROLLABLE EXPENDITURE</b>	4,506	417	<b>4,923</b>	n/a
-	Government Grants	-	-	-	n/a
(95)	Other Grants, reimbursements and contributions	(89)	-	<b>(89)</b>	-
-	Customer and Client Receipts	-	-	-	n/a
-	Interest Receivable	-	-	-	n/a
(175)	Recharges to other services	(163)	(2)	<b>(165)</b>	1
(270)	<b>TOTAL CONTROLLABLE INCOME</b>	(252)	(2)	<b>(254)</b>	n/a
4,727	<b>NET CONTROLLABLE COST</b>	4,254	415	<b>4,669</b>	n/a
-	Capital Charges	-	-	-	n/a
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
1,179	Corporate support services bought in	-	1,266	<b>1,266</b>	n/a
1,179	<b>TOTAL NON-CONTROLLABLE EXPENDITURE</b>	-	1,266	<b>1,266</b>	n/a
5,906	<b>NET COST OF SERVICE</b>	4,254	1,681	<b>5,935</b>	n/a
(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
(12)	<b>TOTAL APPROPRIATIONS</b>	-	-	-	n/a
5,893	<b>TOTAL NET EXPENDITURE</b>	4,254	1,681	<b>5,935</b>	40
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>					£000's
<u>Strategic budget - agreed pressures / service demands</u>					
					-
<u>Strategic budget - agreed additional income / savings</u>					
					-
<u>Other resource changes</u>					
2024-25 non-pay inflation					10
2024-25 pay award					129
2025-26 national insurance changes					79
Movement in corporate recharges					1,266
Movement in internal recharges					(2)
Realignment of staffing budget					199
					1,681
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>					<b>1,681</b>

## SERVICE: C1275F : PERFORMANCE AND BUSINESS IMPROVEMENT

FORECAST 2024-25 £000's	DESCRIPTION	ORIGINAL BUDGET 2024-25 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2025-26 (D) £000's	% CHANGE (E) %
1,977	Employees	1,936	(67)	1,869	(3)
-	Premises related expenditure	-	-	-	n/a
53	Supplies and Services	53	-	53	-
-	Third Party Payments	-	-	-	n/a
-	Transfer Payments	-	-	-	n/a
-	Transport related expenditure	-	-	-	n/a
(4)	Recharges from other services	-	-	-	n/a
2,025	<b>TOTAL CONTROLLABLE EXPENDITURE</b>	1,989	(67)	1,922	n/a
-	Government Grants	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	n/a
-	Interest Receivable	-	-	-	n/a
(4)	Recharges to other services	-	-	-	n/a
(4)	<b>TOTAL CONTROLLABLE INCOME</b>	-	-	-	n/a
2,021	<b>NET CONTROLLABLE COST</b>	1,989	(67)	1,922	n/a
-	Capital Charges	-	-	-	n/a
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
545	Corporate support services bought in	-	587	587	n/a
545	<b>TOTAL NON-CONTROLLABLE EXPENDITURE</b>	-	587	587	n/a
2,566	<b>NET COST OF SERVICE</b>	1,989	520	2,509	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
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	n/a
2,566	<b>TOTAL NET EXPENDITURE</b>	1,989	520	2,509	26
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>					£000's
<u>Strategic budget - agreed pressures / service demands</u>					
					-
<u>Strategic budget - agreed additional income / savings</u>					(85)
Restructure of Quality, Commissioning and Performance Improvement					
					(85)
<u>Other resource changes</u>					
2024-25 pay award					65
2025-26 national insurance changes					36
Movement in corporate recharges					587
Realignment of staffing budget					(83)
					605
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>					<b>520</b>

SERVICE: C1570F : ASYLUM SEEKERS AND DISPLACED PEOPLE

FORECAST 2024-25 £000's	DESCRIPTION	ORIGINAL BUDGET 2024-25 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2025-26 (D) £000's	% CHANGE (E) %
1,071	Employees	1,164	(130)	1,034	(11)
10	Premises related expenditure	10	(5)	5	(50)
686	Supplies and Services	542	(266)	276	(49)
664	Third Party Payments	659	209	868	32
-	Transfer Payments	-	-	-	n/a
2	Transport related expenditure	2	(1)	1	(50)
107	Recharges from other services	237	119	356	50
2,540	<b>TOTAL CONTROLLABLE EXPENDITURE</b>	2,614	(74)	2,540	n/a
(2,614)	Government Grants	(2,614)	-	(2,614)	-
-	Other Grants, reimbursements and contributions	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	n/a
-	Interest Receivable	-	-	-	n/a
-	Recharges to other services	-	-	-	n/a
(2,614)	<b>TOTAL CONTROLLABLE INCOME</b>	(2,614)	-	(2,614)	n/a
(74)	<b>NET CONTROLLABLE COST</b>	-	(74)	(74)	n/a
-	Capital Charges	-	-	-	n/a
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
74	Corporate support services bought in	-	294	294	n/a
74	<b>TOTAL NON-CONTROLLABLE EXPENDITURE</b>	-	294	294	n/a
-	<b>NET COST OF SERVICE</b>	-	220	220	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
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	n/a
-	<b>TOTAL NET EXPENDITURE</b>	-	220	220	n/a
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>					£000's
<u>Strategic budget - agreed pressures / service demands</u>					
					-
<u>Strategic budget - agreed additional income / savings</u>					
					-
<u>Other resource changes</u>					
Movement in corporate recharges					220
					220
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>					<b>220</b>

### SERVICE DESCRIPTION

- Early Years block
- Schools block
- High Needs block
- Central Schools Services Block

- Pupil Premium funding for 5 to 16 year olds in mainstream schools
- Post 16 pupils bursary funding

- Early Years block £72.5m
- Schools block £340.2m
- High Needs block £87.2m
- Central Schools Services Block £4.5m

### MOVEMENT IN NET EXPENDITURE

SERVICE CODE	SERVICE NAME	ORIGINAL BUDGET 2024-25 (A) £000's		ORIGINAL BUDGET 2025-26 (D) £000's	% CHANGE (E) %
			Other (C) £000's		
C1244F	PRIMARY SCHOOLS EDUCATION	52,751	-	52,751	-
C1245F	SECONDARY SCHOOLS EDUCATION	21,758	-	21,758	-
C1248F	SCHOOLS DEVOLVED SUMMARY	(74,509)	-	(74,509)	-
		-			
	TOTAL NET EXPENDITURE	-	-	-	n/a

### STAFF ESTABLISHMENT NUMBERS

SERVICE	ORIGINAL BUDGET 2024-25	ORIGINAL BUDGET 2025-26	CHANGE IN FTE
	FTE STAFF	FTE STAFF	FTE STAFF
TOTAL FTE STAFF	-	-	-

FORECAST 2024-25 £000's	DESCRIPTION	ORIGINAL BUDGET 2024-25 (A) £000's		ORIGINAL BUDGET 2025-26 (D) £000's	% CHANGE (E) %
			* Other (C) £000's		
-	Employees	-	-	-	n/a
-	Premises related expenditure	-	-	-	n/a
-	Supplies and Services	-	-	-	n/a
-	Third Party Payments	-	-	-	n/a
81,268	Transfer Payments	81,268	-	81,268	-
-	Transport related expenditure	-	-	-	n/a
-	Recharges from other services	-	-	-	n/a
81,268	<b>TOTAL CONTROLLABLE EXPENDITURE</b>	81,268	-	81,268	n/a
(81,268)	Government Grants	(81,268)	-	(81,268)	-
(553)	Other Grants, reimbursements and contributions	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	n/a
-	Interest Receivable	-	-	-	n/a
-	Recharges to other services	-	-	-	n/a
(81,821)	<b>TOTAL CONTROLLABLE INCOME</b>	(81,268)	-	(81,268)	n/a
(553)	<b>NET CONTROLLABLE COST</b>	-	-	-	n/a
-	Capital Charges	-	-	-	n/a
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
-	Corporate support services bought in	-	-	-	n/a
-	<b>TOTAL NON-CONTROLLABLE EXPENDITURE</b>	-	-	-	n/a
(553)	<b>NET COST OF SERVICE</b>	-	-	-	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
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	n/a
(553)	<b>TOTAL NET EXPENDITURE</b>	-	-	-	n/a
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>					£000's
<u>Strategic budget - agreed pressures / service demands</u>					
					-
<u>Strategic budget - agreed additional income / savings</u>					
					-
<u>Other resource changes</u>					
					-
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>					-

SERVICE: **C1244F : PRIMARY SCHOOLS EDUCATION**

FORECAST 2024-25 £000's	DESCRIPTION	ORIGINAL BUDGET 2024-25 (A) £000's		ORIGINAL BUDGET 2025-26 (D) £000's	% CHANGE € %
			* Other (C) £000's		
-	Employees	-	-	-	n/a
-	Premises related expenditure	-	-	-	n/a
-	Supplies and Services	-	-	-	n/a
-	Third Party Payments	-	-	-	n/a
52,751	Transfer Payments	52,751	-	52,751	-
-	Transport related expenditure	-	-	-	n/a
-	Recharges from other services	-	-	-	n/a
52,751	<b>TOTAL CONTROLLABLE EXPENDITURE</b>	52,751	-	52,751	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
-	<b>TOTAL CONTROLLABLE INCOME</b>	-	-	-	n/a
52,751	<b>NET CONTROLLABLE COST</b>	52,751	-	52,751	n/a
-	Capital Charges	-	-	-	n/a
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
-	Corporate support services bought in	-	-	-	n/a
-	<b>TOTAL NON-CONTROLLABLE EXPENDITURE</b>	-	-	-	n/a
52,751	<b>NET COST OF SERVICE</b>	52,751	-	52,751	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
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	n/a
52,751	<b>TOTAL NET EXPENDITURE</b>	52,751	-	52,751	-
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>					£000's
<u>Strategic budget - agreed pressures / service demands</u>					
					-
<u>Strategic budget - agreed additional income / savings</u>					
					-
<u>Other resource changes</u>					
					-
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>					-

SERVICE: C1248F : SCHOOLS DEVOLVED SUMMARY

FORECAST 2024-25 £000's	DESCRIPTION	ORIGINAL BUDGET 2024-25 (A) £000's		ORIGINAL BUDGET 2025-26 (D) £000's	% CHANGE (E) %
			* Other (C) £000's		
-	Employees	-	-	-	n/a
-	Premises related expenditure	-	-	-	n/a
-	Supplies and Services	-	-	-	n/a
-	Third Party Payments	-	-	-	n/a
6,759	Transfer Payments	6,759	-	6,759	-
-	Transport related expenditure	-	-	-	n/a
-	Recharges from other services	-	-	-	n/a
6,759	<b>TOTAL CONTROLLABLE EXPENDITURE</b>	6,759	-	6,759	n/a
(81,268)	Government Grants	(81,268)	-	(81,268)	-
(553)	Other Grants, reimbursements and contributions	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	n/a
-	Interest Receivable	-	-	-	n/a
-	Recharges to other services	-	-	-	n/a
(81,821)	<b>TOTAL CONTROLLABLE INCOME</b>	(81,268)	-	(81,268)	n/a
(75,062)	<b>NET CONTROLLABLE COST</b>	(74,509)	-	(74,509)	n/a
-	Capital Charges	-	-	-	n/a
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
-	Corporate support services bought in	-	-	-	n/a
-	<b>TOTAL NON-CONTROLLABLE EXPENDITURE</b>	-	-	-	n/a
(75,062)	<b>NET COST OF SERVICE</b>	(74,509)	-	(74,509)	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
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	n/a
(75,062)	<b>TOTAL NET EXPENDITURE</b>	(74,509)	-	(74,509)	-
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>					£000's
<u>Strategic budget - agreed pressures / service demands</u>					
					-
<u>Strategic budget - agreed additional income / savings</u>					
					-
<u>Other resource changes</u>					
					-
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>					-



**SERVICE: C1244F : PRIMARY SCHOOLS EDUCATION**

FORECAST 2024-25 £000's	DESCRIPTION	ORIGINAL BUDGET 2024-25 (A) £000's		ORIGINAL BUDGET 2025-26 (D) £000's	% CHANGE (E) %
			* Other (C) £000's		
-	Employees	-	-	-	n/a
-	Premises related expenditure	-	-	-	n/a
-	Supplies and Services	-	-	-	n/a
-	Third Party Payments	-	-	-	n/a
52,751	Transfer Payments	52,751	-	52,751	-
-	Transport related expenditure	-	-	-	n/a
-	Recharges from other services	-	-	-	n/a
52,751	<b>TOTAL CONTROLLABLE EXPENDITURE</b>	52,751	-	52,751	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
-	<b>TOTAL CONTROLLABLE INCOME</b>	-	-	-	n/a
52,751	<b>NET CONTROLLABLE COST</b>	52,751	-	52,751	n/a
-	Capital Charges	-	-	-	n/a
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
-	Corporate support services bought in	-	-	-	n/a
-	<b>TOTAL NON-CONTROLLABLE EXPENDITURE</b>	-	-	-	n/a
52,751	<b>NET COST OF SERVICE</b>	52,751	-	52,751	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
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	n/a
52,751	<b>TOTAL NET EXPENDITURE</b>	52,751	-	52,751	-
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>					£000's
<u>Strategic budget - agreed pressures / service demands</u>					
					-
<u>Strategic budget - agreed additional income / savings</u>					
					-
<u>Other resource changes</u>					
					-
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>					-

SERVICE: C1245F : SECONDARY SCHOOLS EDUCATION

FORECAST 2024-25 £000's	DESCRIPTION	ORIGINAL BUDGET 2024-25 (A) £000's		ORIGINAL BUDGET 2025-26 (D) £000's	% CHANGE (E) %
			* Other (C) £000's		
-	Employees	-	-	-	n/a
-	Premises related expenditure	-	-	-	n/a
-	Supplies and Services	-	-	-	n/a
-	Third Party Payments	-	-	-	n/a
21,758	Transfer Payments	21,758	-	21,758	-
-	Transport related expenditure	-	-	-	n/a
-	Recharges from other services	-	-	-	n/a
21,758	<b>TOTAL CONTROLLABLE EXPENDITURE</b>	21,758	-	21,758	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
-	<b>TOTAL CONTROLLABLE INCOME</b>	-	-	-	n/a
21,758	<b>NET CONTROLLABLE COST</b>	21,758	-	21,758	n/a
-	Capital Charges	-	-	-	n/a
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
-	Corporate support services bought in	-	-	-	n/a
-	<b>TOTAL NON-CONTROLLABLE EXPENDITURE</b>	-	-	-	n/a
21,758	<b>NET COST OF SERVICE</b>	21,758	-	21,758	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
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	n/a
21,758	<b>TOTAL NET EXPENDITURE</b>	21,758	-	21,758	-
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>					£000's
<u>Strategic budget - agreed pressures / service demands</u>					
					-
<u>Strategic budget - agreed additional income / savings</u>					
					-
<u>Other resource changes</u>					
					-
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>					-

SERVICE: **C1248F : SCHOOLS DEVOLVED SUMMARY**

FORECAST 2024-25 £000's	DESCRIPTION	ORIGINAL BUDGET 2024-25 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2025-26 (D) £000's	% CHANGE € %
-	Employees	-	-	-	n/a
-	Premises related expenditure	-	-	-	n/a
-	Supplies and Services	-	-	-	n/a
-	Third Party Payments	-	-	-	n/a
6,759	Transfer Payments	6,759	-	6,759	-
-	Transport related expenditure	-	-	-	n/a
-	Recharges from other services	-	-	-	n/a
6,759	<b>TOTAL CONTROLLABLE EXPENDITURE</b>	6,759	-	6,759	n/a
(81,268)	Government Grants	(81,268)	-	(81,268)	-
(553)	Other Grants, reimbursements and contributions	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	n/a
-	Interest Receivable	-	-	-	n/a
-	Recharges to other services	-	-	-	n/a
(81,821)	<b>TOTAL CONTROLLABLE INCOME</b>	(81,268)	-	(81,268)	n/a
(75,062)	<b>NET CONTROLLABLE COST</b>	(74,509)	-	(74,509)	n/a
-	Capital Charges	-	-	-	n/a
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
-	Corporate support services bought in	-	-	-	n/a
-	<b>TOTAL NON-CONTROLLABLE EXPENDITURE</b>	-	-	-	n/a
(75,062)	<b>NET COST OF SERVICE</b>	(74,509)	-	(74,509)	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
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	n/a
(75,062)	<b>TOTAL NET EXPENDITURE</b>	(74,509)	-	(74,509)	-
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>					£000's
<u>Strategic budget - agreed pressures / service demands</u>					
					-
<u>Strategic budget - agreed additional income / savings</u>					
					-
<u>Other resource changes</u>					
					-
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>					-

## KEY SERVICE TARGETS / PRIORITIES FOR 2025/26

The Mayor's Business Plan details the following key priority for 2022-2026 in relation to the Council's Housing services:  
Invest in council homes to drive up standards and develop a more responsive and effective housing service.

The Housing Directorate's service plans for 2025/2026 will be shaped to deliver against the Mayor's priorities. Key areas of focus for the housing general fund services will include:

Maximise the supply of affordable housing, meet housing need and reduce the number of households in temporary accommodation  
Ongoing improvements to the procurement processes to secure best value emergency accommodation  
Development of AI prevention techniques to be used to support households and reduce the demand within homelessness  
Continuous improvement of temporary accommodation data quality  
Development of the Homelessness and Rough Sleeping Strategy

The priorities from the Housing Strategy 2023-2028 for LB Croydon's Housing Services are as follows:

Listen to our residents and provide good housing services  
Work with our partners, residents and landlords to ensure that homes in the borough are safe, secure and energy efficient  
Enable people to lead healthy and independent lives in their homes and communities.  
Maintain the supply of affordable homes that meet the diverse needs of residents in Croydon  
Work with our partners and the local community to make the best use of resources and manage the demand for housing related services

## TOP FINANCIAL RISKS 2025/26

Homelessness and temporary accommodation services are demand lead and dependant on reliable accommodation to fulfil the council statutory duty. The risks in this area are increasing as they are for all London Councils:

Inflationary increases on homelessness accommodation.

Risk of demand pressures as the cost-of-living crisis continues.

Sourcing the supply of additional properties to meet the demand in Temporary Accommodation due to increasing homelessness presentations to the Council

Rough Sleepers grant funding is stretched to cover essential services for vulnerable adults.

Limited homelessness prevention grant funding from government to fund placements.

Increases in the rate per night to place homeless in the borough.

## FINANCIAL PERFORMANCE

## COST CENTRE: C1300D

DESCRIPTION	ORIGINAL BUDGET 2024/25 £000	FORECAST 2024/25 £000	ORIGINAL BUDGET 2025/26 £000	% CHANGE %
Employees	9,729	7,473	10,397	7
Premises related expenditure	42,973	51,187	1,963	(95)
Supplies and Services	3,408	6,861	1,933	(43)
Third Party Payments	3,793	12,451	4,068	7
Transfer Payments	3	14	62,345	2,078,033
Transport related expenditure	4	2	4	-
Capital Charges	3,224	3,224	3,224	-
Intangible Charges	954	954	954	-
REFCUS	3,335	3,335	-	(100)
Corporate support services bought in	-	2,772	2,942	n/a
Recharges from other services	(10)	(13)	134	(1,440)
<b>TOTAL EXPENDITURE</b>	<b>67,413</b>	<b>88,259</b>	<b>87,963</b>	<b>(0)</b>
Government Grants	(8,802)	(8,802)	(14,060)	60
Other Grants, reimbursements and contributions	(267)	(294)	(267)	-
Customer and Client Receipts	(31,953)	(14,472)	(34,373)	8
Interest Receivable	-	-	-	n/a
Recharges to other services	(2,598)	(2,479)	(1,446)	(44)
<b>TOTAL INCOME</b>	<b>(43,620)</b>	<b>(26,047)</b>	<b>(49,718)</b>	<b>91</b>
<b>TOTAL NET EXPENDITURE</b>	<b>23,793</b>	<b>62,212</b>	<b>38,244</b>	<b>(39)</b>
Contributions to / (from) Reserves	-	-	-	n/a
<b>CURRENT BUDGET 2024/25</b>		<b>26,886</b>		
<b>TOTAL 2024/25 VARIANCE FROM BUDGET- Over/(Under)</b>		<b>35,326</b>		

## TOP FINANCIAL RISKS 2025/26

## 2025/26

Inflationary increases on homelessness accommodation.

Risk of demand pressures as the cost-of-living crisis continues.

## Risks for 25/26

Sourcing supply of additional properties to meet the demand in Temporary Accommodation due to continuous increasing homelessness presentations within the borough.

Rough Sleepers grant funding is stretched to cover essential services for vulnerable adults.

Limited homelessness prevention grant funding from government to fund placements.

Increase in rate per night to place homeless in the borough. Services are demand lead and dependant on reliable accommodation to fulfil the council statutory duty.

Cllr Lynne Hale

NAME	TITLE	TEL. EX.
Susmita Sen	Corporate Director Housing	26339
Beatrice Cingtho-Taylor	Director of Housing- Homelessness Prevention and Accommodation	26013
Mary Larbie	Director of Tenancy	26392

DIVISION CODE	DIVISION
C1305E	CENTRAL HOUSING
C1306E	HOUSING NEEDS AND HOMELESSNESS
C1307E	TENANCY - GF
C1310E	ESTATES AND IMPROVEMENT
C1320E	POLICY & PERFORMANCE DIVISION

FORECAST 2024/25  £000's	DIVISION	ORIGINA BUDGET 2024/25 (A) £000's		ORIGINAL BUDGET 2025/26 (D) £000's	% CHANGE (E) %
			Other (C) £000's		
8,098	C1305E : CENTRAL HOUSING	7,717	(3,329)	4,388	(43)
53,916	C1306E : HOUSING NEEDS AND HOMELESSNESS	16,113	17,081	33,194	106
199	C1307E : TENANCY - GF	(37)	272	235	(735)
-	C1306E : HOUSING NEEDS AND HOMELESSNESS	-	-	428	
62,212	TOTAL NET EXPENDITURE	23,793	14,024	38,244	61

DIVISION	ORIGINAL BUDGET 2024/25 FTE STAFF	ORIGINAL BUDGET 2025/26 FTE STAFF	CHANGE IN FTE FTE STAFF
C1305E : CENTRAL HOUSING	1.0	1.0	-
C1306E : HOUSING NEEDS AND HOMELESSNESS	135.3	157.3	22.0
C1307E : TENANCY - GF	13.0	14.8	1.8
C1306E : HOUSING NEEDS AND HOMELESSNESS			
TOTAL FTE STAFF	149.3	173.1	23.8

Growth funding for increased temporary accommodation assessment and placement staff to signpost and assist with demand. Budgets have been increased to reflect the demand pressures from increasing numbers presenting as homeless and the increase in caseloads.

FORECAST 2024/25 £000's	DESCRIPTION	ORIGINAL BUDGET 2024/25 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2025/26 (D) £000's	% CHANGE (E) %
7,473	Employees	9,729	668	10,397	7
51,187	Premises related expenditure	42,973	(41,010)	1,963	(95)
6,861	Supplies and Services	3,408	(1,475)	1,933	(43)
12,451	Third Party Payments	3,793	275	4,068	7
14	Transfer Payments	3	62,341	62,344	2,078,033
2	Transport related expenditure	4	-	4	-
(13)	Recharges from other services	(10)	144	134	(1,440)
77,974	<b>TOTAL CONTROLLABLE EXPENDITURE</b>	59,900	20,943	80,843	35
(8,802)	Government Grants	(8,802)	(5,258)	(14,060)	60
(294)	Other Grants, reimbursements and contributions	(267)	-	(267)	-
(14,472)	Customer and Client Receipts	(31,953)	(2,420)	(34,373)	8
-	Interest Receivable	-	-	-	n/a
(2,479)	Recharges to other services	(2,598)	1,152	(1,446)	(44)
(26,046)	<b>TOTAL CONTROLLABLE INCOME</b>	(43,620)	(6,526)	(50,146)	15
51,927	<b>NET CONTROLLABLE COST</b>	16,280	14,417	30,697	89
3,224	Capital Charges	3,224	-	3,224	-
954	Intangible Charges	954	-	954	-
3,335	REFCUS	3,335	(3,335)	-	(100)
2,772	Corporate support services bought in	-	2,942	2,942	n/a
10,285	<b>TOTAL NON-CONTROLLABLE EXPENDITURE</b>	7,513	(393)	7,120	(5)
62,212	<b>NET COST OF SERVICE</b>	23,793	14,024	37,817	59
-	Contributions to / (from) Earmarked Reserves	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	n/a
-	INTEREST PAYABLE ON LONG TERM BORROWING	-	-	428	-
-	Provision for Repayment of External Loans	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	428	n/a
62,212	<b>TOTAL NET EXPENDITURE</b>	23,793	14,024	38,245	61
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>					£000's
Strategic budget - agreed pressures / service demands					15,000
Strategic budget - agreed additional income / savings					(634)
Other resource changes					(343)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>					<b>14,024</b>

SERVICE DESCRIPTION

<b>Housing Contracts</b> This includes supported housing for young people and those leaving care, supported housing for ex-offenders, street outreach and resettlement, single homeless accommodation and support as well as support to combat domestic abuse and sexual violence (DASV).
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MOVEMENT IN NET EXPENDITURE

SERVICE CODE	SERVICE NAME	ORIGINAL BUDGET 2024/25 (A) £000's		ORIGINAL BUDGET 2025/26 (D) £000's	% CHANGE (E) %
			Other (C) £000's		
C1310F C1324F	HOUSING DIRECTORATE HOMELESSNESS AND ASSESSMENTS	7,717 -	(3,335) 6	4,382 6	(43) n/a
	TOTAL NET EXPENDITURE	7,717	(3,329)	4,388	(43)

STAFF ESTABLISHMENT NUMBERS

SERVICE	ORIGINAL BUDGET 2024/25 FTE STAFF	ORIGINAL BUDGET 2025/26 FTE STAFF	CHANGE IN FTE FTE STAFF
HOUSING DIRECTORATE HOMELESSNESS AND ASSESSMENTS	1.0 -	1.0 -	- -
TOTAL FTE STAFF	1.0	1.0	-

* OTHER VARIATIONS IN LEVEL OF EXPENDITURE	£000's
<u>Strategic budget - agreed pressures / service demands</u>	-
growth items and amount	-
	-
	-
<u>Strategic budget - agreed additional income / savings</u>	-
Salary adjustment	(7)
Supplies and Services	8
	-
	-
	1
<u>Other resource changes</u>	-
	-
Capital charges REFUS adjustment	(3,335)
Corporate support services bought in	5
	(3,330)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>	<b>(3,329)</b>



SERVICE: **C1310F : HOUSING DIRECTORATE**

FORECAST 2024/25 £000's	DESCRIPTION	ORIGINAL BUDGET 2024/25 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2025/26 (D) £000's	% CHANGE (E) %
2	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
204	Recharges from other services	204	-	204	-
206	<b>TOTAL CONTROLLABLE EXPENDITURE</b>	204	-	204	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
-	<b>TOTAL CONTROLLABLE INCOME</b>	-	-	-	n/a
206	<b>NET CONTROLLABLE COST</b>	204	-	204	n/a
3,224	Capital Charges	3,224	-	3,224	-
954	Intangible Charges	954	-	954	-
3,335	REFCUS	3,335	(3,335)	-	(100)
-	Corporate support services bought in	-	-	-	n/a
7,513	<b>TOTAL NON-CONTROLLABLE EXPENDITURE</b>	7,513	(3,335)	4,178	n/a
7,719	<b>NET COST OF SERVICE</b>	7,717	(3,335)	4,382	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
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	n/a
7,719	<b>TOTAL NET EXPENDITURE</b>	7,717	(3,335)	4,382	(43)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>					£000's
<u>Strategic budget - agreed pressures / service demands</u>					
					-
<u>Strategic budget - agreed additional income / savings</u>					
					-
Capital charges - revenue expenditure funded from capital under statute expenditure					(3,335)
					(3,335)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>					<b>(3,335)</b>

**SERVICE: C1324F : HOMELESSNESS AND ASSESSMENTS**

FORECAST 2024/25	DESCRIPTION	ORIGINAL BUDGET 2024/25		ORIGINAL BUDGET 2025/26	% CHANGE
		(A) £000's	* Other (C) £000's	(D) £000's	(E) %
61	Employees	8	(7)	1	(88)
-	Premises related expenditure	-	-	-	n/a
306	Supplies and Services	(8)	8	-	(100)
-	Third Party Payments	-	-	-	n/a
-	Transfer Payments	-	-	-	n/a
-	Transport related expenditure	-	-	-	n/a
0	Recharges from other services	-	-	-	n/a
367	TOTAL CONTROLLABLE EXPENDITURE	-	1	1	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 CONTROLLABLE INCOME	-	-	-	n/a
367	NET CONTROLLABLE COST	-	1	1	n/a
-	Capital Charges	-	-	-	n/a
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
12	Corporate support services bought in	-	5	5	n/a
12	TOTAL NON-CONTROLLABLE EXPENDITURE	-	5	5	n/a
379	NET COST OF SERVICE	-	6	6	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
379	TOTAL NET EXPENDITURE	-	6	6	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>					
Salary Savings					(7)
Supplies and services					8
					1
Corporate support services bought in					5
Other charges					5
					5
TOTAL OTHER VARIATIONS IN RESOURCE					6

## SUB-SERVICE: C1320G : EMERGENCY ACCOMMODATION

FORECAST 2024/25 £000's	DESCRIPTION	ORIGINAL BUDGET 2024/25 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2025/26 (D) £000's	% CHANGE (E) %
61	Employees	8	(7)	1	(88)
-	Premises related expenditure	-	-	-	n/a
306	Supplies and Services	(8)	8	-	(100)
-	Third Party Payments	-	-	-	n/a
-	Transfer Payments	-	-	-	n/a
-	Transport related expenditure	-	-	-	n/a
0	Recharges from other services	-	-	-	n/a
367	<b>TOTAL CONTROLLABLE EXPENDITURE</b>	-	1	1	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
-	<b>TOTAL CONTROLLABLE INCOME</b>	-	-	-	n/a

367	<b>NET CONTROLLABLE COST</b>	-	1	1	n/a
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-	Capital Charges	-	-	-	n/a
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
12	Corporate support services bought in	-	5	5	n/a
12	<b>TOTAL NON-CONTROLLABLE EXPENDITURE</b>	-	5	5	n/a

379	<b>NET COST OF SERVICE</b>	-	6	6	n/a
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-	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
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	n/a

379	<b>TOTAL NET EXPENDITURE</b>	-	6	6	n/a
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* OTHER VARIATIONS IN LEVEL OF EXPENDITURE					£000's
<u>Strategic budget - agreed pressures / service demands</u>					
					-
<u>Strategic budget - agreed additional income / savings</u>					
C13417 : PREVENTION & TENANCY ADVICE					
Salary Savings					(7)
					(7)
Corporate support services bought in					6
Other charges					7
					13
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>					<b>6</b>

**SERVICE DESCRIPTION**

**Housing Grants**

This includes non ring fenced housing grants as well as ring fenced sources such as the Rough Sleeping Initiative Fund (RSI) and the Household Support Fund.

**Emergency Accommodation**

This area carries out the council statutory function under the Homelessness 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 applications a year.

**Temporary Accommodation**

Responsible for provision and management of temporary accommodation. They also facilitate 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 Register and Allocations**

Included in this area is the provision of important, up to date and timely advice on all aspects of the Housing Register and allocations process.

**Homeless Assessment and Review**

A continuous system of assessment and review is essential to ensure sympathetic and effective management of homelessness in the Council's area of operation.

**Housing Contracts**

This includes supported housing for young people and those leaving care, supported housing for ex-offenders, street outreach and resettlement, single homeless accommodation and support as well as support to those experiencing domestic abuse and sexual violence (DASV).

**Housing Transformation Programme**

The work on the Housing Transformation Programme continues to progress well. The actions bring about positive change to the experience of residents and partners through their closer engagement with key strategies and the delivery of projects across Housing.

**Key areas for focus in 2025/6 include:**

Continuing to improve complaints management and learning from complaints  
 Embedding the learning from the Customer First customer care training programme  
 Continuing the implementation of the NEC Housing system  
 Completing the review of policies, procedures and strategies with resident involvement  
 Continuing to keep the Housing web pages up to date  
 Going live with the new Housing Allocation Scheme

**Policy & Performance Division:**

**MOVEMENT IN NET EXPENDITURE**

SERVICE CODE	SERVICE NAME	ORIGINAL BUDGET 2024/25 (A) £000's	Other (C) £000's	ORIGINAL BUDGET 2025/26 (D) £000's	% CHANGE (E) %
<b>C1311F</b>	DIRECTOR OF HOUSING NEEDS AND HOMELESSNESS	(49)	(27)	(76)	55
<b>C1313F</b>	HOUSING GRANTS	(7,450)	(5,110)	(12,560)	69
<b>C1314F</b>	TEMPORARY ACCOMMODATION	17,515	20,463	37,978	117
<b>C1315F</b>	HOUSING REGISTER AND ALLOCATIONS	598	289	887	48
<b>C1316F</b>	HOMELESS ASSESSMENT	2,581	1,790	4,371	69
<b>C1317F</b>	DISCHARGE SCHEMES	-	-	-	n/a
<b>C1318F</b>	HOUSING CONTRACTS	2,918	104	3,022	4
	<b>TOTAL NET EXPENDITURE</b>	16,113	17,509	33,622	109

**STAFF ESTABLISHMENT NUMBERS**

SERVICE	ORIGINAL BUDGET 2024/25 FTE STAFF	ORIGINAL BUDGET 2025/26 FTE STAFF	CHANGE IN FTE
DIRECTOR OF HOUSING NEEDS AND HOMELESSNESS	1.00	1.00	-
HOUSING GRANTS	3.00	3.00	-
TEMPORARY ACCOMMODATION	64.08	86.08	22.00
HOUSING REGISTER AND ALLOCATIONS	16.43	16.43	-
HOMELESS ASSESSMENT	46.76	46.76	-
DISCHARGE SCHEMES	-	-	-
HOUSING CONTRACTS	4.00	4.00	-
<b>TOTAL FTE STAFF</b>	135.27	157.27	22.00

FORECAST 2024/25 £000's	DESCRIPTION	ORIGINAL BUDGET 2024/25 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2025/26 (D) £000's	% CHANGE (E) %
6,626	Employees	8,988	625	9,613	7
51,178	Premises related expenditure	42,960	(41,010)	1,950	(95)
6,505	Supplies and Services	3,405	(1,483)	1,922	(44)
12,237	Third Party Payments	3,579	275	3,854	8
10	Transfer Payments	-	62,341	62,341	n/a
2	Transport related expenditure	1	-	1	-
(223)	Recharges from other services	(221)	144	(77)	(65)
76,335	<b>TOTAL CONTROLLABLE EXPENDITURE</b>	58,712	20,892	79,604	n/a
(8,802)	Government Grants	(8,802)	(5,258)	(14,060)	60
(152)	Other Grants, reimbursements and contributions	(126)	-	(126)	-
(14,083)	Customer and Client Receipts	(31,617)	(2,420)	(34,037)	8
-	Interest Receivable	-	-	-	n/a
(1,935)	Recharges to other services	(2,054)	1,152	(902)	(56)
(24,972)	<b>TOTAL CONTROLLABLE INCOME</b>	(42,599)	(6,526)	(49,125)	n/a
51,363	<b>NET CONTROLLABLE COST</b>	16,113	14,366	30,479	n/a
-	Capital Charges	-	-	-	n/a
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
2,553	Corporate support services bought in	-	2,715	2,715	n/a
2,553	<b>TOTAL NON-CONTROLLABLE EXPENDITURE</b>	-	2,715	2,715	n/a
53,916	<b>NET COST OF SERVICE</b>	16,113	17,081	33,194	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
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	n/a
53,916	<b>TOTAL NET EXPENDITURE</b>	16,113	17,081	33,194	106
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>					£000's
<b>Strategic budget - agreed pressures / service demands</b>					-
					-
					-
<b>Strategic budget - agreed additional income / savings</b>					-
<b>Total other resource changes</b>					-
					-
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>					-

DIRECTORATE: C1300D : HOUSING - GF

SERVICE SUBJECTIVE SUMMARY

DIVISION: C1306E : HOUSING NEEDS AND HOMELESSNESS

SERVICE: C1311F : DIRECTOR OF HOUSING NEEDS AND HOMELESSNESS

FORECAST 2024/25 £000's	DESCRIPTION	ORIGINAL BUDGET 2024/25 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2025/26 (D) £000's	% CHANGE (E) %
293	Employees	(64)	348	284	(544)
-	Premises related expenditure	-	-	-	n/a
19	Supplies and Services	365	(365)	-	(100)
-	Third Party Payments	-	-	-	n/a
-	Transfer Payments	-	-	-	n/a
1	Transport related expenditure	-	-	-	n/a
0	Recharges from other services	-	-	-	n/a
313	<b>TOTAL CONTROLLABLE EXPENDITURE</b>	301	(17)	284	n/a
-	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	(350)	-	(350)	-
(350)	<b>TOTAL CONTROLLABLE INCOME</b>	(350)	-	(350)	n/a
(37)	<b>NET CONTROLLABLE COST</b>	(49)	(17)	(66)	n/a
-	Capital Charges	-	-	-	n/a
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
(16)	Corporate support services bought in	-	(10)	(10)	n/a
(16)	<b>TOTAL NON-CONTROLLABLE EXPENDITURE</b>	-	(10)	(10)	n/a
(53)	<b>NET COST OF SERVICE</b>	(49)	(27)	(76)	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
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	n/a
(53)	<b>TOTAL NET EXPENDITURE</b>	(49)	(27)	(76)	55
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>					£000's
<b>Strategic budget - agreed pressures / service demands</b>					-
<b>Strategic budget - agreed additional income / savings</b>					-
Pay award and contracts inflation					14
National insurance changes for 2025/26					8
Change in Corporate Support Services bought In					6
Other charges					(55)
<b>Total other resource changes</b>					(27)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>					(27)

**SERVICE: C1313F : HOUSING GRANTS**

FORECAST 2024/25 £000's	DESCRIPTION	ORIGINAL BUDGET 2024/25 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2025/26 (D) £000's	% CHANGE (E) %
279	Employees	764	(474)	290	(62)
587	Premises related expenditure	-	-	-	n/a
1,280	Supplies and Services	-	-	-	n/a
503	Third Party Payments	384	474	858	123
-	Transfer Payments	-	-	-	n/a
-	Transport related expenditure	-	-	-	n/a
7	Recharges from other services	-	-	-	n/a
2,657	<b>TOTAL CONTROLLABLE EXPENDITURE</b>	1,148	-	1,148	n/a
(8,598)	Government Grants	(8,598)	(5,333)	(13,931)	62
-	Other Grants, reimbursements and contributions	-	-	-	n/a
237	Customer and Client Receipts	-	-	-	n/a
-	Interest Receivable	-	-	-	n/a
-	Recharges to other services	-	-	-	n/a
(8,361)	<b>TOTAL CONTROLLABLE INCOME</b>	(8,598)	(5,333)	(13,931)	n/a
(5,705)	<b>NET CONTROLLABLE COST</b>	(7,450)	(5,333)	(12,783)	n/a
-	Capital Charges	-	-	-	n/a
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
210	Corporate support services bought in	-	223	223	n/a
210	<b>TOTAL NON-CONTROLLABLE EXPENDITURE</b>	-	223	223	n/a
(5,495)	<b>NET COST OF SERVICE</b>	(7,450)	(5,110)	(12,560)	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
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	n/a
(5,495)	<b>TOTAL NET EXPENDITURE</b>	(7,450)	(5,110)	(12,560)	69
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>					£000's
<b>Strategic budget - agreed pressures / service demands</b>					-
<b>Strategic budget - agreed additional income / savings</b>					-
<b>Total other resource changes</b>					3
National insurance changes for 2025/26					223
Change in Corporate Support Services bought In					(5,335)
Homelessness grant MHCLG additional income					(1)
Other charges					(5,110)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>					<b>(5,110)</b>

## SERVICE: C1314F : TEMPORARY ACCOMMODATION

FORECAST 2024/25 £000's	DESCRIPTION	ORIGINAL BUDGET 2024/25 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2025/26 (D) £000's	% CHANGE (E) %
2,802	Employees	4,085	(36)	4,049	(1)
50,556	Premises related expenditure	42,960	(41,010)	1,950	(95)
4,741	Supplies and Services	3,310	(1,237)	2,073	(37)
9,722	Third Party Payments	343	(199)	144	(58)
9	Transfer Payments	-	62,341	62,341	n/a
1	Transport related expenditure	1	-	1	-
(64)	Recharges from other services	(51)	(20)	(71)	39
67,767	<b>TOTAL CONTROLLABLE EXPENDITURE</b>	50,648	19,839	70,487	n/a
(204)	Government Grants	(204)	75	(129)	(37)
(152)	Other Grants, reimbursements and contributions	-	-	-	n/a
(13,828)	Customer and Client Receipts	(31,617)	(2,420)	(34,037)	8
-	Interest Receivable	-	-	-	n/a
(1,312)	Recharges to other services	(1,312)	1,312	-	(100)
(15,496)	<b>TOTAL CONTROLLABLE INCOME</b>	(33,133)	(1,033)	(34,166)	n/a
52,271	<b>NET CONTROLLABLE COST</b>	17,515	18,806	36,321	n/a
-	Capital Charges	-	-	-	n/a
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
1,165	Corporate support services bought in	-	1,229	1,229	n/a
1,165	<b>TOTAL NON-CONTROLLABLE EXPENDITURE</b>	-	1,229	1,229	n/a
53,436	<b>NET COST OF SERVICE</b>	17,515	20,035	37,550	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
-	Interest Payable on Long term loans	-	428	428	n/a
-	Contribution to / (from) General Balances	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	428	428	n/a
53,436	<b>TOTAL NET EXPENDITURE</b>	17,515	20,463	37,978	117
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>					£000's
<b><u>Strategic budget - agreed pressures / service demands</u></b>					
					-
<b><u>Strategic budget - agreed additional income / savings</u></b>					
Repurpose general needs voids for emergency accommodation					(175)
Demand management - service review					(414)
Service review (phase 2) staffing					(45)
Nightly let accommodation - demand and market price pressures					14,000
					<b>13,366</b>
<b><u>Total other resource changes</u></b>					
National insurance changes for 2025/26					73
Change in Corporate Support Services bought In					1,339
Interest payable					348
Payments to landlords					5,337
					<b>7,097</b>
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>					<b>20,463</b>



## SERVICE: C1315F : HOUSING REGISTER AND ALLOCATIONS

FORECAST 2024/25 £000's	DESCRIPTION	ORIGINAL BUDGET 2024/25 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2025/26 (D) £000's	% CHANGE (E) %
632	Employees	861	27	888	3
-	Premises related expenditure	-	-	-	n/a
-	Supplies and Services	(18)	-	(18)	-
-	Third Party Payments	-	-	-	n/a
-	Transfer Payments	-	-	-	n/a
-	Transport related expenditure	-	-	-	n/a
-	Recharges from other services	-	-	-	n/a
632	<b>TOTAL CONTROLLABLE EXPENDITURE</b>	843	27	870	n/a
-	Government Grants	-	-	-	n/a
-	Other Grants, reimbursements and contributions	(126)	-	(126)	-
-	Customer and Client Receipts	-	-	-	n/a
-	Interest Receivable	-	-	-	n/a
-	Recharges to other services	(119)	-	(119)	-
-	<b>TOTAL CONTROLLABLE INCOME</b>	(245)	-	(245)	n/a
632	<b>NET CONTROLLABLE COST</b>	598	27	625	n/a
-	Capital Charges	-	-	-	n/a
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
239	Corporate support services bought in	-	262	262	n/a
239	<b>TOTAL NON-CONTROLLABLE EXPENDITURE</b>	-	262	262	n/a
871	<b>NET COST OF SERVICE</b>	598	289	887	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
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	n/a
871	<b>TOTAL NET EXPENDITURE</b>	598	289	887	48
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>					£000's
<b><u>Strategic budget - agreed pressures / service demands</u></b>					
No pressures identified					
<b><u>Strategic budget - agreed pressures / service demands</u></b>					-
no savings identified					
<b><u>Strategic budget - agreed additional income / savings</u></b>					-
Pay award and contracts inflation					272
National insurance changes for 2025/26					18
Change in Corporate Support Services bought In					23
Other charges to align housing registration and allocations					(24)
<b><u>Total other resource changes</u></b>					289
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>					289

DIRECTORATE: C1300D : HOUSING - GF

SERVICE SUBJECTIVE SUMMARY

DIVISION: C1306E : HOUSING NEEDS AND HOMELESSNESS

SERVICE: C1316F : HOMELESS ASSESSMENT

FORECAST 2024/25 £000's	DESCRIPTION	ORIGINAL BUDGET 2024/25 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2025/26 (D) £000's	% CHANGE (E) %
2,478	Employees	3,096	729	3,825	24
-	Premises related expenditure	-	-	-	n/a
464	Supplies and Services	(252)	119	(133)	(47)
-	Third Party Payments	-	-	-	n/a
1	Transfer Payments	-	-	-	n/a
-	Transport related expenditure	-	-	-	n/a
14	Recharges from other services	10	4	14	40
2,958	<b>TOTAL CONTROLLABLE EXPENDITURE</b>	2,854	852	3,706	n/a
-	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	(273)	-	(273)	-
(273)	<b>TOTAL CONTROLLABLE INCOME</b>	(273)	-	(273)	n/a
2,685	<b>NET CONTROLLABLE COST</b>	2,581	852	3,433	n/a
-	Capital Charges	-	-	-	n/a
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
886	Corporate support services bought in	-	938	938	n/a
886	<b>TOTAL NON-CONTROLLABLE EXPENDITURE</b>	-	938	938	n/a
3,571	<b>NET COST OF SERVICE</b>	2,581	1,790	4,371	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
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	n/a
3,571	<b>TOTAL NET EXPENDITURE</b>	2,581	1,790	4,371	69
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>					£000's
<b><u>Strategic budget - agreed pressures / service demands</u></b>					
Staffing - Increased caseworkers for prevention and intervention					1,000
					<b>1,000</b>
<b><u>Strategic budget - agreed additional income / savings</u></b>					
					-
<b><u>Total other resource changes</u></b>					
Pay award and contracts inflation and new posts for prevention and intervention					997
National insurance changes for 2025/26					34
Change in Corporate Support Services bought In					52
Other charges realigned					(293)
					790
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>					<b>1,790</b>

DIRECTORATE: C1300D : HOUSING - GF

SERVICE SUBJECTIVE SUMMARY

DIVISION: C1306E : HOUSING NEEDS AND HOMELESSNESS

SERVICE: C1317F : DISCHARGE SCHEMES

FORECAST 2024/25 £000's	DESCRIPTION	ORIGINAL BUDGET 2024/25 (A) £000's		ORIGINAL BUDGET 2025/26 (D) £000's	% CHANGE (E) %
			* Other (C) £000's		
-	Employees	-	-	-	n/a
35	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
35	<b>TOTAL CONTROLLABLE EXPENDITURE</b>	-	-	-	n/a
-	Government Grants	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	n/a
(492)	Customer and Client Receipts	-	-	-	n/a
-	Interest Receivable	-	-	-	n/a
-	Recharges to other services	-	-	-	n/a
(492)	<b>TOTAL CONTROLLABLE INCOME</b>	-	-	-	n/a
(457)	<b>NET CONTROLLABLE COST</b>	-	-	-	n/a
-	Capital Charges	-	-	-	n/a
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
-	Corporate support services bought in	-	-	-	n/a
-	<b>TOTAL NON-CONTROLLABLE EXPENDITURE</b>	-	-	-	n/a
(457)	<b>NET COST OF SERVICE</b>	-	-	-	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
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	n/a
(457)	<b>TOTAL NET EXPENDITURE</b>	-	-	-	n/a
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>					£000's
<u>Strategic budget - agreed pressures / service demands</u>					
					-
<u>Strategic budget - agreed additional income / savings</u>					
					-
<u>Total other resource changes</u>					
					-
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>					-

## SERVICE: C1318F : HOUSING CONTRACTS

FORECAST 2024/25 £000's	DESCRIPTION	ORIGINAL BUDGET 2024/25 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2025/26 (D) £000's	% CHANGE (E) %
143	Employees	246	31	277	13
-	Premises related expenditure	-	-	-	n/a
-	Supplies and Services	-	-	-	n/a
2,011	Third Party Payments	2,852	-	2,852	-
-	Transfer Payments	-	-	-	n/a
-	Transport related expenditure	-	-	-	n/a
(180)	Recharges from other services	(180)	160	(20)	(89)
1,974	<b>TOTAL CONTROLLABLE EXPENDITURE</b>	2,918	191	3,109	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	-	(160)	(160)	n/a
-	<b>TOTAL CONTROLLABLE INCOME</b>	-	(160)	(160)	n/a
1,974	<b>NET CONTROLLABLE COST</b>	2,918	31	2,949	n/a
-	Capital Charges	-	-	-	n/a
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
69	Corporate support services bought in	-	73	73	n/a
69	<b>TOTAL NON-CONTROLLABLE EXPENDITURE</b>	-	73	73	n/a
2,043	<b>NET COST OF SERVICE</b>	2,918	104	3,022	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
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	n/a
2,043	<b>TOTAL NET EXPENDITURE</b>	2,918	104	3,022	4
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>					£000's
<b><u>Strategic budget - agreed pressures / service demands</u></b>					
					-
<b><u>Strategic budget - agreed additional income / savings</u></b>					
					-
<b><u>Total Other resource changes</u></b>					
Pay award and contracts inflation					77
National insurance changes for 2025/25					5
Change in Corporate Support Services bought In					4
Other charges to align pay budgets					18
					<b>104</b>
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>					<b>104</b>

SERVICE DESCRIPTION
<p>As a landlord, Croydon Council take a pro-active approach towards tenancy sustainment and works closely with Social Care to identify those who are vulnerable in the community.</p> <p>Housing provides advice and support to residents including:</p> <ul style="list-style-type: none"> <li>· Changes to the tenancy – for example, succession assignment, name change, relationship breakdown and ending tenancies for example on the death of a tenant</li> <li>· Fire or flood in a tenant's home</li> <li>· Domestic abuse - Including other types of violence outside the home</li> <li>· Estate inspections.</li> <li>· Anti-social behaviour - Prevention and diversion</li> <li>· Racial harassment and hate crimes</li> <li>· Fraud - Including unauthorised occupants or occupancy checks</li> <li>· Environmental issues</li> <li>· Support for to sustain their tenancy</li> </ul>

**Policy & Performance Division:**

**MOVEMENT IN NET EXPENDITURE**

SERVICE CODE	SERVICE NAME	ORIGINAL BUDGET 2024/25 (A) £000's	Other (C) £000's	ORIGINAL BUDGET 2025/26 (D) £000's	% CHANGE (E) %
<b>C1325F</b> <b>C1326F</b>	HOUSING RENEWAL RENTAL INCOME - GF NON HOMELESS	26 (63)	272 -	<b>298</b> (63)	1,046 -
	<b>TOTAL NET EXPENDITURE</b>	(37)	272	<b>235</b>	(735)

**STAFF ESTABLISHMENT NUMBERS**

SERVICE	ORIGINAL BUDGET 2024/25 FTE STAFF	ORIGINAL BUDGET 2025/26 FTE STAFF	CHANGE IN FTE FTE STAFF
Housing Renewal Rental Income - GF Non Homeless	13.0 -	<b>14.8</b> -	1.8 -
<b>TOTAL FTE STAFF</b>	13.0	<b>14.8</b>	1.8

FORECAST 2024/25 £000's	DESCRIPTION	ORIGINAL BUDGET 2024/25 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2025/26 (D) £000's	% CHANGE (E) %
784	Employees	733	50	783	7
9	Premises related expenditure	13	-	13	-
50	Supplies and Services	11	-	11	-
214	Third Party Payments	214	-	214	-
4	Transfer Payments	3	-	3	-
1	Transport related expenditure	3	-	3	-
6	Recharges from other services	7	-	7	-
1,066	<b>TOTAL CONTROLLABLE EXPENDITURE</b>	984	50	1,034	n/a
-	Government Grants	-	-	-	n/a
(142)	Other Grants, reimbursements and contributions	(141)	-	(141)	-
(389)	Customer and Client Receipts	(336)	-	(336)	-
-	Interest Receivable	-	-	-	n/a
(544)	Recharges to other services	(544)	-	(544)	-
(1,075)	<b>TOTAL CONTROLLABLE INCOME</b>	(1,021)	-	(1,021)	n/a
(8)	<b>NET CONTROLLABLE COST</b>	(37)	50	13	n/a
-	Capital Charges	-	-	-	n/a
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
207	Corporate support services bought in	-	222	222	n/a
207	<b>TOTAL NON-CONTROLLABLE EXPENDITURE</b>	-	222	222	n/a
199	<b>NET COST OF SERVICE</b>	(37)	272	235	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
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	n/a
199	<b>TOTAL NET EXPENDITURE</b>	(37)	272	235	n/a
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>					£000's
<b><u>Strategic budget - agreed pressures / service demands</u></b>					
No budget pressures identified					
					-
<b><u>Strategic budget - agreed additional income / savings</u></b>					
no savings identified in 2025/26					
					-
<b><u>Total other resource changes</u></b>					
					-
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>					-

SERVICE: **C1325F : HOUSING RENEWAL**

FORECAST 2024/25 £000's	DESCRIPTION	ORIGINAL BUDGET 2024/25 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2025/26 (D) £000's	% CHANGE (E) %
784	Employees	733	50	<b>783</b>	7
1	Premises related expenditure	-	-	-	n/a
50	Supplies and Services	11	-	<b>11</b>	-
214	Third Party Payments	214	-	<b>214</b>	-
-	Transfer Payments	-	-	-	n/a
1	Transport related expenditure	3	-	<b>3</b>	-
6	Recharges from other services	7	-	<b>7</b>	-
1,055	<b>TOTAL CONTROLLABLE EXPENDITURE</b>	968	50	<b>1,018</b>	n/a
-	Government Grants	-	-	-	n/a
(142)	Other Grants, reimbursements and contributions	(141)	-	<b>(141)</b>	-
(266)	Customer and Client Receipts	(257)	-	<b>(257)</b>	-
-	Interest Receivable	-	-	-	n/a
(544)	Recharges to other services	(544)	-	<b>(544)</b>	-
(952)	<b>TOTAL CONTROLLABLE INCOME</b>	(942)	-	<b>(942)</b>	n/a
103	<b>NET CONTROLLABLE COST</b>	26	50	<b>76</b>	n/a
-	Capital Charges	-	-	-	n/a
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
207	Corporate support services bought in	-	222	<b>222</b>	n/a
207	<b>TOTAL NON-CONTROLLABLE EXPENDITURE</b>	-	222	<b>222</b>	n/a
310	<b>NET COST OF SERVICE</b>	26	272	<b>298</b>	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
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	n/a
310	<b>TOTAL NET EXPENDITURE</b>	26	272	<b>298</b>	1,046
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>					£000's
<b><u>Strategic budget - agreed pressures / service demands</u></b>					
No pressures identified					
					-
<b><u>Strategic budget - agreed additional income / savings</u></b>					
no savings identified					
					-
<b><u>Total other resource changes</u></b>					
Pay award and contracts inflation					231
National insurance changes for 2025/26					15
Change in Corporate Support Services bought In					16
Other charges to align pay budgets					10
					272
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>					<b>272</b>

SERVICE C1326F : RENTAL INCOME - GF NON HOMELESS

FORECAST 2024/25 £000's	DESCRIPTION	ORIGINAL BUDGET 2024/25 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2025/26 (D) £000's	% CHANGE (E) %
-	Employees	-	-	-	n/a
8	Premises related expenditure	13	-	13	-
-	Supplies and Services	-	-	-	n/a
-	Third Party Payments	-	-	-	n/a
4	Transfer Payments	3	-	3	-
-	Transport related expenditure	-	-	-	n/a
-	Recharges from other services	-	-	-	n/a
12	<b>TOTAL CONTROLLABLE EXPENDITURE</b>	16	-	16	n/a
-	Government Grants	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	n/a
(123)	Customer and Client Receipts	(79)	-	(79)	-
-	Interest Receivable	-	-	-	n/a
-	Recharges to other services	-	-	-	n/a
(123)	<b>TOTAL CONTROLLABLE INCOME</b>	(79)	-	(79)	n/a
(111)	<b>NET CONTROLLABLE COST</b>	(63)	-	(63)	n/a
-	Capital Charges	-	-	-	n/a
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
-	Corporate support services bought in	-	-	-	n/a
-	<b>TOTAL NON-CONTROLLABLE EXPENDITURE</b>	-	-	-	n/a
(111)	<b>NET COST OF SERVICE</b>	(63)	-	(63)	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
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	n/a
(111)	<b>TOTAL NET EXPENDITURE</b>	(63)	-	(63)	-
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>					£000's
<b><u>Strategic budget - agreed pressures / service demands</u></b>					
No pressures identified					
					-
<b><u>Strategic budget - agreed additional income / savings</u></b>					
no savings identified					
					-
<b><u>Total other resource changes</u></b>					
					-
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>					-



# TOTAL RESOURCES

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## KEY SERVICE TARGETS / PRIORITIES FOR 2025/26

The Resources Directorate is an integral part of Croydon Council and supports the full spectrum of service activity across the council. In particular Resources Directorate plays a key role in providing enabling services to the rest of the council and ensuring we deliver Value for Money services. key priorities for 2025/26 are to;

- Ensure the delivery of the Mayor's Business Plan
- Update and deliver the Medium Term Financial Strategy (MTFS)
- Agree with government the shared plan to achieve financial sustainability for Croydon Council
- Work with the Improvement and Assurance Panel to deliver the Exit Strategy towards meeting the Duty of Best Value
- Publish all outstanding sets of financial accounts for 2023/24 and 2024/25
- Complete the backstop on all the accounts 2020/21, 2021/22, 2022/23 and 2023/24
- Complete the audit on the accounts for 2024/25
- Sell property assets to the value of £30m
- Improve internal control and budget monitoring
- Deliver improvement to the finance and procurement functionality of the Council's Enterprise Resource Planning system, Oracle

## FINANCIAL PERFORMANCE

## COST CENTRE: C1600D

DESCRIPTION	ORIGINAL BUDGET 2024/25 £000	FORECAST 2024/25 £000	ORIGINAL BUDGET 2025/26 £000	% CHANGE %
Employees	27,800	29,050	28,080	1
Premises related expenditure	20,381	21,791	20,424	0
Supplies and Services	6,784	9,054	9,140	35
Third Party Payments	462	451	642	39
Transfer Payments	157,649	157,886	158,924	1
Transport related expenditure	199	145	199	-
Capital Charges	2,294	2,294	2,294	-
Intangible Charges	-	-	-	n/a
REFCUS	-	-	-	n/a
Corporate support services bought in	(2,754)	(21,192)	(24,287)	782
Recharges from other services	817	317	450	(45)
<b>TOTAL EXPENDITURE</b>	<b>213,632</b>	<b>199,796</b>	<b>195,866</b>	<b>(2)</b>
Government Grants	(153,531)	(153,587)	(153,388)	(0)
Other Grants, reimbursements and contributions	(3,059)	(4,174)	(2,925)	(4)
Customer and Client Receipts	(8,300)	(10,619)	(8,818)	6
Interest Receivable	-	-	-	n/a
Recharges to other services	(12,396)	(14,403)	(13,405)	8
<b>TOTAL INCOME</b>	<b>(177,286)</b>	<b>(182,783)</b>	<b>(178,536)</b>	<b>(2)</b>
<b>TOTAL NET EXPENDITURE</b>	<b>36,346</b>	<b>17,013</b>	<b>17,330</b>	<b>2</b>
Contributions to / (from) Reserves	-	-	-	n/a
<b>CURRENT BUDGET 2024/25</b>		<b>18,521</b>		
<b>TOTAL 2024/25 VARIANCE FROM BUDGET- Over/(Under)</b>		<b>(1,508)</b>		

## TOP FINANCIAL RISKS 2025/26

Achieving financial sustainability for the Council into the future.

The government's Spending Review and its potential impact on the Council's grant allocations.

Demand pressures on the Council's budgets.

CABINET MEMBER

Cllr Jason Cummings

DEPARTMENT MANAGEMENT TEAM

NAME	TITLE	TEL. EX.
Jane West	Corporate Director Resources	
Dave Phillips	Head of Internal Audit	
Allister Bannin	Director of Finance	
Huw Rhys-Lewis	Interim Director of Commercial Investment	
Stephen Lawrence-Orumwense	Director of Legal Services	
Malcolm Davies	Head of Insurance Anti-Fraud and Risk	
Matthew Hallett	Head of Pensions	

DIVISION CODE	DIVISION
C1605E	RESOURCES DIRECTORATE SUMMARY
C1610E	DIRECTOR OF FINANCE
C1620E	PENSIONS DIVISION
C1625E	MONITORING OFFICER
C1630E	INSURANCE, ANTI-FRAUD AND RISK
C1640E	LEGAL SERVICES DIVISION
C1690E	COMMERCIAL INVESTMENT AND CAPITAL DIVISION
C1650E	INTERNAL AUDIT SERVICE

MOVEMENT IN SERVICE NET EXPENDITURE

FORECAST 2024/25 £000's	DIVISION	ORIGINAL BUDGET 2024/25 (A) £000's	Other (C) £000's	ORIGINAL BUDGET 2025/26 (D) £000's	% CHANGE (E) %
5	C1605E : RESOURCES DIRECTORATE SUMMARY	(2,356)	2,335	(21)	(99)
11,150	C1610E : DIRECTOR OF FINANCE	15,357	(3,970)	11,387	(26)
2	C1620E : PENSIONS DIVISION	372	(387)	(15)	(104)
2,457	C1625E : MONITORING OFFICER	2,301	275	2,576	12
1,364	C1630E : INSURANCE, ANTI-FRAUD AND RISK	988	43	1,031	4
1,320	C1640E : LEGAL SERVICES DIVISION	66	1,067	1,133	1,617
643	C1690E : COMMERCIAL INVESTMENT AND CAPITAL SUMMARY	19,095	(17,836)	1,259	(93)
73	C1650E : INTERNAL AUDIT SERVICE	523	(543)	(20)	(104)
17,014	TOTAL NET EXPENDITURE	36,346	(19,016)	17,330	(52)

STAFF ESTABLISHMENT NUMBERS

DIVISION	ORIGINAL BUDGET 2024/25 FTE STAFF	ORIGINAL BUDGET 2025/26 FTE STAFF	CHANGE IN FTE FTE STAFF
C1605E : RESOURCES DIRECTORATE SUMMARY	4.0	4.0	-
C1610E : DIRECTOR OF FINANCE	240.5	235.6	(4.9)
C1620E : PENSIONS DIVISION	27.8	27.9	0.1
C1625E : MONITORING OFFICER	11.5	11.5	-
C1630E : INSURANCE, ANTI-FRAUD AND RISK	5.2	5.4	0.2
C1640E : LEGAL SERVICES DIVISION	49.6	50.8	1.2
C1690E : COMMERCIAL INVESTMENT AND CAPITAL SUMMARY	110.4	109.8	(0.6)
C1650E : INTERNAL AUDIT SERVICE	2.0	2.0	-
	-	-	-
	-	-	-
TOTAL FTE STAFF	451.0	447.0	(4.0)

STAFF ESTABLISHMENT NUMBERS - REASONS FOR VARIATIONS

Resources budgeted FTE's has decreased by 4.00 FTE.

This is mainly due to within the Payments Revenues Benefits and Debt service in the Finance Division reducing the externally funded fixed-term contract positions by 4.00 fte.

FORECAST 2024/25 £000's	DESCRIPTION	ORIGINAL BUDGET 2024/25 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2025/26 (D) £000's	% CHANGE (E) %
29,050	Employees	27,800	280	28,080	1
21,791	Premises related expenditure	20,381	43	20,424	0
9,054	Supplies and Services	6,784	2,356	9,140	35
451	Third Party Payments	462	180	642	39
157,886	Transfer Payments	157,649	1,275	158,924	1
145,000	Transport related expenditure	199	-	199	-
317	Recharges from other services	817	(367)	450	(45)
218,694	<b>TOTAL CONTROLLABLE EXPENDITURE</b>	214,092	3,767	217,859	2
(153,587)	Government Grants	(153,531)	143	(153,388)	(0)
(4,174)	Other Grants, reimbursements and contributions	(3,059)	134	(2,925)	(4)
(10,619)	Customer and Client Receipts	(8,300)	(518)	(8,818)	6
-	Interest Receivable	-	-	-	n/a
(14,403)	Recharges to other services	(12,396)	(1,009)	(13,405)	8
(182,783)	<b>TOTAL CONTROLLABLE INCOME</b>	(177,286)	(1,250)	(178,536)	1
35,911	<b>NET CONTROLLABLE COST</b>	36,806	2,517	39,323	7
2,294	Capital Charges	2,294	-	2,294	-
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
(21,192)	Corporate support services bought in	(2,754)	(21,533)	(24,287)	782
(18,898)	<b>TOTAL NON-CONTROLLABLE EXPENDITURE</b>	(460)	(21,533)	(21,993)	4,681
17,013	<b>NET COST OF SERVICE</b>	36,346	(19,016)	17,330	(52)
-	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
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	n/a
17,013	<b>TOTAL NET EXPENDITURE</b>	36,346	(19,016)	17,330	(52)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>					£000's
Strategic budget - agreed pressures / service demands					2,120
Strategic budget - agreed additional income / savings					(2,230)
Other resource changes					(18,906)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>					<b>(19,016)</b>

SERVICE DESCRIPTION

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

MOVEMENT IN NET EXPENDITURE

SERVICE CODE	SERVICE NAME	ORIGINAL BUDGET 2024/25 (A) £000's		ORIGINAL BUDGET 2025/26 (D) £000's	% CHANGE (E) %
			Other (C) £000's		
C1610F	RESOURCES DIRECTORATE	(2,356)	2,335	(21)	(99)
		-	-	-	
		-	-	-	
		-	-	-	
	TOTAL NET EXPENDITURE	(2,356)	2,335	(21)	(99)

STAFF ESTABLISHMENT NUMBERS

SERVICE	ORIGINAL BUDGET 2024/25 FTE STAFF	ORIGINAL BUDGET 2025/26 FTE STAFF	CHANGE IN FTE FTE STAFF
RESOURCES DIRECTORATE	4.0	4.0	-
TOTAL FTE STAFF	4.0	4.0	-

FORECAST 2024/25 £000's	DESCRIPTION	ORIGINAL BUDGET 2024/25 (A) £000's		ORIGINAL BUDGET 2025/26 (D) £000's	% CHANGE (E) %
			* Other (C) £000's		
381	Employees	420	13	433	3
-	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
381	<b>TOTAL CONTROLLABLE EXPENDITURE</b>	420	13	433	n/a
-	Government Grants	-	-	-	n/a
(20)	Other Grants, reimbursements and contributions	(22)	(3)	(25)	14
-	Customer and Client Receipts	-	-	-	n/a
-	Interest Receivable	-	-	-	n/a
-	Recharges to other services	-	-	-	n/a
(20)	<b>TOTAL CONTROLLABLE INCOME</b>	(22)	(3)	(25)	n/a
361	<b>NET CONTROLLABLE COST</b>	398	10	408	n/a
-	Capital Charges	-	-	-	n/a
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
(356)	Corporate support services bought in	(2,754)	2,325	(429)	(84)
(356)	<b>TOTAL NON-CONTROLLABLE EXPENDITURE</b>	(2,754)	2,325	(429)	n/a
5	<b>NET COST OF SERVICE</b>	(2,356)	2,335	(21)	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
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	n/a
5	<b>TOTAL NET EXPENDITURE</b>	(2,356)	2,335	(21)	(99)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>					£000's
<u>Strategic budget - agreed pressures / service demands</u>					
					-
<u>Strategic budget - agreed additional income / savings</u>					-
					-
<u>Other resource changes</u>					
24-25 Pay Award					8
National Insurance Changes					82
Transfer from Director of Legal					66
Transfer to Director of Commercial Investment					(114)
Transfer to Asset Management and Facilities Management					(32)
Change in Corporate Support Services Bought In					2,325
					2,335
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>					<b>2,335</b>

## SERVICE: C1610F : RESOURCES DIRECTORATE

FORECAST 2024/25 £000's	DESCRIPTION	ORIGINAL BUDGET 2024/25 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2025/26 (D) £000's	% CHANGE (E) %
381	Employees	420	13	433	3
-	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
381	<b>TOTAL CONTROLLABLE EXPENDITURE</b>	420	13	433	n/a
-	Government Grants	-	-	-	n/a
(20)	Other Grants, reimbursements and contributions	(22)	(3)	(25)	14
-	Customer and Client Receipts	-	-	-	n/a
-	Interest Receivable	-	-	-	n/a
-	Recharges to other services	-	-	-	n/a
(20)	<b>TOTAL CONTROLLABLE INCOME</b>	(22)	(3)	(25)	n/a
361	<b>NET CONTROLLABLE COST</b>	398	10	408	n/a
-	Capital Charges	-	-	-	n/a
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
(356)	Corporate support services bought in	(2,754)	2,325	(429)	(84)
(356)	<b>TOTAL NON-CONTROLLABLE EXPENDITURE</b>	(2,754)	2,325	(429)	n/a
5	<b>NET COST OF SERVICE</b>	(2,356)	2,335	(21)	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
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	n/a
5	<b>TOTAL NET EXPENDITURE</b>	(2,356)	2,335	(21)	(99)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>					£000's
<u>Strategic budget - agreed pressures / service demands</u>					
					-
<u>Strategic budget - agreed additional income / savings</u>					
					-
<u>Other resource changes</u>					
24-25 Pay Award					8
National Insurance Changes					82
Transfer from Director of Legal - RES 6.7					66
Transfer to Director of Commercial Investment - RES 7.3					(114)
Transfer to Asset Management and Facilities Management - RES 7.6					(32)
Change in Corporate Support Services Bought In					2,325
					2,335
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>					<b>2,335</b>

**SERVICE DESCRIPTION**

The Finance Division supports the Council to achieve Best Value for residents and local businesses, building on improvements in financial management and sustainability. The Division consists of:

The Strategic Finance service area which provides strategic financial support across the organisation. Key functions of the team include revenue and capital financial planning and the development of the Medium Term Financial Strategy (MTFS); financial performance monitoring; preparation of the annual accounts; and meeting statutory reporting requirements.

The Payments, Revenues, Benefits and Debt service area which is responsible for functions including the collection of council tax, business rates and sundry debt from customers; administration of claims for Housing Benefit and council tax support; supplier payments and cash control; maintenance of the local land charges register; and street naming.

**MOVEMENT IN NET EXPENDITURE**

SERVICE CODE	SERVICE NAME	ORIGINAL BUDGET 2024/25 (A) £000's	Other (C) £000's	ORIGINAL BUDGET 2025/26 (D) £000's	% CHANGE (E) %
<b>C1612F</b>	EXTERNAL AUDIT AND IMPROVEMENT COSTS	187	-	<b>187</b>	-
<b>C1614F</b>	STRATEGIC FINANCE	5,208	(617)	<b>4,591</b>	(12)
<b>C1616F</b>	PAYMENTS, REVENUES, BENEFITS AND DEBT	5,076	1,290	<b>6,366</b>	25
<b>C1618F</b>	HOUSING BENEFITS	4,886	(4,643)	<b>243</b>	(95)
		-	-	-	
		-	-	-	
		-	-	-	
		-	-	-	
	<b>TOTAL NET EXPENDITURE</b>	<b>15,357</b>	<b>(3,970)</b>	<b>11,387</b>	<b>(26)</b>

**STAFF ESTABLISHMENT NUMBERS**

SERVICE	ORIGINAL BUDGET 2024/25 FTE STAFF	ORIGINAL BUDGET 2025/26 FTE STAFF	CHANGE IN FTE
EXTERNAL AUDIT AND IMPROVEMENT COSTS	-	-	-
STRATEGIC FINANCE	60.0	<b>60.0</b>	-
PAYMENTS, REVENUES, BENEFITS AND DEBT	180.5	<b>175.6</b>	(4.9)
HOUSING BENEFITS	-	-	-
<b>TOTAL FTE STAFF</b>	<b>240.5</b>	<b>235.6</b>	<b>(4.9)</b>



FORECAST 2024/25	DESCRIPTION	ORIGINAL BUDGET 2024/25 (A) £000's		ORIGINAL BUDGET 2025/26 (D) £000's	% CHANGE (E) %
£000's			* Other (C) £000's		
14,494	Employees	13,653	551	14,204	4
124	Premises related expenditure	-	-	-	n/a
2,564	Supplies and Services	2,764	(171)	2,593	(6)
-	Third Party Payments	24	-	24	-
157,886	Transfer Payments	157,649	1,275	158,924	1
2	Transport related expenditure	-	-	-	n/a
198	Recharges from other services	336	(27)	309	(8)
175,268	TOTAL CONTROLLABLE EXPENDITURE	174,426	1,628	176,054	n/a
(153,587)	Government Grants	(153,531)	143	(153,388)	(0)
(1,187)	Other Grants, reimbursements and contributions	(1,322)	429	(893)	(32)
(4,888)	Customer and Client Receipts	(3,921)	(470)	(4,391)	12
-	Interest Receivable	-	-	-	n/a
(288)	Recharges to other services	(295)	43	(252)	(15)
(159,950)	TOTAL CONTROLLABLE INCOME	(159,069)	145	(158,924)	n/a
15,318	NET CONTROLLABLE COST	15,357	1,773	17,130	n/a
-	Capital Charges	-	-	-	n/a
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
(4,168)	Corporate support services bought in	-	(5,743)	(5,743)	n/a
(4,168)	TOTAL NON-CONTROLLABLE EXPENDITURE	-	(5,743)	(5,743)	n/a
11,150	NET COST OF SERVICE	15,357	(3,970)	11,387	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
11,150	TOTAL NET EXPENDITURE	15,357	(3,970)	11,387	(26)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE					£000's
Strategic budget - agreed pressures / service demands					
2025-29 GRO RES 001 Reduction in Local Land Charges and Street Naming & Numbering income					470
2024 MTFSHousing Benefit Subsidy - Loss on HB Payments with Care Package Element					500
					970
Strategic budget - agreed additional income / savings					
2025-29 SAV RES 009 Improvement and Assurance Panel - reduction in number of days					(200)
2025-29 SAV RES 007 Increased court cost income					(470)
2024-28 SAV RES 012Housing benefit subsidy transformation					790
					120
Other resource changes					
24-25 Pay Award					445
National Insurance Changes					251
Reduction in legal demand including reduced use of external legal advice					(13)
Change in Corporate Support Services Bought In					(5,743)
					(5,060)
TOTAL OTHER VARIATIONS IN RESOURCE					(3,970)

**SERVICE: C1612F : EXTERNAL AUDIT AND IMPROVEMENT COSTS**

FORECAST 2024/25 £000's	DESCRIPTION	ORIGINAL BUDGET 2024/25 (A) £000's		ORIGINAL BUDGET 2025/26 (D) £000's	% CHANGE (E) %
			* Other (C) £000's		
-	Employees	-	-	-	n/a
-	Premises related expenditure	-	-	-	n/a
187	Supplies and Services	187	-	187	-
-	Third Party Payments	-	-	-	n/a
-	Transfer Payments	-	-	-	n/a
-	Transport related expenditure	-	-	-	n/a
-	Recharges from other services	-	-	-	n/a
187	<b>TOTAL CONTROLLABLE EXPENDITURE</b>	187	-	187	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
-	<b>TOTAL CONTROLLABLE INCOME</b>	-	-	-	n/a
187	<b>NET CONTROLLABLE COST</b>	187	-	187	n/a
-	Capital Charges	-	-	-	n/a
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
-	Corporate support services bought in	-	-	-	n/a
-	<b>TOTAL NON-CONTROLLABLE EXPENDITURE</b>	-	-	-	n/a
187	<b>NET COST OF SERVICE</b>	187	-	187	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
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	n/a
187	<b>TOTAL NET EXPENDITURE</b>	187	-	187	-
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>					£000's
<u>Strategic budget - agreed pressures / service demands</u>					
					-
<u>Strategic budget - agreed additional income / savings</u>					
					-
<u>Other resource changes</u>					
					-
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>					-

SERVICE: **C1614F : STRATEGIC FINANCE**

FORECAST 2024/25 £000's	DESCRIPTION	ORIGINAL BUDGET 2024/25 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2025/26 (D) £000's	% CHANGE (E) %
6,515	Employees	4,809	142	4,951	3
-	Premises related expenditure	-	-	-	n/a
309	Supplies and Services	374	(154)	220	(41)
-	Third Party Payments	-	-	-	n/a
-	Transfer Payments	-	-	-	n/a
-	Transport related expenditure	-	-	-	n/a
35	Recharges from other services	83	(52)	31	(63)
6,859	<b>TOTAL CONTROLLABLE EXPENDITURE</b>	5,266	(64)	5,202	n/a
-	Government Grants	-	-	-	n/a
(44)	Other Grants, reimbursements and contributions	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	n/a
-	Interest Receivable	-	-	-	n/a
(258)	Recharges to other services	(58)	58	-	(100)
(302)	<b>TOTAL CONTROLLABLE INCOME</b>	(58)	58	-	n/a
6,557	<b>NET CONTROLLABLE COST</b>	5,208	(6)	5,202	n/a
-	Capital Charges	-	-	-	n/a
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
(3,888)	Corporate support services bought in	-	(4,637)	(4,637)	n/a
(3,888)	<b>TOTAL NON-CONTROLLABLE EXPENDITURE</b>	-	(4,637)	(4,637)	n/a
2,669	<b>NET COST OF SERVICE</b>	5,208	(4,643)	565	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
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	n/a
2,669	<b>TOTAL NET EXPENDITURE</b>	5,208	(4,643)	565	(89)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>					£000's
<u>Strategic budget - agreed pressures / service demands</u>					
					-
<u>Strategic budget - agreed additional income / savings</u>					
2025-29 SAV RES 009 Improvement and Assurance Panel - reduction in number of days					(200)
					(200)
<u>Other resource changes</u>					
24-25 Pay Award					122
National Insurance Changes					78
Reduction in legal demand including reduced use of external legal advice					(6)
Change in Corporate Support Services Bought In					(4,637)
					(4,443)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>					<b>(4,643)</b>

**SERVICE: C1616F : PAYMENTS, REVENUES, BENEFITS AND DEBT**

FORECAST 2024/25 £000's	DESCRIPTION	ORIGINAL BUDGET 2024/25 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2025/26 (D) £000's	% CHANGE (E) %
7,979	Employees	8,844	409	9,253	5
124	Premises related expenditure	-	-	-	n/a
2,068	Supplies and Services	2,203	(17)	2,186	(1)
-	Third Party Payments	24	-	24	-
-	Transfer Payments	-	-	-	n/a
2	Transport related expenditure	-	-	-	n/a
163	Recharges from other services	16	10	26	63
10,336	<b>TOTAL CONTROLLABLE EXPENDITURE</b>	11,087	402	11,489	n/a
(287)	Government Grants	(531)	143	(388)	(27)
(1,143)	Other Grants, reimbursements and contributions	(1,322)	429	(893)	(32)
(4,888)	Customer and Client Receipts	(3,921)	(470)	(4,391)	12
-	Interest Receivable	-	-	-	n/a
(30)	Recharges to other services	(237)	(15)	(252)	6
(6,348)	<b>TOTAL CONTROLLABLE INCOME</b>	(6,011)	87	(5,924)	n/a
3,988	<b>NET CONTROLLABLE COST</b>	5,076	489	5,565	n/a
-	Capital Charges	-	-	-	n/a
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
(280)	Corporate support services bought in	-	(1,106)	(1,106)	n/a
(280)	<b>TOTAL NON-CONTROLLABLE EXPENDITURE</b>	-	(1,106)	(1,106)	n/a
3,708	<b>NET COST OF SERVICE</b>	5,076	(617)	4,459	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
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	n/a
3,708	<b>TOTAL NET EXPENDITURE</b>	5,076	(617)	4,459	(12)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>					£000's
<u>Strategic budget - agreed pressures / service demands</u>					
2025-29 GRO RES 001 Reduction in Local Land Charges and Street Naming & Numbering income					470
					470
<u>Strategic budget - agreed additional income / savings</u>					
2025-29 SAV RES 007 Increased court cost income					(470)
					(470)
<u>Other resource changes</u>					
24-25 Pay Award					323
National Insurance Changes					173
Reduction in legal demand including reduced use of external legal advice					(7)
Change in Corporate Support Services Bought In					(1,106)
					(617)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>					(617)

**SERVICE: C1618F : HOUSING BENEFITS**

FORECAST 2024/25 £000's	DESCRIPTION	ORIGINAL BUDGET 2024/25 (A) £000's		ORIGINAL BUDGET 2025/26 (D) £000's	% CHANGE (E) %
			* Other (C) £000's		
-	Employees	-	-	-	n/a
-	Premises related expenditure	-	-	-	n/a
-	Supplies and Services	-	-	-	n/a
-	Third Party Payments	-	-	-	n/a
157,886	Transfer Payments	157,649	1,275	158,924	1
-	Transport related expenditure	-	-	-	n/a
-	Recharges from other services	237	15	252	6
157,886	<b>TOTAL CONTROLLABLE EXPENDITURE</b>	157,886	1,290	159,176	n/a
(153,300)	Government Grants	(153,000)	-	(153,000)	-
-	Other Grants, reimbursements and contributions	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	n/a
-	Interest Receivable	-	-	-	n/a
-	Recharges to other services	-	-	-	n/a
(153,300)	<b>TOTAL CONTROLLABLE INCOME</b>	(153,000)	-	(153,000)	n/a
4,586	<b>NET CONTROLLABLE COST</b>	4,886	1,290	6,176	n/a
-	Capital Charges	-	-	-	n/a
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
-	Corporate support services bought in	-	-	-	n/a
-	<b>TOTAL NON-CONTROLLABLE EXPENDITURE</b>	-	-	-	n/a
4,586	<b>NET COST OF SERVICE</b>	4,886	1,290	6,176	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
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	n/a
4,586	<b>TOTAL NET EXPENDITURE</b>	4,886	1,290	6,176	26
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>					£000's
<u>Strategic budget - agreed pressures / service demands</u>					
2024 MTFSHousing Benefit Subsidy - Loss on HB Payments with Care Package Element					500
					500
<u>Strategic budget - agreed additional income / savings</u>					
2024-28 SAV RES 012Housing benefit subsidy transformation					790
					790
<u>Other resource changes</u>					
					-
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>					1,290

**SERVICE DESCRIPTION**

The Treasury and Pensions service consists of:
The Treasury service which involves the management of the Council's borrowing, investments and cash flows, including its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks.
The Pensions service which involves the looking after the Croydon Pension Fund in terms of its Governance, Investment and Administration. The costs of the Pensions service are fully recharged to the Pension Fund.
The Teachers Pensions service is included and involves assisting in the administration of the Teachers Pension Scheme on behalf of the schools of Croydon.

**MOVEMENT IN NET EXPENDITURE**

SERVICE CODE	SERVICE NAME	ORIGINAL BUDGET 2024/25 (A) £000's	Other (C) £000's	ORIGINAL BUDGET 2025/26 (D) £000's	% CHANGE (E) %
C1622F	TREASURY AND PENSIONS	372	(387)	(15)	(104)
		-	-	-	
		-	-	-	
		-	-	-	
		-	-	-	
		-	-	-	
	TOTAL NET EXPENDITURE	372	(387)	(15)	(104)

**STAFF ESTABLISHMENT NUMBERS**

SERVICE	ORIGINAL BUDGET 2024/25 FTE STAFF	ORIGINAL BUDGET 2025/26 FTE STAFF	CHANGE IN FTE STAFF
TREASURY AND PENSIONS	27.8	27.9	0.1
TOTAL FTE STAFF	27.8	27.9	0.1

FORECAST 2024/25 £000's	DESCRIPTION	ORIGINAL BUDGET 2024/25 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2025/26 (D) £000's	% CHANGE (E) %
1,645	Employees	1,862	96	1,958	5
-	Premises related expenditure	-	-	-	n/a
111	Supplies and Services	105	-	105	-
-	Third Party Payments	-	-	-	n/a
-	Transfer Payments	-	-	-	n/a
-	Transport related expenditure	-	-	-	n/a
2	Recharges from other services	-	-	-	n/a
1,758	<b>TOTAL CONTROLLABLE EXPENDITURE</b>	1,967	96	2,063	n/a
-	Government Grants	-	-	-	n/a
(1,357)	Other Grants, reimbursements and contributions	(1,545)	(87)	(1,632)	6
(66)	Customer and Client Receipts	(50)	-	(50)	-
-	Interest Receivable	-	-	-	n/a
-	Recharges to other services	-	-	-	n/a
(1,423)	<b>TOTAL CONTROLLABLE INCOME</b>	(1,595)	(87)	(1,682)	n/a
335	<b>NET CONTROLLABLE COST</b>	372	9	381	n/a
-	Capital Charges	-	-	-	n/a
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
(333)	Corporate support services bought in	-	(396)	(396)	n/a
(333)	<b>TOTAL NON-CONTROLLABLE EXPENDITURE</b>	-	(396)	(396)	n/a
2	<b>NET COST OF SERVICE</b>	372	(387)	(15)	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
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	n/a
2	<b>TOTAL NET EXPENDITURE</b>	372	(387)	(15)	(104)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>					£000's
<u>Strategic budget - agreed pressures / service demands</u>					
					-
<u>Strategic budget - agreed additional income / savings</u>					
					-
					-
<u>Other resource changes</u>					
24-25 Pay Award					5
National Insurance Changes					5
Other Minor Variations					(1)
Change in Corporate Support Services Bought In					(396)
					-
					-
					(387)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>					(387)

**SERVICE: C1622F : TREASURY AND PENSIONS**

FORECAST 2024/25 £000's	DESCRIPTION	ORIGINAL BUDGET 2024/25 (A) £000's		ORIGINAL BUDGET 2025/26 (D) £000's	% CHANGE (E) %
			* Other (C) £000's		
1,645	Employees	1,862	96	1,958	5
-	Premises related expenditure	-	-	-	n/a
111	Supplies and Services	105	-	105	-
-	Third Party Payments	-	-	-	n/a
-	Transfer Payments	-	-	-	n/a
-	Transport related expenditure	-	-	-	n/a
2	Recharges from other services	-	-	-	n/a
1,758	<b>TOTAL CONTROLLABLE EXPENDITURE</b>	1,967	96	2,063	n/a
-	Government Grants	-	-	-	n/a
(1,357)	Other Grants, reimbursements and contributions	(1,545)	(87)	(1,632)	6
(66)	Customer and Client Receipts	(50)	-	(50)	-
-	Interest Receivable	-	-	-	n/a
-	Recharges to other services	-	-	-	n/a
(1,423)	<b>TOTAL CONTROLLABLE INCOME</b>	(1,595)	(87)	(1,682)	n/a
335	<b>NET CONTROLLABLE COST</b>	372	9	381	n/a
-	Capital Charges	-	-	-	n/a
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
(333)	Corporate support services bought in	-	(396)	(396)	n/a
(333)	<b>TOTAL NON-CONTROLLABLE EXPENDITURE</b>	-	(396)	(396)	n/a
2	<b>NET COST OF SERVICE</b>	372	(387)	(15)	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
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	n/a
2	<b>TOTAL NET EXPENDITURE</b>	372	(387)	(15)	(104)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>					£000's
<u>Strategic budget - agreed pressures / service demands</u>					
					-
<u>Strategic budget - agreed additional income / savings</u>					
					-
<u>Other resource changes</u>					
24-25 Pay Award					5
National Insurance Changes					5
Other Minor Variations					(1)
Change in Corporate Support Services Bought In					(396)
					(387)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>					<b>(387)</b>



**SERVICE DESCRIPTION**

<p>The Monitoring Officer is responsible for ensuring the Council acts lawfully and that good governance operates throughout the Council. It is also the Monitoring Officer's responsibility to maintain the Constitution and deal with complaints under the Member Code of Conduct.</p> <p>This service comprises of the following:</p> <p>Democratic Services - The staffing and running costs of the team. Responsibilities include managing council meetings including collation of all reports, writing minutes and recording and publishing decisions.</p> <p>Members - Costs of Members Allowances and support to members</p> <p>Education Appeals - Clerk service for schools admissions appeals</p>
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**MOVEMENT IN NET EXPENDITURE**

SERVICE CODE	SERVICE NAME	ORIGINAL BUDGET 2024/25 (A) £000's	Other (C) £000's	ORIGINAL BUDGET 2025/26 (D) £000's	% CHANGE (E) %
C1642F	DEMOCRATIC AND SCRUTINY SERVICES	2,301	275	2,576	12
		-	-	-	
		-	-	-	
		-	-	-	
		-	-	-	
		-	-	-	
		-	-	-	
	<b>TOTAL NET EXPENDITURE</b>	2,301	275	2,576	12

**STAFF ESTABLISHMENT NUMBERS**

SERVICE	ORIGINAL BUDGET 2024/25 FTE STAFF	ORIGINAL BUDGET 2025/26 FTE STAFF	CHANGE IN FTE FTE STAFF
DEMOCRATIC AND SCRUTINY SERVICES	11.5	11.5	-
<b>TOTAL FTE STAFF</b>	11.5	11.5	-

FORECAST 2024/25 £000's	DESCRIPTION	ORIGINAL BUDGET 2024/25 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2025/26 (D) £000's	% CHANGE (E) %
829	Employees	792	43	835	5
9	Premises related expenditure	6	-	6	-
1,398	Supplies and Services	1,498	(7)	1,491	(0)
-	Third Party Payments	-	-	-	n/a
-	Transfer Payments	-	-	-	n/a
-	Transport related expenditure	6	-	6	-
3	Recharges from other services	12	-	12	-
2,239	<b>TOTAL CONTROLLABLE EXPENDITURE</b>	2,314	36	2,350	n/a
-	Government Grants	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	n/a
(5)	Customer and Client Receipts	(13)	-	(13)	-
-	Interest Receivable	-	-	-	n/a
-	Recharges to other services	-	-	-	n/a
(5)	<b>TOTAL CONTROLLABLE INCOME</b>	(13)	-	(13)	n/a
2,234	<b>NET CONTROLLABLE COST</b>	2,301	36	2,337	n/a
-	Capital Charges	-	-	-	n/a
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
223	Corporate support services bought in	-	239	239	n/a
223	<b>TOTAL NON-CONTROLLABLE EXPENDITURE</b>	-	239	239	n/a
2,457	<b>NET COST OF SERVICE</b>	2,301	275	2,576	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
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	n/a
2,457	<b>TOTAL NET EXPENDITURE</b>	2,301	275	2,576	12
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>					£000's
<u>Strategic budget - agreed pressures / service demands</u>					
					-
<u>Strategic budget - agreed additional income / savings</u>					
					-
<u>Other resource changes</u>					
24-25 Pay Award					23
National Insurance Changes					13
Change in Corporate Support Services Bought In					239
					275
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>					<b>275</b>

**SERVICE: C1642F : DEMOCRATIC AND SCRUTINY SERVICES**

FORECAST 2024/25 £000's	DESCRIPTION	ORIGINAL BUDGET 2024/25 (A) £000's		ORIGINAL BUDGET 2025/26 (D) £000's	% CHANGE (E) %
			* Other (C) £000's		
829	Employees	792	43	835	5
9	Premises related expenditure	6	-	6	-
1,398	Supplies and Services	1,498	(7)	1,491	(0)
	Third Party Payments	-	-	-	n/a
	Transfer Payments	-	-	-	n/a
	Transport related expenditure	6	-	6	-
3	Recharges from other services	12	-	12	-
2,239	<b>TOTAL CONTROLLABLE EXPENDITURE</b>	2,314	36	2,350	n/a
-	Government Grants	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	n/a
(5)	Customer and Client Receipts	(13)	-	(13)	-
-	Interest Receivable	-	-	-	n/a
-	Recharges to other services	-	-	-	n/a
(5)	<b>TOTAL CONTROLLABLE INCOME</b>	(13)	-	(13)	n/a
2,234	<b>NET CONTROLLABLE COST</b>	2,301	36	2,337	n/a
-	Capital Charges	-	-	-	n/a
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
223	Corporate support services bought in	-	239	239	n/a
223	<b>TOTAL NON-CONTROLLABLE EXPENDITURE</b>	-	239	239	n/a
2,457	<b>NET COST OF SERVICE</b>	2,301	275	2,576	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
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	n/a
2,457	<b>TOTAL NET EXPENDITURE</b>	2,301	275	2,576	12
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>					£000's
<u>Strategic budget - agreed pressures / service demands</u>					
					-
<u>Strategic budget - agreed additional income / savings</u>					
					-
<u>Other resource changes</u>					
24-25 Pay Award					23
National Insurance Changes					13
Change in Corporate Support Services Bought In					239
					275
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>					<b>275</b>

**SERVICE DESCRIPTION**

The Insurance team arrange the council's Insurance's and handle self-insured claims made against the council. The Head of Service leads the 9 borough London Insurance Consortium.

The Risk Management team support the council's Corporate Risk Management framework.

The Counter Fraud Shared Service is a shared service with LB Lambeth and 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**

SERVICE CODE	SERVICE NAME	ORIGINAL BUDGET 2024/25 (A) £000's	Other (C) £000's	ORIGINAL BUDGET 2025/26 (D) £000's	% CHANGE (E) %
C1634F	INSURANCE RISK AND CPO SUMMARY	634	438	1,072	69
C1636F	CORPORATE ANTI-FRAUD	354	(395)	(41)	(112)
		-	-	-	
		-	-	-	
		-	-	-	
		-	-	-	
		-	-	-	
	<b>TOTAL NET EXPENDITURE</b>	988	43	1,031	4

**STAFF ESTABLISHMENT NUMBERS**

SERVICE	ORIGINAL BUDGET 2024/25 FTE STAFF	ORIGINAL BUDGET 2025/26 FTE STAFF	CHANGE IN FTE FTE STAFF
INSURANCE RISK AND CPO SUMMARY	4.4	4.4	-
CORPORATE ANTI-FRAUD	0.8	1.0	0.2
<b>TOTAL FTE STAFF</b>	5.2	5.4	0.2

FORECAST 2024/25 £000's	DESCRIPTION	ORIGINAL BUDGET 2024/25 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2025/26 (D) £000's	% CHANGE (E) %
384	Employees	414	28	442	7
-	Premises related expenditure	-	-	-	n/a
3,321	Supplies and Services	2,122	1,187	3,309	56
452	Third Party Payments	438	180	618	41
-	Transfer Payments	-	-	-	n/a
-	Transport related expenditure	1	-	1	-
8	Recharges from other services	-	-	-	n/a
4,165	<b>TOTAL CONTROLLABLE EXPENDITURE</b>	2,975	1,395	4,370	n/a
-	Government Grants	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	n/a
-	Interest Receivable	-	-	-	n/a
(1,916)	Recharges to other services	(1,987)	(37)	(2,024)	2
(1,916)	<b>TOTAL CONTROLLABLE INCOME</b>	(1,987)	(37)	(2,024)	n/a
2,249	<b>NET CONTROLLABLE COST</b>	988	1,358	2,346	n/a
-	Capital Charges	-	-	-	n/a
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
(885)	Corporate support services bought in	-	(1,315)	(1,315)	n/a
(885)	<b>TOTAL NON-CONTROLLABLE EXPENDITURE</b>	-	(1,315)	(1,315)	n/a
1,364	<b>NET COST OF SERVICE</b>	988	43	1,031	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
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	n/a
1,364	<b>TOTAL NET EXPENDITURE</b>	988	43	1,031	4
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>					£000's
<u>Strategic budget - agreed pressures / service demands</u>					1,150
2025-29 GRO RES 002Self Insurance Fund - insurance claim costs					
					1,150
<u>Strategic budget - agreed additional income / savings</u>					-
					-
<u>Other resource changes</u>					12
24-25 Pay Award					7
National Insurance Changes					63
24/25 Contract Inflation					130
Transfer from					(4)
Reduction in legal demand including reduced use of external legal advice					(1,315)
Change in Corporate Support Services Bought In					
					(1,107)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>					43

### SERVICE SUBJECTIVE SUMMARY

### SERVICE SUBJECTIVE SUMMARY

## SERVICE: C1636F : CORPORATE ANTI-FRAUD

FORECAST 2024/25 £000's	DESCRIPTION	ORIGINAL BUDGET 2024/25 (A) £000's		ORIGINAL BUDGET 2025/26 (D) £000's	% CHANGE (E) %
			* Other (C) £000's		
57	Employees	46	13	59	28
-	Premises related expenditure	-	-	-	n/a
22	Supplies and Services	59	(4)	55	(7)
452	Third Party Payments	438	180	618	41
-	Transfer Payments	-	-	-	n/a
-	Transport related expenditure	-	-	-	n/a
2	Recharges from other services	-	-	-	n/a
533	<b>TOTAL CONTROLLABLE EXPENDITURE</b>	543	189	732	n/a
-	Government Grants	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	n/a
-	Interest Receivable	-	-	-	n/a
(248)	Recharges to other services	(189)	(167)	(356)	88
(248)	<b>TOTAL CONTROLLABLE INCOME</b>	(189)	(167)	(356)	n/a
285	<b>NET CONTROLLABLE COST</b>	354	22	376	n/a
-	Capital Charges	-	-	-	n/a
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
(317)	Corporate support services bought in	-	(417)	(417)	n/a
(317)	<b>TOTAL NON-CONTROLLABLE EXPENDITURE</b>	-	(417)	(417)	n/a
(32)	<b>NET COST OF SERVICE</b>	354	(395)	(41)	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
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	n/a
(32)	<b>TOTAL NET EXPENDITURE</b>	354	(395)	(41)	(112)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>					£000's
<u>Strategic budget - agreed pressures / service demands</u>					
					-
<u>Strategic budget - agreed additional income / savings</u>					
					-
<u>Other resource changes</u>					
24-25 Pay Award					2
National Insurance Changes					1
24/25 Contract Inflation					22
Reduction in legal demand including reduced use of external legal advice					(4)
Other Minor Variations					1
Change in Corporate Support Services Bought In					(417)
					(395)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>					<b>(395)</b>

**SERVICE DESCRIPTION**

<p>Croydon Legal Services ( CLS ) is structured across two main teams supported by strategic partnering arrangements for specific external legal services:  In house teams:</p> <p>1) Commercial, Housing &amp; Litigation comprising:  Litigation and Corporate Legal - dealing with litigation, housing Law and corporate governance.  Commercial and Property Legal - dealing with commercial, property, planning law and internal legal support to major projects.</p> <p>2) Social Care and Education Legal - dealing with child protection, adult social care and education.</p> <p>External legal services:  External legal services are provided through strategic partnering with one single provider of Solicitors and a Panel framework of Barristers and Solicitors.</p> <p>A new framework agreement providing access to Barristers and Solicitors Panels commenced in January 2023, this framework runs parallel to an existing Single provider of Solicitors which was introduced in 2018 under a five year agreement, and extended in 2023 for a further 2 years.</p>
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**MOVEMENT IN NET EXPENDITURE**

SERVICE CODE	SERVICE NAME	ORIGINAL BUDGET 2024/25 (A) £000's	Other (C) £000's	ORIGINAL BUDGET 2025/26 (D) £000's	% CHANGE (E) %
<b>C1644F</b>	LEGAL SERVICES DIVISION SUMMARY	-	662	<b>662</b>	n/a
<b>C1646F</b>	LITIGATION AND CORPORATE LEGAL	-	(150)	<b>(150)</b>	n/a
<b>C1647F</b>	COMMERCIAL AND PROPERTY LEGAL	-	184	<b>184</b>	n/a
<b>C1648F</b>	SOCIAL CARE AND EDUCATION LEGAL	-	224	<b>224</b>	n/a
<b>C1643F</b>	DIRECTOR OF LEGAL SERVICES SUMMARY	66	147	<b>213</b>	223
	<b>TOTAL NET EXPENDITURE</b>	66	1,067	<b>1,133</b>	1,617

**STAFF ESTABLISHMENT NUMBERS**

SERVICE	ORIGINAL BUDGET 2024/25 FTE STAFF	ORIGINAL BUDGET 2025/26 FTE STAFF	CHANGE IN FTE FTE STAFF
LEGAL SERVICES DIVISION SUMMARY	6.0	6.0	-
LITIGATION AND CORPORATE LEGAL	15.4	14.0	(1.4)
COMMERCIAL AND PROPERTY LEGAL	9.2	12.2	3.0
SOCIAL CARE AND EDUCATION LEGAL	18.0	17.6	(0.4)
DIRECTOR OF LEGAL SERVICES	1.0	1.0	-
<b>TOTAL FTE STAFF</b>	49.6	<b>50.8</b>	1.2



FORECAST 2024/25 £000's	DESCRIPTION	ORIGINAL BUDGET 2024/25 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2025/26 (D) £000's	% CHANGE (E) %
4,357	Employees	3,772	180	3,952	5
-	Premises related expenditure	-	-	-	n/a
(81)	Supplies and Services	(84)	281	197	(335)
-	Third Party Payments	-	-	-	n/a
-	Transfer Payments	-	-	-	n/a
1	Transport related expenditure	1	-	1	-
306	Recharges from other services	358	(347)	11	(97)
4,583	<b>TOTAL CONTROLLABLE EXPENDITURE</b>	4,047	114	4,161	n/a
-	Government Grants	-	-	-	n/a
(400)	Other Grants, reimbursements and contributions	(170)	(5)	(175)	3
(8)	Customer and Client Receipts	-	-	-	n/a
-	Interest Receivable	-	-	-	n/a
(3,908)	Recharges to other services	(3,811)	(175)	(3,986)	5
(4,316)	<b>TOTAL CONTROLLABLE INCOME</b>	(3,981)	(180)	(4,161)	n/a
267	<b>NET CONTROLLABLE COST</b>	66	(66)	-	n/a
-	Capital Charges	-	-	-	n/a
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
1,053	Corporate support services bought in	-	1,133	1,133	n/a
1,053	<b>TOTAL NON-CONTROLLABLE EXPENDITURE</b>	-	1,133	1,133	n/a
1,320	<b>NET COST OF SERVICE</b>	66	1,067	1,133	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
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	n/a
1,320	<b>TOTAL NET EXPENDITURE</b>	66	1,067	1,133	1,617
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>					£000's
<u>Strategic budget - agreed pressures / service demands</u>					
					-
<u>Strategic budget - agreed additional income / savings</u>					
2025-29 SAV RES 008Reduction in legal demand including reduced use of external legal advice					(250)
					(250)
<u>Other resource changes</u>					
Reduction in legal demand including reduced use of external legal advice					250
Transfer to Resources Directorate - RES 3.3					(66)
Change in Corporate Support Services Bought In					1,133
					1,317
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>					<b>1,067</b>

**SERVICE: C1644F : LEGAL SERVICES DIVISION SUMMARY**

FORECAST 2024/25 £000's	DESCRIPTION	ORIGINAL BUDGET 2024/25 (A) £000's		ORIGINAL BUDGET 2025/26 (D) £000's	% CHANGE (E) %
			* Other (C) £000's		
333	Employees	310	44	<b>354</b>	14
-	Premises related expenditure	-	-	-	n/a
197	Supplies and Services	197	-	<b>197</b>	-
-	Third Party Payments	-	-	-	n/a
-	Transfer Payments	-	-	-	n/a
1	Transport related expenditure	1	-	<b>1</b>	-
5	Recharges from other services	11	-	<b>11</b>	-
536	<b>TOTAL CONTROLLABLE EXPENDITURE</b>	519	44	<b>563</b>	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	(519)	519	-	(100)
-	<b>TOTAL CONTROLLABLE INCOME</b>	(519)	519	-	n/a
536	<b>NET CONTROLLABLE COST</b>	-	563	<b>563</b>	n/a
-	Capital Charges	-	-	-	n/a
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
87	Corporate support services bought in	-	99	<b>99</b>	n/a
87	<b>TOTAL NON-CONTROLLABLE EXPENDITURE</b>	-	99	<b>99</b>	n/a
623	<b>NET COST OF SERVICE</b>	-	662	<b>662</b>	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
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	n/a
623	<b>TOTAL NET EXPENDITURE</b>	-	662	<b>662</b>	n/a
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>					£000's
<u>Strategic budget - agreed pressures / service demands</u>					
					-
<u>Strategic budget - agreed additional income / savings</u>					
					-
<u>Other resource changes</u>					
Internal Realignment within Legal - RES 6.7, RES 6.6, RES 6.5, RES 6.4					563
Change in Corporate Support Services Bought In					99
					662
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>					<b>662</b>

**SERVICE: C1646F : LITIGATION AND CORPORATE LEGAL**

FORECAST 2024/25 £000's	DESCRIPTION	ORIGINAL BUDGET 2024/25 (A) £000's		ORIGINAL BUDGET 2025/26 (D) £000's	% CHANGE (E) %
			* Other (C) £000's		
1,214	Employees	1,192	(110)	1,082	(9)
-	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
1,218	<b>TOTAL CONTROLLABLE EXPENDITURE</b>	1,192	(110)	1,082	n/a
-	Government Grants	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	n/a
-	Interest Receivable	-	-	-	n/a
(1,513)	Recharges to other services	(1,192)	(352)	(1,544)	30
(1,513)	<b>TOTAL CONTROLLABLE INCOME</b>	(1,192)	(352)	(1,544)	n/a
(295)	<b>NET CONTROLLABLE COST</b>	-	(462)	(462)	n/a
-	Capital Charges	-	-	-	n/a
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
332	Corporate support services bought in	-	312	312	n/a
332	<b>TOTAL NON-CONTROLLABLE EXPENDITURE</b>	-	312	312	n/a
37	<b>NET COST OF SERVICE</b>	-	(150)	(150)	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
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	n/a
37	<b>TOTAL NET EXPENDITURE</b>	-	(150)	(150)	n/a
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>					£000's
<u>Strategic budget - agreed pressures / service demands</u>					
					-
<u>Strategic budget - agreed additional income / savings</u>					
					-
<u>Other resource changes</u>					
Internal Realignment within Legal - RES 6.3, RES 6.5, RES 6.6, RES 6.7					(462)
Change in Corporate Support Services Bought In					312
					(150)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>					<b>(150)</b>

**SERVICE: C1647F : COMMERCIAL AND PROPERTY LEGAL**

FORECAST 2024/25 £000's	DESCRIPTION	ORIGINAL BUDGET 2024/25 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2025/26 (D) £000's	% CHANGE (E) %
958	Employees	721	263	984	36
-	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
15	Recharges from other services	-	-	-	n/a
976	<b>TOTAL CONTROLLABLE EXPENDITURE</b>	721	263	984	n/a
-	Government Grants	-	-	-	n/a
(400)	Other Grants, reimbursements and contributions	(170)	(5)	(175)	3
(8)	Customer and Client Receipts	-	-	-	n/a
-	Interest Receivable	-	-	-	n/a
(889)	Recharges to other services	(551)	(356)	(907)	65
(1,297)	<b>TOTAL CONTROLLABLE INCOME</b>	(721)	(361)	(1,082)	n/a
(321)	<b>NET CONTROLLABLE COST</b>	-	(98)	(98)	n/a
-	Capital Charges	-	-	-	n/a
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
202	Corporate support services bought in	-	282	282	n/a
202	<b>TOTAL NON-CONTROLLABLE EXPENDITURE</b>	-	282	282	n/a
(119)	<b>NET COST OF SERVICE</b>	-	184	184	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
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	n/a
(119)	<b>TOTAL NET EXPENDITURE</b>	-	184	184	n/a
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>					£000's
<u>Strategic budget - agreed pressures / service demands</u>					
					-
<u>Strategic budget - agreed additional income / savings</u>					
					-
<u>Other resource changes</u>					
Internal Realignment within Legal - RES 6.3, RES 6.4, RES 6.6, RES 6.7					(98)
Change in Corporate Support Services Bought In					282
					184
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>					<b>184</b>

**SERVICE: C1648F : SOCIAL CARE AND EDUCATION LEGAL**

FORECAST 2024/25 £000's	DESCRIPTION	ORIGINAL BUDGET 2024/25 (A) £000's		ORIGINAL BUDGET 2025/26 (D) £000's	% CHANGE (E) %
			* Other (C) £000's		
1,684	Employees	1,390	(23)	1,367	(2)
-	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
1,685	<b>TOTAL CONTROLLABLE EXPENDITURE</b>	1,390	(23)	1,367	n/a
-	Government Grants	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	n/a
-	Interest Receivable	-	-	-	n/a
(1,506)	Recharges to other services	(1,390)	(145)	(1,535)	10
(1,506)	<b>TOTAL CONTROLLABLE INCOME</b>	(1,390)	(145)	(1,535)	n/a
179	<b>NET CONTROLLABLE COST</b>	-	(168)	(168)	n/a
-	Capital Charges	-	-	-	n/a
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
389	Corporate support services bought in	-	392	392	n/a
389	<b>TOTAL NON-CONTROLLABLE EXPENDITURE</b>	-	392	392	n/a
568	<b>NET COST OF SERVICE</b>	-	224	224	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
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	n/a
568	<b>TOTAL NET EXPENDITURE</b>	-	224	224	n/a
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>					£000's
<u>Strategic budget - agreed pressures / service demands</u>					
					-
<u>Strategic budget - agreed additional income / savings</u>					
					-
<u>Other resource changes</u>					
Internal Realignment within Legal - RES 6.3, RES 6.4, RES 6.5, RES 6.7					(168)
Change in Corporate Support Services Bought In					392
					224
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>					<b>224</b>

**SERVICE: C1643F : DIRECTOR OF LEGAL SERVICES SUMMARY**

FORECAST 2024/25 £000's	DESCRIPTION	ORIGINAL BUDGET 2024/25 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2025/26 (D) £000's	% CHANGE (E) %
168	Employees	159	6	165	4
-	Premises related expenditure	-	-	-	n/a
(281)	Supplies and Services	(281)	281	-	(100)
-	Third Party Payments	-	-	-	n/a
-	Transfer Payments	-	-	-	n/a
-	Transport related expenditure	-	-	-	n/a
281	Recharges from other services	347	(347)	-	(100)
168	<b>TOTAL CONTROLLABLE EXPENDITURE</b>	225	(60)	165	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	(159)	159	-	(100)
-	<b>TOTAL CONTROLLABLE INCOME</b>	(159)	159	-	n/a
168	<b>NET CONTROLLABLE COST</b>	66	99	165	n/a
-	Capital Charges	-	-	-	n/a
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
43	Corporate support services bought in	-	48	48	n/a
43	<b>TOTAL NON-CONTROLLABLE EXPENDITURE</b>	-	48	48	n/a
211	<b>NET COST OF SERVICE</b>	66	147	213	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
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	n/a
211	<b>TOTAL NET EXPENDITURE</b>	66	147	213	223
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>					£000's
<u>Strategic budget - agreed pressures / service demands</u>					
					-
<u>Strategic budget - agreed additional income / savings</u>					
2025-29 SAV RES 008Reduction in legal demand including reduced use of external legal advice					(250)
					(250)
<u>Other resource changes</u>					
Reduction in legal demand including reduced use of external legal advice					250
Transfer to Resources Directorate - RES 1.3					(66)
Internal Realignment within Legal - RES 6.3, RES 6.4, RES 6.5, RES 6.6					165
Change in Corporate Support Services Bought In					48
					397
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>					147

## SERVICE DESCRIPTION

The division is made up the service areas as below:

**Asset Management and Estates** An in-house professional Estates and Asset management service to provide property advice to the wider Council. The team is operating a 'corporate Landlord' function across the Council (excluding the HRA) and is responsible for the asset and accommodation strategy, ensuring that all corporate assets are utilised effectively, fit for purpose and to maximise income benefits. Given the change / reduction in the size of the estates portfolio, this team now forms part of the restructured **Facilities and Asset Management Team**

**Disposals team**

This in-house team is a dedicated team responsible for the management and progression of the to progress the asset disposals adopted by the Council to see to reduce its overall financial debt burden. This team reports directly to the Director.

**Facilities Management.** Managing an integrated Facilities Management service combining a professional in-house team and specialist partnering FM contractors for the corporate estate. Separate FM service contracts are in place to support the HRA and Housing team needs.

**Capital Delivery Team.** Responsible for the delivery of all Capital projects across the Council's general fund and educational portfolio. The team is operating an 'intelligent client' model with the day to day, design, management and cost control of Capital work being outsourced.

**Procurement & Contract Management** Provides a professional procurement and contract Management function to support the Council across all service areas to ensure value for money through the placement and management of contracts. The service will challenge requirements and costs for both existing and new contracts to help services deliver identified savings. Improvement plans for both Procurement and Contract Management are being finalised which will support and meet the needs of the Improvement & Assurance Panel exit report and strategy for the Council on Procurement and Contract Management matters

**Commercial Management**

This is a new team created to support the wider contract management work across the Council to seek to provide a commercial review and guidance to operational teams on the key contract being operated across the Council

**Health and Safety** Corporate responsibility for all health and safety matters which covers both property and assets as well as operational and educational activities. This includes the provision of expert advice to staff and service areas for H&S and Fire Risk Assessments (non HRA properties), co-ordinating and provision of necessary H&S training across the Council. The Director is the appointed SRO for all H&S across the whole of the Council including the HRA.

**Corporate Energy Team** To support a centralised and across London Borough's approach to Energy purchasing including managing energy contracts for council wide services property and assets in the General Fund. This includes managing cost recovery from Schools and other educational establishments being supplied excluding the HRA. The team also provides expert advice for all energy related matters for planning applications and manage the 'Healthy Homes' team to promote energy efficiency and savings for local residents

**Service Development and needs for strategic Housing Projects** Identify opportunities to support the delivery of affordable

## MOVEMENT IN NET EXPENDITURE

SERVICE CODE	SERVICE NAME	ORIGINAL BUDGET 2024/25 (A) £000's	Other (C) £000's	ORIGINAL BUDGET 2025/26 (D) £000's	% CHANGE (E) %
C1626F	COMMERCIAL INVESTMENT AND CAPITAL SUMMARY	(801)	1,090	289	(136)
C1628F	STRATEGIC PROCUREMENT AND GOVERNANCE	1,670	(2,004)	(334)	(120)
C1630F	LIMITED LIABILITY PARTNERSHIPS	-	-	-	n/a
C1632F	FACILITIES AND ASSET MANAGEMENT	12,829	(12,138)	691	(95)
C1330F	ASSET PLANNING AND CAPITAL DELIVERY	-	217	217	n/a
C1639F	COMMERCIAL MANAGEMENT	5,383	(5,365)	18	
C1638F	HEALTH AND SAFETY	14	364	378	
	<b>TOTAL NET EXPENDITURE</b>	19,095	(17,836)	1,259	(93)

## STAFF ESTABLISHMENT NUMBERS

SERVICE	ORIGINAL BUDGET 2024/25 FTE STAFF	ORIGINAL BUDGET 2025/26 FTE STAFF	CHANGE IN FTE
	STAFF	STAFF	STAFF
COMMERCIAL INVESTMENT AND CAPITAL SUMMARY	1.0	1.0	-
STRATEGIC PROCUREMENT AND GOVERNANCE	25.0	22.0	(3.0)
LIMITED LIABILITY PARTNERSHIPS	-	-	-
FACILITIES AND ASSET MANAGEMENT	64.8	64.8	-
ASSET PLANNING AND CAPITAL DELIVERY	9.6	10.0	0.4
COMMERCIAL MANAGEMENT	6.0	7.0	1.0
HEALTH AND SAFETY	4.0	5.0	1.0
<b>TOTAL FTE STAFF</b>	110.4	109.8	(0.6)

FORECAST 2024/25 £000's	DESCRIPTION	ORIGINAL BUDGET 2024/25 (A) £000's		ORIGINAL BUDGET 2025/26 (D) £000's	% CHANGE (E) %
			* Other (C) £000's		
6,761	Employees	6,692	(639)	6,053	(10)
21,658	Premises related expenditure	20,375	43	20,418	0
42	Supplies and Services	(1)	1,066	1,065	(106,600)
-	Third Party Payments	-	-	-	n/a
-	Transfer Payments	-	-	-	n/a
142	Transport related expenditure	191	-	191	-
(200)	Recharges from other services	111	7	118	6
28,403	<b>TOTAL CONTROLLABLE EXPENDITURE</b>	27,368	477	27,845	n/a
-	Government Grants	-	-	-	n/a
(1,210)	Other Grants, reimbursements and contributions	-	(200)	(200)	n/a
(4,295)	Customer and Client Receipts	(4,264)	(48)	(4,312)	1
-	Interest Receivable	-	-	-	n/a
(8,291)	Recharges to other services	(6,303)	(840)	(7,143)	13
(13,796)	<b>TOTAL CONTROLLABLE INCOME</b>	(10,567)	(1,088)	(11,655)	n/a
14,607	<b>NET CONTROLLABLE COST</b>	16,801	(611)	16,190	n/a
2,294	Capital Charges	2,294	-	2,294	-
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
(16,258)	Corporate support services bought in	-	(17,225)	(17,225)	n/a
(13,964)	<b>TOTAL NON-CONTROLLABLE EXPENDITURE</b>	2,294	(17,225)	(14,931)	n/a
643	<b>NET COST OF SERVICE</b>	19,095	(17,836)	1,259	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
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	n/a
643	<b>TOTAL NET EXPENDITURE</b>	19,095	(17,836)	1,259	(93)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>					£000's
<u>Strategic budget - agreed pressures / service demands</u>					-
					-
<u>Strategic budget - agreed additional income / savings</u>					
2024-28 SAV RES 010 (revised) - Increasing advertising income from Council assets and property					(100)
2025-29 SAV RES 005Efficiencies in procurement from the Oracle improvement project					(250)
2024-28 SAV RES 004 (revised)Corporate disposals programme - reduced Facilities Management costs					(300)
2024-28 SAV RES 005Review of Town Hall Campus - increased rent income in Bernard Weatherill House					(350)
2024-28 SAV RES 008 (revised)Charges to third party lease organisations for property services					(150)
2025-29 SAV RES 001Rental income - Bernard Weatherill House					(500)
2025-29 SAV RES 002Service charge income - Bernard Weatherill House					(350)
2025-29 SAV RES 003Full recovery of non-General Fund water bills					(100)
					(2,100)
<u>Other resource changes</u>					
24-25 Pay Award					197
24-25 Contract Inflation					228
Transfer from Adults 24/25 Virement - ASCH 3.4					(502)
National Insurance Changes					118
Private Finance Initiative - premises contract refinancing (2024/25 element) - ASCH 3.3					241
Transfer from Resources Directorate - RES 1.3					146
Assets Disposals					1,076
Reduction in legal demand including reduced use of external legal advice					(15)
Change in Corporate Support Services Bought In					(17,225)
					(15,736)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>					<b>(17,836)</b>



## SERVICE: C1626F : COMMERCIAL INVESTMENT AND CAPITAL SUMMARY

FORECAST 2024/25 £000's	DESCRIPTION	ORIGINAL BUDGET 2024/25 (A) £000's		ORIGINAL BUDGET 2025/26 (D) £000's	% CHANGE (E) %
			* Other (C) £000's		
463	Employees	310	(103)	207	(33)
-	Premises related expenditure	-	-	-	n/a
(376)	Supplies and Services	(1,011)	1,041	30	(103)
-	Third Party Payments	-	-	-	n/a
-	Transfer Payments	-	-	-	n/a
-	Transport related expenditure	-	-	-	n/a
-	Recharges from other services	-	-	-	n/a
87	<b>TOTAL CONTROLLABLE EXPENDITURE</b>	(701)	938	237	n/a
-	Government Grants	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	n/a
(100)	Customer and Client Receipts	(100)	(100)	(200)	100
-	Interest Receivable	-	-	-	n/a
-	Recharges to other services	-	-	-	n/a
(100)	<b>TOTAL CONTROLLABLE INCOME</b>	(100)	(100)	(200)	n/a
(13)	<b>NET CONTROLLABLE COST</b>	(801)	838	37	n/a
-	Capital Charges	-	-	-	n/a
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
717	Corporate support services bought in	-	252	252	n/a
717	<b>TOTAL NON-CONTROLLABLE EXPENDITURE</b>	-	252	252	n/a
704	<b>NET COST OF SERVICE</b>	(801)	1,090	289	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
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	n/a
704	<b>TOTAL NET EXPENDITURE</b>	(801)	1,090	289	(136)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>					£000's
<u>Strategic budget - agreed pressures / service demands</u>					
					-
<u>Strategic budget - agreed additional income / savings</u>					
2024-28 SAV RES 010 (revised) - Increasing advertising income from Council assets and property					(100)
					(100)
<u>Other resource changes</u>					
24-25 Pay Award					4
National Insurance Changes					3
Transfer from Resources Directorate - RES 1.3					114
Private Finance Initiative - premises contract refinancing (2024/25 element) - ASCH 3.3					241
Internal Transfer within Commercial Investment 24/25 Virement - RES 7.6					550
Internal Transfer within Commercial Investment - 25/26 Budget					26
Change in Corporate Support Services Bought In					252
					1,190
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>					<b>1,090</b>

## SERVICE: C1628F : STRATEGIC PROCUREMENT AND GOVERNANCE

FORECAST 2024/25 £000's	DESCRIPTION	ORIGINAL BUDGET 2024/25 (A) £000's		ORIGINAL BUDGET 2025/26 (D) £000's	% CHANGE (E) %
			* Other (C) £000's		
1,728	Employees	1,647	(175)	1,472	(11)
-	Premises related expenditure	-	-	-	n/a
46	Supplies and Services	68	(1)	67	(1)
-	Third Party Payments	-	-	-	n/a
-	Transfer Payments	-	-	-	n/a
-	Transport related expenditure	1	-	1	-
1	Recharges from other services	-	-	-	n/a
1,775	<b>TOTAL CONTROLLABLE EXPENDITURE</b>	1,716	(176)	1,540	n/a
-	Government Grants	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	n/a
-	Interest Receivable	-	-	-	n/a
(437)	Recharges to other services	(46)	-	(46)	-
(437)	<b>TOTAL CONTROLLABLE INCOME</b>	(46)	-	(46)	n/a
1,338	<b>NET CONTROLLABLE COST</b>	1,670	(176)	1,494	n/a
-	Capital Charges	-	-	-	n/a
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
(1,496)	Corporate support services bought in	-	(1,828)	(1,828)	n/a
(1,496)	<b>TOTAL NON-CONTROLLABLE EXPENDITURE</b>	-	(1,828)	(1,828)	n/a
(158)	<b>NET COST OF SERVICE</b>	1,670	(2,004)	(334)	n/a
-	<b>Contributions to / (from) Earmarked Reserves</b>	-	-	-	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
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	n/a
(158)	<b>TOTAL NET EXPENDITURE</b>	1,670	(2,004)	(334)	(120)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>					£000's
<u>Strategic budget - agreed pressures / service demands</u>					
					-
<u>Strategic budget - agreed additional income / savings</u>					
2025-29 SAV RES 005Efficiencies in procurement from the Oracle improvement project					(250)
					(250)
<u>Other resource changes</u>					
24-25 Pay Award					46
National Insurance Changes					29
Reduction in legal demand including reduced use of external legal advice					(1)
Change in Corporate Support Services Bought In					(1,828)
					(1,754)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>					<b>(2,004)</b>

## SERVICE: C1630F : LIMITED LIABILITY PARTNERSHIPS

FORECAST 2024/25 £000's	DESCRIPTION	ORIGINAL BUDGET 2024/25 (A) £000's		ORIGINAL BUDGET 2025/26 (D) £000's	% CHANGE (E) %
			* 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
-	<b>TOTAL CONTROLLABLE EXPENDITURE</b>	-	-	-	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
-	<b>TOTAL CONTROLLABLE INCOME</b>	-	-	-	n/a
-	<b>NET CONTROLLABLE COST</b>	-	-	-	n/a
-	Capital Charges	-	-	-	n/a
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
-	Corporate support services bought in	-	-	-	n/a
-	<b>TOTAL NON-CONTROLLABLE EXPENDITURE</b>	-	-	-	n/a
-	<b>NET COST OF SERVICE</b>	-	-	-	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
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	n/a
-	<b>TOTAL NET EXPENDITURE</b>	-	-	-	n/a
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>					£000's
<u>Strategic budget - agreed pressures / service demands</u>					
					-
<u>Strategic budget - agreed additional income / savings</u>					
					-
<u>Other resource changes</u>					
					-
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>					-

DIRECTORATE: C1600D : RESOURCES

SERVICE SUBJECTIVE SUMMARY

DIVISION: C1690E : COMMERCIAL INVESTMENT AND CAPITAL DIVISION

SERVICE: C1632F : FACILITIES AND ASSET MANAGEMENT

FORECAST 2024/25 £000's	DESCRIPTION	ORIGINAL BUDGET 2024/25 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2025/26 (D) £000's	% CHANGE (E) %
3,848	Employees	3,836	(1,200)	2,636	(31)
11,578	Premises related expenditure	10,530	(19)	10,511	(0)
1,106	Supplies and Services	886	26	912	3
-	Third Party Payments	-	-	-	n/a
-	Transfer Payments	-	-	-	n/a
142	Transport related expenditure	190	-	190	-
(201)	Recharges from other services	111	7	118	6
16,473	<b>TOTAL CONTROLLABLE EXPENDITURE</b>	15,553	(1,186)	14,367	n/a
-	Government Grants	-	-	-	n/a
(1,210)	Other Grants, reimbursements and contributions	-	(200)	(200)	n/a
(3,947)	Customer and Client Receipts	(3,972)	23	(3,949)	(1)
-	Interest Receivable	-	-	-	n/a
(2,281)	Recharges to other services	(1,046)	(338)	(1,384)	32
(7,438)	<b>TOTAL CONTROLLABLE INCOME</b>	(5,018)	(515)	(5,533)	n/a
9,035	<b>NET CONTROLLABLE COST</b>	10,535	(1,701)	8,834	n/a
2,294	Capital Charges	2,294	-	2,294	-
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
(10,852)	Corporate support services bought in	-	(10,437)	(10,437)	n/a
(8,558)	<b>TOTAL NON-CONTROLLABLE EXPENDITURE</b>	2,294	(10,437)	(8,143)	n/a
477	<b>NET COST OF SERVICE</b>	12,829	(12,138)	691	n/a
-	<b>Contributions to / (from) Earmarked Reserves</b>	-	-	-	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
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	n/a
477	<b>TOTAL NET EXPENDITURE</b>	12,829	(12,138)	691	(95)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>					£000's
<u>Strategic budget - agreed pressures / service demands</u>					
					-
<u>Strategic budget - agreed additional income / savings</u>					
2024-28 SAV RES 004 (revised)Corporate disposals programme - reduced Facilities Management costs					(300)
2024-28 SAV RES 005Review of Town Hall Campus - increased rent income in Bernard Weatherill House					(350)
2024-28 SAV RES 008 (revised)Charges to third party lease organisations for property services					(150)
2025-29 SAV RES 001Rental income - Bernard Weatherill House					(500)
2025-29 SAV RES 002Service charge income - Bernard Weatherill House					(350)
					(1,650)
<u>Other resource changes</u>					
24-25 Pay Award					147
National Insurance Changes					86
24-25 Contract Inflation					228
Internal Transfer within Commercial Investment 24/25 Virement - RES 7.3					(550)
Transfer from Adults 24/25 Virement - ASCH 3.4					(338)
Transfer from Resources Directorate - RES 1.3					32
Assets Disposals					1,076
Internal Transfer within Commercial Investment - 25/26 Budget					(718)
Reduction in legal demand including reduced use of external legal advice					(14)
Change in Corporate Support Services Bought In					(10,437)
					(10,488)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>					<b>(12,138)</b>

## SERVICE: C1330F : ASSET PLANNING AND CAPITAL DELIVERY

FORECAST 2024/25 £000's	DESCRIPTION	ORIGINAL BUDGET 2024/25 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2025/26 (D) £000's	% CHANGE (E) %
721	Employees	742	139	881	19
-	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
721	<b>TOTAL CONTROLLABLE EXPENDITURE</b>	742	139	881	n/a
-	Government Grants	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	n/a
-	Interest Receivable	-	-	-	n/a
(721)	Recharges to other services	(742)	(139)	(881)	19
(721)	<b>TOTAL CONTROLLABLE INCOME</b>	(742)	(139)	(881)	n/a
-	<b>NET CONTROLLABLE COST</b>	-	-	-	n/a
-	Capital Charges	-	-	-	n/a
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
207	Corporate support services bought in	-	217	217	n/a
207	<b>TOTAL NON-CONTROLLABLE EXPENDITURE</b>	-	217	217	n/a
207	<b>NET COST OF SERVICE</b>	-	217	217	n/a
-	<b>Contributions to / (from) Earmarked Reserves</b>	-	-	-	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
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	n/a
207	<b>TOTAL NET EXPENDITURE</b>	-	217	217	n/a
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>					£000's
<u>Strategic budget - agreed pressures / service demands</u>					
					-
<u>Strategic budget - agreed additional income / savings</u>					
					-
<u>Other resource changes</u>					
Change in Corporate Support Services Bought In					217
					217
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>					<b>217</b>

SERVICE: C1638F : HEALTH AND SAFETY

FORECAST 2024/25 £000's	DESCRIPTION	ORIGINAL BUDGET 2024/25 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2025/26 (D) £000's	% CHANGE (E) %
1	Employees	5	379	384	7,580
35	Premises related expenditure	-	-	-	n/a
26	Supplies and Services	16	-	16	-
-	- Third Party Payments	-	-	-	n/a
-	- Transfer Payments	-	-	-	n/a
-	- Transport related expenditure	-	-	-	n/a
-	- Recharges from other services	-	-	-	n/a
62	<b>TOTAL CONTROLLABLE EXPENDITURE</b>	21	379	400	n/a
-	- Government Grants	-	-	-	n/a
-	- Other Grants, reimbursements and contributions	-	-	-	n/a
(5)	Customer and Client Receipts	(2)	-	(2)	-
-	- Interest Receivable	-	-	-	n/a
(30)	Recharges to other services	(5)	-	(5)	-
(35)	<b>TOTAL CONTROLLABLE INCOME</b>	(7)	-	(7)	n/a
27	<b>NET CONTROLLABLE COST</b>	14	379	393	n/a
-	- Capital Charges	-	-	-	n/a
-	- Intangible Charges	-	-	-	n/a
-	- REFCUS	-	-	-	n/a
(13)	Corporate support services bought in	-	(15)	(15)	n/a
(13)	<b>TOTAL NON-CONTROLLABLE EXPENDITURE</b>	-	(15)	(15)	n/a
14	<b>NET COST OF SERVICE</b>	14	364	378	n/a
-	- <b>Contributions to / (from) Earmarked Reserves</b>	-	-	-	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
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	n/a
14	<b>TOTAL NET EXPENDITURE</b>	14	364	378	2,600
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>					£000's
<u>Strategic budget - agreed pressures / service demands</u>					
					-
<u>Strategic budget - agreed additional income / savings</u>					
					-
<u>Other resource changes</u>					
Internal Transfer within Commercial Investment - 25/26 Budget					379
Change in Corporate Support Services Bought In					(15)
					364
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>					<b>364</b>

DIRECTORATE: C1600D : RESOURCES

SERVICE SUBJECTIVE SUMMARY

DIVISION: C1690E : COMMERCIAL INVESTMENT AND CAPITAL DIVISION

SERVICE: C1639F : COMMERCIAL MANAGEMENT

FORECAST 2024/25 £000's	DESCRIPTION	ORIGINAL BUDGET 2024/25 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2025/26 (D) £000's	% CHANGE (E) %
-	Employees	152	321	473	211
10,045	Premises related expenditure	9,845	62	9,907	1
(760)	Supplies and Services	40	-	40	-
-	Third Party Payments	-	-	-	n/a
-	Transfer Payments	-	-	-	n/a
-	Transport related expenditure	-	-	-	n/a
-	Recharges from other services	-	-	-	n/a
9,285	<b>TOTAL CONTROLLABLE EXPENDITURE</b>	10,037	383	10,420	n/a
-	Government Grants	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	n/a
(243)	Customer and Client Receipts	(190)	29	(161)	(15)
-	Interest Receivable	-	-	-	n/a
(4,822)	Recharges to other services	(4,464)	(363)	(4,827)	8
(5,065)	<b>TOTAL CONTROLLABLE INCOME</b>	(4,654)	(334)	(4,988)	n/a
4,220	<b>NET CONTROLLABLE COST</b>	5,383	49	5,432	n/a
-	Capital Charges	-	-	-	n/a
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
(4,821)	Corporate support services bought in	-	(5,414)	(5,414)	n/a
(4,821)	<b>TOTAL NON-CONTROLLABLE EXPENDITURE</b>	-	(5,414)	(5,414)	n/a
(601)	<b>NET COST OF SERVICE</b>	5,383	(5,365)	18	n/a
-	<b>Contributions to / (from) Earmarked Reserves</b>	-	-	-	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
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	n/a
(601)	<b>TOTAL NET EXPENDITURE</b>	5,383	(5,365)	18	(100)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>					£000's
<u>Strategic budget - agreed pressures / service demands</u>					
					-
<u>Strategic budget - agreed additional income / savings</u>					
2025-29 SAV RES 003Full recovery of non-General Fund water bills					(100)
					(100)
<u>Other resource changes</u>					
Internal Transfer within Commercial Investment - 25/26 Budget					313
Transfer from Adults 24/25 Virement - ASCH 3.4					(164)
Change in Corporate Support Services Bought In					(5,414)
					(5,265)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>					<b>(5,365)</b>

SERVICE DESCRIPTION:

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.

MOVEMENT IN NET EXPENDITURE

SERVICE CODE	SERVICE NAME	ORIGINAL BUDGET 2024/25 (A) £000's	Other (C) £000's	ORIGINAL BUDGET 2025/26 (D) £000's	% CHANGE (E) %
C1650F	INTERNAL AUDIT SERVICE SUMMARY	523	(543)	(20)	(104)
	TOTAL NET EXPENDITURE	523	(543)	(20)	(104)

STAFF ESTABLISHMENT NUMBERS

SERVICE	ORIGINAL BUDGET 2024/25 FTE STAFF	ORIGINAL BUDGET 2025/26 FTE STAFF	CHANGE IN FTE FTE STAFF
INTERNAL AUDIT SERVICE SUMMARY	2.0	2.0	-
TOTAL FTE STAFF	2.0	2.0	-



FORECAST 2024/25 £000's	DESCRIPTION	ORIGINAL BUDGET 2024/25 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2025/26 (D) £000's	% CHANGE (E) %
199	Employees	195	8	203	4
-	Premises related expenditure	-	-	-	n/a
1,699	Supplies and Services	380	-	380	-
-	Third Party Payments	-	-	-	n/a
-	Transfer Payments	-	-	-	n/a
-	Transport related expenditure	-	-	-	n/a
-	Recharges from other services	-	-	-	n/a
1,898	<b>TOTAL CONTROLLABLE EXPENDITURE</b>	575	8	583	n/a
-	Government Grants	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	n/a
(1,357)	Customer and Client Receipts	(52)	-	(52)	-
-	Interest Receivable	-	-	-	n/a
-	Recharges to other services	-	-	-	n/a
(1,357)	<b>TOTAL CONTROLLABLE INCOME</b>	(52)	-	(52)	n/a
541	<b>NET CONTROLLABLE COST</b>	523	8	531	n/a
-	Capital Charges	-	-	-	n/a
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
(468)	Corporate support services bought in	-	(551)	(551)	n/a
(468)	<b>TOTAL NON-CONTROLLABLE EXPENDITURE</b>	-	(551)	(551)	n/a
73	<b>NET COST OF SERVICE</b>	523	(543)	(20)	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
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	n/a
73	<b>TOTAL NET EXPENDITURE</b>	523	(543)	(20)	(104)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>					£000's
<u>Strategic budget - agreed pressures / service demands</u>					
					-
<u>Strategic budget - agreed additional income / savings</u>					
					-
<u>Other resource changes</u>					
24-25 Pay Award					4
National Insurance Changes					3
Other Minor Variations					1
Change in Corporate Support Services Bought In					(551)
					(543)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>					<b>(543)</b>

**SERVICE: C1650F : INTERNAL AUDIT SERVICE SUMMARY**

FORECAST 2024/25 £000's	DESCRIPTION	ORIGINAL BUDGET 2024/25 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2025/26 (D) £000's	% CHANGE (E) %
199	Employees	195	8	203	4
-	Premises related expenditure	-	-	-	n/a
1,699	Supplies and Services	380	-	380	-
-	Third Party Payments	-	-	-	n/a
-	Transfer Payments	-	-	-	n/a
-	Transport related expenditure	-	-	-	n/a
-	Recharges from other services	-	-	-	n/a
1,898	<b>TOTAL CONTROLLABLE EXPENDITURE</b>	575	8	583	n/a
-	Government Grants	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	n/a
(1,357)	Customer and Client Receipts	(52)	-	(52)	-
-	Interest Receivable	-	-	-	n/a
-	Recharges to other services	-	-	-	n/a
(1,357)	<b>TOTAL CONTROLLABLE INCOME</b>	(52)	-	(52)	n/a
541	<b>NET CONTROLLABLE COST</b>	523	8	531	n/a
-	Capital Charges	-	-	-	n/a
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
(468)	Corporate support services bought in	-	(551)	(551)	n/a
(468)	<b>TOTAL NON-CONTROLLABLE EXPENDITURE</b>	-	(551)	(551)	n/a
73	<b>NET COST OF SERVICE</b>	523	(543)	(20)	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
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	n/a
73	<b>TOTAL NET EXPENDITURE</b>	523	(543)	(20)	(104)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>					£000's
<u>Strategic budget - agreed pressures / service demands</u>					
					-
<u>Strategic budget - agreed additional income / savings</u>					
					-
<u>Other resource changes</u>					
24-25 Pay Award					4
National Insurance Changes					3
Other Minor Variations					1
Change in Corporate Support Services Bought In					(551)
					(543)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>					<b>(543)</b>

# TOTAL SUSTAINABLE COMMUNITIES REGEN & ECONOMIC RECOVERY

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## KEY SERVICE TARGETS / PRIORITIES FOR 2025/26

1) Develop sustainable communities, planning and sustainable regeneration policies and strategies including the Town Centre Regeneration Vision, Town Centre Regeneration Strategy and Inward Investment Plan. Review Croydon's Local Plan to remove intensification zones, support sustainable development and emphasise design and character over density. 2) Deliver high quality Planning and Building Control services which respond quickly and appropriately to meet the needs of developers, homeowners and legislative changes. 3) Support the regeneration of Croydon's town and district centres, seeking inward investment and grants for Croydon to attract new businesses and jobs in growth sectors. 4) Use our statutory powers to enable growth, development and investment as well as use them to retain heritage assets and preserve the unique character of the borough. Work with regional and central government to unlock investment and growth, particularly through the Croydon Growth Zone. 5) Develop and deliver a clear shared vision with businesses, developers and residents to steer our town centre and high street recovery. Working with partners including Transport for London, Croydon Limited Partnership, the Metropolitan Police, Croydon BID and others to ensure the centre remains a safe, usable and vibrant destination for visitors which is attractive to investors now and in the future. 6) Support our Town Centres 'Blitz clean' to make our streets and open spaces cleaner so that Croydon is a place that residents and businesses can feel proud to call home. 7) Drive operational improvements in the Grounds Maintenance service, efficiencies and improve resident satisfaction with the service. Added value from our waste collection and street cleansing contracts, exploring new service offers and ways of working ensure value for money for our residents. 8) Support the local economy and enable residents to upskill and access job opportunities through the delivery of adult learning and a job brokerage service which links unemployed and under-employed residents into the jobs created through regeneration, investment, and growth. 10) Tackle anti-social behaviour, knife crime and violence against women and girls so that Croydon feels safer. 11) Build on the legacy of the Borough of Culture to offer an attractive annual program of cultural and community events, attracting inward investment in culture and Croydon. 12) Celebrate the heritage of Croydon, building pride in our borough's history, traditions and communities through the delivery of Croydon Museum, Croydon Music and Arts, and the culture program. 13) Co-ordinate the council's responses to emergency incidents, ensuring we are as best prepared as possible to manage events in Croydon and safeguard our residents. 14) Undertake the council's statutory responsibility to deliver SEND home to school transport arrangements which are safe, secure and represent best value. 16) Manage the delivery and transformation of the coroner's court, including the relocation of premises, embedding the restructure of staff, and the ongoing dialogue with the MPS to transfer responsibilities to ensure that the court continues to function and deliver best value for money for Croydon. 17) Deliver the regeneration programme for Croydon Town Centre, including a new physical heritage trail, the activation of North-end, and other projects as identified, working closely with partners. 18) Support the submission of substantial planning application for the redevelopment and regeneration of the Whitgift and retail core. 19) Delivery of a programme of town centre and district centre regeneration programmes and projects to support the vitality of the Town Centre and borough's district centres. 20) Deliver an efficient and effective Bereavements and Registrars service, ensuring value for money for Croydon residents.

## FINANCIAL PERFORMANCE

## COST CENTRE: C1100D

DESCRIPTION	ORIGINAL BUDGET 2024/25 £000	FORECAST 2024/25 £000	ORIGINAL BUDGET 2025/26 £000	% CHANGE %
Employees	44,226	47,004	47,662	8
Premises related expenditure	3,769	4,425	4,003	6
Supplies and Services	47,233	47,807	49,354	4
Third Party Payments	8,223	7,547	7,573	(8)
Transfer Payments	271	272	271	-
Transport related expenditure	13,727	20,261	22,725	66
Capital Charges	14,012	13,863	14,012	-
Intangible Charges	83	83	83	-
REFCUS	4,457	4,457	-	(100)
Corporate support services bought in	-	12,280	13,059	n/a
Recharges from other services	3,590	4,190	2,810	(22)
<b>TOTAL EXPENDITURE</b>	<b>139,591</b>	<b>162,188</b>	<b>161,552</b>	<b>(0)</b>
Government Grants	(10,836)	(8,223)	(10,445)	(4)
Other Grants, reimbursements and contributions	(5,143)	(6,057)	(3,344)	(35)
Customer and Client Receipts	(42,985)	(45,696)	(44,052)	2
Interest Receivable	-	-	-	n/a
Recharges to other services	(7,596)	(10,526)	(28,674)	277
<b>TOTAL INCOME</b>	<b>(66,560)</b>	<b>(70,503)</b>	<b>(86,515)</b>	<b>23</b>
<b>TOTAL NET EXPENDITURE</b>	<b>73,031</b>	<b>91,685</b>	<b>75,037</b>	<b>(18)</b>
Contributions to / (from) Reserves	-	(417)	-	(100)

## CURRENT BUDGET 2024/25

89,168

## TOTAL 2024/25 VARIANCE FROM BUDGET- Over/(Under)

2,100

## TOP FINANCIAL RISKS 2025/26

1) There is a risk given the current financial situation at TfL that anticipated funding for infrastructure projects may be delayed or rescinded which may result in additional capital borrowing needed by the council to cover loss of income or to complete projects. 2) Parking Budget, the current cost of living crisis, continued changes in the number of people working remotely plus the introduction of ULEZ may affect the number of people using Parking in Croydon. This may affect both Pay & Display and PCN Income. Counteracting this, in 2025 / 26 are Parking tariff increases of 2.3%, Resident permit increases of 10% and London Councils are proposing that PCN values will increase on 1st April 2025. 3) Unprecedented increase in demand driven by the national increases in Education and Health Care Plans (EHCPs) and the effects this has on the demand for Home to School SEND Travel, has meant that budgets have been exceeded. Combined with inflationary pressures. 4) The reduction in planning major applications is being experienced across the country and the GLA is reporting the reduction across London. It is the major applications, which have the most significant fees, therefore income will be reduced. This is further exacerbated by permitted development rights for office to residential conversions, which usually only yield a quarter of a full planning application fee. 5) Croydon Music and Arts is a grant funded service through Arts Council England and other funding sources. Reductions in grant funding and rising service costs means the service needs to review its charging mechanism and contractual arrangements. 6) The council's statutory community safety service is primarily funded through several grants from the Home Office and Mayor of London. These grants are being reduced, withdrawn and refreshed for 2025. As a result, the service will need to restructure to reduce expenditure and stay within budget. 7) Croydon council is the host borough for the South London Coroner's Court. Proposals to change the Metropolitan Police Staffing contingent, and the need to relocate the court, may result in additional capital and revenue expenditure in 25/26 and beyond. This is being managed through ongoing engagement with the MPS and assets to ensure the best value for money. 8) The ongoing judicial review of the Sabina Rizvi coroner's inquest may result in a significant unfunded burden on the coroner's court budget. We are seeking additional funding from the Ministry of Justice to cover these unfunded costs. 9) The Bereavements and Registrars service is a net contributor to the Council budgets and provides services to residents across Croydon. The commercial market for these services is changing significantly due to the after-effects of Covid and changing market forces, which will result in a lower income in 25/26 compared to previous years. A service review is planned for 25/26 to review the services we offer and identify any opportunities for increasing income.

## CABINET MEMBERS

Cllr Ola Kolade	Cabinet Member for Community Safety
Cllr Jeet Bains	Cabinet Member for Planning and Regeneration
Cllr Scott Roche	Cabinet Member for Streets and Environment
Cllr Andrew Stranack	Cabinet Member for Communities and Culture

## DEPARTMENT MANAGEMENT TEAM

NAME	TITLE	TEL. EX.
Nazeya Hussain	Executive Director of Sustainable Communities Regeneration and Economic Recovery	28352
Karen Agbabiaka	Director - Streets & Environment	28195
Heather Cheesbrough	Director - Planning and Sustainable Regeneration	28196
Kristian Aspanall	Director - Culture and Community Safety	28495

DIVISION CODE	DIVISION
C1110E	SUSTAINABLE COMMUNITIES REGEN & ECONOMIC RECOVERY DIRECTORATE SUMMARY
C1120E	STREETS & ENVIRONMENT
C1130E	CULTURE AND COMMUNITY SAFETY DIVISION
C1140E	PLANNING AND SUSTAINABLE REGENERATION DIVISION

## MOVEMENT IN SERVICE NET EXPENDITURE

FORECAST 2024/25 £000's	DIVISION	ORIGINAL BUDGET 2024/25 (A) £000's	Other (C) £000's	ORIGINAL BUDGET 2025/26 (D) £000's	% CHANGE (E) %
50	C1110E : SUSTAINABLE COMMUNITIES REGEN & ECONOMIC	(64)	661	597	(1,033)
70,078	C1120E : STREETS & ENVIRONMENT	56,801	(1,744)	55,057	(3)
10,574	C1130E : CULTURE AND COMMUNITY SAFETY DIVISION	9,516	2,321	11,837	24
10,566	C1140E : PLANNING AND SUSTAINABLE REGENERATION DIVISION	6,778	768	7,546	11
91,268	TOTAL NET EXPENDITURE	73,031	2,006	75,037	3

## STAFF ESTABLISHMENT NUMBERS

DIVISION	ORIGINAL BUDGET 2024/25 FTE STAFF	ORIGINAL BUDGET 2025/26 FTE STAFF	CHANGE IN FTE FTE STAFF
C1110E : SUSTAINABLE COMMUNITIES REGEN & ECONOMIC RECOVERY DIRECTORATE SUMMARY	12.8	8.0	(4.8)
C1120E : STREETS & ENVIRONMENT	370.6	346.2	(24.4)
C1130E : CULTURE AND COMMUNITY SAFETY DIVISION	157.3	172.2	14.9
C1140E : PLANNING AND SUSTAINABLE REGENERATION DIVISION	174.1	193.1	19.0
			-
TOTAL FTE STAFF	714.8	719.5	4.7

## STAFF ESTABLISHMENT NUMBERS - REASONS FOR VARIATIONS

C1110E : SUSTAINABLE COMMUNITIES REGEN & ECONOMIC RECOVERY DIRECTORATE SUMMARY - Decrease in fte's due to Business Support Staff transfer to the service

C1120E : STREETS & ENVIRONMENT: Decrease in fte's due to £1m staffing saving MTFS Option

C1130E : CULTURE AND COMMUNITY SAFETY DIVISION: Increase in FTEs due to libraries restructure and budget re-alignment in Music and Arts and Bereavement and Registrars.

C1140E : PLANNING AND SUSTAINABLE REGENERATION DIVISION: 13.0 FTEs - Reverse Saving (Ref: PLA Sav 07 - 2022/23) - Reduce Spatial Planning (Local Plan Team and Place Making Team) 2025-29 SCRER GRO 003 , 6 FTEs - new externally funded posts.

FORECAST 2024/25 £000's	DESCRIPTION	ORIGINAL BUDGET 2024/25 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2025/26 (D) £000's	% CHANGE (E) %
47,004	Employees	44,226	3,436	47,662	8
4,425	Premises related expenditure	3,769	234	4,003	6
47,807	Supplies and Services	47,233	2,121	49,354	4
7,547	Third Party Payments	8,223	(650)	7,573	(8)
272	Transfer Payments	271	-	271	-
20,261	Transport related expenditure	13,727	8,998	22,725	66
4,190	Recharges from other services	3,590	(780)	2,810	(22)
131,505	<b>TOTAL CONTROLLABLE EXPENDITURE</b>	121,039	13,359	134,398	11
(8,223)	Government Grants	(10,836)	391	(10,445)	(4)
(6,057)	Other Grants, reimbursements and contributions	(5,143)	1,799	(3,344)	(35)
(45,696)	Customer and Client Receipts	(42,985)	(1,067)	(44,052)	2
-	Interest Receivable	-	-	-	n/a
(10,526)	Recharges to other services	(7,596)	(21,078)	(28,674)	277
(70,503)	<b>TOTAL CONTROLLABLE INCOME</b>	(66,560)	(19,955)	(86,515)	30
61,002	<b>NET CONTROLLABLE COST</b>	54,479	(6,596)	47,883	(12)
13,863	Capital Charges	14,012	-	14,012	-
83	Intangible Charges	83	-	83	-
4,457	REFCUS	4,457	(4,457)	-	(100)
12,280	Corporate support services bought in	-	13,059	13,059	n/a
				-	-
30,683	<b>TOTAL NON-CONTROLLABLE EXPENDITURE</b>	18,552	8,602	27,154	46
91,685	<b>NET COST OF SERVICE</b>	73,031	2,006	75,037	3
(417)	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
(417)	<b>TOTAL APPROPRIATIONS</b>	-	-	-	n/a
91,268	<b>TOTAL NET EXPENDITURE</b>	73,031	2,006	75,037	3
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>					£000's
Strategic budget - agreed pressures / service demands					13,589
Strategic budget - agreed additional income / savings					(3,191)
Other resource changes					(8,392)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>					<b>2,006</b>

SERVICE DESCRIPTION

The focus of this directorate is to ensure the safe and effective delivery of the vital regulatory duties the Council has in terms of planning, building control, licensing, highways and parking services, independent travel, trading standards and environmental health; to safeguard vulnerable people at risk of violence and anti-social behaviour, to facilitate the delivery of new strategic and sustainable regeneration proposals, drive the economic recovery of the borough post covid and offer skills development opportunities for local people, to also safeguard and manage the public realm and the many beautiful parks and open spaces in the borough, promote place making and to develop the Council's cultural offer for the Borough including the museum, libraries, music and arts and leisure service.

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

- Develop sustainable communities, planning and sustainable regeneration policies and strategies including action on climate change.
- Deliver high quality Planning and Building Control services which respond quickly and appropriately to meet the needs of developers and homeowners.
- Support the regeneration of Croydon's town and district centres, seeking inward investment and grant for Croydon to attract new businesses and jobs in growth sectors.
- 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. Work with regional and central government to unlock investment and growth, particularly through the Croydon Growth Zone.
- Develop and deliver a clear shared vision with businesses, developers and residents to steer our town centre and high street recovery. working with partners including Transport for London, Croydon Limited Partnership, the Metropolitan Police, Croydon BID and others to ensure the centre remains a safe, usable and vibrant destination for visitors which is attractive to investors now and in the future.
- Make our streets and open spaces cleaner so that Croydon is a place that residents and businesses can feel proud to call home
- Drive improvements, efficiencies and added value from our waste, recycling, green spaces, leisure and highways contracts exploring new service models and ways of working.
- Support the local economy and enable residents to upskill and access job opportunities through the delivery of adult learning and a job brokerage service which links unemployed and under-employed residents into the jobs created through regeneration, investment and growth.
- Deliver a legacy on the success of the London Borough of Culture to showcase local talent and support Croydon's recovery. Ensure the borough has a cultural and arts offer to be proud of for all residents and communities, including pathways to culture for young people through Croydon Music and Arts;

MOVEMENT IN NET EXPENDITURE

SERVICE CODE	SERVICE NAME	ORIGINAL BUDGET 2024/25 (A) £000's	Other (C) £000's	ORIGINAL BUDGET 2025/26 (D) £000's	% CHANGE (E) %
C1110F	SUSTAINABLE COMMUNITIES REGEN & ECONOMIC RECOVERY	(64)	661	597	(1,033)
		-	-	-	
		-	-	-	
		-	-	-	
		-	-	-	
		-	-	-	
		-	-	-	
	TOTAL NET EXPENDITURE		(64)	661	597

STAFF ESTABLISHMENT NUMBERS

SERVICE	ORIGINAL BUDGET 2024/25 FTE STAFF	ORIGINAL BUDGET 2025/26 FTE STAFF	CHANGE IN FTE FTE STAFF
C1110F : SUSTAINABLE COMMUNITIES REGEN & ECONOMIC RECOVERY	12.8	8.0	(4.8)
TOTAL FTE STAFF	12.8	8.0	(4.8)

FORECAST 2024/25 £000's	DESCRIPTION	ORIGINAL BUDGET 2024/25 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2025/26 (D) £000's	% CHANGE (E) %
784	Employees	398	163	561	41
-	Premises related expenditure	5	(5)	-	(100)
(240)	Supplies and Services	(192)	194	2	(101)
-	Third Party Payments	176	(176)	-	(100)
-	Transfer Payments	-	-	-	n/a
-	Transport related expenditure	-	-	-	n/a
16	Recharges from other services	59	4	63	7
560	<b>TOTAL CONTROLLABLE EXPENDITURE</b>	446	180	626	n/a
-	Government Grants	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	n/a
-	Interest Receivable	-	-	-	n/a
(533)	Recharges to other services	(533)	333	(200)	(62)
(533)	<b>TOTAL CONTROLLABLE INCOME</b>	(533)	333	(200)	n/a
27	<b>NET CONTROLLABLE COST</b>	(87)	513	426	n/a
23	Capital Charges	23	-	23	-
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
-	Corporate support services bought in	-	148	148	n/a
23	<b>TOTAL NON-CONTROLLABLE EXPENDITURE</b>	23	148	171	n/a
50	<b>NET COST OF SERVICE</b>	(64)	661	597	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
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	n/a
50	<b>TOTAL NET EXPENDITURE</b>	(64)	661	597	(1,033)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>					£000's
<u>Strategic budget - agreed pressures / service demands</u>					
					-
<u>Strategic budget - agreed additional income / savings</u>					
2025-29 SAV SCRER 002 Community Infrastructure Levy /LMP substitution of general fund infrastructure related costs					(200)
					(200)
<u>Other resource changes</u>					
Pay Award 2024/25					25
Employer's additional NI contribution					14
Budget Realignment					124
Alignment of Intra-directorate recharge					533
Corporate support services bought in					148
Minor Variations					17
					861
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>					661



SERVICE: **C1110F : SUSTAINABLE COMMUNITIES REGEN & ECONOMIC RECOVERY DIRECTORAT**

FORECAST 2024/25 £000's	DESCRIPTION	ORIGINAL BUDGET 2024/25 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2025/26 (D) £000's	% CHANGE (E) %
784	Employees	398	163	561	41
-	Premises related expenditure	5	(5)	-	(100)
(240)	Supplies and Services	(192)	194	2	(101)
-	Third Party Payments	176	(176)	-	(100)
-	Transfer Payments	-	-	-	n/a
-	Transport related expenditure	-	-	-	n/a
16	Recharges from other services	59	4	63	7
560	<b>TOTAL CONTROLLABLE EXPENDITURE</b>	446	180	626	n/a
-	Government Grants	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	n/a
-	Interest Receivable	-	-	-	n/a
(533)	Recharges to other services	(533)	333	(200)	(62)
(533)	<b>TOTAL CONTROLLABLE INCOME</b>	(533)	333	(200)	n/a
27	<b>NET CONTROLLABLE COST</b>	(87)	513	426	n/a
23	Capital Charges	23	-	23	-
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
-	Corporate support services bought in	-	148	148	n/a
23	<b>TOTAL NON-CONTROLLABLE EXPENDITURE</b>	23	148	171	n/a
50	<b>NET COST OF SERVICE</b>	(64)	661	597	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
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	n/a
50	<b>TOTAL NET EXPENDITURE</b>	(64)	661	597	(1,033)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>					£000's
Strategic budget - agreed pressures / service demands					
					-
Strategic budget - agreed additional income / savings					
2025-29 SAV SCRER 002 Community Infrastructure Levy /LMP substitution of general fund infrastructure related costs					(200)
					(200)
Other resource changes					
Pay Award 2024/25					25
Employer's additional NI contribution					14
Budget Realignment					124
Alignment of Intra-directorate recharge across the department					533
Corporate support services bought in					148
Minor Variations					17
					861
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>					<b>661</b>

DIVISION: **C1120E : STREETS & ENVIRONMENT****SERVICE DESCRIPTION**

The Streets & Environment Division is made up of Highways and Parking Services, Environment and Waste management, Parks and Open Spaces, Environmental Health, Trading Standards and Licensing, Independent Travel Services, Fleet management and the Carbon Neural service	
<b>Highway Service</b>	<b>2021/22</b>
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 under the Traffic Management Act 2004 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 aids the School Travel Planning team.	
<b>Parking Service</b>	
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.	
<b>Environmental Services and Sustainable Neighbourhoods-</b>	
This service has two core functions Environmental Services plus Parks and Open Spaces. 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 Sustainable Neighbourhoods - This team focuses on the Abandon Vehicle Service (AVS) and the Dog Warden, environmental crime, highway offences, licensing enforcement and unauthorised encampments.	
The Parks and Open Spaces team oversee and manage the green spaces in the borough,. They are responsible for the maintenance of all of the borough's parks and green spaces including management and maintenance of open countryside. 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 (Friends of Groups) to get our communities more active to improve their health and wellbeing. In addition, we are investing in sport and leisure facilities and working closely with our sporting partners on initiatives and facilities.	
<b>Environmental Health, Trading Standards and Licensing Team</b>	
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 workplaces where the local authority is the designated enforcement agency. The team also conduct annual legionella assessments of cooling towers. 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 (i.e. noisy neighbours), smoke from bonfires and odour pollution.	
Trading Standards ensure that Croydon residents and businesses are protected from illegal and unfair trade practices, including business scams and doorstep 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 policies (both statutory and non-statutory) in respect of licensing matters.	
<b>Independent Travel Service</b>	
The Independent Travel service incorporates the Council's travel services offered to students in education (5-25), and services for adults. This is undertaken through a number of routes. Provision of a 'traditional' transport offer is made which is a combination of a directly-provided "in-house" bus services to four of the Borough's Special Educational Needs, as well as through the Croydon Transport Services' contracted	

**MOVEMENT IN NET EXPENDITURE**

SERVICE CODE	SERVICE NAME	ORIGINAL BUDGET 2024/25 (A) £000's	Other (C) £000's	ORIGINAL BUDGET 2025/26 (D) £000's	% CHANGE (E) %
C1105F	STREETS AND ENVIRONMENT DIRECORATE	570	(339)	231	(59)
C1120F	PARKING SERVICES	(17,012)	980	(16,032)	(6)
C1125F	ENVIRONMENTAL HEALTH, TRADING STANDARDS AND LICENS	3,623	1,353	4,976	37
C1130F	ENVIRONMENT SERVICES AND SUSTAINABLE NEIGHBOURHOOD	36,859	5,692	42,551	15
C1140F	INDEPENDENT TRAVEL SERVICE TEAM	17,439	(11,751)	5,688	(67)
C1085F	HIGHWAY SERVICES	15,322	2,321	17,643	15
		-	-	-	
	<b>TOTAL NET EXPENDITURE</b>	56,801	(1,744)	55,057	(3)

**STAFF ESTABLISHMENT NUMBERS**

SERVICE	ORIGINAL BUDGET 2024/25 FTE STAFF	ORIGINAL BUDGET 2025/26 FTE STAFF	CHANGE IN FTE
C1105F : STREETS AND ENVIRONMENT DIRECORATE		1.0	1.0
C1120F : PARKING SERVICES	114.40	90.9	(23.5)
C1125F : ENVIRONMENTAL HEALTH, TRADING STANDARDS AND LICENS		-	-
C1130F : ENVIRONMENT SERVICES AND SUSTAINABLE NEIGHBOURHOOD	107.0	111.0	4.0
C1140F : INDEPENDENT TRAVEL SERVICE TEAM	88.2	82.3	(5.9)
C1085F : HIGHWAY SERVICES	61.0	61.0	-
<b>TOTAL FTE STAFF</b>	370.6	346.2	(24.4)

DIVISION: **C1120E : SUSTAINABLE COMMUNITIES**

FORECAST 2024/25 £000's	DESCRIPTION	ORIGINAL BUDGET 2024/25 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2025/26 (D) £000's	% CHANGE (E) %
23,430	Employees	22,661	1,336	23,997	6
3,820	Premises related expenditure	3,211	268	3,479	8
40,281	Supplies and Services	38,177	4,302	42,479	11
6,056	Third Party Payments	6,162	(17)	6,145	(0)
271	Transfer Payments	271	-	271	-
20,241	Transport related expenditure	13,705	8,988	22,693	66
2,074	Recharges from other services	1,661	(486)	1,175	(29)
96,172	<b>TOTAL CONTROLLABLE EXPENDITURE</b>	85,848	14,391	100,239	n/a
(190)	Government Grants	-	-	-	n/a
(2,008)	Other Grants, reimbursements and contributions	(2,544)	676	(1,868)	(27)
(36,603)	Customer and Client Receipts	(33,918)	(1,216)	(35,134)	4
-	Interest Receivable	-	-	-	n/a
(3,928)	Recharges to other services	(3,025)	(21,861)	(24,886)	723
(42,729)	<b>TOTAL CONTROLLABLE INCOME</b>	(39,487)	(22,401)	(61,888)	n/a
53,443	<b>NET CONTROLLABLE COST</b>	46,361	(8,010)	38,351	n/a
9,766	Capital Charges	9,915	-	9,915	-
68	Intangible Charges	68	-	68	-
457	REFCUS	457	(457)	-	(100)
6,344	Corporate support services bought in	-	6,723	6,723	n/a
16,635	<b>TOTAL NON-CONTROLLABLE EXPENDITURE</b>	10,440	6,266	16,706	n/a
70,078	<b>NET COST OF SERVICE</b>	56,801	(1,744)	55,057	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
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	n/a
70,078	<b>TOTAL NET EXPENDITURE</b>	56,801	(1,744)	55,057	(3)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>					£000's
<u>Strategic budget - agreed pressures / service demands</u>					
2024-28 GRO SCRER 004 Rightsize Highways staff recharge budget					688
2024-28 GRO SCRER 003 Special Education Needs Transport – Student Number Cost Driver					8,601
2023 MTFs (revised) Refuse contract					3,000
2024-28 Growth - Staffing increase – 2 FTE Enforcement Officers					116
					12,405
<u>Strategic budget - agreed additional income / savings</u>					
2024-28 SAV SCRER 002 Fees and charges - Changes to parking policy					(547)
2025-29 SAV SCRER 001 Realignment of staffing budgets					(500)
2025-29 SAV SCRER 007 Staff reorganisation in parking and other services					(500)
2025-29 SAV SCRER 020 Cash collection contract saving - switch from parking pay and display machines to F					(100)
2025-29 SAV SCRER 017 Recovery from Conduent contract					(90)
2025-29 SAV SCRER 004 Street based enforcement - spend to save					(50)
2025-29 SAV SCRER 005 Proactive marketing & use of council maintained green spaces for public events					(140)
2024-28 SAV SCRER 007 (revised) Increase in Fees & Charges					(270)
2025-29 SAV SCRER 006 Reduction in general household waste sent to energy recovery facility					(100)
2025-29 SAV SCRER 008 Review of council maintained bowling greens					(60)
2025-29 SAV SCRER 015 Public toilets					(75)
2025-29 SAV SCRER 016 Highways Accident Insurance claims recovery					(100)
					(2,532)
<u>Other resource changes</u>					
Pay Award 2024/25					984
Employer's additional NI contribution					478
Recharges to other services					(21,670)
Removal of Intra-directorate recharge					(398)
Service Budget Alignment					884
Contract Inflation 2024/25					1,835
Reduction in Intangible Charges					(10)
Adjustments to Depreciation					(457)
Corporate support services bought in					6,723
Minor Variations					14
					(11,617)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>					(1,744)

DIVISION: C1120E : SUSTAINABLE COMMUNITIES

SERVICE: C1105F : STREETS AND ENVIRONMENT DIRECORATE

FORECAST 2024/25 £000's	DESCRIPTION	ORIGINAL BUDGET 2024/25 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2025/26 (D) £000's	% CHANGE (E) %
172	Employees	167	13	180	8
-	- Premises related expenditure	-	-	-	n/a
-	- Supplies and Services	5	(3)	2	(60)
-	- Third Party Payments	-	-	-	n/a
-	- Transfer Payments	-	-	-	n/a
-	- Transport related expenditure	-	-	-	n/a
398	Recharges from other services	398	(398)	-	(100)
570	<b>TOTAL CONTROLLABLE EXPENDITURE</b>	570	(388)	182	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
-	<b>TOTAL CONTROLLABLE INCOME</b>	-	-	-	n/a
570	<b>NET CONTROLLABLE COST</b>	570	(388)	182	n/a
-	- Capital Charges	-	-	-	n/a
-	- Intangible Charges	-	-	-	n/a
-	- REFCUS	-	-	-	n/a
46	Corporate support services bought in	-	49	49	n/a
-	-	-	-	-	n/a
46	<b>TOTAL NON-CONTROLLABLE EXPENDITURE</b>	-	49	49	n/a
616	<b>NET COST OF SERVICE</b>	570	(339)	231	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
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	n/a
616	<b>TOTAL NET EXPENDITURE</b>	570	(339)	231	(59)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>					£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					49
Removal of Intra-directorate recharge					(398)
Employer's additional NI contribution					1
Minor Variations					9
					(339)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>					(339)

DIVISION: C1120E : SUSTAINABLE COMMUNITIES

SERVICE: C1120F : PARKING SERVICES

FORECAST 2024/25 £000's	DESCRIPTION	ORIGINAL BUDGET 2024/25 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2025/26 (D) £000's	% CHANGE (E) %
6,146	Employees	5,697	(121)	5,576	(2)
107	Premises related expenditure	73	-	73	-
1,465	Supplies and Services	1,074	11	1,085	1
906	Third Party Payments	1,238	(160)	1,078	(13)
-	Transfer Payments	-	-	-	n/a
-	Transport related expenditure	1	(1)	-	(100)
708	Recharges from other services	407	(10)	397	(2)
9,332	<b>TOTAL CONTROLLABLE EXPENDITURE</b>	8,490	(281)	8,209	n/a
-	Government Grants	-	-	-	n/a
-	Other Grants, reimbursements and contributions	(25)	-	(25)	-
(28,671)	Customer and Client Receipts	(27,140)	(547)	(27,687)	2
-	Interest Receivable	-	-	-	n/a
-	Recharges to other services	-	-	-	n/a
(28,671)	<b>TOTAL CONTROLLABLE INCOME</b>	(27,165)	(547)	(27,712)	n/a
(19,339)	<b>NET CONTROLLABLE COST</b>	(18,675)	(828)	(19,503)	n/a
1,663	Capital Charges	1,663	-	1,663	-
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
1,621	Corporate support services bought in	-	1,808	1,808	n/a
3,284	<b>TOTAL NON-CONTROLLABLE EXPENDITURE</b>	1,663	1,808	3,471	n/a
(16,055)	<b>NET COST OF SERVICE</b>	(17,012)	980	(16,032)	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
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	n/a
(16,055)	<b>TOTAL NET EXPENDITURE</b>	(17,012)	980	(16,032)	(6)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>					£000's
<u>Strategic budget - agreed pressures / service demands</u>					
					-
<u>Strategic budget - agreed additional income / savings</u>					
2024-28 SAV SCRER 007 (revised) Increase in Fees & Charges					(547)
2025-29 SAV SCRER 001 Realignment of staffing budgets					(100)
2025-29 SAV SCRER 007 Staff reorganisation in parking and other services					(500)
2025-29 SAV SCRER 020 Cash collection contract saving - switch from parking pay and display machines to RingGo ticketless parking solution					(100)
2025-29 SAV SCRER 017 Recovery from Conduent contract					(90)
					(1,337)
<u>Other resource changes</u>					
Pay Award 2024/25					228
Employer's additional NI contribution					119
Service Budget Alignment					133
Transfer Budget to Highways Business Support					(104)
Corporate support services bought in					1,808
Creation of new Head of Parking post					131
Minor Variations					2
					2,317
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>					<b>980</b>

DIVISION: C1120E : SUSTAINABLE COMMUNITIES

SERVICE: C1125F : ENVIRONMENTAL HEALTH, TRADING STANDARDS AND LICENSING

FORECAST 2024/25 £000's	DESCRIPTION	ORIGINAL BUDGET 2024/25 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2025/26 (D) £000's	% CHANGE (E) %
4,293	Employees	4,392	332	4,724	8
145	Premises related expenditure	151	-	151	-
464	Supplies and Services	489	(20)	469	(4)
23	Third Party Payments	22	1	23	5
-	Transfer Payments	-	-	-	n/a
18	Transport related expenditure	6	-	6	-
95	Recharges from other services	48	(32)	16	(67)
5,038	<b>TOTAL CONTROLLABLE EXPENDITURE</b>	5,108	281	5,389	n/a
(21)	Government Grants	-	-	-	n/a
(116)	Other Grants, reimbursements and contributions	(90)	-	(90)	-
(1,401)	Customer and Client Receipts	(1,336)	(292)	(1,628)	22
-	Interest Receivable	-	-	-	n/a
(602)	Recharges to other services	(117)	37	(80)	(32)
(2,140)	<b>TOTAL CONTROLLABLE INCOME</b>	(1,543)	(255)	(1,798)	n/a
2,898	<b>NET CONTROLLABLE COST</b>	3,565	26	3,591	n/a
-	Capital Charges	-	-	-	n/a
58	Intangible Charges	58	-	58	-
-	REFCUS	-	-	-	n/a
1,233	Corporate support services bought in	-	1,327	1,327	n/a
1,291	<b>TOTAL NON-CONTROLLABLE EXPENDITURE</b>	58	1,327	1,385	n/a
4,189	<b>NET COST OF SERVICE</b>	3,623	1,353	4,976	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
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	n/a
4,189	<b>TOTAL NET EXPENDITURE</b>	3,623	1,353	4,976	37
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>					£000's
<u>Strategic budget - agreed pressures / service demands</u>					
2024-28 Growth - Staffing increase – 2 FTE Enforcement Officers					116
					116
<u>Strategic budget - agreed additional income / savings</u>					
2025-29 SAV SCRER 001 Realignment of staffing budgets					(100)
2025-29 SAV SCRER 004 Street based enforcement - spend to save					(50)
2025-29 SAV SCRER 005 Proactive marketing & use of council maintained green spaces for public events					(140)
2024-28 SAV SCRER 007 (revised) Increase in Fees & Charges					(40)
					(330)
<u>Other resource changes</u>					
Pay Award 2024/25					248
Employer's additional NI contribution					87
Corporate support services bought in					1,327
Reduction in Recharges to other services					37
Service Budget Alignment					(114)
Minor Variations					(18)
					1,567
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>					<b>1,353</b>

DIVISION: **C1120E : SUSTAINABLE COMMUNITIES**

SERVICE: **C1125F : ENVIRONMENTAL HEALTH, TRADING STANDARDS AND LICENSING**

FORECAST 2024/25 £000's	DESCRIPTION	ORIGINAL BUDGET 2024/25 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2025/26 (D) £000's	% CHANGE (E) %
4,293	Employees	4,392	332	4,724	8
145	Premises related expenditure	151	-	151	-
464	Supplies and Services	489	(20)	469	(4)
23	Third Party Payments	22	1	23	5
-	Transfer Payments	-	-	-	n/a
18	Transport related expenditure	6	-	6	-
95	Recharges from other services	48	(32)	16	(67)
5,038	<b>TOTAL CONTROLLABLE EXPENDITURE</b>	5,108	281	5,389	n/a
(21)	Government Grants	-	-	-	n/a
(116)	Other Grants, reimbursements and contributions	(90)	-	(90)	-
(1,401)	Customer and Client Receipts	(1,336)	(292)	(1,628)	22
-	Interest Receivable	-	-	-	n/a
(602)	Recharges to other services	(117)	37	(80)	(32)
(2,140)	<b>TOTAL CONTROLLABLE INCOME</b>	(1,543)	(255)	(1,798)	n/a
2,898	<b>NET CONTROLLABLE COST</b>	3,565	26	3,591	n/a
-	Capital Charges	-	-	-	n/a
58	Intangible Charges	58	-	58	-
-	REFCUS	-	-	-	n/a
1,233	Corporate support services bought in	-	1,327	1,327	n/a
1,291	<b>TOTAL NON-CONTROLLABLE EXPENDITURE</b>	58	1,327	1,385	n/a
4,189	<b>NET COST OF SERVICE</b>	3,623	1,353	4,976	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
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	n/a
4,189	<b>TOTAL NET EXPENDITURE</b>	3,623	1,353	4,976	37
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>					£000's
<u>Strategic budget - agreed pressures / service demands</u>					
2024-28 Growth - Staffing increase – 2 FTE Enforcement Officers					116
					116
<u>Strategic budget - agreed additional income / savings</u>					
2025-29 SAV SCRER 001 Realignment of staffing budgets					(100)
2025-29 SAV SCRER 004 Street based enforcement - spend to save					(50)
2025-29 SAV SCRER 005 Proactive marketing & use of council maintained green spaces for public events					(140)
2024-28 SAV SCRER 007 (revised) Increase in Fees & Charges					(40)
					(330)
<u>Other resource changes</u>					
Pay Award 2024/25					248
Employer's additional NI contribution					87
Corporate support services bought in					1,327
Reduction in Recharges to other services					37
Service Budget Alignment					(114)
Minor Variations					(18)
					1,567
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>					<b>1,353</b>

DIVISION: **C1120E : SUSTAINABLE COMMUNITIES**SERVICE: **C1140F : INDEPENDENT TRAVEL SERVICE TEAM**

FORECAST 2024/25 £000's	DESCRIPTION	ORIGINAL BUDGET 2024/25 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2025/26 (D) £000's	% CHANGE (E) %
3,503	Employees	3,416	93	3,509	3
-	Premises related expenditure	-	-	-	n/a
24	Supplies and Services	24	-	24	-
24	Third Party Payments	24	-	24	-
271	Transfer Payments	271	-	271	-
19,948	Transport related expenditure	13,576	8,982	22,558	66
643	Recharges from other services	643	(46)	597	(7)
24,412	<b>TOTAL CONTROLLABLE EXPENDITURE</b>	17,954	9,029	26,983	n/a
(32)	Government Grants	-	-	-	n/a
(248)	Other Grants, reimbursements and contributions	(324)	46	(278)	(14)
(43)	Customer and Client Receipts	-	-	-	n/a
-	Interest Receivable	-	-	-	n/a
(191)	Recharges to other services	(191)	(21,670)	(21,861)	11,346
(514)	<b>TOTAL CONTROLLABLE INCOME</b>	(515)	(21,624)	(22,139)	n/a
23,898	<b>NET CONTROLLABLE COST</b>	17,439	(12,595)	4,844	n/a
-	Capital Charges	-	-	-	n/a
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
946	Corporate support services bought in	-	844	844	n/a
946	<b>TOTAL NON-CONTROLLABLE EXPENDITURE</b>	-	844	844	n/a
24,844	<b>NET COST OF SERVICE</b>	17,439	(11,751)	5,688	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
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	n/a
24,844	<b>TOTAL NET EXPENDITURE</b>	17,439	(11,751)	5,688	(67)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>					£000's
<u>Strategic budget - agreed pressures / service demands</u>					
2025-29 SCRER GRO 005 SEND Transport demographic growth and market price pressures					8,601
					8,601
<u>Strategic budget - agreed additional income / savings</u>					
2025-29 SAV SCRER 001 Realignment of staffing budgets					(100)
					(100)
<u>Other resource changes</u>					
Pay Award 2024/25					168
Employer's additional NI contribution 25/26					86
Realignment of salary budget					(21)
Recharges to other services					(21,670)
Budget virement from Libraries & Leisure services					296
Contract Inflation 2025/26					24
Corporate support services bought in					844
Minor variances					21
					(20,252)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>					<b>(11,751)</b>



DIVISION: C1120E : SUSTAINABLE COMMUNITIES

SERVICE: C1085F : HIGHWAY SERVICES

FORECAST 2024/25 £000's	DESCRIPTION	ORIGINAL BUDGET 2024/25 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2025/26 (D) £000's	% CHANGE (E) %
3,867	Employees	3,744	345	4,089	9
2,585	Premises related expenditure	2,204	381	2,585	17
2,486	Supplies and Services	2,236	(229)	2,007	(10)
4,743	Third Party Payments	4,568	142	4,710	3
-	Transfer Payments	-	-	-	n/a
9	Transport related expenditure	9	-	9	-
2	Recharges from other services	2	-	2	-
13,691	<b>TOTAL CONTROLLABLE EXPENDITURE</b>	12,763	639	13,402	n/a
-	Government Grants	-	-	-	n/a
(915)	Other Grants, reimbursements and contributions	(1,992)	891	(1,101)	(45)
(2,160)	Customer and Client Receipts	(1,691)	(311)	(2,002)	18
-	Interest Receivable	-	-	-	n/a
(1,612)	Recharges to other services	(1,422)	(29)	(1,451)	2
(4,687)	<b>TOTAL CONTROLLABLE INCOME</b>	(5,105)	551	(4,554)	n/a
9,005	<b>NET CONTROLLABLE COST</b>	7,658	1,190	8,848	n/a
7,505	Capital Charges	7,654	-	7,654	-
10	Intangible Charges	10	-	10	-
-	REFCUS	-	-	-	n/a
1,050	Corporate support services bought in	-	1,131	1,131	n/a
8,565	<b>TOTAL NON-CONTROLLABLE EXPENDITURE</b>	7,664	1,131	8,795	n/a
17,570	<b>NET COST OF SERVICE</b>	15,322	2,321	17,643	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
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	n/a
17,570	<b>TOTAL NET EXPENDITURE</b>	15,322	2,321	17,643	15
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>					£000's
<u>Strategic budget - agreed pressures / service demands</u>					
2025-29 SCRER GRO 004 - New Roads and Street Works Act - reduced income					688
					688
<u>Strategic budget - agreed additional income / savings</u>					
2025-29 SAV SCRER 001 Realignment of staffing budgets					(100)
2025-29 SAV SCRER 016 Highways Accident Insurance claims recovery					(100)
					(200)
<u>Other resource changes</u>					
Pay Award 2024/25					117
Employer's additional NI contribution					69
Transfer Budget from Parking - Business Support					104
Service Budget Alignment					78
Corporate support services bought in					1,131
Intangible Charges					(10)
Budget virement from Libraries & Leisure services					381
Realignment of Income					(37)
					1,833
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>					2,321

SERVICE DESCRIPTION

Culture and Community Safety is made up of Culture, Leisure and Libraries; the Violence Reduction Network; Bereavement and Registrars; Coroners Service; Croydon Music and Arts; Emergency Planning and Resilience; and the borough Mortuary provision.	
<b>Culture, Leisure and Libraries</b> Culture, Leisure and Libraries covers libraries, museum and archives; culture and the arts; leisure centres, sports and physical activities  Croydon's cultural offer continues to deliver against the Mayor's priorities as the legacy of the London Borough of Culture continues. In 2024 this has included the delivery of new festivals for the borough, Queens Gardens Party, Harvest and A Very Croydon Christmas in addition to celebrating key cultural moments such as Pride and Black History Month. This programme has supported development of pride in Croydon with audiences reporting that the events are important for Croydon and already making a difference. The programme is also supporting economic development in the town centre, demonstrated through high numbers of attendees visiting for the events, staying the town centre for longer periods and spending money outside of the event while here. We have also delivered grant funding programmes and creative commissions to support the work and growth of Croydon's cultural and community sector. The cultural events programme forms part of a wider programme of work to enable the regeneration of the town centre through creative infrastructure, wayfinding, sector support, communications and activation.  A new model for the libraries has been adopted with nine library buildings set to be open full time from April and a new outreach service being developed to provide access to a library service offer in other community venues and services across the borough. These changes will enable the service to work more responsively to local need and engage more residents through books, information and events programmes. Museum of Croydon achieved accreditation status in 2024 and the review of the service model is ongoing to ascertain the most impactful operating model for the service to engage residents with their heritage and support learning, wellbeing and economic development outcomes. Croydon Archives is also working towards accreditation including closer working with information governance and the wider Council records management infrastructure. The Archives service is also delivering a transformation project to embed digital preservation and an engagement project working closely with 10 global majority young people to engage with and inform the development of the Archives collections.  All of the borough's tennis courts have received investment to improve the facilities and introduce access control to ensure hire fees can be reinvested in long term maintenance of the courts. The borough's leisure centres have also received investment from Sport England grant funding to improve the sustainability of the buildings and engagement is ongoing with the Football Foundation to invest in Playzones and wider football facilities. Looking ahead we will be commissioning a new sports facilities strategy to inform this work.  The service is also delivering a Creative Health programme of work for the next twelve months funded through public health. This includes community grants, commissions, health information events and a new network to deliver training, advice and support to enable the local creative health sector to become more sustainable.  <b>Croydon Music and Arts</b> Croydon Music and Arts (CMA) works with children and young people in borough to ensure they have access to creative arts opportunities. It is a lead delivery partner for Southwest London Music, funded by Department for Education (DfE) via Arts Council England (ACE), to deliver the National Plan for Music Education. The service offers affordable and accessible music and arts education, both in schools and through out-of-school activity, often working with local and national partners to deliver high quality programmes and outcomes. CMA is primarily funded through a mixture of grants, traded income and external awards.  <b>Resilience Service</b> The Corporate Resilience Team is responsible for ensuring the Council upholds its statutory responsibilities set out in the Civil Contingencies Act (CCA) 2004, and other relevant legislation, to deliver an appropriate and effective response to major incidents internally, within the borough, and pan-London. It does this by: •intelligently assessing the risk of emergencies using data and sound evidence to prevent them wherever possible; •ensuring our emergency and business continuity plans are up to date and robust to help Croydon respond and recover effectively when emergencies are unavoidable; •regularly testing and exercising our emergency plans and procedures to identify areas that need improvement; •collaborating with local and regional responders, and supporting local businesses/voluntary organisations with business continuity advice; •ensuring residents have access to clear information about civil protection matters and maintaining arrangements to warn, inform and advise residents in the event of an emergency; and •learning from disruption and adapting to change to enable flexibility in our delivery.  <b>Violence Reduction Network</b> Community Safety -The council's Violence Reduction Network fulfils the role of Community Safety within Croydon Council and leads on strategic and operational crime reduction (outside of the statutory duties of Children's and Adult's Safeguarding). The service is made up of several small teams focusing on the key priorities of the council: tackling violence against women and girls, anti-social behaviour, crime in hotspot locations, youth safety, knife crime, as well as wider safety in public spaces. The service leads on the Youth Safety Delivery Plan which is a clear plan for improving youth safety as well as knife crime in the borough. The CCTV service lead on monitoring public space cameras in the borough and well as operates the council's out of hours service. The FJS offers support, comfort and understanding to domestic violence victims and their families, including easy access to essential services. The team also coordinates the Tackling Violence Against Women and Girls Action Plan which details the partnerships approach for the next three years. The Anti-Social Behaviour team work to address the high harm, high impact cases across the borough to address behaviour that is having a detrimental impact on the community. The service co-ordinates and runs the Safer Croydon Partnership (SCP), which is the statutory 'Community Safety Partnership' (CSP) for the London Borough of Croydon. The core members of the Partnership are the five 'responsible authorities' (the Council, Police, London Fire service, Local Integrated Care Board (ICB) and Probation services) that have a statutory duty outlined under the Crime and Disorder Act 1998 to maintain a CSP for the borough and to collaborate in identifying the priorities for reducing crime, anti-social behaviour, substance misuse and reoffending.  <b>Bereavement and Registrars</b> Bereavement and Registrars services encompass the management of cemeteries, crematorium, and registrars. The Crematorium offers dignified and respectful cremation services, providing a compassionate approach to final arrangements, while the Registrar's office handles the official recording of births, deaths, marriages, civil partnerships, and citizenships.	

MOVEMENT IN NET EXPENDITURE

SERVICE CODE	SERVICE NAME	ORIGINAL BUDGET 2024/25 (A) £000's	Other (C) £000's	ORIGINAL BUDGET 2025/26 (D) £000's	% CHANGE (E) %
C1150F	CULTURE, LEISURE AND LIBRARIES	7,919	333	8,252	4
C1155F	MUSIC AND ARTS DIVISION	51	418	469	820
C1160F	VIOLENCE REDUCTION NETWORK DIVISION	1,410	729	2,139	52
C1156F	RESILIENCE SERVICE	406	91	497	22
C1533F	CROYDON CORONERS SERVICE	811	-	811	-
C1514F	BEREAVEMENT AND REGISTRARS	(1,081)	750	(331)	(69)
		-	-	-	
	TOTAL NET EXPENDITURE	9,516	2,321	11,837	24

STAFF ESTABLISHMENT NUMBERS

SERVICE	ORIGINAL BUDGET 2024/25 FTE STAFF	ORIGINAL BUDGET 2025/26 FTE STAFF	CHANGE IN FTE STAFF
C1150F : CULTURE, LEISURE AND LIBRARIES	64.7	75.2	10.5
C1155F : MUSIC AND ARTS DIVISION	16.9	20.3	3.4
C1160F : VIOLENCE REDUCTION NETWORK DIVISION	36.4	36.2	(0.2)
C1156F : RESILIENCE SERVICE	4.0	4.0	-
C1533F : CROYDON CORONERS SERVICE	-	-	-
C1514F : BEREAVEMENT AND REGISTRARS	35.3	36.5	1.2
TOTAL FTE STAFF	157.3	172.2	14.9

DIVISION: **C1130E : CULTURE AND COMMUNITY SAFETY DIVISION**

FORECAST 2024/25 £000's	DESCRIPTION	ORIGINAL BUDGET 2024/25 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2025/26 (D) £000's	% CHANGE (E) %
9,265	Employees	8,681	573	9,254	7
603	Premises related expenditure	519	4	523	1
3,570	Supplies and Services	3,975	(2,290)	1,685	(58)
1,429	Third Party Payments	1,872	(457)	1,415	(24)
-	Transfer Payments	-	-	-	n/a
8	Transport related expenditure	11	12	23	109
1,209	Recharges from other services	837	(95)	742	(11)
16,084	<b>TOTAL CONTROLLABLE EXPENDITURE</b>	15,895	(2,253)	13,642	n/a
(1,129)	Government Grants	(1,297)	416	(881)	(32)
(3,111)	Other Grants, reimbursements and contributions	(2,597)	1,121	(1,476)	(43)
(4,973)	Customer and Client Receipts	(4,546)	(522)	(5,068)	11
-	Interest Receivable	-	-	-	n/a
(2,502)	Recharges to other services	(1,906)	927	(979)	(49)
(11,715)	<b>TOTAL CONTROLLABLE INCOME</b>	(10,346)	1,942	(8,404)	n/a
4,370	<b>NET CONTROLLABLE COST</b>	5,549	(311)	5,238	n/a
3,952	Capital Charges	3,952	-	3,952	-
15	Intangible Charges	15	-	15	-
-	REFCUS	-	-	-	n/a
2,447	Corporate support services bought in IAS19 SETTLEMENT AND CURTAILMENT	-	2,632	2,632	n/a
6,414	<b>TOTAL NON-CONTROLLABLE EXPENDITURE</b>	3,967	2,632	6,599	n/a
10,784	<b>NET COST OF SERVICE</b>	9,516	2,321	11,837	n/a
(210)	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
-		-	-	-	n/a
(210)	<b>TOTAL APPROPRIATIONS</b>	-	-	-	n/a
10,574	<b>TOTAL NET EXPENDITURE</b>	9,516	2,321	11,837	24
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>					£000's
<u>Strategic budget - agreed pressures / service demands</u>					
2025-29 SCF Public Mortuary Winter Plan provision					250
					250
<u>Strategic budget - agreed additional income / savings</u>					
2025-29 SAV SCRER 12 Leisure services contract saving-prfit sharing arrangement					(50)
2025-29 SAV SCRER 001 Realignment of staffing budget					(100)
2024-28 SAV SCRER 07 Fees & Charges					(189)
2024-28 SAV ACE 001 Fees & Charges - Registrars & Bereavement					(10)
2025-29 SAV SCRER 014 Removal of Emergency Planning growth					(30)
					(379)
<u>Other resource changes</u>					
Pay Award 2024/25					336
Employer's additional NI contribution					181
Contract Inflation 2024/25					31
Corporate support services bought in					2,632
Permanent Virement - budget transfer to Streets and Environment Division					(677)
Removal of intra-directorate recharge					(53)
					2,450
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>					2,321

SERVICE: **C1150F : CULTURE, LEISURE AND LIBRARIES**

FORECAST 2024/25 £000's	DESCRIPTION	ORIGINAL BUDGET 2024/25 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2025/26 (D) £000's	% CHANGE (E) %
3,401	Employees	2,903	537	3,440	18
406	Premises related expenditure	366	(6)	360	(2)
2,093	Supplies and Services	2,433	(2,085)	348	(86)
16	Third Party Payments	718	(718)	-	(100)
-	Transfer Payments	-	-	-	n/a
0	Transport related expenditure	4	13	17	325
69	Recharges from other services	81	(74)	7	(91)
5,986	<b>TOTAL CONTROLLABLE EXPENDITURE</b>	6,505	(2,333)	4,172	n/a
-	Government Grants	-	-	-	n/a
(895)	Other Grants, reimbursements and contributions	(1,128)	927	(201)	(82)
(334)	Customer and Client Receipts	(231)	(78)	(309)	34
-	Interest Receivable	-	-	-	n/a
(1,451)	Recharges to other services	(927)	927	-	(100)
(2,680)	<b>TOTAL CONTROLLABLE INCOME</b>	(2,286)	1,776	(510)	n/a
3,305	<b>NET CONTROLLABLE COST</b>	4,219	(557)	3,662	n/a
3,685	Capital Charges	3,685	-	3,685	-
15	Intangible Charges	15	-	15	-
-	REFCUS	-	-	-	n/a
827	Corporate support services bought in	-	890	890	n/a
4,527	<b>TOTAL NON-CONTROLLABLE EXPENDITURE</b>	3,700	890	4,590	n/a
7,832	<b>NET COST OF SERVICE</b>	7,919	333	8,252	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
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	n/a
7,832	<b>TOTAL NET EXPENDITURE</b>	7,919	333	8,252	4
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>					£000's
<u>Strategic budget - agreed pressures / service demands</u>					
					-
<u>Strategic budget - agreed additional income / savings</u>					
2025-29 SAV SCRER 12 Leisure services contract saving-profit sharing arrangement					(50)
					(50)
<u>Other resource changes</u>					
Pay award 2024/25					151
Employer's additional NI contribution					72
Permanent Virement - budget transfer to Streets and Environment Division					(677)
Removal of intra-directorate recharge					(53)
Corporate support services bought in					890
					383
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>					<b>333</b>

SERVICE: **C1155F : MUSIC AND ARTS DIVISION**

FORECAST 2024/25 £000's	DESCRIPTION	ORIGINAL BUDGET 2024/25 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2025/26 (D) £000's	% CHANGE (E) %
1,127	Employees	1,206	137	1,343	11
106	Premises related expenditure	78	10	88	13
351	Supplies and Services	271	(169)	102	(62)
-	Third Party Payments	-	-	-	n/a
-	Transfer Payments	-	-	-	n/a
1	Transport related expenditure	1	(1)	-	(100)
20	Recharges from other services	30	5	35	17
1,604	<b>TOTAL CONTROLLABLE EXPENDITURE</b>	1,586	(18)	1,568	n/a
(792)	Government Grants	(910)	319	(591)	(35)
(154)	Other Grants, reimbursements and contributions	(115)	(41)	(156)	36
(468)	Customer and Client Receipts	(510)	(204)	(714)	40
-	Interest Receivable	-	-	-	n/a
(105)	Recharges to other services	-	-	-	n/a
(1,519)	<b>TOTAL CONTROLLABLE INCOME</b>	(1,535)	74	(1,461)	n/a
85	<b>NET CONTROLLABLE COST</b>	51	56	107	n/a
-	Capital Charges	-	-	-	n/a
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
338	Corporate support services bought in	-	362	362	n/a
338	<b>TOTAL NON-CONTROLLABLE EXPENDITURE</b>	-	362	362	n/a
423	<b>NET COST OF SERVICE</b>	51	418	469	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
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	n/a
423	<b>TOTAL NET EXPENDITURE</b>	51	418	469	820
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>					£000's
<u>Strategic budget - agreed pressures / service demands</u>					
					-
<u>Strategic budget - agreed additional income / savings</u>					
					-
<u>Other resource changes</u>					
Pay Award 2024/25					34
Employer's additional NI contribution					22
Corporate support services bought in					362
					418
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>					<b>418</b>

SERVICE: **C1160F : VIOLENCE REDUCTION NETWORK DIVISION**

FORECAST 2024/25 £000's	DESCRIPTION	ORIGINAL BUDGET 2024/25 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2025/26 (D) £000's	% CHANGE (E) %
2,484	Employees	2,371	(225)	2,146	(9)
26	Premises related expenditure	-	-	-	n/a
389	Supplies and Services	764	(69)	695	(9)
343	Third Party Payments	96	-	96	-
-	Transfer Payments	-	-	-	n/a
1	Transport related expenditure	-	-	-	n/a
1,045	Recharges from other services	650	(24)	626	(4)
4,288	<b>TOTAL CONTROLLABLE EXPENDITURE</b>	3,881	(318)	3,563	n/a
(337)	Government Grants	(387)	97	(290)	(25)
(1,895)	Other Grants, reimbursements and contributions	(1,201)	238	(963)	(20)
(16)	Customer and Client Receipts	(36)	-	(36)	-
-	Interest Receivable	-	-	-	n/a
(946)	Recharges to other services	(979)	-	(979)	-
(3,194)	<b>TOTAL CONTROLLABLE INCOME</b>	(2,603)	335	(2,268)	n/a
1,095	<b>NET CONTROLLABLE COST</b>	1,278	17	1,295	n/a
132	Capital Charges	132	-	132	-
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
661	Corporate support services bought in	-	712	712	n/a
-	IAS19 SETTLEMENT AND CURTAILMENT	-	-	-	-
793	<b>TOTAL NON-CONTROLLABLE EXPENDITURE</b>	132	712	844	n/a
1,888	<b>NET COST OF SERVICE</b>	1,410	729	2,139	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
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	n/a
1,888	<b>TOTAL NET EXPENDITURE</b>	1,410	729	2,139	52
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>					£000's
<u>Strategic budget - agreed pressures / service demands</u>					
					-
<u>Strategic budget - agreed additional income / savings</u>					
2025-29 SAV SCRER 001 Realignment of staffing budget					(100)
					(100)
<u>Other resource changes</u>					
Pay Award 2024/25					73
Employer's additional NI contribution					44
Grant reduction - Fund the salary budget					238
Reduction in ASB thirty party Legal budget					(44)
Reduction in salary budget					(194)
Corporate support services bought in					712
					829
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>					<b>729</b>

SERVICE: **C1514F : BEREAVEMENT AND REGISTRARS**

FORECAST 2024/25 £000's	DESCRIPTION	ORIGINAL BUDGET 2024/25 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2025/26 (D) £000's	% CHANGE (E) %
1,893	Employees	1,840	141	1,981	8
61	Premises related expenditure	75	-	75	-
688	Supplies and Services	462	33	495	7
156	Third Party Payments	145	261	406	180
-	Transfer Payments	-	-	-	n/a
7	Transport related expenditure	6	-	6	-
75	Recharges from other services	76	(2)	74	(3)
2,879	<b>TOTAL CONTROLLABLE EXPENDITURE</b>	2,604	433	3,037	n/a
-	Government Grants	-	-	-	n/a
(65)	Other Grants, reimbursements and contributions	(51)	(3)	(54)	6
(4,155)	Customer and Client Receipts	(3,769)	(240)	(4,009)	6
-	Interest Receivable	-	-	-	n/a
-	Recharges to other services	-	-	-	n/a
(4,220)	<b>TOTAL CONTROLLABLE INCOME</b>	(3,820)	(243)	(4,063)	n/a
(1,340)	<b>NET CONTROLLABLE COST</b>	(1,216)	190	(1,026)	n/a
135	Capital Charges	135	-	135	-
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
521	Corporate support services bought in	-	560	560	n/a
-	IAS19 SETTLEMENT AND CURTAILMENT	-	-	-	n/a
656	<b>TOTAL NON-CONTROLLABLE EXPENDITURE</b>	135	560	695	n/a
(684)	<b>NET COST OF SERVICE</b>	(1,081)	750	(331)	n/a
(210)	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
(210)	<b>TOTAL APPROPRIATIONS</b>	-	-	-	n/a
(894)	<b>TOTAL NET EXPENDITURE</b>	(1,081)	750	(331)	(69)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>					£000's
<u>Strategic budget - agreed pressures / service demands</u>					
2025-29 SCRI Public Mortuary Winter Plan provision					250
					250
<u>Strategic budget - agreed additional income / savings</u>					
2024-28 SAV SCRER 07 Fees & Charges					(189)
2024-28 SAV ACE 001 Fees & Charges - Registrars & Bereavement					(10)
					(199)
<u>Other resource changes</u>					
Pay Award 2024/25					70
Employer's additional NI contribution					38
Contract Inflation 2024/25					31
Corporate support services bought in					560
					699
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>					<b>750</b>

SERVICE: **C1156F : RESILIENCE SERVICE**

FORECAST 2024/25 £000's	DESCRIPTION	ORIGINAL BUDGET 2024/25 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2025/26 (D) £000's	% CHANGE (E) %
360	Employees	361	(17)	344	(5)
4	Premises related expenditure	-	-	-	n/a
49	Supplies and Services	45	-	45	-
0	Third Party Payments	-	-	-	n/a
-	Transfer Payments	-	-	-	n/a
0	Transport related expenditure	-	-	-	n/a
-	Recharges from other services	-	-	-	n/a
414	<b>TOTAL CONTROLLABLE EXPENDITURE</b>	406	(17)	389	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
-	<b>TOTAL CONTROLLABLE INCOME</b>	-	-	-	n/a
414	<b>NET CONTROLLABLE COST</b>	406	(17)	389	n/a
-	Capital Charges	-	-	-	n/a
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
100	Corporate support services bought in	-	108	108	n/a
-		-	-	-	n/a
100	<b>TOTAL NON-CONTROLLABLE EXPENDITURE</b>	-	108	108	n/a
514	<b>NET COST OF SERVICE</b>	406	91	497	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
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	n/a
514	<b>TOTAL NET EXPENDITURE</b>	406	91	497	22
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>					£000's
<u>Strategic budget - agreed pressures / service demands</u>					
					-
<u>Strategic budget - agreed additional income / savings</u>					
2025-29 SAV SCRER 014 Removal of Emergency Planning growth					(30)
					(30)
<u>Other resource changes</u>					
Pay Award 2024/25					8
Employer's additional NI contribution					5
Corporate support services bought in					108
					121
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>					91



SERVICE: **C1533F : CROYDON CORONERS SERVICE**

FORECAST 2024/25 £000's	DESCRIPTION	ORIGINAL BUDGET 2024/25 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2025/26 (D) £000's	% CHANGE (E) %
-	Employees	-	-	-	n/a
-	Premises related expenditure	-	-	-	n/a
-	Supplies and Services	-	-	-	n/a
913	Third Party Payments	913	-	913	-
-	Transfer Payments	-	-	-	n/a
-	Transport related expenditure	-	-	-	n/a
-	Recharges from other services	-	-	-	n/a
913	<b>TOTAL CONTROLLABLE EXPENDITURE</b>	913	-	913	n/a
-	Government Grants	-	-	-	n/a
(102)	Other Grants, reimbursements and contributions	(102)	-	(102)	-
-	Customer and Client Receipts	-	-	-	n/a
-	Interest Receivable	-	-	-	n/a
-	Recharges to other services	-	-	-	n/a
(102)	<b>TOTAL CONTROLLABLE INCOME</b>	(102)	-	(102)	n/a
811	<b>NET CONTROLLABLE COST</b>	811	-	811	n/a
-	Capital Charges	-	-	-	n/a
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
-	Corporate support services bought in	-	-	-	n/a
-	IAS19 SETTLEMENT AND CURTAILMENT	-	-	-	n/a
-	<b>TOTAL NON-CONTROLLABLE EXPENDITURE</b>	-	-	-	n/a
811	<b>NET COST OF SERVICE</b>	811	-	811	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
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	n/a
811	<b>TOTAL NET EXPENDITURE</b>	811	-	811	-
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>					£000's
<u>Strategic budget - agreed pressures / service demands</u>					
					-
<u>Strategic budget - agreed additional income / savings</u>					
					-
<u>Other resource changes</u>					
					-
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>					-

DIVISION: C1140E : PLANNING AND SUSTAINABLE REGENERATION DIVISION

## SERVICE DESCRIPTION

The Planning & Sustainable Regeneration Division comprises Building Control, Development Management, Spatial Planning, Growth and Regeneration, Strategic Transport, Economic Delivery and Employment Skills, Employment Skills and Employment Skills & Economic Development.

**Building Control**

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**

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.

**Spatial Planning**

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 (and waste Local Plan) principally through the Strategic Policies, site allocations, designations and detailed development management policies. Plan Making are also responsible for the Council's Local Development Scheme components, 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. Placemaking provide 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. Placemaking are responsible for the Council's statutory obligations regarding conservation and heritage, as well as providing advice and supporting projects in this field, including the borough's conservation area appraisals and management plans. Place making also undertake a number of income generation commissions, particularly related to the project management and design of public realm, town centre regeneration, delivery of the Growth Zone Programme and District Centre Regeneration.

**Growth and Regeneration**

The Growth Zone Team in 2025/26 will oversee the implementation of the 'Delivering the Growth Zone 2024/25' Cabinet Report, Croydon Town Centre Regeneration Programme and Growth Zone annual budget and programme and the outcome of the emerging Town Centre Regeneration Strategy.

The focus for the Regeneration Team in 2024/26 will be the delivery of the Growth Zone programme, Kenley Good Growth funded programme, the South Norwood Good Growth and Historic England Heritage Action Zone funded programme and the five locations of UK Shared Prosperity Funding to support District Centre regeneration.

**Strategic Transport**

The Strategic Transport Service is responsible for developing transport policy and translating local priorities, regional policies and external funding into delivery plans and programmes. The Service develops the Plan and associated programme 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, CL, S106 and the Capital Programme to improve transport and infrastructure in Croydon.

**Economic Delivery and Employment Investment**

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 and external partners to enable business support that enables economic recovery

**Employment Skills**

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

**Employment Skills and Economic Development**

## MOVEMENT IN NET EXPENDITURE

SERVICE CODE	SERVICE NAME	ORIGINAL BUDGET 2024/25 (A) £000's	Other (C) £000's	ORIGINAL BUDGET 2025/26 (D) £000's	% CHANGE (E) %
C1165F	SPATIAL PLANNING SUMMARY	156	765	921	490
C1170F	STRATEGIC TRANSPORT	299	228	527	76
C1180F	BUILDING CONTROL SUMMARY	664	497	1,161	75
C1185F	DEVELOPMENT MANAGEMENT	1,056	1,555	2,611	147
C1190F	EMPLOYMENT SKILLS AND ECONOMIC DEVELOPMENT	(145)	1,158	1,013	(799)
C1192F	EMPLOYMENT SKILLS	4	143	147	3,575
C1195F	GROWTH AND REGENERATION	4,500	(3,728)	772	(83)
C1198F	ECONOMIC DELIVERY AND EMPLOYMENT INVESTMENT	244	150	394	61
	<b>TOTAL NET EXPENDITURE</b>	6,778	768	7,546	11

## STAFF ESTABLISHMENT NUMBERS

SERVICE	ORIGINAL BUDGET 2024/25	ORIGINAL BUDGET 2025/26	CHANGE IN FTE
	FTE STAFF	FTE STAFF	FTE STAFF
C1165F : SPATIAL PLANNING SUMMARY	12.6	25.6	13.0
C1170F : STRATEGIC TRANSPORT	10.5	10.5	-
C1180F : BUILDING CONTROL SUMMARY	21.0	21.0	-
C1185F : DEVELOPMENT MANAGEMENT	55.0	56.0	1.0
C1190F : EMPLOYMENT SKILLS AND ECONOMIC DEVELOPMENT	48.0	48.0	-
C1192F : EMPLOYMENT SKILLS	7.0	7.0	-
C1195F : GROWTH AND REGENERATION	14.0	19.0	5.0
C1198F : ECONOMIC DELIVERY AND EMPLOYMENT INVESTMENT	6.0	6.0	-
<b>TOTAL FTE STAFF</b>	174.1	193.1	19.0

FORECAST 2024/25 £000's	DESCRIPTION	ORIGINAL BUDGET 2024/25 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2025/26 (D) £000's	% CHANGE (E) %
13,525	Employees	12,486	1,364	13,850	11
2	Premises related expenditure	34	(33)	1	(97)
4,197	Supplies and Services	5,273	(85)	5,188	(2)
63	Third Party Payments	13	-	13	-
1	Transfer Payments	-	-	-	n/a
12	Transport related expenditure	11	(2)	9	(18)
890	Recharges from other services	1,033	(203)	830	(20)
18,688	<b>TOTAL CONTROLLABLE EXPENDITURE</b>	18,850	1,041	19,891	n/a
(6,904)	Government Grants	(9,539)	(25)	(9,564)	0
(938)	Other Grants, reimbursements and contributions	(2)	2	-	(100)
(4,120)	Customer and Client Receipts	(4,521)	671	(3,850)	(15)
-	Interest Receivable	-	-	-	n/a
(3,564)	Recharges to other services	(2,132)	(477)	(2,609)	22
(15,526)	<b>TOTAL CONTROLLABLE INCOME</b>	(16,194)	171	(16,023)	n/a
3,162	<b>NET CONTROLLABLE COST</b>	2,656	1,212	3,868	n/a
122	Capital Charges	122	-	122	-
-	Intangible Charges	-	-	-	n/a
4,000	REFCUS	4,000	(4,000)	-	(100)
3,489	Corporate support services bought in	-	3,556	3,556	n/a
7,611	<b>TOTAL NON-CONTROLLABLE EXPENDITURE</b>	4,122	(444)	3,678	n/a
10,773	<b>NET COST OF SERVICE</b>	6,778	768	7,546	n/a
(207)	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
(207)	<b>TOTAL APPROPRIATIONS</b>	-	-	-	n/a
10,566	<b>TOTAL NET EXPENDITURE</b>	6,778	768	7,546	11
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>					£000's
<u>Strategic budget - agreed pressures / service demands</u>					
Reverse Saving (Ref: PLA Sav 07 - 2022/23) - Reduce Spatial Planning (Local Plan Team and Place Making Team) 2025-29 SCRER GRO 003					484
Planning income pressure from fewer major applications (2025-29 SCRER GRO 002)					450
					934
<u>Strategic budget - agreed additional income / savings</u>					
Planning - enhanced marketing and review of pre-application fees (2025-29 SAV SCRER 010)					(60)
The charging of a percentage of salaries in Planning and Regeneration to income sources other than General Fund eg Growth Zone, Community Infrastructure Levy and external grants (2025-29 SAV SCRER 018)					(20)
					(80)
<u>Other resource changes</u>					
Pay Award 2024/25					354
Employer's additional NI contribution					223
Corporate support services bought in					3,556
REFCUS					(4,000)
Removal of intra-directorate recharge					(219)
					(86)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>					768

**SERVICE: C1165F : SPATIAL PLANNING SUMMARY**

FORECAST 2024/25	DESCRIPTION	ORIGINAL BUDGET 2024/25 (A) £000's		ORIGINAL BUDGET 2025/26 (D) £000's	% CHANGE (E) %
£000's			* Other (C) £000's		
1,764	Employees	758	550	1,308	73
0	Premises related expenditure	-	-	-	n/a
49	Supplies and Services	12	-	12	-
-	Third Party Payments	-	-	-	n/a
-	Transfer Payments	-	-	-	n/a
0	Transport related expenditure	-	-	-	n/a
5	Recharges from other services	-	-	-	n/a
1,819	TOTAL CONTROLLABLE EXPENDITURE	770	550	1,320	n/a
-	Government Grants	-	-	-	n/a
(225)	Other Grants, reimbursements and contributions	-	-	-	n/a
(283)	Customer and Client Receipts	(54)	54	-	(100)
-	Interest Receivable	-	-	-	n/a
(1,170)	Recharges to other services	(566)	(74)	(640)	13
(1,678)	TOTAL CONTROLLABLE INCOME	(620)	(20)	(640)	n/a
141	NET CONTROLLABLE COST	150	530	680	n/a
6	Capital Charges	6	-	6	-
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
218	Corporate support services bought in	-	235	235	n/a
224	TOTAL NON-CONTROLLABLE EXPENDITURE	6	235	241	n/a
365	NET COST OF SERVICE	156	765	921	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
365	TOTAL NET EXPENDITURE	156	765	921	490
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE					£000's
Strategic budget - agreed pressures / service demands					484
Reverse Saving (Ref: PLA Sav 07 - 2022/23) - Reduce Spatial Planning (Local Plan Team and Place Making Team) 2025-29 SCRER GRO 003					
					484
Strategic budget - agreed additional income / savings					(20)
The charging of a percentage of salaries in Planning and Regeneration to income sources other than General Fund eg Growth Zone, Community Infrastructure Levy and external grants (2025-29 SAV SCRER 018)					
					(20)
Other resource changes					20
Employer's additional NI contribution					
Pay Award 2024/25					
Corporate support services bought in					
					20
					46
					235
					301
TOTAL OTHER VARIATIONS IN RESOURCE					765

SERVICE: **C1170F : STRATEGIC TRANSPORT**

FORECAST 2024/25 £000's	DESCRIPTION	ORIGINAL BUDGET 2024/25 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2025/26 (D) £000's	% CHANGE (E) %
500	Employees	748	33	781	4
-	Premises related expenditure	-	-	-	n/a
130	Supplies and Services	5	1	6	20
-	Third Party Payments	-	-	-	n/a
-	Transfer Payments	-	-	-	n/a
-	Transport related expenditure	-	-	-	n/a
6	Recharges from other services	6	(6)	-	(100)
636	<b>TOTAL CONTROLLABLE EXPENDITURE</b>	759	28	787	n/a
-	Government Grants	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	n/a
-	Interest Receivable	-	-	-	n/a
(364)	Recharges to other services	(460)	(21)	(481)	5
(364)	<b>TOTAL CONTROLLABLE INCOME</b>	(460)	(21)	(481)	n/a
272	<b>NET CONTROLLABLE COST</b>	299	7	306	n/a
-	Capital Charges	-	-	-	n/a
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
210	Corporate support services bought in	-	221	221	n/a
210	<b>TOTAL NON-CONTROLLABLE EXPENDITURE</b>	-	221	221	n/a
482	<b>NET COST OF SERVICE</b>	299	228	527	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
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	n/a
482	<b>TOTAL NET EXPENDITURE</b>	299	228	527	76
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>					£000's
<u>Strategic budget - agreed pressures / service demands</u>					
					-
<u>Strategic budget - agreed additional income / savings</u>					
					-
<u>Other resource changes</u>					
Removal of intra-directorate recharge					(6)
Employer's additional NI contribution					8
Pay Award 2024/25					5
Corporate support services bought in					221
					228
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>					<b>228</b>

**SERVICE: C1180F : BUILDING CONTROL SUMMARY**

FORECAST 2024/25 £000's	DESCRIPTION	ORIGINAL BUDGET 2024/25 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2025/26 (D) £000's	% CHANGE (E) %
1,267	Employees	1,480	54	1,534	4
-	Premises related expenditure	-	-	-	n/a
26	Supplies and Services	86	1	87	1
-	Third Party Payments	-	-	-	n/a
-	Transfer Payments	-	-	-	n/a
5	Transport related expenditure	2	-	2	-
2	Recharges from other services	-	-	-	n/a
1,300	<b>TOTAL CONTROLLABLE EXPENDITURE</b>	1,568	55	1,623	n/a
-	Government Grants	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	n/a
(600)	Customer and Client Receipts	(904)	-	(904)	-
-	Interest Receivable	-	-	-	n/a
(2)	Recharges to other services	-	-	-	n/a
(602)	<b>TOTAL CONTROLLABLE INCOME</b>	(904)	-	(904)	n/a
697	<b>NET CONTROLLABLE COST</b>	664	55	719	n/a
-	Capital Charges	-	-	-	n/a
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
414	Corporate support services bought in	-	442	442	n/a
414	<b>TOTAL NON-CONTROLLABLE EXPENDITURE</b>	-	442	442	n/a
1,111	<b>NET COST OF SERVICE</b>	664	497	1,161	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
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	n/a
1,111	<b>TOTAL NET EXPENDITURE</b>	664	497	1,161	75
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>					£000's
<u>Strategic budget - agreed pressures / service demands</u>					
					-
<u>Strategic budget - agreed additional income / savings</u>					
					-
<u>Other resource changes</u>					
Employer's additional NI contribution					24
Pay Award 2024/25					31
Corporate support services bought in					442
					497
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>					<b>497</b>

SERVICE: **C1185F : DEVELOPMENT MANAGEMENT**

FORECAST 2024/25 £000's	DESCRIPTION	ORIGINAL BUDGET 2024/25 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2025/26 (D) £000's	% CHANGE (E) %
3,777	Employees	3,637	244	3,881	7
0	Premises related expenditure	-	-	-	n/a
104	Supplies and Services	194	-	194	-
2	Third Party Payments	-	-	-	n/a
1	Transfer Payments	-	-	-	n/a
3	Transport related expenditure	6	-	6	-
491	Recharges from other services	428	(107)	321	(25)
4,377	<b>TOTAL CONTROLLABLE EXPENDITURE</b>	4,265	137	4,402	n/a
-	Government Grants	-	-	-	n/a
(300)	Other Grants, reimbursements and contributions	-	-	-	n/a
(2,636)	Customer and Client Receipts	(3,085)	332	(2,753)	(11)
-	Interest Receivable	-	-	-	n/a
(108)	Recharges to other services	(124)	(7)	(131)	6
(3,044)	<b>TOTAL CONTROLLABLE INCOME</b>	(3,209)	325	(2,884)	n/a
1,333	<b>NET CONTROLLABLE COST</b>	1,056	462	1,518	n/a
-	Capital Charges	-	-	-	n/a
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
1,019	Corporate support services bought in	-	1,093	1,093	n/a
1,019	<b>TOTAL NON-CONTROLLABLE EXPENDITURE</b>	-	1,093	1,093	n/a
2,352	<b>NET COST OF SERVICE</b>	1,056	1,555	2,611	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
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	n/a
2,352	<b>TOTAL NET EXPENDITURE</b>	1,056	1,555	2,611	147
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>					£000's
<u>Strategic budget - agreed pressures / service demands</u>					
Planning income pressure from fewer major applications (2025-29 SCRER GRO 002)					450
					450
<u>Strategic budget - agreed additional income / savings</u>					
Planning - enhanced marketing and review of pre-application fees (2025-29 SAV SCRER 010)					(60)
					(60)
<u>Other resource changes</u>					
Removal of intra-directorate recharge					(99)
Employer's additional NI contribution					64
Pay Award 2024/25					107
Corporate support services bought in					1,093
					1,165
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>					1,555

SERVICE: **C1190F : EMPLOYMENT SKILLS AND ECONOMIC DEVELOPMENT**

FORECAST 2024/25 £000's	DESCRIPTION	ORIGINAL BUDGET 2024/25 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2025/26 (D) £000's	% CHANGE (E) %
4,256	Employees	4,028	25	4,053	1
2	Premises related expenditure	34	(33)	1	(97)
393	Supplies and Services	416	(96)	320	(23)
-	Third Party Payments	-	-	-	n/a
-	Transfer Payments	-	-	-	n/a
0	Transport related expenditure	2	(2)	-	(100)
483	Recharges from other services	519	(11)	508	(2)
5,133	<b>TOTAL CONTROLLABLE EXPENDITURE</b>	4,999	(117)	4,882	n/a
(4,742)	Government Grants	(4,780)	(25)	(4,805)	1
-	Other Grants, reimbursements and contributions	(2)	2	-	(100)
(534)	Customer and Client Receipts	(478)	285	(193)	(60)
-	Interest Receivable	-	-	-	n/a
-	Recharges to other services	-	-	-	n/a
(5,276)	<b>TOTAL CONTROLLABLE INCOME</b>	(5,260)	262	(4,998)	n/a
(144)	<b>NET CONTROLLABLE COST</b>	(261)	145	(116)	n/a
116	Capital Charges	116	-	116	-
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
1,112	Corporate support services bought in	-	1,013	1,013	n/a
1,228	<b>TOTAL NON-CONTROLLABLE EXPENDITURE</b>	116	1,013	1,129	n/a
1,084	<b>NET COST OF SERVICE</b>	(145)	1,158	1,013	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
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	n/a
1,084	<b>TOTAL NET EXPENDITURE</b>	(145)	1,158	1,013	(799)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>					£000's
<u>Strategic budget - agreed pressures / service demands</u>					
					-
<u>Strategic budget - agreed additional income / savings</u>					
					-
<u>Other resource changes</u>					
Pay award 2024/25					117
Employer's additional NI contribution					75
Corporate support services bought in					1,013
Removal of intra-directorate recharge					(38)
Service adjustments					(9)
					1,158
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>					1,158



SERVICE: **C1192F : EMPLOYMENT SKILLS**

FORECAST 2024/25 £000's	DESCRIPTION	ORIGINAL BUDGET 2024/25 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2025/26 (D) £000's	% CHANGE (E) %
359	Employees	430	15	445	3
-	Premises related expenditure	-	-	-	n/a
2,460	Supplies and Services	4,445	-	4,445	-
10	Third Party Payments	7	-	7	-
-	Transfer Payments	-	-	-	n/a
0	Transport related expenditure	-	-	-	n/a
73	Recharges from other services	-	-	-	n/a
2,902	<b>TOTAL CONTROLLABLE EXPENDITURE</b>	4,882	15	4,897	n/a
(1,954)	Government Grants	(4,639)	-	(4,639)	-
(54)	Other Grants, reimbursements and contributions	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	n/a
-	Interest Receivable	-	-	-	n/a
(676)	Recharges to other services	(239)	-	(239)	-
(2,684)	<b>TOTAL CONTROLLABLE INCOME</b>	(4,878)	-	(4,878)	n/a
219	<b>NET CONTROLLABLE COST</b>	4	15	19	n/a
-	Capital Charges	-	-	-	n/a
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
121	Corporate support services bought in	-	128	128	n/a
121	<b>TOTAL NON-CONTROLLABLE EXPENDITURE</b>	-	128	128	n/a
340	<b>NET COST OF SERVICE</b>	4	143	147	n/a
(207)	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
(207)	<b>TOTAL APPROPRIATIONS</b>	-	-	-	n/a
133	<b>TOTAL NET EXPENDITURE</b>	4	143	147	3,575
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>					£000's
<u>Strategic budget - agreed pressures / service demands</u>					
					-
<u>Strategic budget - agreed additional income / savings</u>					
					-
<u>Other resource changes</u>					
Employer's additional NI contribution					7
Pay award 2024/25					8
Corporate support services bought in					128
					143
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>					<b>143</b>

SERVICE: **C1195F : GROWTH AND REGENERATION**

FORECAST 2024/25 £000's	DESCRIPTION	ORIGINAL BUDGET 2024/25 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2025/26 (D) £000's	% CHANGE (E) %
1,129	Employees	1,002	424	1,426	42
-	Premises related expenditure	-	-	-	n/a
468	Supplies and Services	94	-	94	-
-	Third Party Payments	2	-	2	-
-	Transfer Payments	-	-	-	n/a
1	Transport related expenditure	-	-	-	n/a
(171)	Recharges from other services	80	(79)	1	(99)
1,426	<b>TOTAL CONTROLLABLE EXPENDITURE</b>	1,178	345	1,523	n/a
-	Government Grants	-	-	-	n/a
(57)	Other Grants, reimbursements and contributions	-	-	-	n/a
(67)	Customer and Client Receipts	-	-	-	n/a
-	Interest Receivable	-	-	-	n/a
(843)	Recharges to other services	(678)	(375)	(1,053)	55
(968)	<b>TOTAL CONTROLLABLE INCOME</b>	(678)	(375)	(1,053)	n/a
458	<b>NET CONTROLLABLE COST</b>	500	(30)	470	n/a
-	Capital Charges	-	-	-	n/a
-	Intangible Charges	-	-	-	n/a
4,000	REFCUS	4,000	(4,000)	-	(100)
282	Corporate support services bought in	-	302	302	n/a
4,282	<b>TOTAL NON-CONTROLLABLE EXPENDITURE</b>	4,000	(3,698)	302	n/a
4,740	<b>NET COST OF SERVICE</b>	4,500	(3,728)	772	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
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	n/a
4,740	<b>TOTAL NET EXPENDITURE</b>	4,500	(3,728)	772	(83)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>					£000's
<u>Strategic budget - agreed pressures / service demands</u>					
					-
<u>Strategic budget - agreed additional income / savings</u>					
					-
<u>Other resource changes</u>					
Removal of intra-directorate recharge					(76)
Employer's additional NI contribution					18
Pay award 2024/25					28
REFCUS					(4,000)
Corporate support services bought in					302
					(3,728)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>					<b>(3,728)</b>

SERVICE: **C1198F : ECONOMIC DELIVERY AND EMPLOYMENT INVESTMENT**

FORECAST 2024/25 £000's	DESCRIPTION	ORIGINAL BUDGET 2024/25 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2025/26 (D) £000's	% CHANGE (E) %
473	Employees	403	19	422	5
-	Premises related expenditure	-	-	-	n/a
568	Supplies and Services	21	9	30	43
51	Third Party Payments	4	-	4	-
-	Transfer Payments	-	-	-	n/a
2	Transport related expenditure	1	-	1	-
2	Recharges from other services	-	-	-	n/a
1,097	<b>TOTAL CONTROLLABLE EXPENDITURE</b>	429	28	457	n/a
(208)	Government Grants	(120)	-	(120)	-
(302)	Other Grants, reimbursements and contributions	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	n/a
-	Interest Receivable	-	-	-	n/a
(401)	Recharges to other services	(65)	-	(65)	-
(911)	<b>TOTAL CONTROLLABLE INCOME</b>	(185)	-	(185)	n/a
186	<b>NET CONTROLLABLE COST</b>	244	28	272	n/a
-	Capital Charges	-	-	-	n/a
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
113	Corporate support services bought in	-	122	122	n/a
113	<b>TOTAL NON-CONTROLLABLE EXPENDITURE</b>	-	122	122	n/a
299	<b>NET COST OF SERVICE</b>	244	150	394	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
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	n/a
299	<b>TOTAL NET EXPENDITURE</b>	244	150	394	61
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>					£000's
<u>Strategic budget - agreed pressures / service demands</u>					
					-
<u>Strategic budget - agreed additional income / savings</u>					
					-
<u>Other resource changes</u>					
Employer's additional NI contribution					7
Pay award 2024/25					12
Service adjustments					9
Corporate support services bought in					122
					150
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>					<b>150</b>

## TOTAL HOUSING REVENUE ACCOUNT

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## KEY SERVICE TARGETS / PRIORITIES FOR 2025/26

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

- 1) Work with our residents and the Housing Improvement Board to deliver to outcomes set out in our Housing Improvement Programme .
- 2) Improve housing conditions to ensure a decent home for all and maintain the Decent Homes Standard for Council Housing
- 3) Ensure that all our buildings conform to the necessary safety standards and the Council is fully compliant with the requirements of the Building Safety Act 2022 and the Fire safety Act 2022.
- 4) Promote better and fair access to housing services
- 5) Develop sustainable communities
- 6) Maximise the supply of affordable housing, meet housing need and reduce the number of households in temporary accommodation.
- 7) Promote independent living for vulnerable people.

## FINANCIAL PERFORMANCE

## COST CENTRE: C1200N

DESCRIPTION	ORIGINAL BUDGET 2024/25 £000	FORECAST 2024/25 £000	ORIGINAL BUDGET 2025/26 £000	% CHANGE %
Employees	16,144	19,384	24,900	54
Premises related expenditure	27,363	29,233	36,458	33
Supplies and Services	10,475	13,080	6,394	(39)
Third Party Payments	405	684	434	7
Transfer Payments	677	978	177	(74)
Transport related expenditure	84	12	9	(89)
Capital Charges	38,890	38,890	28,373	(27)
Intangible Charges	118	118	118	-
REFCUS	180	180	-	(100)
Corporate support services bought in	2,399	2,399	4,634	93
Recharges from other services	6,268	6,042	4,303	(31)
<b>TOTAL EXPENDITURE</b>	<b>103,003</b>	<b>111,000</b>	<b>105,800</b>	<b>(5)</b>
Government Grants	-	-	-	n/a
Other Grants, reimbursements and contributions	-	(1,977)	-	n/a
Customer and Client Receipts	(101,634)	(99,654)	(103,249)	2
Interest Receivable	-	-	-	n/a
Recharges to other services	(1,369)	(1,369)	(2,551)	86
<b>TOTAL INCOME</b>	<b>(103,003)</b>	<b>(103,000)</b>	<b>(105,800)</b>	<b>3</b>

<b>TOTAL NET EXPENDITURE</b>	<b>-</b>	<b>8,000</b>	<b>-</b>	<b>(100)</b>
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Contributions to / (from) Reserves	-	-	-	n/a
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<b>CURRENT BUDGET 2024/25</b>	<b>-</b>
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<b>TOTAL 2023/24 VARIANCE FROM BUDGET- Over/(Under)</b>	<b>8,000</b>
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## TOP FINANCIAL RISKS 2025/26

Changes to the interest rate assumptions could see lower borrowing costs but also reduced income from interest earned on balances  
Dropping below the minimum reserves balance due to overspends  
Increased costs resulting from the Fire and Building Surveys  
The assumptions within the plan show that the HRA remains sustainable and viable over the 30 years period however the increased costs in the early years utilises all available reserves and is under pressure in the early years with careful management of borrowing required.  
The budget has been set with the most accurate data available reflecting the significant pressures on repairs and maintenance costs. To manage these budgets monthly monitoring through the financial performance reporting will be carried out and reported.

## CABINET MEMBER

Cllr Lynne Hale

## DEPARTMENT MANAGEMENT TEAM

NAME	TITLE	TEL. EX.
Susmita Sen	Corporate Director Housing	50133
Sue Hanlon	Director of Housing Assets and Repairs	61576
Beatrice Cingtho-Taylor	Director of Homelessness Prevention and Accommodation	47446
Mary Larbie	Director of Housing Management	
Vacant	Director of Development and New Supply	

DIVISION CODE	DIVISION
C2125E	HOUSING ESTATES AND IMPROVEMENT - HRA
C2421E	TENANCY SERVICES - HRA
C2400D	DIRECTORATE AND CENTRALISED COSTS - HRA
C2420E	HOUSING OPTIONS - HRA

## MOVEMENT IN SERVICE NET EXPENDITURE

FORECAST 2024/25 £000's	DIVISION	ORIGINAL BUDGET 2024/25 (A) £000's	Other (C) £000's	ORIGINAL BUDGET 2025/26 (D) £000's	% CHANGE (E) %
32,722	C2125E : HOUSING ESTATES AND IMPROVEMENT - HRA	27,144	16,379	43,523	60
(76,344)	C2421E : TENANCY SERVICES - HRA	(78,385)	(2,323)	(80,708)	3
22,151	C2400D : DIRECTORATE AND CENTRALISED COSTS - HRA	50,735	(14,764)	35,971	(29)
650	C2420E : HOUSING OPTIONS - HRA	481	733	1,214	152
				-	n/a
				-	n/a
				-	n/a
1,330	TOTAL NET EXPENDITURE	-	-	-	n/a

## STAFF ESTABLISHMENT NUMBERS

DIVISION	ORIGINAL BUDGET 2024/25 FTE STAFF	ORIGINAL BUDGET 2025/26 FTE STAFF	CHANGE IN FTE FTE STAFF
C2125E : HOUSING ESTATES AND IMPROVEMENT - HRA	85.6	215.7	130.1
C2421E : TENANCY SERVICES - HRA	151.7	193.0	41.3
C2400D : DIRECTORATE AND CENTRALISED COSTS - HRA	4.0	6.0	2.0
C2420E : HOUSING OPTIONS - HRA	1.4	12.5	11.1
			-
			-
			-
TOTAL FTE STAFF	242.7	427.2	184.5

## STAFF ESTABLISHMENT NUMBERS - REASONS FOR VARIATIONS

The staffing structure has been considerably remodelled to reflect the requirement of the housing directorate to respond to the changing landscape and requirements as a social housing landlord.

FORECAST 2024/25 £000's	DESCRIPTION	ORIGINAL BUDGET 2024/25 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2025/26 (D) £000's	% CHANGE (E) %
19,383	Employees	16,144	8,756	24,900	54
27,006	Premises related expenditure	27,363	9,095	36,458	33
13,080	Supplies and Services	10,475	(4,081)	6,394	(39)
684	Third Party Payments	405	29	434	7
978	Transfer Payments	677	(500)	177	(74)
12	Transport related expenditure	84	(75)	9	(89)
6,042	Recharges from other services	6,268	(1,965)	4,303	(31)
67,185	<b>TOTAL CONTROLLABLE EXPENDITURE</b>	61,416	11,259	72,675	18
-	Government Grants	-	-	-	n/a
(1,977)	Other Grants, reimbursements and contributions	-	-	-	n/a
(101,678)	Customer and Client Receipts	(101,634)	(1,615)	(103,249)	2
-	Interest Receivable	-	-	-	n/a
(1,369)	Recharges to other services	(1,369)	(1,182)	(2,551)	86
(105,024)	<b>TOTAL CONTROLLABLE INCOME</b>	(103,003)	(2,797)	(105,800)	3
(37,839)	<b>NET CONTROLLABLE COST</b>	(41,587)	8,462	(33,125)	(20)
14,321	Capital Charges	38,890	(10,517)	28,373	(27)
118	Intangible Charges	118	-	118	-
180	REFCUS	180	(180)	-	(100)
2,399	Corporate support services bought in	2,399	2,235	4,634	93
17,018	<b>TOTAL NON-CONTROLLABLE EXPENDITURE</b>	41,587	(8,462)	33,125	(20)
(20,821)	<b>NET COST OF SERVICE</b>	-	-	-	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
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	n/a
(20,821)	<b>TOTAL NET EXPENDITURE</b>	-	-	-	n/a
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>					£000's
Strategic budget - agreed pressures / service demands					11,278
Strategic budget - agreed additional income / savings					(1,840)
Other resource changes					5,600
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>					<b>15,038</b>

**SERVICE DESCRIPTION**

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

- 1) Work with our residents and the Housing Improvement Board to deliver to outcomes set out in our Housing Improvement Programme.
- 2) Improve housing conditions to ensure a decent home for all and maintain the Decent Homes Standard for Council Housing
- 3) Ensure that all our buildings conform to the necessary safety standards and the Council is fully compliant with the requirements of the Building Safety Act 2022 and the Fire safety Act 2022.
- 4) Promote better and fair access to housing services
- 5) Develop sustainable communities
- 6) Maximise the supply of affordable housing, meet housing need and reduce the number of households in temporary accommodation.
- 7) Promote independent living for vulnerable people

**MOVEMENT IN NET EXPENDITURE**

SERVICE CODE	SERVICE NAME	ORIGINAL BUDGET 2024/25 (A) £000's	Other (C) £000's	ORIGINAL BUDGET 2025/26 (D) £000's	% CHANGE (E) %
C2112F	RESPONSIVE REPAIRS AND SAFETY - HRA	24,535	12,887	37,422	53
C2113F	ASSET PLANNING AND CAPITAL DELIVERY	2,609	3,492	6,101	134
C2440F	INCOME COLLECTION - HRA	(90,085)	(2,687)	(92,772)	3
C2454F	TENANCY MANAGEMENT - HRA	11,314	(1,193)	10,121	(11)
C2458F	ALLOCATIONS - HRA	-	-	-	n/a
C2441F	HOMELESSNESS AND ASSESSMENTS - HRA	481	733	1,214	152
C2455F	REGENERATION	386	1,557	1,943	403
	<b>TOTAL NET EXPENDITURE</b>	<b>(50,760)</b>	<b>14,789</b>	<b>(35,971)</b>	<b>(29)</b>

**STAFF ESTABLISHMENT NUMBERS**

SERVICE	ORIGINAL BUDGET 2024/25 FTE STAFF	ORIGINAL BUDGET 2025/26 FTE STAFF	CHANGE IN FTE
	FTE STAFF	FTE STAFF	FTE STAFF
RESPONSIVE REPAIRS AND SAFETY - HRA	40.6	89.7	49.1
ASSET PLANNING AND CAPITAL DELIVERY	45.0	126.0	81.0
INCOME COLLECTION - HRA	50.7	54.1	3.4
TENANCY MANAGEMENT - HRA	96.0	112.9	16.9
ALLOCATIONS - HRA	1.4	12.5	11.1
HOMELESSNESS AND ASSESSMENTS - HRA	-	-	-
REGENERATION	5.0	26.0	21.0
<b>TOTAL FTE STAFF</b>	<b>238.7</b>	<b>421.2</b>	<b>182.5</b>



## SERVICE DESCRIPTION

<b>Housing Revenue Account</b>
<b>Homes and Social Investment:</b>
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 with Mears, Wates and K&T Heating.
The Asset Service is responsible for the council's housing asset management strategy, and developing our annual capital programme of planned investment in council homes, ensuring that tenants and leaseholders are informed and consulted in advance of works. We want to move to a position where we have a 5 year planned investment programme which is shared with residents and partners.
The capital delivery for homes and schools service focuses on delivering major capital works to HRA properties and includes energy efficiency, kitchens and bathrooms and security programmes. Future delivery of affordable housing into the HRA.

## MOVEMENT IN NET EXPENDITURE

SERVICE CODE	SERVICE NAME	ORIGINAL BUDGET 2024/25 (A) £000's		ORIGINAL BUDGET 2025/26 (D) £000's	% CHANGE (E) %
			Other (C) £000's		
C2112F	RESPONSIVE REPAIRS AND SAFETY - HRA	24,535	12,887	37,422	53
C2113F	ASSET PLANNING AND CAPITAL DELIVERY	2,609	3,492	6,101	134
				-	
				-	
				-	
	<b>TOTAL NET EXPENDITURE</b>	27,144	16,379	43,523	60

## STAFF ESTABLISHMENT NUMBERS

SERVICE	ORIGINAL BUDGET 2024/25 FTE STAFF	ORIGINAL BUDGET 2025/26 FTE STAFF	CHANGE IN FTE
RESPONSIVE REPAIRS AND SAFETY - HRA	40.6	89.7	49.1
ASSET PLANNING AND CAPITAL DELIVERY	45.0	126.0	81.0
<b>TOTAL FTE STAFF</b>	85.6	215.7	130.1

**SERVICE DESCRIPTION**

**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 which are in the main for caretaking and grounds maintenance
- 3) Recharges of energy costs from communal heating schemes
- 4) Service charges to Leaseholders

**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, arrears recovery and accounting.

**Leasehold Team**

Responsible for setting and collecting service charges. Consulting on and serving notices in relation to major works and collecting the service charges associated with these works. The team manage and deal with all Right to Buy Applications and Enquires

**Tenancy and Neighbourhood Services**

Responsible for tenancy services including enforcement of conditions of tenancy and changes to tenancies, supporting tenants in sustaining their tenancies tackling anti-social behaviour and carrying 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. The team carry out occupancy checks, new tenant visits and tenancy audits.

Community developments promote youth, outreach work and community development.

**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

**Resident involvement**

Responsible for meeting legal & regulatory requirement to involve council tenants and leaseholders in monitoring and scrutinising Croydon's housing services. Involvement and scrutiny activities includes a number of active panels, including health and safety, complaints, leaseholder, scrutiny, performance monitoring group and tenant and leaseholder panel. The team also consult with residents over major works and improvement programmes. They communicate with residents in a range of ways including mystery shopping, neighbourhood voice and face to face engagement across estates. They also obtain and review performance data and work with Acuity to monitor customer satisfaction across Croydon Housing services. This team also produce communication for residents, including Open House, the magazine for Croydon tenants and leaseholders, on a quarterly basis.

**MOVEMENT IN NET EXPENDITURE**

SERVICE CODE	SERVICE NAME	ORIGINAL BUDGET 2024/25 (A) £000's	Other (C) £000's	ORIGINAL BUDGET 2025/26 (D) £000's	% CHANGE (E) %
C2440F	INCOME COLLECTION - HRA	(90,085)	(2,687)	(92,772)	3
C2454F	TENANCY MANAGEMENT - HRA	11,314	(1,193)	10,121	(11)
C2455F	REGENERATION	386	1,557	1,943	403
	<b>TOTAL NET EXPENDITURE</b>	<b>(78,385)</b>	<b>(2,323)</b>	<b>(80,708)</b>	<b>3</b>

**STAFF ESTABLISHMENT NUMBERS**

SERVICE	ORIGINAL BUDGET 2024/25 FTE STAFF	ORIGINAL BUDGET 2025/26 FTE STAFF	CHANGE IN FTE FTE STAFF
INCOME COLLECTION - HRA	50.7	54.1	3.4
TENANCY MANAGEMENT - HRA	96.0	112.9	16.9
REGENERATION	5.0	26.0	21.0
<b>TOTAL FTE STAFF</b>	<b>151.7</b>	<b>193.0</b>	<b>41.3</b>

SERVICE DESCRIPTION

<b>Housing Solutions</b> 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.
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MOVEMENT IN NET EXPENDITURE

SERVICE CODE	SERVICE NAME	ORIGINAL BUDGET 2024/25 (A) £000's	Other (C) £000's	ORIGINAL BUDGET 2025/26 (D) £000's	% CHANGE (E) %
C2441F C2458F	ALLOCATIONS - HRA HOMELESSNESS AND ASSESSMENTS - HRA	481 -	733 -	1,214 -	152 n/a
TOTAL NET EXPENDITURE		481	733	1,214	152

STAFF ESTABLISHMENT NUMBERS

SERVICE	ORIGINAL BUDGET 2024/25 FTE STAFF	ORIGINAL BUDGET 2025/26 FTE STAFF	CHANGE IN FTE FTE STAFF
ALLOCATIONS - HRA HOMELESSNESS AND ASSESSMENTS - HRA	1.4 -	12.5 -	11.1 -
TOTAL FTE STAFF	1.4	12.5	11.1

FORECAST 2024/25 £000's	DESCRIPTION	ORIGINAL BUDGET 2024/25 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2025/26 (D) £000's	% CHANGE (E) %
17,842	Employees	15,129	9,088	24,217	60
25,208	Premises related expenditure	25,565	9,095	34,660	36
12,384	Supplies and Services	5,591	(1,956)	3,635	(35)
691	Third Party Payments	263	29	292	11
978	Transfer Payments	677	(500)	177	(74)
12	Transport related expenditure	37	(28)	9	(76)
4,937	Recharges from other services	4,981	(1,921)	3,060	(39)
62,052	<b>TOTAL CONTROLLABLE EXPENDITURE</b>	52,243	13,807	66,050	n/a
-	Government Grants	-	-	-	n/a
(1,977)	Other Grants, reimbursements and contributions	-	-	-	n/a
(101,678)	Customer and Client Receipts	(101,634)	(1,615)	(103,249)	2
-	Interest Receivable	-	-	-	n/a
(1,369)	Recharges to other services	(1,369)	(1,182)	(2,551)	86
(105,024)	<b>TOTAL CONTROLLABLE INCOME</b>	(103,003)	(2,797)	(105,800)	n/a
(42,972)	<b>NET CONTROLLABLE COST</b>	(50,760)	11,010	(39,750)	n/a
-	Capital Charges	-	-	-	n/a
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
-	Corporate support services bought in	-	3,779	3,779	n/a
-	<b>TOTAL NON-CONTROLLABLE EXPENDITURE</b>	-	3,779	3,779	n/a
(42,972)	<b>NET COST OF SERVICE</b>	(50,760)	14,789	(35,971)	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
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	n/a
(42,972)	<b>TOTAL NET EXPENDITURE</b>	(50,760)	14,789	(35,971)	(29)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>					£000's
<u>Strategic budget - agreed pressures / service demands</u>					
Growth for Repairs					10,648
Growth: Revenue fire actions					380
Growth for Surveys					250
					11,278
<u>Strategic budget - agreed additional income / savings</u>					
Rent and Service Charge increases					(2,300)
Increase Void Rent Loss					290
Increase in BD Provision					170
					(1,840)
<u>Other resource changes</u>					
SERCOP Changes					365
Changes to Servicing and Sercop					209
Staff Changes					5,257
Budget Realingsments and Growth Removed					(2,433)
Contact Centre salaries					1,220
Add Corp Serv SERCOP Charges					615
Centralised budgets salaries					118
					5,351
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>					<b>14,789</b>

HRA 1.2A-C2125E

FORECAST 2024/25 £000's	DESCRIPTION	ORIGINAL BUDGET 2024/25 (A) £000's		ORIGINAL BUDGET 2025/26 (D) £000's	% CHANGE (E) %
			* Other (C) £000's		
256	Employees	185	517	702	279
2,985	Premises related expenditure	3,458	-	3,458	-
125	Supplies and Services	578	-	578	-
-	Third Party Payments	-	-	-	n/a
1	Transfer Payments	-	-	-	n/a
-	Transport related expenditure	2	-	2	-
7	Recharges from other services	(129)	-	(129)	-
3,374	<b>TOTAL CONTROLLABLE EXPENDITURE</b>	4,094	517	4,611	n/a
-	Government Grants	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	n/a
(2,724)	Customer and Client Receipts	(3,613)	-	(3,613)	-
-	Interest Receivable	-	-	-	n/a
-	Recharges to other services	-	-	-	n/a
(2,724)	<b>TOTAL CONTROLLABLE INCOME</b>	(3,613)	-	(3,613)	n/a
650	<b>NET CONTROLLABLE COST</b>	481	517	998	n/a
-	Capital Charges	-	-	-	n/a
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
-	Corporate support services bought in	-	216	216	n/a
-	<b>TOTAL NON-CONTROLLABLE EXPENDITURE</b>	-	216	216	n/a
650	<b>NET COST OF SERVICE</b>	481	733	1,214	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
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	n/a
650	<b>TOTAL NET EXPENDITURE</b>	481	733	1,214	152
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>					£000's
<u>Strategic budget - agreed pressures / service demands</u>					-
					-
<u>Strategic budget - agreed additional income / savings</u>					-
					-
<u>Other resource changes</u>					615
Add Corp Serv SERCOP Charges					118
Centralised budgets salaries					
					733
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>					<b>733</b>

HRA 1.3-C2125F

HRA 1.3A-C2112F



## SERVICE: C2113F : ASSET PLANNING AND CAPITAL DELIVERY

FORECAST 2024/25 £000's	DESCRIPTION	ORIGINAL BUDGET 2024/25 (A) £000's		ORIGINAL BUDGET 2025/26 (D) £000's	% CHANGE (E) %
			* Other (C) £000's		
2,589	Employees	2,811	3,883	6,694	138
537	Premises related expenditure	540	377	917	70
233	Supplies and Services	348	(25)	323	(7)
-	Third Party Payments	29	(7)	22	(24)
-	Transfer Payments	-	-	-	n/a
1	Transport related expenditure	16	(16)	-	(100)
5	Recharges from other services	234	(234)	-	(100)
3,365	<b>TOTAL CONTROLLABLE EXPENDITURE</b>	3,978	3,978	7,956	n/a
-	Government Grants	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	n/a
-	Interest Receivable	-	-	-	n/a
(1,369)	Recharges to other services	(1,369)	(1,182)	(2,551)	86
(1,369)	<b>TOTAL CONTROLLABLE INCOME</b>	(1,369)	(1,182)	(2,551)	n/a
1,996	<b>NET CONTROLLABLE COST</b>	2,609	2,796	5,405	n/a
-	Capital Charges	-	-	-	n/a
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
-	Corporate support services bought in	-	696	696	n/a
-	<b>TOTAL NON-CONTROLLABLE EXPENDITURE</b>	-	696	696	n/a
1,996	<b>NET COST OF SERVICE</b>	2,609	3,492	6,101	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
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	n/a
1,996	<b>TOTAL NET EXPENDITURE</b>	2,609	3,492	6,101	134
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>					£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 Assets and Repairs Salaries					2,088
Salaries moved as post elsewhere in Repairs					(25)
Contact Centre salaries					1,220
Servicing					123
Reduce Capital Delivery Charges					(51)
Changes to SERCOP					137
					3,492
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>					<b>3,492</b>

FORECAST 2024/25 £000's	DESCRIPTION	ORIGINAL BUDGET 2024/25 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2025/26 (D) £000's	% CHANGE (E) %
9,373	Employees	9,752	774	10,526	8
1,403	Premises related expenditure	1,283	(22)	1,261	(2)
7,287	Supplies and Services	2,810	(1,126)	1,684	(40)
623	Third Party Payments	234	36	270	15
977	Transfer Payments	677	(500)	177	(74)
10	Transport related expenditure	9	(2)	7	(22)
4,913	Recharges from other services	4,871	(1,987)	2,884	(41)
24,586	<b>TOTAL CONTROLLABLE EXPENDITURE</b>	19,636	(2,827)	16,809	n/a
-	Government Grants	-	-	-	n/a
(1,976)	Other Grants, reimbursements and contributions	-	-	-	n/a
(98,954)	Customer and Client Receipts	(98,021)	(1,615)	(99,636)	2
-	Interest Receivable	-	-	-	n/a
-	Recharges to other services	-	-	-	n/a
(100,930)	<b>TOTAL CONTROLLABLE INCOME</b>	(98,021)	(1,615)	(99,636)	n/a
(76,344)	<b>NET CONTROLLABLE COST</b>	(78,385)	(4,442)	(82,827)	n/a
-	Capital Charges	-	-	-	n/a
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
-	Corporate support services bought in	-	2,119	2,119	n/a
-	<b>TOTAL NON-CONTROLLABLE EXPENDITURE</b>	-	2,119	2,119	n/a
(76,344)	<b>NET COST OF SERVICE</b>	(78,385)	(2,323)	(80,708)	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
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	n/a
(76,344)	<b>TOTAL NET EXPENDITURE</b>	(78,385)	(2,323)	(80,708)	3
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>					£000's
<u>Strategic budget - agreed pressures / service demands</u>					-
					-
<u>Strategic budget - agreed additional income / savings</u>					(2,300)
Rent and Service Charge increases					290
Increase Void Rent Loss					170
Increase in BD Provision					
					(1,840)
<u>Other resource changes</u>					(847)
Details on C2440F					(1,193)
Details on C2454F					
Details on C2458F					
Details on C2441F					
Details on C2455F					1,557
					(483)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>					<b>(2,323)</b>

SERVICE: C2440F : INCOME COLLECTION - HRA

FORECAST 2024/25 £000's	DESCRIPTION	ORIGINAL BUDGET 2024/25 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2025/26 (D) £000's	% CHANGE (E) %
3,012	Employees	3,385	(389)	2,996	(11)
499	Premises related expenditure	640	400	1,040	63
1,149	Supplies and Services	2,248	(943)	1,305	(42)
217	Third Party Payments	214	(150)	64	(70)
194	Transfer Payments	663	(500)	163	(75)
-	Transport related expenditure	-	-	-	n/a
328	Recharges from other services	298	(247)	51	(83)
5,399	<b>TOTAL CONTROLLABLE EXPENDITURE</b>	7,448	(1,829)	5,619	n/a
-	Government Grants	-	-	-	n/a
(98)	Other Grants, reimbursements and contributions	-	-	-	n/a
(98,946)	Customer and Client Receipts	(97,533)	(1,615)	(99,148)	2
-	Interest Receivable	-	-	-	n/a
-	Recharges to other services	-	-	-	n/a
(99,043)	<b>TOTAL CONTROLLABLE INCOME</b>	(97,533)	(1,615)	(99,148)	n/a
(93,644)	<b>NET CONTROLLABLE COST</b>	(90,085)	(3,444)	(93,529)	n/a
-	Capital Charges	-	-	-	n/a
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
-	Corporate support services bought in	-	757	757	n/a
-	<b>TOTAL NON-CONTROLLABLE EXPENDITURE</b>	-	757	757	n/a
(93,644)	<b>NET COST OF SERVICE</b>	(90,085)	(2,687)	(92,772)	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
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	n/a
(93,644)	<b>TOTAL NET EXPENDITURE</b>	(90,085)	(2,687)	(92,772)	3
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>					£000's
<u>Strategic budget - agreed pressures / service demands</u>					
Rent and Service Charge increases					(2,300)
Increase Void Rent Loss					290
Increase in BD Provision					170
					(1,840)
<u>Strategic budget - agreed additional income / savings</u>					
Rent Increase					
					-
<u>Other resource changes</u>					
Assets and Repairs Salaries					(8)
Ngbhd Mgmt salaries - Comm Dev team deleted					(259)
Cyclical Repairs Growth					377
Budget Realigments					(957)
					(847)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>					(2,687)

**SERVICE: C2454F : TENANCY MANAGEMENT - HRA**

FORECAST 2024/25 £000's	DESCRIPTION	ORIGINAL BUDGET 2024/25 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2025/26 (D) £000's	% CHANGE (E) %
5,564	Employees	5,981	(351)	5,630	(6)
904	Premises related expenditure	643	(422)	221	(66)
1,735	Supplies and Services	562	(213)	349	(38)
404	Third Party Payments	20	186	206	930
3	Transfer Payments	14	-	14	-
10	Transport related expenditure	9	(2)	7	(22)
4,580	Recharges from other services	4,573	(1,753)	2,820	(38)
13,200	<b>TOTAL CONTROLLABLE EXPENDITURE</b>	11,802	(2,555)	9,247	n/a
-	Government Grants	-	-	-	n/a
10	Other Grants, reimbursements and contributions	-	-	-	n/a
(8)	Customer and Client Receipts	(488)	-	(488)	-
-	Interest Receivable	-	-	-	n/a
-	Recharges to other services	-	-	-	n/a
2	<b>TOTAL CONTROLLABLE INCOME</b>	(488)	-	(488)	n/a
13,202	<b>NET CONTROLLABLE COST</b>	11,314	(2,555)	8,759	n/a
-	Capital Charges	-	-	-	n/a
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
-	Corporate support services bought in	-	1,362	1,362	n/a
-	<b>TOTAL NON-CONTROLLABLE EXPENDITURE</b>	-	1,362	1,362	n/a
13,202	<b>NET COST OF SERVICE</b>	11,314	(1,193)	10,121	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
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	n/a
13,202	<b>TOTAL NET EXPENDITURE</b>	11,314	(1,193)	10,121	(11)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>					£000's
<u>Strategic budget - agreed pressures / service demands</u>					
					-
<u>Strategic budget - agreed additional income / savings</u>					
					-
<u>Other resource changes</u>					
Quality team deleted					(419)
Recharge of Assets Salaries					(519)
Mock Assesments					250
Remove Water and Sewerage Charges					(491)
Amend Payments to Vol Sector					(14)
					(1,193)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>					<b>(1,193)</b>

**SERVICE: C2458F : HOMELESSNESS AND ASSESSMENTS - HRA**

FORECAST 2024/25 £000's	DESCRIPTION	ORIGINAL BUDGET 2024/25 (A) £000's		ORIGINAL BUDGET 2025/26 (D) £000's	% CHANGE (E) %
			* Other (C) £000's		
97	Employees	-	-	-	n/a
2,985	Premises related expenditure	3,458	-	<b>3,458</b>	-
4	Supplies and Services	291	-	<b>291</b>	-
-	Third Party Payments	-	-	-	n/a
-	Transfer Payments	-	-	-	n/a
-	Transport related expenditure	-	-	-	n/a
-	Recharges from other services	(136)	-	(136)	-
3,086	<b>TOTAL CONTROLLABLE EXPENDITURE</b>	3,613	-	<b>3,613</b>	n/a
-	Government Grants	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	n/a
(2,724)	Customer and Client Receipts	(3,613)	-	(3,613)	-
-	Interest Receivable	-	-	-	n/a
-	Recharges to other services	-	-	-	n/a
(2,724)	<b>TOTAL CONTROLLABLE INCOME</b>	(3,613)	-	(3,613)	n/a
362	<b>NET CONTROLLABLE COST</b>	-	-	-	n/a
-	Capital Charges	-	-	-	n/a
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
-	Corporate support services bought in	-	-	-	n/a
-	<b>TOTAL NON-CONTROLLABLE EXPENDITURE</b>	-	-	-	n/a
362	<b>NET COST OF SERVICE</b>	-	-	-	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
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	n/a
362	<b>TOTAL NET EXPENDITURE</b>	-	-	-	n/a
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>					£000's
<u>Strategic budget - agreed pressures / service demands</u>					
					-
<u>Strategic budget - agreed additional income / savings</u>					
					-
<u>Other resource changes</u>					
					-
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>					-

SERVICE: **C2441F : ALLOCATIONS - HRA**

FORECAST 2024/25 £000's	DESCRIPTION	ORIGINAL BUDGET 2024/25 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2025/26 (D) £000's	% CHANGE (E) %
159	Employees	185	517	702	279
-	Premises related expenditure	-	-	-	n/a
121	Supplies and Services	287	-	287	-
-	Third Party Payments	-	-	-	n/a
1	Transfer Payments	-	-	-	n/a
-	Transport related expenditure	2	-	2	-
7	Recharges from other services	7	-	7	-
288	<b>TOTAL CONTROLLABLE EXPENDITURE</b>	481	517	998	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
-	<b>TOTAL CONTROLLABLE INCOME</b>	-	-	-	n/a
288	<b>NET CONTROLLABLE COST</b>	481	517	998	n/a
-	Capital Charges	-	-	-	n/a
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
-	Corporate support services bought in	-	216	216	n/a
-	<b>TOTAL NON-CONTROLLABLE EXPENDITURE</b>	-	216	216	n/a
288	<b>NET COST OF SERVICE</b>	481	733	1,214	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
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	n/a
288	<b>TOTAL NET EXPENDITURE</b>	481	733	1,214	152
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>					£000's
<u>Strategic budget - agreed pressures / service demands</u>					
					-
<u>Strategic budget - agreed additional income / savings</u>					
					-
<u>Other resource changes</u>					
Add Corp Serv SERCOP Charges					615
Centralised budgets salaries					118
					733
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>					<b>733</b>

SERVICE: **C2455F : REGENERATION**

FORECAST 2024/25 £000's	DESCRIPTION	ORIGINAL BUDGET 2024/25 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2025/26 (D) £000's	% CHANGE (E) %
797	Employees	386	1,514	1,900	392
-	Premises related expenditure	-	-	-	n/a
4,403	Supplies and Services	-	30	30	n/a
2	Third Party Payments	-	-	-	n/a
780	Transfer Payments	-	-	-	n/a
-	Transport related expenditure	-	-	-	n/a
5	Recharges from other services	-	13	13	n/a
5,987	<b>TOTAL CONTROLLABLE EXPENDITURE</b>	386	1,557	1,943	n/a
-	Government Grants	-	-	-	n/a
(1,888)	Other Grants, reimbursements and contributions	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	n/a
-	Interest Receivable	-	-	-	n/a
-	Recharges to other services	-	-	-	n/a
(1,888)	<b>TOTAL CONTROLLABLE INCOME</b>	-	-	-	n/a
4,099	<b>NET CONTROLLABLE COST</b>	386	1,557	1,943	n/a
-	Capital Charges	-	-	-	n/a
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
-	Corporate support services bought in	-	-	-	n/a
-	<b>TOTAL NON-CONTROLLABLE EXPENDITURE</b>	-	-	-	n/a
4,099	<b>NET COST OF SERVICE</b>	386	1,557	1,943	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
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	n/a
4,099	<b>TOTAL NET EXPENDITURE</b>	386	1,557	1,943	403
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>					£000's
<u>Strategic budget - agreed pressures / service demands</u>					
					-
<u>Strategic budget - agreed additional income / savings</u>					
					-
<u>Other resource changes</u>					
Staff related Adjustment					1,350
Consultants costs					30
Reduction in Depreciation Charge					(111)
Reduction in Housing capital charges					(180)
Remove leaseholder MWO income					468
					1,557
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>					<b>1,557</b>

**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**

SERVICE CODE	SERVICE NAME	ORIGINAL BUDGET 2024/25 (A) £000's	Other (C) £000's	ORIGINAL BUDGET 2025/26 (D) £000's	% CHANGE (E) %
C2400D	DIRECTORATE AND CENTRALISED COSTS - HRA	50,735	(14,764)	35,971	(29)
				-	
				-	
				-	
				-	
				-	
				-	
				-	
				-	
				-	
	TOTAL NET EXPENDITURE	50,735	(14,764)	35,971	(29)

**STAFF ESTABLISHMENT NUMBERS**

SERVICE	ORIGINAL BUDGET 2024/25 FTE STAFF	ORIGINAL BUDGET 2025/26 FTE STAFF	CHANGE IN FTE FTE STAFF
DIRECTORATE AND CENTRALISED COSTS - HRA	4.0	6.0	2.0
TOTAL FTE STAFF	4.0	6.0	2.0



FORECAST 2024/25 £000's	DESCRIPTION	ORIGINAL BUDGET 2024/25 (A) £000's		ORIGINAL BUDGET 2025/26 (D) £000's	% CHANGE (E) %
			* Other (C) £000's		
1,541	Employees	1,015	(332)	683	(33)
1,798	Premises related expenditure	1,798	-	1,798	-
696	Supplies and Services	4,884	(2,125)	2,759	(44)
(7)	Third Party Payments	142	-	142	-
-	Transfer Payments	-	-	-	n/a
-	Transport related expenditure	47	(47)	-	(100)
1,105	Recharges from other services	1,262	(19)	1,243	(2)
5,133	<b>TOTAL CONTROLLABLE EXPENDITURE</b>	9,148	(2,523)	6,625	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
-	<b>TOTAL CONTROLLABLE INCOME</b>	-	-	-	n/a
5,133	<b>NET CONTROLLABLE COST</b>	9,148	(2,523)	6,625	n/a
14,321	Capital Charges	38,890	(10,517)	28,373	(27)
118	Intangible Charges	118	-	118	-
180	REFCUS	180	(180)	-	(100)
2,399	Corporate support services bought in	2,399	(1,544)	855	(64)
17,018	<b>TOTAL NON-CONTROLLABLE EXPENDITURE</b>	41,587	(12,241)	29,346	n/a
22,151	<b>NET COST OF SERVICE</b>	50,735	(14,764)	35,971	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
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	n/a
22,151	<b>TOTAL NET EXPENDITURE</b>	50,735	(14,764)	35,971	(29)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>					£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					(871)
Increase in Centralised Staff					118
Reduce Professional Services					(3,899)
Transfer from HRA Reserve					(11,551)
Nett Interest Paid/Received					1,276
Reduced Depreciation					(111)
Adjustments to Capital					274
					(14,764)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>					<b>(14,764)</b>

# CAPITAL PROGRAMME

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## Housing Revenue Account - Capital Programme 2024-25 / 2029-30

HRA Capital Expenditure	Budget 2024-25	Budget 2025-26	Budget 2026-27	Budget 2027-28	Budget 2028-29	Budget 2029-30
Major Repairs and Improvements Programme	18,832	22,749				
Gas/Fire Servicing	7,270	6,762	924	945		
Building Safety Works	5,452	6,083	1,386	1,417		
Special Projects		4,984	6,402	7,855	8,012	8,172
Support Costs		2,584	2,654	2,713	2,767	2,822
Stock Conditions Survey Work			25,453	25,718	32,376	24,434
Repairs Referrals	8,600	8,600				
Regina Road	12,477	22,301	31,574	31,574	31,574	31,574
Acquisitions	15,026	30,052	31,855	16,883		
Regeneration Feasibility Studies		250	257	262	268	273
Warm Homes Social Housing Fund Wave 3 EPC Investments		2,309				
NEC Housing System	330	727				
ICT – Laptop/Tablet Refresh	290					
<b>Total HRA Capital Expenditure</b>	<b>68,277</b>	<b>107,401</b>	<b>100,506</b>	<b>87,366</b>	<b>74,997</b>	<b>67,276</b>

HRA Capital Funding Source	Revised Budget 2024-25	Budget 2025-26	Budget 2026-27	Budget 2027-28	Budget 2028-29	Budget 2029-30
	£000's	£000's	£000's	£000's	£000's	£000's
Major Repairs Reserve	(14,439)	(14,217)	(14,677)	(15,128)	(15,514)	(15,882)
Revenue Contribution	(12,196)	(12,470)	(1,779)	(1,669)	(1,847)	(1,991)
RTB Receipts	(17,983)	(38,692)	(12,051)	(6,820)	(921)	(929)
Other Grants	(1,997)	(16,840)	(15,808)	(7,347)	(9,660)	(7,767)
Borrowing	(21,662)	(25,182)	(56,191)	(56,402)	(47,055)	(40,707)
<b>Total HRA Capital Financing</b>	<b>(68,277)</b>	<b>(107,401)</b>	<b>(100,506)</b>	<b>(87,366)</b>	<b>(74,997)</b>	<b>(67,276)</b>

# 2024-30 General Fund Capital Programme

Please note that this table shows the total expenditure budget for each project and in rows beneath each scheme any non-borrowing funding sources.  
If a project has no other funding or total expenditure is above other funding, then the remainder of the total expenditure budget is using borrowing to fully/partially finance it.

Capital Project Reference	Capital Project Description	Expenditure and Funding Tvoe	2024-25 (£000's)	2025-26 (£000's)	2026-27 (£000's)	2027-28 (£000's)	2028-29 (£000's)	2029-30 (£000's)
GF CAP 85	My Resources Interface Enhancement	Total Expenditure Budget	87					
GF CAP 86	Network Refresh	Total Expenditure Budget	691	877				
GF CAP 87	Tech Refresh	Total Expenditure Budget	277					
GF CAP 88	Geographical Information Systems	Total Expenditure Budget	226					
GF CAP 90	Laptop Refresh	Total Expenditure Budget	3,250	355				
GF CAP 90	Laptop Refresh	HRA Contribution	(290)					
GF CAP 91	Cloud and Disaster Recovery	Total Expenditure Budget		616				
GF CAP 89	Synergy Education System	Total Expenditure Budget	392	70				
GF CAP 93	NEC Housing System	Total Expenditure Budget	507	810				
GF CAP 93	NEC Housing System	HRA Contribution	(330)	(727)				
GF CAP 102	Public Switched Telephone Network Digital Migration Phase 1	Total Expenditure Budget	305	218				
NEW BID	Windows 2016 Server Upgrades	Total Expenditure Budget		680	320			
Subtotal	Assistant Chief Executive	Borrowing	5,115	2,899	320	-	-	-
NEW BID	Strategic Operating Model for Adult Social Care & Health	Total Expenditure Budget	4,386	5,348				
NEW BID	Strategic Operating Model for Adult Social Care & Health	Capital receipts	(4,386)	(5,348)				
Subtotal	Adult Social Care and Health	Borrowing	-	-	-	-	-	-
GF CAP 79	Children Home DFE	Total Expenditure Budget	279					
GF CAP 79	Children Home DFE	Grant	(279)					
GF CAP 104	Woodlands Family Hub	Total Expenditure Budget	116					
GF CAP 104	Woodlands Family Hub	Grant	(116)					
NEW BID	Strategic Operating Model for Children Young People and Education	Total Expenditure Budget	2,266	1,532	1,415			
NEW BID	Strategic Operating Model for Children Young People and Education	Capital receipts	(2,266)	(1,532)	(1,415)			
Subtotal	Children, Young People and Education	Borrowing	-	-	-	-	-	-
GF CAP 04	Disabled Facilities Grant	Total Expenditure Budget	3,000	4,112	3,335	3,335	3,335	3,335
GF CAP 04	Disabled Facilities Grant	Grant	(3,000)	(4,112)	(3,335)	(3,335)	(3,335)	(3,335)
GF CAP 05	Empty Homes Grants	Total Expenditure Budget	69					
NEW BID	Freehold Acquisition (Zodiac House)	Total Expenditure Budget	21,000					
NEW BID	Freehold Acquisition (Zodiac House)	RTB Monies	(11,400)					
NEW BID	Freehold Acquisition (Zodiac House)	LAHF Round 3 Grant	(5,777)					
NEW BID	Discharge Temporary Accommodation	Total Expenditure Budget	16,000					
Subtotal	Housing (General Fund)	Borrowing	19,892	-	-	-	-	-
GF CAP 56	Asset Strategy - Stubbs Mead	Total Expenditure Budget	150	500				
GF CAP 57	Asset Strategy Programme	Total Expenditure Budget	70	43				
GF CAP 59	Clocktower Chillers	Total Expenditure Budget	367					
GF CAP 60	Corporate Property Maintenance Programme	Total Expenditure Budget	2,000	2,000	2,000	2,000	2,000	2,000
GF CAP 18	Fairfield Halls - Council	Total Expenditure Budget	600	520				
GF CAP 24	Fieldway Cluster (Timebridge Community Centre)	Total Expenditure Budget	200	48				
NEW BID	Coroner's Court Relocation	Total Expenditure Budget	250	4,375				
NEW BID	Coroner's Court Relocation	Partner LA contributions	(188)	(3,281)				
GF CAP 100	Contingency	Total Expenditure Budget	1,000	1,000	1,000	1,000	1,000	1,000
GF CAP 105	Oracle Improvement Programme	Total Expenditure Budget	4,419	3,355				
GF CAP 105	Oracle Improvement Programme	Capital receipts	(4,419)	(3,355)				
NEW BID	Target Operating Model Transformation	Total Expenditure Budget	2,246					
NEW BID	Target Operating Model Transformation	Capital receipts	(2,246)					
GF CAP 08	Education - Compliance and Fire Safety	Total Expenditure Budget	472	506	130			
GF CAP 08	Education - Compliance and Fire Safety	Grant	(472)	(506)	(130)			
GF CAP 09	Education - Fixed Term Expansions	Total Expenditure Budget	26		1,493			
GF CAP 09	Education - Fixed Term Expansions	Grant	(26)		(1,493)			
GF CAP 10	Education - Major Maintenance	Total Expenditure Budget	2,416	3,175	2,544			
GF CAP 10	Education - Major Maintenance	Grant	(2,416)	(3,175)	(2,544)			
GF CAP 11	Education - Miscellaneous	Total Expenditure Budget	378	1,571	65			
GF CAP 11	Education - Miscellaneous	Grant	(378)	(1,571)	(65)			
GF CAP 12	Education - Permanent Expansion	Total Expenditure Budget	40	1,118				
GF CAP 12	Education - Permanent Expansion	Grant	(40)	(1,118)				
GF CAP 14	Education - SEN	Total Expenditure Budget	3,513	4,948	3,150			
GF CAP 14	Education - SEN	Grant	(3,513)	(4,948)	(3,150)			
Subtotal	Resources	Borrowing	4,449	5,205	3,000	3,000	3,000	3,000

Capital Project Reference	Capital Project Description	Expenditure and Funding Type	2024-25 (£000's)	2025-26 (£000's)	2026-27 (£000's)	2027-28 (£000's)	2028-29 (£000's)	2029-30 (£000's)	
GF CAP 103	Ashburton Park Heritage Fund	Total Expenditure Budget		298					
GF CAP 103	Ashburton Park Heritage Fund	Grant	(298)						
GF CAP 95	Cashless Pay & Display	Total Expenditure Budget		804	659				
GF CAP 26	Grounds Maintenance Insourced Equipment	Total Expenditure Budget		1,556					
GF CAP 53	Waste and Recycling Investment	Total Expenditure Budget				2,925			
NEW BID	Waste and Street Cleansing Fleet Vehicles	Total Expenditure Budget			16,900				790
GF CAP 27	Highways	Total Expenditure Budget	9,147	8,618	8,618	8,618	8,618	8,618	8,618
GF CAP 106	Highways - DFT	Total Expenditure Budget	764	382	382	382	382	382	382
GF CAP 106	Highways - DFT	Grant	(764)	(382)	(382)	(382)	(382)	(382)	(382)
GF CAP 30	Highways - bridges and highways structures	Total Expenditure Budget	1,213	5,684	4,820	4,230	4,230	4,230	
GF CAP 30	Highways - bridges and highways structures	Grant	(1,093)						
GF CAP 29	Highways - flood water management	Total Expenditure Budget		435	435	435	435	435	435
GF CAP 31	Highways - tree works	Total Expenditure Budget		119					
GF CAP 31	Highways - tree works	Grant	(119)						
GF CAP 81	Local Authority Tree Fund	Total Expenditure Budget		114	67				
GF CAP 81	Local Authority Tree Fund	Grant	(114)	(67)					
GF CAP 82	Trees Sponsorship	Total Expenditure Budget		25					
GF CAP 82	Trees Sponsorship	Grant	(25)						
GF CAP 99	Park Asset Management	Total Expenditure Budget		700	1,595	1,000			
GF CAP 99	Park Asset Management	Grant (UKSPF)	(200)						
GF CAP 39	Parking cameras replacements	Total Expenditure Budget		400	2,102				
NEW BID	Street Lighting LED replacement	Total Expenditure Budget			4,386	2,925			
GF CAP 49	Sustainability Programme	Total Expenditure Budget		547	500				
GF CAP 49	Sustainability Programme	LMP CIL	(547)	(500)					
GF CAP 34,77,80	Libraries Investment	Total Expenditure Budget		3	1,300	1,000			
GF CAP 34,77,80	Libraries Investment	LMP CIL		(1,153)	(455)				
GF CAP 34,77,80	Libraries Investment	Grant	(3)	(147)					
GF CAP 84	Leisure centres equipment - contractual agreement	Total Expenditure Budget		74	204	198	150	225	
GF CAP 83	Tennis Court Upgrade	Total Expenditure Budget		137					
GF CAP 83	Tennis Court Upgrade	Grant	(115)						
NEW BID	Fairfield Halls External Screen	Total Expenditure Budget		92					
NEW BID	Fairfield Halls External Screen	s106	(92)						
GF CAP 43	Safety - digital upgrade of CCTV	Total Expenditure Budget		36	1,496				
GF CAP 97	Electric Vehicle Charging Point (EVCP)	Total Expenditure Budget		208	950				
GF CAP 97	Electric Vehicle Charging Point (EVCP)	s106	(208)						
GF CAP 97	Electric Vehicle Charging Point (EVCP)	Grant		(950)					
GF CAP 25	Growth Zone	Total Expenditure Budget		4,320	3,644	2,627	2,737	4,000	4,000
GF CAP 25	Growth Zone	Growth Zone	(4,320)	(3,644)	(2,627)	(2,737)	(4,000)	(4,000)	
NEW BID	Amplifying Surrey Street	Total Expenditure Budget		410	465	2,150	1,423		
NEW BID	Amplifying Surrey Street	Growth Zone	(80)	(356)	(1,373)	(1,263)			
NEW BID	Amplifying Surrey Street	Grant	(330)	(109)	(717)				
NEW BID	Amplifying Surrey Street	Landowner's Contributions				(160)			
NEW BID	Amplifying Surrey Street	s106			(60)				
GF CAP 48	Kenley Good Growth	Total Expenditure Budget		111					
GF CAP 48	Kenley Good Growth	s106	(111)						
GF CAP 47	South Norwood Good Growth	Total Expenditure Budget		409	217				
GF CAP 47	South Norwood Good Growth	s106		(45)					
GF CAP 47	South Norwood Good Growth	Grant	(364)	(217)					
GF CAP 50	Local Implementation Plan (LIP)	Total Expenditure Budget		1,670	5,600	6,490	11,990		
GF CAP 50	Local Implementation Plan (LIP)	Grant	(1,670)	(5,600)	(6,490)	(11,990)			
GF CAP 107	Reconnecting Croydon	Total Expenditure Budget		4,755	13,743				
GF CAP 107	Reconnecting Croydon	Grant	(4,755)	(13,743)					
GF CAP 96	Walking and Cycling Strategy	Total Expenditure Budget		54	54	54	54		
GF CAP 96	Walking and Cycling Strategy	Grant	(54)	(54)	(54)	(54)			
Subtotal	Sustainable Communities, Regeneration & Economic Recovery	Borrowing	13,094	42,073	21,466	13,433	13,508	14,073	

Capital Project Reference	Capital Project Description	Expenditure and Funding Type	2024-25 (£000's)	2025-26 (£000's)	2026-27 (£000's)	2027-28 (£000's)	2028-29 (£000's)	2029-30 (£000's)	
NEW BID	TOM - Improving Payments	Total Expenditure Budget		1,500	1,500	400	400		
NEW BID	TOM - Improving Payments	Capital receipts		(1,500)	(1,500)	(400)	(400)		
NEW BID	TOM - Digital Operating Model	Total Expenditure Budget		3,000	5,300	4,500	2,300		
NEW BID	TOM - Digital Operating Model	Capital receipts		(3,000)	(5,300)	(4,500)	(2,300)		
NEW BID	TOM - Unified Front Door	Total Expenditure Budget		600	1,400	700	400		
NEW BID	TOM - Unified Front Door	Capital receipts		(600)	(1,400)	(700)	(400)		
NEW BID	TOM - Information, Advice and Guidance	Total Expenditure Budget		300	300	300	200		
NEW BID	TOM - Information, Advice and Guidance	Capital receipts		(300)	(300)	(300)	(200)		
NEW BID	TOM - Predictive Analytics and Prevention	Total Expenditure Budget		1,400	1,300	300	300		
NEW BID	TOM - Predictive Analytics and Prevention	Capital receipts		(1,400)	(1,300)	(300)	(300)		
NEW BID	TOM - Recommissioning contracts with a local focus	Total Expenditure Budget		300	200				
NEW BID	TOM - Recommissioning contracts with a local focus	Capital receipts		(300)	(200)				
NEW BID	TOM - Commercial Excellence	Total Expenditure Budget		200					
NEW BID	TOM - Commercial Excellence	Capital receipts		(200)					
NEW BID	TOM - Integrated Corporate Services	Total Expenditure Budget		200	200	100	100		
NEW BID	TOM - Integrated Corporate Services	Capital receipts		(200)	(200)	(100)	(100)		
NEW BID	TOM - Simpler Organisation	Total Expenditure Budget		300	100				
NEW BID	TOM - Simpler Organisation	Capital receipts		(300)	(100)				
NEW BID	TOM - Strategic Delivery Support	Total Expenditure Budget		1,800	900				
NEW BID	TOM - Strategic Delivery Support	Capital receipts		(1,800)	(900)				
GF CAP 101	Capitalisation Direction	Total Expenditure Budget	38,000	136,000	153,000	168,000	203,000	244,900	
GF CAP 101	Capital Receipts (unallocated and available for cap directions)	Capital Receipts	(61,513)	(23,925)	-	-	-	-	
GF CAP 70	Further CIL (to be allocated)	CIL	(6,600)	(6,600)	(6,600)	(6,600)	(6,600)	(6,600)	
Subtotal	Corporate	Borrowing	(30,113)	105,475	146,400	161,400	196,400	238,300	
Total General Fund Capital Programme Borrowing		Borrowing	12,437	155,658	171,186	177,833	212,908	255,373	
Summary of Capital Receipts									
	Allocation of flexible use of capital receipts to fund transformation		(13,317)	(19,835)	(12,615)	(6,300)	(3,700)	-	
	Unallocated capital receipts available to fund capitalisation directions		(61,513)	(23,925)	-	-	-	-	
	Total forecast usage of Capital Receipts income		(74,830)	(43,760)	(12,615)	(6,300)	(3,700)	-	
Summary of General Fund Capital Financing									
	CIL		(6,600)	(6,600)	(6,600)	(6,600)	(6,600)	(6,600)	
	LMP CIL		(547)	(1,653)	(455)	-	-	-	
	s106		(456)	-	(60)	-	-	-	
	HRA contribution		(620)	(727)	-	-	-	-	
	Growth Zone		(4,400)	(4,000)	(4,000)	(4,000)	(4,000)	(4,000)	
	Grants and contributions		(26,109)	(39,980)	(18,360)	(15,921)	(3,717)	(3,717)	
	Right to Buy Receipts		(11,400)	-	-	-	-	-	
	Capital Receipts		(74,830)	(43,760)	(12,615)	(6,300)	(3,700)	-	
	Borrowing		(12,437)	(155,658)	(171,186)	(177,833)	(212,908)	(255,373)	
	Total Financing		(137,399)	(252,378)	(213,276)	(210,654)	(230,925)	(269,690)	