

CROYDON COUNCIL

DRAFT REVENUE BUDGET AND CAPITAL PROGRAMME

2019/20

**Appendix B
Cabinet, 25th February 2019**

REVENUE BUDGET SUMMARY

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REVENUE BUDGET SUMMARY
GENERAL FUND SUMMARY

ACTUAL 2017/18 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E)
			Inflation (B) £000's	Other (C) £000's		
	SERVICE BUDGETS					
65,290	Children, Families and Education	68,063	1,137	14,601	83,800	23
33,142	Gateway, Strategy & Engagement	31,534	541	3,658	35,733	
97,569	Health, Wellbeing and Adults	105,456	1,871	2,078	109,404	4
38,316	Place	58,970	1,244	33,187	93,400	58
19,808	Resources	18,049	1,037	(11,925)	7,160	(60)
1,638	Contribution to Provision for Doubtful Debts	180	-	-	180	-
	Pension Contribution	8,097	-	-	8,097	-
316	Carbon Credits	255	-	-	255	-
454	Apprentice Levy	600	-	-	600	-
	Community Initiative Fund	650	-	-	650	-
	Contracts Review	(2,000)	-	-	(2,000)	-
256,533	NET COST OF SERVICES	289,854	5,830	41,599	337,279	16
(17,958)	Core Grants	(27,586)	-	(5,844)	(33,430)	21
-	Contingency	1,000	-	-	1,000	-
1,306	Departmental Contingency	1,000	-	-	1,000	-
-	Levies from Other Bodies					
275	Environment Agency	272	-	16	288	6
318	Lee Valley Regional Park Authority	407	-	-	407	-
328	London Boroughs Grants Committee	284	-	7	291	2
434	London Pensions Fund Authority	438	-	-	438	-
(3,160)	Interest and Investment Income	(5,971)	(147)	(5,200)	(11,318)	90
19,245	Interest Payable	21,054	-	2,000	23,054	9
788	Sub Total	(9,102)	(147)	(9,021)	(18,270)	
257,321	NET OPERATING EXPENDITURE	280,752	5,683	32,578	319,009	14
-	APPROPRIATIONS					
(14,358)	Contributions to / (from) Earmarked Reserves	-	-	5,500	5,500	-
6,000	Provision for Repayment of External Loans	(13,772)	-	(5,874)	(19,646)	43
-	REFCUS	(2,100)	-	(28,706)	(30,806)	1,367
9,919	Deferred / Intangible Charges Written Off	(2,682)	-	(1,010)	(3,692)	38
(332)	Contribution to / (from) General Balances	4,700	-	(4,700)	-	(100)
1,229	Sub Total	(13,854)	0	(34,790)	(48,644)	
258,550	BUDGET REQUIREMENT	266,898	5,683	(2,212)	270,365	1.30%
	FINANCED BY					
(32,578)	Revenue Support Grant	-	-	-	-	-
(3,651)	Collection Fund surplus / (deficit)	8,768	-	(2,208)	6,560	(25)
(35,306)	Business Rates Top Up Grant	12,746	-	11,271	24,017	88
(31,956)	Business Rates Income	78,025	-	(18,265)	59,760	(23)
(155,059)	Council Tax - Band D Equivalent	167,359	-	12,669	180,028	8
(258,550)	TOTAL FINANCING	266,898	-	3,467	270,365	1
	COUNCIL TAX SUMMARY					
	London Borough of Croydon	156,696	1,257.18	1,297.33	167,266	2.99%
	Adult Social Care Levy	10,663	85.55	98.98	12,762	1.00%
	Sub Total	167,359	1,343	1,396	180,028	
	Greater London Authority	36,673	294.23	320.51	41,324	8.93%
0		204,032	1,636.96	1,716.82	221,351	4.88%

REVENUE BUDGET SUMMARY
SUBJECTIVE ANALYSIS

ACTUAL 2017/18	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A)	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D)	% CHANGE (E)
			Inflation (B)	Other (C)		
£000's		£000's	£000's	£000's	£000's	
	EXPENDITURE					
243,610	Employees	155,886	3,015	13,915	172,816	11
60,633	Premises related expenditure	33,733	245	7,169	41,147	22
150,351	Supplies and Services	51,919	543	1,714	54,176	4
172,603	Third Party Payments	193,856	2,359	9,860	206,075	6
227,878	Transfer Payments	444,837	4	(92,565)	352,272	(21)
11,128	Transport related expenditure	9,363	122	1,294	10,779	15
-	Capital Charges	23,234	-	7,341	30,575	32
-	Intangible Charges	-	-	6	6	-
-	REFCUS	2,100	-	28,706	30,806	1,367
70,989	Corporate support services bought in	(6,705)	-	(1)	(6,706)	0
2,975	Recharges from other services	31,805	-	2,346	34,151	7
940,166	TOTAL EXPENDITURE	940,028	6,288	(20,215)	926,097	(1)
	INCOME					
(391,680)	Government Grants	(504,408)	-	90,106	(414,302)	(18)
(45,369)	Other Grants, reimbursements and contributions	(27,629)	-	(676)	(28,305)	2
(93,601)	Customer and Client Receipts	(73,296)	(457)	(20,663)	(94,416)	29
-	Interest Receivable	(28)	(1)	-	(29)	4
(152,983)	Recharges to other services	(44,813)	-	(6,953)	(51,766)	16
(683,633)	TOTAL INCOME	(650,174)	(458)	61,814	(588,818)	(9)
256,533	NET EXPENDITURE	289,854	5,830	41,599	337,279	16

STAFF ESTABLISHMENT NUMBERS

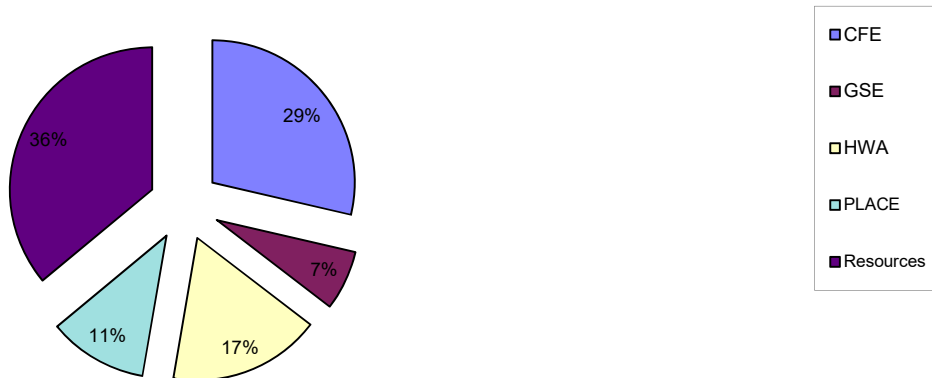
DESCRIPTION	ORIGINAL BUDGET 2018/19	ORIGINAL BUDGET 2019/20	CHANGE IN 2019/20
	FTE STAFF	FTE STAFF	FTE STAFF
Health, Wellbeing and Adults	616.34	634.07	17.73
Children, Families and Education	682.96	714.33	31.37
Place	645.51	872.89	227.38
Gateway, Strategy & Engagement	310.22	378.23	68.01
Resources	791.32	854.14	62.82
TOTAL FTE STAFF	3,046.4	3,453.7	407.3

REVENUE BUDGET SUMMARY

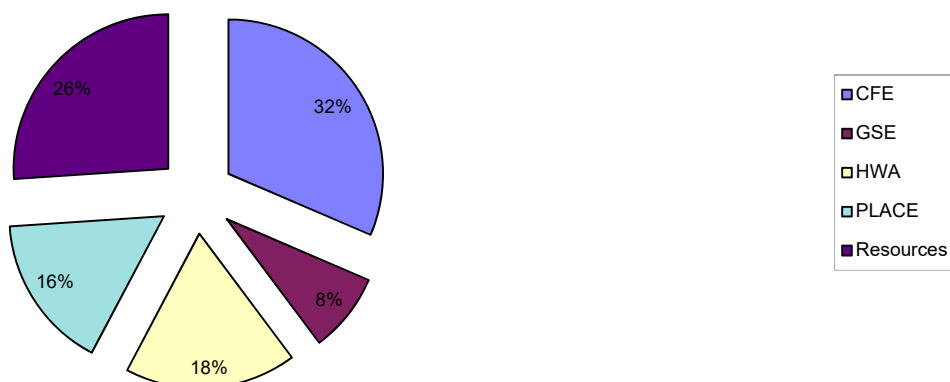
DEPARTMENTAL GROSS EXPENDITURE

ACTUAL 2017/18 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E)
			Inflation (B) £000's	Other (C) £000's		
	SERVICE BUDGETS					
251,137	Children, Families and Education	266,840	1,149	20,836	288,825	8
71,398	Gateway, Strategy & Engagement	63,228	549	12,725	76,500	21
175,055	Health, Wellbeing and Adults	161,426	2,152	1,349	164,925	2
93,984	PLACE	105,019	1,292	42,424	148,735	42
346,184	Resources	335,733	1,146	(97,549)	239,330	(29)
1,638	Contribution to Provision for Doubtful Debts	180			180	-
-	Pension Contribution	8,097			8,097	-
316	Carbon Credits	255			255	-
454	Apprentice Levy	600			600	-
-	Community Initiative Fund	650			650	-
-	Contracts Review	(2,000)			(2,000)	-
940,166	GROSS DEPARTMENTAL COST OF SERVICE	940,028	6,288	(20,215)	926,097	(1)

2018/19 GROSS EXPENDITURE BY DEPARTMENT % OF TOTAL



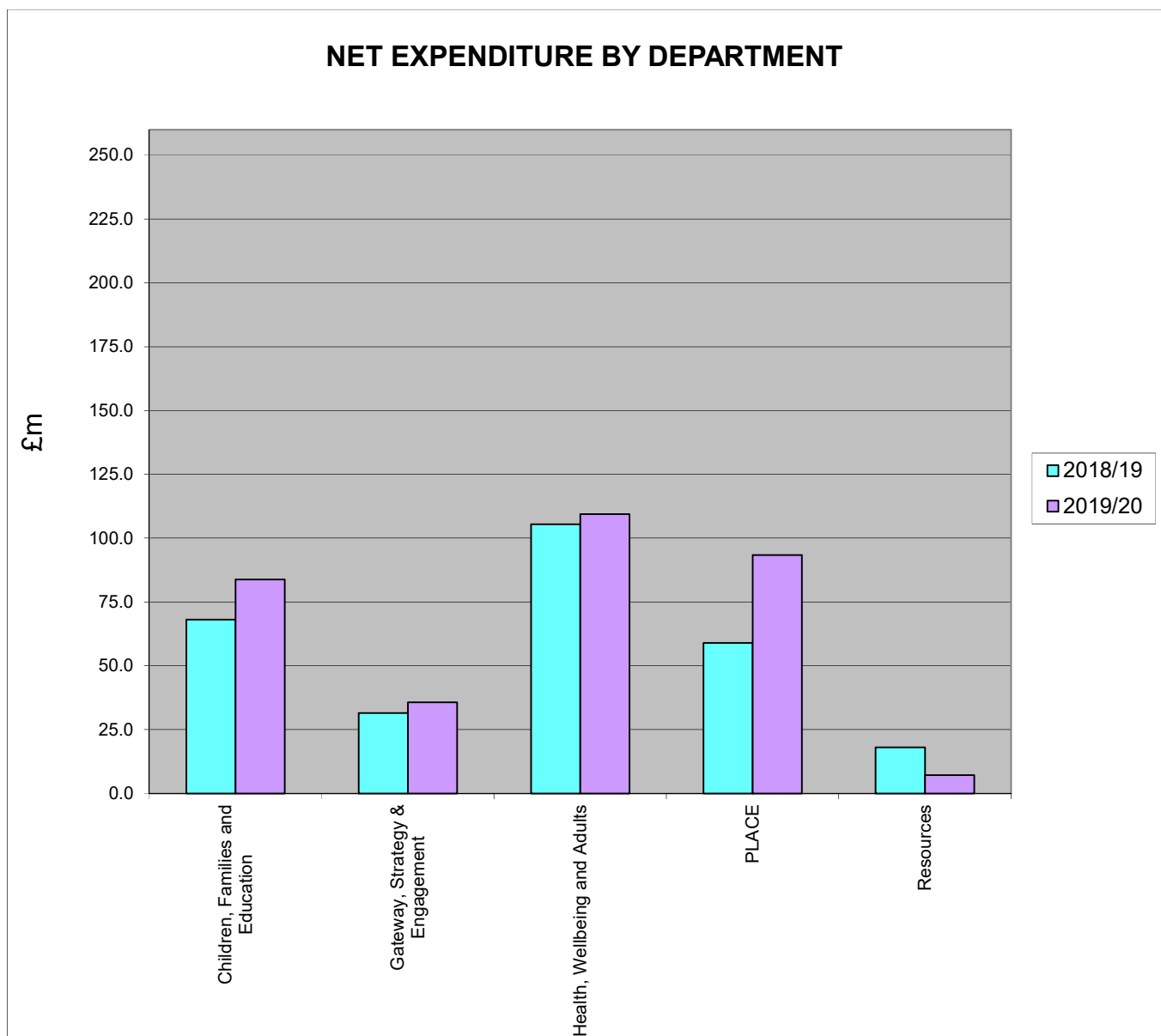
2019/20 GROSS EXPENDITURE BY DEPARTMENT % OF TOTAL



REVENUE BUDGET SUMMARY

DEPARTMENTAL NET EXPENDITURE

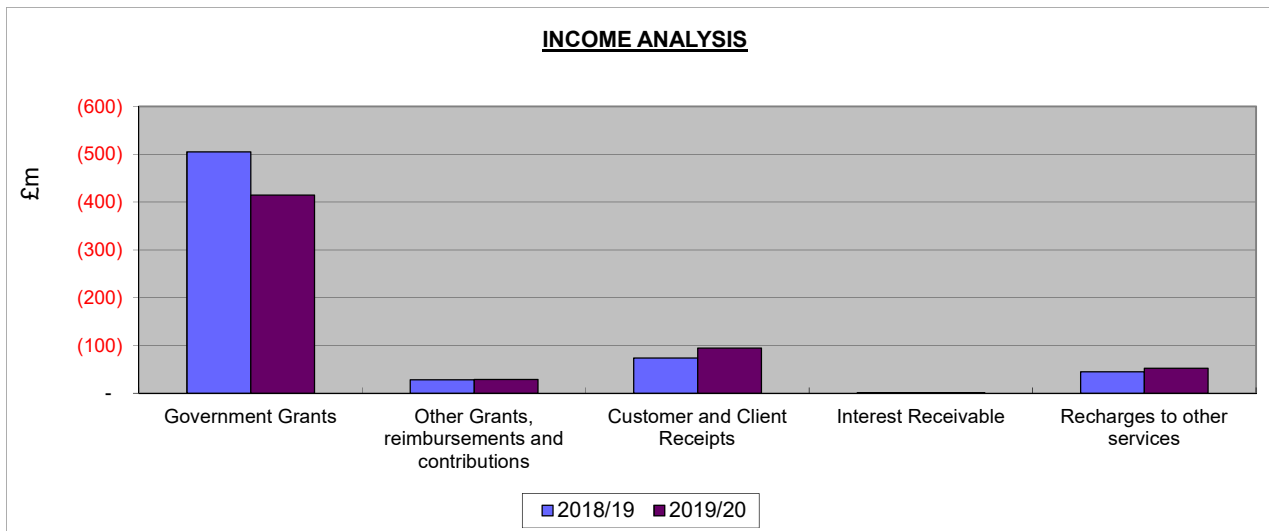
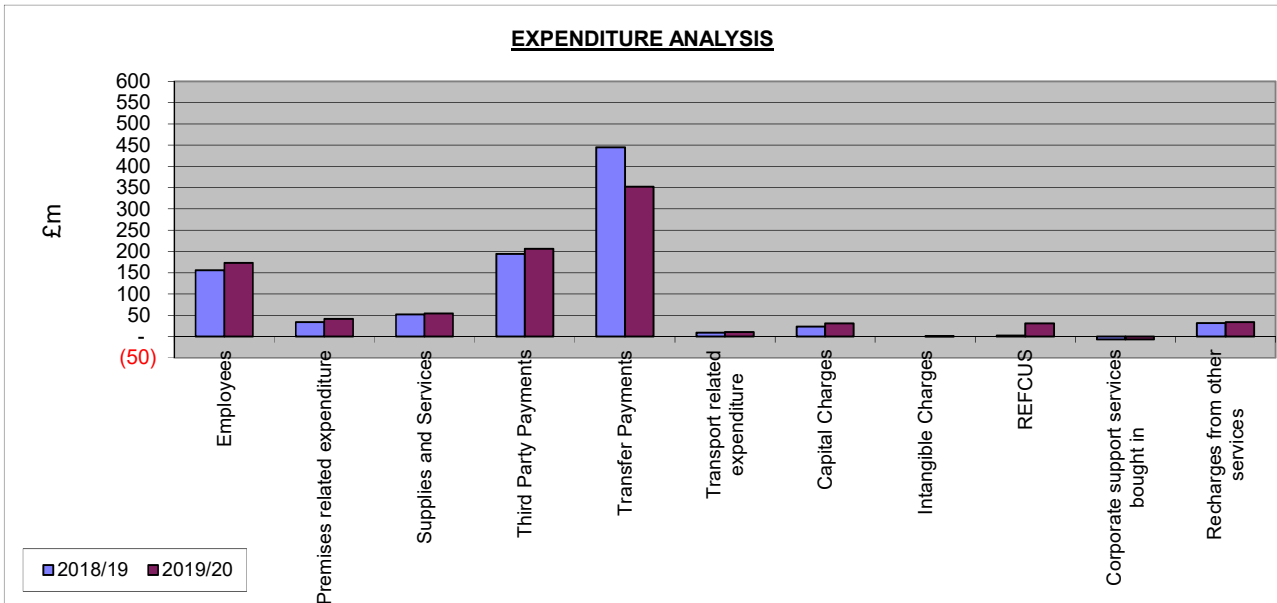
ACTUAL 2017/18 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E)
			Inflation (B) £000's	Other (C) £000's		
	SERVICE BUDGETS					
65,290	Children, Families and Education	68,062	1,137	14,601	83,800	23
33,142	Gateway, Strategy & Engagement	31,534	541	3,658	35,732	13
97,569	Health, Wellbeing and Adults	105,457	1,871	2,078	109,405	4
38,316	PLACE	58,970	1,244	33,187	93,400	58
19,808	Resources	18,049	1,037	(11,925)	7,160	(60)
1,638	Contribution to Provision for Doubtful Debts	180			180	n/a
	Pension Contribution	8,097			8,097	n/a
316	Carbon Credits	255			255	-
454	Apprentice Levy	600			600	n/a
	Community Initiative Fund	650			650	n/a
	Contracts Review	(2,000)			(2,000)	n/a
256,533	NET COST OF SERVICES	289,854	5,830	41,599	337,279	16



REVENUE BUDGET SUMMARY

ANALYSIS OF INCOME AND EXPENDITURE

ACTUAL 2017/18 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E)
			Inflation (B) £000's	Other (C) £000's		
	EXPENDITURE					
243,610	Employees	155,892	3,015	13,911	172,818	11
60,633	Premises related expenditure	33,733	245	7,169	41,147	22
150,351	Supplies and Services	51,919	543	1,714	54,176	4
172,603	Third Party Payments	193,850	2,359	9,860	206,069	6
227,878	Transfer Payments	444,837	4	(92,565)	352,276	(21)
11,128	Transport related expenditure	9,363	122	1,294	10,779	15
-	Capital Charges	23,234	-	7,341	30,575	32
-	Intangible Charges	-	-	6	6	n/a
-	REFCUS	2,100	-	28,706	30,806	1,367
70,989	Corporate support services bought in	(6,705)	-	(1)	(6,706)	0
2,975	Recharges from other services	31,805	-	2,346	34,151	7
940,166	TOTAL EXPENDITURE	940,028	6,288	(20,219)	926,097	(1)
	INCOME					
(391,680)	Government Grants	(504,408)	-	90,106	(414,302)	(18)
(45,369)	Other Grants, reimbursements and contributions	(27,629)	-	(676)	(28,305)	2
(93,601)	Customer and Client Receipts	(73,296)	(457)	(20,663)	(94,416)	29
-	Interest Receivable	(28)	(1)	-	(29)	4
(152,983)	Recharges to other services	(44,813)	-	(6,953)	(51,766)	16
(683,633)	TOTAL INCOME	(650,174)	(458)	61,814	(588,818)	(9)
256,533	NET EXPENDITURE	289,854	5,830	41,595	337,279	16



Health, Wellbeing & Adults

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KEY SERVICE TARGETS / PRIORITIES FOR 2019/20

Invest in prevention to reduce inequality, social isolation and to increase the resilience of communities and individuals.
 Build upon the support and assistance given to carers.
 Safeguard and protect children and vulnerable adults, continuing to improve the quality of services and supporting the delivery of the business plan of the children's and adults' safeguarding boards.
 Expand the One Croydon Alliance from older people to the whole population where appropriate.
 To embed a public health approach across the Council in order to reduce health inequalities and supporting people to maximise their potential and, remain fitter and healthier for longer. To improve and reduce differences in life expectancy between communities.
 Revise Croydon's joint mental health strategy to prevent mental health problems and ensure early intervention.
 Champion the interests of children and young people with disabilities and enabling their transition into adulthood.
 Deliver adult social care transformation, based on the principles of personalisation and community led support, creating more preventative and joined up approaches which also strengthen efficiencies.
 Further develop joined up, preventative working across services through the further development of the localities and Gateway approach.

FINANCIAL PERFORMANCE**COST CENTRE: C1400N**

DESCRIPTION	ACTUAL 2017/18 £000	ORIGINAL 2018/19 £000	FORECAST 2018/19 £000	BUDGET 2019/20 £000	% CHANGE %
Employees	24,222	25,851	20,147	26,494	2
Premises related expenditure	119	(69)	333	(59)	(14)
Supplies and Services	4,754	3,100	5,054	3,071	(1)
Third Party Payments	89,886	82,824	95,314	86,717	5
Transfer Payments	20,407	19,096	23,121	18,696	(2)
Transport related expenditure	10	79	72	79	-
Capital Charges	136	133	65	122	(8)
Intangible Charges	-	-	-	-	n/a
REFCUS	445	-	(7,071)	-	n/a
Corporate support services bought in	7,212	10,443	9,840	10,650	2
Recharges from other services	33,599	19,967	24,679	19,155	(4)
TOTAL EXPENDITURE	180,789	161,424	171,554	164,925	(4)
Government Grants	(29,136)	(22,408)	(24,408)	(21,874)	(2)
Other Grants, reimbursements and contributions	(11,716)	(16,025)	(17,640)	(15,565)	(3)
Customer and Client Receipts	(17,586)	(14,026)	(17,972)	(14,307)	2
Interest Receivable	-	-	-	-	n/a
Recharges to other services	(19,048)	(3,510)	(5,621)	(3,775)	8
TOTAL INCOME	(77,486)	(55,969)	(65,642)	(55,521)	(15)
NET EXPENDITURE	103,303	105,455	105,912	109,404	3
Contributions to / (from) Reserves	(749)	-	-	-	n/a
CURRENT BUDGET	96,122		105,687		
TOTAL VARIANCE FROM BUDGET- Over/(Under)	6,432		225		

TOP FINANCIAL RISKS 2019/20

Market sustainability
 · Increased costs to prevent provider failure
 · Increased costs for re-provision of services following provider withdrawal from the market or provider failure.
 Increase in demand for services including Transforming Care .
 Non-achievement of adult social care transformation and efficiencies.

CABINET MEMBER

Cllr Jane Avis

Cabinet Member for Families, Health & Social Care

DEPARTMENT MANAGEMENT TEAM

NAME	TITLE	TEL. EX.
Guy Van Dichele	Executive Director Health, Wellbeing & Adults Department	50193
Annette McPartland	Director - Adult Social Care and All-Age Disability	13344
Rachel Flowers	Director - Public Health	65596

COST CENTRE	DIVISION
C1410P C1450P	Adult Social Care And All-Age Disability Public Health

MOVEMENT IN SERVICE NET EXPENDITURE

FORECAST 2018/19 £000's	DIVISION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
105,912 -	Adult Social Care And All-Age Disability Public Health	105,461 (6)	1,871 -	2,072 6	109,404 -	4 (100)
105,912	TOTAL NET SPEND	105,455	1,871	2,078	109,404	4

STAFF ESTABLISHMENT NUMBERS

DIVISION	ORIGINAL BUDGET 2018/19 FTE STAFF	ORIGINAL BUDGET 2019/20 FTE STAFF	CHANGE IN FTE FTE STAFF
Adult Social Care and All-Age Disability (AAD) Public Health	593.4 22.9	613.2 20.9	19.7 (2.0)
TOTAL FTE STAFF	616.3	634.1	17.7

STAFF ESTABLISHMENT NUMBERS - REASONS FOR VARIATIONS

25-65 Disability - 2FTE NRPf Adults Social Workers from gateway to adults (GSE 1.3 to HW 1.6)
Transformation and Clienting - 2.4FTE reduction in management salary budgets to support Workforce Transformation efficiencies (HW 1.7)
CWD - 21 additional staff as a result of the 18/19 growth bid
Movement of Central Duty Team 10.5 fte from Directorate to Adult Safeguarding and Quality Assurance
Day Services - 1 FTE reduction in management salary budgets to support Workforce Transformation efficiency
Public Health - Reduction of 2 FTE to support and align with cuts in Public Health Grant Funding

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
20,147	Employees	25,851	504	139	26,494	2
333	Premises related expenditure	(69)	-	10	(59)	(14)
5,054	Supplies and Services	3,100	24	(53)	3,071	(1)
95,314	Third Party Payments	82,824	1,620	2,273	86,717	5
23,121	Transfer Payments	19,096	4	(404)	18,696	(2)
72	Transport related expenditure	79	-	-	79	-
24,679	Recharges from other services	19,967	-	(812)	19,155	(4)
168,720	TOTAL EXPENDITURE	150,848	2,152	1,153	154,153	2
(24,408)	Government Grants	(22,408)	-	534	(21,874)	(2)
(17,640)	Other Grants, reimbursements and contributions	(16,025)	-	460	(15,565)	(3)
(17,972)	Customer and Client Receipts	(14,026)	(281)	-	(14,307)	2
-	Interest Receivable	-	-	-	-	n/a
(5,621)	Recharges to other services	(3,510)	-	(265)	(3,775)	8
(65,642)	TOTAL INCOME	(55,969)	(281)	729	(55,521)	(1)
103,078	NET CONTROLLABLE COST	94,879	1,871	1,882	98,632	4
65	Capital Charges	133	-	(11)	122	(8)
-	Intangible Charges	-	-	-	-	n/a
(7,071)	REFCUS	-	-	-	-	n/a
9,840	Corporate support services bought in	10,443	-	207	10,650	2
2,834	TOTAL UNCONTROLLABLE COST	10,576	-	196	10,772	2
105,912	NET COST OF SERVICE	105,455	1,871	2,078	109,404	4
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
105,912	TOTAL NET EXPENDITURE	105,455	1,871	2,078	109,404	4
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
Strategic budget - agreed pressures / service demands						10,221
Strategic budget - agreed additional income / savings						(8,345)
Other resource changes						202
TOTAL OTHER VARIATIONS IN RESOURCE						2,078

ADULT SOCIAL CARE AND ALL-AGE DISABILITY

SERVICE DESCRIPTION

The Adult Social Care and All Age Disability Division undertakes the Councils statutory social services functions. It provides for the requirements under The Care Act 2014 and other legislation such as the Mental Health Act. Providing both universal services such as information, advice, advocacy and assessment as well as more specialist personalised services in accordance with individuals assessed needs and improved outcomes for both individuals and the wider community within its allocated resources. The Council coordinates the safeguarding of vulnerable adults alongside the Police and NHS. Care and support will be provided either directly from Council Services or through Council commissioned services with other independent and voluntary sector agencies. The Division also works closely with other parts of the Council such as Children's, Housing, Gateway and Public Health as well as partners such as the NHS to deliver integrated care and support where possible. A major element of health and social care integration is the evolution One Croydonto an all age population model.

Our priority is to support residents and their families with care and support needs. We will focus on prevention and early intervention, maximise the life chances and outcomes for residents, based on a "whole family approach" to services; through better coordination and integration of services.

MOVEMENT IN NET EXPENDITURE

COST CENTRE	SERVICE	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
C1410Q	Adult Social Care And All-Age Disability Directorate	10,150	12	(9)	10,153	0
C1412Q	Adult Safeguarding And Quality Assurance	3,562	50	25	3,637	2
C1415Q	Disability Commissioning And Brokerage	431	5	3	439	2
C1416Q	25-65 Disability	39,477	778	529	40,784	3
C1420Q	Transformation And Clienting	3,393	1	(2,663)	731	(78)
C1430Q	Adult Mental Health Social Care	7,332	149	231	7,712	5
C1431Q	Day Services	1,912	57	(172)	1,797	(6)
C1432Q	OBC Commissioning	8,150	267	(18)	8,399	3
C1433Q	OBC Provider Services - Social Care	19,920	483	2,114	22,517	13
C1221Q	0-25 Children with Disabilities	11,134	69	2,032	13,235	19
TOTAL NET SPEND		105,461	1,871	2,072	109,404	(37)

STAFF ESTABLISHMENT NUMBERS

SERVICE	ORIGINAL BUDGET 2018/19	ORIGINAL BUDGET 2019/20	CHANGE IN
	FTE STAFF	FTE STAFF	FTE STAFF
Adult Social Care And All-Age Disability Directorate	19.5	9.0	(10.5)
Adult Safeguarding And Quality Assurance	43.4	54.0	10.6
Disability Commissioning And Brokerage	8.8	8.8	-
25-65 Disability	72.4	74.4	2.0
Transformation And Clienting	15.0	12.6	(2.4)
Adult Mental Health Social Care	64.5	64.5	-
Day Services	82.7	81.7	(1.0)
OBC Commissioning	34.0	34.0	-
OBC Provider Services - Social Care	207.7	207.7	-
0-25 Children with Disabilities	45.4	66.4	21.0
TOTAL FTE STAFF	593.4	613.2	19.7

COST CENTRE: C1410P

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
18,782	Employees	24,466	504	(9)	24,961	2
333	Premises related expenditure	(69)	-	-	(69)	-
5,009	Supplies and Services	3,050	24	(100)	2,974	(2)
86,568	Third Party Payments	74,722	1,620	2,910	79,252	6
23,121	Transfer Payments	19,096	4	(404)	18,696	(2)
72	Transport related expenditure	79	-	-	79	-
12,771	Recharges from other services	8,064	-	(141)	7,923	(2)
146,656	TOTAL EXPENDITURE	129,408	2,152	2,256	133,816	3
(3,044)	Government Grants	(1,044)	-	-	(1,044)	-
(16,940)	Other Grants, reimbursements and contributions	(15,455)	-	-	(15,455)	-
(17,972)	Customer and Client Receipts	(14,026)	(281)	-	(14,307)	2
-	Interest Receivable	-	-	-	-	n/a
(5,621)	Recharges to other services	(3,395)	-	(380)	(3,775)	11
(43,578)	TOTAL INCOME	(33,920)	(281)	(380)	(34,581)	2
103,078	NET CONTROLLABLE COST	95,488	1,871	1,876	99,235	4
65	Capital Charges	133	-	(11)	122	(8)
-	Intangible Charges	-	-	-	-	n/a
(7,071)	REFCUS	-	-	-	-	n/a
9,840	Corporate support services bought in	9,840	-	207	10,047	2
2,834	TOTAL UNCONTROLLABLE COST	9,973	-	196	10,169	2
105,912	NET COST OF SERVICE	105,461	1,871	2,072	109,404	4
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
105,912	TOTAL NET EXPENDITURE	105,461	1,871	2,072	109,404	4

ADULT SOCIAL CARE AND ALL-AGE DISABILITY

ADULT SOCIAL CARE AND ALL-AGE DISABILITY DIRECTORATE

COST CENTRE: C1410Q

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
362	Employees	567	5	(33)	539	(5)
-	Premises related expenditure	-	-	-	-	n/a
68	Supplies and Services	(648)	-	-	(648)	-
632	Third Party Payments	327	7	338	672	106
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
617	Recharges from other services	214	-	(141)	73	(66)
1,679	TOTAL EXPENDITURE	460	12	164	636	38
(2,000)	Government Grants	-	-	-	-	n/a
(606)	Other Grants, reimbursements and contributions	(150)	-	-	(150)	-
(959)	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
(722)	Recharges to other services	-	-	(380)	(380)	n/a
(4,287)	TOTAL INCOME	(150)	-	(380)	(530)	253
(2,608)	NET CONTROLLABLE COST	310	12	(216)	106	(66)
	Capital Charges	-	-	-	-	n/a
	Intangible Charges	-	-	-	-	n/a
	REFCUS	-	-	-	-	n/a
9,840	Corporate support services bought in	9,840	-	207	10,047	2
9,840	TOTAL UNCONTROLLABLE COST	9,840	-	207	10,047	2
7,232	NET COST OF SERVICE	10,150	12	(9)	10,153	0
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
7,232	TOTAL NET EXPENDITURE	10,150	12	(9)	10,153	0
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
Strategic budget - agreed pressures / service demands						
Growth funding to meet increased demand for services						3,538
						3,538
Strategic budget - agreed additional income / savings						
Change in charging policy to reflect The Care Act 2014, charges for people in any care setting will apply from the date service starts.						(170)
New fee for self-funders who ask the council to arrange their care and support for non-residential services						(171)
Removal of subsidy for Meals on Wheels						(30)
More efficient financial assessment process						(570)
Removal of disregard for financial assessment purposes of the difference between higher and middle rate Disability Living Allowance or Attendance Allowance or Personal Independence payments where the person is not in receipt of night time care.						(2,259)
						(3,200)
<u>Other resource changes</u>						
Salary realignment to Workforce Transformation (HW 1.7)						(230)
Realignment of Senior Management Structure						40
Change in corporate charges						207
Increase in contribution of employers pension						16
Additional Public Health Income						(380)
						(347)
TOTAL OTHER VARIATIONS IN RESOURCE						(9)

**ADULT SOCIAL CARE AND ALL-AGE DISABILITY
ADULT SAFEGUARDING AND QUALITY ASSURANCE**

COST CENTRE: C1412Q

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
2,354	Employees	2,485	50	25	2,560	3
1	Premises related expenditure	1			1	-
1,105	Supplies and Services	1,105			1,105	-
-	Third Party Payments	-			-	n/a
-	Transfer Payments	-			-	n/a
3	Transport related expenditure	3			3	-
58	Recharges from other services	58			58	-
3,521	TOTAL EXPENDITURE	3,652	50	25	3,727	2
-	Government Grants	-			-	n/a
(90)	Other Grants, reimbursements and contributions	(90)			(90)	-
-	Customer and Client Receipts	-			-	n/a
-	Interest Receivable	-			-	n/a
-	Recharges to other services	-			-	n/a
(90)	TOTAL INCOME	(90)	-	-	(90)	-
3,431	NET CONTROLLABLE COST	3,562	50	25	3,637	2
	Capital Charges	-			-	n/a
	Intangible Charges	-			-	n/a
	REFCUS	-			-	n/a
	Corporate support services bought in	-			-	n/a
-	TOTAL UNCONTROLLABLE COST	-	-	-	-	n/a
3,431	NET COST OF SERVICE	3,562	50	25	3,637	2
	Contributions to / (from) Earmarked Reserves	-			-	n/a
	Contributions to / (from) Capital Reserves:	-			-	n/a
	Financing of Capital Expenditure	-			-	n/a
	Provision for Repayment of External Loans	-			-	n/a
	Contribution to / (from) General Balances	-			-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
3,431	TOTAL NET EXPENDITURE	3,562	50	25	3,637	2
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
						-
<u>Other resource changes</u>						
Increase in contribution of employers pension						25
						25
TOTAL OTHER VARIATIONS IN RESOURCE						25

ADULT SOCIAL CARE AND ALL-AGE DISABILITY
DISABILITY COMMISSIONING AND BROKERAGE

COST CENTRE: C1415Q

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
223	Employees	263	5	3	271	3
-	- Premises related expenditure	-			-	n/a
55	Supplies and Services	22			22	-
259	Third Party Payments	146			146	-
-	- Transfer Payments	-			-	n/a
-	- Transport related expenditure	-			-	n/a
65	Recharges from other services	-			-	n/a
602	TOTAL EXPENDITURE	431	5	3	439	2
-	- Government Grants	-			-	n/a
-	- Other Grants, reimbursements and contributions	-			-	n/a
-	- Customer and Client Receipts	-			-	n/a
-	- Interest Receivable	-			-	n/a
-	- Recharges to other services	-			-	n/a
-	TOTAL INCOME	-	-	-	-	n/a
602	NET CONTROLLABLE COST	431	5	3	439	2
-	- Capital Charges	-			-	n/a
-	- Intangible Charges	-			-	n/a
-	- REFCUS	-			-	n/a
-	- Corporate support services bought in	-			-	n/a
-	TOTAL UNCONTROLLABLE COST	-	-	-	-	n/a
602	NET COST OF SERVICE	431	5	3	439	2
-	- Contributions to / (from) Earmarked Reserves	-			-	n/a
-	- Contributions to / (from) Capital 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
602	TOTAL NET EXPENDITURE	431	5	3	439	2
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
						-
<u>Other resource changes</u>						
Increase in contribution of employers pension						3
						3
TOTAL OTHER VARIATIONS IN RESOURCE						3

ADULT SOCIAL CARE AND ALL-AGE DISABILITY
25-65 DISABILITY

COST CENTRE: C1416Q

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
1,526	Employees	2,787	59	129	2,975	7
-	Premises related expenditure	-	-	-	-	n/a
(38)	Supplies and Services	11	-	-	11	-
31,645	Third Party Payments	29,435	785	400	30,620	4
17,210	Transfer Payments	14,841	3	-	14,844	0
3	Transport related expenditure	4	-	-	4	-
1,189	Recharges from other services	206	-	-	206	-
51,535	TOTAL EXPENDITURE	47,284	847	529	48,660	3
(979)	Government Grants	(979)	-	-	(979)	-
(2,695)	Other Grants, reimbursements and contributions	(3,362)	-	-	(3,362)	-
(3,738)	Customer and Client Receipts	(3,466)	(69)	-	(3,535)	2
-	Interest Receivable	-	-	-	-	n/a
(366)	Recharges to other services	-	-	-	-	n/a
(7,778)	TOTAL INCOME	(7,807)	(69)	-	(7,876)	1
43,757	NET CONTROLLABLE COST	39,477	778	529	40,784	3
	Capital Charges	-	-	-	-	n/a
	Intangible Charges	-	-	-	-	n/a
	REFCUS	-	-	-	-	n/a
	Corporate support services bought in	-	-	-	-	n/a
-	TOTAL UNCONTROLLABLE COST	-	-	-	-	n/a
43,757	NET COST OF SERVICE	39,477	778	529	40,784	3
	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
	Financing of Capital Expenditure	-	-	-	-	n/a
	Provision for Repayment of External Loans	-	-	-	-	n/a
	Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
43,757	TOTAL NET EXPENDITURE	39,477	778	529	40,784	3
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
25-65 Disability Demand - To manage growth in demand for care and support.						1,900
						1,900
<u>Strategic budget - agreed additional income / savings</u>						
25-65 disability transformation - creating efficiency through better outcomes for people reducing expensive care packages						(1,500)
						(1,500)
<u>Other resource changes</u>						
Staff Transfer - 2 FTE NRPf Adults Social Workers from gateway to adults (GSE 1.3 to HW 1.6)						94
Increase in contribution of employers pension						35
						129
TOTAL OTHER VARIATIONS IN RESOURCE						529

ADULT SOCIAL CARE AND ALL-AGE DISABILITY
TRANSFORMATION AND CLIENTING

COST CENTRE: C1420Q

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
71	Employees	265	1	(193)	73	(72)
	Premises related expenditure	-			-	n/a
1,462	Supplies and Services	1,462			1,462	-
	Third Party Payments	1,666		(1,666)	-	(100)
196	Transfer Payments	-		(804)	(804)	n/a
	Transport related expenditure	-			-	n/a
7,317	Recharges from other services	7,317			7,317	-
9,046	TOTAL EXPENDITURE	10,710	1	(2,663)	8,048	(25)
(7,317)	Government Grants	-			-	n/a
	Other Grants, reimbursements and contributions	(7,317)			(7,317)	-
	Customer and Client Receipts	-			-	n/a
	Interest Receivable	-			-	n/a
	Recharges to other services	-			-	n/a
(7,317)	TOTAL INCOME	(7,317)	-	-	(7,317)	-
1,729	NET CONTROLLABLE COST	3,393	1	(2,663)	731	(78)
	Capital Charges	-			-	n/a
	Intangible Charges	-			-	n/a
	REFCUS	-			-	n/a
	Corporate support services bought in	-			-	n/a
-	TOTAL UNCONTROLLABLE COST	-	-	-	-	n/a
1,729	NET COST OF SERVICE	3,393	1	(2,663)	731	(78)
	Contributions to / (from) Earmarked Reserves	-			-	n/a
	Contributions to / (from) Capital Reserves:	-			-	n/a
	Financing of Capital Expenditure	-			-	n/a
	Provision for Repayment of External Loans	-			-	n/a
	Contribution to / (from) General Balances	-			-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
1,729	TOTAL NET EXPENDITURE	3,393	1	(2,663)	731	(78)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
Workforce reform and transformation. Creating a permanent workforce with less agency cover and costs, reducing management costs and creating more holistic team structures around our residents.						(1,000)
						(1,000)
<u>Other resource changes</u>						
Virement of Improved Better Care Fund from Transformation to Reablement (HW 1.11)						(2,000)
Salary realignment from to Workforce Transformation from All Age Disability (HW 1.3)						230
Salary realignment from to Workforce Transformation from All Age Day Services (HW 1.9)						106
Other minor changes						1
						(1,663)
TOTAL OTHER VARIATIONS IN RESOURCE						(2,663)

HEALTH, WELLBEING & ADULTS
ADULT SOCIAL CARE AND ALL-AGE DISABILITY
ADULT MENTAL HEALTH SOCIAL CARE

SERVICE SUBJECTIVE SUMMARY

COST CENTRE: C1430Q

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
2,918	Employees	2,918	57	29	3,004	3
-	Premises related expenditure	-			-	n/a
16	Supplies and Services	16			16	-
6,925	Third Party Payments	6,307	100	200	6,607	5
662	Transfer Payments	662	1		663	0
26	Transport related expenditure	26			26	-
10	Recharges from other services	10			10	-
10,557	TOTAL EXPENDITURE	9,939	158	229	10,326	4
(65)	Government Grants	(65)			(65)	-
(1,169)	Other Grants, reimbursements and contributions	(1,169)			(1,169)	-
(450)	Customer and Client Receipts	(450)	(9)		(459)	2
-	Interest Receivable	-			-	n/a
(923)	Recharges to other services	(923)			(923)	-
(2,607)	TOTAL INCOME	(2,607)	(9)	-	(2,616)	0
7,950	NET CONTROLLABLE COST	7,332	149	229	7,710	5
	Capital Charges	-		2	2	n/a
	Intangible Charges	-			-	n/a
	REFCUS	-			-	n/a
	Corporate support services bought in	-			-	n/a
-	TOTAL UNCONTROLLABLE COST	-	-	2	2	n/a
7,950	NET COST OF SERVICE	7,332	149	231	7,712	5
	Contributions to / (from) Earmarked Reserves	-			-	n/a
	Contributions to / (from) Capital Reserves:	-			-	n/a
	Financing of Capital Expenditure	-			-	n/a
	Provision for Repayment of External Loans	-			-	n/a
	Contribution to / (from) General Balances	-			-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
7,950	TOTAL NET EXPENDITURE	7,332	149	231	7,712	5
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
Mental health Demand - To manage growth in demand for care and support.						300
						300
<u>Strategic budget - agreed additional income / savings</u>						
Mental Health Transformation - Creating efficiency through better outcomes for people reducing expensive care packages.						(100)
						(100)
<u>Other resource changes</u>						
Increase in contribution of employers pension						29
Change in Capital Charges						2
						31
TOTAL OTHER VARIATIONS IN RESOURCE						231

ADULT SOCIAL CARE AND ALL-AGE DISABILITY
DAY SERVICES

COST CENTRE: C1431Q

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
2,249	Employees	3,004	57	(77)	2,984	(1)
66	Premises related expenditure	(261)			(261)	-
59	Supplies and Services	(407)		(100)	(507)	25
961	Third Party Payments	70			70	-
-	Transfer Payments	-			-	n/a
-	Transport related expenditure	4			4	-
357	Recharges from other services	34			34	-
3,692	TOTAL EXPENDITURE	2,444	57	(177)	2,324	(5)
-	Government Grants	-			-	n/a
(88)	Other Grants, reimbursements and contributions	(75)			(75)	-
(768)	Customer and Client Receipts	(75)			(75)	-
-	Interest Receivable	-			-	n/a
(979)	Recharges to other services	(450)			(450)	-
(1,835)	TOTAL INCOME	(600)	-	-	(600)	-
1,857	NET CONTROLLABLE COST	1,844	57	(177)	1,724	(7)
	Capital Charges	68		5	73	7
	Intangible Charges	-			-	n/a
	REFCUS	-			-	n/a
	Corporate support services bought in	-			-	n/a
-	TOTAL UNCONTROLLABLE COST	68	-	5	73	7
1,857	NET COST OF SERVICE	1,912	57	(172)	1,797	(6)
	Contributions to / (from) Earmarked Reserves	-			-	n/a
	Contributions to / (from) Capital Reserves:	-			-	n/a
	Financing of Capital Expenditure	-			-	n/a
	Provision for Repayment of External Loans	-			-	n/a
	Contribution to / (from) General Balances	-			-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
1,857	TOTAL NET EXPENDITURE	1,912	57	(172)	1,797	(6)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
Reconfiguring service enhancing life and well-being opportunities						(100)
						(100)
<u>Other resource changes</u>						
Change in Capital Charges						5
Salary realignment to Workforce Transformation (HW 1.7)						(106)
Increase in contribution of employers pension						29
						(72)
TOTAL OTHER VARIATIONS IN RESOURCE						(172)

COST CENTRE: C1432Q

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
(17)	Employees	-			-	n/a
218	Premises related expenditure	155			155	-
2,177	Supplies and Services	1,340	24		1,364	2
12,398	Third Party Payments	10,432	313		10,745	3
-	Transfer Payments	-			-	n/a
-	Transport related expenditure	-			-	n/a
59	Recharges from other services	58			58	-
14,835	TOTAL EXPENDITURE	11,985	337	-	12,322	3
-	Government Grants	-			-	n/a
(1,108)	Other Grants, reimbursements and contributions	-			-	n/a
(4,144)	Customer and Client Receipts	(3,254)	(70)		(3,324)	2
-	Interest Receivable	-			-	n/a
(1,207)	Recharges to other services	(624)			(624)	-
(6,459)	TOTAL INCOME	(3,878)	(70)	-	(3,948)	2
8,376	NET CONTROLLABLE COST	8,107	267	-	8,374	3
43	Capital Charges	43		(18)	25	(42)
-	Intangible Charges	-			-	n/a
-	REFCUS	-			-	n/a
-	Corporate support services bought in	-			-	n/a
43	TOTAL UNCONTROLLABLE COST	43	-	(18)	25	(42)
8,419	NET COST OF SERVICE	8,150	267	(18)	8,399	3
	Contributions to / (from) Earmarked Reserves	-			-	n/a
	Contributions to / (from) Capital Reserves:	-			-	n/a
	Financing of Capital Expenditure	-			-	n/a
	Provision for Repayment of External Loans	-			-	n/a
	Contribution to / (from) General Balances	-			-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
8,419	TOTAL NET EXPENDITURE	8,150	267	(18)	8,399	3
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
Contribution to the wider One Croydon Partnership Alliance						150
						150
<u>Strategic budget - agreed additional income / savings</u>						
One Croydon Alliance -Efficiencies through better partnership working within the Alliance						(150)
						(150)
<u>Other resource changes</u>						
Change in Capital Charges						(18)
						(18)
TOTAL OTHER VARIATIONS IN RESOURCE						(18)

ADULT SOCIAL CARE AND ALL-AGE DISABILITY
OBC PROVIDER SERVICES - SOCIAL CARE

COST CENTRE: C1433Q

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
7,210	Employees	9,011	206	76	9,293	3
46	Premises related expenditure	35			35	-
74	Supplies and Services	114			114	-
26,838	Third Party Payments	20,674	409	2,038	23,121	12
1,279	Transfer Payments	944			944	-
26	Transport related expenditure	30			30	-
1,343	Recharges from other services	115			115	-
36,816	TOTAL EXPENDITURE	30,923	615	2,114	33,652	9
	Government Grants	-			-	n/a
(3,867)	Other Grants, reimbursements and contributions	(3,292)			(3,292)	-
(8,132)	Customer and Client Receipts	(6,721)	(132)		(6,853)	2
	Interest Receivable	-			-	n/a
(1,026)	Recharges to other services	(1,000)			(1,000)	-
(13,026)	TOTAL INCOME	(11,013)	(132)	-	(11,145)	1
23,790	NET CONTROLLABLE COST	19,910	483	2,114	22,507	13
10	Capital Charges	10			10	-
	Intangible Charges	-			-	n/a
(3,999)	REFCUS	-			-	n/a
	Corporate support services bought in	-			-	n/a
(3,989)	TOTAL UNCONTROLLABLE COST	10	-	-	10	-
19,801	NET COST OF SERVICE	19,920	483	2,114	22,517	13
	Contributions to / (from) Earmarked Reserves	-			-	n/a
	Contributions to / (from) Capital Reserves:	-			-	n/a
	Financing of Capital Expenditure	-			-	n/a
	Provision for Repayment of External Loans	-			-	n/a
	Contribution to / (from) General Balances	-			-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
19,801	TOTAL NET EXPENDITURE	19,920	483	2,114	22,517	13
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
Council contribution to the wider One Croydon Partnership Alliance						2,333
						2,333
<u>Strategic budget - agreed additional income / savings</u>						
One Croydon Alliance - Managing the increased demand through better partnership working within the Alliance.						(2,295)
						(2,295)
<u>Other resource changes</u>						
Virement of Improved Better Care Fund from Transformation to Reablement (HW 1.7)						2,000
Increase in contribution of employers pension						76
						2,076
TOTAL OTHER VARIATIONS IN RESOURCE						2,114

CHILDREN WITH DISABILITIES
0-25 SEND SERVICE CWD

COST CENTRE: C1221Q

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
1,886	Employees	3,166	64	32	3,262	3
2	Premises related expenditure	1	-	-	1	-
31	Supplies and Services	35	-	-	35	-
6,910	Third Party Payments	5,665	6	1,600	7,271	28
3,774	Transfer Payments	2,649	-	400	3,049	15
14	Transport related expenditure	12	-	-	12	-
1,756	Recharges from other services	52	-	-	52	-
14,373	TOTAL EXPENDITURE	11,580	70	2,032	13,682	18
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
219	Customer and Client Receipts	(60)	(1)	-	(61)	2
-	Interest Receivable	-	-	-	-	n/a
(398)	Recharges to other services	(398)	-	-	(398)	-
(179)	TOTAL INCOME	(458)	(1)	-	(459)	0
14,194	NET CONTROLLABLE COST	11,122	69	2,032	13,223	19
12	Capital Charges	12	-	-	12	-
-	Intangible Charges	-	-	-	-	n/a
(3,072)	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
(3,060)	TOTAL UNCONTROLLABLE COST	12	-	-	12	-
11,134	NET COST OF SERVICE	11,134	69	2,032	13,235	19
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
11,134	TOTAL NET EXPENDITURE	11,134	69	2,032	13,235	19
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
CWD - service growth - To accommodate current increase in demand and high case loads						
- Family Support Packages						1,000
- 16-25 Transition Carepackages						1,000
						-
						2,000
<u>Strategic budget - agreed additional income / savings</u>						
<u>Other resource changes</u>						
Increase in contribution of employers pension						32
						32
TOTAL OTHER VARIATIONS IN RESOURCE						2,032

PUBLIC HEALTH

SERVICE DESCRIPTION

The council took over the responsibility for public health functions from 1 April 2013, this included a dedicated ring-fence budget allocated to provide a range of mandatory and non-mandatory services (set out in legislation) . The Director of Public Health, a statutory appointment, and her team are required to provide a range of statutory responsibilities and, as such, have a specialist skill set- all the senior team are considered equivalent , by the Royal Colleges and GMC, to medical consultants in hospital settings.

The public health specialists provide public health advice and expertise to commissioners of health care for Croydon residents, mostly but not exclusively to Croydon CCG; , and providing information and advice to other agencies such as Public Health England and NHS England. This information and advice ensures that the health of our residents is protected through vaccination and immunisation, health screening and emergency planning. The Director is also responsible to ensure that a range of services are commissioned which include Health visiting, School nursing, sexual health services, drug and alcohol services, obesity prevention and management (including child measurement) and NHS Health Checks. These functions are entirely funded by the Public Health Grant.

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

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

Public Health Contracts and Funding covers the following areas:

~ Sexual and reproductive health covers a range of mandatory public health services, most of which are provided through the NHS

~ Health protection covers services to protect the health of the population including environmental health

~ Behaviour change covers both mandatory and non-mandatory services to support individuals lead healthier lifestyles. They are delivered by a range of external and internal providers.

~ Children's public health services covers mainly mandatory services most of which are delivered by external NHS providers.

~ Targeted public health projects are mainly non-mandatory services many of which are delivered by internal council providers but also through the Third Sector and the NHS.

MOVEMENT IN NET EXPENDITURE

COST CENTRE	SERVICE	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
C1691Q	Public Health Management	(20,142)	-	669	(19,473)	(3)
C1692Q	Public Health Contracts And Funding	20,136	-	(663)	19,473	(3)
	TOTAL NET SPEND	(6)	-	6	-	(100)

STAFF ESTABLISHMENT NUMBERS

SERVICE	ORIGINAL BUDGET 2018/19 FTE STAFF	ORIGINAL BUDGET 2019/20 FTE STAFF	CHANGE IN FTE STAFF
Public Health Management	22.9	20.9	(2.0)
Public Health Contracts And Funding			
TOTAL FTE STAFF	22.9	20.9	(2.0)

PUBLIC HEALTH

COST CENTRE: C1662P

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
1,365	Employees	1,385	-	148	1,533	11
-	Premises related expenditure	-	-	10	10	n/a
45	Supplies and Services	50	-	47	97	94
8,746	Third Party Payments	8,102	-	(637)	7,465	(8)
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
11,908	Recharges from other services	11,903	-	(671)	11,232	(6)
22,064	TOTAL EXPENDITURE	21,440	-	(1,103)	20,337	(5)
(21,364)	Government Grants	(21,364)	-	534	(20,830)	(2)
(700)	Other Grants, reimbursements and contributions	(570)	-	460	(110)	(81)
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
-	Recharges to other services	(115)	-	115	-	(100)
(22,064)	TOTAL INCOME	(22,049)	-	1,109	(20,940)	(5)
-	NET CONTROLLABLE COST	(609)	-	6	(603)	(1)
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	603	-	-	603	-
-	TOTAL UNCONTROLLABLE COST	603	-	-	603	-
-	NET COST OF SERVICE	(6)	-	6	-	(100)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
-	TOTAL NET EXPENDITURE	(6)	-	6	-	(100)

PUBLIC HEALTH
PUBLIC HEALTH MANAGEMENT

COST CENTRE: C1691Q

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
	Employees	-			-	n/a
	Premises related expenditure	-		-	-	n/a
45	Supplies and Services	50		-	50	-
	Third Party Payments	-			-	n/a
	Transfer Payments	-			-	n/a
	Transport related expenditure	-			-	n/a
1,244	Recharges from other services	1,139		(435)	704	(38)
1,289	TOTAL EXPENDITURE	1,189	-	(435)	754	(37)
(21,364)	Government Grants	(21,364)		534	(20,830)	(2)
(570)	Other Grants, reimbursements and contributions	(570)		570	-	(100)
	Customer and Client Receipts	-			-	n/a
	Interest Receivable	-			-	n/a
	Recharges to other services	-			-	n/a
(21,934)	TOTAL INCOME	(21,934)	-	1,104	(20,830)	(5)
(20,645)	NET CONTROLLABLE COST	(20,745)	-	669	(20,076)	(3)
	Capital Charges	-			-	n/a
	Intangible Charges	-			-	n/a
	REFCUS	-			-	n/a
	Corporate support services bought in	603			603	-
-	TOTAL UNCONTROLLABLE COST	603	-	-	603	-
(20,645)	NET COST OF SERVICE	(20,142)	-	669	(19,473)	(3)
	Contributions to / (from) Earmarked Reserves	-			-	n/a
	Contributions to / (from) Capital Reserves:	-			-	n/a
	Financing of Capital Expenditure	-			-	n/a
	Provision for Repayment of External Loans	-			-	n/a
	Contribution to / (from) General Balances	-			-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
(20,645)	TOTAL NET EXPENDITURE	(20,142)	-	669	(19,473)	(3)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
						-
<u>Other resource changes</u>						
Decrease in Department of Health Funding						534
Loss of Transformation Funding						570
Reduction in Recharges						(435)
						669
TOTAL OTHER VARIATIONS IN RESOURCE						669

COST CENTRE: C1692Q

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
1,365	Employees	1,385		148	1,533	11
	Premises related expenditure	-		10	10	n/a
	Supplies and Services	-		47	47	n/a
8,746	Third Party Payments	8,102		(637)	7,465	(8)
	Transfer Payments	-		-	-	n/a
	Transport related expenditure	-		-	-	n/a
10,664	Recharges from other services	10,764		(236)	10,528	(2)
20,775	TOTAL EXPENDITURE	20,251	-	(668)	19,583	(3)
(130)	Government Grants	-		-	-	n/a
	Other Grants, reimbursements and contributions	-		(110)	(110)	n/a
	Customer and Client Receipts	-		-	-	n/a
	Interest Receivable	-		-	-	n/a
	Recharges to other services	(115)		115	-	(100)
(130)	TOTAL INCOME	(115)	-	5	(110)	(4)
20,645	NET CONTROLLABLE COST	20,136	-	(663)	19,473	(3)
	Capital Charges	-		-	-	n/a
	Intangible Charges	-		-	-	n/a
	REFCUS	-		-	-	n/a
	Corporate support services bought in	-		-	-	n/a
-	TOTAL UNCONTROLLABLE COST	-	-	-	-	n/a
20,645	NET COST OF SERVICE	20,136	-	(663)	19,473	(3)
	Contributions to / (from) Earmarked Reserves	-		-	-	n/a
	Contributions to / (from) Capital Reserves:	-		-	-	n/a
	Financing of Capital Expenditure	-		-	-	n/a
	Provision for Repayment of External Loans	-		-	-	n/a
	Contribution to / (from) General Balances	-		-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
20,645	TOTAL NET EXPENDITURE	20,136	-	(663)	19,473	(3)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
						-
<u>Other resource changes</u>						
Reduction in Contracts costs and recharges from other services						(668)
Minor Variations						5
						(663)
TOTAL OTHER VARIATIONS IN RESOURCE						(663)

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KEY SERVICE TARGETS / PRIORITIES FOR 2019/20

1. Strengthen transformation and demand management across all services, creating more preventative and joined up approaches which also strengthens efficiencies. In particular:
 - a) Implement the Early Help strategy for children's services to provide support to children sooner and reduce demand on higher tariff services
 - b) Establish an Edge of Care team to reduce the number of young people entering the care system
 - c) Establish an entry into care panel to ensure that this is a good outcome for children
2. Deliver the Independence Strategy and the promises therein, for example:
 - a) Continue to improve the proportion of schools judged good or better by OFSTED
 - b) Give children and better start in life through the implementation of the Early Provision
 - c) Create more local school places for children and young people with Special educational needs and disabilities (SEND)
 - d) Increase the capacity and capability of schools to support children with additional needs
3. Safeguard and protect Children and Vulnerable Adults by continuing to improve the quality of services, supporting the delivery of the business plan for the Children's and Adults' Safeguarding Board which will improve outcomes for children through our targeted interventions.
4. To deliver the Ofsted Improvement Plan bringing high quality services to children, young people and their families - including:
 - a) Developing a permanent, skilled and effective workforce
 - b) Establishing evidence based practice
 - c) Intervening earlier
 - d) Delivering consistently good assessments and intervention plans that offer good outcomes for children

COST CENTRE: C1200N

DESCRIPTION	ACTUAL 2017/18 £000	ORIGINAL 2018/19 £000	FORECAST 2018/19 £000	BUDGET 2019/20 £000	% CHANGE %
Employees	103,531	36,682	29,146	41,107	12
Premises related expenditure	8,309	(28)	73	108	(486)
Supplies and Services	51,567	5,337	9,856	5,530	4
Third Party Payments	44,516	54,530	60,208	61,965	14
Transfer Payments	19,280	147,801	133,012	153,076	4
Transport related expenditure	234	93	92	39	(58)
Capital Charges	-	5,866	5,866	9,207	57
Intangible Charges	-	-	-	-	n/a
REFCUS	-	-	-	-	n/a
Corporate support services bought in	23,309	9,631	9,624	9,367	(3)
Recharges from other services	390	6,926	17,722	8,424	22
TOTAL EXPENDITURE	251,137	266,838	265,599	288,823	9
Government Grants	(159,128)	(192,083)	(180,222)	(197,958)	3
Other Grants, reimbursements and contributions	(10,980)	(1,262)	(1,915)	(1,366)	8
Customer and Client Receipts	(6,967)	(734)	(758)	(746)	2
Interest Receivable	-	-	-	-	n/a
Recharges to other services	(8,771)	(4,698)	(6,609)	(4,954)	5
TOTAL INCOME	(185,846)	(198,777)	(189,504)	(205,024)	8
NET EXPENDITURE	65,290	68,061	76,095	83,799	10
Contributions to / (from) Reserves	(2,633)	-	(150)	-	(100)
CURRENT BUDGET	55,170		68,403		
TOTAL VARIANCE FROM BUDGET- Over/(Under)	7,487		7,542		

TOP FINANCIAL RISKS 2019/20

The UASC pressure continues as a result of the Home Office only funding a fixed rate per child, which does not accurately reflect our costs for looking after UASC children and these costs are a result of acting as a 'gateway' authority. The Home Office have said that they are committed to reviewing funding rates and we have contributed to their call for evidence. At this stage there is no date for when there will be an outcome of that review.

From March 2019, Local Authorities (LAs) with a cumulative Dedicated School Grant (DSG) deficit of over 1% of their 2018-19 allocation will be required to submit a deficit recovery plan to the Department for Education. It is not clear if that recovery plan is expected to be ring fenced to the DSG or whether it is expected that LAs will need to hold General Fund reserves to cover any overspends.

Additional financial pressures may arise in relation to the Ofsted Improvement Plan including:
 Increase the workforce with capacity to deliver high quality work requiring smaller caseloads
 Support the service with additional infrastructure support in relation to HR/ Finance/ performance/ policy and ICT
 Establish assistant team managers in Care Planning
 Develop a robust Early Help Service and Edge of Care Service

Recruitment and retention costs and packages will need to be reviewed to reflect the marketplace which is becoming increasingly competitive. The establishment of social workers may need to increase permanently to ensure low caseloads, key to recruitment and retention.

Demand in relation to children in child protection, care proceedings, children in care and UASC continue to rise. This may well continue until we have embedded the early help provision.

CABINET MEMBER

Cllr Alisa Fleming

Cabinet Member for Children, Young People and Learning

DEPARTMENT MANAGEMENT TEAM

NAME	TITLE	TEL. EX.
Robert Henderson	Executive Director of Children, Families & Education	60531
Nick Pendry	Director of Early Help and Children's Social Care	88481
Vacant	Director of Education and Youth Engagement	65671
Kerry Crichlow	Director of Children's Improvement Programme	64802

COST CENTRE	DIVISION
C1210P	Early Help and Children's Social Care
C1220P	Education and Youth Engagement
C1245P	Children Families and Education Directorate
C1215P	Dedicated Schools Grant (DSG)

MOVEMENT IN SERVICE NET EXPENDITURE

FORECAST 2018/19 £000's	DIVISION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
66,249	Early Help and Children's Social Care	58,509	971	10,501	69,981	20
16,537	Education and Youth Engagement	3,867	161	638	4,666	21
5,802	Children Families and Education Directorate	5,685	5	3,462	9,152	61
-	Dedicated Schools Grant (DSG)	-	-	-	-	n/a
88,588	TOTAL NET SPEND	68,061	1,137	14,601	83,799	23

STAFF ESTABLISHMENT NUMBERS

DIVISION	ORIGINAL BUDGET 2018/19 FTE STAFF	ORIGINAL BUDGET 2019/20 FTE STAFF	CHANGE IN FTE FTE STAFF
Early Help and Children's Social Care	486.0	515.0	29.0
Education and Youth Engagement	196.0	198.4	2.4
Children Families and Education Directorate	1.0	1.0	-
Dedicated Schools Grant (DSG)	-	-	-
TOTAL FTE STAFF	683.0	714.3	31.4

STAFF ESTABLISHMENT NUMBERS - REASONS FOR VARIATIONS

Early Help and Children's Social Care staffing has increased by 31 FTE. This is due to realignment of teams and additional staff required to meet the demands and contributes to the improvement of the service following recent Ofsted inspection.

Education and Youth Engagement staffing has increased by 2.4 FTE. The additional staff are required to meet the demands of the service.

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
29,146	Employees	36,682	676	3,749	41,107	12
73	Premises related expenditure	(28)	-	136	108	(486)
9,856	Supplies and Services	5,337	-	193	5,530	4
60,208	Third Party Payments	54,530	473	6,962	61,965	14
145,655	Transfer Payments	147,801	-	5,275	153,076	4
92	Transport related expenditure	93	-	(54)	39	(58)
17,722	Recharges from other services	6,926	-	1,498	8,424	22
262,752	TOTAL EXPENDITURE	251,341	1,149	17,759	270,249	8
(180,222)	Government Grants	(192,083)	-	(5,875)	(197,958)	3
(1,915)	Other Grants, reimbursements and contributions	(1,262)	-	(104)	(1,366)	8
(758)	Customer and Client Receipts	(734)	(12)	-	(746)	2
-	Interest Receivable	-	-	-	-	n/a
(6,609)	Recharges to other services	(4,698)	-	(256)	(4,954)	5
(189,504)	TOTAL INCOME	(198,777)	(12)	(6,235)	(205,024)	3
73,248	NET CONTROLLABLE COST	52,564	1,137	11,524	65,225	24
5,866	Capital Charges	5,866	-	3,341	9,207	57
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
9,624	Corporate support services bought in	9,631	-	(264)	9,367	(3)
15,490	TOTAL UNCONTROLLABLE COST	15,497	-	3,077	18,574	20
88,738	NET COST OF SERVICE	68,061	1,137	14,601	83,799	23
(150)	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
(150)	TOTAL APPROPRIATIONS	-	-	-	-	n/a
88,588	TOTAL NET EXPENDITURE	68,061	1,137	14,601	83,799	23
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
Strategic budget - agreed pressures / service demands						11,876
Strategic budget - agreed additional income / savings						(1,000)
Other resource changes						3,601
TOTAL OTHER VARIATIONS IN RESOURCE						14,477

EARLY HELP AND CHILDREN'S SOCIAL CARE

SERVICE DESCRIPTION

The **Quality Assurance and Safeguarding** service is responsible for the independent chairing of all Child Protection Conferences, the statutory Independent Reviewing Officers for all Looked after Children (IROs) and Independent Visitors (IVs) and the business management and oversight of the multi-agency Local Safeguarding Children's Board. The service also contains the Local Authority Designated Officer (LADO) function whose purpose is to coordinate investigations where there are allegations concerning people in a position of trust who are working with children and the Principal Social Worker who holds the lead function for the roll-out and implementation of new ways of working. To support this work the service manages the implementation and maintenance of the electronic Children's Recording System (CRS) throughout Children Social Care (CSC) and oversees the Quality Assurance Framework which has a key role to play in co-ordinating and analysing quality assurance activities and ensuring that lessons are quickly and effectively translated in to practice.

The **Care Planning Service** is responsible for intervention and support for all children in need, children in need of protection, some looked after children and those subject to Court Proceedings. The service also undertakes all pre-birth assessments on unborn children. Care Planning Teams, within the service, work with cases where children are on child protection plans and those who have longer term needs and are responsible for applications to court when children are assessed as requiring a Court Order for their protection. Other services within Care Planning include the Family Support Team, the Care Proceedings Progression Team, Private Fostering & No Recourse to Public Funds Team and the Family Group Conference Service.

Corporate Parenting is responsible for the planning and delivery of statutory social care services for approximately 800 looked after children and 750 care leavers. These are children and young people aged 0-18 years that are placed for adoption, cared for in fostering placements placed in residential homes, or are placed with family and friends as carers as well as care leavers aged 18-25 years. Approximately 300 looked after children in the borough are Unaccompanied Asylum Seeking Children (UASC) whose costs are partly funded from United Kingdom Border Agency (UKBA) grant arrangements. The Service also includes the Fostering Service, supporting over 200 foster placements and the Adoption Service, which prepares and trains adopters, places children for adoption and offers a full range of adoption support services to children and adults. Adoption functions will move to a regionalised service from 1 April 2019.

Single Point of Contact (SPOC) and Assessments

The Single Point of Contact (SPOC) brings key professionals together to facilitate early, better quality information sharing, analysis and decision-making, to safeguard vulnerable children and young people more effectively. All referrals from agencies and members of the public regarding children and young people are sent to the SPOC, where decisions are made as to the best response to ensure children and young people are safeguarded. When a social work assessment is required, the Assessment Service carries out assessments, working with children, young people and their families, to understand their needs and any risks to determine whether: no further action from Children's Social Care is required, a Child in Need Plan is needed to support the family through a multi-agency plan or if the child or young person is suffering, or likely to suffer significant harm, a Child Protection Plan.

Early Help is everyone's responsibility and Croydon's Partnership Early Help strategy and delivery plan has been developed to provide a joined up, effective early help offer for children aged 0 to 18 years and their families; delivered on a locality, evidence based model through a shared partnership approach to collectively delivering universal and early help services. The Partnership Early Help delivery model is shaped around three early help locality centres, working initially within three localities, in the north, central and south areas of the Borough. These three centres provide a locality base for a range of practitioners supporting close collaboration and alignment of services, including the realigned Council intensive early help family key work teams, 'Best Start Family Solutions' service, who will work with partners delivering an integrated approach to our early help offer in the locality.

Adolescent Services includes the Youth Offending Service and Gangs Team, Child Exploitation (CE)/Missing Intelligence Team and two Adolescent Support Teams and works with vulnerable adolescents who can also present with risky behaviour. The Youth Offending Service is a multi-agency service and includes the local authority, police, education, health, probation, substance misuse and housing offering a range of services including diversion from the system (for eligible first time offences) and supervising statutory court orders within the community and in custody. The Adolescent Support Teams have social workers and adolescent workers, working with young people (aged 13 years plus) who are at risk outside of the home, either through exploitation, going missing, being involved in offending or gangs. The CE/Missing Intelligence Team co-ordinate MACE, and analyse intelligence and information about

MOVEMENT IN NET EXPENDITURE

COST CENTRE	SERVICE	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
C1210Q	Quality Assurance and Safeguarding	2,615	55	172	2,842	9
C1212Q	Early Help and Children's Social Care Directorate	12,309	14	(1,004)	11,319	(8)
C1214Q	Care Planning Service	5,584	94	2,190	7,868	41
C1216Q	Corporate Parenting	25,545	590	8,633	34,768	36
C1218Q	Single Point of Contact (SPOC) and Assessments	4,120	87	927	5,134	25
C1247Q	Early Help	5,615	68	(799)	4,884	(13)
C1260Q	Adolescent Services	2,721	63	382	3,166	16
	TOTAL NET SPEND	58,509	971	10,501	69,981	20

STAFF ESTABLISHMENT NUMBERS

SERVICE	ORIGINAL BUDGET 2018/19 FTE STAFF	ORIGINAL BUDGET 2019/20 FTE STAFF	CHANGE IN FTE STAFF
Quality Assurance and Safeguarding	38.1	43.5	5.3
Early Help and Children's Social Care Directorate	6.0	6.0	-
Care Planning Service	147.0	102.0	(45.0)
Corporate Parenting	115.8	138.0	22.2
Single Point of Contact (SPOC) and Assessments	104.2	77.6	(26.6)
Early Help	13.0	80.9	67.9
Adolescent Services	61.8	67.0	5.2
TOTAL FTE STAFF	486.0	515.0	29.0

EARLY HELP AND CHILDREN'S SOCIAL CARE

COST CENTRE: C1210P

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
17,886	Employees	26,558	498	3,444	30,500	15
(26)	Premises related expenditure	(115)	-	136	21	(118)
3,025	Supplies and Services	1,484	-	568	2,052	38
43,315	Third Party Payments	38,789	473	5,976	45,238	17
75	Transfer Payments	389	-	-	389	-
55	Transport related expenditure	58	-	(55)	3	(95)
15,167	Recharges from other services	5,333	-	729	6,062	14
79,497	TOTAL EXPENDITURE	72,496	971	10,798	84,265	16
(18,885)	Government Grants	(20,439)	-	311	(20,128)	(2)
(899)	Other Grants, reimbursements and contributions	(248)	-	(104)	(352)	42
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
(2,811)	Recharges to other services	(2,795)	-	100	(2,695)	(4)
(22,595)	TOTAL INCOME	(23,482)	-	307	(23,175)	(1)
56,902	NET CONTROLLABLE COST	49,014	971	11,105	61,090	25
41	Capital Charges	41	-	18	59	44
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
9,447	Corporate support services bought in	9,454	-	(622)	8,832	(7)
9,488	TOTAL UNCONTROLLABLE COST	9,495	-	(604)	8,891	(6)
66,390	NET COST OF SERVICE	58,509	971	10,501	69,981	20
(141)	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
(141)	TOTAL APPROPRIATIONS	-	-	-	-	n/a
66,249	TOTAL NET EXPENDITURE	58,509	971	10,501	69,981	20

EARLY HELP AND CHILDREN'S SOCIAL CARE
QUALITY ASSURANCE AND SAFEGUARDING

COST CENTRE: C1210Q

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
2,150	Employees	2,801	55	137	2,993	7
6	Premises related expenditure	6	-	-	6	-
285	Supplies and Services	155	-	35	190	23
228	Third Party Payments	226	-	-	226	-
-	Transfer Payments	-	-	-	-	n/a
7	Transport related expenditure	1	-	-	1	-
740	Recharges from other services	54	-	-	54	-
3,416	TOTAL EXPENDITURE	3,243	55	172	3,470	n/a
-	Government Grants	-	-	-	-	n/a
(89)	Other Grants, reimbursements and contributions	(90)	-	-	(90)	-
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
(538)	Recharges to other services	(538)	-	-	(538)	-
(627)	TOTAL INCOME	(628)	-	-	(628)	n/a
2,789	NET CONTROLLABLE COST	2,615	55	172	2,842	n/a
	Capital Charges	-	-	-	-	n/a
	Intangible Charges	-	-	-	-	n/a
	REFCUS	-	-	-	-	n/a
	Corporate support services bought in	-	-	-	-	n/a
-	TOTAL UNCONTROLLABLE COST	-	-	-	-	n/a
2,789	NET COST OF SERVICE	2,615	55	172	2,842	n/a
(10)	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
	Financing of Capital Expenditure	-	-	-	-	n/a
	Provision for Repayment of External Loans	-	-	-	-	n/a
	Contribution to / (from) General Balances	-	-	-	-	n/a
(10)	TOTAL APPROPRIATIONS	-	-	-	-	n/a
2,779	TOTAL NET EXPENDITURE	2,615	55	172	2,842	9
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
Increase in staffing and associated costs to deal with demand and service improvements						281
						281
<u>Strategic budget - agreed additional income / savings</u>						
						-
<u>Other resource changes</u>						
Transfer of 1 FTE Consultant Practitioner to Early Help (CFE 1.8)						(61)
Transfer of 1 FTE Learning and Development Manager to Learning and Organisational Development (RED 3.7)						(69)
Increase in contribution of employers pension						21
						(109)
TOTAL OTHER VARIATIONS IN RESOURCE						172

EARLY HELP AND CHILDREN'S SOCIAL CARE
EARLY HELP AND CHILDREN'S SOCIAL CARE DIRECTORATE

COST CENTRE: C1212Q

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
618	Employees	899	14	305	1,218	35
(43)	Premises related expenditure	(127)	-	136	9	(107)
871	Supplies and Services	135	-	346	481	256
-	Third Party Payments	20	-	510	530	2,550
-	Transfer Payments	-	-	-	-	n/a
1	Transport related expenditure	1	-	-	1	-
2,834	Recharges from other services	2,827	-	219	3,046	8
4,281	TOTAL EXPENDITURE	3,755	14	1,516	5,285	41
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
(1,037)	Recharges to other services	(900)	-	100	(800)	(11)
(1,037)	TOTAL INCOME	(900)	-	100	(800)	(11)
3,244	NET CONTROLLABLE COST	2,855	14	1,616	4,485	57
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
9,447	Corporate support services bought in	9,454	-	(2,620)	6,834	(28)
9,447	TOTAL UNCONTROLLABLE COST	9,454	-	(2,620)	6,834	(28)
12,691	NET COST OF SERVICE	12,309	14	(1,004)	11,319	(8)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
12,691	TOTAL NET EXPENDITURE	12,309	14	(1,004)	11,319	(8)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
Growth to realign previous undeliverable savings						400
Growth for associated costs to deal with demand and service improvements						510
Growth for Business Support						389
						1,299
<u>Strategic budget - agreed additional income / savings</u>						
						-
<u>Other resource changes</u>						
Transfer of Public Health income budget to Children and Maternity Integrated Commissioning (RED 2.4)						100
Realignment of Senior Management structure						(7)
Movement in corporate charges and internal recharges						(2,401)
Increase in contribution of employers pension						5
						(2,303)
TOTAL OTHER VARIATIONS IN RESOURCE						(1,004)

CHILDREN, FAMILIES & EDUCATION
EARLY HELP AND CHILDREN'S SOCIAL CARE
CARE PLANNING SERVICE

SERVICE SUBJECTIVE SUMMARY

COST CENTRE: C1214Q

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
2,728	Employees	5,196	94	980	6,270	21
1	Premises related expenditure	-	-	-	-	n/a
117	Supplies and Services	25	-	-	25	-
888	Third Party Payments	270	-	671	941	249
75	Transfer Payments	75	-	-	75	-
4	Transport related expenditure	14	-	(14)	-	(100)
2,428	Recharges from other services	4	-	553	557	13,825
6,241	TOTAL EXPENDITURE	5,584	94	2,190	7,868	41
	Government Grants	-	-	-	-	n/a
	Other Grants, reimbursements and contributions	-	-	-	-	n/a
	Customer and Client Receipts	-	-	-	-	n/a
	Interest Receivable	-	-	-	-	n/a
	Recharges to other services	-	-	-	-	n/a
-	TOTAL INCOME	-	-	-	-	n/a
6,241	NET CONTROLLABLE COST	5,584	94	2,190	7,868	41
	Capital Charges	-	-	-	-	n/a
	Intangible Charges	-	-	-	-	n/a
	REFCUS	-	-	-	-	n/a
	Corporate support services bought in	-	-	-	-	n/a
-	TOTAL UNCONTROLLABLE COST	-	-	-	-	n/a
6,241	NET COST OF SERVICE	5,584	94	2,190	7,868	41
	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
	Financing of Capital Expenditure	-	-	-	-	n/a
	Provision for Repayment of External Loans	-	-	-	-	n/a
	Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
6,241	TOTAL NET EXPENDITURE	5,584	94	2,190	7,868	41
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
Increase in staffing and associated costs to deal with demand and service improvements						1,066
Increase in Section 17 budget to deal with demand						653
						1,719
<u>Strategic budget - agreed additional income / savings</u>						
						-
<u>Other resource changes</u>						
Transfer of 4 FTE Social Workers from Enablement and Welfare (GSE 1.3)						181
Transfer of 6 FTE Family Key Workers from Early Help (CFE 1.8)						252
Increase in contribution of employers pension						38
						471
TOTAL OTHER VARIATIONS IN RESOURCE						2,190

EARLY HELP AND CHILDREN'S SOCIAL CARE
CORPORATE PARENTING

COST CENTRE: C1216Q

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
5,449	Employees	6,265	117	2,084	8,466	35
-	Premises related expenditure	2	-	-	2	-
803	Supplies and Services	180	-	-	180	-
38,880	Third Party Payments	35,396	473	4,956	40,825	15
-	Transfer Payments	314	-	-	314	-
8	Transport related expenditure	-	-	-	-	n/a
4,444	Recharges from other services	2,383	-	(405)	1,978	(17)
49,584	TOTAL EXPENDITURE	44,540	590	6,635	51,765	16
(16,624)	Government Grants	(17,949)	-	-	(17,949)	-
(507)	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
(1,046)	Recharges to other services	(1,046)	-	-	(1,046)	-
(18,177)	TOTAL INCOME	(18,995)	-	-	(18,995)	-
31,407	NET CONTROLLABLE COST	25,545	590	6,635	32,770	28
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	1,998	1,998	n/a
-	TOTAL UNCONTROLLABLE COST	-	-	1,998	1,998	n/a
31,407	NET COST OF SERVICE	25,545	590	8,633	34,768	36
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
31,407	TOTAL NET EXPENDITURE	25,545	590	8,633	34,768	36
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
Increase in staffing and associated costs to deal with demand and service improvements						1,633
Increased demand in Looked after Children placements						5,956
						7,589
<u>Strategic budget - agreed additional income / savings</u>						
Placement savings following review and recommissioning						(1,000)
						(1,000)
<u>Other resource changes</u>						
Increase in contribution of employers pension						46
Movement in corporate charges						1,998
						2,044
TOTAL OTHER VARIATIONS IN RESOURCE						8,633

EARLY HELP AND CHILDREN'S SOCIAL CARE
SPOC AND ASSESSMENTS

COST CENTRE: C1218Q

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
1,280	Employees	4,051	87	523	4,661	15
-	Premises related expenditure	-	-	-	-	n/a
3	Supplies and Services	31	-	(23)	8	(74)
189	Third Party Payments	48	-	76	124	158
-	Transfer Payments	-	-	-	-	n/a
8	Transport related expenditure	8	-	(8)	-	(100)
3,513	Recharges from other services	1	-	359	360	35,900
4,993	TOTAL EXPENDITURE	4,139	87	927	5,153	24
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
(19)	Recharges to other services	(19)	-	-	(19)	-
(19)	TOTAL INCOME	(19)	-	-	(19)	-
4,974	NET CONTROLLABLE COST	4,120	87	927	5,134	25
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
-	TOTAL UNCONTROLLABLE COST	-	-	-	-	n/a
4,974	NET COST OF SERVICE	4,120	87	927	5,134	25
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
4,974	TOTAL NET EXPENDITURE	4,120	87	927	5,134	25
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
Increase in staffing and associated costs to deal with demand and service improvements						454
Increase in Section 17 budget to deal with demand						80
						534
<u>Strategic budget - agreed additional income / savings</u>						
						-
<u>Other resource changes</u>						
Transfer of 1 FTE Service Manager to Early Help (CFE 1.8)						(90)
Reallocation of staffing budgets from Early Help (CFE 1.8)						449
Increase in contribution of employers pension						34
						393
TOTAL OTHER VARIATIONS IN RESOURCE						927

EARLY HELP AND CHILDREN'S SOCIAL CARE

EARLY HELP

COST CENTRE: C1247Q

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
3,242	Employees	4,127	68	(893)	3,302	(20)
9	Premises related expenditure	-	-	-	-	n/a
757	Supplies and Services	891	-	84	975	9
2,932	Third Party Payments	2,646	-	(268)	2,378	(10)
-	Transfer Payments	-	-	-	-	n/a
26	Transport related expenditure	34	-	(33)	1	(97)
214	Recharges from other services	-	-	-	-	n/a
7,180	TOTAL EXPENDITURE	7,698	68	(1,110)	6,656	(14)
(1,822)	Government Grants	(2,053)	-	311	(1,742)	(15)
(3)	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
-	Recharges to other services	(30)	-	-	(30)	-
(1,825)	TOTAL INCOME	(2,083)	-	311	(1,772)	(15)
5,355	NET CONTROLLABLE COST	5,615	68	(799)	4,884	(13)
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
-	TOTAL UNCONTROLLABLE COST	-	-	-	-	n/a
5,355	NET COST OF SERVICE	5,615	68	(799)	4,884	(13)
(131)	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
(131)	TOTAL APPROPRIATIONS	-	-	-	-	n/a
5,224	TOTAL NET EXPENDITURE	5,615	68	(799)	4,884	(13)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
Increase in staffing and associated costs to deal with demand and service improvements						125
						125
<u>Strategic budget - agreed additional income / savings</u>						
						-
<u>Other resource changes</u>						
Reallocation of staffing budgets to SPOC and Assessments (CFE 1.7)						(449)
Transfer of 1 FTE Service Manager from SPOC and Assessments (CFE 1.7)						90
Transfer of 1 FTE Consultant Practitioner from Quality Assurance and Safeguarding (CFE 1.3)						61
Transfer of 6 FTE Family Key Workers to Care Planning (CFE 1.5)						(252)
Transfer of 3 FTE from Early Years to Commissioning and Procurement Children, Families and Learning (RED 2.13)						(170)
Transfer of 4 FTE from Early Years to Commissioning and Procurement Performance and Insight (RED 2.9)						(158)
Transfer of Young Carers & Youth Counselling Contracts to Children and Maternity Integrated Commissioning (RED 2.4)						(280)
Re-alignment of the Early Years Provision services team supplies and services budget						153
Re-alignment of the Early Years Provision services team staffing budget						54
Increase in contribution of employers pension						27
						(924)
TOTAL OTHER VARIATIONS IN RESOURCE						(799)

EARLY HELP AND CHILDREN'S SOCIAL CARE
ADOLESCENT SERVICES

COST CENTRE: C1260Q

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
2,419	Employees	3,219	63	308	3,590	12
1	Premises related expenditure	4	-	-	4	-
189	Supplies and Services	67	-	126	193	188
198	Third Party Payments	183	-	31	214	17
-	Transfer Payments	-	-	-	-	n/a
1	Transport related expenditure	-	-	-	-	n/a
994	Recharges from other services	64	-	3	67	5
3,802	TOTAL EXPENDITURE	3,537	63	468	4,068	15
(439)	Government Grants	(437)	-	-	(437)	-
(300)	Other Grants, reimbursements and contributions	(158)	-	(104)	(262)	66
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
(171)	Recharges to other services	(262)	-	-	(262)	-
(910)	TOTAL INCOME	(857)	-	(104)	(961)	12
2,892	NET CONTROLLABLE COST	2,680	63	364	3,107	16
41	Capital Charges	41	-	18	59	44
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
41	TOTAL UNCONTROLLABLE COST	41	-	18	59	44
2,933	NET COST OF SERVICE	2,721	63	382	3,166	16
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
2,933	TOTAL NET EXPENDITURE	2,721	63	382	3,166	16
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
Increase in staffing and associated costs to deal with demand and service improvements						144
Growth for Appropriate Adults contract						60
Growth for Safer London contract						125
						329
<u>Strategic budget - agreed additional income / savings</u>						
						-
<u>Other resource changes</u>						
Transfer of the contract for National Society for the Prevention of Cruelty to Children (NSPCC) from Partnership and Intelligence (PL 2.8)						46
Transfer of 1 FTE Business Systems and Data Management Officer to Gateway Service Improvement (GSE 1.6)						(36)
Movement in capital charges						18
Increase in contribution of employers pension						25
						53
TOTAL OTHER VARIATIONS IN RESOURCE						382

SERVICE DESCRIPTION

Place Planning Admissions & Learning Access 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 co-ordinating 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.

Education Commissioning & Youth Engagement The service has responsibility for the commissioning and contract monitoring of the education mutual, Octavo, the local authority statutory functions in relation to intervention in underperforming schools, the Virtual School for looked after children, 16-19 education in schools, including Not in Education, Employment, or Training (NEET) tracking, Standing Advisory Council for Religious Education (SACRE) and Croydon Music and Arts. The team includes ensuring provision for Children Missing Education, children who are Electively Home Educated, the commissioning of Alternative Provision and Pupil Referral Units, the Fair Access Panel, children excluded from school and statutory education welfare. A key role is to provide educational input in to the Multi-Agency Safeguarding Hub and the Local Children Safeguarding Board. The Youth Engagement service delivers targeted and specialist group work interventions for young people aged 8 - 18 through a variety of models and settings. The team also leads on engagement with young people on Borough-wide projects such as Youth Voice and Participation, Youth Congress, Young Mayor and the delivery of the Youth Engagement Strategy. The team also has specialist outreach workers for young people who are socially excluded and/or vulnerable, for example working with young people in the Town Centre or hotspots identified by the police and community safety teams. They also work with children and young people in our estates and in temporary accommodation. The team facilitates a network of youth providers who are commissioned and independently funded across the Borough to deliver services for young people. The team has responsibility for the operation and maintenance overview of three youth hubs.

Education Standards, Safeguarding and Inclusion The Schools Standards Service consists of the team who ensure the Council meets its statutory duties. They devise, in consultation with external partners, the key strategic school improvement priorities for the Borough and monitor progress towards them. Where schools are causing significant concern the team is responsible for exercising the Council's statutory powers of intervention. The team focuses on key themes to improve the quality of education and learning provision in Croydon identified by outcomes for children and young people in the Borough. These include improving service delivery, raising all standards, narrowing the gap for identified vulnerable groups, enriching the curriculum and building learning communities.

25 SEND Service The aim of the service is to provide for children with Special Educational Needs and/or Disabilities will 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. Croydon has high aspirations for children and young people with SEND

Early Years Education The sufficiency Team ensures that there are sufficient childcare 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

MOVEMENT IN NET EXPENDITURE

COST CENTRE	SERVICE	ORIGINAL BUDGET 2018/19	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20	% CHANGE (E) %
		(A) £000's	Inflation (B) £000's	Other (C) £000's	(D) £000's	
C1235Q	Education and Youth Engagement Directorate	380	3	377	760	100
C1240Q	Place Planning Admissions and Learning Access	(8)	25	210	227	(2,938)
C1241Q	Education Commissioning & Youth Engagement	1,298	21	133	1,452	12
C1242Q	Education Standards, Safeguarding and Inclusion	1,425	40	22	1,487	4
C1219Q	0-25 SEND Service Special Education General Fund	627	16	76	719	15
C1220Q	0-25 SEND Service DSG Block	-	50	(50)	-	n/a
C1280Q	Early Years Education	145	6	(130)	21	(86)
TOTAL NET SPEND		3,867	161	638	4,666	21

STAFF ESTABLISHMENT NUMBERS

SERVICE	ORIGINAL BUDGET 2018/19 FTE STAFF	ORIGINAL BUDGET 2019/20 FTE STAFF	CHANGE IN FTE
Education and Youth Engagement Directorate	1.0	1.0	-
Place Planning Admissions and Learning Access	43.1	43.1	-
Education Commissioning & Youth Engagement	24.0	24.0	-
Education Standards, Safeguarding and Inclusion	49.6	49.6	-
0-25 SEND Service Special Education General Fund	20.0	7.3	(12.7)
0-25 SEND Service DSG Block	51.6	65.5	13.9
Early Years Education	6.7	7.9	1.2
TOTAL FTE STAFF	196.0	198.4	2.4

COST CENTRE: C1220P

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
10,356	Employees	9,883	173	333	10,389	5
98	Premises related expenditure	86	-	-	86	-
6,311	Supplies and Services	3,799	-	(375)	3,424	(10)
16,879	Third Party Payments	15,422	-	986	16,408	6
62,155	Transfer Payments	59,803	-	3,140	62,943	5
36	Transport related expenditure	34	-	1	35	3
1,631	Recharges from other services	1,586	-	769	2,355	48
97,466	TOTAL EXPENDITURE	90,613	173	4,854	95,640	6
(77,912)	Government Grants	(84,035)	-	(4,051)	(88,086)	5
(1,016)	Other Grants, reimbursements and contributions	(1,014)	-	-	(1,014)	-
(758)	Customer and Client Receipts	(734)	(12)	-	(746)	2
-	Interest Receivable	-	-	-	-	n/a
(1,560)	Recharges to other services	(1,289)	-	(377)	(1,666)	29
(81,246)	TOTAL INCOME	(87,072)	(12)	(4,428)	(91,512)	5
16,220	NET CONTROLLABLE COST	3,541	161	426	4,128	17
149	Capital Charges	149	-	(146)	3	(98)
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
177	Corporate support services bought in	177	-	358	535	202
326	TOTAL UNCONTROLLABLE COST	326	-	212	538	65
16,546	NET COST OF SERVICE	3,867	161	638	4,666	21
(9)	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
(9)	TOTAL APPROPRIATIONS	-	-	-	-	n/a
16,537	TOTAL NET EXPENDITURE	3,867	161	638	4,666	21

EDUCATION AND YOUTH ENGAGEMENT
EDUCATION AND YOUTH ENGAGEMENT DIRECTORATE

COST CENTRE: C1235Q

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
132	Employees	132	3	28	163	23
-	- Premises related expenditure	-	-	-	-	n/a
-	- Supplies and Services	-	-	-	-	n/a
-	- Third Party Payments	-	-	-	-	n/a
-	- Transfer Payments	-	-	-	-	n/a
-	- Transport related expenditure	-	-	-	-	n/a
71	Recharges from other services	71	-	(9)	62	(13)
203	TOTAL EXPENDITURE	203	3	19	225	11
-	- Government Grants	-	-	-	-	n/a
-	- Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	- Customer and Client Receipts	-	-	-	-	n/a
-	- Interest Receivable	-	-	-	-	n/a
-	- Recharges to other services	-	-	-	-	n/a
-	TOTAL INCOME	-	-	-	-	n/a
203	NET CONTROLLABLE COST	203	3	19	225	11
-	- Capital Charges	-	-	-	-	n/a
-	- Intangible Charges	-	-	-	-	n/a
-	- REFCUS	-	-	-	-	n/a
177	Corporate support services bought in	177	-	358	535	202
177	TOTAL UNCONTROLLABLE COST	177	-	358	535	202
380	NET COST OF SERVICE	380	3	377	760	100
-	- Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	- Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	- Financing of Capital Expenditure	-	-	-	-	n/a
-	- Provision for Repayment of External Loans	-	-	-	-	n/a
-	- Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
380	TOTAL NET EXPENDITURE	380	3	377	760	100
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
						-
<u>Other resource changes</u>						
Growth allocation for Senior Management Structure						27
Movement in corporate charges and internal recharges						349
Increase in contribution of employers pension						1
						377
TOTAL OTHER VARIATIONS IN RESOURCE						377

**CHILDREN, FAMILIES & EDUCATION
EDUCATION AND YOUTH ENGAGEMENT
PLACE PLANNING ADMISSIONS AND LEARNING ACCESS**

SERVICE SUBJECTIVE SUMMARY

COST CENTRE: C1240Q

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
1,474	Employees	1,274	25	10	1,309	3
6	Premises related expenditure	6	-	-	6	-
77	Supplies and Services	77	-	-	77	-
1	Third Party Payments	1	-	200	201	20,000
-	Transfer Payments	4,963	-	-	4,963	-
4	Transport related expenditure	4	-	-	4	-
90	Recharges from other services	90	-	-	90	-
1,652	TOTAL EXPENDITURE	6,415	25	210	6,650	4
(998)	Government Grants	(5,961)	-	-	(5,961)	-
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(91)	Customer and Client Receipts	(91)	-	-	(91)	-
-	Interest Receivable	-	-	-	-	n/a
(371)	Recharges to other services	(371)	-	-	(371)	-
(1,460)	TOTAL INCOME	(6,423)	-	-	(6,423)	-
192	NET CONTROLLABLE COST	(8)	25	210	227	(2,938)
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
-	TOTAL UNCONTROLLABLE COST	-	-	-	-	n/a
192	NET COST OF SERVICE	(8)	25	210	227	(2,938)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital 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
192	TOTAL NET EXPENDITURE	(8)	25	210	227	(2,938)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
Strategic budget - agreed pressures / service demands						-
Strategic budget - agreed additional income / savings						-
Other resource changes						-
Increase in contribution of employers pension						10
Funding for the development of a youth participation strategy						200
						210
TOTAL OTHER VARIATIONS IN RESOURCE						210

COST CENTRE: C1241Q

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
1,236	Employees	1,075	21	129	1,225	14
71	Premises related expenditure	60	-	-	60	-
1,319	Supplies and Services	935	-	3	938	0
443	Third Party Payments	443	-	-	443	-
-	Transfer Payments	-	-	-	-	n/a
16	Transport related expenditure	14	-	1	15	7
(22)	Recharges from other services	12	-	-	12	-
3,063	TOTAL EXPENDITURE	2,539	21	133	2,693	6
(898)	Government Grants	(393)	-	-	(393)	-
(31)	Other Grants, reimbursements and contributions	(29)	-	-	(29)	-
(28)	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
(871)	Recharges to other services	(819)	-	-	(819)	-
(1,828)	TOTAL INCOME	(1,241)	-	-	(1,241)	-
1,235	NET CONTROLLABLE COST	1,298	21	133	1,452	12
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
-	TOTAL UNCONTROLLABLE COST	-	-	-	-	n/a
1,235	NET COST OF SERVICE	1,298	21	133	1,452	12
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
1,235	TOTAL NET EXPENDITURE	1,298	21	133	1,452	12
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
						-
<u>Other resource changes</u>						
Increase in contribution of employers pension						9
						9
TOTAL OTHER VARIATIONS IN RESOURCE						9

COST CENTRE: C1242Q

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
3,854	Employees	3,794	52	22	3,868	2
27	Premises related expenditure	27	-	-	27	-
1,201	Supplies and Services	1,147	-	(88)	1,059	(8)
1,011	Third Party Payments	811	-	-	811	-
3,299	Transfer Payments	3,396	-	-	3,396	-
3	Transport related expenditure	3	-	-	3	-
65	Recharges from other services	65	-	-	65	-
9,460	TOTAL EXPENDITURE	9,243	52	(66)	9,229	(0)
(6,655)	Government Grants	(6,478)	-	88	(6,390)	(1)
(598)	Other Grants, reimbursements and contributions	(598)	-	-	(598)	-
(643)	Customer and Client Receipts	(643)	(12)	-	(655)	2
-	Interest Receivable	-	-	-	-	n/a
(99)	Recharges to other services	(99)	-	-	(99)	-
(7,995)	TOTAL INCOME	(7,818)	(12)	88	(7,742)	(1)
1,465	NET CONTROLLABLE COST	1,425	40	22	1,487	4
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
-	TOTAL UNCONTROLLABLE COST	-	-	-	-	n/a
1,465	NET COST OF SERVICE	1,425	40	22	1,487	4
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
1,465	TOTAL NET EXPENDITURE	1,425	40	22	1,487	4
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
						-
<u>Other resource changes</u>						
Increase in contribution of employers pension						22
						22
TOTAL OTHER VARIATIONS IN RESOURCE						22

EDUCATION AND YOUTH ENGAGEMENT
0-25 SEND SERVICE SPECIAL EDUCATION GENERAL FUND

COST CENTRE: C1219Q

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
760	Employees	771	16	(301)	486	(37)
(8)	Premises related expenditure	(8)	-	-	(8)	-
79	Supplies and Services	100	-	-	100	-
57	Third Party Payments	57	-	-	57	-
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
96	Recharges from other services	2	-	377	379	18,850
984	TOTAL EXPENDITURE	922	16	76	1,014	10
(295)	Government Grants	(295)	-	-	(295)	-
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
-	Recharges to other services	-	-	-	-	n/a
(295)	TOTAL INCOME	(295)	-	-	(295)	-
689	NET CONTROLLABLE COST	627	16	76	719	15
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
-	TOTAL UNCONTROLLABLE COST	-	-	-	-	n/a
689	NET COST OF SERVICE	627	16	76	719	15
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital 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
689	TOTAL NET EXPENDITURE	627	16	76	719	15
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
						-
<u>Other resource changes</u>						
Transfer of 2019/20 allocated staffing inflation budget to the appropriate service area (CFE 2.8)						70
Increase in contribution of employers pension						6
						76
TOTAL OTHER VARIATIONS IN RESOURCE						76

COST CENTRE: C1220Q

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
2,597	Employees	2,549	50	397	2,996	18
1	Premises related expenditure	1	-	-	1	-
2,654	Supplies and Services	438	-	-	438	-
14,664	Third Party Payments	13,672	-	483	14,155	4
34,154	Transfer Payments	26,760	-	3,165	29,925	12
12	Transport related expenditure	12	-	-	12	-
1,317	Recharges from other services	1,346	-	-	1,346	-
55,399	TOTAL EXPENDITURE	44,778	50	4,045	48,873	9
(42,368)	Government Grants	(44,391)	-	(3,718)	(48,109)	8
(387)	Other Grants, reimbursements and contributions	(387)	-	-	(387)	-
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
-	Recharges to other services	-	-	(377)	(377)	n/a
(42,755)	TOTAL INCOME	(44,778)	-	(4,095)	(48,873)	9
12,644	NET CONTROLLABLE COST	-	50	(50)	-	n/a
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
-	TOTAL UNCONTROLLABLE COST	-	-	-	-	n/a
12,644	NET COST OF SERVICE	-	50	(50)	-	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
12,644	TOTAL NET EXPENDITURE	-	50	(50)	-	n/a
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
						-
<u>Other resource changes</u>						
Transfer of 2019/20 allocated staffing inflation budget to the appropriate service area (CFE 2.7)						(70)
Increase in contribution of employers pension						20
						(50)
TOTAL OTHER VARIATIONS IN RESOURCE						(50)

COST CENTRE: C1280Q

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
303	Employees	288	6	48	342	19
1	Premises related expenditure	-	-	-	-	n/a
981	Supplies and Services	1,102	-	(290)	812	(26)
703	Third Party Payments	438	-	303	741	69
24,702	Transfer Payments	24,684	-	(25)	24,659	(0)
1	Transport related expenditure	1	-	-	1	-
14	Recharges from other services	-	-	401	401	n/a
26,705	TOTAL EXPENDITURE	26,513	6	437	26,956	2
(26,698)	Government Grants	(26,517)	-	(421)	(26,938)	2
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
5	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
(4)	Recharges to other services	-	-	-	-	n/a
(26,697)	TOTAL INCOME	(26,517)	-	(421)	(26,938)	2
8	NET CONTROLLABLE COST	(4)	6	16	18	(550)
149	Capital Charges	149	-	(146)	3	(98)
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
149	TOTAL UNCONTROLLABLE COST	149	-	(146)	3	(98)
157	NET COST OF SERVICE	145	6	(130)	21	(86)
(9)	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
	Financing of Capital Expenditure	-	-	-	-	n/a
	Provision for Repayment of External Loans	-	-	-	-	n/a
	Contribution to / (from) General Balances	-	-	-	-	n/a
(9)	TOTAL APPROPRIATIONS	-	-	-	-	n/a
148	TOTAL NET EXPENDITURE	145	6	(130)	21	(86)
* 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>						
Minor Variations						13
Movement in capital charges						(146)
Increase in contribution of employers pension						3
						(130)
TOTAL OTHER VARIATIONS IN RESOURCE						(130)

CHILDREN, FAMILIES & EDUCATION DIRECTORATE

SERVICE DESCRIPTION

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

COST CENTRE	SERVICE	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
C1245P	Children, Families & Education Directorate	5,685	5	3,462	9,152	61
	TOTAL NET SPEND	5,685	5	3,462	9,152	61

STAFF ESTABLISHMENT NUMBERS

SERVICE	ORIGINAL BUDGET 2018/19 FTE STAFF	ORIGINAL BUDGET 2019/20 FTE STAFF	CHANGE IN FTE STAFF
Children, Families & Education Directorate	1.0	1.0	-
TOTAL FTE STAFF	1.0	1.0	-

CHILDREN, FAMILIES & EDUCATION DIRECTORATE
CHILDREN, FAMILIES & EDUCATION DIRECTORATE

COST CENTRE: C1245P

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
904	Employees	241	5	(28)	218	(10)
1	Premises related expenditure	1	-	-	1	-
520	Supplies and Services	54	-	-	54	-
14	Third Party Payments	319	-	-	319	-
-	Transfer Payments	-	-	-	-	n/a
1	Transport related expenditure	1	-	-	1	-
924	Recharges from other services	7	-	-	7	-
2,364	TOTAL EXPENDITURE	623	5	(28)	600	(4)
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
(2,238)	Recharges to other services	(614)	-	21	(593)	(3)
(2,238)	TOTAL INCOME	(614)	-	21	(593)	(3)
126	NET CONTROLLABLE COST	9	5	(7)	7	(22)
5,676	Capital Charges	5,676	-	3,469	9,145	61
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
5,676	TOTAL UNCONTROLLABLE COST	5,676	-	3,469	9,145	61
5,802	NET COST OF SERVICE	5,685	5	3,462	9,152	61
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
5,802	TOTAL NET EXPENDITURE	5,685	5	3,462	9,152	61
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
Strategic budget - agreed pressures / service demands						-
Strategic budget - agreed additional income / savings						-
Other resource changes						-
Realignment of Senior Management structure						(30)
Movement in capital and internal recharges						3,490
Increase in contribution of employers pension						2
						3,462
TOTAL OTHER VARIATIONS IN RESOURCE						3,462

SERVICE DESCRIPTION

This page describes the funding that is passed to Croydon schools to provide education for children from age 2 to Post-16

1) The main funding is the Dedicated Schools Grant (DSG) from the Department for Education (DfE) via the Education and Skills Funding Agency (ESFA). This funding is broken down into 4 main blocks:

i) Early Years block – this includes funding for 2, 3 and 4 year olds in nursery schools, nursery classes and private, voluntary and independent schools (PVI) and childminders. It also includes funding for some early years central services

ii) Schools block – this includes funding for primary and secondary schools/academies and Growth Funding for items such as expansions and bulge classes. Note most funding for academies is passed directly to the academies by the Education and Skills Funding Agency (ESFA).

iii) High Needs block – this includes the funding for the education of all Croydon responsible children and young adults with high needs from birth until age 25.

Other funding streams from the ESFA include:

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

iv) Central Schools Services Block – this funds education services carried out by the LA and covers historic commitments such as admissions and schools forum.

2) Of the £339m DSG allocation, £248m is Schools Block. This comprises £84m for maintained LA schools and an estimated £164m is recouped by the ESFA to fund academies within the Borough. £6m is Central School Services Block, £61m is High Needs of which an estimated amount of £2.4m is recouped by the ESFA to fund special academies. (CFE 2.5, CFE 2.6 and CFE 7.8), £27m is Early Years (CFE 2.9). The Central School Services Block is held within Corporate (for Prudential Borrowing) and Services (such as Servicing of the School Forum) (CFE 4.2)

3) Education establishments are broken down into the following categories and numbers:

i) PVI's - currently 160 (note settings close and open throughout the year)

ii) Child minders – currently 119 (note child minders join and leave throughout the year)

iii) Nursery and early years centres - 5

iv) Primary Schools – 87 (39 Maintained, 46 Academies and 2 free schools)

v) Secondary Schools – 23 (6 Maintained and 17 Academies)

vi) Special Schools - 5 schools (1 setting is included within PRU's)

vii) Pupil Referral Units (PRUs) - 2 PRUs (Previously 4 Amalgamated into 1 and counted in 1 within special schools)

viii) All Through Schools – 1 (1 Academy)

Note numbers above are projected as at December 2018 and are subject to change due to academy conversions.

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

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

MOVEMENT IN NET EXPENDITURE

COST CENTRE	SERVICE	ORIGINAL BUDGET	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET	% CHANGE (E) %
		2018/19 (A) £000's	Inflation (B) £000's	Other (C) £000's	2019/20 (D) £000's	
C1215P	Dedicated Schools Grant - Primary and Secondary	81,098	-	(970)	80,128	(1)
C1215P	Dedicated Schools Grant - Growth	6,511	-	(3,012)	3,499	(46)
C1215P	Dedicated Schools Grant - Central Schools Services Block	-	-	6,117	6,117	n/a
C1220Q	Dedicated Schools Grant - High Needs	55,329	-	3,630	58,959	7
C1280Q	Dedicated Schools Grant - Early Years	26,882	-	(191)	26,691	(1)
C1200N	Dedicated Schools Grant after ESFA recoupment & deduction	(169,820)	-	(5,574)	(175,394)	3
	TOTAL NET SPEND	-	-	-	-	n/a

STAFF ESTABLISHMENT NUMBERS

SERVICE	ORIGINAL BUDGET 2018/19 FTE STAFF	ORIGINAL BUDGET 2019/20 FTE STAFF	CHANGE IN FTE STAFF
The budgets are delegated information on staffing levels are held at school level	N/A	N/A	N/A
TOTAL FTE STAFF	-	-	-

CHILDREN, FAMILIES & EDUCATION
SCHOOLS BUDGET
DEDICATED SCHOOLS BUDGET

DIVISION SUBJECTIVE SUMMARY

COST CENTRE: C1215P

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
	Schools					
58,711	Primary	61,905	-	(740)	61,165	(1)
18,203	Secondary	19,193	-	(230)	18,963	(1)
6,511	Central	6,511	-	(3,012)	3,499	(46)
-	Central Schools Services Block	-	-	6,117	6,117	n/a
83,425	TOTAL EXPENDITURE	87,609	-	2,135	89,744	2
(76,914)	Dedicated Schools Grant - Primary and Secondary	(81,098)	-	970	(80,128)	(1)
(6,511)	Dedicated Schools Grant - Growth	(6,511)	-	3,012	(3,499)	(46)
	Dedicated Schools Grant - Central Schools Services Bloc	-	-	(6,117)	(6,117)	n/a
			-	-	-	n/a
(83,425)	TOTAL INCOME	(87,609)	-	(2,135)	(89,744)	2
-	NET EXPENDITURE	-	-	-	-	n/a

SCHOOLS BUDGET
DSG - SCHOOLS

COST CENTRE: C1215P

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
-	Employees	-	-	-	-	n/a
-	Premises related expenditure	-	-	-	-	n/a
-	Supplies and Services	-	-	-	-	n/a
-	Third Party Payments	-	-	-	-	n/a
83,425	Transfer Payments	87,609	-	2,135	89,744	2
-	Transport related expenditure	-	-	-	-	n/a
-	Recharges from other services	-	-	-	-	n/a
83,425	TOTAL EXPENDITURE	87,609	-	2,135	89,744	2
(83,425)	Government Grants	(87,609)	-	(2,135)	(89,744)	2
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
-	Recharges to other services	-	-	-	-	n/a
(83,425)	TOTAL INCOME	(87,609)	-	(2,135)	(89,744)	2
-	NET CONTROLLABLE COST	-	-	-	-	n/a
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
-	TOTAL UNCONTROLLABLE COST	-	-	-	-	n/a
-	NET COST OF SERVICE	-	-	-	-	n/a
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
-	TOTAL NET EXPENDITURE	-	-	-	-	n/a
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						-
<u>Strategic budget - agreed additional income / savings</u>						-
<u>Other resource changes</u>						-
TOTAL OTHER VARIATIONS IN RESOURCE						-

GATEWAY, STRATEGY & ENGAGEMENT

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KEY SERVICE TARGETS / PRIORITIES FOR 2019/20

Reduce homelessness and the number of people living in temporary accommodation

Increase the number of aids and adaptations to enable more people to remain living in their home

Provide quality information and advice on living options

Ensure fair allocation of homes – responding to housing need

Assist and enable residents to secure accommodation

Development of homeless prevention strategy

Promoting the borough as a fantastic place to live, work, learn and visit

Support the council in achieving its vision through strategic planning and policy development

COST CENTRE: C1300N

DESCRIPTION	ACTUAL 2017/18 £000	ORIGINAL 2018/19 £000	FORECAST 2018/19 £000	BUDGET 2019/20 £000	% CHANGE %
Employees	12,814	12,870	13,674	16,846	31
Premises related expenditure	22,917	18,103	21,278	23,315	29
Supplies and Services	20,136	3,465	3,348	1,623	(53)
Third Party Payments	11,933	26,319	30,428	29,706	13
Transfer Payments	60	193	178	193	-
Transport related expenditure	53	71	49	58	(18)
Capital Charges	-	886	886	269	(70)
Intangible Charges	-	-	-	-	n/a
REFCUS	-	2,100	2,100	3,476	66
Corporate support services bought in	3,340	(1,289)	(1,429)	758	(159)
Recharges from other services	146	508	892	256	(50)
TOTAL EXPENDITURE	71,398	63,226	71,404	76,500	7
Government Grants	(5,942)	(5,425)	(6,081)	(5,048)	(7)
Other Grants, reimbursements and contributions	(1,563)	(101)	(2,374)	(512)	407
Customer and Client Receipts	(25,283)	(23,819)	(26,780)	(32,247)	35
Interest Receivable	-	-	-	-	n/a
Recharges to other services	(5,469)	(2,348)	(2,737)	(2,961)	26
TOTAL INCOME	(38,256)	(31,693)	(37,972)	(40,768)	7

NET EXPENDITURE	33,142	31,533	33,432	35,732	7
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Contributions to / (from) Reserves	403	-	(866)	-	(100)
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CURRENT BUDGET	32,734
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31,049

TOTAL VARIANCE FROM BUDGET- Over/(Under)	811
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1,517

TOP FINANCIAL RISKS 2019/20

The service requires access to the more expensive private rented market to increase supply of homes to address homelessness, which presents a financial pressure on the Council.

The supply of Emergency and Temporary accommodation to meet demand against rising costs. Seeking the supply of larger units and disabled accommodation.

CABINET MEMBER

Cllr Alison Butler	Cabinet Member for Homes and Gateway Services
Cllr Hamida Ali	Cabinet Member for Safer Croydon & Communities
Cllr Simon Hall	Cabinet Member for Finance & Resource
Cllr Oliver Lewis	Cabinet Member for Culture, Leisure & Sport

DEPARTMENT MANAGEMENT TEAM

NAME	TITLE	TEL. EX.
Hazel Simmonds	Executive Director of Gateway, Strategy & Engagement	47446
Julia Pitt	Director of Gateway Services	62173
Yvonne Murray	Director of Housing Assessments & Solutions	61576
Gavin Handford	Head of Strategy & Partnership	47507
Helen Parrott	Head of Communications	60201

COST CENTRE	DIVISION
C1250P	Gateway Services
C1420P	Housing Assessment & Solutions
C1900P	Strategy And Partnerships

MOVEMENT IN SERVICE NET EXPENDITURE

FORECAST 2018/19 £000's	DIVISION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
24,818	Gateway Services	24,718	194	2,219	27,131	10
7,813	Housing Assessment & Solutions	6,396	308	1,479	8,183	28
419	Strategy And Partnerships	419	39	(40)	418	(0)
33,050	TOTAL NET SPEND	31,533	541	3,658	35,732	13

STAFF ESTABLISHMENT NUMBERS

DIVISION	ORIGINAL BUDGET 2018/19 FTE STAFF	ORIGINAL BUDGET 2019/20 FTE STAFF	CHANGE IN FTE FTE STAFF
Gateway Services	191.5	253.6	62.1
Housing Assessment & Solutions	83.4	89.5	6.1
Strategy And Partnerships	35.3	35.1	(0.2)
TOTAL FTE STAFF	310.2	378.2	68.0

STAFF ESTABLISHMENT NUMBERS - REASONS FOR VARIATIONS

<p>The newly formed department Gateway, Strategy and Engagement Division includes the addition of the following service areas:</p> <ul style="list-style-type: none"> Creation of an Executive Director post in GS&E Enablement and Welfare growth 25 fte Gateway Service Improvement growth 35 fte Housing Need growth 5 fte

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
13,674	Employees	12,870	257	3,719	16,846	31
21,278	Premises related expenditure	18,103	245	4,967	23,315	29
3,348	Supplies and Services	3,465	-	(1,842)	1,623	(53)
30,912	Third Party Payments	26,319	47	3,340	29,706	13
178	Transfer Payments	193	-	-	193	-
49	Transport related expenditure	71	-	(13)	58	(18)
892	Recharges from other services	508	-	(252)	256	(50)
70,331	TOTAL EXPENDITURE	61,529	549	9,919	71,997	17
(6,081)	Government Grants	(5,425)	-	377	(5,048)	(7)
(2,374)	Other Grants, reimbursements and contributions	(101)	-	(411)	(512)	407
(26,780)	Customer and Client Receipts	(23,819)	(8)	(8,420)	(32,247)	35
-	Interest Receivable	-	-	-	-	n/a
(2,737)	Recharges to other services	(2,348)	-	(613)	(2,961)	26
(37,972)	TOTAL INCOME	(31,693)	(8)	(9,067)	(40,768)	29
32,359	NET CONTROLLABLE COST	29,836	541	852	31,229	5
886	Capital Charges	886	-	(617)	269	(70)
-	Intangible Charges	-	-	-	-	n/a
2,100	REFCUS	2,100	-	1,376	3,476	66
(1,429)	Corporate support services bought in	(1,289)	-	2,047	758	(159)
1,557	TOTAL UNCONTROLLABLE COST	1,697	-	2,806	4,503	165
33,916	NET COST OF SERVICE	31,533	541	3,658	35,732	13
(866)	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
(866)	TOTAL APPROPRIATIONS	-	-	-	-	n/a
33,050	TOTAL NET EXPENDITURE	31,533	541	3,658	35,732	13
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
Strategic budget - agreed pressures / service demands						3,338
Strategic budget - agreed additional income / savings						(2,500)
Other resource changes						2,820
TOTAL OTHER VARIATIONS IN RESOURCE						3,658

GATEWAY SERVICES

SERVICE DESCRIPTION

The Gateway Services Division comprises of 5 services areas. These include:

Enablement and Welfare - responsible for financial stability and housing sustainability for residents during points of crisis and working with them to establish sustainable longer term solutions. The service supports over 42,000 residents per annum. This service is critical in shaping the councils response to welfare reforms, including Universal credit, Benefit cap, Local Housing Allowance freeze-approx. 16,000 residents affected by these changes are supported by Enablement and Welfare. The service also supports with financial assessment for adult social care, maximising the income of Croydon residents and optimising contributions for care. In addition, the service provides support for people with No Recourse to Public Funds.

Bereavement & Registrars - responsible for the Statutory Funerals, Public Mortuary, over 300 burials, 1,800 cremations and maintenance of 3 cemeteries, 1 crematorium and the provision of our registration services including birth, deaths, marriages and citizenship. Combined, the services generate over £3m per year in income.

Gateway Service Improvement - responsible for the co-ordination of the Adult Social Care/Childrens Social Care/ Education/Housing/Housing Assets departments approach to business systems, community empowerment and work with the third sector focusing in particular around the areas of information and advice, managing demand and street homelessness. Leads on pushing the Gateway approach out into the community/localities/food stops. The service also leads on Gateway Link, a service that was established to work collaboratively to reduce costs to the council, improve residents' outcomes and promote independence.

Access Croydon & Contact Centre

A service which provides a single customer point of contact, wherever possible resolving enquiries at the first point of contact and

MOVEMENT IN NET EXPENDITURE

COST CENTRE	SERVICE	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
C1248Q	Enablement And Welfare	22,190	62	1,495	23,747	7
C1252Q	Bereavement And Registrars	(715)	30	307	(378)	(47)
C1256Q	Gateway Services Directorate	99	2	115	216	118
C1259Q	Gateway Service Improvement	3,142	63	(615)	2,590	(18)
C1618Q	Access Croydon & Contact Centre	2	37	917	956	47,700
	TOTAL NET SPEND	24,718	194	2,219	27,131	10

STAFF ESTABLISHMENT NUMBERS

SERVICE	ORIGINAL BUDGET 2018/19	ORIGINAL BUDGET 2019/20	CHANGE IN
	FTE STAFF	FTE STAFF	FTE STAFF
Enablement And Welfare	82.96	99.60	16.64
Bereavement And Registrars	35.93	36.00	0.07
Gateway Services Directorate	1.00	2.00	1.00
Gateway Service Improvement	12.72	57.14	44.42
Access Croydon & Contact Centre	58.89	58.89	0.00
TOTAL FTE STAFF	191.50	253.63	62.13

COST CENTRE: C1250P

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
8,618	Employees	7,579	148	3,274	11,001	45
435	Premises related expenditure	346	7	0	353	2
838	Supplies and Services	890	-	24	914	3
20,682	Third Party Payments	20,430	47	(2,484)	17,993	(12)
52	Transfer Payments	71	-	0	71	-
47	Transport related expenditure	55	-	0	55	-
622	Recharges from other services	442	-	(146)	296	(33)
31,294	TOTAL EXPENDITURE	29,813	202	668	30,683	3
(1,222)	Government Grants	(566)	-	354	(212)	(63)
(43)	Other Grants, reimbursements and contributions	(50)	-	(198)	(248)	396
(3,647)	Customer and Client Receipts	(3,781)	(8)	1	(3,788)	0
-	Interest Receivable	-	-	-	-	n/a
(722)	Recharges to other services	(722)	-	(616)	(1,338)	85
(5,634)	TOTAL INCOME	(5,119)	(8)	(459)	(5,586)	9
25,660	NET CONTROLLABLE COST	24,694	194	209	25,097	2
169	Capital Charges	169	-	1	170	1
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
(145)	Corporate support services bought in	(145)	-	2,009	1,864	(1,386)
24	TOTAL UNCONTROLLABLE COST	24	-	2,010	2,034	8,375
25,684	NET COST OF SERVICE	24,718	194	2,219	27,131	10
(866)	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
(866)	TOTAL APPROPRIATIONS	-	-	-	-	n/a
24,818	TOTAL NET EXPENDITURE	24,718	194	2,219	27,131	10
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
Strategic budget - agreed pressures / service demands						2,788
Strategic budget - agreed additional income / savings						(2,500)
Other resource changes						1,931
TOTAL OTHER VARIATIONS IN RESOURCE						2,219

**GATEWAY SERVICES
ENABLEMENT AND WELFARE**
COST CENTRE: C1248Q

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
3,527	Employees	3,491	65	803	4,359	25
52	Premises related expenditure	-	-	-	-	n/a
668	Supplies and Services	517	-	-	517	-
17,807	Third Party Payments	17,684	-	45	17,729	0
52	Transfer Payments	71	-	-	71	-
3	Transport related expenditure	9	-	-	9	-
385	Recharges from other services	308	-	-	308	-
22,494	TOTAL EXPENDITURE	22,080	65	848	22,993	4
(516)	Government Grants	(352)	-	140	(212)	(40)
(43)	Other Grants, reimbursements and contributions	(50)	-	(44)	(94)	88
(213)	Customer and Client Receipts	(236)	(3)	-	(239)	1
	Interest Receivable	-	-	-	-	n/a
(248)	Recharges to other services	(248)	-	(207)	(455)	83
(1,020)	TOTAL INCOME	(886)	(3)	(111)	(1,000)	13
21,474	NET CONTROLLABLE COST	21,194	62	737	21,993	4
	Capital Charges	-	-	-	-	n/a
	Intangible Charges	-	-	-	-	n/a
	REFCUS	-	-	-	-	n/a
996	Corporate support services bought in	996	-	758	1,754	76
996	TOTAL UNCONTROLLABLE COST	996	-	758	1,754	76
22,470	NET COST OF SERVICE	22,190	62	1,495	23,747	7
(280)	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
	Financing of Capital Expenditure	-	-	-	-	n/a
	Provision for Repayment of External Loans	-	-	-	-	n/a
	Contribution to / (from) General Balances	-	-	-	-	n/a
(280)	TOTAL APPROPRIATIONS	-	-	-	-	n/a
22,190	TOTAL NET EXPENDITURE	22,190	62	1,495	23,747	7
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
Increase concessionary fare payment to Transport for London						66
Personal Budgeting Support Team						157
Employment Support Service						329
Increase Staffing Numbers in No Recourse To Public Funds Service						233
Adult Social Care Financial Assessment Team						388
						1,173
<u>Strategic budget - agreed additional income / savings</u>						
<u>Other resource changes</u>						
Increase in contribution of employers pension						29
Transfer of 2 fte NRPf Adult's Social Workers to Adult's Social Care - (HWA 1.6)						(94)
Transfer of 4 fte Social Workers to Children's Social Care - (CFE 1.5)						(181)
Movement in corporate charges (SeRCOP) and Internal Recharges						758
Budget Adjustments for Education/Youth						(200)
Minor Adjustments						10
						322
TOTAL OTHER VARIATIONS IN RESOURCE						1,495

**GATEWAY SERVICES
BEREAVEMENT AND REGISTRARS**
COST CENTRE: C1252Q

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
1,439	Employees	1,453	28	59	1,540	6
373	Premises related expenditure	344	7	-	351	2
200	Supplies and Services	355	-	24	379	7
36	Third Party Payments	-	-	-	-	n/a
-	Transfer Payments	-	-	-	-	n/a
44	Transport related expenditure	44	-	-	44	-
70	Recharges from other services	77	-	(69)	8	(90)
2,162	TOTAL EXPENDITURE	2,273	35	14	2,322	2
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(3,433)	Customer and Client Receipts	(3,544)	(5)	-	(3,549)	0
-	Interest Receivable	-	-	-	-	n/a
-	Recharges to other services	-	-	-	-	n/a
(3,433)	TOTAL INCOME	(3,544)	(5)	-	(3,549)	0
(1,271)	NET CONTROLLABLE COST	(1,271)	30	14	(1,227)	(3)
169	Capital Charges	169	-	1	170	1
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
387	Corporate support services bought in	387	-	292	679	75
556	TOTAL UNCONTROLLABLE COST	556	-	293	849	53
(715)	NET COST OF SERVICE	(715)	30	307	(378)	(47)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital 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
(715)	TOTAL NET EXPENDITURE	(715)	30	307	(378)	(47)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
						-
<u>Other resource changes</u>						
Increase in contribution of employers pension						14
Minor Adjustment						1
Movement in corporate charges (SeRCOP) and Internal Recharges						292
						307
TOTAL OTHER VARIATIONS IN RESOURCE						307

GATEWAY SERVICES
GATEWAY SERVICES DIRECTORATE

COST CENTRE: C1256Q

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
139	Employees	139	2	181	322	132
	Premises related expenditure	-			-	n/a
1	Supplies and Services	1			1	-
	Third Party Payments	-			-	n/a
	Transfer Payments	-			-	n/a
	Transport related expenditure	-			-	n/a
77	Recharges from other services	77		(77)	-	(100)
217	TOTAL EXPENDITURE	217	2	104	323	49
	Government Grants	-			-	n/a
	Other Grants, reimbursements and contributions	-			-	n/a
	Customer and Client Receipts	-			-	n/a
	Interest Receivable	-			-	n/a
(133)	Recharges to other services	(133)		5	(128)	(4)
(133)	TOTAL INCOME	(133)	-	5	(128)	(4)
84	NET CONTROLLABLE COST	84	2	109	195	132
	Capital Charges	-			-	n/a
	Intangible Charges	-			-	n/a
	REFCUS	-			-	n/a
15	Corporate support services bought in	15		6	21	40
15	TOTAL UNCONTROLLABLE COST	15	-	6	21	40
99	NET COST OF SERVICE	99	2	115	216	118
	Contributions to / (from) Earmarked Reserves	-			-	n/a
	Contributions to / (from) Capital 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
99	TOTAL NET EXPENDITURE	99	2	115	216	118
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
						-
<u>Other resource changes</u>						
Increase in contribution of employers pension						1
Senior Management Structure						181
Movement in corporate charges (SeRCOP) and Internal Recharges						(71)
Minor Adjustment						4
						115
TOTAL OTHER VARIATIONS IN RESOURCE						115

**GATEWAY SERVICES
GATEWAY SERVICE IMPROVEMENT SUMMARY**
COST CENTRE: C1259Q

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
1,570	Employees	666	16	2,178	2,860	329
10	Premises related expenditure	-	-	-	-	n/a
(34)	Supplies and Services	2	-	-	2	-
2,839	Third Party Payments	2,746	47	(2,529)	264	(90)
	Transfer Payments	-	-	-	-	n/a
	Transport related expenditure	2	-	-	2	-
89	Recharges from other services	(20)	-	-	(20)	-
4,474	TOTAL EXPENDITURE	3,396	63	(351)	3,108	(8)
(706)	Government Grants	(214)	-	214	-	(100)
	Other Grants, reimbursements and contributions	-	-	(154)	(154)	n/a
(1)	Customer and Client Receipts	(1)	-	1	-	(100)
	Interest Receivable	-	-	-	-	n/a
(165)	Recharges to other services	(165)	-	(414)	(579)	251
(872)	TOTAL INCOME	(380)	-	(353)	(733)	93
3,602	NET CONTROLLABLE COST	3,016	63	(704)	2,375	(21)
	Capital Charges	-	-	-	-	n/a
	Intangible Charges	-	-	-	-	n/a
	REFCUS	-	-	-	-	n/a
126	Corporate support services bought in	126	-	89	215	71
126	TOTAL UNCONTROLLABLE COST	126	-	89	215	71
3,728	NET COST OF SERVICE	3,142	63	(615)	2,590	(18)
(586)	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
	Financing of Capital Expenditure	-	-	-	-	n/a
	Provision for Repayment of External Loans	-	-	-	-	n/a
	Contribution to / (from) General Balances	-	-	-	-	n/a
(586)	TOTAL APPROPRIATIONS	-	-	-	-	n/a
3,142	TOTAL NET EXPENDITURE	3,142	63	(615)	2,590	(18)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
Gateway Link Service - core service and expansion						532
Gateway Link Service - Adults Social Care and All Age Disability						475
Gateway Link Service - Children						275
Gateway Link Panels						133
Community Support Team						200
						1,615
<u>Strategic budget - agreed additional income / savings</u>						
Savings in Adults Social Care and Children to be delivered by Gateway Services						(2,500)
						(2,500)
<u>Other resource changes</u>						
Increase in contribution of employers pension						6
Transfer of 3 fte from Education to People Business Systems (RED 2.13)						140
Transfer of 1 fte from Childrens Social Care to People Business Systems (CFE 1.9)						36
Movement in corporate charges (SeRCOP) and Internal Recharges						89
Minor Adjustments						(1)
						270
TOTAL OTHER VARIATIONS IN RESOURCE						(615)

**GATEWAY SERVICES
CONTACT CENTRE SUMMARY**
COST CENTRE: C1618Q

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
1,943	Employees	1,830	37	53	1,920	5
-	Premises related expenditure	2	-	-	2	-
3	Supplies and Services	15	-	-	15	-
-	Third Party Payments	-	-	-	-	n/a
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
1	Recharges from other services	-	-	-	-	n/a
1,947	TOTAL EXPENDITURE	1,847	37	53	1,937	5
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
(176)	Recharges to other services	(176)	-	-	(176)	-
(176)	TOTAL INCOME	(176)	-	-	(176)	-
1,771	NET CONTROLLABLE COST	1,671	37	53	1,761	5
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
(1,669)	Corporate support services bought in	(1,669)	-	864	(805)	(52)
(1,669)	TOTAL UNCONTROLLABLE COST	(1,669)	-	864	(805)	(52)
102	NET COST OF SERVICE	2	37	917	956	47,700
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital 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
102	TOTAL NET EXPENDITURE	2	37	917	956	47,700
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
						-
<u>Other resource changes</u>						
Transfer to the Contact Centre for Descoped work - (RED 5.6)						34
Increase in contribution of employers pension						19
Movement in corporate charges (SeRCOP) and Internal Recharges						864
						917
TOTAL OTHER VARIATIONS IN RESOURCE						917

HOUSING ASSESSMENT & SOLUTIONS

SERVICE DESCRIPTION

The Housing Assessment & Solutions includes the following sections:

Emergency Accommodation - responsible for the assessment and placement of residents requiring emergency and short term accommodation, supporting over 3,000 residents per year, The service also supports our more vulnerable young adults, who do not meet the statutory need - through Supporting, Needs, Assessment, Placement (SNAP). This service will also lead on the introduction/effects of the homelessness reduction bill, which could see the number of customers supported dramatically increasing

Housing Renewal

Responsible for the Staying Put Home Improvement Agency which enables older, vulnerable people and people with disabilities to stay in their own homes. This can be through repairs, adaptations, re-ablement, hospital discharge, gardening and handyperson services. The service also provides loans for vulnerable home owners who are on low incomes for repairs and improvements to bring their homes up to the Decent Homes Standard. Together with the Major Adaptations Unit, provides the disabled adaptation service for all private sector tenures, including processing of Disabled Facilities Grants applications, approvals and completion of works on site. 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, enforcement and where required compulsory purchase on long term vacant homes to increase available housing supply.

Service Development

Responsible for collecting service charges from leaseholders, issuing legal proceedings from tenancy breaches including rent arrears, anti-social behaviour, disrepair and unauthorised occupants.

It promotes youth involvement, tackles worklessness and undertakes fund raising activity. It collates performance management information on all housing management services and reports regularly to resident scrutiny panel.

MOVEMENT IN NET EXPENDITURE

COST CENTRE	SERVICE	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
C1258Q	Emergency Accommodation	2,958	282	2,621	5,861	98
C1440Q	Housing Renewal	(21)	15	6	-	(100)
C1444Q	Service Development	4	2	-	6	50
C1446Q	Housing Needs Directorate	3,249	-	548	3,797	17
C1448Q	Temporary Accommodation And Housing Solutions	259	9	(1,696)	(1,428)	(651)
C1464Q	Garage Commercial And Miscellaneous Properties Income	(53)	-	-	(53)	-
	TOTAL NET SPEND	6,396	308	1,479	8,183	28

STAFF ESTABLISHMENT NUMBERS

SERVICE	ORIGINAL BUDGET 2018/19 FTE STAFF	ORIGINAL BUDGET 2019/20 FTE STAFF	CHANGE IN FTE
Emergency Accommodation	55.2	55.4	0.2
Housing Renewal	15.8	14.5	(1.3)
Service Development	1.0	1.0	-
Housing Needs Directorate	0.3	0.3	-
Temporary Accommodation and Housing Solutions	11.2	18.3	7.2
Garage Commercial And Miscellaneous Properties Income	-	-	-
TOTAL FTE STAFF	83.4	89.5	6.1

COST CENTRE: C1420P

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
3,176	Employees	3,411	70	392	3,873	14
20,843	Premises related expenditure	17,757	238	4,967	22,962	29
2,355	Supplies and Services	2,420	-	(1,905)	515	(79)
9,340	Third Party Payments	4,999	-	5,824	10,823	117
4	Transfer Payments	-	-	-	-	n/a
2	Transport related expenditure	16	-	(13)	3	(81)
270	Recharges from other services	66	-	(106)	(40)	(161)
35,990	TOTAL EXPENDITURE	28,669	308	9,159	38,136	33
(4,859)	Government Grants	(4,859)	-	23	(4,836)	(0)
(2,331)	Other Grants, reimbursements and contributions	(51)	-	(213)	(264)	418
(23,057)	Customer and Client Receipts	(19,962)	-	(8,421)	(28,383)	42
-	Interest Receivable	-	-	-	-	n/a
(1,608)	Recharges to other services	(1,219)	-	(34)	(1,253)	3
(31,855)	TOTAL INCOME	(26,091)	-	(8,645)	(34,736)	33
4,135	NET CONTROLLABLE COST	2,578	308	514	3,400	32
717	Capital Charges	717	-	(618)	99	(86)
-	Intangible Charges	-	-	-	-	n/a
2,100	REFCUS	2,100	-	800	2,900	38
861	Corporate support services bought in	1,001	-	783	1,784	78
3,678	TOTAL UNCONTROLLABLE COST	3,818	-	965	4,783	25
7,813	NET COST OF SERVICE	6,396	308	1,479	8,183	28
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
7,813	TOTAL NET EXPENDITURE	6,396	308	1,479	8,183	28
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						500
<u>Strategic budget - agreed additional income / savings</u>						-
<u>Other resource changes</u>						979
TOTAL OTHER VARIATIONS IN RESOURCE						1,479

HOUSING ASSESSMENT & SOLUTIONS
EMERGENCY ACCOMMODATION

COST CENTRE: C1258Q

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
2,115	Employees	2,158	44	98	2,300	7
11,891	Premises related expenditure	11,890	238	(302)	11,826	(1)
2,136	Supplies and Services	2,227		(1,945)	282	(87)
32	Third Party Payments	16			16	-
	Transfer Payments	-			-	n/a
1	Transport related expenditure	1			1	-
128	Recharges from other services	20			20	-
16,303	TOTAL EXPENDITURE	16,312	282	(2,149)	14,445	(11)
(4,768)	Government Grants	(4,768)		4,366	(402)	(92)
	Other Grants, reimbursements and contributions	-			-	n/a
(8,483)	Customer and Client Receipts	(8,492)			(8,492)	-
	Interest Receivable	-			-	n/a
(678)	Recharges to other services	(678)			(678)	-
(13,929)	TOTAL INCOME	(13,938)	-	4,366	(9,572)	(31)
2,374	NET CONTROLLABLE COST	2,374	282	2,217	4,873	105
	Capital Charges	-			-	n/a
	Intangible Charges	-			-	n/a
	REFCUS	-			-	n/a
584	Corporate support services bought in	584		404	988	69
584	TOTAL UNCONTROLLABLE COST	584	-	404	988	69
2,958	NET COST OF SERVICE	2,958	282	2,621	5,861	98
	Contributions to / (from) Earmarked Reserves	-			-	n/a
	Contributions to / (from) Capital Reserves:	-			-	n/a
	Financing of Capital Expenditure	-			-	n/a
	Provision for Repayment of External Loans	-			-	n/a
	Contribution to / (from) General Balances	-			-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
2,958	TOTAL NET EXPENDITURE	2,958	282	2,621	5,861	98
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
						-
<u>Other resource changes</u>						
Movement of Flexible Homelessness Support Grant and Saving to Temporary Accommodation - (GSE 2.7)						2,200
Increase in contribution of employers pension						17
Movement in corporate charges (SeRCOP) and Internal Recharges						404
						2,621
TOTAL OTHER VARIATIONS IN RESOURCE						2,621

COST CENTRE: C1440Q

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
558	Employees	675	15	(37)	653	(3)
1	Premises related expenditure	-			-	n/a
15	Supplies and Services	2		4	6	200
212	Third Party Payments	-		212	212	n/a
	Transfer Payments	-			-	n/a
1	Transport related expenditure	14		(12)	2	(86)
18	Recharges from other services	-		8	8	n/a
805	TOTAL EXPENDITURE	691	15	175	881	27
	Government Grants	-			-	n/a
(231)	Other Grants, reimbursements and contributions	(51)		(166)	(217)	325
(187)	Customer and Client Receipts	(310)		31	(279)	(10)
	Interest Receivable	-			-	n/a
(240)	Recharges to other services	(351)		(34)	(385)	10
(658)	TOTAL INCOME	(712)	-	(169)	(881)	24
147	NET CONTROLLABLE COST	(21)	15	6	-	(100)
	Capital Charges	-			-	n/a
	Intangible Charges	-			-	n/a
	REFCUS	-			-	n/a
(140)	Corporate support services bought in	-			-	n/a
(140)	TOTAL UNCONTROLLABLE COST	-	-	-	-	n/a
7	NET COST OF SERVICE	(21)	15	6	-	(100)
	Contributions to / (from) Earmarked Reserves	-			-	n/a
	Contributions to / (from) Capital Reserves:	-			-	n/a
	Financing of Capital Expenditure	-			-	n/a
	Provision for Repayment of External Loans	-			-	n/a
	Contribution to / (from) General Balances	-			-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
7	TOTAL NET EXPENDITURE	(21)	15	6	-	(100)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
						-
<u>Other resource changes</u>						6
Increase in contribution of employers pension						
						6
TOTAL OTHER VARIATIONS IN RESOURCE						6

COST CENTRE: C1444Q

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
100	Employees	100	2		102	2
	Premises related expenditure	-			-	n/a
55	Supplies and Services	55			55	-
	Third Party Payments	-			-	n/a
	Transfer Payments	-			-	n/a
	Transport related expenditure	-			-	n/a
16	Recharges from other services	16			16	-
171	TOTAL EXPENDITURE	171	2	-	173	1
(91)	Government Grants	(91)			(91)	-
	Other Grants, reimbursements and contributions	-			-	n/a
	Customer and Client Receipts	-			-	n/a
	Interest Receivable	-			-	n/a
(76)	Recharges to other services	(76)			(76)	-
(167)	TOTAL INCOME	(167)	-	-	(167)	-
4	NET CONTROLLABLE COST	4	2	-	6	50
	Capital Charges	-			-	n/a
	Intangible Charges	-			-	n/a
	REFCUS	-			-	n/a
	Corporate support services bought in	-			-	n/a
-	TOTAL UNCONTROLLABLE COST	-	-	-	-	n/a
4	NET COST OF SERVICE	4	2	-	6	50
	Contributions to / (from) Earmarked Reserves	-			-	n/a
	Contributions to / (from) Capital Reserves:	-			-	n/a
	Financing of Capital Expenditure	-			-	n/a
	Provision for Repayment of External Loans	-			-	n/a
	Contribution to / (from) General Balances	-			-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
4	TOTAL NET EXPENDITURE	4	2	-	6	50
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
						-
<u>Other resource changes</u>						
						-
TOTAL OTHER VARIATIONS IN RESOURCE						-

HOUSING ASSESSMENT & SOLUTIONS
HOUSING NEEDS DIRECTORATE

COST CENTRE: C1446Q

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
36	Employees	23			23	-
	Premises related expenditure	-			-	n/a
95	Supplies and Services	-			-	n/a
13	Third Party Payments	-			-	n/a
	Transfer Payments	-			-	n/a
	Transport related expenditure	-			-	n/a
(108)	Recharges from other services	13		(13)	-	(100)
36	TOTAL EXPENDITURE	36	-	(13)	23	(36)
	Government Grants	-			-	n/a
	Other Grants, reimbursements and contributions	-			-	n/a
	Customer and Client Receipts	-			-	n/a
	Interest Receivable	-			-	n/a
(21)	Recharges to other services	(21)			(21)	-
(21)	TOTAL INCOME	(21)	-	-	(21)	-
15	NET CONTROLLABLE COST	15	-	(13)	2	(87)
717	Capital Charges	717		(618)	99	(86)
	Intangible Charges	-			-	n/a
2,100	REFCUS	2,100		800	2,900	38
417	Corporate support services bought in	417		379	796	91
3,234	TOTAL UNCONTROLLABLE COST	3,234	-	561	3,795	17
3,249	NET COST OF SERVICE	3,249	-	548	3,797	17
	Contributions to / (from) Earmarked Reserves	-			-	n/a
	Contributions to / (from) Capital Reserves:	-			-	n/a
	Financing of Capital Expenditure	-			-	n/a
	Provision for Repayment of External Loans	-			-	n/a
	Contribution to / (from) General Balances	-			-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
3,249	TOTAL NET EXPENDITURE	3,249	-	548	3,797	17
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
Strategic budget - agreed pressures / service demands						
Strategic budget - agreed additional income / savings						
Other resource changes						
Reduction of Capital Charges						(618)
Increase REFCUS						800
Movement in corporate charges (SeRCOP) and Internal Recharges						366
						548
TOTAL OTHER VARIATIONS IN RESOURCE						548

**HOUSING NEED
TEMPORARY ACCOMMODATION AND HOUSING SOLUTIONS**

COST CENTRE: C1448Q

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
367	Employees	455	9	331	795	75
8,939	Premises related expenditure	5,738		5,269	11,007	92
54	Supplies and Services	99		36	135	36
9,083	Third Party Payments	4,983		5,612	10,595	113
	Transfer Payments	-			-	n/a
	Transport related expenditure	1		(1)	-	(100)
216	Recharges from other services	16		(101)	(85)	(631)
18,659	TOTAL EXPENDITURE	11,292	9	11,146	22,447	99
	Government Grants	-		(4,343)	(4,343)	n/a
(2,100)	Other Grants, reimbursements and contributions	-		(47)	(47)	n/a
(14,290)	Customer and Client Receipts	(10,940)		(8,452)	(19,392)	77
	Interest Receivable	-			-	n/a
(593)	Recharges to other services	(93)			(93)	-
(16,983)	TOTAL INCOME	(11,033)	-	(12,842)	(23,875)	116
1,676	NET CONTROLLABLE COST	259	9	(1,696)	(1,428)	(651)
	Capital Charges	-			-	n/a
	Intangible Charges	-			-	n/a
	REFCUS	-			-	n/a
	Corporate support services bought in	-			-	n/a
-	TOTAL UNCONTROLLABLE COST	-	-	-	-	n/a
1,676	NET COST OF SERVICE	259	9	(1,696)	(1,428)	(651)
	Contributions to / (from) Earmarked Reserves	-			-	n/a
	Contributions to / (from) Capital Reserves:	-			-	n/a
	Financing of Capital Expenditure	-			-	n/a
	Provision for Repayment of External Loans	-			-	n/a
	Contribution to / (from) General Balances	-			-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
1,676	TOTAL NET EXPENDITURE	259	9	(1,696)	(1,428)	(651)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
Housing Solutions - Managing Demand Team and Incentives						500
						500
<u>Strategic budget - agreed additional income / savings</u>						
						-
<u>Other resource changes</u>						
Movement of Flexible Homelessness Support Grant and Saving from Emergency Accommodation - (GSE 2.3)						(2,200)
Increase in contribution of employers pension						4
						(2,196)
TOTAL OTHER VARIATIONS IN RESOURCE						(1,696)

HOUSING ASSESSMENT & SOLUTIONS

GARAGE COMMERCIAL AND MISCELLANEOUS PROPERTIES INCOME

COST CENTRE: C1464Q

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
	Employees	-			-	n/a
12	Premises related expenditure	129			129	-
	Supplies and Services	37			37	-
	Third Party Payments	-			-	n/a
4	Transfer Payments	-			-	n/a
	Transport related expenditure	-			-	n/a
	Recharges from other services	1			1	-
16	TOTAL EXPENDITURE	167	-	-	167	-
	Government Grants	-			-	n/a
(97)	Other Grants, reimbursements and contributions	-			-	n/a
	Customer and Client Receipts	(220)			(220)	-
	Interest Receivable	-			-	n/a
	Recharges to other services	-			-	n/a
(97)	TOTAL INCOME	(220)	-	-	(220)	-
(81)	NET CONTROLLABLE COST	(53)	-	-	(53)	-
	Capital Charges	-			-	n/a
	Intangible Charges	-			-	n/a
	REFCUS	-			-	n/a
	Corporate support services bought in	-			-	n/a
-	TOTAL UNCONTROLLABLE COST	-	-	-	-	n/a
(81)	NET COST OF SERVICE	(53)	-	-	(53)	-
	Contributions to / (from) Earmarked Reserves	-			-	n/a
	Contributions to / (from) Capital Reserves:	-			-	n/a
	Financing of Capital Expenditure	-			-	n/a
	Provision for Repayment of External Loans	-			-	n/a
	Contribution to / (from) General Balances	-			-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
(81)	TOTAL NET EXPENDITURE	(53)	-	-	(53)	-
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
						-
<u>Other resource changes</u>						
						-
TOTAL OTHER VARIATIONS IN RESOURCE						-

SERVICE DESCRIPTION

The Strategy and Partnership areas comprises of 2 service areas:. These include:

The Communications and Engagment service supports the council in promoting the borough as a fantastic place to live, work, learn and visit; using strategic internal and external communications and public engagement campaigns that inform, involve and change behaviour, and comprehensive media relations to champion Croydon locally and nationally, and protect its reputation.

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

MOVEMENT IN NET EXPENDITURE

COST CENTRE	SERVICE	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
C1616Q	Communications And Engagement	2	28	738	768	38,300
C1900Q	Communities And Policy	417	11	(778)	(350)	(184)
	TOTAL NET SPEND	419	39	(40)	418	(0)

STAFF ESTABLISHMENT NUMBERS

SERVICE	ORIGINAL BUDGET 2018/19 FTE STAFF	ORIGINAL BUDGET 2019/20 FTE STAFF	CHANGE IN FTE STAFF
Communications And Engagement	24.6	24.6	-
Communities And Policy	10.7	10.5	(0.2)
TOTAL FTE STAFF	35.3	35.1	(0.2)

COST CENTRE: C1900P

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
1,880	Employees	1,880	39	53	1,972	5
-	Premises related expenditure	-	-	-	-	n/a
155	Supplies and Services	155	-	39	194	25
890	Third Party Payments	890	-	-	890	-
122	Transfer Payments	122	-	-	122	-
-	Transport related expenditure	-	-	-	-	n/a
-	Recharges from other services	-	-	-	-	n/a
3,047	TOTAL EXPENDITURE	3,047	39	92	3,178	4
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(76)	Customer and Client Receipts	(76)	-	-	(76)	-
-	Interest Receivable	-	-	-	-	n/a
(407)	Recharges to other services	(407)	-	37	(370)	(9)
(483)	TOTAL INCOME	(483)	-	37	(446)	(8)
2,564	NET CONTROLLABLE COST	2,564	39	129	2,732	7
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	576	576	n/a
(2,145)	Corporate support services bought in	(2,145)	-	(745)	(2,890)	35
(2,145)	TOTAL UNCONTROLLABLE COST	(2,145)	-	(169)	(2,314)	8
419	NET COST OF SERVICE	419	39	(40)	418	(0)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
419	TOTAL NET EXPENDITURE	419	39	(40)	418	(0)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						50
<u>Strategic budget - agreed additional income / savings</u>						-
<u>Other resource changes</u>						(90)
TOTAL OTHER VARIATIONS IN RESOURCE						(40)

COST CENTRE: C1616Q

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
1,333	Employees	1,333	28	(14)	1,347	1
	Premises related expenditure	-			-	n/a
154	Supplies and Services	154		39	193	25
304	Third Party Payments	304			304	-
	Transfer Payments	-			-	n/a
	Transport related expenditure	-			-	n/a
	Recharges from other services	-			-	n/a
1,791	TOTAL EXPENDITURE	1,791	28	25	1,844	3
	Government Grants	-			-	n/a
	Other Grants, reimbursements and contributions	-			-	n/a
(76)	Customer and Client Receipts	(76)			(76)	-
	Interest Receivable	-			-	n/a
(407)	Recharges to other services	(407)		37	(370)	(9)
(483)	TOTAL INCOME	(483)	-	37	(446)	(8)
1,308	NET CONTROLLABLE COST	1,308	28	62	1,398	7
	Capital Charges	-			-	n/a
	Intangible Charges	-			-	n/a
	REFCUS	-			-	n/a
(1,306)	Corporate support services bought in	(1,306)		676	(630)	(52)
(1,306)	TOTAL UNCONTROLLABLE COST	(1,306)	-	676	(630)	(52)
2	NET COST OF SERVICE	2	28	738	768	38,300
	Contributions to / (from) Earmarked Reserves	-			-	n/a
	Contributions to / (from) Capital Reserves:	-			-	n/a
	Financing of Capital Expenditure	-			-	n/a
	Provision for Repayment of External Loans	-			-	n/a
	Contribution to / (from) General Balances	-			-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
2	TOTAL NET EXPENDITURE	2	28	738	768	38,300
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
Your Croydon						50
						50
<u>Strategic budget - agreed additional income / savings</u>						
						-
<u>Other resource changes</u>						
Increase in contribution of employers pension						12
Movement in corporate charges (SeRCOP) and Internal Recharges						676
						688
TOTAL OTHER VARIATIONS IN RESOURCE						738

COST CENTRE: C1900Q

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
547	Employees	547	11	67	625	14
	Premises related expenditure	-			-	n/a
1	Supplies and Services	1			1	-
586	Third Party Payments	586			586	-
122	Transfer Payments	122			122	-
	Transport related expenditure	-			-	n/a
-	Recharges from other services	-			-	n/a
1,256	TOTAL EXPENDITURE	1,256	11	67	1,334	6
	Government Grants	-			-	n/a
	Other Grants, reimbursements and contributions	-			-	n/a
	Customer and Client Receipts	-			-	n/a
	Interest Receivable	-			-	n/a
	Recharges to other services	-			-	n/a
-	TOTAL INCOME	-	-	-	-	n/a
1,256	NET CONTROLLABLE COST	1,256	11	67	1,334	6
	Capital Charges	-			-	n/a
	Intangible Charges	-			-	n/a
	REFCUS	-		576	576	n/a
(839)	Corporate support services bought in	(839)		(1,421)	(2,260)	169
(839)	TOTAL UNCONTROLLABLE COST	(839)	-	(845)	(1,684)	101
417	NET COST OF SERVICE	417	11	(778)	(350)	(184)
	Contributions to / (from) Earmarked Reserves	-			-	n/a
	Contributions to / (from) Capital 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
417	TOTAL NET EXPENDITURE	417	11	(778)	(350)	(184)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
						-
<u>Other resource changes</u>						
Increase in contribution of employers pension						10
Transfer of 1fte from C & P (RED 2.10)						56
Movement in corporate charges (SeRCOP) and Internal Recharges						(845)
Minor Adjustments						1
						(778)
TOTAL OTHER VARIATIONS IN RESOURCE						(778)

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KEY SERVICE TARGETS / PRIORITIES FOR 2019/20

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

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

FINANCIAL PERFORMANCE**COST CENTRE: C1100N**

DESCRIPTION	ACTUAL 2017/18 £000	ORIGINAL 2018/19 £000	FORECAST 2018/19 £000	BUDGET 2019/20 £000	% CHANGE %
Employees	28,899	30,172	30,494	34,994	16
Premises related expenditure	5,872	3,523	4,461	5,484	56
Supplies and Services	41,084	30,016	29,907	33,150	10
Third Party Payments	3,151	8,398	4,819	5,604	(33)
Transfer Payments	(2,353)	271	271	271	-
Transport related expenditure	10,759	8,808	10,325	10,280	17
Capital Charges	-	10,480	10,472	13,154	26
Intangible Charges	-	-	9	6	n/a
REFCUS	-	-	-	27,330	n/a
Corporate support services bought in	16,776	9,138	9,234	14,768	62
Recharges from other services	399	4,213	7,215	3,694	(12)
TOTAL EXPENDITURE	104,589	105,019	107,207	148,735	39
Government Grants	(3,997)	(4,208)	(4,213)	(6,107)	45
Other Grants, reimbursements and contributions	(4,983)	(3,971)	(4,131)	(4,659)	17
Customer and Client Receipts	(28,920)	(24,700)	(29,021)	(30,864)	25
Interest Receivable	-	-	-	-	n/a
Recharges to other services	(17,767)	(13,171)	(13,783)	(13,705)	4
TOTAL INCOME	(55,667)	(46,050)	(51,148)	(55,335)	8
NET EXPENDITURE	48,921	58,969	56,059	93,400	67
Contributions to / (from) Reserves	(6,328)	-	(819)	-	(100)
CURRENT BUDGET	41,183		58,717		
TOTAL VARIANCE FROM BUDGET- Over/(Under)	1,410		(3,477)		

TOP FINANCIAL RISKS 2019/20

The Place department generates significant levels of income, particularly within the Planning and Strategic Transport division and Public Realm division. These are sensitive to changes in external conditions which can be difficult to predict and shortfalls in income could result in budget pressures.

Croydon Council has entered into a new waste contract and where waste tonnages exceed forecast levels, the council could incur additional costs as a result.

CABINET MEMBER

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

DEPARTMENT MANAGEMENT TEAM

NAME	TITLE	TEL. EX.
Shifa Mustafa	Executive Director of Place (Directorate & Development)	47575
Steve Iles	Director - Public Realm	52821
Emma Lindsell	Director - Economic Growth	65626
Paula Murray	Director - Croydon Culture	47117
Lee Parker	Director - Growth Zone	47052
Heather Cheesbrough	Director - Planning & Strategic Transport	65599
Kirsteen Roe	Director - Council Homes, Districts and Regeneration	47446

COST CENTRE	DIVISION
C1100P/C1115P	Place Directorate
C1110P/C1130P	Public Realm
C1111P	Economic Growth
C1114P	Croydon Culture
C1116P	Croydon Growth Zone
C1120P	Planning
C1125P	Council Homes, Districts and Regeneration

MOVEMENT IN SERVICE NET EXPENDITURE

FORECAST 2018/19 £000's	DIVISION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
(547)	Place Directorate	158	22	(304)	(124)	(178)
46,110	Public Realm	48,774	942	4,933	54,649	12
892	Economic Growth	757	73	688	1,518	101
1,327	Croydon Culture	1,327	7	368	1,702	28
-	Croydon Growth Zone	63	7	26,990	27,060	42,852
1,914	Planning	2,193	85	(408)	1,870	(15)
5,544	Council Homes, Districts and Regeneration	5,697	108	920	6,725	18
55,240	TOTAL NET SPEND	58,969	1,244	33,187	93,400	58

STAFF ESTABLISHMENT NUMBERS

DIVISION	ORIGINAL BUDGET 2018/19 FTE STAFF	ORIGINAL BUDGET 2019/20 FTE STAFF	CHANGE IN FTE FTE STAFF
	Place Directorate	15.0	1.0
Public Realm	378.8	543.0	164.2
Economic Growth	112.3	109.1	(3.2)
Croydon Culture	8.1	11.1	3.0
Croydon Growth Zone	5.0	6.0	1.0
Planning	98.3	106.3	8.0
Council Homes, Districts and Regeneration	28.0	96.4	68.4
TOTAL FTE STAFF	645.5	872.9	227.4

STAFF ESTABLISHMENT NUMBERS - REASONS FOR VARIATIONS

Public Realm - increase in staffing of 114.5 FTE due to insourcing of Grounds Maintenance Service which came back in house from 1st February 2019.
Public Realm - increase of 21 FTE in Parking staff due to resources required to process penalty notice charges and to generate additional income.
Public Realm - increase of 19.6 FTE in Partnership and Intelligence staffing due to transfer of Family Justice Centre from Childrens, Families and Education
Council Homes, Districts and Regeneration - Increase of 68.4 FTE within the Libraries services due to the transfer of the service in-house following collapse of the provider (Carillion).

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
30,494	Employees	30,172	592	4,230	34,994	16
4,461	Premises related expenditure	3,523	-	1,961	5,484	56
29,907	Supplies and Services	30,016	482	2,652	33,150	10
4,819	Third Party Payments	8,398	96	(2,890)	5,604	(33)
271	Transfer Payments	271	-	-	271	-
10,325	Transport related expenditure	8,808	122	1,350	10,280	17
7,215	Recharges from other services	4,213	-	(519)	3,694	(12)
87,492	TOTAL EXPENDITURE	85,401	1,292	6,784	93,477	9
(4,213)	Government Grants	(4,208)	-	(1,899)	(6,107)	45
(4,131)	Other Grants, reimbursements and contributions	(3,971)	-	(688)	(4,659)	17
(29,021)	Customer and Client Receipts	(24,700)	(48)	(6,116)	(30,864)	25
-	Interest Receivable	-	-	-	-	n/a
(13,783)	Recharges to other services	(13,171)	-	(534)	(13,705)	4
(51,148)	TOTAL INCOME	(46,050)	(48)	(9,237)	(55,335)	20
36,344	NET CONTROLLABLE COST	39,351	1,244	(2,453)	38,142	(3)
10,472	Capital Charges	10,480	-	2,674	13,154	26
9	Intangible Charges	-	-	6	6	n/a
-	REFCUS	-	-	27,330	27,330	n/a
9,234	Corporate support services bought in	9,138	-	5,630	14,768	62
19,715	TOTAL UNCONTROLLABLE COST	19,618	-	35,640	55,258	182
56,059	NET COST OF SERVICE	58,969	1,244	33,187	93,400	58
(819)	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
(819)	TOTAL APPROPRIATIONS	-	-	-	-	n/a
55,240	TOTAL NET EXPENDITURE	58,969	1,244	33,187	93,400	58
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
Strategic budget - agreed pressures / service demands						3,300
Strategic budget - agreed additional income / savings						(5,743)
Other resource changes						28,865
TOTAL OTHER VARIATIONS IN RESOURCE						26,422

SERVICE DESCRIPTION

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

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

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

MOVEMENT IN NET EXPENDITURE

COST CENTRE	SERVICE	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
C1100P	Place Directorate	-	4	(4)	-	n/a
C1106Q	Development BxB	46	9	(257)	(202)	(539)
C1107Q	Design & Feasibility	(117)	7	(9)	(119)	2
C1126Q	Development BxB Directorate	229	2	(34)	197	(14)
TOTAL NET SPEND		158	22	(304)	(124)	(178)

STAFF ESTABLISHMENT NUMBERS

SERVICE	ORIGINAL BUDGET 2018/19	ORIGINAL BUDGET 2019/20	CHANGE IN
	FTE STAFF	FTE STAFF	FTE STAFF
Place Directorate	1.0	1.0	-
Development	7.0	-	(7.0)
Design & Feasibility	6.0	-	(6.0)
Development Directorate	1.0	-	(1.0)
TOTAL FTE STAFF	15.0	1.0	(14.0)

COST CENTRE: C1100P

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
1,296	Employees	1,152	22	8	1,182	3
5	Premises related expenditure	(155)			(155)	-
219	Supplies and Services	155			155	-
225	Third Party Payments	286			286	-
-	Transfer Payments	-			-	n/a
-	Transport related expenditure	-			-	n/a
178	Recharges from other services	172		(102)	70	(59)
1,923	TOTAL EXPENDITURE	1,610	22	(94)	1,538	(4)
-	Government Grants	-			-	n/a
(1,290)	Other Grants, reimbursements and contributions	(1,290)		(2)	(1,292)	0
-	Customer and Client Receipts	-			-	n/a
-	Interest Receivable	-			-	n/a
(998)	Recharges to other services	(655)		221	(434)	(34)
(2,288)	TOTAL INCOME	(1,945)	-	219	(1,726)	(11)
(365)	NET CONTROLLABLE COST	(335)	22	125	(188)	(44)
-	Capital Charges	8		5	13	63
-	Intangible Charges	-			-	n/a
-	REFCUS	-			-	n/a
412	Corporate support services bought in	485		(434)	51	(89)
412	TOTAL UNCONTROLLABLE COST	493	-	(429)	64	(87)
47	NET COST OF SERVICE	158	22	(304)	(124)	(178)
(594)	Contributions to / (from) Earmarked Reserves	-			-	n/a
	Contributions to / (from) Capital Reserves:	-			-	n/a
	Financing of Capital Expenditure	-			-	n/a
	Provision for Repayment of External Loans	-			-	n/a
	Contribution to / (from) General Balances	-			-	n/a
(594)	TOTAL APPROPRIATIONS	-	-	-	-	n/a
(547)	TOTAL NET EXPENDITURE	158	22	(304)	(124)	(178)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
Strategic budget - agreed pressures / service demands						
						-
Strategic budget - agreed additional income / savings						
						-
<u>Other resource changes</u>						
Corporate support services variations						(434)
Reduction in Recharges to other services						221
Reduction in Recharges from other services						(102)
Increase in Capital Charges						5
Minor Variations						6
						(304)
TOTAL OTHER VARIATIONS IN RESOURCE						(304)

COST CENTRE: C1100P

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
368	Employees	183	4	(1)	186	2
5	Premises related expenditure	(155)			(155)	-
55	Supplies and Services	55			55	-
225	Third Party Payments	225			225	-
-	Transfer Payments	-			-	n/a
-	Transport related expenditure	-			-	n/a
52	Recharges from other services	52		7	59	13
705	TOTAL EXPENDITURE	360	4	6	370	3
-	Government Grants	-			-	n/a
-	Other Grants, reimbursements and contributions	-			-	n/a
-	Customer and Client Receipts	-			-	n/a
-	Interest Receivable	-			-	n/a
(998)	Recharges to other services	(655)		221	(434)	(34)
(998)	TOTAL INCOME	(655)	-	221	(434)	(34)
(293)	NET CONTROLLABLE COST	(295)	4	227	(64)	(78)
-	Capital Charges	8		5	13	63
-	Intangible Charges	-			-	n/a
-	REFCUS	-			-	n/a
287	Corporate support services bought in	287		(236)	51	(82)
287	TOTAL UNCONTROLLABLE COST	295	-	(231)	64	(78)
(6)	NET COST OF SERVICE	-	4	(4)	-	n/a
(594)	Contributions to / (from) Earmarked Reserves	-			-	n/a
	Contributions to / (from) Capital Reserves:	-			-	n/a
	Financing of Capital Expenditure	-			-	n/a
	Provision for Repayment of External Loans	-			-	n/a
	Contribution to / (from) General Balances	-			-	n/a
(594)	TOTAL APPROPRIATIONS	-	-	-	-	n/a
(600)	TOTAL NET EXPENDITURE	-	4	(4)	-	n/a
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
Strategic budget - agreed pressures / service demands						
Strategic budget - agreed additional income / savings						
Other resource changes						
Corporate support services variations						(236)
Reduction in Recharges to other services						221
Increase in Capital Charges						5
Minor Variations						6
						(4)
TOTAL OTHER VARIATIONS IN RESOURCE						(4)

PLACE DIRECTORATE
DEVELOPMENT BxB

COST CENTRE: C1106Q

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
448	Employees	489	9	4	502	3
-	- Premises related expenditure	-	-	-	-	n/a
62	Supplies and Services	-	-	-	-	n/a
-	- Third Party Payments	-	-	-	-	n/a
-	- Transfer Payments	-	-	-	-	n/a
-	- Transport related expenditure	-	-	-	-	n/a
24	Recharges from other services	19	-	(100)	(81)	(526)
534	TOTAL EXPENDITURE	508	9	(96)	421	(17)
-	- Government Grants	-	-	-	-	n/a
(621)	Other Grants, reimbursements and contributions	(621)	-	(2)	(623)	0
-	- Customer and Client Receipts	-	-	-	-	n/a
-	- Interest Receivable	-	-	-	-	n/a
-	- Recharges to other services	-	-	-	-	n/a
(621)	TOTAL INCOME	(621)	-	(2)	(623)	0
(87)	NET CONTROLLABLE COST	(113)	9	(98)	(202)	79
-	- Capital Charges	-	-	-	-	n/a
-	- Intangible Charges	-	-	-	-	n/a
-	- REFCUS	-	-	-	-	n/a
86	Corporate support services bought in	159	-	(159)	-	(100)
86	TOTAL UNCONTROLLABLE COST	159	-	(159)	-	(100)
(1)	NET COST OF SERVICE	46	9	(257)	(202)	(539)
-	- Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	- Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	- Financing of Capital Expenditure	-	-	-	-	n/a
-	- Provision for Repayment of External Loans	-	-	-	-	n/a
-	- Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
(1)	TOTAL NET EXPENDITURE	46	9	(257)	(202)	(539)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
Strategic budget - agreed pressures / service demands						-
Strategic budget - agreed additional income / savings						-
Other resource changes						-
Staff Increments & scale point variations						4
Recharges from other services						(100)
Other Grants, reimbursements and contributions						(2)
Corporate support services variations						(159)
						(257)
TOTAL OTHER VARIATIONS IN RESOURCE						(257)

COST CENTRE: C1107Q

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
330	Employees	330	7	3	340	3
-	Premises related expenditure	-			-	n/a
2	Supplies and Services	-			-	n/a
-	Third Party Payments	-			-	n/a
-	Transfer Payments	-			-	n/a
-	Transport related expenditure	-			-	n/a
-	Recharges from other services	-		1	1	n/a
332	TOTAL EXPENDITURE	330	7	4	341	3
-	Government Grants	-			-	n/a
(460)	Other Grants, reimbursements and contributions	(460)			(460)	-
-	Customer and Client Receipts	-			-	n/a
-	Interest Receivable	-			-	n/a
-	Recharges to other services	-			-	n/a
(460)	TOTAL INCOME	(460)	-	-	(460)	-
(128)	NET CONTROLLABLE COST	(130)	7	4	(119)	(8)
-	Capital Charges	-			-	n/a
-	Intangible Charges	-			-	n/a
-	REFCUS	-			-	n/a
13	Corporate support services bought in	13		(13)	-	(100)
13	TOTAL UNCONTROLLABLE COST	13	-	(13)	-	(100)
(115)	NET COST OF SERVICE	(117)	7	(9)	(119)	2
-	Contributions to / (from) Earmarked Reserves	-			-	n/a
-	Contributions to / (from) Capital 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
(115)	TOTAL NET EXPENDITURE	(117)	7	(9)	(119)	2
* 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>						
Staff Increments & scale point variations						3
Recharges from other services						1
Corporate support services variations						(13)
						(9)
TOTAL OTHER VARIATIONS IN RESOURCE						(9)

COST CENTRE: C1126Q

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
150	Employees	150	2	2	154	3
-	- Premises related expenditure	-			-	n/a
100	Supplies and Services	100			100	-
-	- Third Party Payments	61			61	-
-	- Transfer Payments	-			-	n/a
-	- Transport related expenditure	-			-	n/a
102	Recharges from other services	101		(10)	91	(10)
352	TOTAL EXPENDITURE	412	2	(8)	406	(1)
-	- Government Grants	-			-	n/a
(209)	- Other Grants, reimbursements and contributions	(209)			(209)	-
-	- Customer and Client Receipts	-			-	n/a
-	- Interest Receivable	-			-	n/a
-	- Recharges to other services	-			-	n/a
(209)	TOTAL INCOME	(209)	-	-	(209)	-
143	NET CONTROLLABLE COST	203	2	(8)	197	(3)
-	- Capital Charges	-			-	n/a
-	- Intangible Charges	-			-	n/a
-	- REFCUS	-			-	n/a
26	Corporate support services bought in	26		(26)	-	(100)
26	TOTAL UNCONTROLLABLE COST	26	-	(26)	-	(100)
169	NET COST OF SERVICE	229	2	(34)	197	(14)
-	- Contributions to / (from) Earmarked Reserves	-			-	n/a
-	- Contributions to / (from) Capital Reserves:	-			-	n/a
-	- Financing of Capital Expenditure	-			-	n/a
-	- Provision for Repayment of External Loans	-			-	n/a
-	- Contribution to / (from) General Balances	-			-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
169	TOTAL NET EXPENDITURE	229	2	(34)	197	(14)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
						-
<u>Other resource changes</u>						
Staff Increments & scale point variations						2
Recharges from other services						(10)
Corporate support services variations						(26)
						(34)
TOTAL OTHER VARIATIONS IN RESOURCE						(34)

**PLACE
PUBLIC REALM
SERVICE DESCRIPTION**

DIVISION SUMMARY

The Public Realm Division is made up of Highways, Environment and Waste management, Commercial Licensing, Parking and Public Protection and Community Safety.

Highways service ensure the safety of highway users by delivering maintenance to carriageways, footways, public footpaths, street lighting and highway structures, drainage and flood management . The Highways team also monitor all statutory works across the borough to coordinate and minimise the delay and disruption to road users. It also provides a road safety service which covers both preventative measures such as educational and physical measures on the highway., and play sa key role in the development and implementation of School travel planning.

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 waste and recycling. Operates the Household Reuse and Recycling Centre and street cleansing contracts. In addition the Environmental response Team, which clears graffiti and other enviro improvements. The Grounds Maintenance team oversee and manage the green spaces service, they are responsible for the maintenance of all of the borough's parks and green spaces including management and maintenance of open countryside, park buildings and games courts.

Parking services this includes on-street parking spaces, car parks and various parking permits. They are also responsible for enforcement of parking regulations and Blue Badges and maintains parking schemes including new and extended CPZ's (Controlled Parking Zones), disabled parking and upkeep of the boroughs signs and lines. Additionally this area facilitate Traffic Management Orders on behalf of internal and external clients.

The Public Protection team includes the anti social behaviour team, food safety, health and safety, trading standards, pollution control and housing environmental health functions including enforcement relating to the licensing of privately rented properties (selective licensing). 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. Occupational Safety secures the health, safety and welfare of people in those premises where the local authority is the designated enforcement agency. Trading Standards ensures that local people and businesses are protected from illegal and unfair trade practices. Pollution control deals with a range of statutory environmental pollution matters including air pollution, contaminated land and noise pollution. The ASB Unit is responsible for implementing the council's statutory and partnership obligations relating to ASB.

The Commercial Licensing team 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 Team also visit premises to ensure compliance with the terms of licenses and any conditions attached to them. The Residential Licensing Team process applications and issue licences for privately rented properties throughout the borough – where there is a private landlord & tenant(s).

Community Safety includes the development and implementation of the crime reduction strategy, the Borough CCTV team and the Neighbourhood services, which is split into 5 area teams focussing on enviro crime and ASB as well as the Environmental Enforcement Team which leads on prosecutions for enviro offences, highways offences and unauthorised encampments.

MOVEMENT IN NET EXPENDITURE

COST CENTRE	SERVICE	ORIGINAL BUDGET	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET	% CHANGE (E) %
		2018/19 (A) £000's	Inflation (B) £000's	Other (C) £000's	2019/20 (D) £000's	
C1102Q	Parking Infrastructure	391	6	(120)	277	(29)
C1103Q	Highways	11,875	84	1,051	13,010	10
C1104Q	Waste - Environmental Services	28,350	490	1,222	30,062	6
C1120Q	Parking	(6,358)	66	(4,948)	(11,240)	77
C1121Q	Public Protection	151	64	(221)	(6)	(104)
C1122Q	Partnership & Intelligence Support	2,401	39	56	2,496	4
C1123Q	Licensing	(223)	6	(171)	(388)	74
C1124Q	Neighbourhood Operations	2,146	33	(117)	2,062	(4)
C1129Q	Community Safety Management	(151)	6	(84)	(229)	52
C1245Q	Independent Travel Service	10,193	138	7,699	18,030	77
C1678Q	Croydon Transport Service	(1)	10	566	575	(57,600)
	TOTAL NET SPEND	48,774	942	4,933	54,649	12

STAFF ESTABLISHMENT NUMBERS

SERVICE	ORIGINAL BUDGET 2018/19 FTE STAFF	ORIGINAL BUDGET 2019/20 FTE STAFF	CHANGE IN FTE STAFF
Parking Infrastructure	6.0	6.0	-
Highways	73.0	73.0	-
Waste - Environmental Services	28.0	142.5	114.5
Parking	99.8	120.8	21.0
Public Protection	69.6	69.6	-
Partnership & Intelligence Support	27.8	47.4	19.6
Licensing	7.9	7.9	-
Neighbourhood Operations	36.0	33.0	(3.0)
Community Safety Management	-	3.0	3.0
Independent Travel Service	18.7	25.0	6.3
Croydon Transport Service Summary	12.0	14.8	2.8
TOTAL FTE STAFF	378.8	543.0	164.2

COST CENTRE: C1110P

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
16,115	Employees	17,190	340	1,346	18,876	10
4,180	Premises related expenditure	3,415	-	1,696	5,111	50
27,003	Supplies and Services	28,685	482	(1,204)	27,963	(3)
4,493	Third Party Payments	4,494	27	90	4,611	3
271	Transfer Payments	271	-	-	271	-
10,278	Transport related expenditure	8,764	122	1,376	10,262	17
2,308	Recharges from other services	996	-	(146)	850	(15)
64,648	TOTAL EXPENDITURE	63,815	971	3,158	67,944	6
-	Government Grants	-	-	-	-	n/a
(1,867)	Other Grants, reimbursements and contributions	(2,020)	-	-	(2,020)	-
(23,117)	Customer and Client Receipts	(19,351)	(29)	(5,615)	(24,995)	29
-	Interest Receivable	-	-	-	-	n/a
(8,635)	Recharges to other services	(8,548)	-	10	(8,538)	(0)
(33,619)	TOTAL INCOME	(29,919)	(29)	(5,605)	(35,553)	19
31,029	NET CONTROLLABLE COST	33,896	942	(2,447)	32,391	(4)
8,407	Capital Charges	8,407	-	1,750	10,157	21
-	Intangible Charges	-	-	6	6	n/a
-	REFCUS	-	-	-	-	n/a
6,674	Corporate support services bought in	6,471	-	5,624	12,095	87
15,081	TOTAL UNCONTROLLABLE COST	14,878	-	7,380	22,258	50
46,110	NET COST OF SERVICE	48,774	942	4,933	54,649	12
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
46,110	TOTAL NET EXPENDITURE	48,774	942	4,933	54,649	12
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						3,200
<u>Strategic budget - agreed additional income / savings</u>						(5,650)
<u>Other resource changes</u>						618
TOTAL OTHER VARIATIONS IN RESOURCE						(1,832)

COST CENTRE: C1102Q

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
279	Employees	280	6	5	291	4
-	- Premises related expenditure	-			-	n/a
132	Supplies and Services	132			132	-
-	- Third Party Payments	-			-	n/a
-	- Transfer Payments	-			-	n/a
-	- Transport related expenditure	-			-	n/a
70	Recharges from other services	11		(8)	3	(73)
481	TOTAL EXPENDITURE	423	6	(3)	426	1
-	- Government Grants	-			-	n/a
-	- Other Grants, reimbursements and contributions	-			-	n/a
(180)	Customer and Client Receipts	(107)		(106)	(213)	99
-	- Interest Receivable	-			-	n/a
-	- Recharges to other services	-			-	n/a
(180)	TOTAL INCOME	(107)	-	(106)	(213)	99
301	NET CONTROLLABLE COST	316	6	(109)	213	(33)
-	- Capital Charges	-			-	n/a
-	- Intangible Charges	-			-	n/a
-	- REFCUS	-			-	n/a
75	Corporate support services bought in	75		(11)	64	(15)
75	TOTAL UNCONTROLLABLE COST	75	-	(11)	64	(15)
376	NET COST OF SERVICE	391	6	(120)	277	(29)
	Contributions to / (from) Earmarked Reserves	-			-	n/a
	Contributions to / (from) Capital 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
376	TOTAL NET EXPENDITURE	391	6	(120)	277	(29)
* 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>						
Staff Increments and scale point variations						5
Re-alignment of Traffic Mngement Orders Income from Highways						(106)
Corporate support services variations						(11)
Directorate recharge variations						(8)
						(120)
TOTAL OTHER VARIATIONS IN RESOURCE						(120)

COST CENTRE: C1103Q

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
2,200	Employees	3,493	70	95	3,658	5
1,378	Premises related expenditure	594		700	1,294	118
1,245	Supplies and Services	1,275	16		1,291	1
2,843	Third Party Payments	2,836	27	(2)	2,861	1
-	Transfer Payments	-			-	n/a
1	Transport related expenditure	-			-	n/a
895	Recharges from other services	103		53	156	51
8,562	TOTAL EXPENDITURE	8,301	113	846	9,260	12
-	Government Grants	-			-	n/a
(1,424)	Other Grants, reimbursements and contributions	(1,462)			(1,462)	-
(1,367)	Customer and Client Receipts	(1,336)	(29)	106	(1,259)	(6)
-	Interest Receivable	-			-	n/a
(1,255)	Recharges to other services	(1,312)			(1,312)	-
(4,046)	TOTAL INCOME	(4,110)	(29)	106	(4,033)	(2)
4,516	NET CONTROLLABLE COST	4,191	84	952	5,227	25
6,371	Capital Charges	6,371		501	6,872	8
-	Intangible Charges	-			-	n/a
-	REFCUS	-			-	n/a
1,313	Corporate support services bought in	1,313		(402)	911	(31)
7,684	TOTAL UNCONTROLLABLE COST	7,684	-	99	7,783	1
12,200	NET COST OF SERVICE	11,875	84	1,051	13,010	10
	Contributions to / (from) Earmarked Reserves	-			-	n/a
	Contributions to / (from) Capital Reserves:	-			-	n/a
	Financing of Capital Expenditure	-			-	n/a
	Provision for Repayment of External Loans	-			-	n/a
	Contribution to / (from) General Balances	-			-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
12,200	TOTAL NET EXPENDITURE	11,875	84	1,051	13,010	10
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
Street lighting Energy Costs						700
						700
<u>Strategic budget - agreed additional income / savings</u>						
						-
<u>Other resource changes</u>						
Staff Increments & scale point variations						95
Re-alignment of TMO Income to Parking Infrastructure						106
Capital Charges variations						501
Corporate support services variations						(402)
Directorate recharge variations						53
Minor Variations						(2)
						351
TOTAL OTHER VARIATIONS IN RESOURCE						1,051

COST CENTRE: C1104Q

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
1,245	Employees	1,297	24	34	1,355	4
2,358	Premises related expenditure	2,304		996	3,300	43
23,434	Supplies and Services	25,213	466	(1,336)	24,343	(3)
1,146	Third Party Payments	1,127		52	1,179	5
-	Transfer Payments	-			-	n/a
47	Transport related expenditure	119		(4)	115	(3)
921	Recharges from other services	78		(10)	68	(13)
29,151	TOTAL EXPENDITURE	30,138	490	(268)	30,360	1
-	Government Grants	-			-	n/a
(7)	Other Grants, reimbursements and contributions	(7)			(7)	-
(2,879)	Customer and Client Receipts	(2,880)		(227)	(3,107)	8
-	Interest Receivable	-			-	n/a
(2,266)	Recharges to other services	(1,722)		148	(1,574)	(9)
(5,152)	TOTAL INCOME	(4,609)	-	(79)	(4,688)	2
23,999	NET CONTROLLABLE COST	25,529	490	(347)	25,672	1
1,322	Capital Charges	1,322		1,318	2,640	100
-	Intangible Charges	-			-	n/a
-	REFCUS	-			-	n/a
1,499	Corporate support services bought in	1,499		251	1,750	17
2,821	TOTAL UNCONTROLLABLE COST	2,821	-	1,569	4,390	56
26,820	NET COST OF SERVICE	28,350	490	1,222	30,062	6
	Contributions to / (from) Earmarked Reserves	-			-	n/a
	Contributions to / (from) Capital Reserves:	-			-	n/a
	Financing of Capital Expenditure	-			-	n/a
	Provision for Repayment of External Loans	-			-	n/a
	Contribution to / (from) General Balances	-			-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
26,820	TOTAL NET EXPENDITURE	28,350	490	1,222	30,062	6
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
Grounds Maintenance - Improved Service						1,000
						1,000
<u>Strategic budget - agreed additional income / savings</u>						
Waste Minimisation Project (landfill)						(1,000)
Re-procurement of Leisure Services Contract						(100)
Increasing income from parks events						(50)
						(1,150)
<u>Other resource changes</u>						
Staff Increments & scale point variations						34
Waste contract removal of rechargeable services charges (in core contract)						(197)
Waste contractual variations in guaranteed income						(227)
Capital Charges variations						1,318
Corporate support services variations						251
Directorate recharge variations						148
Increase in Third Party Payments						52
Minor Variations						(7)
						1,372
TOTAL OTHER VARIATIONS IN RESOURCE						1,222

COST CENTRE: C1120Q

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
3,932	Employees	3,632	66	677	4,375	20
189	Premises related expenditure	189			189	-
1,108	Supplies and Services	1,102		132	1,234	12
105	Third Party Payments	75		112	187	149
	Transfer Payments	-			-	n/a
80	Transport related expenditure	80			80	-
	Recharges from other services	140		(47)	93	(34)
5,414	TOTAL EXPENDITURE	5,218	66	874	6,158	18
	Government Grants	-			-	n/a
(17,572)	Other Grants, reimbursements and contributions	-			-	n/a
	Customer and Client Receipts	(13,521)		(5,311)	(18,832)	39
	Interest Receivable	-			-	n/a
	Recharges to other services	-			-	n/a
(17,572)	TOTAL INCOME	(13,521)	-	(5,311)	(18,832)	39
(12,158)	NET CONTROLLABLE COST	(8,303)	66	(4,437)	(12,674)	53
705	Capital Charges	705		(89)	616	(13)
	Intangible Charges	-			-	n/a
	REFCUS	-			-	n/a
1,374	Corporate support services bought in	1,240		(422)	818	(34)
2,079	TOTAL UNCONTROLLABLE COST	1,945	-	(511)	1,434	(26)
(10,079)	NET COST OF SERVICE	(6,358)	66	(4,948)	(11,240)	77
	Contributions to / (from) Earmarked Reserves	-			-	n/a
	Contributions to / (from) Capital Reserves:	-			-	n/a
	Financing of Capital Expenditure	-			-	n/a
	Provision for Repayment of External Loans	-			-	n/a
	Contribution to / (from) General Balances	-			-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
(10,079)	TOTAL NET EXPENDITURE	(6,358)	66	(4,948)	(11,240)	77
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
Increase - On Street Pay and Display Charge						(1,925)
Increase - Penalty Charge Notice income						(2,198)
Increase - Permit Income						(377)
						(4,500)
<u>Other resource changes</u>						
Staff increments & scale point variations						242
Additional staff required to generate & maintain additional income						435
Pay & Display variable service costs due to additional transactions						132
Costs towards physical Cash collection + PCN Processing						112
Recharges from other services						(47)
P&D adjustments and removal of Shopmobility income						(133)
Additional PCN income						(642)
Minor income variations						(36)
Capital charges						(89)
Corporate support services variations						(422)
						(448)
TOTAL OTHER VARIATIONS IN RESOURCE						(4,948)

COST CENTRE: C1121Q

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
3,220	Employees	3,190	64	30	3,284	3
27	Premises related expenditure	108			108	-
259	Supplies and Services	191			191	-
10	Third Party Payments	10			10	-
	Transfer Payments	-			-	n/a
	Transport related expenditure	-			-	n/a
	Recharges from other services	141		(23)	118	(16)
3,516	TOTAL EXPENDITURE	3,640	64	7	3,711	2
	Government Grants	-			-	n/a
(22)	Other Grants, reimbursements and contributions	(138)			(138)	-
(248)	Customer and Client Receipts	(308)		(2)	(310)	1
	Interest Receivable	-			-	n/a
(3,881)	Recharges to other services	(3,881)			(3,881)	-
(4,151)	TOTAL INCOME	(4,327)	-	(2)	(4,329)	0
(635)	NET CONTROLLABLE COST	(687)	64	5	(618)	(10)
3	Capital Charges	3		20	23	667
	Intangible Charges	-			-	n/a
	REFCUS	-			-	n/a
929	Corporate support services bought in	835		(246)	589	(29)
932	TOTAL UNCONTROLLABLE COST	838	-	(226)	612	(27)
297	NET COST OF SERVICE	151	64	(221)	(6)	(104)
	Contributions to / (from) Earmarked Reserves	-			-	n/a
	Contributions to / (from) Capital Reserves:	-			-	n/a
	Financing of Capital Expenditure	-			-	n/a
	Provision for Repayment of External Loans	-			-	n/a
	Contribution to / (from) General Balances	-			-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
297	TOTAL NET EXPENDITURE	151	64	(221)	(6)	(104)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
						-
<u>Other resource changes</u>						
Staff increments & scale point variations						30
Recharges from other services						(23)
Capital charges - depreciation						20
Corporate support Services						(246)
Minor variations						(2)
						(221)
TOTAL OTHER VARIATIONS IN RESOURCE						(221)

COST CENTRE: C1122Q

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
1,946	Employees	1,986	39	77	2,102	6
-	Premises related expenditure	2			2	-
641	Supplies and Services	611			611	-
128	Third Party Payments	180		(46)	134	(26)
-	Transfer Payments	-			-	n/a
45	Transport related expenditure	45			45	-
190	Recharges from other services	192		(16)	176	(8)
2,950	TOTAL EXPENDITURE	3,016	39	15	3,070	2
-	Government Grants	-			-	n/a
(20)	Other Grants, reimbursements and contributions	(20)			(20)	-
(106)	Customer and Client Receipts	(139)			(139)	-
-	Interest Receivable	-			-	n/a
(822)	Recharges to other services	(812)			(812)	-
(948)	TOTAL INCOME	(971)	-	-	(971)	-
2,002	NET CONTROLLABLE COST	2,045	39	15	2,099	3
-	Capital Charges	-			-	n/a
-	Intangible Charges	-			-	n/a
-	REFCUS	-			-	n/a
356	Corporate support services bought in	356		41	397	12
356	TOTAL UNCONTROLLABLE COST	356	-	41	397	12
2,358	NET COST OF SERVICE	2,401	39	56	2,496	4
-	Contributions to / (from) Earmarked Reserves	-			-	n/a
-	Contributions to / (from) Capital Reserves:	-			-	n/a
-	Financing of Capital Expenditure	-			-	n/a
-	Provision for Repayment of External Loans	-			-	n/a
-	Contribution to / (from) General Balances	-			-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
2,358	TOTAL NET EXPENDITURE	2,401	39	56	2,496	4
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
						-
<u>Other resource changes</u>						
Staff Increments & scale point variations						77
Transfer of NSPCC Budget to Adolescent services CFE 1.10						(46)
Changes in Corporate support services bought in						41
Directorate recharge variations						(16)
						56
TOTAL OTHER VARIATIONS IN RESOURCE						56

COST CENTRE: C1123Q

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
315	Employees	315	6	29	350	11
48	Premises related expenditure	38			38	-
55	Supplies and Services	40			40	-
152	Third Party Payments	152		(26)	126	(17)
	Transfer Payments	-			-	n/a
1	Transport related expenditure	1			1	-
	Recharges from other services	16		(13)	3	(81)
571	TOTAL EXPENDITURE	562	6	(10)	558	(1)
	Government Grants	-			-	n/a
	Other Grants, reimbursements and contributions	-			-	n/a
(683)	Customer and Client Receipts	(882)		(75)	(957)	9
	Interest Receivable	-			-	n/a
(6)	Recharges to other services	(6)			(6)	-
(689)	TOTAL INCOME	(888)	-	(75)	(963)	8
(118)	NET CONTROLLABLE COST	(326)	6	(85)	(405)	24
	Capital Charges	-			-	n/a
	Intangible Charges	-			-	n/a
	REFCUS	-			-	n/a
119	Corporate support services bought in	103		(86)	17	(83)
119	TOTAL UNCONTROLLABLE COST	103	-	(86)	17	(83)
1	NET COST OF SERVICE	(223)	6	(171)	(388)	74
	Contributions to / (from) Earmarked Reserves	-			-	n/a
	Contributions to / (from) Capital Reserves:	-			-	n/a
	Financing of Capital Expenditure	-			-	n/a
	Provision for Repayment of External Loans	-			-	n/a
	Contribution to / (from) General Balances	-			-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
1	TOTAL NET EXPENDITURE	(223)	6	(171)	(388)	74
* 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>						
Staff increments & scale point variations						29
Income adjustment to accommodate salary pressure						(26)
Recharges from other services						(13)
Income - Skip Licence income						(75)
Support Services						(86)
						(171)
TOTAL OTHER VARIATIONS IN RESOURCE						(171)

COST CENTRE: C1124Q

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
1,336	Employees	1,590	33	21	1,644	3
113	Premises related expenditure	113			113	-
101	Supplies and Services	93			93	-
40	Third Party Payments	45			45	-
-	Transfer Payments	-			-	n/a
3	Transport related expenditure	3			3	-
156	Recharges from other services	160		(3)	157	(2)
1,749	TOTAL EXPENDITURE	2,004	33	18	2,055	3
-	Government Grants	-			-	n/a
(1)	Other Grants, reimbursements and contributions	-			-	n/a
(82)	Customer and Client Receipts	(178)			(178)	-
-	Interest Receivable	-			-	n/a
365	Recharges to other services	(97)			(97)	-
282	TOTAL INCOME	(275)	-	-	(275)	-
2,031	NET CONTROLLABLE COST	1,729	33	18	1,780	3
6	Capital Charges	6			6	-
-	Intangible Charges	-			-	n/a
-	REFCUS	-			-	n/a
370	Corporate support services bought in	411		(135)	276	(33)
376	TOTAL UNCONTROLLABLE COST	417	-	(135)	282	(32)
2,407	NET COST OF SERVICE	2,146	33	(117)	2,062	(4)
	Contributions to / (from) Earmarked Reserves	-			-	n/a
	Contributions to / (from) Capital Reserves:	-			-	n/a
	Financing of Capital Expenditure	-			-	n/a
	Provision for Repayment of External Loans	-			-	n/a
	Contribution to / (from) General Balances	-			-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
2,407	TOTAL NET EXPENDITURE	2,146	33	(117)	2,062	(4)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
						-
<u>Other resource changes</u>						
Staff Increments & scale point variations						21
Decrease in Corporate support services bought in						(135)
Directorate recharge variations						(3)
						(117)
TOTAL OTHER VARIATIONS IN RESOURCE						(117)

COST CENTRE: C1129Q

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
262	Employees	262	6	9	277	6
-	Premises related expenditure	-			-	n/a
4	Supplies and Services	4			4	-
-	Third Party Payments	-			-	n/a
-	Transfer Payments	-			-	n/a
-	Transport related expenditure	-			-	n/a
4	Recharges from other services	4			4	-
270	TOTAL EXPENDITURE	270	6	9	285	6
-	Government Grants	-			-	n/a
-	Other Grants, reimbursements and contributions	-			-	n/a
-	Customer and Client Receipts	-			-	n/a
-	Interest Receivable	-			-	n/a
(462)	Recharges to other services	(462)		(86)	(548)	19
(462)	TOTAL INCOME	(462)	-	(86)	(548)	19
(192)	NET CONTROLLABLE COST	(192)	6	(77)	(263)	37
-	Capital Charges	-			-	n/a
-	Intangible Charges	-			-	n/a
-	REFCUS	-			-	n/a
41	Corporate support services bought in	41		(7)	34	(17)
41	TOTAL UNCONTROLLABLE COST	41	-	(7)	34	(17)
(151)	NET COST OF SERVICE	(151)	6	(84)	(229)	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
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
(151)	TOTAL NET EXPENDITURE	(151)	6	(84)	(229)	52
* 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>						
Recharges to other services						(86)
Staff Increments & scale point variations						9
Decrease in Corporate support services bought in						(7)
						(84)
TOTAL OTHER VARIATIONS IN RESOURCE						(84)

COST CENTRE: C1245Q

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
899	Employees	599	16	429	1,044	74
67	Premises related expenditure	67	-	-	67	-
21	Supplies and Services	21	-	-	21	-
65	Third Party Payments	65	-	-	65	-
271	Transfer Payments	271	-	-	271	-
10,101	Transport related expenditure	8,516	122	1,380	10,018	18
-	Recharges from other services	151	-	(151)	-	(100)
11,424	TOTAL EXPENDITURE	9,690	138	1,658	11,486	19
-	Government Grants	-	-	-	-	n/a
(393)	Other Grants, reimbursements and contributions	(393)	-	-	(393)	-
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
(308)	Recharges to other services	(256)	-	(52)	(308)	20
(701)	TOTAL INCOME	(649)	-	(52)	(701)	8
10,723	NET CONTROLLABLE COST	9,041	138	1,606	10,785	19
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	6	6	n/a
-	REFCUS	-	-	-	-	n/a
1,152	Corporate support services bought in	1,152	-	6,087	7,239	528
1,152	TOTAL UNCONTROLLABLE COST	1,152	-	6,093	7,245	529
11,875	NET COST OF SERVICE	10,193	138	7,699	18,030	77
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital 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
11,875	TOTAL NET EXPENDITURE	10,193	138	7,699	18,030	77
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
Strategic budget - agreed pressures / service demands						1,500
Growth in transport service for SEN						
						1,500
Strategic budget - agreed additional income / savings						
						-
Other resource changes						
C&P Budget realignment						106
Corporate support services bought in						6,087
Intangible Charges						6
						6,199
TOTAL OTHER VARIATIONS IN RESOURCE						7,699

COST CENTRE: C1678Q

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
481	Employees	546	10	(60)	496	(9)
-	Premises related expenditure	-	-	-	-	n/a
3	Supplies and Services	3	-	-	3	-
4	Third Party Payments	4	-	-	4	-
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
72	Recharges from other services	-	-	72	72	n/a
560	TOTAL EXPENDITURE	553	10	12	575	4
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
-	Recharges to other services	-	-	-	-	n/a
-	TOTAL INCOME	-	-	-	-	n/a
560	NET CONTROLLABLE COST	553	10	12	575	4
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
(554)	Corporate support services bought in	(554)	-	554	-	(100)
(554)	TOTAL UNCONTROLLABLE COST	(554)	-	554	-	(100)
6	NET COST OF SERVICE	(1)	10	566	575	(57,600)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
6	TOTAL NET EXPENDITURE	(1)	10	566	575	(57,600)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
Strategic budget - agreed pressures / service demands						
Strategic budget - agreed additional income / savings						
Other resource changes						
C&P Budget Realignment						12
Capital Charges						554
						566
TOTAL OTHER VARIATIONS IN RESOURCE						566

SERVICE DESCRIPTION

Croydon has a once in a lifetime opportunity to ensure that our residents and businesses benefit from the pace and scale of regeneration activity in the borough.

The Economic Growth division creates the conditions for sustainable economic growth for all by:
 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;
 Linking our unemployed residents into jobs created by regeneration and growth through Croydon Works and other pathways to work initiatives;
 Helping our residents move into better paid jobs and out of poverty through bespoke training and support packages;
 Ensuring that our residents have the right skills for employment and life through CALAT (Croydon Adult Learning and Training);
 Ensures that our schools and colleges are equipping their students with the skills and attitudes that employers want.

MOVEMENT IN NET EXPENDITURE

COST CENTRE	SERVICE	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
C1105Q	Employment & Investment	715	16	269	1,000	40
C1234Q	Adult Learning	(208)	47	479	318	(253)
C1130Q	Employment & Skills Delivery	250	10	(60)	200	(20)
	TOTAL NET SPEND	757	73	688	1,518	101

STAFF ESTABLISHMENT NUMBERS

SERVICE	ORIGINAL BUDGET 2018/19 FTE STAFF	ORIGINAL BUDGET 2019/20 FTE STAFF	CHANGE IN FTE STAFF
Employment & Investment	24.4	27.9	3.5
Adult Learning	76.7	66.8	(9.9)
Employment & Skills Delivery	11.2	14.4	3.2
TOTAL FTE STAFF	112.3	109.1	(3.2)

COST CENTRE: C1111P

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
4,200	Employees	4,160	73	124	4,357	5
34	Premises related expenditure	34	-	-	34	-
505	Supplies and Services	460	-	1,999	2,459	435
8	Third Party Payments	8	-	-	8	-
-	Transfer Payments	-	-	-	-	n/a
3	Transport related expenditure	3	-	-	3	-
1,036	Recharges from other services	1,036	-	(91)	945	(9)
5,786	TOTAL EXPENDITURE	5,701	73	2,032	7,806	37
(4,213)	Government Grants	(4,208)	-	(1,899)	(6,107)	45
(93)	Other Grants, reimbursements and contributions	(93)	-	64	(29)	(69)
(899)	Customer and Client Receipts	(999)	-	-	(999)	-
-	Interest Receivable	-	-	-	-	n/a
(291)	Recharges to other services	(291)	-	(130)	(421)	45
(5,496)	TOTAL INCOME	(5,591)	-	(1,965)	(7,556)	35
290	NET CONTROLLABLE COST	110	73	67	250	127
421	Capital Charges	421	-	64	485	15
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
226	Corporate support services bought in	226	-	557	783	246
647	TOTAL UNCONTROLLABLE COST	647	-	621	1,268	96
937	NET COST OF SERVICE	757	73	688	1,518	101
(45)	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
(45)	TOTAL APPROPRIATIONS	-	-	-	-	n/a
892	TOTAL NET EXPENDITURE	757	73	688	1,518	101
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						100
Coast to Capital and South London Partnership subscriptions						100
<u>Strategic budget - agreed additional income / savings</u>						-
<u>Other resource changes</u>						588
Corporate support services bought in						(110)
Capital Charges						64
Remove internal recharges						(68)
Increase in contribution of employers pension						39
Rounding						1
TOTAL OTHER VARIATIONS IN RESOURCE						688

COST CENTRE: C1105Q

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
816	Employees	816	16	(6)	826	1
-	Premises related expenditure	-	-	-	-	n/a
64	Supplies and Services	19	-	100	119	526
4	Third Party Payments	4	-	-	4	-
-	Transfer Payments	-	-	-	-	n/a
1	Transport related expenditure	1	-	-	1	-
69	Recharges from other services	69	-	(73)	(4)	(106)
954	TOTAL EXPENDITURE	909	16	21	946	4
-	Government Grants	(155)	-	155	-	(100)
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
(75)	Recharges to other services	(75)	-	14	(61)	(19)
(75)	TOTAL INCOME	(230)	-	169	(61)	(73)
879	NET CONTROLLABLE COST	679	16	190	885	30
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
36	Corporate support services bought in	36	-	79	115	219
36	TOTAL UNCONTROLLABLE COST	36	-	79	115	219
915	NET COST OF SERVICE	715	16	269	1,000	40
(45)	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
	Contributions to / (from) Capital Reserves:					n/a
	Financing of Capital Expenditure					n/a
	Provision for Repayment of External Loans					n/a
	Contribution to / (from) General Balances					n/a
(45)	TOTAL APPROPRIATIONS	-	-	-	-	n/a
870	TOTAL NET EXPENDITURE	715	16	269	1,000	40
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
Strategic budget - agreed pressures / service demands						
Coast to Capital and South London Partnership subscriptions						100
						100
Strategic budget - agreed additional income / savings						
						-
Other resource changes						
Staff Increments & scale point variations						8
Government Grants transferred to Employment and Skills Delivery						155
Removal of internal recharges						(68)
Corporate support services variations						79
Directorate recharge variations						(9)
Minor Variations						4
						169
TOTAL OTHER VARIATIONS IN RESOURCE						269

COST CENTRE: C1234Q

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
2,895	Employees	2,855	47	31	2,933	3
34	Premises related expenditure	34	-	-	34	-
422	Supplies and Services	422	-	14	436	3
-	Third Party Payments	-	-	-	-	n/a
-	Transfer Payments	-	-	-	-	n/a
2	Transport related expenditure	2	-	-	2	-
967	Recharges from other services	967	-	(18)	949	(2)
4,320	TOTAL EXPENDITURE	4,280	47	27	4,354	2
(4,053)	Government Grants	(4,053)	-	-	(4,053)	-
(29)	Other Grants, reimbursements and contributions	(29)	-	-	(29)	-
(899)	Customer and Client Receipts	(999)	-	-	(999)	-
-	Interest Receivable	-	-	-	-	n/a
-	Recharges to other services	-	-	-	-	n/a
(4,981)	TOTAL INCOME	(5,081)	-	-	(5,081)	-
(661)	NET CONTROLLABLE COST	(801)	47	27	(727)	(9)
421	Capital Charges	421	-	64	485	15
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
172	Corporate support services bought in	172	-	388	560	226
593	TOTAL UNCONTROLLABLE COST	593	-	452	1,045	76
(68)	NET COST OF SERVICE	(208)	47	479	318	(253)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
(68)	TOTAL NET EXPENDITURE	(208)	47	479	318	(253)
* 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>						
Staff Increments & scale point variations						31
Contract inflation						14
Recharges from other services						(18)
Capital Charges						64
Corporate support services bought in						388
						479
TOTAL OTHER VARIATIONS IN RESOURCE						479

COST CENTRE: C1130Q

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
489	Employees	489	10	99	598	22
-	Premises related expenditure	-	-	-	-	n/a
19	Supplies and Services	19	-	1,885	1,904	9,921
4	Third Party Payments	4	-	-	4	-
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
-	Recharges from other services	-	-	-	-	n/a
512	TOTAL EXPENDITURE	512	10	1,984	2,506	389
(160)	Government Grants	-	-	(2,054)	(2,054)	n/a
(64)	Other Grants, reimbursements and contributions	(64)	-	64	-	(100)
-	- Customer and Client Receipts	-	-	-	-	n/a
-	- Interest Receivable	-	-	-	-	n/a
(216)	Recharges to other services	(216)	-	(144)	(360)	67
(440)	TOTAL INCOME	(280)	-	(2,134)	(2,414)	762
72	NET CONTROLLABLE COST	232	10	(150)	92	(60)
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
18	Corporate support services bought in	18	-	90	108	500
18	TOTAL UNCONTROLLABLE COST	18	-	90	108	500
90	NET COST OF SERVICE	250	10	(60)	200	(20)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
90	TOTAL NET EXPENDITURE	250	10	(60)	200	(20)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
Staff Increments & scale point variations						
						-
<u>Other resource changes</u>						
Corporate support services bought in						90
Staff Increments & scale point variations						99
Government Grants transferred from Employment and Investment						(155)
DWP and ESF Government Grants funding						(1,899)
Other Grants payment						64
Service Delivery fee for Work and Health Program						1,885
Recharges to other services						(144)
						(60)
TOTAL OTHER VARIATIONS IN RESOURCE						(60)

SERVICE DESCRIPTION

The Culture, Museums and Archives service area covers support for cultural development in Croydon including:

- The operational aspects of the Fairfield Halls development;
- Support for cultural projects, programmes and events; and
- The Museum, Gallery and Archives services.

Croydon's cultural offer is an important part of the borough's regeneration and change over the next few years. Central to that is the refurbishment of the Fairfield Halls, Croydon's largest cultural venue; a 1500 seater concert hall, the 800 seat Ashcroft Theatre and 3 flexible studio spaces at different scales. BHLive has been appointed as operator for the Fairfield Halls and 2018/19 will be a key time for working with them on the mobilisation phase prior to them taking on full running of the venue.

We need to continue to build our audiences in Croydon and continue to support our cultural sector to grow during this time. The ongoing work to consolidate and develop Croydon's cultural calendar of events is a key priority at this time; building the capacity of our cultural sector partners to deliver a great offer for Croydon and bringing in national programming and producing partners to work with us.

Having been successful in gaining Creative Enterprise Zone status, we will be supporting creative and cultural production in a programme that spans the next 2 financial years.

We are looking now to develop the case for the re-accreditation and refresh of our Museum Services in the context of the developing and changing role of the Croydon Clocktower as a more integrated cultural services hub.

MOVEMENT IN NET EXPENDITURE

COST CENTRE	SERVICE	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
C1239Q	Museums and Culture	1,077	5	391	1,473	37
C1667Q	Culture Growth	250	2	(23)	229	(8)
	TOTAL NET SPEND	1,327	7	368	1,702	28

STAFF ESTABLISHMENT NUMBERS

SERVICE	ORIGINAL BUDGET 2018/19 FTE STAFF	ORIGINAL BUDGET 2019/20 FTE STAFF	CHANGE IN FTE STAFF
Museums and Culture	7.1	7.1	-
Culture Growth	1.0	4.0	3.0
TOTAL FTE STAFF	8.1	11.1	3.0

COST CENTRE: C1114P

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
364	Employees	364	7	177	548	51
-	Premises related expenditure	-	-	-	-	n/a
594	Supplies and Services	201	-	1,004	1,205	500
-	Third Party Payments	170	-	420	590	247
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
-	Recharges from other services	-	-	-	-	n/a
958	TOTAL EXPENDITURE	735	7	1,601	2,343	219
-	Government Grants	-	-	-	-	n/a
(353)	Other Grants, reimbursements and contributions	(165)	-	(750)	(915)	455
(7)	Customer and Client Receipts	(7)	-	-	(7)	-
-	Interest Receivable	-	-	-	-	n/a
(90)	Recharges to other services	(55)	-	(872)	(927)	1,585
(450)	TOTAL INCOME	(227)	-	(1,622)	(1,849)	715
508	NET CONTROLLABLE COST	508	7	(21)	494	(3)
686	Capital Charges	686	-	423	1,109	62
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
133	Corporate support services bought in	133	-	(34)	99	(26)
819	TOTAL UNCONTROLLABLE COST	819	-	389	1,208	47
1,327	NET COST OF SERVICE	1,327	7	368	1,702	28
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
1,327	TOTAL NET EXPENDITURE	1,327	7	368	1,702	28
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						-
<u>Strategic budget - agreed additional income / savings</u>						(24)
Increased Contribution from partners to cultural activities						(25)
<u>Other resource changes</u>						392
Capital Charges						423
Corporate support services bought in						(34)
Increase in contribution of employers pension						3
TOTAL OTHER VARIATIONS IN RESOURCE						368

COST CENTRE: C1239Q

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
255	Employees	255	5	3	263	3
	Premises related expenditure	-			-	n/a
41	Supplies and Services	41			41	-
	Third Party Payments	-			-	n/a
	Transfer Payments	-			-	n/a
	Transport related expenditure	-			-	n/a
	Recharges from other services	-			-	n/a
296	TOTAL EXPENDITURE	296	5	3	304	3
	Government Grants	-			-	n/a
(5)	Other Grants, reimbursements and contributions	(5)			(5)	-
(7)	Customer and Client Receipts	(7)			(7)	-
	Interest Receivable	-			-	n/a
	Recharges to other services	-			-	n/a
(12)	TOTAL INCOME	(12)	-	-	(12)	-
284	NET CONTROLLABLE COST	284	5	3	292	3
686	Capital Charges	686		423	1,109	62
	Intangible Charges	-			-	n/a
	REFCUS	-			-	n/a
107	Corporate support services bought in	107		(35)	72	(33)
793	TOTAL UNCONTROLLABLE COST	793	-	388	1,181	49
1,077	NET COST OF SERVICE	1,077	5	391	1,473	37
	Contributions to / (from) Earmarked Reserves	-			-	n/a
	Contributions to / (from) Capital Reserves:	-			-	n/a
	Financing of Capital Expenditure	-			-	n/a
	Provision for Repayment of External Loans	-			-	n/a
	Contribution to / (from) General Balances	-			-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
1,077	TOTAL NET EXPENDITURE	1,077	5	391	1,473	37
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
						-
<u>Other resource changes</u>						
Increase in contribution of employers pension						3
Capital Charges						423
Corporate support services bought in						(35)
						391
TOTAL OTHER VARIATIONS IN RESOURCE						391

COST CENTRE: C1667Q

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
109	Employees	109	2	174	285	161
-	Premises related expenditure	-	-	-	-	n/a
553	Supplies and Services	160	-	1,004	1,164	628
-	Third Party Payments	170	-	420	590	247
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
-	Recharges from other services	-	-	-	-	n/a
662	TOTAL EXPENDITURE	439	2	1,598	2,039	364
-	Government Grants	-	-	-	-	n/a
(348)	Other Grants, reimbursements and contributions	(160)	-	(750)	(910)	469
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
(90)	Recharges to other services	(55)	-	(872)	(927)	1,585
(438)	TOTAL INCOME	(215)	-	(1,622)	(1,837)	754
224	NET CONTROLLABLE COST	224	2	(24)	201	(10)
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
26	Corporate support services bought in	26	-	1	27	4
26	TOTAL UNCONTROLLABLE COST	26	-	1	27	4
250	NET COST OF SERVICE	250	2	(23)	229	(8)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
250	TOTAL NET EXPENDITURE	250	2	(23)	229	(8)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
Increase in FTEs funded by Creative Enterprise Zone (CEZ)						174
Increase in Supplies and Services funded by CEZ						1,004
Increase in Transfer Payments funded by CEZ						420
Increase in CEZ funding						(600)
Increase in Growth Zone Funding						(900)
Increase in sponsorship						(122)
						(24)
<u>Other resource changes</u>						
Corporate support services bought in						1
						1
TOTAL OTHER VARIATIONS IN RESOURCE						(23)

SERVICE DESCRIPTION

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

In 2019/20 the programme will focus on feasibility and design of transport and public realm schemes, managing construction related traffic, developing smart city projects, implementing meanwhile and culture projects as part of the agreed programme approved by Cabinet in October 2018.

MOVEMENT IN NET EXPENDITURE

COST CENTRE	SERVICE	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
C1668Q	Croydon Growth Zone	63	7	26,990	27,060	42,852
	TOTAL NET SPEND	63	7	26,990	27,060	42,852

STAFF ESTABLISHMENT NUMBERS

SERVICE	ORIGINAL BUDGET 2018/19 FTE STAFF	ORIGINAL BUDGET 2019/20 FTE STAFF	CHANGE IN FTE STAFF
Croydon Growth Zone	5.0	6.0	1.0
TOTAL FTE STAFF	5.0	6.0	1.0

COST CENTRE: C1116P

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
325	Employees	326	7	68	401	23
-	Premises related expenditure	-	-	-	-	n/a
1	Supplies and Services	-	-	-	-	n/a
-	Third Party Payments	-	-	-	-	n/a
-	Transfer Payments	-	-	-	-	n/a
1	Transport related expenditure	-	-	-	-	n/a
31	Recharges from other services	-	-	-	-	n/a
358	TOTAL EXPENDITURE	326	7	68	401	23
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
(421)	Recharges to other services	(326)	-	(65)	(391)	20
(421)	TOTAL INCOME	(326)	-	(65)	(391)	20
(63)	NET CONTROLLABLE COST	-	7	3	10	n/a
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	27,000	27,000	n/a
63	Corporate support services bought in	63	-	(13)	50	(21)
63	TOTAL UNCONTROLLABLE COST	63	-	26,987	27,050	42,837
-	NET COST OF SERVICE	63	7	26,990	27,060	42,852
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
-	TOTAL NET EXPENDITURE	63	7	26,990	27,060	42,852
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
Strategic budget - agreed pressures / service demands						
Strategic budget - agreed additional income / savings						
Other resource changes						
Increase in REFCUS						27,000
Increased in FTEs						68
Increase in recharges to Growth Zone projects						(65)
Corporate support charges variations						(13)
						26,990
TOTAL OTHER VARIATIONS IN RESOURCE						26,990

SERVICE DESCRIPTION

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

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

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

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

The Strategic Transport Service is responsible for developing transport policy and translating local priorities and regional policies into delivery plans and programmes. The Service is also delivering much of the Growth Zone Transport Infrastructure eg leading on the renewal/redevelopment of West Croydon Station; working with Network Rail to upgrade the Brighton Mainline and provide a new and bigger East Croydon Station; working with TfL to improve the Fiveways intersection of the A23/A232; and delivering a £25m network of cycling and walking routes. The Service also: develops the Plan to implement the Mayor's Transport Strategy within Croydon (The Local Implementation Plan (LIP)); provides transport advice to the planning authority on development plan and master plan making and advises the Development Management Service and Planning Committee(s) on the transport implications of development proposals; bids for funds through the LIP drawing funding from TfL, CIL, S106 and the Capital Programme to improve transport and infrastructure in Croydon; and runs a programme to deliver electric vehicle charging points and encourage the take-up of electric vehicles.

MOVEMENT IN NET EXPENDITURE

COST CENTRE	SERVICE	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
C1108Q	Building Control	371	21	(164)	228	(39)
C1109Q	Development Management	488	32	(62)	458	(6)
C1110Q	Spatial Planning	950	19	(131)	838	(12)
C1111Q	Transport	384	13	(51)	346	(10)
	TOTAL NET SPEND	2,193	85	(408)	1,870	(15)

STAFF ESTABLISHMENT NUMBERS

SERVICE	ORIGINAL BUDGET 2018/19 FTE STAFF	ORIGINAL BUDGET 2019/20 FTE STAFF	CHANGE IN FTE STAFF
Building Control	22.0	22.0	-
Development Management	51.0	53.0	2.0
Spatial Planning	16.8	20.8	4.0
Transport	8.5	10.5	2.0
TOTAL FTE STAFF	98.3	106.3	8.0

COST CENTRE: C1120P

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
4,209	Employees	4,935	104	422	5,461	11
7	Premises related expenditure	-	-	-	-	n/a
521	Supplies and Services	369	-	74	443	20
3	Third Party Payments	25	-	(25)	-	(100)
-	Transfer Payments	-	-	-	-	n/a
37	Transport related expenditure	37	-	(27)	10	(73)
2,988	Recharges from other services	1,793	-	(22)	1,771	(1)
7,765	TOTAL EXPENDITURE	7,159	104	422	7,685	7
-	Government Grants	-	-	-	-	n/a
(26)	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(4,896)	Customer and Client Receipts	(4,318)	(19)	(446)	(4,783)	11
-	Interest Receivable	-	-	-	-	n/a
(2,045)	Recharges to other services	(1,865)	-	(65)	(1,930)	3
(6,967)	TOTAL INCOME	(6,183)	(19)	(511)	(6,713)	9
798	NET CONTROLLABLE COST	976	85	(89)	972	(0)
9	Capital Charges	9	-	-	9	-
9	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
1,174	Corporate support services bought in	1,208	-	(319)	889	(26)
1,192	TOTAL UNCONTROLLABLE COST	1,217	-	(319)	898	(26)
1,990	NET COST OF SERVICE	2,193	85	(408)	1,870	(15)
(76)	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
(76)	TOTAL APPROPRIATIONS	-	-	-	-	n/a
1,914	TOTAL NET EXPENDITURE	2,193	85	(408)	1,870	(15)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						-
<u>Strategic budget - agreed additional income / savings</u>						(51)
Increased Planning and Building Control Income and supplies and services savings						(51)
<u>Other resource changes</u>						(357)
Increase in contribution of employers pension						52
Staff Increments & scale point variations						370
Re-alignment of the intra departmental recharges						(413)
Transfer of Surrey County Council Downlands budget to active lifestyle (PL 7.6)						(22)
Movement in corporate charges						(299)
Movement in directorate recharges						(45)
TOTAL OTHER VARIATIONS IN RESOURCE						(408)

COST CENTRE: C1108Q

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
717	Employees	1,069	21	41	1,131	6
-	Premises related expenditure	-	-	-	-	n/a
86	Supplies and Services	83	-	(1)	82	(1)
3	Third Party Payments	3	-	(3)	-	(100)
-	Transfer Payments	-	-	-	-	n/a
28	Transport related expenditure	28	-	(26)	2	(93)
1,487	Recharges from other services	1,214	-	(75)	1,139	(6)
2,321	TOTAL EXPENDITURE	2,397	21	(64)	2,354	(2)
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(803)	Customer and Client Receipts	(1,161)	-	(5)	(1,166)	0
-	Interest Receivable	-	-	-	-	n/a
(1,133)	Recharges to other services	(1,133)	-	-	(1,133)	-
(1,936)	TOTAL INCOME	(2,294)	-	(5)	(2,299)	0
385	NET CONTROLLABLE COST	103	21	(69)	55	(47)
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
268	Corporate support services bought in	268	-	(95)	173	(35)
268	TOTAL UNCONTROLLABLE COST	268	-	(95)	173	(35)
653	NET COST OF SERVICE	371	21	(164)	228	(39)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital 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
653	TOTAL NET EXPENDITURE	371	21	(164)	228	(39)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
Strategic budget - agreed additional income / savings						-
Increased Building Control fee income						(5)
Other resource changes						(5)
Increase in contribution of employers pension						11
Staff Increments & scale point variations						30
Re-alignment of the intra departmental recharges						(75)
Movement in corporate charges						(95)
Movement in directorate recharges						(30)
						(159)
TOTAL OTHER VARIATIONS IN RESOURCE						(164)

COST CENTRE: C1109Q

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
2,363	Employees	2,516	51	107	2,674	6
-	Premises related expenditure	-	-	-	-	n/a
303	Supplies and Services	176	-	99	275	56
-	Third Party Payments	-	-	-	-	n/a
-	Transfer Payments	-	-	-	-	n/a
7	Transport related expenditure	7	-	-	7	-
1,081	Recharges from other services	476	-	131	607	28
3,754	TOTAL EXPENDITURE	3,175	51	337	3,563	12
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(3,998)	Customer and Client Receipts	(3,106)	(19)	(441)	(3,566)	15
-	Interest Receivable	-	-	-	-	n/a
(206)	Recharges to other services	(206)	-	206	-	(100)
(4,204)	TOTAL INCOME	(3,312)	(19)	(235)	(3,566)	8
(450)	NET CONTROLLABLE COST	(137)	32	102	(3)	(98)
-	Capital Charges	-	-	-	-	n/a
9	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
625	Corporate support services bought in	625	-	(164)	461	(26)
634	TOTAL UNCONTROLLABLE COST	625	-	(164)	461	(26)
184	NET COST OF SERVICE	488	32	(62)	458	(6)
(76)	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
	Financing of Capital Expenditure	-	-	-	-	n/a
	Provision for Repayment of External Loans	-	-	-	-	n/a
	Contribution to / (from) General Balances	-	-	-	-	n/a
(76)	TOTAL APPROPRIATIONS	-	-	-	-	n/a
108	TOTAL NET EXPENDITURE	488	32	(62)	458	(6)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
Increased Planning Fee recovery						(8)
						(8)
<u>Other resource changes</u>						
Increase in contribution of employers pension						25
Re-alignment of the intra departmental recharges						11
Movement in corporate charges						(164)
Movement in directorate recharges						(8)
Staff Increments & scale point variations						82
						(54)
TOTAL OTHER VARIATIONS IN RESOURCE						(62)

COST CENTRE: C1110Q

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
869	Employees	839	19	145	1,003	20
7	Premises related expenditure	-	-	-	-	n/a
103	Supplies and Services	81	-	(21)	60	(26)
-	Third Party Payments	22	-	(22)	-	(100)
-	Transfer Payments	-	-	-	-	n/a
1	Transport related expenditure	1	-	(1)	-	(100)
208	Recharges from other services	65	-	(46)	19	(71)
1,188	TOTAL EXPENDITURE	1,008	19	55	1,082	7
-	Government Grants	-	-	-	-	n/a
(26)	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(95)	Customer and Client Receipts	(51)	-	-	(51)	-
-	Interest Receivable	-	-	-	-	n/a
(478)	Recharges to other services	(220)	-	(151)	(371)	69
(599)	TOTAL INCOME	(271)	-	(151)	(422)	56
589	NET CONTROLLABLE COST	737	19	(96)	660	(10)
6	Capital Charges	6	-	-	6	-
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
174	Corporate support services bought in	207	-	(35)	172	(17)
180	TOTAL UNCONTROLLABLE COST	213	-	(35)	178	(16)
769	NET COST OF SERVICE	950	19	(131)	838	(12)
	Contributions to / (from) Earmarked Reserves	-			-	n/a
	Contributions to / (from) Capital Reserves:	-			-	n/a
	Financing of Capital Expenditure	-			-	n/a
	Provision for Repayment of External Loans	-			-	n/a
	Contribution to / (from) General Balances	-			-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
769	TOTAL NET EXPENDITURE	950	19	(131)	838	(12)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
Supplies & Services Savings						(19)
Additional income recovery						(19)
						(38)
<u>Other resource changes</u>						
Increase in contribution of employers pension						10
Re-alignment of the intra departmental recharges						(197)
Transfer of Surrey County Council Downlands budget to active lifestyle (PL 7.6)						(22)
Movement in corporate charges						(15)
Movement in directorate recharges						(4)
Staff Increments & scale point variations						135
						(93)
TOTAL OTHER VARIATIONS IN RESOURCE						(131)

COST CENTRE: C1111Q

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
260	Employees	511	13	129	653	28
-	Premises related expenditure	-	-	-	-	n/a
29	Supplies and Services	29	-	(3)	26	(10)
-	Third Party Payments	-	-	-	-	n/a
-	Transfer Payments	-	-	-	-	n/a
1	Transport related expenditure	1	-	-	1	-
212	Recharges from other services	38	-	(32)	6	(84)
502	TOTAL EXPENDITURE	579	13	94	686	18
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
(228)	Recharges to other services	(306)	-	(120)	(426)	39
(228)	TOTAL INCOME	(306)	-	(120)	(426)	39
274	NET CONTROLLABLE COST	273	13	(26)	260	(5)
3	Capital Charges	3	-	-	3	-
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
107	Corporate support services bought in	108	-	(25)	83	(23)
110	TOTAL UNCONTROLLABLE COST	111	-	(25)	86	(23)
384	NET COST OF SERVICE	384	13	(51)	346	(10)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
384	TOTAL NET EXPENDITURE	384	13	(51)	346	(10)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
						-
<u>Other resource changes</u>						
Increase in contribution of employers pension						6
Re-alignment of the intra departmental recharges						(152)
Movement in corporate charges						(25)
Movement in directorate recharges						(3)
Staff Increments & scale point variations						123
						(51)
TOTAL OTHER VARIATIONS IN RESOURCE						(51)

SERVICE DESCRIPTION

Council Homes, Districts and Regeneration

The Council Homes, Districts & Regeneration division works to create places and neighbourhoods where residents want to be, working with communities to ensure the development, maintenance and management of high quality homes, schools, leisure facilities and parks and open spaces, with vital and attractive high streets and well-used community spaces.

The services in the division encompass the following functions:

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

Schools, leisure and regeneration capital delivery programmes;

Housing asset management, housing repairs and planned maintenance and identifying and bringing forward housing intensification opportunities alongside required infrastructure;

The delivery of libraries, museum and archives, leisure centres and sports and physical activities;

Regeneration and activation of parks, play spaces and open spaces and fulfilling the client role for maintenance of these; Supporting Public Health Outcomes through the provision of Live Well Croydon which is funded by Public Health, targeting smoking cessation, physical inactivity, weight management, alcohol and mental wellbeing;

Resident involvement and community engagement in relation to the functions delivered by the division.

The key objectives of the division are to:

Work in partnership with local communities to ensure all Croydon's places have the physical and social infrastructure required to support socio-economic and housing growth;

Create the environment that encourages business to invest in our district centres and to employ local people;

Support our colleagues in the People department to deliver the necessary additional school places through our schools delivery programme;

Ensure that Croydon's tenants and leaseholders live in safe and decent homes;

Ensure that our parks and open spaces are sustainable and can be enjoyed by future generations;

Develop the role of our libraries as community hubs connecting communities and providing information, cultural activities and other services and work with a wide range of partners to support Croydon's heritage

Improve leisure facilities in Croydon, working closely with our sporting partners to help local communities; and

Improve wellbeing across all communities through sport and physical activity and encourage residents to lead active lifestyles.

MOVEMENT IN NET EXPENDITURE

COST CENTRE	SERVICE	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
C1114Q	Homes & School Improvement	154	12	(47)	119	(23)
C1115Q	Regeneration & Partnership	555	15	460	1,030	86
C1127Q	Council Homes, Districts and Regeneration Directorate	180	2	(5)	177	(2)
C1128Q	Active Lifestyle	760	9	39	808	6
C1238Q	Libraries*	4,048	70	473	4,591	13
TOTAL NET SPEND		5,697	108	920	6,725	18

* Libraries service transferred back in-house following collapse of provider (Carillion).

STAFF ESTABLISHMENT NUMBERS

SERVICE	ORIGINAL BUDGET 2018/19	ORIGINAL BUDGET 2019/20	CHANGE IN
	FTE STAFF	FTE STAFF	FTE STAFF
Homes & School Improvement	10.0	10.0	-
Regeneration & Partnership	12.0	12.0	-
Council Homes, Districts and Regeneration Directorate	1.0	1.0	-
Active Lifestyle	4.0	4.0	-
Libraries (service transferred in-house following collapse of provider)	1.0	69.4	68.4
TOTAL FTE STAFF	28.0	96.4	68.4

COST CENTRE: C1125P

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
3,985	Employees	2,045	39	2,085	4,169	104
235	Premises related expenditure	229	-	265	494	116
1,064	Supplies and Services	146	-	779	925	534
90	Third Party Payments	3,415	69	(3,375)	109	(97)
-	Transfer Payments	-	-	-	-	n/a
6	Transport related expenditure	4	-	1	5	25
674	Recharges from other services	216	-	(158)	58	(73)
6,054	TOTAL EXPENDITURE	6,055	108	(403)	5,760	(5)
-	Government Grants	-	-	-	-	n/a
(502)	Other Grants, reimbursements and contributions	(403)	-	-	(403)	-
(102)	Customer and Client Receipts	(25)	-	(55)	(80)	220
-	Interest Receivable	-	-	-	-	n/a
(1,303)	Recharges to other services	(1,431)	-	367	(1,064)	(26)
(1,907)	TOTAL INCOME	(1,859)	-	312	(1,547)	(17)
4,147	NET CONTROLLABLE COST	4,196	108	(91)	4,213	0
949	Capital Charges	949	-	432	1,381	46
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	330	330	n/a
552	Corporate support services bought in	552	-	249	801	45
1,501	TOTAL UNCONTROLLABLE COST	1,501	-	1,011	2,512	67
5,648	NET COST OF SERVICE	5,697	108	920	6,725	18
(104)	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
(104)	TOTAL APPROPRIATIONS	-	-	-	-	n/a
5,544	TOTAL NET EXPENDITURE	5,697	108	920	6,725	18
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
Strategic budget - agreed pressures / service demands						-
Strategic budget - agreed additional income / savings						(18)
Reduction in various budgets (including contractors, consultancy, memberships and training)						(18)
Other resource changes						938
Increase in contribution of employers pension						13
Transfer of Libraries staff cost from Carillion PLC to Croydon Council						2,040
Removal of Carillion PLC contract						(2,981)
Transfer of Libraries FM operational running cost to Resources (RED 1.3)						(293)
Movement in corporate charges.						1,603
Movement in directorate recharges						(9)
Increase in REFCUS						330
Re-alignment of the intra departmental recharges						196
Transfer of pest control budget to Facilities Management						(8)
Transfer of Surrey County Council Downlands budget from spatial planning (PL 6.5)						22
Staff Increments & scale point variations						25
TOTAL OTHER VARIATIONS IN RESOURCE						920

COST CENTRE: C1114Q

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
420	Employees	653	12	6	671	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
36	Recharges from other services	14	-	(5)	9	(36)
456	TOTAL EXPENDITURE	667	12	1	680	2
-	- Government Grants	-	-	-	-	n/a
-	- Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	- Customer and Client Receipts	-	-	-	-	n/a
-	- Interest Receivable	-	-	-	-	n/a
(430)	Recharges to other services	(641)	-	-	(641)	-
(430)	TOTAL INCOME	(641)	-	-	(641)	-
26	NET CONTROLLABLE COST	26	12	1	39	50
-	- Capital Charges	-	-	-	-	n/a
-	- Intangible Charges	-	-	-	-	n/a
-	- REFCUS	-	-	-	-	n/a
128	Corporate support services bought in	128	-	(48)	80	(38)
128	TOTAL UNCONTROLLABLE COST	128	-	(48)	80	(38)
154	NET COST OF SERVICE	154	12	(47)	119	(23)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
154	TOTAL NET EXPENDITURE	154	12	(47)	119	(23)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
						-
<u>Other resource changes</u>						
Increase in contribution of employers pension						6
Movement in corporate charges.						(48)
Movement in directorate recharges						(5)
						(47)
TOTAL OTHER VARIATIONS IN RESOURCE						(47)

COST CENTRE: C1115Q

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
782	Employees	747	15	22	784	5
-	Premises related expenditure	-	-	-	-	n/a
81	Supplies and Services	81	-	(38)	43	(47)
-	Third Party Payments	-	-	-	-	n/a
-	Transfer Payments	-	-	-	-	n/a
2	Transport related expenditure	1	-	-	1	-
215	Recharges from other services	191	-	(171)	20	(90)
1,080	TOTAL EXPENDITURE	1,020	15	(187)	848	(17)
-	Government Grants	-	-	-	-	n/a
(68)	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
(595)	Recharges to other services	(625)	-	367	(258)	(59)
(663)	TOTAL INCOME	(625)	-	367	(258)	(59)
417	NET CONTROLLABLE COST	395	15	180	590	49
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	330	330	n/a
160	Corporate support services bought in	160	-	(50)	110	(31)
160	TOTAL UNCONTROLLABLE COST	160	-	280	440	175
577	NET COST OF SERVICE	555	15	460	1,030	86
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital 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
577	TOTAL NET EXPENDITURE	555	15	460	1,030	86
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
Strategic budget - agreed pressures / service demands						-
Strategic budget - agreed additional income / savings						(18)
Reduction in various budgets (including contractors, consultancy, memberships and training)						(18)
Other resource changes						
Increase in REFCUS						330
Increase in contribution of employers pension						7
Re-alignment of the intra departmental recharges						196
Transfer of training budget to Active Lifestyles (PL 7.6)						(5)
Movement in corporate charges						(65)
Staff Increments & scale point variations						15
						478
TOTAL OTHER VARIATIONS IN RESOURCE						460

COST CENTRE: C1127Q

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
119	Employees	154	2	2	158	3
-	Premises related expenditure	-	-	-	-	n/a
3	Supplies and Services	2	-	1	3	50
8	Third Party Payments	8	-	(2)	6	(25)
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
7	Recharges from other services	-	-	-	-	n/a
137	TOTAL EXPENDITURE	164	2	1	167	2
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
-	Recharges to other services	-	-	-	-	n/a
-	TOTAL INCOME	-	-	-	-	n/a
137	NET CONTROLLABLE COST	164	2	1	167	2
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
16	Corporate support services bought in	16	-	(6)	10	(38)
16	TOTAL UNCONTROLLABLE COST	16	-	(6)	10	(38)
153	NET COST OF SERVICE	180	2	(5)	177	(2)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
153	TOTAL NET EXPENDITURE	180	2	(5)	177	(2)
* 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>						
Minor Variations						(5)
						(5)
TOTAL OTHER VARIATIONS IN RESOURCE						(5)

COST CENTRE: C1128Q

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
438	Employees	416	9	14	439	6
149	Premises related expenditure	149	-	(8)	141	(5)
29	Supplies and Services	29	-	9	38	31
57	Third Party Payments	57	-	6	63	11
-	Transfer Payments	-	-	-	-	n/a
4	Transport related expenditure	3	-	(2)	1	(67)
13	Recharges from other services	(4)	-	5	1	(125)
690	TOTAL EXPENDITURE	650	9	24	683	5
-	Government Grants	-	-	-	-	n/a
(310)	Other Grants, reimbursements and contributions	(403)	-	-	(403)	-
(98)	Customer and Client Receipts	(25)	-	(5)	(30)	20
-	Interest Receivable	-	-	-	-	n/a
(165)	Recharges to other services	(165)	-	-	(165)	-
(573)	TOTAL INCOME	(593)	-	(5)	(598)	1
117	NET CONTROLLABLE COST	57	9	19	85	49
614	Capital Charges	614	-	51	665	8
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
89	Corporate support services bought in	89	-	(31)	58	(35)
703	TOTAL UNCONTROLLABLE COST	703	-	20	723	3
820	NET COST OF SERVICE	760	9	39	808	6
(4)	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
	Financing of Capital Expenditure	-	-	-	-	n/a
	Provision for Repayment of External Loans	-	-	-	-	n/a
	Contribution to / (from) General Balances	-	-	-	-	n/a
(4)	TOTAL APPROPRIATIONS	-	-	-	-	n/a
816	TOTAL NET EXPENDITURE	760	9	39	808	6
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
						-
<u>Other resource changes</u>						
Increase in contribution of employers pension						4
Transfer of training budget from Regeneration (PL 7.4)						5
Transfer of pest control budget to Facilities Management						(8)
Transfer of Surrey County Council Downlands budget from spatial planning (PL 6.5)						22
Movement in corporate charges.						10
Movement in directorate recharges						(4)
Staff Increments & scale point variations						10
						39
TOTAL OTHER VARIATIONS IN RESOURCE						39

COST CENTRE: C1238Q

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
2,226	Employees	75	1	2,041	2,117	2,723
86	Premises related expenditure	80	-	273	353	341
951	Supplies and Services	34	-	807	841	2,374
25	Third Party Payments	3,350	69	(3,379)	40	(99)
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	3	3	n/a
403	Recharges from other services	15	-	13	28	87
3,691	TOTAL EXPENDITURE	3,554	70	(242)	3,382	(5)
-	Government Grants	-	-	-	-	n/a
(124)	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(4)	Customer and Client Receipts	-	-	(50)	(50)	n/a
-	Interest Receivable	-	-	-	-	n/a
(113)	Recharges to other services	-	-	-	-	n/a
(241)	TOTAL INCOME	-	-	(50)	(50)	n/a
3,450	NET CONTROLLABLE COST	3,554	70	(292)	3,332	(6)
335	Capital Charges	335	-	381	716	114
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
159	Corporate support services bought in	159	-	384	543	242
494	TOTAL UNCONTROLLABLE COST	494	-	765	1,259	155
3,944	NET COST OF SERVICE	4,048	70	473	4,591	13
(100)	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
	Financing of Capital Expenditure	-	-	-	-	n/a
	Provision for Repayment of External Loans	-	-	-	-	n/a
	Contribution to / (from) General Balances	-	-	-	-	n/a
(100)	TOTAL APPROPRIATIONS	-	-	-	-	n/a
3,844	TOTAL NET EXPENDITURE	4,048	70	473	4,591	13
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
						-
<u>Other resource changes</u>						
Increase in contribution of employers pension						1
Transfer of Libraries FM operational running cost to Resources (RED 1.3)						(293)
Movement in corporate charges.						1,706
Transfer of Libraries staff cost from Carillion PLC to Croydon Council						2,040
Removal of Carillion PLC contract						(2,981)
						473
TOTAL OTHER VARIATIONS IN RESOURCE						473

RESOURCES

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RESOURCES

DEPARTMENT OVERVIEW

KEY SERVICE TARGETS / PRIORITIES FOR 2019/20

The Resources Department is an integral part of Croydon Council and supports the full spectrum of service activity across the borough. In particular, the Resources department plays a key role in providing enabling services to the rest of the council and ensuring we deliver Value for Money services. The key priorities for 2019/20 are;

- Deliver and monitor the Medium Term Financial Strategy (MTFS)
- Lead on the implementation of the new Workforce Strategy
- Lead on the implementation of the new Digital Strategy
- Lead on the implementation of the new Assets Strategy
- Delivery of the My Resources Project
- Ensure the transfer of ICT suppliers is delivered effectively
- Ensure we have excellent performance management arrangements in place for the delivery of our corporate plan

FINANCIAL PERFORMANCE

COST CENTRE: C1600N

DESCRIPTION	ACTUAL 2017/18 £000	ORIGINAL 2018/19 £000	FORECAST 2018/19 £000	BUDGET 2019/20 £000	% CHANGE %
Employees	70,536	42,214	45,058	45,426	8
Premises related expenditure	23,415	12,204	12,461	12,309	1
Supplies and Services	32,810	10,001	9,654	10,849	8
Third Party Payments	11,177	22,094	21,752	22,155	0
Transfer Payments	190,484	277,476	277,476	180,040	(35)
Transport related expenditure	-	312	313	323	4
Capital Charges	-	5,869	3,187	7,823	33
Intangible Charges	-	-	2,682	-	n/a
REFCUS	-	-	-	-	n/a
Corporate support services bought in	5,238	(34,628)	(34,628)	(42,249)	22
Recharges from other services	1,920	191	210	2,654	1,290
TOTAL EXPENDITURE	335,580	335,733	338,165	239,330	(29)
Government Grants	(193,478)	(280,284)	(280,207)	(183,315)	(35)
Other Grants, reimbursements and contributions	(10,020)	(6,270)	(6,414)	(6,203)	(1)
Customer and Client Receipts	(14,845)	(10,017)	(10,112)	(16,252)	62
Interest Receivable	-	(28)	(28)	(29)	4
Recharges to other services	(108,033)	(21,086)	(23,032)	(26,371)	25
TOTAL INCOME	(326,376)	(317,685)	(319,793)	(232,170)	(27)

NET EXPENDITURE	9,204	18,048	18,372	7,160	(61)
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Contributions to / (from) Reserves	1,618	-	-	-	n/a
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CURRENT BUDGET	18,916	17,913
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TOTAL VARIANCE FROM BUDGET- Over/(Under)	(8,094)	459
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TOP FINANCIAL RISKS 2019/20

1. Delivery of savings targets for 2019/20
2. Capacity to support change across the organisation

RESOURCES

DEPARTMENT SUMMARY

CABINET MEMBER

Councillor Simon Hall	Cabinet Member for Finance & Resources
Councillor Alisa Flemming	Cabinet Member for Children, Young People & Learning
Councillor Hamida Ali	Cabinet Member for Safer Croydon & Communities

DEPARTMENT MANAGEMENT TEAM

NAME	TITLE	TEL. EX.
Jaqueline Harris-Baker	Interim Executive Director of Resources	61848
Neil Williams	Chief Digital Officer	64682
Sarah Warman	Director of Commissioning & Procurement	63138
Mark Norrell	Director of Facilities Management & Support Service	62601
Sue Moorman	Director of Human Resources	60881
Lisa Taylor	Director of Finance, Investment and Risk and Section 151 Officer	61438
Sean Murphy	Interim Director of Law and Monitoring Officer	62328

COST CENTRE	DIVISION
C1605P	Facilities Management And Support Services
C1610P	Commissioning And Procurement
C1620P	Human Resources
C1625P	Chief Executives Office
C1655P	Resources Directorate
C1665P	Finance Investment And Risk
C1670P	Digital And IT
C1675P	Law And Governance

MOVEMENT IN SERVICE NET EXPENDITURE

FORECAST 2018/19 £000's	DIVISION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
2,854	Facilities Management And Support Services	2,496	219	(4,555)	(1,840)	(174)
10,302	Commissioning And Procurement	11,011	422	(5,539)	5,894	(46)
562	Human Resources	515	85	2,827	3,427	565
147	Resources Directorate	(178)	8	(700)	(870)	389
4,535	Finance Investment And Risk	3,800	155	(5,690)	(1,735)	(146)
(2,413)	Digital And IT	(1,846)	75	1,712	(59)	(97)
2,385	Law And Governance	2,250	73	20	2,343	4
18,372	TOTAL NET SPEND	18,048	1,037	(11,925)	7,160	(60)

STAFF ESTABLISHMENT NUMBERS

DIVISION	ORIGINAL BUDGET 2018/19 FTE STAFF	ORIGINAL BUDGET 2019/20 FTE STAFF	CHANGE IN FTE FTE STAFF
Facilities Management And Support Services	277.0	278.0	1.0
Commissioning And Procurement	103.9	152.7	48.8
Human Resources	40.3	40.3	-
Resources Directorate	2.0	2.0	0.0
Finance Investment And Risk	253.4	266.4	13.0
Digital And IT	51.0	51.0	-
Law & Governance	63.8	63.8	-
TOTAL FTE STAFF	791.3	854.1	62.8

STAFF ESTABLISHMENT NUMBERS - REASONS FOR VARIATIONS

Commissioning & Procurement - transfer of staff from other Departments, as well as interim project roles
 Finance, Investment & Risk - additional collection staff within Revenues & Benefits
 Asset Management & Estates - additional investment surveyor to oversee the Council's expanded investment portfolio

RESOURCES

DEPARTMENT SUBJECTIVE SUMMARY

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
45,058	Employees	42,214	986	2,226	45,426	8
12,461	Premises related expenditure	12,204	-	105	12,309	1
9,654	Supplies and Services	10,001	37	811	10,849	8
21,752	Third Party Payments	22,094	123	(62)	22,155	0
277,476	Transfer Payments	277,476	-	(97,436)	180,040	(35)
313	Transport related expenditure	312	-	11	323	4
210	Recharges from other services	191	-	2,463	2,654	1,290
366,924	TOTAL EXPENDITURE	364,492	1,146	(91,882)	273,756	(25)
(280,207)	Government Grants	(280,284)	-	96,969	(183,315)	(35)
(6,414)	Other Grants, reimbursements and contributions	(6,270)	-	67	(6,203)	(1)
(10,112)	Customer and Client Receipts	(10,017)	(108)	(6,127)	(16,252)	62
(28)	Interest Receivable	(28)	(1)	-	(29)	4
(23,032)	Recharges to other services	(21,086)	-	(5,285)	(26,371)	25
(319,793)	TOTAL INCOME	(317,685)	(109)	85,624	(232,170)	(27)
47,131	NET CONTROLLABLE COST	46,807	1,037	(6,258)	41,586	(11)
3,187	Capital Charges	5,869	-	1,954	7,823	33
2,682	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
(34,628)	Corporate support services bought in	(34,628)	-	(7,621)	(42,249)	22
(28,759)	TOTAL UNCONTROLLABLE COST	(28,759)	-	(5,667)	(34,426)	20
18,372	NET COST OF SERVICE	18,048	1,037	(11,925)	7,160	(60)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
18,372	TOTAL NET EXPENDITURE	18,048	1,037	(11,925)	7,160	(60)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
Strategic budget - agreed pressures / service demands						-
Strategic budget - agreed additional income / savings						(7,863)
Other resource changes						(5,731)
TOTAL OTHER VARIATIONS IN RESOURCE						(13,594)

**RESOURCES
FACILITIES MANAGEMENT AND SUPPORT SERVICES**

DIVISION SUMMARY

SERVICE DESCRIPTION

<p>Divisional Overview of Services The division is made up the service areas as below;</p> <p>Facilities Management Managing an integrated Facilities Management service combining a professional in-house team and specialist partnering FM contractors for the corporate estate including corporate responsibility for Health & Safety consultant services and management of energy and utilities.</p> <p>Asset Management and Estates An in house professional Estates and Asset management service to provide commercial property advice to the wider Council and is responsible for the asset and accommodation strategy, ensuring that all corporate assets are utilised effectively, fit for purpose and to maximise income and investment opportunities.</p> <p>Business Support To provide a cost effective administrative, business, and management support functions across the Council to support the efficient and effective delivery of Council services.</p>

MOVEMENT IN NET EXPENDITURE

COST CENTRE	SERVICE	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
C1600Q	Facilities Management	396	62	10,933	11,391	2,777
C1610Q	Asset Management and Estates	974	8	(1,677)	(695)	(171)
C1624Q	Business Support	1,127	146	4,004	5,277	368
C1670Q	Customer Services Directorate	(1)	3	(17,815)	(17,813)	1,781,200
	TOTAL NET SPEND	2,496	219	(4,555)	(1,840)	(174)

STAFF ESTABLISHMENT NUMBERS

SERVICE	ORIGINAL BUDGET 2018/19 FTE STAFF	ORIGINAL BUDGET 2019/20 FTE STAFF	CHANGE IN FTE
Facilities Management	76.4	76.4	-
Asset Management and Estates	6.0	7.0	1.0
Business Support	193.6	193.6	-
Customer Services Directorate	1.0	1.0	-
	-	-	-
TOTAL FTE STAFF	277.0	278.0	1.0

**RESOURCES
FACILITIES MANAGEMENT AND SUPPORT SERVICES**

DIVISION SUBJECTIVE SUMMARY

COST CENTRE: C1605P

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
10,325	Employees	10,266	220	(99)	10,387	1
12,243	Premises related expenditure	11,986	-	105	12,091	1
1,440	Supplies and Services	1,324	3	108	1,435	8
30	Third Party Payments	30	-	-	30	-
-	Transfer Payments	-	-	-	-	n/a
283	Transport related expenditure	283	-	-	283	-
131	Recharges from other services	118	-	2,457	2,575	2,082
24,452	TOTAL EXPENDITURE	24,007	223	2,571	26,801	12
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(4,057)	Customer and Client Receipts	(3,962)	(4)	(5,853)	(9,819)	148
-	Interest Receivable	-	-	-	-	n/a
(4,645)	Recharges to other services	(4,653)	-	(9)	(4,662)	0
(8,702)	TOTAL INCOME	(8,615)	(4)	(5,862)	(14,481)	68
15,750	NET CONTROLLABLE COST	15,392	219	(3,291)	12,320	(20)
2,401	Capital Charges	2,401	-	739	3,140	31
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
(15,297)	Corporate support services bought in	(15,297)	-	(2,003)	(17,300)	13
(12,896)	TOTAL UNCONTROLLABLE COST	(12,896)	-	(1,264)	(14,160)	10
2,854	NET COST OF SERVICE	2,496	219	(4,555)	(1,840)	(174)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
2,854	TOTAL NET EXPENDITURE	2,496	219	(4,555)	(1,840)	(174)

RESOURCES
FACILITIES MANAGEMENT AND SUPPORT SERVICES
FACILITIES MANAGEMENT

SERVICE SUBJECTIVE SUMMARY

COST CENTRE: C1600Q

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
2,689	Employees	2,960	61	(348)	2,673	(10)
7,430	Premises related expenditure	7,173	-	142	7,315	2
901	Supplies and Services	788	3	(1)	790	0
-	- Third Party Payments	-	-	-	-	n/a
-	- Transfer Payments	-	-	-	-	n/a
273	Transport related expenditure	273	-	-	273	-
131	Recharges from other services	118	-	13	131	11
11,424	TOTAL EXPENDITURE	11,312	64	(194)	11,182	(1)
-	- Government Grants	-	-	-	-	n/a
-	- Other Grants, reimbursements and contributions	-	-	-	-	n/a
(91)	Customer and Client Receipts	(91)	(2)	(35)	(128)	41
-	- Interest Receivable	-	-	-	-	n/a
(2,233)	Recharges to other services	(2,241)	-	8	(2,233)	(0)
(2,324)	TOTAL INCOME	(2,332)	(2)	(27)	(2,361)	1
9,100	NET CONTROLLABLE COST	8,980	62	(221)	8,821	(2)
2,042	Capital Charges	2,042	-	528	2,570	26
-	- Intangible Charges	-	-	-	-	n/a
-	- REFCUS	-	-	-	-	n/a
(10,626)	Corporate support services bought in	(10,626)	-	10,626	-	(100)
(8,584)	TOTAL UNCONTROLLABLE COST	(8,584)	-	11,154	2,570	(130)
516	NET COST OF SERVICE	396	62	10,933	11,391	2,777
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital 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
516	TOTAL NET EXPENDITURE	396	62	10,933	11,391	2,777
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
Reduced frequency of cleaning across corporate estate including windows and general cleaning.						(140)
Restructure of the Energy and Sustainable Development Team in FM to include the outsourcing to a data bureau						(81)
Develop commercial offer for Facilities Management services traded to schools						(33)
						(254)
<u>Other resource changes</u>						
Virement transfer of budget from Libraries for facilities management (PL 7.2)						293
Virement transfer of staff to business support (RED 1.5)						(315)
Realignment to Corporate support services bought in						10,626
Increase in capital charges						528
Increase in contribution of employers pension						31
Other resource changes						24
						11,187
TOTAL OTHER VARIATIONS IN RESOURCE						10,933

RESOURCES
FACILITIES MANAGEMENT AND SUPPORT SERVICES
ASSET MANAGEMENT AND ESTATE

SERVICE SUBJECTIVE SUMMARY

COST CENTRE: C1610Q

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
157	Employees	376	8	61	445	18
4,813	Premises related expenditure	4,813	-	(37)	4,776	(1)
155	Supplies and Services	155	-	106	261	68
30	Third Party Payments	30	-	-	30	-
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
-	Recharges from other services	-	-	2,444	2,444	n/a
5,155	TOTAL EXPENDITURE	5,374	8	2,574	7,956	48
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(3,860)	Customer and Client Receipts	(3,860)	-	(5,723)	(9,583)	148
-	Interest Receivable	-	-	-	-	n/a
(30)	Recharges to other services	(30)	-	(15)	(45)	50
(3,890)	TOTAL INCOME	(3,890)	-	(5,738)	(9,628)	148
1,265	NET CONTROLLABLE COST	1,484	8	(3,164)	(1,672)	(213)
359	Capital Charges	359	-	211	570	59
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
(869)	Corporate support services bought in	(869)	-	1,276	407	(147)
(510)	TOTAL UNCONTROLLABLE COST	(510)	-	1,487	977	(292)
755	NET COST OF SERVICE	974	8	(1,677)	(695)	(171)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital 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
755	TOTAL NET EXPENDITURE	974	8	(1,677)	(695)	(171)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
Further reduction in LBC use of BWH - releasing one further mid size floor for rental income						(37)
Income from investment properties						(2,500)
Management of estate - various options inc. surrendering leases, lettings and different use of assets.						(628)
						(3,165)
<u>Other resource changes</u>						
Realignment to Corporate support services bought in						1,276
Increase in capital charges						211
Other resource changes						1
						1,488
TOTAL OTHER VARIATIONS IN RESOURCE						(1,677)

**RESOURCES
FACILITIES MANAGEMENT AND SUPPORT SERVICES
BUSINESS SUPPORT**

SERVICE SUBJECTIVE SUMMARY

COST CENTRE: C1624Q

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
7,314	Employees	6,765	148	207	7,120	5
-	Premises related expenditure	-	-	-	-	n/a
381	Supplies and Services	378	-	3	381	1
-	Third Party Payments	-	-	-	-	n/a
-	Transfer Payments	-	-	-	-	n/a
10	Transport related expenditure	10	-	-	10	-
-	Recharges from other services	-	-	-	-	n/a
7,705	TOTAL EXPENDITURE	7,153	148	210	7,511	5
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(106)	Customer and Client Receipts	(106)	(2)	-	(108)	2
-	Interest Receivable	-	-	-	-	n/a
(2,124)	Recharges to other services	(2,124)	-	(2)	(2,126)	0
(2,230)	TOTAL INCOME	(2,230)	(2)	(2)	(2,234)	0
5,475	NET CONTROLLABLE COST	4,923	146	208	5,277	7
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
(3,796)	Corporate support services bought in	(3,796)	-	3,796	-	(100)
(3,796)	TOTAL UNCONTROLLABLE COST	(3,796)	-	3,796	-	(100)
1,679	NET COST OF SERVICE	1,127	146	4,004	5,277	368
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
1,679	TOTAL NET EXPENDITURE	1,127	146	4,004	5,277	368
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						-
<u>Strategic budget - agreed additional income / savings</u>						(235)
Further automation and self serve for business support services						(235)
<u>Other resource changes</u>						
Virement for Head of Service post budget (RED 5.6)						55
Virement transfer of staff from Facilities Management. RED 1.3						315
Realignment to Corporate support services bought in						3,796
Increase in contribution of employers pension						73
						4,239
TOTAL OTHER VARIATIONS IN RESOURCE						4,004

**RESOURCES
FACILITIES MANAGEMENT AND SUPPORT SERVICES
CUSTOMER SERVICES DIRECTORATE**

SERVICE SUBJECTIVE SUMMARY

COST CENTRE: C1670Q

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
165	Employees	165	3	(19)	149	(10)
-	Premises related expenditure	-	-	-	-	n/a
3	Supplies and Services	3	-	-	3	-
-	Third Party Payments	-	-	-	-	n/a
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
-	Recharges from other services	-	-	-	-	n/a
168	TOTAL EXPENDITURE	168	3	(19)	152	(10)
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Customer and Client Receipts	95	-	(95)	-	(100)
-	Interest Receivable	-	-	-	-	n/a
(258)	Recharges to other services	(258)	-	-	(258)	-
(258)	TOTAL INCOME	(163)	-	(95)	(258)	58
(90)	NET CONTROLLABLE COST	5	3	(114)	(106)	(2,220)
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
(6)	Corporate support services bought in	(6)	-	(17,701)	(17,707)	295,017
(6)	TOTAL UNCONTROLLABLE COST	(6)	-	(17,701)	(17,707)	295,017
(96)	NET COST OF SERVICE	(1)	3	(17,815)	(17,813)	1,781,200
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital 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
(96)	TOTAL NET EXPENDITURE	(1)	3	(17,815)	(17,813)	1,781,200
* 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>						-
Virement budget transfer to the contact centre for descoped works (RED 5.6)						(95)
Council Senior Management Team realignment						(19)
Realignment to Corporate support services bought in						(17,701)
						(17,815)
TOTAL OTHER VARIATIONS IN RESOURCE						(17,815)

SERVICE DESCRIPTION

The Commissioning and Procurement Division is a hub of corporate, enabling, operational and commercial services including:
<ul style="list-style-type: none"> • Being the professional lead for commissioning, procurement and contract management driving excellence in what we do across the organisation • Leading the procurement governance, including compliance with procurement regulations and ensuring value for money on commissioned spend • Leading the commissioning of services, including children and adults services • Delivering a strong brokerage, placements and contract management function, with an emphasis on improving quality and delivering value for money • Leading integrated commissioning with partners • Supporting the identification and assessment of need, through the provision of qualitative and quantitative data and information including the maintenance of the Council's observatory • Leading the council's performance function • Delivering a strong insight function which supports the organisation to make informed decisions • Put in place performance analysis and improvement frameworks to drive service quality and accountability, including robust contract

MOVEMENT IN NET EXPENDITURE

COST CENTRE	SERVICE	ORIGINAL BUDGET 2018/19	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20	% CHANGE (E) %
		(A) £000's	Inflation (B) £000's	Other (C) £000's	(D) £000's	
C1282Q	Children And Maternity Integrated Commissioning	826	2	(38)	790	(4)
C1462Q	Older People Commissioning And Brokerage Staffing	1,210	27	(92)	1,145	(5)
C1626Q	C & P Directorate	(63)	3	(5,084)	(5,144)	8,065
C1632Q	Corporate Planning	8	-	(8)	-	(100)
C1672Q	C & P Performance And Insight	287	26	951	1,264	340
C1674Q	C & P Corporate	(395)	14	1,115	734	(286)
C1676Q	C & P Place And Resources	4,072	134	(3,036)	1,170	(71)
C1680Q	C & P Children Families And Learning	(19)	21	249	251	(1,421)
C1682Q	C & P Adults Health And Housing	3,734	195	531	4,460	19
C1684Q	Voluntary Sector	1,351	-	(127)	1,224	(9)
	TOTAL NET SPEND	11,011	422	(5,539)	5,894	(46)

STAFF ESTABLISHMENT NUMBERS

SERVICE	ORIGINAL BUDGET 2018/19	ORIGINAL BUDGET 2019/20	CHANGE IN FTE
	FTE STAFF	FTE STAFF	FTE STAFF
Children And Maternity Integrated Commissioning	2.7	2.8	0.1
Older People Commissioning And Brokerage Staffing	23.4	31.6	8.2
C & P Directorate	1.0	1.0	-
Corporate Planning	-	-	-
C & P Performance And Insight	17.3	29.5	12.2
C & P Corporate	13.5	10.0	(3.5)
C & P Place And Resources	14.0	27.0	13.0
C & P Children Families And Learning	8.4	29.4	21.0
C & P Adults Health And Housing	23.7	21.5	(2.2)
Voluntary Sector	-	-	-
TOTAL FTE STAFF	103.9	152.7	48.8

RESOURCES **DIVISION SUBJECTIVE SUMMARY**
COMMISSIONING AND PROCUREMENT

COST CENTRE: C1610P

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
11,278	Employees	10,148	319	1,711	12,178	20
165	Premises related expenditure	165	-	-	165	-
(3,178)	Supplies and Services	(3,021)	-	68	(2,953)	(2)
14,657	Third Party Payments	14,955	107	(18)	15,044	1
-	Transfer Payments	-	-	-	-	n/a
4	Transport related expenditure	4	-	-	4	-
15	Recharges from other services	15	-	-	15	-
22,941	TOTAL EXPENDITURE	22,266	426	1,761	24,453	10
(3,472)	Government Grants	(3,549)	-	(46)	(3,595)	1
(340)	Other Grants, reimbursements and contributions	(37)	-	(303)	(340)	819
(266)	Customer and Client Receipts	(266)	(4)	(250)	(520)	95
(28)	Interest Receivable	(28)	-	-	(28)	-
(9,566)	Recharges to other services	(8,408)	-	(1,314)	(9,722)	16
(13,672)	TOTAL INCOME	(12,288)	(4)	(1,913)	(14,205)	16
9,269	NET CONTROLLABLE COST	9,978	422	(152)	10,248	3
786	Capital Charges	786	-	317	1,103	40
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
247	Corporate support services bought in	247	-	(5,704)	(5,457)	(2,309)
1,033	TOTAL UNCONTROLLABLE COST	1,033	-	(5,387)	(4,354)	(521)
10,302	NET COST OF SERVICE	11,011	422	(5,539)	5,894	(46)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
10,302	TOTAL NET EXPENDITURE	11,011	422	(5,539)	5,894	(46)

**RESOURCES
COMMISSIONING AND PROCUREMENT
CHILDREN AND MATERNITY INTEGRATED COMMISSIONING**

SERVICE SUBJECTIVE SUMMARY

COST CENTRE: C1282Q

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
194	Employees	274	3	(78)	199	(27)
-	Premises related expenditure	-	-	-	-	n/a
5	Supplies and Services	5	-	-	5	-
7,193	Third Party Payments	7,333	-	140	7,473	2
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
-	Recharges from other services	-	-	-	-	n/a
7,392	TOTAL EXPENDITURE	7,612	3	62	7,677	1
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(53)	Customer and Client Receipts	(53)	(1)	-	(54)	2
-	Interest Receivable	-	-	-	-	n/a
(6,733)	Recharges to other services	(6,733)	-	(100)	(6,833)	1
(6,786)	TOTAL INCOME	(6,786)	(1)	(100)	(6,887)	1
606	NET CONTROLLABLE COST	826	2	(38)	790	(4)
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
-	TOTAL UNCONTROLLABLE COST	-	-	-	-	n/a
606	NET COST OF SERVICE	826	2	(38)	790	(4)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
606	TOTAL NET EXPENDITURE	826	2	(38)	790	(4)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						-
<u>Strategic budget - agreed additional income / savings</u>						-
<u>Other resource changes</u>						-
Transfer from Early Help, Young Carers & Youth Counselling contracts (CFE1.8)						280
Transfer of Public Health income budget, from Early Help and Children Social Care (CFE 1.4)						(100)
C&P Budget Realignment						(218)
						(38)
TOTAL OTHER VARIATIONS IN RESOURCE						(38)

RESOURCES
COMMISSIONING AND PROCUREMENT
OLDER PEOPLE COMMISSIONING AND BROKERAGE STAFFING

SERVICE SUBJECTIVE SUMMARY

COST CENTRE: C1462Q

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
1,249	Employees	1,276	27	(14)	1,289	1
-	Premises related expenditure	-	-	-	-	n/a
1	Supplies and Services	1	-	-	1	-
2	Third Party Payments	2	-	-	2	-
-	Transfer Payments	-	-	-	-	n/a
3	Transport related expenditure	3	-	-	3	-
-	Recharges from other services	-	-	-	-	n/a
1,255	TOTAL EXPENDITURE	1,282	27	(14)	1,295	1
-	Government Grants	-	-	-	-	n/a
(115)	Other Grants, reimbursements and contributions	(37)	-	(78)	(115)	211
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
(35)	Recharges to other services	(35)	-	-	(35)	-
(150)	TOTAL INCOME	(72)	-	(78)	(150)	108
1,105	NET CONTROLLABLE COST	1,210	27	(92)	1,145	(5)
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
-	TOTAL UNCONTROLLABLE COST	-	-	-	-	n/a
1,105	NET COST OF SERVICE	1,210	27	(92)	1,145	(5)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
1,105	TOTAL NET EXPENDITURE	1,210	27	(92)	1,145	(5)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						-
<u>Strategic budget - agreed additional income / savings</u>						-
<u>Other resource changes</u>						-
C&P Budget Realignment						(105)
Increase in contribution of employers pension						13
						(92)
TOTAL OTHER VARIATIONS IN RESOURCE						(92)

**RESOURCES
COMMISSIONING AND PROCUREMENT
C & P DIRECTORATE**

SERVICE SUBJECTIVE SUMMARY

COST CENTRE: C1626Q

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
242	Employees	242	3	1	246	2
-	Premises related expenditure	-	-	-	-	n/a
52	Supplies and Services	(357)	-	409	52	(115)
-	Third Party Payments	-	-	-	-	n/a
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
15	Recharges from other services	15	-	-	15	-
309	TOTAL EXPENDITURE	(100)	3	410	313	(413)
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
-	Recharges to other services	-	-	-	-	n/a
-	TOTAL INCOME	-	-	-	-	n/a
309	NET CONTROLLABLE COST	(100)	3	410	313	(413)
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
37	Corporate support services bought in	37	-	(5,494)	(5,457)	(14,849)
37	TOTAL UNCONTROLLABLE COST	37	-	(5,494)	(5,457)	(14,849)
346	NET COST OF SERVICE	(63)	3	(5,084)	(5,144)	8,065
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital 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
346	TOTAL NET EXPENDITURE	(63)	3	(5,084)	(5,144)	8,065
* 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>						-
C&P Budget Realignment						409
Increase in contribution of employers pension						1
Corporate support services bought in						(5,494)
						(5,084)
TOTAL OTHER VARIATIONS IN RESOURCE						(5,084)

**RESOURCES
COMMISSIONING AND PROCUREMENT
CORPORATE PLANNING**

SERVICE SUBJECTIVE SUMMARY

COST CENTRE: C1632Q

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
-	Employees	-			-	n/a
-	Premises related expenditure	-			-	n/a
-	Supplies and Services	-			-	n/a
-	Third Party Payments	-			-	n/a
-	Transfer Payments	-			-	n/a
-	Transport related expenditure	-			-	n/a
-	Recharges from other services	-			-	n/a
-	TOTAL EXPENDITURE	-	-	-	-	n/a
-	Government Grants	-			-	n/a
-	Other Grants, reimbursements and contributions	-			-	n/a
-	Customer and Client Receipts	-			-	n/a
-	Interest Receivable	-			-	n/a
-	Recharges to other services	-			-	n/a
-	TOTAL INCOME	-	-	-	-	n/a
-	NET CONTROLLABLE COST	-	-	-	-	n/a
-	Capital Charges	-			-	n/a
-	Intangible Charges	-			-	n/a
-	REFCUS	-			-	n/a
8	Corporate support services bought in	8	-	(8)	-	(100)
8	TOTAL UNCONTROLLABLE COST	8	-	(8)	-	(100)
8	NET COST OF SERVICE	8	-	(8)	-	(100)
	Contributions to / (from) Earmarked Reserves	-			-	n/a
	Contributions to / (from) Capital Reserves:	-			-	n/a
	Financing of Capital Expenditure	-			-	n/a
	Provision for Repayment of External Loans	-			-	n/a
	Contribution to / (from) General Balances	-			-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
8	TOTAL NET EXPENDITURE	8	-	(8)	-	(100)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
						-
<u>Other resource changes</u>						
Corporate support services bought in						(8)
						(8)
TOTAL OTHER VARIATIONS IN RESOURCE						(8)

**RESOURCES
COMMISSIONING AND PROCUREMENT
C & P PERFORMANCE AND INSIGHT**

SERVICE SUBJECTIVE SUMMARY

COST CENTRE: C1672Q

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
1,343	Employees	447	26	1,067	1,540	245
-	Premises related expenditure	-	-	-	-	n/a
54	Supplies and Services	53	-	1	54	2
-	Third Party Payments	-	-	-	-	n/a
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
-	Recharges from other services	-	-	-	-	n/a
1,397	TOTAL EXPENDITURE	500	26	1,068	1,594	219
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
(330)	Recharges to other services	(112)	-	(218)	(330)	195
(330)	TOTAL INCOME	(112)	-	(218)	(330)	195
1,067	NET CONTROLLABLE COST	388	26	850	1,264	226
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
(101)	Corporate support services bought in	(101)	-	101	-	(100)
(101)	TOTAL UNCONTROLLABLE COST	(101)	-	101	-	(100)
966	NET COST OF SERVICE	287	26	951	1,264	340
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
966	TOTAL NET EXPENDITURE	287	26	951	1,264	340
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						-
<u>Strategic budget - agreed additional income / savings</u>						-
<u>Other resource changes</u>						-
Transfer from 4 FTE from Early Years (RED 2.9)						158
C&P Budget Realignment						679
Increase in contribution of employers pension						13
Corporate support services bought in						101
						951
TOTAL OTHER VARIATIONS IN RESOURCE						951

**RESOURCES
COMMISSIONING AND PROCUREMENT
C & P CORPORATE**

SERVICE SUBJECTIVE SUMMARY

COST CENTRE: C1674Q

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
713	Employees	997	14	(378)	633	(37)
-	- Premises related expenditure	-	-	-	-	n/a
65	Supplies and Services	88	-	21	109	24
185	Third Party Payments	215	-	(30)	185	(14)
-	- Transfer Payments	-	-	-	-	n/a
-	- Transport related expenditure	-	-	-	-	n/a
-	- Recharges from other services	-	-	-	-	n/a
963	TOTAL EXPENDITURE	1,300	14	(387)	927	(29)
-	- Government Grants	-	-	-	-	n/a
-	- Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	- Customer and Client Receipts	-	-	-	-	n/a
-	- Interest Receivable	-	-	-	-	n/a
(193)	Recharges to other services	(105)	-	(88)	(193)	84
(193)	TOTAL INCOME	(105)	-	(88)	(193)	84
770	NET CONTROLLABLE COST	1,195	14	(475)	734	(39)
-	- Capital Charges	-	-	-	-	n/a
-	- Intangible Charges	-	-	-	-	n/a
-	- REFCUS	-	-	-	-	n/a
(1,590)	Corporate support services bought in	(1,590)	-	1,590	-	(100)
(1,590)	TOTAL UNCONTROLLABLE COST	(1,590)	-	1,590	-	(100)
(820)	NET COST OF SERVICE	(395)	14	1,115	734	(286)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	- Financing of Capital Expenditure	-	-	-	-	n/a
-	- Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
(820)	TOTAL NET EXPENDITURE	(395)	14	1,115	734	(286)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						-
<u>Strategic budget - agreed additional income / savings</u>						-
<u>Other resource changes</u>						-
Transfer of 1FTE to Communities and Policy (GSE3.4)						(56)
C&P Budget Realignment						(419)
Corporate support services bought in						1,590
						1,115
TOTAL OTHER VARIATIONS IN RESOURCE						1,115

**RESOURCES
COMMISSIONING AND PROCUREMENT
C & P PLACE AND RESOURCES**

SERVICE SUBJECTIVE SUMMARY

COST CENTRE: C1676Q

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
1,376	Employees	818	27	691	1,536	88
165	Premises related expenditure	165	-	-	165	-
(3,650)	Supplies and Services	(3,095)	-	(374)	(3,469)	12
5,501	Third Party Payments	5,701	107	(200)	5,608	(2)
-	Transfer Payments	-	-	-	-	n/a
1	Transport related expenditure	1	-	-	1	-
-	Recharges from other services	-	-	-	-	n/a
3,393	TOTAL EXPENDITURE	3,590	134	117	3,841	7
(2,869)	Government Grants	(2,869)	-	-	(2,869)	-
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(63)	Customer and Client Receipts	(63)	-	-	(63)	-
(28)	Interest Receivable	(28)	-	-	(28)	-
(758)	Recharges to other services	(222)	-	(592)	(814)	267
(3,718)	TOTAL INCOME	(3,182)	-	(592)	(3,774)	19
(325)	NET CONTROLLABLE COST	408	134	(475)	67	(84)
786	Capital Charges	786	-	317	1,103	40
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
2,878	Corporate support services bought in	2,878	-	(2,878)	-	(100)
3,664	TOTAL UNCONTROLLABLE COST	3,664	-	(2,561)	1,103	(70)
3,339	NET COST OF SERVICE	4,072	134	(3,036)	1,170	(71)
	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
	Financing of Capital Expenditure	-	-	-	-	n/a
	Provision for Repayment of External Loans	-	-	-	-	n/a
	Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
3,339	TOTAL NET EXPENDITURE	4,072	134	(3,036)	1,170	(71)
* 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>						-
C&P Budget Realignment						(488)
Increase in contribution of employers pension						13
Capital Charges						317
Corporate support services bought in						(2,878)
						(3,036)
TOTAL OTHER VARIATIONS IN RESOURCE						(3,036)

RESOURCES **DIVISION SUBJECTIVE SUMMARY**
COMMISSIONING AND PROCUREMENT
C & P CHILDREN FAMILIES AND LEARNING
COST CENTRE: C1680Q

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
1,198	Employees	1,141	24	362	1,527	34
-	Premises related expenditure	-	-	-	-	n/a
294	Supplies and Services	283	-	11	294	4
72	Third Party Payments	-	-	72	72	n/a
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
-	Recharges from other services	-	-	-	-	n/a
1,564	TOTAL EXPENDITURE	1,424	24	445	1,893	33
(603)	Government Grants	(680)	-	(46)	(726)	7
(225)	Other Grants, reimbursements and contributions	-	-	(225)	(225)	n/a
(150)	Customer and Client Receipts	(150)	(3)	(250)	(403)	169
-	Interest Receivable	-	-	-	-	n/a
(288)	Recharges to other services	(294)	-	6	(288)	(2)
(1,266)	TOTAL INCOME	(1,124)	(3)	(515)	(1,642)	46
298	NET CONTROLLABLE COST	300	21	(70)	251	(16)
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
(319)	Corporate support services bought in	(319)	-	319	-	(100)
(319)	TOTAL UNCONTROLLABLE COST	(319)	-	319	-	(100)
(21)	NET COST OF SERVICE	(19)	21	249	251	(1,421)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital 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
(21)	TOTAL NET EXPENDITURE	(19)	21	249	251	(1,421)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
<u>Strategic budget - agreed additional income / savings</u>						
Additional income from trading - equipment services						(250)
<u>Other resource changes</u>						(250)
Transfer of 3 FTE from Early Years to Commissioning and Procurement Children, Families and Learning (RED 2.13)						170
C&P Budget Realignment						10
Corporate support services bought in						319
						499
TOTAL OTHER VARIATIONS IN RESOURCE						249

RESOURCES **DIVISION SUBJECTIVE SUMMARY**
COMMISSIONING AND PROCUREMENT
C & P ADULTS HEALTH AND HOUSING
COST CENTRE: C1682Q

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
4,963	Employees	4,953	195	60	5,208	5
-	Premises related expenditure	-	-	-	-	n/a
1	Supplies and Services	1	-	-	1	-
-	Third Party Payments	-	-	-	-	n/a
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
-	Recharges from other services	-	-	-	-	n/a
4,964	TOTAL EXPENDITURE	4,954	195	60	5,209	5
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
(749)	Recharges to other services	(427)	-	(322)	(749)	75
(749)	TOTAL INCOME	(427)	-	(322)	(749)	75
4,215	NET CONTROLLABLE COST	4,527	195	(262)	4,460	(1)
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
(793)	Corporate support services bought in	(793)	-	793	-	(100)
(793)	TOTAL UNCONTROLLABLE COST	(793)	-	793	-	(100)
3,422	NET COST OF SERVICE	3,734	195	531	4,460	19
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
3,422	TOTAL NET EXPENDITURE	3,734	195	531	4,460	19
* 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>						-
C&P Budget Realignment						(262)
Corporate support services bought in						793
						531
TOTAL OTHER VARIATIONS IN RESOURCE						531

RESOURCES **DIVISION SUBJECTIVE SUMMARY**
COMMISSIONING AND PROCUREMENT
VOLUNTARY SECTOR
COST CENTRE: C1684Q

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
-	Employees	-			-	n/a
-	Premises related expenditure	-			-	n/a
-	Supplies and Services	-			-	n/a
1,704	Third Party Payments	1,704			1,704	-
-	Transfer Payments	-			-	n/a
-	Transport related expenditure	-			-	n/a
-	Recharges from other services	-			-	n/a
1,704	TOTAL EXPENDITURE	1,704	-	-	1,704	-
-	Government Grants	-			-	n/a
-	Other Grants, reimbursements and contributions	-			-	n/a
-	Customer and Client Receipts	-			-	n/a
-	Interest Receivable	-			-	n/a
(480)	Recharges to other services	(480)			(480)	-
(480)	TOTAL INCOME	(480)	-	-	(480)	-
1,224	NET CONTROLLABLE COST	1,224	-	-	1,224	-
-	Capital Charges	-			-	n/a
-	Intangible Charges	-			-	n/a
-	REFCUS	-			-	n/a
127	Corporate support services bought in	127	-	(127)	-	(100)
127	TOTAL UNCONTROLLABLE COST	127	-	(127)	-	(100)
1,351	NET COST OF SERVICE	1,351	-	(127)	1,224	(9)
	Contributions to / (from) Earmarked Reserves	-			-	n/a
	Contributions to / (from) Capital Reserves:	-			-	n/a
	Financing of Capital Expenditure	-			-	n/a
	Provision for Repayment of External Loans	-			-	n/a
	Contribution to / (from) General Balances	-			-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
1,351	TOTAL NET EXPENDITURE	1,351	-	(127)	1,224	(9)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
<u>Strategic budget - agreed additional income / savings</u>						-
<u>Other resource changes</u>						
Corporate support services bought in						(127)
						(127)
TOTAL OTHER VARIATIONS IN RESOURCE						(127)

**RESOURCES
HUMAN RESOURCES**

DIVISION SUMMARY

SERVICE DESCRIPTION

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

Through the Finance and HR service centre the division provides HR management information, payroll services and establishment control, the administration of the Croydon local government pension scheme; Provision of support to the One Oracle system; Delivery of the Payroll service; Accounts Payable and Cash Management. The project team support for the implementation of my resources as the replacement for One Oracle and Hyperion is managed through the division

MOVEMENT IN NET EXPENDITURE

COST CENTRE	SERVICE	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
			C1612Q	HR And Finance Service Centre		
C1648Q	HR Consultancy Summary	30	23	1,063	1,116	3,620
C1650Q	Health And Wellbeing	-	(2)	67	65	n/a
C1652Q	Director Of Human Resources	(50)	2	(3,235)	(3,283)	6,466
C1902Q	Learning And Organisational Development	556	20	998	1,574	183
C1960Q	Recruitment Resourcing	(21)	9	341	329	
	TOTAL NET SPEND	515	85	2,827	3,427	565

STAFF ESTABLISHMENT NUMBERS

SERVICE	ORIGINAL BUDGET 2018/19	ORIGINAL BUDGET 2019/20	CHANGE IN FTE
	FTE STAFF	FTE STAFF	FTE STAFF
HR Consultancy	20.4	20.4	-
Health and Wellbeing	-	-	-
Director of Human Resources	1.0	1.0	-
Recruitment Resourcing	8.9	8.9	-
Learning & Organisational Development	10.0	10.0	-
TOTAL FTE STAFF	40.3	40.3	-

**RESOURCES
HUMAN RESOURCES**

DIVISION SUBJECTIVE SUMMARY

COST CENTRE: C1620P

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
4,821	Employees	4,808	90	48	4,946	3
16	Premises related expenditure	16	-	-	16	-
1,549	Supplies and Services	1,515	4	1	1,520	0
1,099	Third Party Payments	1,099	-	-	1,099	-
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
5	Recharges from other services	5	-	-	5	-
7,490	TOTAL EXPENDITURE	7,443	94	49	7,586	2
(44)	Government Grants	(44)	-	-	(44)	-
(1,145)	Other Grants, reimbursements and contributions	(1,145)	-	-	(1,145)	-
(453)	Customer and Client Receipts	(453)	(9)	-	(462)	2
-	Interest Receivable	-	-	-	-	n/a
(350)	Recharges to other services	(350)	-	-	(350)	-
(1,992)	TOTAL INCOME	(1,992)	(9)	-	(2,001)	0
5,498	NET CONTROLLABLE COST	5,451	85	49	5,585	2
-	Capital Charges	-	-	1,009	1,009	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
(4,936)	Corporate support services bought in	(4,936)	-	1,769	(3,167)	(36)
(4,936)	TOTAL UNCONTROLLABLE COST	(4,936)	-	2,778	(2,158)	(56)
562	NET COST OF SERVICE	515	85	2,827	3,427	565
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital 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
562	TOTAL NET EXPENDITURE	515	85	2,827	3,427	565

RESOURCES
HUMAN RESOURCES
HR AND FINANCE SERVICE CENTRE

SERVICE SUBJECTIVE SUMMARY

COST CENTRE: C1612Q

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
1,866	Employees	1,862	36	19	1,917	3
-	Premises related expenditure	-	-	-	-	n/a
935	Supplies and Services	935	2	1	938	0
1,098	Third Party Payments	1,098	-	-	1,098	-
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
-	Recharges from other services	-	-	-	-	n/a
3,899	TOTAL EXPENDITURE	3,895	38	20	3,953	1
-	Government Grants	-	-	-	-	n/a
(1,075)	Other Grants, reimbursements and contributions	(1,075)	-	-	(1,075)	-
(256)	Customer and Client Receipts	(256)	(5)	-	(261)	2
-	Interest Receivable	-	-	-	-	n/a
-	Recharges to other services	-	-	-	-	n/a
(1,331)	TOTAL INCOME	(1,331)	(5)	-	(1,336)	0
2,568	NET CONTROLLABLE COST	2,564	33	20	2,617	2
-	Capital Charges	-	-	1,009	1,009	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
(2,564)	Corporate support services bought in	(2,564)	-	2,564	-	(100)
(2,564)	TOTAL UNCONTROLLABLE COST	(2,564)	-	3,573	1,009	(139)
4	NET COST OF SERVICE	-	33	3,593	3,626	n/a
	Contributions to / (from) Earmarked Reserves	-			-	n/a
	Contributions to / (from) Capital Reserves:				-	n/a
	Financing of Capital Expenditure	-			-	n/a
	Provision for Repayment of External Loans	-			-	n/a
	Contribution to / (from) General Balances	-			-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
4	TOTAL NET EXPENDITURE	-	33	3,593	3,626	n/a
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
						-
<u>Other resource changes</u>						
Realignment to Corporate support services bought in						2,564
Increase in capital charges						1,009
Increase in contribution of employers pension						18
Other resource changes						2
						3,593
TOTAL OTHER VARIATIONS IN RESOURCE						3,593

**RESOURCES
HUMAN RESOURCES
HR CONSULTANCY SUMMARY**

SERVICE SUBJECTIVE SUMMARY

COST CENTRE: C1648Q

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
1,181	Employees	1,181	24	(56)	1,149	(3)
-	Premises related expenditure	-	-	-	-	n/a
78	Supplies and Services	45	-	-	45	-
-	Third Party Payments	-	-	-	-	n/a
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
-	Recharges from other services	-	-	-	-	n/a
1,259	TOTAL EXPENDITURE	1,226	24	(56)	1,194	(3)
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(28)	Customer and Client Receipts	(28)	(1)	-	(29)	4
-	Interest Receivable	-	-	-	-	n/a
(49)	Recharges to other services	(49)	-	-	(49)	-
(77)	TOTAL INCOME	(77)	(1)	-	(78)	1
1,182	NET CONTROLLABLE COST	1,149	23	(56)	1,116	(3)
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
(1,119)	Corporate support services bought in	(1,119)	-	1,119	-	(100)
(1,119)	TOTAL UNCONTROLLABLE COST	(1,119)	-	1,119	-	(100)
63	NET COST OF SERVICE	30	23	1,063	1,116	3,620
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital 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
63	TOTAL NET EXPENDITURE	30	23	1,063	1,116	3,620
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
Review of HR model						(57)
Delete Vacant post						(10)
						(67)
<u>Other resource changes</u>						
Realignment to Corporate support services bought in						1,119
Increase in contribution of employers pension						11
						1,130
TOTAL OTHER VARIATIONS IN RESOURCE						1,063

I RESOURCES
HUMAN RESOURCES
HEALTH AND WELLBEING

SERVICE SUBJECTIVE SUMMARY

COST CENTRE: C1650Q

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
-	Employees	-	-	-	-	n/a
-	Premises related expenditure	-	-	-	-	n/a
167	Supplies and Services	165	-	-	165	-
-	Third Party Payments	-	-	-	-	n/a
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
-	Recharges from other services	-	-	-	-	n/a
167	TOTAL EXPENDITURE	165	-	-	165	-
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(98)	Customer and Client Receipts	(98)	(2)	-	(100)	2
-	Interest Receivable	-	-	-	-	n/a
-	Recharges to other services	-	-	-	-	n/a
(98)	TOTAL INCOME	(98)	(2)	-	(100)	2
69	NET CONTROLLABLE COST	67	(2)	-	65	(3)
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
(67)	Corporate support services bought in	(67)	-	67	-	(100)
(67)	TOTAL UNCONTROLLABLE COST	(67)	-	67	-	(100)
2	NET COST OF SERVICE	-	(2)	67	65	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
2	TOTAL NET EXPENDITURE	-	(2)	67	65	n/a
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						-
<u>Strategic budget - agreed additional income / savings</u>						-
<u>Other resource changes</u>						-
Realignment to Corporate support services bought in						67
						67
TOTAL OTHER VARIATIONS IN RESOURCE						67

RESOURCES
HUMAN RESOURCES
DIRECTOR OF HUMAN RESOURCES

SERVICE SUBJECTIVE SUMMARY

COST CENTRE: C1652Q

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
137	Employees	137	2	-	139	1
-	Premises related expenditure	-	-	-	-	n/a
-	Supplies and Services	1	-	-	1	-
1	Third Party Payments	1	-	-	1	-
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
-	Recharges from other services	-	-	-	-	n/a
138	TOTAL EXPENDITURE	139	2	-	141	1
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
-	Recharges to other services	-	-	-	-	n/a
-	TOTAL INCOME	-	-	-	-	n/a
138	NET CONTROLLABLE COST	139	2	-	141	1
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
(189)	Corporate support services bought in	(189)	-	(3,235)	(3,424)	1,712
(189)	TOTAL UNCONTROLLABLE COST	(189)	-	(3,235)	(3,424)	1,712
(51)	NET COST OF SERVICE	(50)	2	(3,235)	(3,283)	6,466
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
(51)	TOTAL NET EXPENDITURE	(50)	2	(3,235)	(3,283)	6,466
* 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>						-
Realignment to Corporate support services bought in						(3,235)
						(3,235)
TOTAL OTHER VARIATIONS IN RESOURCE						(3,235)

RESOURCES
HUMAN RESOURCES
LEARNING AND ORGANISATIONAL DEVELOPMENT

SERVICE SUBJECTIVE SUMMARY

COST CENTRE: C1902Q

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
1,310	Employees	1,241	20	80	1,341	8
16	Premises related expenditure	16	-	-	16	-
104	Supplies and Services	104	-	-	104	-
-	- Third Party Payments	-	-	-	-	n/a
-	- Transfer Payments	-	-	-	-	n/a
-	- Transport related expenditure	-	-	-	-	n/a
6	Recharges from other services	6	-	-	6	-
1,436	TOTAL EXPENDITURE	1,367	20	80	1,467	7
(44)	Government Grants	(44)	-	-	(44)	-
(70)	Other Grants, reimbursements and contributions	(70)	-	-	(70)	-
-	- Customer and Client Receipts	-	-	-	-	n/a
-	- Interest Receivable	-	-	-	-	n/a
(36)	Recharges to other services	(36)	-	-	(36)	-
(150)	TOTAL INCOME	(150)	-	-	(150)	-
1,286	NET CONTROLLABLE COST	1,217	20	80	1,317	8
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
(661)	Corporate support services bought in	(661)	-	918	257	(139)
(661)	TOTAL UNCONTROLLABLE COST	(661)	-	918	257	(139)
625	NET COST OF SERVICE	556	20	998	1,574	183
	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
	Contributions to / (from) Capital 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
625	TOTAL NET EXPENDITURE	556	20	998	1,574	183
* 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>						
Realignment to Corporate support services bought in						918
Increase in contribution of employers pension						11
Budget Virement - L&D Managers moved to this service CFE 1.3						69
						998
TOTAL OTHER VARIATIONS IN RESOURCE						998

**RESOURCES
HUMAN RESOURCES
RECRUITMENT RESOURCING**

SERVICE SUBJECTIVE SUMMARY

COST CENTRE: C1960Q

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
327	Employees	387	8	5	400	3
-	Premises related expenditure	-	-	-	-	n/a
265	Supplies and Services	265	2	-	267	1
-	Third Party Payments	-	-	-	-	n/a
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
(1)	Recharges from other services	(1)	-	-	(1)	-
591	TOTAL EXPENDITURE	651	10	5	666	2
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(71)	Customer and Client Receipts	(71)	(1)	-	(72)	1
-	Interest Receivable	-	-	-	-	n/a
(265)	Recharges to other services	(265)	-	-	(265)	-
(336)	TOTAL INCOME	(336)	(1)	-	(337)	0
255	NET CONTROLLABLE COST	315	9	5	329	4
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
(336)	Corporate support services bought in	(336)	-	336	-	(100)
(336)	TOTAL UNCONTROLLABLE COST	(336)	-	336	-	(100)
(81)	NET COST OF SERVICE	(21)	9	341	329	(1,667)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital 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
(81)	TOTAL NET EXPENDITURE	(21)	9	341	329	(1,667)
* 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>						
Realignment to Corporate support services bought in						336
Increase in contribution of employers pension						5
						341
TOTAL OTHER VARIATIONS IN RESOURCE						341

SERVICE DESCRIPTION

This budget holds operational costs on behalf of the entire Resources Department, which incorporates some functions taken on from the former Chief Executives Department.

MOVEMENT IN NET EXPENDITURE

COST CENTRE	SERVICE	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
C1688Q	Resources Directorate	97	3	124	224	131
C1904Q	Chief Executive	(275)	5	(824)	(1,094)	298
	TOTAL NET SPEND	(178)	8	(700)	(870)	389

STAFF ESTABLISHMENT NUMBERS

SERVICE	ORIGINAL BUDGET 2018/19 FTE STAFF	ORIGINAL BUDGET 2019/20 FTE STAFF	CHANGE IN FTE STAFF
Resources Directorate	1.0	1.0	-
Chief Executive	1.0	1.0	-
TOTAL FTE STAFF	2.0	2.0	-

**RESOURCES
RESOURCES DIRECTORATE**

DIVISION SUBJECTIVE SUMMARY

COST CENTRE: C1655P

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
615	Employees	290	9	4	303	4
-	- Premises related expenditure	-	-	-	-	n/a
35	Supplies and Services	35	-	-	35	-
-	- Third Party Payments	-	-	-	-	n/a
-	- Transfer Payments	-	-	-	-	n/a
-	- Transport related expenditure	-	-	-	-	n/a
-	- Recharges from other services	-	-	-	-	n/a
650	TOTAL EXPENDITURE	325	9	4	338	4
-	- Government Grants	-	-	-	-	n/a
(40)	Other Grants, reimbursements and contributions	(40)	-	-	(40)	-
(750)	Customer and Client Receipts	(750)	-	-	(750)	-
-	- Interest Receivable	-	(1)	-	(1)	n/a
(797)	Recharges to other services	(797)	-	380	(417)	(48)
(1,587)	TOTAL INCOME	(1,587)	(1)	380	(1,208)	(24)
(937)	NET CONTROLLABLE COST	(1,262)	8	384	(870)	(31)
-	- Capital Charges	-	-	-	-	n/a
-	- Intangible Charges	-	-	-	-	n/a
-	- REFCUS	-	-	-	-	n/a
1,084	Corporate support services bought in	1,084	-	(1,084)	-	(100)
1,084	TOTAL UNCONTROLLABLE COST	1,084	-	(1,084)	-	(100)
147	NET COST OF SERVICE	(178)	8	(700)	(870)	389
-	- Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	- Contributions to / (from) Capital 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
147	TOTAL NET EXPENDITURE	(178)	8	(700)	(870)	389

RESOURCES
RESOURCES DIRECTORATE SUMMARY
RESOURCES DIRECTORATE

SERVICE SUBJECTIVE SUMMARY

COST CENTRE: C1688Q

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
319	Employees	319	3	2	324	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
-	Recharges from other services	-	-	-	-	n/a
319	TOTAL EXPENDITURE	319	3	2	324	2
-	Government Grants	-	-	-	-	n/a
(40)	Other Grants, reimbursements and contributions	(40)	-	-	(40)	-
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
(60)	Recharges to other services	(60)	-	-	(60)	-
(100)	TOTAL INCOME	(100)	-	-	(100)	-
219	NET CONTROLLABLE COST	219	3	2	224	2
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
(122)	Corporate support services bought in	(122)	-	122	-	(100)
(122)	TOTAL UNCONTROLLABLE COST	(122)	-	122	-	(100)
97	NET COST OF SERVICE	97	3	124	224	131
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital 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
97	TOTAL NET EXPENDITURE	97	3	124	224	131
* 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>						-
Realignment to Corporate support services bought in						122
Increase in contribution of employers pension						2
						124
TOTAL OTHER VARIATIONS IN RESOURCE						124

RESOURCES
RESOURCES DIRECTORATE SUMMARY
CHIEF EXECUTIVE

SERVICE SUBJECTIVE SUMMARY

COST CENTRE: C1904Q

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
296	Employees	(29)	6	2	(21)	(28)
-	Premises related expenditure	-	-	-	-	n/a
35	Supplies and Services	35	-	-	35	-
-	Third Party Payments	-	-	-	-	n/a
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
-	Recharges from other services	-	-	-	-	n/a
331	TOTAL EXPENDITURE	6	6	2	14	133
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(750)	Customer and Client Receipts	(750)	-	-	(750)	-
-	Interest Receivable	-	(1)	-	(1)	n/a
(737)	Recharges to other services	(737)	-	380	(357)	(52)
(1,487)	TOTAL INCOME	(1,487)	(1)	380	(1,108)	(25)
(1,156)	NET CONTROLLABLE COST	(1,481)	5	382	(1,094)	(26)
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
1,206	Corporate support services bought in	1,206	-	(1,206)	-	(100)
1,206	TOTAL UNCONTROLLABLE COST	1,206	-	(1,206)	-	(100)
50	NET COST OF SERVICE	(275)	5	(824)	(1,094)	298
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital 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
50	TOTAL NET EXPENDITURE	(275)	5	(824)	(1,094)	298
* 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>						-
Realignment to Corporate support services bought in						(1,206)
Increase in contribution of employers pension						2
Realignment of Public Health funding						380
						(824)
TOTAL OTHER VARIATIONS IN RESOURCE						(824)

SERVICE DESCRIPTION

The Finance, Investment and Risk Division consists of 8 service areas;

The Governance Team provides advice and support to the organisation on matters of good governance. It includes the Council's internal audit service which gives assurance on the effectiveness of risk management, internal control and governance

The Insurance, Risk and Business Continuity support the Risk Management and Insurance framework; Provide Business continuity and emergency planning services.

The Coroners Service manages the multi borough partnership overseeing the South London Coroners service.

The Treasury and Pensions service provides the cash management function for the authority; Administration of the Croydon local government pension scheme; and Investment and administration of the Croydon Pension Fund.

The Revenues and Benefits service works with residents and businesses in the borough to administer and collect local taxation. It is also responsible for the collection of sundry debt from customers, and the maintenance of the Land Charges and street naming functions.

The Housing Benefits service administers claims for Housing Benefits in conjunction with colleagues in the Gateway Service.

The Finance service provides financial advice across the council; Financial planning and financial strategy; ensuring the robustness of the Council's annual budget (revenue and capital); Preparation of the accounts within statutory deadlines; Robust and detailed in-year financial monitoring of spend against budget and trends for the Council's delivery of its annual budget.

The Corporate Anti-Fraud Team investigates allegations of fraud committed against the Council by members of the public, staff, Members,

MOVEMENT IN NET EXPENDITURE

COST CENTRE	SERVICE	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
C1604Q	Governance Team	-	19	616	635	n/a
C1606Q	Insurance Risk And CPO	15	1	1,127	1,143	7,520
C1642Q	Coroners	391	-	(41)	350	(10)
C1608Q	Treasury And Pensions	-	15	274	289	n/a
C1614Q	Revenue And Benefits	2,490	59	(139)	2,410	(3)
C1686Q	Housing Benefits	-	-	-	-	n/a
C1910Q	Finance	904	53	(7,795)	(6,838)	(856)
C1920Q	Corporate Anti-Fraud	-	8	268	276	n/a
TOTAL NET SPEND		3,800	155	(5,690)	(1,735)	(146)

STAFF ESTABLISHMENT NUMBERS

SERVICE	ORIGINAL BUDGET 2018/19	ORIGINAL BUDGET 2019/20	CHANGE IN FTE
	FTE STAFF	FTE STAFF	FTE STAFF
Governance Team	2.0	2.0	-
Insurance Risk And CPO	9.0	9.0	-
Treasury And Pensions	5.3	5.3	-
Revenue And Benefits	168.0	181.0	13.0
Coroners	11.3	11.3	-
Housing Benefits	-	-	-
Finance	45.8	45.8	-
Corporate Anti-Fraud	12.0	12.0	-
TOTAL FTE STAFF	253.4	266.4	13.0

**RESOURCES
FINANCE INVESTMENT AND RISK**

DIVISION SUBJECTIVE SUMMARY

COST CENTRE: C1665P

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
11,340	Employees	10,406	216	478	11,100	7
30	Premises related expenditure	30	-	-	30	-
6,067	Supplies and Services	6,266	30	71	6,367	2
847	Third Party Payments	847	-	-	847	-
277,476	Transfer Payments	277,476	-	(97,436)	180,040	(35)
2	Transport related expenditure	2	-	-	2	-
22	Recharges from other services	22	-	-	22	-
295,784	TOTAL EXPENDITURE	295,049	246	(96,887)	198,408	(33)
(276,691)	Government Grants	(276,691)	-	97,015	(179,676)	(35)
(4,889)	Other Grants, reimbursements and contributions	(4,889)	-	211	(4,678)	(4)
(4,573)	Customer and Client Receipts	(4,573)	(91)	(24)	(4,688)	3
-	Interest Receivable	-	-	-	-	n/a
(1,870)	Recharges to other services	(1,870)	-	(3,546)	(5,416)	190
(288,023)	TOTAL INCOME	(288,023)	(91)	93,656	(194,458)	(32)
7,761	NET CONTROLLABLE COST	7,026	155	(3,231)	3,950	(44)
-	Capital Charges	18	-	9	27	50
18	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
(3,244)	Corporate support services bought in	(3,244)	-	(2,468)	(5,712)	76
(3,226)	TOTAL UNCONTROLLABLE COST	(3,226)	-	(2,459)	(5,685)	76
4,535	NET COST OF SERVICE	3,800	155	(5,690)	(1,735)	(146)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
4,535	TOTAL NET EXPENDITURE	3,800	155	(5,690)	(1,735)	(146)

**RESOURCES
FINANCE INVESTMENT AND RISK
GOVERNANCE TEAM**

SERVICE SUBJECTIVE SUMMARY

COST CENTRE: C1604Q

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
139	Employees	139	2	(76)	65	(53)
-	Premises related expenditure	-	-	-	-	n/a
651	Supplies and Services	652	18	(49)	621	(5)
-	Third Party Payments	-	-	-	-	n/a
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
-	Recharges from other services	-	-	-	-	n/a
790	TOTAL EXPENDITURE	791	20	(125)	686	(13)
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(50)	Customer and Client Receipts	(50)	(1)	-	(51)	2
-	Interest Receivable	-	-	-	-	n/a
-	Recharges to other services	-	-	-	-	n/a
(50)	TOTAL INCOME	(50)	(1)	-	(51)	2
740	NET CONTROLLABLE COST	741	19	(125)	635	(14)
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
(741)	Corporate support services bought in	(741)	-	741	-	(100)
(741)	TOTAL UNCONTROLLABLE COST	(741)	-	741	-	(100)
(1)	NET COST OF SERVICE	-	19	616	635	n/a
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
(1)	TOTAL NET EXPENDITURE	-	19	616	635	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>						(77)
Full year effect of previous staff rationalisations						(49)
Savings on external auditor, grant validation costs and internal audit through new contracts						(126)
<u>Other resource changes</u>						741
Realignment to Corporate support services bought in						1
Increase in contribution of employers pension						
						742
TOTAL OTHER VARIATIONS IN RESOURCE						616

**RESOURCES
FINANCE INVESTMENT AND RISK
INSURANCE RISK AND CPO SUMMARY**

SERVICE SUBJECTIVE SUMMARY

COST CENTRE: C1606Q

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
544	Employees	544	11	6	561	3
30	Premises related expenditure	30	-	-	30	-
2,447	Supplies and Services	2,664	7	-	2,671	0
2	Third Party Payments	2	-	-	2	-
-	Transfer Payments	-	-	-	-	n/a
2	Transport related expenditure	2	-	-	2	-
-	Recharges from other services	-	-	-	-	n/a
3,025	TOTAL EXPENDITURE	3,242	18	6	3,266	1
-	Government Grants	-	-	-	-	n/a
(65)	Other Grants, reimbursements and contributions	(65)	-	-	(65)	-
(835)	Customer and Client Receipts	(835)	(17)	-	(852)	2
-	Interest Receivable	-	-	-	-	n/a
(1,206)	Recharges to other services	(1,206)	-	-	(1,206)	-
(2,106)	TOTAL INCOME	(2,106)	(17)	-	(2,123)	1
919	NET CONTROLLABLE COST	1,136	1	6	1,143	1
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
(1,121)	Corporate support services bought in	(1,121)	-	1,121	-	(100)
(1,121)	TOTAL UNCONTROLLABLE COST	(1,121)	-	1,121	-	(100)
(202)	NET COST OF SERVICE	15	1	1,127	1,143	7,520
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital 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
(202)	TOTAL NET EXPENDITURE	15	1	1,127	1,143	7,520
* 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>						
Realignment to Corporate support services bought in						1,121
Increase in contribution of employers pension						6
						1,127
TOTAL OTHER VARIATIONS IN RESOURCE						1,127

**RESOURCES
FINANCE INVESTMENT AND RISK
TREASURY AND PENSIONS**

SERVICE SUBJECTIVE SUMMARY

COST CENTRE: C1608Q

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
651	Employees	651	11	6	668	3
-	Premises related expenditure	-	-	-	-	n/a
74	Supplies and Services	74	5	-	79	7
-	Third Party Payments	-	-	-	-	n/a
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
-	Recharges from other services	-	-	-	-	n/a
725	TOTAL EXPENDITURE	725	16	6	747	3
-	Government Grants	-	-	-	-	n/a
(411)	Other Grants, reimbursements and contributions	(411)	-	-	(411)	-
(30)	Customer and Client Receipts	(30)	(1)	-	(31)	3
-	Interest Receivable	-	-	-	-	n/a
(16)	Recharges to other services	(16)	-	-	(16)	-
(457)	TOTAL INCOME	(457)	(1)	-	(458)	0
268	NET CONTROLLABLE COST	268	15	6	289	8
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
(268)	Corporate support services bought in	(268)	-	268	-	(100)
(268)	TOTAL UNCONTROLLABLE COST	(268)	-	268	-	(100)
-	NET COST OF SERVICE	-	15	274	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
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
-	TOTAL NET EXPENDITURE	-	15	274	289	n/a
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
						-
<u>Other resource changes</u>						
Realignment to Corporate support services bought in						268
Increase in contribution of employers pension						6
						274
TOTAL OTHER VARIATIONS IN RESOURCE						274

**RESOURCES
FINANCE INVESTMENT AND RISK
REVENUE AND BENEFITS**

SERVICE SUBJECTIVE SUMMARY

COST CENTRE: C1614Q

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
6,763	Employees	6,056	129	467	6,652	10
-	Premises related expenditure	-	-	-	-	n/a
1,517	Supplies and Services	1,517	-	(119)	1,398	(8)
495	Third Party Payments	495	-	-	495	-
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
22	Recharges from other services	22	-	-	22	-
8,797	TOTAL EXPENDITURE	8,090	129	348	8,567	6
-	Government Grants	-	-	-	-	n/a
(2,229)	Other Grants, reimbursements and contributions	(2,229)	-	-	(2,229)	-
(3,551)	Customer and Client Receipts	(3,551)	(70)	-	(3,621)	2
-	Interest Receivable	-	-	-	-	n/a
(334)	Recharges to other services	(334)	-	-	(334)	-
(6,114)	TOTAL INCOME	(6,114)	(70)	-	(6,184)	1
2,683	NET CONTROLLABLE COST	1,976	59	348	2,383	21
-	Capital Charges	18	-	9	27	50
18	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
496	Corporate support services bought in	496	-	(496)	-	(100)
514	TOTAL UNCONTROLLABLE COST	514	-	(487)	27	(95)
3,197	NET COST OF SERVICE	2,490	59	(139)	2,410	(3)
	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
	Financing of Capital Expenditure	-	-	-	-	n/a
	Provision for Repayment of External Loans	-	-	-	-	n/a
	Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
3,197	TOTAL NET EXPENDITURE	2,490	59	(139)	2,410	(3)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
Efficiencies in revenues and benefit services, including complaints and training						(119)
						(119)
<u>Other resource changes</u>						
Virement for Head of Service post budget. RED 1.5						(55)
Virement budget transfer to the contact centre for descoped works GSE 1.7						(34)
Virement budget transfer to the contact centre for descoped works RED 1.6						95
Resources Dept. budget realignment						400
Realignment to Corporate support services bought in						(496)
Increase in capital charges						9
Increase in contribution of employers pension						61
						(20)
TOTAL OTHER VARIATIONS IN RESOURCE						(139)

RESOURCES		DIVISION SUBJECTIVE SUMMARY				
FINANCE INVESTMENT AND RISK						
CORONERS						
COST CENTRE: C1642Q						
FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
-	Employees	-	-	-	-	n/a
-	Premises related expenditure	-	-	-	-	n/a
-	Supplies and Services	-	-	-	-	n/a
350	Third Party Payments	350	-	-	350	-
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
-	Recharges from other services	-	-	-	-	n/a
350	TOTAL EXPENDITURE	350	-	-	350	-
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
-	Recharges to other services	-	-	-	-	n/a
-	TOTAL INCOME	-	-	-	-	n/a
350	NET CONTROLLABLE COST	350	-	-	350	-
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
41	Corporate support services bought in	41	-	(41)	-	(100)
41	TOTAL UNCONTROLLABLE COST	41	-	(41)	-	(100)
391	NET COST OF SERVICE	391	-	(41)	350	(10)
	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
	Financing of Capital Expenditure	-	-	-	-	n/a
	Provision for Repayment of External Loans	-	-	-	-	n/a
	Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
391	TOTAL NET EXPENDITURE	391	-	(41)	350	(10)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
<u>Strategic budget - agreed additional income / savings</u>						-
<u>Other resource changes</u>						
Realignment to Corporate support services bought in						(41)
						(41)
TOTAL OTHER VARIATIONS IN RESOURCE						(41)

**RESOURCES
FINANCE INVESTMENT AND RISK
HOUSING BENEFITS**

SERVICE SUBJECTIVE SUMMARY

COST CENTRE: C1686Q

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
-	Employees	-			-	n/a
-	Premises related expenditure	-			-	n/a
1,272	Supplies and Services	1,272		198	1,470	16
-	Third Party Payments	-			-	n/a
277,476	Transfer Payments	277,476		(97,436)	180,040	(35)
-	Transport related expenditure	-			-	n/a
-	Recharges from other services	-			-	n/a
278,748	TOTAL EXPENDITURE	278,748	-	(97,238)	181,510	(35)
(276,691)	Government Grants	(276,691)		97,026	(179,665)	(35)
(2,057)	Other Grants, reimbursements and contributions	(2,057)		212	(1,845)	(10)
-	Customer and Client Receipts	-			-	n/a
-	Interest Receivable	-			-	n/a
-	Recharges to other services	-			-	n/a
(278,748)	TOTAL INCOME	(278,748)	-	97,238	(181,510)	(35)
-	NET CONTROLLABLE COST	-	-	-	-	n/a
-	Capital Charges	-			-	n/a
-	Intangible Charges	-			-	n/a
-	REFCUS	-			-	n/a
-	Corporate support services bought in	-			-	n/a
-	TOTAL UNCONTROLLABLE COST	-	-	-	-	n/a
-	NET COST OF SERVICE	-	-	-	-	n/a
-	Contributions to / (from) Earmarked Reserves	-			-	n/a
-	Contributions to / (from) Capital Reserves:	-			-	n/a
-	Financing of Capital Expenditure	-			-	n/a
-	Provision for Repayment of External Loans	-			-	n/a
-	Contribution to / (from) General Balances	-			-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
-	TOTAL NET EXPENDITURE	-	-	-	-	n/a
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
						-
<u>Other resource changes</u>						
						-
						-
TOTAL OTHER VARIATIONS IN RESOURCE						-

**RESOURCES
FINANCE INVESTMENT AND RISK
FINANCE**

SERVICE SUBJECTIVE SUMMARY

COST CENTRE: C1910Q

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
2,723	Employees	2,496	53	70	2,619	5
-	Premises related expenditure	-			-	n/a
53	Supplies and Services	53		41	94	77
-	Third Party Payments	-			-	n/a
-	Transfer Payments	-			-	n/a
-	Transport related expenditure	-			-	n/a
-	Recharges from other services	-			-	n/a
2,776	TOTAL EXPENDITURE	2,549	53	111	2,713	6
-	Government Grants	-		(11)	(11)	n/a
(37)	Other Grants, reimbursements and contributions	(37)		(1)	(38)	3
-	Customer and Client Receipts	-		(24)	(24)	n/a
-	Interest Receivable	-			-	n/a
(220)	Recharges to other services	(220)		(3,546)	(3,766)	1,612
(257)	TOTAL INCOME	(257)	-	(3,582)	(3,839)	1,394
-						
2,519	NET CONTROLLABLE COST	2,292	53	(3,471)	(1,126)	(149)
-	Capital Charges	-			-	n/a
-	Intangible Charges	-			-	n/a
-	REFCUS	-			-	n/a
(1,388)	Corporate support services bought in	(1,388)		(4,324)	(5,712)	312
(1,388)	TOTAL UNCONTROLLABLE COST	(1,388)	-	(4,324)	(5,712)	312
1,131	NET COST OF SERVICE	904	53	(7,795)	(6,838)	(856)
	Contributions to / (from) Earmarked Reserves	-			-	n/a
	Contributions to / (from) Capital Reserves:	-			-	n/a
	Financing of Capital Expenditure	-			-	n/a
	Provision for Repayment of External Loans	-			-	n/a
	Contribution to / (from) General Balances	-			-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
1,131	TOTAL NET EXPENDITURE	904	53	(7,795)	(6,838)	(856)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
Savings to Corporate Pension Deficit amounts						(3,500)
						(3,500)
<u>Other resource changes</u>						
Reprofiling of Finance Service budgets, following restructure - funded by increased income (below)						3,611
Use of grant funding to fund finance support to projects						(11)
Provision of Finance services to external companies						(24)
Increase in planned recharge to Housing Revenue Account and Pension Fund						(3,547)
Corporate support services bought in for Finance Investment & Risk division						(4,324)
						(4,295)
TOTAL OTHER VARIATIONS IN RESOURCE						(7,795)

**RESOURCES
FINANCE INVESTMENT AND RISK
CORPORATE ANTI-FRAUD**

SERVICE SUBJECTIVE SUMMARY

COST CENTRE: C1920Q

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
520	Employees	520	10	5	535	3
-	Premises related expenditure	-	-	-	-	n/a
53	Supplies and Services	34	-	-	34	-
-	Third Party Payments	-	-	-	-	n/a
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
-	Recharges from other services	-	-	-	-	n/a
573	TOTAL EXPENDITURE	554	10	5	569	3
-	Government Grants	-	-	-	-	n/a
(90)	Other Grants, reimbursements and contributions	(90)	-	-	(90)	-
(107)	Customer and Client Receipts	(107)	(2)	-	(109)	2
-	Interest Receivable	-	-	-	-	n/a
(94)	Recharges to other services	(94)	-	-	(94)	-
(291)	TOTAL INCOME	(291)	(2)	-	(293)	1
282	NET CONTROLLABLE COST	263	8	5	276	5
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
(263)	Corporate support services bought in	(263)	-	263	-	(100)
(263)	TOTAL UNCONTROLLABLE COST	(263)	-	263	-	(100)
19	NET COST OF SERVICE	-	8	268	276	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
19	TOTAL NET EXPENDITURE	-	8	268	276	n/a
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
						-
<u>Other resource changes</u>						
Realignment to Corporate support services bought in						263
Increase in contribution of employers pension						5
						268
TOTAL OTHER VARIATIONS IN RESOURCE						268

SERVICE DESCRIPTION

The former ICT and Transformation teams, the corporate website team, and all digital change programmes in the council are coming together under our new Chief Digital Officer to become the "Croydon Digital Service" from April 2019. The Croydon Digital Service's purpose is to lead the digital transformation of the council and borough, launching a unifying Digital Strategy for Croydon in Q2 2019/20 and a roadmap of deliverables, with a focus on 3 strategic goals of:

Digital workforce – Optimising how the council uses digital, data and technology to work efficiently, collaborate and innovate across our workforce.

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

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

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

MOVEMENT IN NET EXPENDITURE

COST CENTRE	SERVICE	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
C1620Q	Transformation	(298)	8	(11,201)	(11,491)	3,756
C1622Q	Information Communication Technology	(1,548)	67	12,913	11,432	(839)
	TOTAL NET SPEND	(1,846)	75	1,712	(59)	2,918

STAFF ESTABLISHMENT NUMBERS

SERVICE	ORIGINAL BUDGET 2018/19	ORIGINAL BUDGET 2019/20	CHANGE IN
	FTE STAFF	FTE STAFF	FTE STAFF
Transformation	6.0	6.0	-
Information Communication Technology	45.0	45.0	-
TOTAL FTE STAFF	51.0	51.0	-

COST CENTRE: C1670P

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
2,808	Employees	2,808	59	47	2,914	4
-	Premises related expenditure	-	-	-	-	n/a
1,857	Supplies and Services	2,424	-	-	2,424	-
5,113	Third Party Payments	5,113	16	-	5,129	0
-	- Transfer Payments	-	-	-	-	n/a
-	- Transport related expenditure	-	-	-	-	n/a
-	- Recharges from other services	-	-	-	-	n/a
9,778	TOTAL EXPENDITURE	10,345	75	47	10,467	1
-	- Government Grants	-	-	-	-	n/a
-	- Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	- Customer and Client Receipts	-	-	-	-	n/a
-	- Interest Receivable	-	-	-	-	n/a
(1,545)	Recharges to other services	(1,545)	-	-	(1,545)	-
(1,545)	TOTAL INCOME	(1,545)	-	-	(1,545)	-
8,233	NET CONTROLLABLE COST	8,800	75	47	8,922	1
-	- Capital Charges	2,664	-	(120)	2,544	(5)
2,664	Intangible Charges	-	-	-	-	n/a
-	- REFCUS	-	-	-	-	n/a
(13,310)	Corporate support services bought in	(13,310)	-	1,785	(11,525)	(13)
(10,646)	TOTAL UNCONTROLLABLE COST	(10,646)	-	1,665	(8,981)	(16)
(2,413)	NET COST OF SERVICE	(1,846)	75	1,712	(59)	(97)
-	- Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	- Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	- Financing of Capital Expenditure	-	-	-	-	n/a
-	- Provision for Repayment of External Loans	-	-	-	-	n/a
-	- Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
(2,413)	TOTAL NET EXPENDITURE	(1,846)	75	1,712	(59)	(97)

**RESOURCES
DIGITAL AND IT
TRANSFORMATION**

SERVICE SUBJECTIVE SUMMARY

COST CENTRE: C1620Q

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
367	Employees	367	8	-	375	2
-	Premises related expenditure	-	-	-	-	n/a
1	Supplies and Services	1	-	-	1	-
-	Third Party Payments	-	-	-	-	n/a
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
-	Recharges from other services	-	-	-	-	n/a
368	TOTAL EXPENDITURE	368	8	-	376	2
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
(363)	Recharges to other services	(363)	-	-	(363)	-
(363)	TOTAL INCOME	(363)	-	-	(363)	-
5	NET CONTROLLABLE COST	5	8	-	13	160
-	Capital Charges	-	-	21	21	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
(303)	Corporate support services bought in	(303)	-	(11,222)	(11,525)	3,704
(303)	TOTAL UNCONTROLLABLE COST	(303)	-	(11,201)	(11,504)	3,697
(298)	NET COST OF SERVICE	(298)	8	(11,201)	(11,491)	3,756
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital 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
(298)	TOTAL NET EXPENDITURE	(298)	8	(11,201)	(11,491)	3,756
* 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>						
Realignment to Corporate support services bought in						(11,222)
Increase in capital charges						21
						(11,201)
TOTAL OTHER VARIATIONS IN RESOURCE						(11,201)

**RESOURCES
DIGITAL AND IT
INFORMATION COMMUNICATION TECHNOLOGY**

SERVICE SUBJECTIVE SUMMARY

COST CENTRE: C1622Q

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
2,441	Employees	2,441	51	47	2,539	4
-	Premises related expenditure	-	-	-	-	n/a
1,856	Supplies and Services	2,423	-	-	2,423	-
5,113	Third Party Payments	5,113	16	-	5,129	0
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
-	Recharges from other services	-	-	-	-	n/a
9,410	TOTAL EXPENDITURE	9,977	67	47	10,091	1
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
(1,182)	Recharges to other services	(1,182)	-	-	(1,182)	-
(1,182)	TOTAL INCOME	(1,182)	-	-	(1,182)	-
8,228	NET CONTROLLABLE COST	8,795	67	47	8,909	1
-	Capital Charges	2,664	-	(141)	2,523	(5)
2,664	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
(13,007)	Corporate support services bought in	(13,007)	-	13,007	-	(100)
(10,343)	TOTAL UNCONTROLLABLE COST	(10,343)	-	12,866	2,523	(124)
(2,115)	NET COST OF SERVICE	(1,548)	67	12,913	11,432	(839)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
(2,115)	TOTAL NET EXPENDITURE	(1,548)	67	12,913	11,432	(839)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						-
<u>Strategic budget - agreed additional income / savings</u>						(100)
Savings from ongoing review and renewal of systems and software contracts						(100)
<u>Other resource changes</u>						124
Council Senior Management Team realignment						13,007
Realignment to Corporate support services bought in						(141)
Reduction in capital charges						23
Increase in contribution of employers pension						13,013
TOTAL OTHER VARIATIONS IN RESOURCE						12,913

**RESOURCES
LAW AND GOVERNANCE**

DIVISION SUMMARY

SERVICE DESCRIPTION

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

Litigation and Corporate Legal dealing with litigation, housing and corporate governance.

Commercial and Property Legal dealing with commercial, property, planning and internal legal support to major projects.

Social Care and Education Legal dealing with child protection, adult social care and education.

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

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

The Democratic Services and Scrutiny team provides support to Members and the democratic process, including the management of meetings and support for scrutiny.

The Electoral Services team maintains the register of electors and organises the running of elections and referenda

MOVEMENT IN NET EXPENDITURE

COST CENTRE	SERVICE	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
C1636Q	Democratic	2,481	12	571	3,064	23
C1638Q	Electoral	398	3	(141)	260	(35)
C1646Q	Leaders Office	326	5	38	369	13
C1690Q	Civic Event Fund	38	-	(7)	31	(18)
C1950Q	Legal Business Management	418	10	105	533	28
C1952Q	Litigation And Corporate Legal	(288)	13	(134)	(409)	42
C1954Q	Commercial And Property Legal	(78)	8	(364)	(434)	456
C1956Q	Social Care And Education Legal	(1,045)	22	(48)	(1,071)	2
	TOTAL NET SPEND	2,250	73	20	2,343	4

STAFF ESTABLISHMENT NUMBERS

SERVICE	ORIGINAL BUDGET 2018/19 FTE STAFF	ORIGINAL BUDGET 2019/20 FTE STAFF	CHANGE IN FTE STAFF
Democratic	9.0	9.0	-
Electoral	5.3	5.3	-
Leaders Office	6.8	6.8	-
Civic Event Fund	-	-	-
Legal Business Management	8.0	8.0	-
Litigation And Corporate Legal	12.0	12.0	-
Commercial And Property Legal	6.2	6.2	-
Social Care And Education Legal	16.5	16.5	-
TOTAL FTE STAFF	63.8	63.8	-

**RESOURCES
LAW AND GOVERNANCE**

DIVISION SUBJECTIVE SUMMARY

COST CENTRE: C1675P

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
3,871	Employees	3,488	73	37	3,598	3
7	Premises related expenditure	7	-	-	7	-
1,884	Supplies and Services	1,458	-	563	2,021	39
6	Third Party Payments	50	-	(44)	6	(88)
-	Transfer Payments	-	-	-	-	n/a
24	Transport related expenditure	23	-	11	34	48
37	Recharges from other services	31	-	6	37	19
5,829	TOTAL EXPENDITURE	5,057	73	573	5,703	13
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	(159)	-	159	-	(100)
(13)	Customer and Client Receipts	(13)	-	-	(13)	-
-	Interest Receivable	-	-	-	-	n/a
(4,259)	Recharges to other services	(3,463)	-	(796)	(4,259)	23
(4,272)	TOTAL INCOME	(3,635)	-	(637)	(4,272)	18
1,557	NET CONTROLLABLE COST	1,422	73	(64)	1,431	1
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
828	Corporate support services bought in	828	-	84	912	10
828	TOTAL UNCONTROLLABLE COST	828	-	84	912	10
2,385	NET COST OF SERVICE	2,250	73	20	2,343	4
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
2,385	TOTAL NET EXPENDITURE	2,250	73	20	2,343	4

RESOURCES LAW AND GOVERNANCE DEMOCRATIC		DIVISION SUBJECTIVE SUMMARY				
COST CENTRE: C1636Q						
FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
597	Employees	578	12	4	594	3
6	Premises related expenditure	6	-	-	6	-
1,539	Supplies and Services	1,539	-	126	1,665	8
-	- Third Party Payments	-	-	-	-	n/a
-	- Transfer Payments	-	-	-	-	n/a
6	Transport related expenditure	6	-	-	6	-
26	Recharges from other services	26	-	-	26	-
2,174	TOTAL EXPENDITURE	2,155	12	130	2,297	7
-	- Government Grants	-	-	-	-	n/a
-	- Other Grants, reimbursements and contributions	-	-	-	-	n/a
(13)	Customer and Client Receipts	(13)	-	-	(13)	-
-	- Interest Receivable	-	-	-	-	n/a
(132)	Recharges to other services	(132)	-	-	(132)	-
(145)	TOTAL INCOME	(145)	-	-	(145)	-
2,029	NET CONTROLLABLE COST	2,010	12	130	2,152	7
-	- Capital Charges	-	-	-	-	n/a
-	- Intangible Charges	-	-	-	-	n/a
-	- REFCUS	-	-	-	-	n/a
471	Corporate support services bought in	471	-	441	912	94
471	TOTAL UNCONTROLLABLE COST	471	-	441	912	94
2,500	NET COST OF SERVICE	2,481	12	571	3,064	23
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
2,500	TOTAL NET EXPENDITURE	2,481	12	571	3,064	23
* 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>						
Resources department budget realignment						126
Realignment to Corporate support services bought in						441
Increase in contribution of employers pension						4
						571
TOTAL OTHER VARIATIONS IN RESOURCE						571

RESOURCES LAW AND GOVERNANCE ELECTORAL		DIVISION SUBJECTIVE SUMMARY				
COST CENTRE: C1638Q						
FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
435	Employees	221	3	(60)	164	(26)
1	Premises related expenditure	1	-	-	1	-
90	Supplies and Services	90	-	-	90	-
5	Third Party Payments	5	-	-	5	-
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
-	Recharges from other services	-	-	-	-	n/a
531	TOTAL EXPENDITURE	317	3	(60)	260	(18)
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
-	Recharges to other services	-	-	-	-	n/a
-	TOTAL INCOME	-	-	-	-	n/a
531	NET CONTROLLABLE COST	317	3	(60)	260	(18)
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
81	Corporate support services bought in	81	-	(81)	-	(100)
81	TOTAL UNCONTROLLABLE COST	81	-	(81)	-	(100)
612	NET COST OF SERVICE	398	3	(141)	260	(35)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital 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
612	TOTAL NET EXPENDITURE	398	3	(141)	260	(35)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
<u>Strategic budget - agreed additional income / savings</u>						
Reshaping election services						(37)
<u>Other resource changes</u>						
Virement - budget transfer from Electoral to Mayoral Services						(25)
Realignment to Corporate support services bought in						(81)
Increase in contribution of employers pension						2
						(104)
TOTAL OTHER VARIATIONS IN RESOURCE						(141)

RESOURCES		DIVISION SUBJECTIVE SUMMARY				
LAW AND GOVERNANCE						
LEADERS OFFICE						
COST CENTRE: C1646Q						
FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
295	Employees	270	5	28	303	12
-	Premises related expenditure	-	-	-	-	n/a
39	Supplies and Services	39	-	-	39	-
-	Third Party Payments	-	-	-	-	n/a
-	Transfer Payments	-	-	-	-	n/a
17	Transport related expenditure	17	-	10	27	59
-	Recharges from other services	-	-	-	-	n/a
351	TOTAL EXPENDITURE	326	5	38	369	13
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
-	Recharges to other services	-	-	-	-	n/a
-	TOTAL INCOME	-	-	-	-	n/a
351	NET CONTROLLABLE COST	326	5	38	369	13
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
-	TOTAL UNCONTROLLABLE COST	-	-	-	-	n/a
351	NET COST OF SERVICE	326	5	38	369	13
	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
	Financing of Capital Expenditure	-	-	-	-	n/a
	Provision for Repayment of External Loans	-	-	-	-	n/a
	Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
351	TOTAL NET EXPENDITURE	326	5	38	369	13
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
<u>Strategic budget - agreed additional income / savings</u>						-
<u>Other resource changes</u>						
Virement - budget transfer from Electoral to Mayoral Services						25
Increase in contribution of employers pension						3
Resources budget realignment						10
						38
TOTAL OTHER VARIATIONS IN RESOURCE						38

RESOURCES		DIVISION SUBJECTIVE SUMMARY				
LAW AND GOVERNANCE						
CIVIC EVENT FUND SUMMARY						
COST CENTRE: C1690Q						
FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
-	Employees	-	-	-	-	n/a
-	Premises related expenditure	-	-	-	-	n/a
19	Supplies and Services	30	-	-	30	-
1	Third Party Payments	1	-	-	1	-
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
-	Recharges from other services	-	-	-	-	n/a
20	TOTAL EXPENDITURE	31	-	-	31	-
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
-	Recharges to other services	-	-	-	-	n/a
-	TOTAL INCOME	-	-	-	-	n/a
20	NET CONTROLLABLE COST	31	-	-	31	-
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
7	Corporate support services bought in	7	-	(7)	-	(100)
7	TOTAL UNCONTROLLABLE COST	7	-	(7)	-	(100)
27	NET COST OF SERVICE	38	-	(7)	31	(18)
	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
	Financing of Capital Expenditure	-	-	-	-	n/a
	Provision for Repayment of External Loans	-	-	-	-	n/a
	Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
27	TOTAL NET EXPENDITURE	38	-	(7)	31	(18)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
<u>Strategic budget - agreed additional income / savings</u>						-
<u>Other resource changes</u>						
Realignment to Corporate support services bought in						(7)
						(7)
TOTAL OTHER VARIATIONS IN RESOURCE						(7)

RESOURCES		DIVISION SUBJECTIVE SUMMARY				
LAW AND GOVERNANCE						
LEGAL BUSINESS MANAGEMENT						
COST CENTRE: C1950Q						
FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
490	Employees	323	10	(9)	324	0
-	Premises related expenditure	-	-	-	-	n/a
197	Supplies and Services	38	-	159	197	418
-	Third Party Payments	-	-	-	-	n/a
-	Transfer Payments	-	-	-	-	n/a
1	Transport related expenditure	-	-	1	1	n/a
11	Recharges from other services	5	-	6	11	120
699	TOTAL EXPENDITURE	366	10	157	533	46
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
-	Recharges to other services	-	-	-	-	n/a
-	TOTAL INCOME	-	-	-	-	n/a
699	NET CONTROLLABLE COST	366	10	157	533	46
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
52	Corporate support services bought in	52	-	(52)	-	(100)
52	TOTAL UNCONTROLLABLE COST	52	-	(52)	-	(100)
751	NET COST OF SERVICE	418	10	105	533	28
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
751	TOTAL NET EXPENDITURE	418	10	105	533	28
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
<u>Strategic budget - agreed additional income / savings</u>						
Improved demand management for external legal services.						(200)
<u>Other resource changes</u>						(200)
Legal Budget realignment						352
Realignment to Corporate support services bought in						(52)
Increase in contribution of employers pension						5
						305
TOTAL OTHER VARIATIONS IN RESOURCE						105

RESOURCES **DIVISION SUBJECTIVE SUMMARY**
LAW AND GOVERNANCE
LITIGATION AND CORPORATE LEGAL
COST CENTRE: C1952Q

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
611	Employees	658	13	4	675	3
-	Premises related expenditure	-	-	-	-	n/a
-	Supplies and Services	(92)	-	92	-	(100)
-	Third Party Payments	17	-	(17)	-	(100)
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
-	Recharges from other services	-	-	-	-	n/a
611	TOTAL EXPENDITURE	583	13	79	675	16
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
(1,084)	Recharges to other services	(947)	-	(137)	(1,084)	14
(1,084)	TOTAL INCOME	(947)	-	(137)	(1,084)	14
(473)	NET CONTROLLABLE COST	(364)	13	(58)	(409)	12
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
76	Corporate support services bought in	76	-	(76)	-	(100)
76	TOTAL UNCONTROLLABLE COST	76	-	(76)	-	(100)
(397)	NET COST OF SERVICE	(288)	13	(134)	(409)	42
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
(397)	TOTAL NET EXPENDITURE	(288)	13	(134)	(409)	42
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
<u>Strategic budget - agreed additional income / savings</u>						-
<u>Other resource changes</u>						
Legal Budget realignment						(62)
Realignment to Corporate support services bought in						(76)
Increase in contribution of employers pension						4
						(134)
TOTAL OTHER VARIATIONS IN RESOURCE						(134)

RESOURCES		DIVISION SUBJECTIVE SUMMARY				
LAW AND GOVERNANCE						
COMMERCIAL AND PROPERTY LEGAL						
COST CENTRE: C1954Q						
FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
399	Employees	399	8	15	422	6
-	Premises related expenditure	-	-	-	-	n/a
-	Supplies and Services	(100)	-	100	-	(100)
-	Third Party Payments	16	-	(16)	-	(100)
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
-	Recharges from other services	-	-	-	-	n/a
399	TOTAL EXPENDITURE	315	8	99	422	34
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
(856)	Recharges to other services	(393)	-	(463)	(856)	118
(856)	TOTAL INCOME	(393)	-	(463)	(856)	118
(457)	NET CONTROLLABLE COST	(78)	8	(364)	(434)	456
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
-	TOTAL UNCONTROLLABLE COST	-	-	-	-	n/a
(457)	NET COST OF SERVICE	(78)	8	(364)	(434)	456
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital 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
(457)	TOTAL NET EXPENDITURE	(78)	8	(364)	(434)	456
* 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>						
Legal Budget realignment						(368)
Increase in contribution of employers pension						4
						(364)
TOTAL OTHER VARIATIONS IN RESOURCE						(364)

RESOURCES		DIVISION SUBJECTIVE SUMMARY				
LAW AND GOVERNANCE						
SOCIAL CARE AND EDUCATION LEGAL						
COST CENTRE: C1956Q						
FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
1,044	Employees	1,039	22	55	1,116	7
-	Premises related expenditure	-	-	-	-	n/a
-	Supplies and Services	(86)	-	86	-	(100)
-	Third Party Payments	11	-	(11)	-	(100)
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
-	Recharges from other services	-	-	-	-	n/a
1,044	TOTAL EXPENDITURE	964	22	130	1,116	16
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	(159)	-	159	-	(100)
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
(2,187)	Recharges to other services	(1,991)	-	(196)	(2,187)	10
(2,187)	TOTAL INCOME	(2,150)	-	(37)	(2,187)	2
(1,143)	NET CONTROLLABLE COST	(1,186)	22	93	(1,071)	(10)
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
141	Corporate support services bought in	141	-	(141)	-	(100)
141	TOTAL UNCONTROLLABLE COST	141	-	(141)	-	(100)
(1,002)	NET COST OF SERVICE	(1,045)	22	(48)	(1,071)	2
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
(1,002)	TOTAL NET EXPENDITURE	(1,045)	22	(48)	(1,071)	2
* 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>						
Legal Budget realignment						82
Realignment to Corporate support services bought in						(141)
Increase in contribution of employers pension						11
						(48)
TOTAL OTHER VARIATIONS IN RESOURCE						(48)

HOUSING REVENUE ACCOUNT

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HOUSING REVENUE ACCOUNT

DEPARTMENT OVERVIEW

KEY SERVICE TARGETS / PRIORITIES FOR 2019/20

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

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

FINANCIAL PERFORMANCE

COST CENTRE: C2000M

DESCRIPTION	ACTUAL 2017/18 £000	ORIGINAL 2018/19 £000	FORECAST 2018/19 £000	BUDGET 2019/20 £000	% CHANGE %
Employees	16,356	14,095	14,559	14,358	(1)
Premises related expenditure	29,436	26,148	25,369	24,199	(5)
Supplies and Services	3,657	2,834	2,496	2,352	(6)
Third Party Payments	454	437	480	407	(15)
Transfer Payments	669	175	310	156	(50)
Transport related expenditure	73	117	34	33	(3)
Capital Charges	35,426	36,811	36,552	36,460	(0)
Intangible Charges		47	47	47	-
REFCUS		522	522	522	-
Corporate support services bought in	4,580	6,705	6,598	6,705	2
Recharges from other services		6,223	6,698	6,376	(5)
TOTAL EXPENDITURE	90,651	94,114	93,665	91,615	(2)
Government Grants		-	(46)	-	(100)
Other Grants, reimbursements and contributions	(383)	(209)	(177)	(209)	18
Customer and Client Receipts	(90,548)	(92,078)	(92,364)	(89,579)	(3)
Interest Receivable	(1)	(20)	-	(20)	n/a
Recharges to other services	(1,700)	(1,807)	(1,553)	(1,807)	16
TOTAL INCOME	(92,632)	(94,114)	(94,140)	(91,615)	(3)
NET EXPENDITURE	(1,981)	-	(475)	-	(100)
Contributions to / (from) Reserves	1,981	-	-	-	n/a
CURRENT BUDGET	-	-	-	-	-
TOTAL VARIANCE FROM BUDGET- Over/(Under)	(0)	(0)	(475)	(475)	(475)

TOP FINANCIAL RISKS 2019/20

- 1) 1% rent reduction - Year 4 of the government's 4-year policy to reduce social rents.
- 2) Risk of increased bad debt provision due to Universal Credit legislation does not allow for 53 Mondays in a year. As claimants might find themselves in arrears.
- 3) Outcome of Government consultations impacting on use of receipts from Right to Buy sales.

HOUSING REVENUE ACCOUNT

DEPARTMENT SUMMARY

CABINET MEMBER

Councillor Butler

Cabinet Member for Homes and Regeneration

DEPARTMENT MANAGEMENT TEAM

NAME	TITLE	TEL. EX.
Hazel Simmonds	Executive Director of Gateway, Strategy & Engagement	84219
Kirsteen Roe	Interim Director - Council Homes, Districts and Regeneration	47205
Yvonne Murray	Director - Housing Assessments & Solutions	61576
Steve Iles	Director - Public Realm (Safety - HRA only)	52821

COST CENTRE	DIVISION
C2200N	Housing Needs
C2100N	Council Homes, Districts and Regeneration
C2400N	Directorate & Centralised Costs - HRA

MOVEMENT IN SERVICE NET EXPENDITURE

FORECAST 2018/19 £000's	DIVISION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
(66,989)	Housing Needs	(67,172)	140	350	(66,682)	1
17,236	Council Homes, Districts and Regeneration	17,528	112	(456)	17,184	(2)
49,278	Directorate & Centralised Costs - HRA	49,644	5	(151)	49,498	(0)
66,514	TOTAL NET SPEND	67,172	117	(607)	66,682	(1)

STAFF ESTABLISHMENT NUMBERS

DIVISION	ORIGINAL BUDGET 2018/19 FTE STAFF	ORIGINAL BUDGET 2019/20 FTE STAFF	CHANGE IN FTE FTE STAFF
Housing Needs	179.8	177.3	(2.5)
Council Homes, Districts and Regeneration	116.3	115.5	(0.8)
Directorate & Centralised Costs - HRA	2.6	2.6	-
TOTAL FTE STAFF	298.7	295.4	(3.3)

HOUSING REVENUE ACCOUNT

DEPARTMENT SUBJECTIVE SUMMARY

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
14,559	Employees	14,095	257	6	14,358	2
25,369	Premises related expenditure	26,148	-	(1,949)	24,199	(7)
2,496	Supplies and Services	2,834	-	(482)	2,352	(17)
480	Third Party Payments	437	-	(30)	407	(7)
310	Transfer Payments	175	-	(19)	156	(11)
34	Transport related expenditure	117	-	(84)	33	(72)
6,698	Recharges from other services	6,223	-	153	6,376	2
49,946	TOTAL EXPENDITURE	50,029	257	(2,405)	47,881	(4)
(46)	Government Grants	-	-	-	-	n/a
(177)	Other Grants, reimbursements and contributions	(209)	-	-	(209)	-
(92,364)	Customer and Client Receipts	(92,078)	-	2,499	(89,579)	(3)
-	Interest Receivable	(20)	-	-	(20)	-
(1,553)	Recharges to other services	(1,807)	-	-	(1,807)	-
(94,140)	TOTAL INCOME	(94,114)	-	2,499	(91,615)	(3)
(44,194)	NET CONTROLLABLE COST	(44,085)	257	94	(43,734)	(1)
36,552	Capital Charges	36,811	-	(351)	36,460	(1)
47	Intangible Charges	47	-	-	47	-
522	REFCUS	522	-	-	522	-
6,598	Corporate support services bought in	6,705	-	-	6,705	-
43,719	TOTAL UNCONTROLLABLE COST	44,085	-	(351)	43,734	(1)
(475)	NET COST OF SERVICE	-	257	(257)	-	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
(475)	TOTAL NET EXPENDITURE	-	257	(257)	-	n/a
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
Strategic budget - agreed pressures / service demands						-
Strategic budget - agreed additional income / savings						(1,088)
Other resource changes						831
TOTAL OTHER VARIATIONS IN RESOURCE						(257)

SERVICE DESCRIPTION

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

Income to the Housing Revenue Account

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

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

For 2019-20 there is a reduction of 1% on dwellings rents which is estimated to have an impact of £0.739m.

Service Development

A leaseholder service is responsible for collecting service charges and payments for major works from leaseholders. Collates performance management information on all housing management services and reports regularly to resident scrutiny panel.

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

Income and Lettings

Responsible for rent collection (collection of £75m annually). It provides welfare and debt advice for Council tenants and signs up new tenants and lets Council garages. This part of the Housing Revenue Account budget includes those costs that relate to the general management of the landlord service together with the administration of tenancy applications, rent collection and accounting.

This part of the Housing Revenue Account budget includes those costs that relate to the general management of the landlord service together with the administration of tenancy applications, rent collection and accounting.

Tenancy and Neighbourhood Services

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

Housing Solutions

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

Housing Renewal

Responsible for the Major Adaptations Unit and for providing adaptations to council homes to enable older and disabled people to stay in their own homes. A Home Safety service is provided for council tenants with young children to prevent accidents in the home. Also includes

MOVEMENT IN NET EXPENDITURE

COST CENTRE	SERVICE	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
C2420P	Housing Need - HRA	(67,172)	140	350	(66,682)	(1)
	TOTAL NET SPEND	(67,172)	140	350	(66,682)	(1)

STAFF ESTABLISHMENT NUMBERS

SERVICE	ORIGINAL BUDGET 2018/19 FTE STAFF	ORIGINAL BUDGET 2019/20 FTE STAFF	CHANGE IN FTE STAFF
Housing Need - HRA	179.8	177.3	(2.5)
TOTAL FTE STAFF	179.8	177.3	(2.5)

**HOUSING REVENUE ACCOUNT
HOUSING NEEDS**

DIVISION SUBJECTIVE SUMMARY

COST CENTRE: C2420P

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
7,232	Employees	7,075	140	(88)	7,127	1
12,489	Premises related expenditure	13,028	-	(1,717)	11,311	(13)
1,850	Supplies and Services	1,525	-	(187)	1,338	(12)
376	Third Party Payments	309	-	(30)	279	(10)
310	Transfer Payments	175	-	(19)	156	(11)
12	Transport related expenditure	95	-	(81)	14	(85)
3,340	Recharges from other services	2,972	-	(27)	2,945	(1)
25,609	TOTAL EXPENDITURE	25,179	140	(2,149)	23,170	(8)
-	Government Grants	-	-	-	-	n/a
(177)	Other Grants, reimbursements and contributions	(209)	-	-	(209)	-
(92,357)	Customer and Client Receipts	(92,078)	-	2,499	(89,579)	(3)
-	Interest Receivable	-	-	-	-	n/a
(64)	Recharges to other services	(64)	-	-	(64)	-
(92,598)	TOTAL INCOME	(92,351)	-	2,499	(89,852)	(3)
(66,989)	NET CONTROLLABLE COST	(67,172)	140	350	(66,682)	0
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
-	TOTAL UNCONTROLLABLE COST	-	-	-	-	n/a
(66,989)	NET COST OF SERVICE	(67,172)	140	350	(66,682)	0
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
(66,989)	TOTAL NET EXPENDITURE	(67,172)	140	350	(66,682)	0
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						-
<u>Strategic budget - agreed additional income / savings</u>						(201)
Savings across running costs						(287)
Explore opportunities to access external funding for community groups						(144)
Introducing a new charge for the use of sheds						(632)
<u>Other resource changes</u>						739
1% rent decrease on dwellings rents						243
Realignment of Garages voids rate						982
TOTAL OTHER VARIATIONS IN RESOURCE						350

HOUSING REVENUE ACCOUNT - PLACE

DIVISION SUMMARY

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

Council Homes, Districts and Regeneration:

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

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

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

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

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

MOVEMENT IN NET EXPENDITURE

COST CENTRE	SERVICE	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
C2125P	Council Homes, Districts & Regeneration	16,089	94	(379)	15,804	(2)
C2130P	Safety - HRA	1,439	18	(77)	1,380	(4)
	TOTAL NET SPEND	17,528	112	(456)	17,184	(6)

STAFF ESTABLISHMENT NUMBERS

SERVICE	ORIGINAL BUDGET 2018/19 FTE STAFF	ORIGINAL BUDGET 2019/20 FTE STAFF	CHANGE IN FTE STAFF
Council Homes, Districts & Regeneration	96.2	96.2	-
Safety - HRA	20.1	19.3	(0.8)
TOTAL FTE STAFF	116.3	115.5	(0.8)

**HOUSING REVENUE ACCOUNT
PLACE**

DIVISION SUBJECTIVE SUMMARY

COST CENTRE: C2100N

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
5,958	Employees	5,651	112	94	5,857	4
11,819	Premises related expenditure	12,059	-	(232)	11,827	(2)
250	Supplies and Services	913	-	(295)	618	(32)
-	Third Party Payments	24	-	-	24	-
-	Transfer Payments	-	-	-	-	n/a
22	Transport related expenditure	22	-	(3)	19	(14)
686	Recharges from other services	579	-	(20)	559	(3)
18,735	TOTAL EXPENDITURE	19,248	112	(456)	18,904	(2)
(46)	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(7)	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	(20)	-	-	(20)	-
(1,446)	Recharges to other services	(1,700)	-	-	(1,700)	-
(1,499)	TOTAL INCOME	(1,720)	-	-	(1,720)	-
17,236	NET CONTROLLABLE COST	17,528	112	(456)	17,184	(2)
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
-	TOTAL UNCONTROLLABLE COST	-	-	-	-	n/a
17,236	NET COST OF SERVICE	17,528	112	(456)	17,184	(2)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
17,236	TOTAL NET EXPENDITURE	17,528	112	(456)	17,184	(2)

HOUSING REVENUE ACCOUNT - PLACE
COUNCIL HOMES, DISTRICT AND REGENERATION

SERVICE SUBJECTIVE SUMMARY

COST CENTRE: C2125P

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
5,006	Employees	4,700	94	171	4,965	6
11,819	Premises related expenditure	12,059	-	(232)	11,827	(2)
231	Supplies and Services	894	-	(295)	599	(33)
-	Third Party Payments	24	-	-	24	-
-	Transfer Payments	-	-	-	-	n/a
13	Transport related expenditure	13	-	(3)	10	(23)
226	Recharges from other services	119	-	(20)	99	(17)
17,295	TOTAL EXPENDITURE	17,809	94	(379)	17,524	(2)
(46)	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(7)	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	(20)	-	-	(20)	-
(1,446)	Recharges to other services	(1,700)	-	-	(1,700)	-
(1,499)	TOTAL INCOME	(1,720)	-	-	(1,720)	-
15,796	NET CONTROLLABLE COST	16,089	94	(379)	15,804	(2)
	Capital Charges	-			-	n/a
	Intangible Charges	-			-	n/a
	REFCUS	-			-	n/a
	Corporate support services bought in	-			-	n/a
-	TOTAL UNCONTROLLABLE COST	-	-	-	-	n/a
15,796	NET COST OF SERVICE	16,089	94	(379)	15,804	(2)
	Contributions to / (from) Earmarked Reserves	-			-	n/a
	Contributions to / (from) Capital Reserves:	-			-	n/a
	Financing of Capital Expenditure	-			-	n/a
	Provision for Repayment of External Loans	-			-	n/a
	Contribution to / (from) General Balances	-			-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
15,796	TOTAL NET EXPENDITURE	16,089	94	(379)	15,804	(2)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
Reductions in the void repairs						(200)
Reduction in professional services						(60)
1x FTE Analyst post deleted						(45)
Reduce publication of Open House magazine to online only						(20)
The procurement of the maintenance contracts						(54)
						(379)
<u>Other resource changes</u>						
						-
TOTAL OTHER VARIATIONS IN RESOURCE						(379)

COST CENTRE: C2130P

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
952	Employees	951	18	(77)	892	(6)
-	Premises related expenditure	-	-	-	-	n/a
19	Supplies and Services	19	-	-	19	-
-	Third Party Payments	-	-	-	-	n/a
-	Transfer Payments	-	-	-	-	n/a
9	Transport related expenditure	9	-	-	9	-
460	Recharges from other services	460	-	-	460	-
1,440	TOTAL EXPENDITURE	1,439	18	(77)	1,380	(4)
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
-	Recharges to other services	-	-	-	-	n/a
-	TOTAL INCOME	-	-	-	-	n/a
1,440	NET CONTROLLABLE COST	1,439	18	(77)	1,380	(4)
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
-	TOTAL UNCONTROLLABLE COST	-	-	-	-	n/a
1,440	NET COST OF SERVICE	1,439	18	(77)	1,380	(4)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
1,440	TOTAL NET EXPENDITURE	1,439	18	(77)	1,380	(4)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						-
<u>Strategic budget - agreed additional income / savings</u>						(77)
2x FTE Neighbourhood Safety Officer posts deleted						(77)
<u>Other resource changes</u>						(77)
TOTAL OTHER VARIATIONS IN RESOURCE						(77)

**HOUSING REVENUE ACCOUNT
DIRECTORATE & CENTRALISED COSTS**

DIVISION SUMMARY

SERVICE DESCRIPTION

<p>The Directorate and Centralised budgets are used to fund the following items within the HRA:</p> <ul style="list-style-type: none"> - 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 - HRA contingency budgets set aside to manage emerging risks and in-year budget pressures
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MOVEMENT IN NET EXPENDITURE

COST CENTRE	SERVICE	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
C2400N	Directorate & Centralised Costs	49,644	5	(151)	49,498	(0)
	TOTAL NET SPEND	49,644	5	(151)	49,498	(0)

STAFF ESTABLISHMENT NUMBERS

SERVICE	ORIGINAL BUDGET 2018/19 FTE STAFF	ORIGINAL BUDGET 2019/20 FTE STAFF	CHANGE IN FTE STAFF
Directorate & Centralised Costs	2.6	2.6	-
TOTAL FTE STAFF	2.6	2.6	-

HOUSING REVENUE ACCOUNT
DIRECTORATE & CENTRALISED COSTS

DIVISION SUBJECTIVE SUMMARY

COST CENTRE: C2400N

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
1,369	Employees	1,369	5	-	1,374	0
1,061	Premises related expenditure	1,061	-	-	1,061	-
396	Supplies and Services	396	-	-	396	-
104	Third Party Payments	104	-	-	104	-
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
2,672	Recharges from other services	2,672	-	200	2,872	7
5,602	TOTAL EXPENDITURE	5,602	5	200	5,807	4
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
(43)	Recharges to other services	(43)	-	-	(43)	-
(43)	TOTAL INCOME	(43)	-	-	(43)	-
5,559	NET CONTROLLABLE COST	5,559	5	200	5,764	4
36,552	Capital Charges	36,811	-	(351)	36,460	(1)
47	Intangible Charges	47	-	-	47	-
522	REFCUS	522	-	-	522	-
6,598	Corporate support services bought in	6,705	-	-	6,705	-
43,719	TOTAL UNCONTROLLABLE COST	44,085	-	(351)	43,734	(1)
49,278	NET COST OF SERVICE	49,644	5	(151)	49,498	(0)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
49,278	TOTAL NET EXPENDITURE	49,644	5	(151)	49,498	(0)
* 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>						-
Education and Youth Engagement Recharges						200
Capital Charges variations						(351)
						(151)
TOTAL OTHER VARIATIONS IN RESOURCE						(151)

CAPITAL PROGRAMME

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DRAFT CAPITAL PROGRAMME				
Description	Budget 2019/20	Budget 2020/21	Budget 2021/22	Total 2019/20 to 2021/22
	£000's	£000's	£000's	£000's
Education - Fixed Term Expansions	900	336	-	1,236
Education - Fire Safety Works	1,000	-	-	1,000
Education - Major Maintenance	2,000	2,000	2,000	6,000
Education - Miscellaneous	4,935	272	207	5,414
Education - Permanent Expansion	719	508	399	1,626
Education - SEN	24,534	11,681	473	36,688
Education - SEN Centre of Excellence	1,550	-	-	1,550
Children, Families and Education Sub Total	35,638	14,797	3,079	53,514
Affordable Housing Programme	7,273	-	-	7,273
Disabled Facilities Grant	2,400	2,400	2,400	7,200
Gateway, Strategy and Engagement Sub Total	9,673	2,400	2,400	14,473
Allotments	341	-	-	341
RIF - Brick by Brick Borrowing	30,000	20,000	-	50,000
Community Ward Budgets	576	576	576	1,728
Devolution initiatives	912	912	912	2,736
Empty Homes Grants	1,000	500	500	2,000
Feasibility Fund	330	330	330	990
Fieldway Cluster	1,413	-	-	1,413
Fiveways junction	3,000	2,000	-	5,000
Growth Zone	8,000	20,000	60,000	88,000
Highways - Maintenance Programme	5,000	5,000	5,000	15,000
Highways - flood water management	414	175	-	589
Highways - bridges and highways structures	223	8,110	-	8,333
Highways - Tree works	179	179	179	537
Leisure centres equipment upgrade	1,004	-	-	1,004
Libraries Investment	2,000	2,000	1,000	5,000
New Addington Leisure Centre	5,796	-	-	5,796
New Addington wellbeing centre	-	6,500	6,500	13,000
Parking	153	-	-	153
Park Life	12,151	-	-	12,151
Play Equipment	985	-	-	985
Safety - digital upgrade of CCTV	500	-	-	500
TFL - LIP	2,462	2,000	2,000	6,462
Walking and cycling strategy	750	750	-	1,500
Waste and Recycling - Don't Mess with Croydon	601	475	-	1,076
Place sub-total	77,790	69,507	76,997	224,294
Asset Acquisition Fund	45,000	-	-	45,000
Corporate Property	2,000	2,000	2,000	6,000
Finance and HR system	412	-	-	412
ICT Refresh & Transformation	5,500	1,500	1,500	8,500
People ICT Programme	6,927	2,014	1,521	10,462
Uniform ICT upgrade	534	3,600	-	4,134
Resources sub-total	60,373	9,114	5,021	74,508
General Fund	183,474	95,818	87,497	366,789
Fire safety programme	10,000	-	-	10,000
Larger Homes	1,500	-	-	1,500
Major Repairs and Improvements Programme	26,771	26,771	26,771	80,313
Special Transfer Payments	180	180	180	540
HRA Total	38,451	26,951	26,951	92,353
Capital Programme Total	221,925	122,769	114,448	459,142

DRAFT Capital Programme Resourcing 2019/20 to 2021/22

Funding	Budget 2019/20	Budget 2020/21	Budget 2021/22	Total 2019/2022
	£000's	£000's	£000's	£000's
Capital receipts	2,500	-	-	2,500
ESFA	10,000	3,500	-	13,500
School Condition Funding	2,000	-	-	2,000
Basic Needs (Education)	6,833	-	-	6,833
EFA Invest to Save (Education)	969	969	-	1,938
TFL LIP and other funding	2,462	2,000	2,000	6,462
NHS	-	5,000	-	5,000
CIL	6,800	6,800	6,800	20,400
CIL local meaningful proportion	1,200	1,200	1,200	3,600
Disabled Facilities Grants	2,400	2,400	2,400	7,200
Borrowing	48,946	33,949	15,097	97,992
Borrowing - (RIF) - BXB and Affordable Homes	37,273	20,000	-	57,273
Borrowing - Asset Acquisition Fund	45,000	-	-	45,000
Borrowing - Growth Zone	8,000	20,000	60,000	88,000
S106	1,800	-	-	1,800
Football foundation	7,291	-	-	7,291
GENERAL FUND	183,474	95,818	87,497	366,789
Major Repairs Allowance	27,709	21,209	21,209	70,127
HRA - Revenue Contribution	3,718	3,718	3,718	11,154
HRA - Use Of Reserves	7,024	2,024	2,024	11,072
HRA FUNDING	38,451	26,951	26,951	92,353
TOTAL FUNDING	221,925	122,769	114,448	459,142
UNDER/OVER FUNDING OF PROGRAMME	-	-	-	-

Note 1 - Capital receipts will also be utilised for transformation projects - these are not included above.